

CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**Who is Responsible for  
Workplace Deviance? Despotic  
Leadership in Relation to Moral  
Disengagement of Employees**

by

**Kanwal Tanvir**

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

in the

**Faculty of Management & Social Sciences**

**Department of Management Sciences**

2021

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*Dedicated to the people I love and admire . . . My Parents*



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## *Acknowledgement*

First and foremost, to my creator, my life coach, the most gracious, the most beneficent, **ALLAH (S.W.T)**, I owe it all to you, Thank you! There have been many people who have walked alongside me, who have guided me through all these efforts. I would like to outstretch gratitude to each of them. I would like to extend special gratitude to my supervisor, **Dr. S.M.M Raza Naqvi**, whose contributions in simulating suggestions and encouragement, helped me to coordinate my thesis work and especially in achieving the results.

It was because of your support and guidance from the beginning that I have done it! I express my deepest and earnest thanks to **My Parents** for taking part in useful decisions & giving necessary advice, support and motivation for completion of this degree. I choose this moment to acknowledge your contributions appreciatively. Words cannot express my gratitude for everything you have done for me. I would like to express my cordial appreciation to all those who provided me the possibility to complete this report.

**Kanwal Tanvir**

## *Abstract*

The purpose of the study was to examine the impact of Despotic leadership on workplace deviance in the context of Pakistan, particularly in the banking sector of the twin cities. The study also tested the mediating role of moral disengagement in the given relationship between despotic leadership and workplace deviance. Moreover, the moderating role of organizational justice between the relationship of despotic Leadership and moral disengagement was also explored. Data were collected from 274 employees working in different banks across Islamabad and Rawalpindi, through convenience sampling technique. Despotic Leadership was found to have a positive and significant relationship with workplace deviance. As shown by the results, moral disengagement was also found to have a significant mediating effect on the relationship between despotic leadership and workplace deviance. Additionally, results of the analysis of the study showed that organizational justice was not moderating the relationship between despotic leadership and moral disengagement. Furthermore, the study has certain limitations as it was conducted using cross sectional method with a small sample size. Future researchers should use a larger sample size by conducting a longitudinal study in other sectors. The findings of the study provide valuable insights to researchers and practitioners.

**Keywords: Despotic Leadership, Workplace Deviance, Moral Disengagement, Organizational Justice, Social Exchange Theory.**



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# Chapter 1

## Introduction

### 1.1 Definition of Variables

#### **Despotic leadership (Independent Variable)**

It refers to leadership behavior that focuses on supremacy and dominance. These leaders are arrogant, manipulative, bossy and unforgiving (De Hoogh & Den Hartog, 2008).

#### **Workplace Deviance (Dependent Variable)**

Workplace deviance is a voluntary behavior exhibited by employees that refers to violation of organizational norms and threatens the well-being of an organization. For example, withholding effort, stealing etc. (Bennet & Robinson, 2000).

#### **Moral Disengagement (Mediator)**

The process of moral disengagement describes the reason behind individuals taking unethical actions without apparent self-censure. Moreover, it is a process of convincing oneself that the standard of ethics does not apply to the self in a particular context (Bandura, 1999).

#### **Organizational Justice (Moderator)**

Organizational justice refers to the perception of employees regarding fairness at workplace (Colquitt, 2001). In this study, we have taken four variables i.e. despotic leadership, workplace deviance, moral disengagement and organizational

justice. Despotic leadership is taken as independent variable, workplace deviance as dependent variable, moral disengagement as a mediator in the relationship between despotic leadership and workplace deviance, and organizational justice as a moderator.

## 1.2 Theoretical Background

Workplace is one of the most demanding and challenging platforms for individuals where a range of damaging and destructive behaviors and attitudes are expressed in different ways that negatively impact an organization's growth and individual productivity. These destructive behaviors violate the norms and it largely and significantly affects the overall organization. Different studies have given different names to these negative and undesirable behaviors like workplace violence and aggression, counterproductive work behavior, retaliatory behavior, and workplace deviance which disrupt organization's norms voluntarily, as well as detrimental to the well-being of the organization (Raza, Ahmed, Zubair & Moueed, 2019).

There has been a rising interest in the research studies related to destructive behaviors within organizations, most of which mainly focus on the deviant behaviors of employees (Mitchell & Ambrose, 2007). Employee deviant behavior describes an important organizational behavior that reflects a prevalent problem for organizations due to its harmful consequences for the functioning of an organization at all levels. Consequently, researchers and practitioners have made it a priority to predict and then prevent the occurrence of workplace deviance (Pletzer, Oostrom, Bentvelzen, Vries, 2019).

Workplace deviance is becoming a serious issue for organizations because of the majority of employees' engagement in this behavior, which charges organizations billions of dollars per year in lost productivity (Mackey, MacAllister, Ellen & Crason, 2019). Altogether, the research studies have highlighted the significance of understanding the phenomenon of workplace deviance and its adverse psychological, monetary, and societal costs. The severity of the nature of the deviant behaviors of employees at the workplace makes it critical to go for the investigation of the

factors affecting the occurrence of such harmful behaviors in an organization. The perception of employees about workplace stressors creates frustration and outrage and is major causes of workplace deviant behaviors (Zhu, Lyu & Ye, 2019).

Hence, to explain the process that can have an impact on the emergence and prevalence of workplace deviance, the present study intends to study the effect of despotic leadership on workplace deviance (Yasir & Rasli, 2018). Deviant behaviors of employees include swearing at and threatening to throw something at managers or supervisors, as well as deviance directed toward organizations e.g. taking organizational property without permission and falsifying business expenses receipts and accounts (Park et al., 2019). The concept of workplace deviance has been described along two dimensions i.e. organizational deviance and interpersonal deviance, based on the target of the deviant behavior.

Organizational deviance is directed towards harming the organization that involves workers making personal phone calls during work hours, damaging merchandise or equipment, delaying work, sabotage, lateness, wasting company resources, and intentionally making errors in work (Marsi, Bennet, Budden, 2018). Interpersonal deviance is a kind of behavior that is intended to harm coworkers including violence, theft, verbal abuse, and sexual harassment (Raza, Ahmed, Zubair & Moueed, 2019). The current study is focused on the deviance towards the organization. Leadership is proved to be one of the most influential factors affecting the deviant behaviors of employees. It is a vital component of organizational effectiveness because a visionary responsible and positive leadership in an organization leads to the development of positive social influence that enhances the efforts and commitment of its employees toward the wellbeing of the organization and its employees alike. It is often in a debate that responsible and visionary leaders, managers, or supervisors help in improving organizational performance and the well-being of its employees (Nauman, Zheng & Basit, 2020). Whereas, bad leaders are described as despotic or unethical who possess abusive, damaging, and destructive behaviors that often creates mistrust between supervisor and followers, creates job stresses which in turn lower commitment and loyalty of employees and reduce employees' potential to help accomplish the optimal level of organizational performance (Naseer, Raja, Syed, Donia & Dar, 2016).



So it's important to throw light on the dark side of managers or leaders, due to that, recent studies now started paying attention to the destructive behaviors of managers (Mitchell & Ambrose, 2007). Destructive leadership has got a lot of practitioners' and researchers' attention in recent years due to its negative impact and prevalence in organizations (Mackey, Allister, Maher & Wang, 2018). A major paradigm shift has been observed that identifies the negative and harmful impact that leaders and managers have on their followers and employees (Naseer, Raja, Syed, Donia & Darr, 2015).

The dark side of leadership is described as going on the pattern of conduct or behavior exhibited by a supervisor or leader that leads to overall negative outcomes of an organization and is dependent on the interactions among the leader, employee, and the environment. The morale and satisfaction of the employees and organizational goals are obstructed through power abuse, exploitation, and the leader's self-interest (Nauman, Zheng & Basit, 2020).

There are a lot of terminologies that have been used to capture the construct of destructive leadership, for example, supervisor aggression, petty tyranny, abusive supervision, and despotic leadership (Schyns & Schilling, 2012). The essence of the dark side of leadership is despotic leadership behavior, which consists of behaviors which focus on achieving dominance and supremacy and are driven by the self-interest of the leader. (Nauman, Fatima & Haq, 2018). Despotic leadership is a type of behavior of the leader that focuses on gaining dominance and supremacy and pursuance of a leader's self-interests. Hence they are bossy, arrogant, unforgiving, and manipulative (Erkutlu & Chafra, 2018). So, this type of leadership behavior greatly impacts an employee's outcomes at the workplace.

Furthermore, interpersonal relationships at work are important but the most important relationship that an employee develops at work is with his supervisor, as it greatly impacts an employee's performance, well-being, and career (Tepper et al., 2009). A plethora of research is there which provides strong evidence that quite negative response by employees has been observed towards organization from supervisor mistreatment at work e.g. they involve in behaviors that are detrimental to the organization and one of those behaviors is workplace deviance (Thau, Bennett, Mitchell & Marrs, 2008).

Also, these deviant behaviors are harmful as many of the research studies show that organizations had lost billions of dollars that were attributed to the actions taken by employees each year that were recognized as counterproductive work behaviors. In addition, it is also a great concern for organizations, as it has been revealed from research studies that about 75 percent of employees in an organization engage in workplace deviant behaviors (Mekpor & Baah, 2016).

Although a number of studies are there on the negative outcomes of employees such as organizational deviance but who is responsible for that deviant behavior still remains unanswered. It needs to be studied that what encourages an employee to indulge in deviant behaviors at the workplace. So to answer this question, we used moral disengagement as a mediator that links despotic leadership with employee workplace deviance. Moral disengagement is a process in which individuals may rationalize, by either an excuse or justification, the wrong or harm that the behavior essentially serves so that the feeling of guilt of the behavior is neutralized (Fida et al., 2015).

Moreover, we used perceive organizational justice as a moderator, which explains the perception of fairness and justice of individuals in organizations (Liessem, Schedlinsky, Schwering & Sommer, 2015). According to the social exchange theory, the reaction of an individual towards the supervisor and organization is influenced by the nature of the exchange relationship (Akhtar, Syed, Javed & Hasnain, 2020).

### 1.3 Gap Analysis

A plethora of research is there on the dark and negative side of leadership and one of those is despotic leadership. So, this study is intended to focus on the negative side of leadership and one of its behavioral outcomes which is employee workplace deviance. There are a lot of studies on the deviant behavior of employees and the harmful effects it can have on organizations, as it has been costing organizations millions of dollars. Workplace deviant behaviors are also studied in connection with different leadership styles, particularly, the destructive ones e.g. abusive supervision, workplace bullying, and despotic leadership.

A very few studies are there on the link between despotic leadership and workplace deviance but what encourages an employee to indulge in such behavior is missing. So to establish this, we have used moral disengagement as the underlying mechanism, connecting the two variables. Also, it was studied that organizational justice leads to reduced turnover intentions and workplace deviance (Demir, 2011). So after reviewing the literature, the present study aims to find out the impact of organizational justice on the association between despotic leadership and organizational deviance, which is not previously studied.

Furthermore, this study intends to test the integrated model from the perspective of Pakistani organizations. Hence, the present study is conducted to add to the literature in several ways. First, this study seeks to the gap regarding the association of despotic leadership with workplace deviance. Prior research studies have established that leadership is one of the most effective factors that impact workplace deviance but how both variables are linked is missing, i.e. what encourages an employee to involve in deviant workplace behaviors.

Moreover, we have chosen the banking sector for data collection. The banking sector plays a critical role in the development of the economy of its country. Hence, the behaviors of employees working there can determine its failure or success (Mekpor & Bah, 2017), and negative employee behaviors can damage the organization and its members. So, it is imperative to investigate empirically, the factors that can bring such kind of employee outcomes so as to mitigate the negative ones and encourage the positive ones respectively.

Also, we have studied a new moderator concerning workplace deviance, which is organizational justice, which is not studied before with despotic leadership and deviance. Also, no study was found with this integrated framework and also in the context of Pakistani organizations. Therefore, this study has presented a mediating variable i.e. moral disengagement that explains the process in which employees allow themselves to disrupt the norms of an organization and involve in deviant behaviors as a consequence of despotic leadership. Also, it presents a contextual moderating variable i.e. organizational justice that may affect the relation i.e. despotic leadership leading to workplace deviance through moral disengagement link.

## 1.4 Problem Statement

The domain of leadership has gained a lot of attention and focus on the productive and positive side of leadership since its beginning, however, little attention is paid to the dark or negative aspects of leadership. Although recent studies have acknowledged the dark side of leadership since 1994, still it has not been fully explored, which can be seen from some recent research studies. Nauman, Fatima, and Haq, (2018), describe despotic leadership to be the essence of the dark side of leadership, which describes the behaviors that emphasize gaining dominance and supremacy and are driven by the self-interest of the leader.

