

CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**Impact of Despotic Leadership  
(DL) on Employee's Performance:  
Mediating Effect of Emotional  
Exhaustion (EE) and Role of  
Project Culture as Moderator**

by

**Bushra Jalil**

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

in the

Faculty of Management & Social Sciences  
Department of Management Sciences

May 2020

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*I want to dedicate this thesis to my parents, respected teachers, friends specially and siblings for their love, support and care.*



## CERTIFICATE OF APPROVAL

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## *Acknowledgements*

**Read! And your Lord is the Most Generous, who has taught, by the pen. Has taught man that which he knew not.**

Alhamdulillah, all praises to Allah for the strengths and His blessing in completing this thesis. Special appreciation goes to my supervisor, **Dr. S. M. M. Raza Naqvi** for his supervision and constant support. His invaluable help of constructive comments and suggestions throughout the experimental and thesis works have contributed to the success of this research. Not forgotten, my appreciation. Sincere thanks to all my friends especially Rabia, Bushra Yaseen and others for their kindness and moral support during my study. Thanks for the friendship and memories. also, to my sisters for their endless love, prayers and encouragement. To those who indirectly contributed in this research, your kindness means a lot to me. Thank you very much.

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## *Abstract*

Despotic leadership as a construct of abusive supervision is considered as the dark side of leadership that badly affects employees performance and organizational goals. On the basis of social exchange theory, the aim of this research is to inspect the connection between Despotic Leadership (DL) on employee performance (EP) introducing Emotional Exhaustion (EE) as mediator which clarifies the impact of leaders conduct on outcome variable. Efficient team members are said to be to most essential resource for accomplishing competitive advantage. This investigation tries to discover the consequences of despotic behavior in project-based organization such as Information technology and construction companies upon the efficiency of employees where project culture as moderating factor is studied through quantitative methodology. Pearson correlation, confirmatory factor analysis, and mediation and moderation through regression were applied for analysis of the data, and the results showed positive and significant relationship of despotic leadership with employee performance. Data was collected from projectized organizations of Rawalpindi and Islamabad and few responses were taken from Karachi. The sample included 200 randomly chosen faculty members. Regression analysis was conducted to test the causal relationship among the variables in proposed model. The results of this study reveal that due to trend of authoritarian and abusive supervision the context of Pakistan the positive effect of despotic leadership on employees performance shows that employees work output increases with despotic approach by the leader. This study contributes to the literature on emotional exhaustion by revealing the relational mechanism between DL and EP. The paper also offers a practical assistance to employees and their leaders interested in building trust, increasing leader-employee relationship and reducing organizational deviance.

**Keywords: Despotic Leadership, Employee Performance, Project Culture, Project based organizations**



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# Chapter 1

## Introduction

### 1.1 Background

It is predicted in past studies of project management, that the leadership style of project manager demands to be additionally transformational than where relatively leadership on the basis of reward and punishment is not encouraged. In the recent decays, more attention has been given to the moral dimension and its influence on the various factors has been studied (Raghupathy, 2011). A strong relationship is found in a project culture between the behavior and style of managers and co-worker's satisfaction level (Turner & Muller, 2005). It may be measured by the commitment, motivation and emotional exhaustion. Jiang, Klein & Chen (2001) studied the Relative Influence o Project leadership on eventual Outcomes. Project leader has been found to be one of the most serious factors to accomplish the project successively.

The significance of leadership in supporting right behavior with respect to the organizations has long been stated (Brown & Mitchell, 2010). If the project leader is competence but not ethical, it creates an effect of insecurity and exhaustion among the team members that causes failure of projects in most of the cases. A leader needs to pay more attention to employee satisfaction in order to identify

and avoid problems in today's increasingly volatile environment especially in multifaceted projects (Liao et al., 2019) where the project culture demands empowerment and shared leadership. An ethical and supportive leader plays important role to create a culture where all the factors and situations are supportive to increase the employee's performance (Joo, 2014). To unveil the impact of despotic leaders in project based organizations, the study is conducted based upon the theory of the social exchange. According to the theory, it can be formulated that project leadership is one of the most important connection in the project environment because it depends on how leaders give direction, assign tasks, and deal with inconsistency and conflict arising among team members. It has a strong influence on performance of followers (Turner & Muller, 2005). Performance measures such as behaviors of subordinates, profit, and accomplishment of project goals and asset building of organizations can help to explain the impact (Lawrence, 2007).