Furthermore, research on the despotic leadership-outcome relationship has gained much attention over a period of time. A clear understanding of the behavioral outcomes holds significant importance for an organization. The most important relationship that an employee develops at the workplace is with his/her supervisor which greatly impacts his/her performance. When there exists a favorable relationship between the two, the chances of growth of an organization are maximum, but when there is a negative relation between the two, it not only affects the well-being of an employee but the overall organization.

So, this study is intended to focus on the dark side of leadership and one of those is despotic leadership. Previous studies have revealed that despotic leadership leads to negative emotional states and parallel negative behaviors of the victims. Employees at the workplace perceive that leaders or supervisors act as organizational agents, and they follow the instructions of top management. In this case, they directly violate and disrupt the norms of an organization and take part in the process of retaliation. Hence, this research study reflects that employees display undesirable behaviors in response to despotic leadership behavior by engaging in deviant behaviors as a means of taking revenge from the supervisor or leader, the organization, and co-workers (Raza, Ahmed, Zubair & Moueed, 2019).

So, it is of practical importance to explain the relation of despotic leadership with undesirable emotional and detrimental workplace behavioral outcomes. As negative and destructive leadership and its adverse and negative results are not desirable by any organization, so practitioners and researchers have always tried

to identify the cause and coping method to lessen the destructive effects of harmful and negative behaviors of supervisors (Islam, Ahmed, Ali, Ahmer & Usman, 2020) and deviant behavior of employees. The present study is therefore, conducted specifically in the context of Pakistan to investigate how Pakistani employees under such type of leadership move towards workplace deviant behaviors. Also, we have used organizational justice as a moderator that how it affects the relation between despotic leadership and workplace deviance.

## 1.5 Research Questions

This study aims to explore and examine the association between despotic leadership and workplace deviance by using moral disengagement as a mediator and organizational justice as a moderator in the relation between despotic leadership and workplace deviance. Hence, this study is conducted to answer the following research questions:

### **Research Question 1:**

Does despotic leadership affect workplace deviant behaviors of employees?

### **Research Question 2:**

Does moral disengagement mediate the relationship between despotic leadership and workplace deviant behaviors?

### **Research Question 3:**

Does organizational justice moderate the relationship between despotic leadership and moral disengagement?

## 1.6 Objectives of the Study

The purpose of the current study is to establish an integrative model by examining the relationship between despotic leadership and workplace deviance with mediating role of moral disengagement and the role of organizational justice as

moderator in relationship between despotic leadership and moral disengagement. Therefore, this study attempts to pursue the following objectives, as stated below:

**Research Objective 1:**

To investigate, the association between despotic leadership and workplace deviance.

**Research Objective 2:**

To analyze, the mediating role of moral disengagement between despotic leadership and workplace deviance.

**Research Objective 3:**

To examine, the moderating effect of organizational justice between despotic leadership and workplace deviance.

## 1.7 Significance of the Study

The present study contributes to the research and literature on despotic leadership in several important ways. First, despotic leadership has been a recent variable and limited studies are available on this type of leadership. Also, despotic leadership has not been studied with workplace deviant behaviors of employees. Second, moral disengagement as a mediator in the leader-follower relationship has also not been studied earlier; therefore this study contributes towards an understanding of how despotic leadership affects moral disengagement of employees which then leads towards undesired behaviors at the workplace like workplace deviance.

This study holds significant importance for organizations in the context of Pakistan. As deviant behavior of employees is a serious issue and costs organizations billions of dollars so it's important for an organization to take into important consideration that what encourages an employee to do so. This study will help organizations to identify what causes their employees to indulge in workplace deviance and that is moral disengagement. This study will also help and contribute to identifying one of the factors that may contribute to weakening the impact effect of despotic leadership on workplace deviance, which is organizational justice.

Furthermore, the present study will help the banking sector to understand that how despotic leaders can affect workplace deviant behaviors of employees. Also, it aids in developing awareness among employees regarding despotic leadership and their behavior. This study will also help various organizations in Pakistan and its policymakers deal with the destructive problems of despotic leadership. Hence, this research study adds to the literature on despotic leadership and workplace deviance.

In addition, understanding this relationship and the extent of the level of justice in an organization and workplace deviance could assist in finding factors that can prove helpful in bringing change in the work environment which can assist leaders in an organization to effectively deal with dysfunctional and undesirable behaviors and create a difference in improving loyalty and dedication of employees to their organization. After reviewing literature no study was found with this integrated framework i.e. despotic leadership relation with employee's deviance, moral disengagement as a mediating variable, and organizational justice acting as a moderator.

## **1.8 Supporting Theory**

The underpinning theory of this study is the social exchange theory. This theory covers and describes well the relationship between all the variables used in the study.

### **1.8.1 Social Exchange Theory**

One of the well-known and oldest theories that describe social behavior is the social exchange theory, which explains that any interaction among individuals is an exchange of resources. These exchanged resources are not only tangible like money, goods, or any other similar thing but also can be intangible, such as friendship or social amenities (Lambe, Robert & Spekman, 2008). The basis of assumption of this theory is that individuals enter into a relationship and maintain it with the expectation that doing so will be rewarding.

Within social exchange theory, parties are involved in an exchange relationship as benefits expected can be given by others, in which the social resources i.e. friendship and reputation and economic resources i.e. knowledge, product, service, could be exchanged among individuals. Furthermore, during the exchange process, reciprocity is an essential rule (Wang, Xiang, Yang & Ma, 2018). Individuals follow the rules of reciprocity and their interactions are dependent actions of others. For example, if a person offers benefit to someone, the recipient feels obliged by responding as means of returning that favor or benefit (Yan, Wang, Chen & Zhang, 2016). This theory is one of the most prominent of all the theoretical frameworks that interprets individual behavior at the workplace.

Social exchange theory provides better knowledge to inspect the association of despotic leadership with workplace deviance. Social exchange theory describes when an individual suffers from a punishment that is unsuspected, they eventually move towards aggressive and hostile behaviors at the workplace. This theory is based on exchanges in a system of giving and take between two parties that make a sort of mutual obligations between the two interacting parties in the sense that the behavior of both is dependent on one another. Hence, if an individual involves in evil deeds, damages, or harms, the recipient party of that treatment will respond accordingly.

According to social exchange theory, a reciprocal and interdependent relationship of employees is developed with their leaders and their conduct and behaviors at the workplace are reliant on the treatment that they receive from their supervisors or leaders. So when employees are a victim of despotic behaviors, they perceive themselves as not being valued by their supervisors or organization and therefore indulge in deviant behaviors to get even with that organization.

Furthermore, as despotic leaders unfairly treat and exploit their followers, this result in followers becoming less devoted, focused, and unwilling to contribute their efforts effectively toward the progress of that organization. Also, as despotic leaders use authoritative means to fulfill their objectives, the followers respond by showing less cooperation toward the organization. Within this nature of exchange relationship, employees may consider it difficult to react toward the offending



authority directly, but they may do so by indirect means for example exhibiting undesired behaviors such as workplace deviance.

Moreover, applying the social exchange process to the context of banking sector employees in Pakistan, mistreatment from supervisor in the form of unfairness and perceived lack of support faced by subordinates from their supervisors, may violate employees expectations of how they feel as they should be treated and hence fails to satisfy their emotional needs, which leads to strained relationships and ultimately towards negative changes in work performance (Helfers, Reynolds & Maskaly, 2019).

Consistent with the framework of social exchange theory, perception of unfairness in an organization weakens these relationships, which results in banking employees to involve in vengeful behaviors at the workplace that are generally categorized under the umbrella term as “workplace deviance”. These vengeful work behaviors include stealing, lying to supervisors or bosses, taking excessive breaks, sleeping on the job, and withholding effort.

In organizational research, social exchange theory has long been used to explain the link between employee work performance and exchange relationships. Based on the concept of the norm of reciprocity, the recipient of fair and positive treatment from the organization creates a sense of liability through the reciprocation process (Colquitt, 2013). Social exchange relationship develops when supervisors take care of their subordinates, which in turn creates beneficial consequences. On the contrary, mistreatment from the supervisor revokes the responsibility of an employee to reciprocate fairly and positively and which may result in an employee reacting adversely or negatively.

Therefore, when employees at the workplace are mistreated by their supervisor or leader, they are likely to involve in counterproductive work behaviors such as workplace deviance. Deviant behaviors of employees are likely to manifest in the form of incivility toward other individuals or the overall organization. The more a supervisor mistreats or is unfair with his subordinate, the more frustration and anxiety are developed, which might lead to workplace deviance (Bodla, Tang, dick

& Mir, 2019). Hence, social exchange theory provides better know-how to establish the connection between despotic leadership and workplace deviance. This theory describes when an employee suffers from unexpected punishment, he/she ultimately involved in destructive, hostile, and aggressive behaviors at the workplace.

# Chapter 2

## Literature Review

### 2.1 Despotic Leadership and Workplace Deviance

The dark side of leadership was revealed to have negative and harmful characteristics such as manipulation, information distortion and corruption, illegal and criminal actions (Aguilera & Vadera, 2008) carried out by leaders, but the destructive effects of such negative leadership on behaviors of subordinates are less studied and needs to be explored. Research has established that destructive leadership is positively related to organizational, leader-directed and interpersonal deviance. Thus, employee workplace deviance is an important behavioral outcome to be investigated in research of destructive leadership due to its harmful effects on organizations and its members (Mackey, McAllister, Maher & Wang, 2018).

This dark side of leadership has gained researchers attention and is conceptualized using different labels such as abusive supervision, petty tyranny and despotic leadership (Nauman, Fatima Haq, 2018). The essence of the dark aspect of leadership is the despotic leadership, which describes the behaviors that emphasizes on gaining dominance and supremacy and are driven by self-interest of the leader (Nauman et al., 2018). Despotic leaders are those who want unquestioned obedience from their subordinates/followers, and behave selfishly and callously toward their followers' needs and concerns.

A despotic leader holds significant power and acts like a dictator or tyrant, using the power unjustly, arbitrarily, mercilessly, and unfairly (Aronson, 2001). He behaves cruelly for their self-interest, having no concern for an employee or their subordinate's needs. Most often, their actions conflict with the legitimate interests of the organization and rarely involve their subordinates in the process of decision-making (Raja, Haq, Clercq & Azeem, 2020).

Also, such a leadership style focuses on being authoritative over subordinates and developing high power distant relationships among themselves and their followers (Naseer, Raja, Syed, Donia & Darr, 2015). Despotic leaders' unfair and unethical behavior at the workplace negatively affects an employee's job performance (Nauman, Fatima Haq, 2018). Deviance is one of those undesirable behavioral outcomes which are responded to by employees at the workplace.

Several antecedents have been investigated in the past studies that lead to organizational deviance, such as supervisor mistreatment, external motivation, and authoritarian management style and (Bodla, Tang, Dick & Mir, 2019). Moreover, despite the considerable amount of literature on the destructive outcomes, studies on the association between despotic leadership and employee workplace deviance are inadequate. Such types of research studies are promising as developing countries in which there prevails high-power distant and collectivist cultures, are found to have workplace problems of negative supervisory behaviors (Islam, Ahmed, Ali, Ahmer & Usman, 2020).

Furthermore, mistreatment from the supervisor and other negative behaviors are extremely detrimental to organizations (Raza, Ahmed, Zubair & Moueed, 2018), and one of the negative outcomes of supervisor mistreatment is deviance. Examples of some deviant behaviors at the workplace include fraud, theft, absenteeism, vandalism, sabotage, spreading rumors, aggression, and sexual harassment. One of the main damaging consequences of such deviant behaviors is the economic threat encountered by organizations. For instance, a study was conducted in Europe Asia Pacific and North America which includes 32 countries, stating that more than one-third of shrinkage in retail was due to the theft by the employees in those organizations (Ahmed & Omar, 2013). Also, it was reported that the

prevalence of workplace deviant behaviors in the United States resulted in huge organizational losses, approximately up to 200 billion dollars per year (Harris & Ogbonna, 2006).

Employees, while performing their required job tasks at the workplace, are subject to interpersonal treatment from their manager or supervisor. The literature provides evidence that workplace experiences like injustice, frustration, and threats are antecedents of employee deviant behaviors, and interpersonal mistreatment is a major predictor of workplace deviance. In addition, it was found that employees perceive their managers or supervisors as the primary sources of interpersonal mistreatment (Wang, Mao, Wu & Liu, 2012). It has been studied that employees reciprocate the behavior they experience from their supervisors in the workplace. In this case, social exchange theory explains that when employees, at the workplace, are treated fairly, they behave positively, whereas, in the case of mistreatment from their leaders, the reactions are negative (Javed, Fatima, Yasin, Jahanzeb & Rawwas, 2018).

Decades of research that draw from social exchange theory reveals that the perception of employees about their supervisors can be related to behaviors that are targeted toward other sources, for example, organizations (Mackey, McAllister, Brees, Huang & Carson, 2018). Therefore, it states that employees are more likely to involve in deviant behaviors at the workplace when they are not treated well by their managers. (Javed, Fatima, Yasin, Jahanzeb & Rawwas, 2018).

Most often employees are unable to challenge the source of workplace stressors, so we observe the probability of those individuals moving toward other individuals who are less powerful with a purpose to vent their anger and frustrations. When the employees are exploited and treated unfairly by the leaders, this consequently leads the employees to become less concerned about contributing effectively to the progress of their organization. As despotic leaders make use of their power for the fulfillment of their objectives and interests, employees respond by displaying less cooperative behaviors toward the organization and individuals (Erkutlu & Chafra, 2018). Also, despotic leaders are controlling, autocratic do not allow their employee to participate in the process of decision making, and also exploit and treat their employees unjustly, so in this form of exchange relationship, employees

cannot react directly towards their leaders as it is difficult for them due to the distance of power between them rather they do so indirectly, such as engaging in behaviors that are highly undesirable at the workplace and is harmful for the organization such as workplace deviance.

Employees are expected to respond in ways that damage both the organization and leader (Naseer, Raja, Syed, Donia & Darr, 2015). Many studies reveal deviant behavior of employees after being mistreated by their supervisor. (Thau, Bennett, Mitchell & Marrs, 2008). Prior studies have both theoretically and empirically found that employees respond to negative supervisory behaviors equally with destructive deviant behaviors at the workplace that is harmful to both the employees as well as the organization (Ahmed & Omar, 2013).

Previous research has reported regarding despotic leadership that despotic leaders score low on personal commitment, sensitivity toward others, ethical code of conduct, self-evaluation, and responsibility for one's actions (De Hoogh & Den Hartog, 2008; Naseer et al., 2016). They are autocratic, authoritative, controlling, and limit participation in decision-making ( De Hoogh & Den Hartog, 2008). Also, they exploit and treat their followers unfairly and lack norms and ethical values (Naseer et al., 2016) which is one of the reasons why employees in at workplace become less cooperative, devoted, and motivated towards contributing anything that leads towards organizational growth and progress.

Summing up, social exchange theory describes that in a reciprocal relationship, when a beneficial interaction takes place between two parties; the benefits do not have to be economic in either case, but may be determined by the development of positive attitudes and behaviors and experience between the parties. Hence, this theory suggests interpersonal behaviors i.e. the bonds between employees, organization, co-workers, or supervisors at the workplace in reciprocation of costs and rewards. According to this, if employees perceive that they are being benefited by their leader or organization, they feel the need to give something back in response, to the company (Farid et al., 2019). Contrary to that, if the perception regarding organization or leaders e.g. in case of despotic leadership, they tend to behave negatively, in the form of deviance.

Given that, this study states that as despotic leaders make use of their position and authority to fulfill their goals and meet their interests, then employees in return, decrease their efforts in contributing towards the attainment of goals and objectives of an organization and engage in undesirable behaviors at workplace i.e. organizational deviance, instead of reacting toward the authority. In this study, we discuss organizational deviance as the outcome of high despotic leadership (Naseer et al., 2016). Previous research studies show that employees respond to the low ethical conduct of a leader with deviant behaviors (Tepper, 2007). In the light of these arguments, we hypothesize that;

***Hypothesis 1: Despotic Leadership is positively associated with workplace deviance.***

## **2.2 Despotic Leadership and Moral Disengagement of Employees**

A lot of interest has been observed regarding the engagement of employees in recent years. Many researchers have suggested that outcomes of employees, financial performance, and organizational success are predicted by the engagement of employees within an organization. Also, the engagement of employees has been reported to reduce at the same time, and now they have become more disengaged (Erkutlu & Chafra, 2019). The most important reason reported for the decline is the behaviors of leaders and their traits. In the case of unethical leadership, it is studied that to get even with their leaders, employees exhibit certain cognitions e.g. moral disengagement (Christian & Ellis, 2014).

According to the social cognitive theory developed by Bandura (Bandura, 1999) moral disengagement is a set of mechanisms that are related to the “psychological processes by which moral reactions can be disengaged from inhumane conduct” to involve in behaviors that violate one’s moral standards. Moral disengagement theory suggests that a self-regulatory system exists that governs the behaviors and by which individuals evaluate and monitor their actions in the view of internal ethical standards. This theory further explains that the process of self-regulation that

typically prevents behaviors that are considered wrong or immoral, can be deactivated, therefore enable individuals to keep a favorable view of them while engaging in deviant behaviors (Huang, Wellman, Ashford, Lee & Wang, 2016). Moral disengagement permits a person to involve in negative behaviors by justifying the act and eliminating or diminishing the negative emotions or guilt associated with that act.

According to the social cognitive theory of moral disengagement, employees exercise cognitive control on their emotions, behaviors, and thoughts in the view of internal and external moral standards (Bandura et al., 1996). So, violating these moral standards would induce self-sanction or self-condemnation, which describes that, employees will make them responsible for violating those moral standards. Moreover, the self-regulation process will work only if it is activated. Moral disengagement is actually a set of mechanisms by which processes of moral self-regulation can be deactivated (Bandura, 1991). Particularly, it comprises three sets of cognitive mechanisms that are interrelated and that facilitate the justification of unethical or deviant or behaviors.

Hence, the deactivation process involves three types of cognition (Bandura, Barbaranelli, Caprara, & Pastorelli, 1996). The first set of moral disengagement mechanisms describes the cognitive construal of conduct, consists of euphemistic labeling, moral justification, and advantageous comparison (Bandura, 1999; Bandura et al., 2001), and through these processes, immoral and unethical behavior will be considered less harmful. It means that employees morally disengage by reconsidering an action such that it seems no more immoral (Shaw, Tang & Liao, 2020). For example, an employee stealing something from their organization may morally disengage by looking at this behavior as a way to take care of their friend or family member.

Similarly, the second set of mechanisms of disengagement consists of diffusion of responsibility, displacement of responsibility, and ignoring the consequences of the action to hold individuals away from the outcomes (Bandura et al., 2001). So that employees can ignore or minimize the outcomes of unethical behavior. For instance, an individual is damaging the company's property, and thinking this action does not affect the company because it company has so many resources.



The third set consists of attributing blame to the victim or dehumanizing the victim and focuses on the recipient of the unethical or immoral behaviors. It means that moral disengagement may occur when an individual devalues the targets of their immoral behavior by dehumanizing them or attributing blame. (Huang, Wellman, Ashford, Lee & Wang, 2016). For example, an employee who is hostile abusive, or aggressive or towards a coworker might view him as “deserving it.” So, when employees morally disengage by involving themselves in these forms of cognitive reframing, they are free from self-censure, which would result in engaging in or deviant behavior at the workplace.

When an individual adopts any of these moral disengagement mechanisms, he or she can do misconduct without any feeling of guilty or self-censure and is therefore expected to behave accordingly. Previous research studies show that in organizational settings, moral disengagement is connected to workplace harassment, organizational corruption, counterproductive workplace behavior, general unethical organizational behavior, dishonest deeds, and deviant behavior (Harris & He, 2019). Therefore, this study assumes that moral disengagement is a basic psychological mechanism leading to deviant behaviors at the workplace.

Furthermore, as explained by the theory of moral disengagement, this process would lead to the deactivation of the moral processes of self-regulation. Consistent with this, the process of moral disengagement is said to play an important role in the explanation of a series of negative behaviors like harassment and unethical behaviors (Zhang, Li, Liu, Han & Muhammad, 2018). So, we are proposing in this study that moral disengagement of employees would result in deviant behaviors at the workplace e.g. stealing, wasting time, taking long breaks, etc, as displacing their aggression and a way to express their aggression and anger.

Moreover, moral disengagement is taken as our cognitive mediating variable in the link between despotic leadership and organizational deviance because employees perceive despotic leadership as behavior that devalues and degrades the exchange relationship and does not fall in the standards of appropriate behaviors in the organization. Hence, when a leader does not treat the employee fairly, he will probably morally disengage, maybe by means of moral justification, to excuse his

or her subsequent organizational deviance with the purpose of equalizing that exchange relationship with the supervisor (Valle, Kacmar, Zivnuska, Harting, 2018).

As, despotic leaders have little concern for others and they have no concern with behaviors that are socially constructive, therefore they are not likely to feel an inner obligation for doing the right thing. Also, they score low on moral standards (De Hoogh & Den Hartog, 2008). Furthermore, they do not care are very insensitive to the needs of their subordinates, and thus hence they score low on concern for others.

Additionally, they are self-absorbing and exploitative and, which shows that they also score low on self-judgment and have little or no concern regarding the outcomes or consequences of their conduct and behavior. As leaders or managers are the representatives of the organization and are considered as role models for the subordinates, under despotic leadership, subordinates would consider these detrimental or harmful misconducts as acceptable both personally and organizationally, and thus recreate the view of and justify these behaviors as less harmful (Erkutlu & Chafra, 2019).

Theoretical work done on moral disengagement states that individual usually can regulate their behavior ethically, but this process of self-regulation fails to work when individuals morally disengage from their actions. As individuals cognitively eradicate the personal sanctions that are associated with bad behavior, hence it allows individuals to behave in an unethical way without any feeling of guilt (Wang et. Al, 2019). It shows that these mechanisms of moral disengagement lessen an individual's discomfort in the administration of unethical behavior as the victim seems to deserve the potential harm (Bonner, Greenbaum & Mayer, 2014).

There exists a large body of research that revealed the disinhibitory power of moral disengagement and its strong relations with different forms of deviant behaviors across different contexts. Integrating moral disengagement theory with social exchange theory, this study proposes that despotic leadership leads employees more likely to redefine the cognition of harmful behavior that makes moral disengagement. This study conceptualizes moral disengagement as a cognitive mechanism that operates in a way, aimed at helping employees downplay the loss or damage

caused by workplace deviance, and permitting themselves to do so (Valle, Kacmar, Zivnuska, Harting, 2018). Therefore, when an employee is confronted with despotic leadership, his or her cognitive reaction is expected to be one of moral disengagement. So, it is this disengagement that permits him or her to involve in organizational deviance. So based on these arguments, we propose that;

***Hypothesis 2: Moral Disengagement mediates the relation between despotic leadership and employee workplace deviance.***

### 2.3 Moderating Role of Organizational Justice

Justice in an organization is among those issues, which are becoming increasingly important in organizations as in all sectors, to motivate employees towards achievement of goals of an organization and regulate employee-organization relationship. Furthermore, the conception of justice lies at the bottom organizational justice concept that is described as equality, fairness and receiving what you deserve. Organizational justice concept is largely influenced from Social Exchange Theory by Homans in 1958 and Equity Theory by Adam's in 1965. Equity theory describes that individuals decide whether their rewards are fair, proportion their contribution to organization to the benefits they receive, and then compare their proportion with that of other coworkers working there (Kollmann, Stöckmann, Kensbock & Pesch, 2020).

Furthermore, equity theory describes that employees do not have concern with the level of outcomes, rather they are motivated by and interested in the pursuit of equity and fairness and therefore they are more concerned with the perception of fairness of their outcome. Hence, the employees will try to sustain what they observe to be a fair balance between what they contribute or give to the organization i.e. their inputs, and what they are given as a reward in return, which is their outputs. This ratio of input to output is compared to the ratio of input to output of other employees (Connor & Henry, 2019). Social exchange theory describes social interpersonal relationships as a kind of exchange of resources. So, the expectations of employees for being respected rewarded and appreciated in an

organization play an essential role in initiation and maintenance of social relations. Employees assess the fairness of these changes based on the information that they obtain through their social interactions (Zagenczyk, Purvis, Cruz, Thoroughgood & Sawyer, 2020).

Being an important conception of organizational research, justice in an organization is said to be a universal predictor of organizational and employee outcomes (Pan, Chen, Hao & Bi, 2018). Organizational justice is defined as perception of an employee regarding justice within a particular organization. Justice in an organization refers to the perception of overall fairness within the organization. In organizational justice, the fairness of behavior toward employees is observed. The concept of organizational justice is about individual or group description of justice at work and their reactions to such perception. It refers to the observance of justice in the reward systems developed by an organization.

Simply, organizational justice is the fair and just treatment of employees by their organization as is perceived by the employees as fair (Sabokro, Tavakoli & Malmiri, 2020). Justice means when there is a presence of action and dedication from the management point of view towards the employee through great morality by way of religion, ethics, or law standards (Greenberg, 1990). Perception regarding a sense of justice towards an employee is relevant and may be behaviorally influential for them, which leads to employee's job satisfaction, commitment as well as involvement in working ((Novitasari, Asbari, Wijaya & Yuwono, 2020).