Most of the publications regarding the leader's impact were made on the roles and skills of leaders on attaining the success of organization. Schmid, Pircher & Peus (2018) studied the impact of unethical style of leadership in three dimensions such as abusive and destructive leadership, second towards the organizational goals, and resource and thirdly self-centered and detrimental leader's behavior that is a despotic leader who make use of others to reach their selfish goals. This can be considered the most intensive negative leadership style, originated from the personality of a mean manager. Brown & Mitchell (2010) explain the emotion, congruence and identification as a set of behavior triggered by the despotic and unethical leadership in the organization.

The consequences of immoral control on workers are also significant. Research shows despotic leadership negatively influences subordinates' attitude (Tepper, 2007; Brown & Mitchell, 2010; Raghupathy, 2011; De Hoogh, 2009; Schilling, 2009). The study of dark side made to investigate why members including leaders and employees engage in caustic and unusual behavior in organization. This abnormal behavior of managers breach important managerial standards and may prove toxic to organizations and its members (Okpozo, Gong, Ennis, & Adenuga,

2017), aggression (Neuman & Baron, 1998) . Lawrence (2007) considered the responsibility of the project leaders to create the opportunities, focused directions with clear vision. The strong culture leads to a strong relationship. It a crucial factor to increase the certainty of the project success. The role of lack of ethical and moral behavior of a project leader cannot be neglected in making decision, shaping the project culture that may be considered as the key measures of employee performance of employees (Raghupathy, 2011). This study has been made a narrow approach to find out the disquiet effects of despotic project leaders towards their employee's performance. Wicked and malevolent imitations of leaders are faster to form and more resistant to non-confirmation than good ones. (Baumeister et al., 2001). Workers perceive the culture by interacting with other team members. It is found by the past researchers that the employees who are at conflict with their managers due to the despotic behavior in term of losing job or attachment with workplace environment and at extreme they feel emotionally exhausted or unmotivated (Rasool et al., 2018). It is found practically in workplaces that employees may not be satisfied and aware of the unethical and selfish behavior of their leader but still also follow for their personal objectives to retain their jobs (Tepper, 2007).

Despotic leadership (DL) perceived as narcissism that causes time theft in organization mediated with emotional exhaustion (EE) (Ding et al., 2015) as well as there is a link developed between ethical leadership and employee's performance outcomes (Piccolo, Greenbaum, Hartog & Folger, 2010). The literature over fifteen years found the mechanism construct of destructive leadership and mostly termed as abusive supervision (Schyns and Schilling, 2013). Different clarification and terminologies about despotic leadership are present. Researchers described different behaviors of such leaders. Mainly the broadly researched construct is abusive supervision (Schyns and Schilling, 2013).

Democratic leadership has been discussed in the comparison with despotic leadership (DL) with respective outcomes of these behavior patterns (Allix, 2000). Schilling et al (2009) identified the negative relation between employee and leader member exchange (LMX) with abusive supervision upon the coworkers (Lian et



al., 2012). On the other hand, supervisors who show their subordinates lack of trust and perform arbitrary behavior on a group of subordinates, such as abusive behavior (Lian et al., 2012) despotic leadership(DL) has been found in effecting the factors such as; organizational politics (Naseer et al, 2015) job burnout, stress with moderating effect of career calling (Wu and Hu, 2009) ; absence, turnover, value (Tepper et al., 2007), emotional exhaustion(EE) (Harvey et al., 2007, Richman et al., 1992; Ashforth, 1997; Tepper, 2000; Aasland et al., 2010; Hershcovis & Rafferty, 2012; Schyns & Schilling, 2013), unexpected work behavior (Duffy et al., 2002), organizational cynicism(Atwater, L. E., Waldman, D. A., Atwater, D., & Cartier, P., 2000) job satisfaction, stress (Tepper, 2000), and performance(Arslan, M. 2017, Neves, P. 2012, Raja, Haq, Clercq, & Azeem, 2019). Destructive leadership behaviors mentioned above, have been theorized and inspected under such identifiers as tyrannical and despotic (Ashforth, 1994), abusive supervision (Tepper, 2000), destructive leadership (Schyns & Hansbrough, 2010) and incorrect self-serving (Naseer et.al 2015). Despotic leadership is characterized as bullying in the context of the follower-directed destructive leader behaviors. (Tepper, 2000).