In many research studies, organizational justice has been defined as the perception of individuals regarding the resources allocation, known as distributive justice, the fairness in procedures, termed as procedural justice and social relationships quality at the workplace, known as interactional justice, which is then further elaborated into informational and interpersonal justice (Estreder, Rigotti, Tomas & Ramos, 2020). Moreover, some studies have figured out that employees are also expected to formulate general unfairness evaluations at the workplace about exchange responsibilities and obligations, and that an employee's evaluation of justice is on the basis of a holistic judgment by which they react and respond to any information which is both available and relevant.

In research studies, the use of an overall justice measure, by Ambrose and Schminke (2009), had a distinct and additional significant effect on employee's behaviors such as turnover intentions, commitment, and satisfaction that goes beyond the effects produced by the three dimensions of organizational justice, in a study consisted of a sample of 330 employees. This shows that overall justice is not properly explained by these dimensions, allowing them to use the measures of overall justice in their own right. Hence perceived overall justice scale was suggested by Ambrose and Schminke (2009) to easily measure the overall perception of fairness of an employee (Ding & Chang, 2020). Hence, in the present study, organizational justice is measured using the overall justice scale (Pattnaik & Tripathy, 2019).

Despite the fact, that massive research studies are there that are focused on the three dimensions of justice, evidence is there that recent studies have shifted their emphasis on the measure of overall justice judgments. One of the reasons behind this is that different dimensions of justice perceptions may not be able to accurately and clearly express an employees' justice experience at the workplace ( Rizwi, Friedman & Azam, 2017).

Prior research has discussed that empirical evidence is there that perceived organizational injustice in an organization results in deviant behaviors of employees. As, organizational justice describes the perception of employee about the fairness that prevails in an organization, including the procedures followed in the allocation of rewards and sanctions, for example, training, promotions, dismissals, transfers, trips, and money, so employees who perceive that their workplace environment is fair, i.e. they receive all that they deserve, considering the process and rules of allocation reasonable and they perceive that they are treated respectfully and fairly, are more likely refrain from all those decisions or actions that could potentially harm it and work for the well-being of their organization (Li & Zeng, 2019 ).

Similarly, when the perception of employees about overall organizational fairness is negative then their behaviors and attitudes are also negatively affected and this turn, in turn, causes their positive organizational behaviors to be low, intention to protest, increase in crimes at workplace, anger, and disrespect for the organization; engage in counterproductive work behavior, organizational misbehavior, and workplace aggression. Additionally, it has been revealed that there has been

an increased tendency of employees becoming involved in deviant behaviors at the workplace either interpersonal or organizational, due to injustice (Rizwi, Friedman & Azam, 2017).

Researchers have also reported that organizational justice results in different positive organizational outcomes. For example, it can help improve the work performance of employees. If the perception of employees regarding the practices and actions of an organization is fair, they will exhibit more interest and play an extra-role behavior that will prove to be beneficial for the development of the organization (Demirkiran, Taskay & Dinc, 2016).

Moreover, it was found that employee's positive perception of justice in the organization is a key antecedent to job satisfaction of employees, which assists in promoting positive behavior of employees. Whereas, researchers explained that employees react to perception of injustice and unfair treatment with several negative behavioral responses including theft, withdrawal, reduction of positive behavior resistance, sabotage, and deviant behaviors ( Saifi & Shahzad, 2017). When employees perceive fairness in the workplace i.e. fair rewards, equitable and just treatments, and reasonable procedures, they will be encouraged to be more loyal to the organization.

In short, perceptions of the prospects of receiving benefits increase the extent to which individuals are willing to respond with the behaviors that contribute to the effectiveness of an organization, either directly or indirectly (Lavelle et al., 2007). Indeed, researchers have established that perceptions of justice in an organization are positively connected to organizational commitment (Li & Zeng, 2019) at the workplace and decrease negative workplace behaviors such as workplace deviance. The perception of employees regarding a sense of justice within an organization is relevant and behaviorally influences them, which might cause the employee's commitment as well as job satisfaction and dedication, and involvement in their work. In an organization, justice greatly impacts the attitudes of employees so as to receive justice in a welcome manner, which impacts the performance of an organization and helps to minimize any sort of conflicts among supervisors and their subordinates (Novitasari, Asbari, Wijaya & Yuwono, 2020). Organizational

justice also seems to protect against counterproductive work behaviors (Wolfe, Rojek, Manjarrez, & Rojek, 2017).

In this study, we have taken overall justice to study the impact on deviant behavior of employees. The perception of employees regarding overall justice within an organization reflects their global evaluation of justice, fairness, and equity in an entity. Prior studies have focused on organizational justice as a composite of three sub-components as distributive justice, procedural justice, and interpersonal justice that impact employees' behaviors and outcomes (Colquitt, Conlon, Wesson, Porter & Ng, 2001). However, Ambrose and Schminke (2009) described that the most immediate effects are exerted by perceived overall justice on the behaviors, actions, and employee outcomes at the workplace.

Despotic leadership is likely to harm and affect the optimism of followers about their future. Therefore, this in turn makes employees more fearful regarding their position in the organization. Employees may perceive and experience their organization as a hostile environment, and they consider that they themselves, as well as those around them, are being exploited and treated unfairly by their supervisor, which consequently results in a desire to leave the organization. Also, it creates a less positive and optimistic feeling about the organization and the work environment provided by it (De Hoogh & Den Hartog, 2008).

According to the social exchange theory, the relationship between the follower and the leader is kept through positive reciprocity if both have the perception of receiving mutual benefits. If the perception of organizational justice is high, it not only increases employees' commitment towards the organization but also impacts their perception of their job satisfaction and organizational leaders (Colquitt et al., 2001). In addition, employees are more likely to accept the behavior of their leaders if the perception of overall justice in an organization is high (Ha, Lee, Byun & Dai, 2020).

Similarly, employees are likely to view their supervisors more favorably if they feel that they are being treated fairly i.e. perception of overall fairness within the organization (Ha, Lee, Byun & Dai, 2020). Furthermore, when overall justice is perceived to be fair, this, in turn, will mitigate, or will be believed to reduce;

potential negative consequences brought about by despotic leaders and may reduce deviant behaviors at the workplace.

A meta-analysis was conducted by Colquitt et al. (2001), which supports the link between organizational justice and workplace deviance. Individuals make a comparison of their perceived benefits and rewards to their perceived contributions and efforts and the same is the case with their coworkers' perceived benefits and rewards and perceived contributions and efforts. If an individual perceives unfair treatment and injustice in such a comparison, frustration and resentment are developed in his/her mind, which consequently led to behavioral and psychological negative reactions and increased chances of workplace deviance (Hashish, 2019).

It has been found that perceptions of unfair treatment are related to lower job satisfaction, lower job performance, high turnover whereas, perceptions of fair treatment ensure higher productivity and commitment, reduced workplace deviance, and turnover intention (Demir, 2011). Organizational justice and support, reduce an individual's inclination to engage in organizational deviance (Bodla, Tang, Dick & Mir, 2019). It was revealed that organizational justice is significantly and negatively related to workplace deviance (Hashish, 2019).

Organizational justice plays an important part in the organization, i.e. when overall justice is perceived to be fair, this, in turn, will mitigate, or will be believed to reduce; potential negative consequences brought about by despotic leaders, and may reduce deviant behaviors at workplace. So, the current study defines theoretical implications to the literature through establishing relationships then supporting empirical results. So it means that organizational justice may weaken the relationship between despotic leadership and workplace deviance.

Keeping in view the above argument, we can say that:

***Hypothesis 3: Organizational justice moderates the relationship between despotic leadership and moral disengagement such that it weakens the relationship when it is high and strengthens the relationship when it's low.***



## 2.4 Research Model

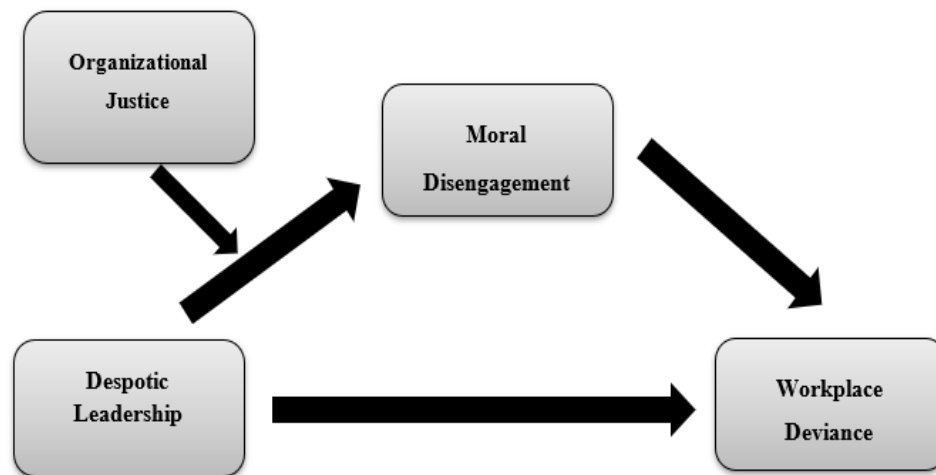


FIGURE 2.1: Research Model

## 2.5 Research Hypotheses

$H_1$  : Despotic leadership is positively related to workplace deviance.

$H_2$  : Moral disengagement mediates the relationship between despotic leadership and workplace deviance.

$H_3$  : Organizational justice moderates the relationship between despotic leadership and moral disengagement such that it weakens the relationship when it is high and strengthens the relationship when it's low.

# Chapter 3

## Research Methodology

The main objective of the current study is to find the association between all variables used hereby concerning the organizations of Pakistan. This chapter included the details of methods that are used to examine the results of the research and to check the acceptance and rejection of the proposed hypotheses in the study context.

### 3.1 Research Design

Research design can be described as the overall strategy that a researcher chooses to integrate the different parts of the research rationally and coherently, that ensures the effective addressing of the research problem. It constitutes the outline for the data collection process, its measurement, and analysis.

#### 3.1.1 Research Approach

The research approach has a significant role in analyzing the generalizability and validity of the research study. Two different types of research approaches are there, one is qualitative research and the second one is quantitative research. These two approaches are used in research studies. The qualitative research approach is used mostly in exploratory researches. Also, researches in social sciences mostly use qualitative approaches, where the researcher explains various objects, events, and

items. Moreover, this type of research approach is used to get in-depth information about and to have a deep understanding and knowledge of the central reasons and opinions and also provide a foundation for identifying an underlying problem or issue which is then further used to make a hypothesis for using and testing in quantitative research studies afterward.

Although this is an important research approach there are chances that the researcher may include his/her biases during data collection and analysis, which make the results somewhat biased and inaccurate. Economics and financial studies mostly use quantitative research. However nowadays social sciences researchers are also considering the importance of the use of a quantitative approach for conducting the research studies.

In the quantitative research approach, quantification of items is done. Quantification is used for the evaluation of different processes and procedures used in research. Due to this feature, quantitative research is considered very reliable. Also, there is high generalizability in this approach. Furthermore, there are fewer chances of biasness from the researcher side in the quantitative research approach. Due to this, the results are accurate and unbiased without any misleading aspects.

In the present research, we opt for quantitative research. Due to the large population, time limitation, and other constraints it was not possible to do qualitative research so in this scenario, quantitative research is considered to be more authentic and appreciated. The quantitative research approach was used due to its many advantages such as reduction in the business level of the researcher and its generalizability of the results and reliability.

### **3.1.2 Type of Study**

The current study is causal and examines the impact of despotic leadership on workplace deviance. It also explores one of the underlying mechanisms i.e. moral disengagement through which despotic leadership leads to workplace deviance. Additionally, to examine one of the possible moderator's i.e. organizational justice, which moderates the relationship between despotic leadership and moral disengagement.

### **3.1.3 Study Setting**

The non-contrived work setting was used in the present research. To fill the questionnaires, all respondents were conducted at their respective workplaces; hence it is a field study. Moreover, all the respondents were assured regarding confidentiality of all the information provided and their responses, hence enabling them to accurately and honestly share their responses.

### **3.1.4 Unit of Analysis**

Unit of analysis is an important feature in any research study. It refers to those objects whose features and characteristics and features are to be analyzed in the research study. The unit of analysis of research may be an individual, group, dyad, industry, organization, country, or culture from where data is to be collected by the researcher for his research study. The present study is conducted to examine the influence of despotic leadership on the workplace deviance of employees. Hence, the unit of analysis for this study is individuals working in various banks in Pakistan, particularly from Islamabad and Rawalpindi.

### **3.1.5 Time Horizon**

Data collection was done from the banking sector of twin cities of Pakistan for this study. It took almost two months to collect the data from the respondents. Additionally, the cross-sectional method of data collection was used for the study. The reason behind choosing this method was the current pandemic situation, also the shortage of resources and time constraint and the research study has to be completed within this limited time frame.

## **3.2 Data Collection Process**

Nowadays, data collection is difficult and problematic because of the current pandemic situation, and also the respondents are not well aware of how to respond and fill the questionnaires properly provided with the purpose of data collection.