Leadership styles have been studied with prescribed and formal authority within organization came from the wide range of organizations such as CEO of a company, a school teacher, the captain of a sporting team and the head of a department. It was found that leadership traits are a contributing factor towards project success (Geoghegan & Dulewicz, 2008; Jiang, 2014). Despotic leadership (DL) is one of the negative leadership styles discussed in literature. Despotic leaders inclined to obstruct worker performance, job satisfaction, and psychological well-being with positively moderating effect of Islamic values (Raja et.al, 2019). Among obstructive leadership styles, despotic leadership (DL) style is scrutinize as an extremely egocentric leadership style with formal authority. Despotic leader has a combination of dictatorial, dominating behaviors to accomplish his or her motives, as well as self-pretentious and abuse of subordinates (Aronson, 2001). Such leaders are oppressive and egotistical, and they adopt unethical codes of conduct.

Lawrence (2007) discussed the project leader's style as the most crucial factor

influencing the project culture. The leaders daily actions for example his interactions with employees, delivering messages via direct and indirect, incentive and rewards and team collaborations brings the change in the whole environment according social exchange theory. That is why it is very important to do investigation on the behavior of project leader on his/her employees, where job efficiency and employee's satisfaction depends mostly of leader.

## 1.2 Gap Analysis

Leadership is an ever-green issue to be studied by the researchers. The impact of leadership found mostly in functional organizations or in the field of human recourses to study the impact of leader on subordinates. In a project environment the success, study showed a prime focus on project manager's conduct; emotional, behavioral, and managerial proficiency that plays the role of both leader and manager. As review the literature, the discussion regarding the agents effects the project management and project success we diagnosed that the role, competencies and style of leadership of project manager has taken unnoticed. Project managers as despotic leaders are not yet studied. There is a need to discover the challenge of the current project atmosphere, projects are not only concerned with the product delivery, better use of technology but they also have concerns on uplifting the position of the organization (Owen, Connor & Linger, 2012). In such unexpected situations projects are becoming more multifaceted in terms of emerging scope, communication with stakeholder and rapid changes in the technological development. All these factors highlight the importance of project leadership mainly responsible for providing an appropriate set of values to the project team to meet the project goals (Owen et al., 2012). In leadership literature, on the basis of social orientation it is needed a contextual understanding of leader's actions and employee's perception towards the leader and the environment. Contrast to other studies in literature this piece of study is made to understand the impact of negative leadership in the field of project management where less work is done on

discussing the impact of the negative leadership as a project manager. It can indirectly be applicable to the empirical studies in all-purpose management literature, where leadership is considered as a cause of success in all cultures of organizations. It has been noticed that negative and unethical leadership style can lead to decline in the performance and can cause burnout of resources among workers (Turner & Muller, 2005). This is the time to study leader-employee's relationship and fast-moving world where mostly functional organizations have also become the project-based organization. Where project leader's behaviors directly identify the employee's satisfaction and performance and the project culture. In this context most of the studies revealed the positive side of leadership and positive effects on outcome. Till the decay's researchers assessed leadership on a scale of attributes to measure the effectiveness of leadership or the discussion was whether the leadership present or absent in these styles is named under various set of behaviors such as participative leadership, servant leadership, transformational leadership, ethical leadership basis on the trait theory. The comparison of effectiveness of various styles of leadership in project success was studied on the judgment by defining who is observed as a "good" or "successful" leader by Gehring & D. R. (2007). It is commonly considered that the ineffectiveness of leader's personality is due to lack of leadership (Raja et al., 2019). It can be said that studies have made on constructive aspect of the leadership and its outcomes and very few scholars have concentrated on the negative aspect of the leadership behaviors and their potential vice versa effects on the organization (Tepper, 2000). The negative impact is stronger as compared to the positive relation between employee and co-worker that's why it is more important to study it. Destructive leadership is not simply the absence of effectiveness of leadership; but it implies to a set of actions that anguish followers, including corruption, fraudulence defaming, manipulation, and unlawful acts (Grijalva et al., 2015 & Ding et al 2015). It effects the progress of project and growth of an organization. Therefore this effort in the field of project management is made to express the gap exposing the negative aspect of leadership through measuring the level of employees' satisfaction and response of his behavior in a project culture. Present research highlights the impact of despotic

leadership in depth on project team, project culture and project outcomes which is requirement of today's era.

Various studies have been made to understand the outcome of despotic leadership (DL) in the context of military coaching and political leadership. This Impact of project managers' competencies on employee performance has been studied by (Lianying, 2013). Studies have centered on finding the scale of competencies of leadership affecting the employee's performance (Love et al., 2011). It is needed to discuss the impact of dark side of leadership mechanisms involving psychology and management because little research is made on this side. It has seriously drastic impact on project outcomes so precautionary measures can be taken in future specially in the context of developing countries like Pakistan. Therefore mainly this research emphasizes on workers' conduct. The recent investigation draws consideration to managers and leaders conduct of unusual performances. Despotic leadership(DL) is new variable consist of set of negative behavior as construct therefore it is demanded to do research on this domain (Schyns, Schilling, 2013). There is relatively less discussion in literature regarding tyranny of project leaders but in studies are made in the context of western countries specially in developed countries (Naseer et. al.,2016). Emotional exhaustion (EE) is one of the construct of burnout that has a greater influence on job team performance where it is used as mediator in some of the studies and other construct of burnout such as job burnout(F. Yang et. al., 2017), stress (Wu and Hu, 2009). It is found in project-based organizations that it causes such mental and physical exhaustion. It is needed to work on root-cause so that project environment should not suffer on the behalf of the desired goal. That is, we need to test how project leader as despotic leaders' affects the team performance promulgated in developing countries (Schilling, 2009). Despotic leadership (DL) in particular has been insufficiently explored (Naseer et al., 2016). Therefore, the negative aspects of leadership are a matter of severe concern for organizations (Hoobler and Hu, 2013) and additionally the investigation is needed (Schilling, 2013). Project leaders who are unaware of importance of project culture can become limited to initiate, adopt and understand the values of project's culture. They may face difficulty in understanding

and became accustomed to diverse standards and behaviors across the organization. Enlightening the role of project leaders, they have a strong association to cultures. The project leaders as discussed above can do better for project-based organizations and projects. The dynamic model shows the positive relation of suitable project manager leadership on project success mediated by the teamwork with specified type of project type that can obviously depend upon the team member's performance (Jiang et al., 2018). The sycophant project leaders were not emphasized in the domain of project management. Depending on the project type, the negative influence of leadership to project success is required to prove the view point. The literature on project success factors are typically less mentioned the project manager and the leadership style as a cause of project success as direct or indirect matter of influence, and has shown that an suitable leadership style can result a better performance (Turner & Muller, 2005). The project can be lead to failure if the leadership style missing the factors such as morals, admiration and assurance for others uprightness judiciousness bravery accountable use and sharing of power listed by Turner & Muller (2005), proposed by Patrick (1999).