Hence, during the process of data collection, the researcher has explained the purpose of the study and an overview of the topic to the respondents so that they can fill the questionnaires appropriately. Data were collected from various banks by references of friends and relatives. It has been observed that without data collection from different organizations is very difficult without reference specifically in the case of Pakistan.

Therefore, every possible effort was made to collect data from the maximum number of respondents. The participants of data collection were requested to provide their help and consent in data collection. Also, they were made sure that of the confidentiality of the information provided by them, so that the respondents might not feel any hesitation to fill in the questionnaires. Individuals usually refuse to share their points of view, opinions for research purposes as well. These conditions serve as an obstacle for the researcher to successfully conduct quality research. Hence, the entire process of data collection employees of the banking sector took considerable efforts.

### **3.3 Population and Sampling**

#### **3.3.1 Population**

The population for the current research study is the individuals working in the service sector of Pakistan, specifically individuals employed in the banking sector of twin cities of Pakistan i.e. Islamabad and Rawalpindi. The reason behind choosing this sector for our research study is that competition is very high in the service sector as compared to other sectors e.g. manufacturing sector, hence it requires a lot of efforts to meet the daily challenges and therefore, in these service organizations, employees have to deal with and face customers daily, which requires fulfillment of their expectations and demands, which in turn leads employees being in constant stress at workplace. Additionally, this situation increases their chances of being the target of mistreatment by their supervisor or manager.

In the present study, the population for data collection comprised of the employees working in various banks across Rawalpindi and Islamabad. Data were collected by

distributing questionnaires to the relevant respondents at their respective workplaces. Also, online questionnaires were distributed for data collection through online forms. It was found by the past research studies that online data collection is a more convenient and easy way of collecting data, as individuals find it comparatively easy to fill the questionnaires as opposed to the process of making them fill the questionnaires through the paper-pen procedure.

## **3.4 Sample and Sampling Technique**

### **3.4.1 Sample**

A Sample represents the entire population. It is a manageable and smaller version of a larger group. It contains the characteristics of the population. Sampling is a method of picking a group from which the researcher collects data for his research study. Similarly, in quantitative research, sampling is used to collect data from the relevant group of individuals who are representatives of the population or larger group or possess similar qualities or information required for data collection.

Moreover, sample usage is recommended in social sciences as compared to the study overall population. The reason is that in sampling, fewer resources in terms of money and time are utilized. Whereas, collecting data from the entire population is highly it is expensive, difficult, and time-consuming. So, a sample should be adequate to represent the overall population of the concerned subject of research.

### **3.4.2 Sampling Technique**

As, information gathering from the entire population was almost impossible due to the time and resources constraints, for this research study. Due to this problem, the easiest and commonly used method of sampling was used for this quantitative research. Hence, in the current study, we used the simple random sampling technique for data collection. Respondents were approached using the professional and personal contacts of the researcher.

Data is collected from the banking sector of twin cities of Pakistan. In addition to the probability sampling technique, the convenience sampling method was used. This technique of sampling is considered to be the most suitable and preferable method of sampling when there is an issue of budget and time shortage. Moreover, this sampling is perhaps the most popular among all the sampling techniques. Using convenience sampling, the samples are chosen due to their easy approach to the researcher. Hence, the convenience sampling method is considered the easiest, least time-consuming, and cheapest.

Moreover, the procedure followed for the process of data collection was through self-reported questionnaires by distributing hard copies of questionnaires in selected banks of Rawalpindi and Islamabad and a brief introduction was also about the research topic. Also, some questionnaires were distributed to the relevant respondents using online goggle forms. As we needed sufficient responses for the reason that the results can be generalizable to the whole population so following the table provided by Krejcie and Morgan (1970), we distributed a total of 384 questionnaires.

Out of these 384 distributed questionnaires, only 271 questionnaires were used because some questionnaires were returned incomplete and with missing information, therefore those were discarded.

## **3.5 Sample Characteristics**

The demographics used in this study are employee's age, gender, qualification, and experience. Sample characteristics details are as follows:

### **3.5.1 Gender**

The first demographic variable was gender and it is the most important demographic variable in today's social and organizational sciences. It is a very important concern for social scientists to consider the perception of both male and female employees as both genders differ in their point of views and thinking patterns.

TABLE 3.1: Gender Frequency

	Frequency	Percent
Male	228	84.1
Female	43	15.9
Total	271	100

**Table 3.1** reveals the ratio of male and female participants. As we can see the majority of the participants were male, which shows 84.1%. whereas, the female respondents were only 43 which shows 15.9%.

### 3.5.2 Age

The Second demographic variable was age which is broadly used in the investigation of worker's behavior. However, sometimes participants may feel uncomfortable openly reveal this information. Therefore, a range basis was designed to address this issue in getting the information about the respondent's age.

TABLE 3.2: Age Frequency

	Frequency	Percent
18-25 years	48	17.7
26-33	54	19.9
34-41	19	7
42-49	9	3.3
50 and above	141	52
Total	271	100

**Table 3.2** shows the age frequency of the participants.

### 3.5.3 Qualification

Education is a crucial element that counts towards the success and prosperity of the entire country as well as for competing effectively across the globe. Hence, after gender and age, education is an essential element of demographics in the research study.



TABLE 3.3: Education Frequency

	<b>Frequency</b>	<b>Percent</b>
Inter	13	4.8
Bachelor	110	40.6
Masters	90	33.2
MS/ m. Phil	55	20.3
PhD	3	1.1
Total	271	100

The given table contains information about the qualification of the respondents. The majority of the respondents had the qualification of bachelors comprised of 40.6 percent, 33.32 percent of the respondents had the qualification of masters, 20.3 percent of the respondents had an education of Ms/MPhil and 4.8 percent of the respondents were those who had the qualification of inter and only 1.1 percent of the respondents were having qualification of Ph.D.

### 3.5.4 Experience

A person learns through experiences and these experiences change and improve their way of thinking, their approach, and way of handling situations and their behaviors. For example, an intern has a completely different experience as compared to an employee having experience of 10 years. So to cater to this, the section of demographic factors includes information related to the experience of the respondents. Different ranges regarding the time period of experience were developed in the questionnaires to collect information about the respective experiences of the respondents so that they could easily mention the job tenure in the relevant field.

TABLE 3.4: Experience Frequency

	<b>Frequency</b>	<b>Percent</b>
05-Oct	40	14.8
Nov-15	49	21.8
15-20	112	41.3
20-30	42	15.5
31 & above	18	6.6

The table represents information regarding the experiences of employees. Maximum respondents were having experience of 15- 20 years, 38.8% respondents had

the experience of 4-6 years, 11.1 had 7-9 years of experience and 10.8% respondents had 10 years or above experience.

### **3.6 Instrumentation**

For data collection, relevant questionnaires were adopted. The variables used in the study are despotic leadership, moral disengagement, workplace deviance, and organizational justice. Four demographic variables that contain information about the respondents' experiences, their qualifications, age, and gender were also part of the questionnaire.

### **3.7 Measures**

For measurement of all the variables of the current study, the data were collected through questionnaires, which were adopted from various credible sources. Employees were asked to fill the questionnaires by rating their respective views and opinions according to the nature of the items included in the questionnaire, related to despotic leadership, workplace deviance, moral disengagement, and organizational justice. The responses of all the questionnaires were examined using a five-point Likert scale. The employees had indicated their level of agreement or disagreement with each given statement in the scales given in the questionnaires provided. Moreover, responses of despotic leadership have been recorded with a five-point scale ranging from 1 to 5, where 1 was for strongly disagree, 2 for agree, 3 for neutral, 4 for agree, and 5 for strongly agree. Workplace deviance responses had also been obtained on a five-point Likert scale where scale ranges from 1 for strongly disagree, 2 for agree, 3 for neutral, 4 for agree, and 5 for strongly agree. Responses on moral disengagement have also been obtained on a five-point scale ranging from 1 to 5, where 1 was for strongly disagree, 2 for agree, 3 for neutral, 4 for agree, and 5 for strongly agree. Finally, the responses for the moderator used in the study i.e. perceived organizational justice were also obtained on a five-point Likert scale from 1 to 5, where 1 was for strongly disagree, 2 for agree,

3 for neutral, 4 for agree, and 5 for strongly agree and 2 of the items were reverse coded as defined in the adopted scale, used to measure overall justice within the organization.

Furthermore, the questionnaires also contain demographic factors to gather information about the gender, qualification, age, and experiences of the respondents. Despotic leadership, moral disengagement, organizational justice, and workplace deviance, and 32 questions. 384 questionnaires were distributed through google forms and hard copies, out of which only 330 questionnaires were received. The numbers of questionnaires that were used for the analysis of the data were 274, the rest were discarded. The discarded questionnaires were those, which were returned having incomplete information hence making them inappropriate for the study.

### **3.7.1 Despotic Leadership**

Despotic leadership has been measured 6 items and scale developed by De Hoogh & Den Hartog, 2008. The variable measure of a 5-point Likert scale (1= strongly disagree and 5= strongly agree). Respondents were asked to rate their managers, leaders, or supervisors in terms of despotic leadership behaviors on the measurement scale containing 6 items by using 5- point frequency scale ranging from 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. The sample items in the scale are “My leader is punitive; has no pity or compassion”, “He is in charge and does not tolerate disagreement or questioning, gives orders” and “He expects unquestioning obedience of those who report to him/her” etc.

### **3.7.2 Workplace Deviance**

Workplace deviant behaviors have been measured with a set of 12 items, and a scale developed by Bennett and Robinson (2000). The scale contains a 5-point Likert scale where 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. The sample items in the scale contain “I have taken property from work without permission”, “I have spent too much time fantasizing

or daydreaming instead of working” and “I have taken an additional or longer break than is acceptable at the workplace” etc.

### 3.7.3 Moral Disengagement

A scale that was developed and then validated by Moore et al. (2012) was used to measure the moral disengagement of employees. The scale of moral disengagement comprises of 8 items and the responses of the participants were rated on a 5-point Likert scale from where 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. The sample items of the scale include “It is okay to spread rumors to defend those you care about”, “Taking something without the owner’s permission is okay as long as you’re just borrowing it” and “Some people have to be treated roughly because they lack feeling that can be hurt” etc.

### 3.7.4 Organizational Justice

Organizational justice has been measured with a set of 6 items and a scale developed by Ambrose and Schminke (2009). The scale consists of 6 items which were measured using a 5-point Likert scale from 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree. The scale includes the following items as “Overall, I am treated fairly by my organization”, “In general, I can count on this organization to be fair” and “Most of the people who work here would say they are often treated unfairly (R)” etc.

## 3.8 Scales Summary

TABLE 3.5: Scales Summary

Variables	Scales	Items
Despotic Leadership	De Hoogh & Den Hartog, (2008).	6
Workplace Deviance	Bennett and Robinson (2000)	12
Moral Disengagement	Moore et al. (2012)	8
Organizational Justices	Ambrose and Schminke (2009)	6

### **3.9 Tools for Analysis**

The analysis of data was done by using a statistical package for the social sciences (SPSS). It is one of the most common and popular software which can carry out highly complex analysis of data by using simple instructions. In this software, reliability analysis, descriptive analysis, regression, correlations, demographic analysis, mediation analysis, and moderation analysis were run to test the hypothesis of the study for determination of the results.

### **3.10 Pilot Testing**

Pilot testing can be described as a rehearsal of the research study that we are going to conduct. Being a rehearsal, it allows us to test our research method or approach used with a small number of participants before we proceed towards conducting our main study. Although pilot testing is an additional step before conducting the research study, it may be the time best dedicated for any research project.

Similar to the necessity of proper experiment design in any research, it is also crucial to take the time to review, test, analyze and thereby improve the research design, before complete application of the method or procedure. Hence, by doing so, we can ensure smooth and proper conduction of the research, which in turn leads to improvement of the output of our study.

Therefore, pilot testing is a vital tool for testing the usefulness of a questionnaire which is used to measure the relevant variables, as it provides precious and useful information that helps to point out any abnormalities or flaws in the questionnaire design. It is considered a very effective approach, before performing something extensively. It helps in indicating any imperfections in the procedures used for measurement. Also, it helps to avoid the risks that include the wastage of different resources e.g. time, money, and effort.

So, to clarify that whether the results are in accordance with the hypothesis proposed for the research study or not, we conducted a test of 49 questionnaires/-participants for the purpose to validate and approve the reliability of the data.

This proactive approach saves us from the wastage of time and other resources. Hence, before collecting the complete data required to conduct the research, we conducted pilot testing using 49 participants. The results from the test declared that there was no significant problem in studying the variables of our research and the measurement scales were found to be completely reliable, as the threshold value for Cronbach alpha which is 0.7 is met in terms of all the scales used.

TABLE 3.6: Reliability of Pilot Testing

<b>Variables</b>	<b>Number of items</b>	<b>Cronbach's Alpha</b>
Despotic Leadership	6	0.916
Workplace Deviance	12	0.908
Moral Disengagement	8	0.806
Organizational Justice	6	0.845

### 3.11 Data Analysis

The procedures and techniques implemented for conducting the analysis of data for the current research study with the help of IBM SPSS are as follows:

- At the first stage, 274 out of the received questionnaires were used for the analysis purpose. The rest of the questionnaires were discarded as those contained missing and incomplete information which made them inappropriate to use for analysis.
- A frequency table was generated to explain the characteristics of the respondents.
- Descriptive statistics were measured using numerical values.
- A reliability test was conducted to check the consistency and reliability of the current study through Cronbach's alpha.
- Correlation analysis was conducted to find out the existence of a significant relationship among the variables of the study.

- Regression analysis was conducted to demonstrate the relationship proposed between the independent variable which is despotic leadership and the dependent variable which is workplace deviance.
- Preacher & Hayes's process was used for carrying out the mediation and moderation analysis. Also, to examine the role and effect of mediator which is moral disengagement and moderator i.e. organizational justice on the relationship between independent variable i.e. despotic leadership, and dependent variable i.e. workplace deviance.
- Furthermore, Preacher & Hayes's model and correlation analysis was used to test all the hypothesis of the study, whether they are to be accepted or rejected.

### **3.12 Research Ethics**

The moral principles that guide researchers in conducting and reporting the research study without deceiving or intending to cause any harm to the participants of the research or the society members as a whole, either knowingly or unknowingly are called research ethics. In every research study, practicing the ethical guidelines during conducting and reporting is critical to institute the validity of the research study. So, in line with the research ethics, all the ethical principles were strictly followed during the research thesis specifically while collecting the data from the participants. Respondents were clearly and briefly given an overview of the purpose of the research study and then they were handled, questionnaires to be filled.

Furthermore, all participants were assured that the provided information will be kept confidential and would not be used anywhere else, and also would not be disclosed with any other person. They were clearly told that all the responses from the survey will be only be used for academic purposes. The data collection process was held in completely natural settings and nobody was forced to fill the questionnaire. Hence, data were gathered with the complete willingness of the participants. Also, participants were not pressurized to complete the questionnaires

in a short time, rather they were given sufficient time to every item of the scale and every question given in the questionnaire properly and then respond accordingly. Moreover, proper time and cooperation from the researcher's side were provided to the respondents.



# Chapter 4

## Results

This chapter includes an analysis of the data collected from employees from the banking sector of twin cities of Pakistan, through questionnaires. It is the most important part of the research as it analyzes everything very critically, including the results of descriptive statistics, analysis of correlation, regression analysis along with moderation, and mediation analysis.

### 4.1 Descriptive Statistics

The descriptive statistics portion portrays the details of observation drawn from the data gathered from the respondents in a summarized and concise form with the help of various statistical tools. Descriptive statistics help us to handle large data in a practical manner. Descriptive statistics of all the variables of the study such as despotic leadership, moral disengagement, workplace deviance, and organizational justice are shown in the table below.

For descriptive statistics of all variables of the study, mean and standard deviation were calculated by using SPSS. The values of mean and standard deviations are shown in table 4.1 below. The mean values depict the responses of the participants of data collection towards agreements and disagreements with different questions. Higher mean values display the tendency of respondents toward agreement and lower values show the tendency of respondents towards disagreement.

TABLE 4.1: Descriptive Statistics

<b>Variables</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Deviation</b>
Despotic Leadership	1	5	2.47	0.93
Workplace Deviance	1	5	1.83	0.60
Moral Disengagement	1	5	2.15	0.60
Organizational Justice	1	5	3.60	0.74

The 4.1 table show the detail of variables of the study. The number of participants, minimum, maximum, mean and standard deviation values of each variable are reported. The value of mean defines the central tendency of the responses. Moreover, it shows where the average response lies. Standard deviation helps in telling us the deviation of responses from the average value or point. Basically, it helps us in identifying the outliers, as outliers can impact the data. The minimum value of despotic leadership is 1.00 maximum value is 5.00. The mean value of despotic leadership is 2.47 and standard deviation value is .93. As the mean value for despotic leadership is 2.47, which shows that majority of the responses is towards disagreement, which means that the supervisor or leader rarely uses despotic behavior. The minimum value of workplace deviance is 1.00 and maximum value is 3.92, mean value is 2.47 and standard deviation value is .60.

Furthermore, the minimum value of moral disengagement is 1.00, maximum value is 3.88, mean value is 2.15 and standard deviation value is .60. The minimum value of organizational justice is 1.00, max value is 5.00, mean value is 3.60 and standard deviation value is .74 respectively. The standard deviation of all the variables is showing that how much responses are deviating from the mean value. So, the value of standard deviation must be less than one. Hence, in conformity with this principle, the above table depicts that the standard deviation of all the study variables is less than 1.

## 4.2 Control Variables

In the present research, a test of one-way ANOVA was performed in SPSS to identify control variables. A one-way ANOVA test was conducted with the key

purpose of examining whether the demographic variables have any influence on the dependent variable, which is workplace deviance. If any of the demographic variables affect the dependent variable, then that factor is controlled to find out appropriate results.

TABLE 4.2: One-way ANOVA (Control Variables)

Variables and Effect on WD	F Value	Significance
Gender	0.76	0.384
Age	5.61	0.101
Education	1.15	0.332
Experience	3.57	0.007

**Table 4.2** shows the result of significance and insignificance of the demographic variables. The values are like, gender ( $F=.760$ ,  $p>0.05$ ), age ( $F=5.61$ ,  $p>0.05$ ), education ( $F=1.15$ ,  $p>0.05$ ), and experience ( $F=3.57$ ,  $p>0.05$ ). So, it is clarified that no demographic variable needs to be controlled as all of them are having insignificant values and they do not have any effect on the dependent variable.

### 4.3 Reliability Analysis

A process that shows consistent results, whenever the items are tested repeatedly at different times and is the same for the scales is known as reliability analysis. The reliability of the scales is measured to determine the capability of a scale to provide similar results whenever it is tested at different periods. Reliability analysis is referring to the consistency of results that a scale yields when it is measured, number of times. Hence, to check the reliability of the scales used in the study, we conducted a test of reliability analysis through Cronbach's alpha, which describes the internal reliability of all variables. Cronbach's alpha measures the internal consistency which refers to the fact that how a set of items as a group are closely related. It is also said to be a measure of the reliability of a scale. Also, it shows that whether there is a link between variables or not. Scale is considered reliable when it shows values that are higher than 0.7. Values less

than 0.7 represent that the selected set of scales or measures are less reliable. The gathered data was tested to check its reliability and consistency.

TABLE 4.3: Reliability Analysis

Variable	No. of Items	Reliability
Despotic leadership	6	0.915
Workplace deviance	12	0.906
Moral disengagement	8	0.804
Organizational justice	6	0.842

**Table 4.3** depicts information about the reliability of all the scales used in the study. It shows the results of Reliability analysis after the collection of the required data. The results revealed that the reliability of despotic leadership is 0.915, which is greater than the value of the threshold. The reliability of workplace deviance is 0.906, which is also greater than the value of the threshold.

Furthermore, the reliability of moral disengagement and organizational justice is 0.804 and 0.842 respectively, which is also meeting the threshold value. As the value of Alpha which is greater than 0.70 is acceptable, therefore in this research study alpha values for all the variables are falling within the acceptable range. Hence, it is clarified that the collected data is reliable for further computations and analysis.

## 4.4 Correlation Analysis

A statistical tool for evaluating the strength of the relationship between two variables is correlation analysis. It reveals the degree to which two variables are related to each other. A high correlation represents that a strong relationship exists between variables, whereas a weak or low correlation represents that the variables are hardly or not related to each other. In the present study, correlation analysis

is conducted to find out correlation among despotic leadership, moral disengagement, workplace deviance, and organizational justice.

Correlation analysis was conducted to find out the nature of variation among these variables i.e. to see whether the variables vary together or not. This analysis was introduced by Pearson to determine the strength and nature of the relationship through a value range that is from -0.1 to 0.1. Values of analysis with positive signs exhibit the movement of variables in the same direction. On the contrary, negative signs depict the movement of variables in the opposite direction. The values of correlation ranging from 0.10 to 0.29 represent weak correlation, values of correlation that falls within range of 0.30 to 0.49 shows the moderate correlation among variables.

Moreover, a correlation value that falls within the range of 0.5 to 0.8 then it represents a strong correlation between variables (Cohen, West & Aiken, 2014).

TABLE 4.4: Correlation Analysis

<b>Variables</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Despotic leadership	1			
Workplace deviance	.407**	1		
Moral disengagement	.325**	.625**	1	
Organizational justice	-.478**	-.221**	-.137*	1

\* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < .001$ ,  $N = 271$  \*\*Correlation is significant at the level 0.01 (2-tailed, \*Correlation is significant at the level 0.05 (2-tailed)

The 4.4 table show the correlation of all variables. In this table some Pearson correlation value are positive and some Pearson correlation value are negative. The correlation between despotic leadership and workplace deviance was found significant with  $r = .407^{**}$  and  $p < 0.01$ , and with moral disengagement  $r = .325^{**}$  and  $p < 0.01$ , with organizational justice  $r = -.478^{**}$  and  $p < 0.01$ , the

correlation between workplace deviance and moral disengagement was significant with  $r = .625^{**}$  and  $p < 0.01$ , with organizational justice  $r = .221^{**}$  and  $p < 0.01$ . the correlation between moral disengagement and organizational justice was significant with  $r = -.137^*$  and  $p < 0.05$ .

## 4.5 Regression Analysis

Correlation analysis was conducted to find out the association among variables. Correlation analysis does not show the causal relationship between variables, it only shows how these are related to each other. So, to find out the causal relationship between variables, we conducted a regression analysis to predict and estimate the impact of variables. It helps us to understand the amount of variation in the dependent variable, due to one unit change in the independent variable.

Hence, to get accurate results of dependence among variables, we performed regression analysis. It has two types, one is linear regression and the other is multiple regressions. Linear regression or simple regression is conducted, when it is required to predict the value of a dependent variable based on the value of an independent variable. Also, when there are two variables and the purpose is to establish a causal relationship between them. Multiple regressions use several explanatory variables to calculate the outcome of a dependent or response variable. It is conducted when more than two variables are included such as moderation and mediation.

Therefore, for testing the theoretical relationship, we have performed regression analysis to validate the dependence of a variable on another variable in the study. The current study relies more on Preacher and Hayes (2012). According to Preacher and Hayes (2012), mediation can exist; even a direct relationship between an independent variable and dependent variable does not exist.

In contrast, Baron and Kenny (1986) suggested that direct relations must be significant for mediation effect. To check the direct effect and the mediation purpose, model 4 was utilized and for analyzing the moderation effect, model 1 was utilized from Process of Preacher & Hayes.

TABLE 4.5: Mediation of Moral Disengagement between Despotic Leadership and Workplace Deviance

	<b>B</b>	<b>SE</b>	<b>t</b>	<b>P</b>	<b>LLCI</b>	<b>ULCI</b>
Path A						
X - Y	0.149	0.032	4.693	0.000	0.086	0.211
Path B						
X - M	0.212	0.038	5.645	0.000	0.138	0.287
Path C						
M - Y	0.551	0.049	11.32	0.000	0.455	0.647
Path C'						
X - M - Y	0.266	0.036	7.303	0.000	0.194	0.337
<b>Bootstrap for Indirect Effect</b>	<b>B</b>	<b>SE</b>	<b>ULCI</b>	<b>LLCI</b>		
	0.117	0.034	0.58	0.195		

The X to M path and M to Y path show significant results and both the LLCI and ULCI signs are the same and the beta sign is also positive. According to the process of Preacher and Hayes, there are a total of three effects that have to establish the direct effect, indirect effect, and total effect.

The total effect determines the effect of the independent variable, despotic leadership on the dependent variable, workplace deviance when the mediator i.e. moral disengagement is being there. The lower level confidence interval and upper-level confidence interval of the total effects have the same signs and it has a significant value of ( $\beta = .266$ ,  $SE = 0.036$ ,  $t = 7.303$ , and  $P < .0000$ ).

### **H1: Despotic Leadership is Positively Related to Workplace Deviance.**

Direct effect identifies the effect of independent variable despotic leadership on dependent variable workplace deviance. The results of the direct effect of despotic leadership on workplace deviance show that the ( $\beta = .149$ ,  $SE = 0.032$ ,  $t = 4.693$  and  $P < .0000$ ) and the sign of both limits are the same, and the beta sign is also positive so first hypotheses i.e. “Despotic leadership is positively related to workplace deviance” is accepted.