### 1.3 Problem Statement

It has become a common cliché to say that leadership is one of the most prominent and discussed topic in literature but not appropriately understood as an important crucial factor of rapidly growing businesses, projects and social organizations (Beinecke, 2009 ; Owen et al., 2012). The impact of destructive leadership attitude may not be restricted to subordinates, as they may also include the organization and family in general. Emotional exhaustion (EE) is the intervening agent which can be pretentious to the obnoxious supervision and leads the changes in intention. It is cleared from investigation that researcher's findings concentrate on the effects of obtrusive behavior on follower's ways of response to the organization. Muller & Turner (2010) identified that to understand the leadership in projects a specific set of attribute must be present in project leaders. It is helpful to clarify what behaviors are constituent of despotic leader and how can we distinguish it

from other negative leadership styles. Despotic leaders, who are tyrannical, selfish, and unfair, create anxiety among their co-workers, resulting experience exhaustion (Nauman, Fatima & Haq, 2018; Ashforth and Lee, 1997; Den Hartog and De Hoogh, 2009; Schilling, 2009; Fontaine 2010). Due to of their potential to harm individual, projects and performance of co-workers, despotic leaders and the impact of their negative behavior on the project team and project culture need to be explored. Specifically, we require understanding of how it effects the functioning of organizations in the context of South Asian under countries like Pakistan. Despotic leaders, whose conduct is doubtful, incline to produce negative emotions in employees by means of social exchange and weaken their overall satisfaction with their job and life resulting in Emotional Exhaustion (EE). Negative labor stressors obstruct subordinate's aptitude towards performance and which may lead to dissatisfaction (Grandey and Cropanzano, 1999). To make better use of employee emotional resources, innovation and set of skills Project managers with high cultural understanding can lead and sign projects with good organizational understanding (Lianying Zhang, 2013),

## 1.4 Research Questions

We derived following research question.

### **Research Question: 1**

What is relationship between Despotic Leadership (DL) and Employee Employee's Performance?

### **Research Question: 2**

What is relationship between Despotic Leadership (DL) and Emotional Exhaustion (EE)?

**Research Question: 3**

Does Emotional Exhaustion (EE) mediate between Despotic Leadership (DL) and Employee Performance?

**Research Question: 4**

Does Project Culture is moderating between Despotic leadership (DL) and Employee's Performance?

## 1.5 Objectives of the Research

This research is made on the basis of multifold objectives. First this study is built to understand and analyze the theoretical model to find out the relationship of Despotic Leadership, Emotional Exhaustion & Project team's performance. Moreover, Project Culture is included as the latent moderator for the relationship of the variables stated in the research model (despotic leadership, emotional exhaustion and employee's performance). Research objectives cover the reason to study the particular relationship. Based on the typology of Research objectives The main intend is to demonstrate the novel dimension of despotic leadership and its consequences, to craft the attentiveness for the managers in order to keep the consideration of the impacts of the despotic leadership on performance of employees. We derived the following objectives of our research.

**Research Objective: 1**

To find out the causal impact of Despotic Leadership (DL) on employee performance.

**Research Objective: 2**

To find out the causal impact of Despotic Leadership (DL) on Emotional Exhaustion.

**Research Objective: 3**

To examine emotional exhaustion (EE) mediates between despotic leadership (DL) and Employee Performance.

**Research Objective: 4**

To test project culture moderate's Despotic Leadership (DL) and Employee's Performance.

**1.6 Significance of Study**

Project culture is so dynamic and situational in nature that the level of a leader and subordinate relationship changes rapidly. This study will be helpful for managers in project-based organizations. The project leader's effectiveness needs to be understood and negative behaviors should be avoided so that it cannot lead to the serious outcomes such as project failure, arising conflicts, time theft or deviation from scope etc. The results of the present study give a logical and practical reasoning based on real data collected from the project-based organization and can be generalizing to the traditional and functional organization in the context of Pakistan. The model is customized peculiar to project managers, to make up for the deficiency of project managers' style framework, as well as the project performance scale for construction and IT projects. Still project manager as despotic leaders (DL) is not under consideration in detail, which is responsible for culture building, employee's mental and emotional satisfaction and in providing positive environment of the temporary teams in all life cycles of projects to attain the high performances. Through this study, the management can improve the feedback from co-workers and arrange the training sessions to improve the behavior of leaders.

This study will also help the project managers to improve the relationship with subordinates. It will help in improving the project culture so that the relation



between leader and subordinate does not lead to failure of project. It will provide a clear image of effects of unethical, authoritarian and tyrannical leadership so that leader should try to understand the consequences. a project leader can provide a remedies to avoid such behavior in a project culture and overcome the earlier disasters. The research model is studied specifically in the context of Pakistan. The study can be generalized to all fields of work based on the study of IT projects and construction projects..

Project leadership can be considered pivotal to the success of project-based organization. The competences of a leader determine his role in controlling the project performance in a project leadership can be represented by a single manager and may be a small group of management, contingent on the magnitude and nature of the project. The successful leading of a project towards success requires a project manager who is talented, honest, and skilled and have the possible leadership traits to attract the efficient and skilled team members to get the work done as per the project scope. The impact of acts of leaders deeper in a project as compared to effects in traditional management and functional organizations on job performance of employees.

We summarize by debating the implications of our results for management and future research that considers the link between despotic leadership (DL) and employee's performance (EP). Despotic leadership prompts anxiety i.e. physical exhaustion, effecting personal life and workplace satisfaction.

## 1.7 Supportive Theory

Usually successful project accomplishment is taken as use of the appropriate tools and methods, where project manager is suitable type of personality (PMI, 2004). In this study, the social exchange theory is brought to put up with explanation of the role of despotic leaders in modeling the employees behavior towards the accomplishment of project objectives. The level of satisfaction and efficiency of team members can measure by the aftereffects. Social exchange is one of the most well-known theoretical concepts for explaining the employee's behavior's patterns

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in the group (Blau, 1964). Researchers generally have the same opinion that social exchange involves a process of give-and-take between two agencies that creates mutual commitment (Emerson, 1976). This theory holds that these exchanges are generally mutual or shared and are restraining to the conduct of both parties (Blau, 1964) is perceived with the interval of time into trustworthy, dedicated, and mutual responsibility and obligation ( Halbesleben, J. R. B., & Bowler, W. M., 2007). This exchange involves the interpersonal contact where there is a reaction for an action so the relationship is responsible for the triggering of emotional exhaustion among team members. In social exchange literature, certain features have repeatedly been found to be important when building quality relationships (Park, 2015). This is the reason that despotic leadership (DL) scored as unethical and offensive as per the code of conduct (De Hoogh & Den Hartog, 2008). The performance of the employees is a supreme factor which contributes enough to the whole project. Supporting theory can be the social exchange theory in respect to encourage the relationship of employees performance through the mediator like emotional exhaustion (EE). The influence of despotic leader on employee performance and emotional exhaustion (EE) can be described through social exchange theory (Maslach et al., 2001). Our assessment of Project Culture as a moderator addresses the leader-employee interaction with negative leadership style.

# Chapter 2

## Literature Review

Project-based organization is collectively an environment that provides a common place to a workforce with diversity of skilled members who mutually share their activities to give high work performances (Gehring, 2007). Project success is proved to be predicted by the leadership style studied in various fields of project. The performance is not only effected by the project culture, including teamwork, collaboration and innovation but mainly by the leadership style (Yang et al., 2010) as well as loyal., dedicated and proficient project team directs project towards success (Crawford, 2005; Muller & Turner, 2010).The relationship between leader and subordinate is the core relation to create positive working conditions. It explains leader's ability to influence the followers in order to meet. The objectives. Project-based working is so common today that it can be seen an integral part of the new ideology of current era of competitive business as well as a invasive element of public sectors (Asquin, Garel & Picq, 2010; Kwak & Anbari, 2009).