## H2: Moral Disengagement Mediates the Relationship between Despotic Leadership and Workplace Deviance.

The indirect effect finds out that mediation exists between Independent and Dependent variables i.e. moral disengagement mediates the relationship between despotic leadership and workplace deviance. The Boot lower limit is 0.195 while the Boot upper limit is 0.058 and beta vale is .117. After studying the results, it indicates that there is a mediating role of moral disengagement. So according to our second hypothesis which is “Moral disengagement mediates the relationship between despotic leadership and workplace deviance”, as the results are supporting the H2, hence the second hypothesis is accepted.

TABLE 4.6: Moderation of Organizational Justice between Despotic Leadership and Moral Disengagement

	<b>B</b>	<b>SE</b>	<b>T</b>	<b>P</b>	<b>ULCI</b>	<b>LLCI</b>
Constant	2.159	0.465	4.639	0.000	1.243	3.075
OJ Mean	-0.158	0.122	-1.295	0.197	-0.398	0.082
DL Mean	-0.026	0.157	-0.164	0.87	-0.335	0.284
Int_1	0.073	0.045	1.62	0.106	-0.016	0.161

## H3: Organizational Justice Moderates the Relationship between Despotic Leadership and Moral Disengagement such that it Weakens the Relationship when it is High and Strengthens the Relationship When it's Low.

For moderation analysis, we used model 1. **Table 4.6** demonstrates the results of testing hypothesis 3 which is “Organizational justice moderates the relationship between despotic leadership and moral disengagement such that it weakens the relationship when it is high and strengthens the relationship when it's low.” According to the results of the interaction term of organizational justice between despotic leadership and moral disengagement,  $B = 0.073$ , the upper limit  $-0.016$ , and the lower limit is  $.161$ . As both of the limit signs are different it means no moderation exists between both variables.



## 4.6 Summary of Accepted/ Rejected Hypotheses

The given table below represents the summarized results of the proposed hypotheses of this study.

Hypotheses	Statements	Results
H1	Despotic Leadership is positively related to workplace deviance.	Supported
H2	Moral Disengagement mediates the relation between despotic leadership and employee workplace deviance.	Supported
H3	Organizational justice moderates the relationship between despotic leadership and moral disengagement such that it weakens the relationship when it is high and strengthens the relationship when it's low.	Not supported

# Chapter 5

## Discussion and Conclusion

### 5.1 Discussion

The study is conducted with the purpose to explore the relationship between despotic leadership and organizational deviance. Also to find out the linking mechanism between despotic leadership and organization, moral disengagement is used as a mediator. Moreover, organizational justice was examined as a moderator in the relationship between despotic leadership and organizational deviance.

Social exchange theory is used in the study. The purpose of conducting research is to answer the required questions specifically in the context of Pakistan regarding the existing relationship between cyberbullying and other variables that is used in this study, which includes the relationship between despotic leadership and workplace deviant behavior of employees, where moral disengagement acts as a linking mechanism between despotic leadership and workplace deviance and organizational justice as a moderating variable in the relationship between despotic leadership and moral disengagement.

For the study, data were collected from banking sector employees in Rawalpindi and Islamabad. The first hypothesis of the study stated that despotic leadership is negatively associated with workplace deviance and the results supported the hypothesis hence, H1 is accepted. The second hypothesis of the study was that moral disengagement mediates the relationship between despotic leadership and workplace deviance. The results were in favor of the proposed hypothesis and

it shows that moral disengagement has a significant role in connecting despotic leadership to workplace deviance. Therefore, H2 is also accepted.

Furthermore, the last hypothesis of this study stated that organizational justice moderates the relationship between despotic leadership and moral disengagement, such that it weakens the relationship when it is high and strengthens it when it is low. However, results reveal that moderator has no significant impact on the relationship between despotic leadership and moral disengagement, hence H3 was rejected. Moreover, further discussion on all proposed hypothesis of the study is given in details as following:

## **5.2 Research Question 1**

Does despotic leadership affect workplace deviant behaviors of employees?

### **5.2.1 Discussion**

The study aimed to understand how despotic leadership influences workplace deviant behavior of employees. Drawing on the theory of social exchange, we proposed a positive relationship between despotic leadership and workplace deviance. Hence, for this purpose, hypothesis 1 was established which states that despotic leadership is positively associated with workplace deviance.

The results of this study indicate that there is a positive and significant relationship between despotic leadership and workplace deviance. The first hypothesis was supported by the results of the study. This study is in line with prior research studies, which describe employee behavior at the workplace. The behaviors and attitudes of employees are greatly influenced by the treatment of their supervisor. Researchers have explained that the performance and behavior of employees in the organization are dependent upon the relationship between employee and supervisor. If the relationship is favorable and healthy, then the attitude and behavior of employees will also be positive and favorable. On the contrary, if the relationship is not favorable, employees tend to engage in deviant behaviors; additionally, the employee will look for reasons harm the organization and its members.

So, according to the results of the study, despotic leadership leads to workplace deviant behaviors in the context of Pakistani organizations. The data was collected from the banking sector in twin cities of Pakistan and it is revealed that when there prevails despotic leadership behavior at the workplace, it promotes undesired behaviors like workplace deviance in employees in their organizations.

In the past literature, many studies were conducted on the negative outcomes of destructive leadership including despotic leadership, which is considered to be the essence of all the negative and dark leadership behaviors (Nauman, Fatima & Haq, 2018). Employees' devotion and loyalty influence the success of any organization. This dedication and devotion towards the organization may decrease if they are not treated fairly. Moreover, our study has also got support from prior studies on the relationship between despotic leadership and negative employee behavioral outcomes like workplace deviance.

In addition, several studies reveal deviant behavior of employees after being mistreated by their supervisors. (Thau, Bennett, Mitchell & Marrs, 2008). Prior studies have both theoretically and empirically found that employees respond to negative supervisory behaviors equally with destructive deviant behaviors at the workplace that is harmful to both the employees as well as the organization (Ahmed & Omar, 2013). It has been previously studied that employees reciprocate the behavior they experience from their supervisors in the workplace. In this case, social exchange theory explains that when employees, at the workplace, are treated fairly, they behave positively, whereas, in the case of mistreatment from their leaders, the reactions are negative (Javed, Fatima, Yasin, Jahanzeb & Rawwas, 2018).

According to this, if employees perceive that they are getting benefits from their leader or organization, they feel the need to give something back to the company (Farid et al., 2019). Contrary to that, if the perception regarding organization or leaders e.g. in case of despotic leadership, they tend to behave negatively, in the form of deviance.

Moreover, as despotic leaders score low on ethical conduct, prior studies reveal that employees respond to leader's low ethical conduct with workplace deviance

(Tepper, 2007). Hence, the results of the study show that same is the case with employees in Pakistani organizations. When employees are being mistreated by their supervisor or manager, they engage in deviant behaviors at the workplace. Applying social exchange theory to the context of Pakistan, this study describes how despotic leadership impacts the behavior of their subordinates and they further take steps towards undesired behaviors that prove harmful to the organization.

Also, previous research studies indicated that as despotic leaders make use of their authority and position to fulfill their own interests and objectives, employees then react by exhibiting less cooperative behaviors towards the individuals and organization. Within this exchange relationship, it difficult for the employees to directly channel their reactions toward the authority i.e. their leader, due to power difference, yet they may do so indirectly, such as by displaying undesired behaviors at work like deviance (Erkutlu & Chafra, 2018). Therefore, our first hypothesis has got support from the collected data as well as from the literature.

### **5.2.2 Summary of Results of Research Question 1**

To answer the question “Does despotic leadership affect workplace deviant behaviors of employees?” Hypothesis 1 was established. The result supported the hypothesis.

## **5.3 Research Question 2**

Does moral disengagement mediates the relationship between despotic leadership and workplace deviant behaviors?

### **5.3.1 Discussion**

According to the theory of moral disengagement and social exchange theory, we proposed that despotic leadership increases deviant behaviors of employees by encouraging them to morally disengage. For that purpose, we developed hypothesis 2 which states that moral disengagement mediates the relationship between despotic

leadership and workplace deviance. The results of the study supported the hypothesis that moral disengagement mediates the relationship between despotic leadership and workplace deviance.

The literature also supports our study as there exists a large body of research that revealed the disinhibitory power of moral disengagement and its strong associations with different forms of deviant behaviors across different contexts. According to moral disengagement theory, the process of moral disengagement lets an individual be involved in negative behaviors by justifying the act and reducing or diminishing the negative emotions linked with that act.

So, instead of viewing those deviant behaviors as immoral, employees are likely to consider deviance as a justifiable means of taking revenge from the organization and those in it after being mistreated by their supervisor or leader (Huang et al., 2017). As despotic leaders treat their subordinates unfairly and are unethical so this, in turn, leads to employees less focused on effectively contributing towards the goals of the organization (Naseer et al., 2016). So, it shows that when employees in Pakistan are the victim of despotic leadership behaviors, they tend to morally disengage themselves from feeling guilty and involve in deviant behaviors at the workplace.

Moreover, applying social exchange theory to this specific context is that when a leader or supervisor involves in evil deeds or mistreat or unfairly treats their subordinates, the employees are likely to morally disengage perhaps using moral justification to equalize the exchange relationship with that supervisor. As, previous research studies have also suggested that in organizational settings, moral disengagement is related to workplace harassment, organizational corruption, counterproductive workplace behavior, general unethical organizational behavior, dishonest deeds, and deviant behavior (Harris & He, 2019). Hence, it is also proved from the results of the research that the key psychological mechanism leading towards deviant behaviors at the workplace is moral disengagement.

The perception of employees that others (in this case, the supervisor), in the organization are violating the terms that exist in their exchange relations in such a way that contributes to their suffering is likely to make it easier for them to morally

disengage (Huang et al., 2017). Furthermore, there exist power distance in Pakistani organizations. Therefore, employees may feel it difficult to retaliate directly towards the offending authority as in the case with their leaders or supervisors due to power difference between them, so they may do so by indirect means i.e. deviance towards their organization. Therefore, when an employee is confronted with despotic leadership, moral disengagement is likely to be his or her cognitive reaction towards that particular type of leadership. It is this disengagement that permits him or her to involve in organizational deviance.

### **5.3.2 Summary of Results of Research Question 2**

To answer the question “Does moral disengagement mediates the relationship between despotic leadership and workplace deviant behaviors?” Hypothesis 2 was established. The results supported the hypothesis.

## **5.4 Research Question 3**

Does organizational justice moderate the relationship between despotic leadership and moral disengagement?

### **5.4.1 Discussion**

The results of the study show that organizational justice does not moderate the relationship between despotic leadership and moral disengagement. We collected data from banking sector employees in the twin cities of Pakistan and it shows that the presence of organizational justice does not weaken the relationship between despotic leadership and moral disengagement of employees. So it shows that, if employees are the victim of despotic leadership or other destructive leadership behaviors at the workplace, this will allow them to morally disengage and engage in destructive behaviors at the workplace to harm the organization, irrelevant of the presence of organizational justice at the workplace. This may be because when employees at the workplace invest their efforts and time, rather they just

think about their self-interest and exploit their subordinates by unfair means (Kayani, Zafar, Aksar & Hassan, 2019), which in turn encourage them to engage in deviant workplace behaviors as a means of taking revenge. Moreover, a research study conducted in 2018 found that perceptions of justice of the leader rather than justice perceptions of the organization itself are strongly associated with employee outcomes (Karam et al., 2018).

It has been reported that the relationship of an employee with his or her supervisor or leader is the single most powerful association that an employee can build in an organization. Therefore, research on justice has identified the leader as an important source of justice in an organization (Karam et al., 2018). Justice scholars have also observed and revealed that employees at the workplace are more likely to involve in work-related behaviors that are beneficial to the organization when they think that they are being fairly treated by their supervisors (Wolfe, Rojek, Manjarrez, & Rojek, 2017). The social exchange theory also supports these arguments such that this theory suggests that the exchange relationships are based on the cost-based analysis and reward system. If a party sacrifices something, the other party feels obliged to present something in return. The concept of social exchange is based on equality which means if you are not fair to others, you cannot expect any favor from them.

### **5.4.2 Summary of Results of Research Question 3**

To answer the research question, “Does organizational justice moderates the relationship between despotic leadership and moral disengagement?” We developed hypothesis 3. The results have not supported the hypothesis.

## **5.5 Theoretical and Practical Implications**

### **5.5.1 Theoretical Implication**

This study connected two different research areas, i.e. despotic leadership and its association with employee organizational deviance, thus opening up new avenues



for enhancing knowledge and helps in the development of each field. There are a lot of negative consequences and outcomes of despotic leadership that an organization suffers but workplace deviance is the most serious one.

As employees at the workplace perceive that their supervisors are unethical, arrogant, distrustful, lacks empathy, exploiting, treating their followers unfairly, so these leadership qualities and characteristics depict difficulties associated with interpersonal relationships, and in turn, leads to low trust in leader, organizational identification, quality of leader-member exchange and high counterproductive work behaviors (Naseer et al., 2016). Hence, these findings place despotic leadership as an important precedent to employee workplace deviant behaviors.

The analysis of the results of this study concludes that despotic leaders behave selfishly towards the needs and concerns of their subordinates and they are unethical as well as more demanding and controlling, hence, they don't allow their followers to question anything. Therefore, it is stated that when the behavior of a leader is or questionable or unethical then it would be difficult for employees to get influenced by those leaders and fulfill organizational goals and they engage in undesired behaviors like workplace deviance. This study has several theoretical implications. It has explored the relationship between despotic leadership and workplace deviance through moral disengagement in the banking sector of twin cities of Pakistan.

Moreover, it has strengthened the view that workplace deviance is the consequence of negative influences of despotic leadership which results in employees, morally disengage. With dominative behavior, despotic leaders try to control their employees and exploit them which ultimately leads to moral disengagement of employees, and in turn results in workplace deviant behaviors. Yet, in the presence of organizational justice as a moderator, the relation between despotic leadership and workplace deviance becomes weaker. So, a valuable theoretical contribution is the study of moral disengagement as a mediator between despotic leadership and workplace deviance behavior, which wasn't acknowledged earlier. Additionally, the study is consistent with social exchange theory. So, based on the social exchange theory, the recipient of the treatment whether it is positive or negative reacts accordingly.

Therefore, when a supervisor or leader treats their subordinates unfairly or unethically, this will, in turn, result in employees feeling that they are not taken care of and valued by their leaders and organization and this sense of disregard will let them morally disengage, which allows an individual to move towards aggressive behaviors and deviant behaviors to harm the organization as a means of taking revenge without feeling guilty or ashamed of their actions.

### **5.5.2 Practical Implication**

One of the important contributions of the current research to management practices concerns the significance of justice perceptions of the employees in determining their attitudes and behaviors and the important role leadership plays in effecting deviant behaviors among banking sector employees in Pakistan. Researching the negative outcomes and consequences of despotic leadership is not important only, but challenging also for developed as well as developing countries like Pakistan and the organizations working there.

However, the findings from this study contribute to the management literature as it has investigated the role of moral disengagement in providing a linking mechanism between despotic leadership and workplace deviance. It provides a clear and deep understanding and knowledge of how despotic leadership leads to employee's deviant behavior at the workplace. Also, the study describes that despotic leadership provides roots to workplace deviance.

Hence, organizations should implement proper policies and ways that can aid in eliminating such undesirable behaviors and also negative despotic leadership behaviors from happening at the workplace. The findings of this study also suggest practically that organizations should inspect the reasons behind negative behaviors and supervisory mistreatment, and hence work on the HR policies of their organizations. For instance, organizations should develop such kinds of policies that help to reduce interpersonal mistreatments at work.

Similarly, some solutions are offered by Thau and Mitchell (2010) that to avoid the destructive effects of abusive and negative supervisory behavior, individuals who display negative or abusive behavior should not be appointed as a supervisor.

Another suggestion is supervisory training, which will help the organizations to opt for authentic and ethical leadership. So, organizations are advised to create a friendly atmosphere that can build trust and care about the wellbeing of their employees. This will eliminate the undesired behaviors like workplace deviance and also reduce negative supervisory behaviors like despotic leadership.

The results emphasize the importance of despotic leadership behavior as it is positively associated with and highly impacts employee workplace deviance. In terms of managerial implications, organizations can mitigate the destructive behavior of despotic leaders. Hence, the present study suggests that organizations should develop the right policy and create a smooth and strong working environment. Maintenance of proper check and balance can reduce negative workplace behaviors.

Therefore, organizations must hire and appoint those individuals as leaders and supervisors that have a high concern for their employees and workers as the success of an organization is based on the efforts of its employees. The expectations of the employees should be addressed and satisfied, as best as conceivable. When an organization and its leaders show concern and respect for employees by treating them well, then the employees react positively by feeling themselves as being honored and respected by the organization.

## **5.6 Limitations of the Research and Future Directions**

Our study also acknowledged some future directions and few limitations are also there. First of all, the measurement of workplace deviance was through self-reported data. So, all the questionnaires were filled by the employees themselves. In this case, social desirability bias may have affected the respondents and due to this influence, it would have resulted in the manipulation of realities in responding to the given questions to avoid being the victim of criticism. Hence, it may make the employee responses biased, which consequently affects the actual data and relationships among the variables being studied.

Given that, many cases of workplace deviance and outcomes of thereby outcomes of this behavior go unseen and unreported, which subsequently questions the validity and authenticity of the reports. Future research should go forward and take a step to collect data from multiple sources on workplace deviance to avoid such type of biases. Second, the data collection was based on convenience sampling so; it may not be the true representative of the population of banking sector employees in Pakistan.

However, future research should be performed in a wider context to validate the impact of organizational justice on deviance and also by incorporating other methods of data collection by different samples. Third, this study examined the effect of only one workplace-related factor i.e. despotic leadership on workplace deviance. So, it would be useful to include the effect of other individual-related variables in the study that may present a better and integrated picture of the antecedents of workplace deviant behaviors.

Also, this can be studied with different moderators other than organizational justice. For example, there are other situation-based factors that can be used as a mediator and moderator to examine the relationship between despotic leadership and workplace deviance. Also, future studies can relate other reasons or factors with despotic leadership, for example, supervisory empowerment and strict organizational policies, etc.

Furthermore, the participants in data collection were taken from the banking sector only, which may mean that the results are not generalizable to other sectors or industries. Also, the participants were taken from Rawalpindi and Islamabad, so the results may not be generalized to other regions of the country. Future research studies can be based on data collection from multiple industries or sectors to evaluate the impact of the integrated model used in the study.

## **5.7 Conclusion**

Leadership plays a significant role in existence of an organization and evolution in terms of its effect on employee responses and their performance at workplace.

However, organizations are now concerned about that how leadership affects employee's attitudes and behaviors at workplace which ultimately affects overall organization. The concept of the negative and dark side of leadership has gained a lot of attention over a period of time due to its harmful effects on individuals and organizations. Furthermore, due to universal nature and costly impact of despotic leadership on employees and organizations, it is crucial for researchers to conduct research studies to examine and apprehend the causes that encourage leaders to show such negative and despotic behaviors at workplace.

The current study has contributed towards literature, that leadership plays an important role in organizations. As many previous studies have already explained about despotic leadership behaviors but still some gaps are there. Prior studies mostly explained the dark side of leadership, also in the form of despotic leadership behaviors and its negative impacts on employee outcomes but how despotic leadership can influence the behavior of employees needs to be addressed.

Our research study intended to address this issue and explained how despotic leadership behavior can take the form of deviant behaviors of employees at workplace. The way a supervisor or leader treats their subordinates can lead them to involve in deviant behaviors towards their organization. Hence, our research study aimed to find the association between despotic leadership and workplace deviance. Our research study has established an empirical impact of despotic leadership on employee's workplace deviance. This study aims at considering the relationship between despotic leadership and workplace deviant behaviors of employees in banking sector of twin cities of Pakistan.

Data was collected from employees employed in banks located in Rawalpindi and Islamabad through questionnaires for measuring the extent to which despotic leadership negatively impacts employee's workplace deviant behaviors through the mediating role of moral disengagement and moderating effect of organizational justice. Scales were adopted for data collection. A total of 384 questionnaires were distributed, 271 were finalized and used for analysis, because of the complete and appropriate information required to carry out our analysis. Furthermore, the results of our study shows that despotic leadership is positively associated with workplace deviant behaviors of employees. Moreover, the results delineated that

moral disengagement mediates the relationship between despotic leadership and workplace deviance. However, the moderating role of organizational justice was also tested. The results of the study exhibited that organizational justice does not moderate the relationship between despotic leadership and moral disengagement. The main and important contribution of our research study is to examine the effect of despotic leadership on workplace deviance that how it leads to employee deviant behaviors at workplace, with moral disengagement as a mediator and organizational justice as a moderator.

In the current study, we developed 3 hypotheses. These 3 hypotheses were tested and then analyzed in the context of Pakistan. Moreover 2 hypotheses i.e. H1 and H2 were accepted, in the context of Pakistan. Also, the past literature supported these two hypotheses. However, the third hypothesis i.e. H3 was rejected in our study. The research work contributes to the literature of despotic leadership and workplace deviance.

As there has been little research work done on despotic leadership and its impact on employee behaviors and outcomes, so these findings would further create the avenues for the leadership research. Moreover, the current study provides various theoretical and practical implications and also creates new ways to researchers for conduction of future research studies.

Scholars need to explore the causes that lead to deviance and should try to identify a mechanism to overcome its negativity. By using moral disengagement as a mediating variable and organizational justice as moderating variable, the present study has investigated the link between despotic leadership and workplace deviance. Social exchange theory has supported our proposed hypothesis. According to this, negative behaviors by one party or leads to negative responses by the other to maintain the balance within that exchange relationship.

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# Appendix-A

## Questionnaire

Dear Respondent

I am Kanwal Tanvir, as a MS research scholar at Capital University of Science and technology, Islamabad, I am collecting data for my research thesis. title “**Who is responsible for Workplace deviance? Despotism Leadership in relation to moral disengagement of employees**”. It will take your 15-20 minutes to answer the questions and to providing the valuable information. I assure you that data will be strictly kept confidential and will only be used for academic purposes. To ensure anonymity, you are not supposed to write your name or name of organization anywhere in the questionnaire.

Sincerely,

**Kanwal Tanvir,**

**MS Research Scholar,**

**Faculty of Management and Social Sciences,**

**Capital University Science and Technology, Islamabad.**

## Section 1: Demographics

Gender	1- Male 2- Female
Age(years)	1 (18-25), 2 (26-33), 3 (34-41), 4 (42-49), 5 (50-above)
Education	1 (Inter), 2 (Bachelor), 3(Master) 4 (MS/M.Phil.), 5 (PhD)
Experience(years)	1 (5-10), 2 (11-15), 3 (15-20), 4 (20-30), 5 (31-above)

## Section 2: Despotism Leadership

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

1	Items	1	2	3	4	5
2	Is punitive; has no pity or compassion.	1	2	3	4	5
3	Is in charge and does not tolerate disagreement or questioning, gives orders.	1	2	3	4	5
4	Acts like a tyrant or despot; imperious.	1	2	3	4	5
5	Tends to be unwilling or unable to relinquish control of projects or tasks.	1	2	3	4	5
6	Expects unquestioning obedience of those who report to him/her.	1	2	3	4	5
7	Is vengeful; seeks revenge when wronged.	1	2	3	4	5

## Section 3: Moral Disengagement

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

1	items	1	2	3	4	5
2	It is ok to spread the rumor to defend those who care about.	1	2	3	4	5



3	Taking something without permission is ok as long as you are borrowing it.	1	2	3	4	5
4	Considering the ways people grossly misrepresent themselves, it's hardly a sin to inflate your credentials a bit.	1	2	3	4	5
5	People should not be held accountable for doing questionable things when they were just doing what an authority figure told them to do.	1	2	3	4	5
6	People can't be blamed for doing things that are technically wrong when all their friends are doing it too.	1	2	3	4	5
7	Taking personal credit for ideas that were not your own is no big deal.	1	2	3	4	5
8	Some people have to be treated roughly because they lack feeling that can be hurt.	1	2	3	4	5
9	People who get mistreated have usually done something to bring it on themselves.	1	2	3	4	5

## Section 5: Workplace Deviance

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

1	items	1	2	3	4	5
2	Taken property from work without permission.	1	2	3	4	5
3	Spent too much time fantasizing or day dreaming instead of working.	1	2	3	4	5
4	Falsified a receipt to get reimbursed for more money than you spent on business expenses.	1	2	3	4	5
5	Taken an additional or longer break than is acceptable at your workplace.	1	2	3	4	5
6	Come in late to work without permission.	1	2	3	4	5

7	Littered your work environment.	1	2	3	4	5
8	Neglected to follow your boss's instructions.	1	2	3	4	5
9	Intentionally worked slower than you could have worked.	1	2	3	4	5
10	Discussed confidential company information with an unauthorized person.	1	2	3	4	5
11	Used an illegal drug or consumed alcohol on the job.	1	2	3	4	5
12	Put little effort into your work.	1	2	3	4	5
13	Dragged out work in order to get overtime.	1	2	3	4	5

## Section 6: Organizational Justice (Overall Justice)

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

(Fill the information according to overall justice in your organization).

1	Items	1	2	3	4	5
2	Overall, I am treated fairly by my organization.	1	2	3	4	5
3	In general, I can count on this organization to be fair.	1	2	3	4	5
4	In general, the treatment I receive around here is fair.	1	2	3	4	5
5	Usually, the way things work in this organization are not fair (R)	1	2	3	4	5
6	For the most part, this organization treats its employees fairly.	1	2	3	4	5
7	Most of the people who work here would say they are often treated unfairly (R)	1	2	3	4	5