In project-based organizations leader-fellow relationship exists in highly complicated, varying uncertain and dynamic environment. furthermore, team members regularly face varying behaviors in the workplace (Mehtab,2019). Acknowledgments, reward, attainment, sense of responsibility, progress, personal growth are the indicators that identify the employee's satisfaction that definitely leads to synergize the team effort. Leaders play the role as autonomous vigor in altering the makeup of the subordinates' motive foundation through rewarding their motives (Burns, 1978)

The style of a leader defines the way of approaching a position of authority and executing managerial tasks. Impact of leader's contribution in this regard is ascertained by the level of production of planned outcomes (Allix, 2000). In organizations with complex structure or where projects are the parts of organizational strategy project manager should be a good leader. Impact of leaders contribution in this regard is ascertained by the level of production of planned outcomes, (Allix, 2000), subordinates may face positive or negative influence that shapes the emotional (Glaso, Einarsen, Mathiesen & Skogstad, 2010; Schilling, 2009). Social exchange theory proposes that in most social exchanges, the individuals respond in ways that impersonate how they have been treated before by the other person (Blau, 1964). The waterfall impact of negative leadership may result in demotivation, disfigurement, dissatisfaction of employee that obviously affects the outcomes of project. It not only affects the performance but organizational environment as well as the external stakeholder.

A despotic leader involves in dictatorial, governing behaviors to bring about his or her self-seeking interests, as well as narcissist and misuse of subordinates (Raja et al., 2019). Such leaders are oppressive and egotistical and they implement immoral codes of conduct. Due to their latent to harm co-workers' comfort and performance, which directly tells about the performance. Aasland & Skogstad (2007) define destructive leadership as the causal and recurrent conduct by a project leader, supervisor or manager that disorders the permissible interest of the organization by undermining and interrupting the organization's goals, responsibilities, resources, and effectiveness and/or the motivation, well-being or job satisfaction of subordinates (Raja et al., 2019).

In managing projects, the worker's mental and physical exhaustion is a big problem in the era of technology and science. It becomes complicated by the type of work we do but also the communication channel and behavior exchange by the leaders to subordinates, supported by social interaction theory. Despotic leaders require absolute obedience and surrender from their subordinates, enforced by their use of a more vigorous and straightforward leadership style, such as being demanding and controlling, and behaving coldly and selfishly toward followers' needs and concerns

(Schilling, 2009). This type of leadership circles around increasing power followers and creating associations in which high power distance exists between them and their subordinates. Despotic leaders behave in a self-interested manner, are morally corrupt and have low ethical standards (De Hoogh & Den Hartog, 2008). Unlike autocratic leadership, offensive supremacy, supervisor subverting and destructive leadership, where the major concern is on domineering, degrading, and aggressive behaviors toward the team members and no indication towards the rectitude and moral character of the Despotic Leader (DL) furthermore circumscribes leader behaviors that reflect self-centered intentions, considered to operate, utilize, and use followers for peculiar advantages.

Despotic leaders not only self-centered and selfish but also involve in unlawful activities (Aronson, 2001; De Hoogh & Den Hartog, 2008). Other negative leadership behaviors have on an organization's goals and resources. Interestingly in contrasts with Despotic Leadership (DL) in that maltreats subordinates without being detrimental to the project objectives. The comfort level of the co-workers may also affect their assessment of the project, regardless of how the project actually performed (Brown & Mitchell, 2010).

## **2.1 Despotic Leadership (DL) and Employee Performance (EP)**

Project management should now put more emphasis on the capability and performance of the project team and less on the development processes necessary for its implementation. (Haimes, 2001). It is very important to distinguish between a role of a manager in functional organization and in a project management. In project management the managers have comparatively more complicated network of people including internal and external stakeholders. This increases the responsibility of a project manager as a leader, negotiator and as a coordinator. On the other hand, functional manager where his concern is mainly a staff (Williams, 2012). A project leader can be defined as one who selects, trains, negotiates, equips and

persuades the followers with diverse abilities and set of skill to meet. Organizations goals so that followers willingly put their efforts and energy to coordinate to achieve the success. Leadership is considered positive in its purpose, means and consequences. The primary role of the leadership is to determine the requirements of the employees and to provide a suitable environment to the co-workers (Greenleaf, 1977). It is found that where co-workers are lead by leadership styles such as charismatic and transformational project leaders who are more responsible towards the needs and requirement of their team members, the more employees are satisfied about the task assigned to them (Hassan, Bashir & Abbas, 2017) resulting as high-quality exchanges output.

On the other hand Destructive and unethical behavior of an employee at the position of a leader is therefore does not name as leader but called as absence of leadership traits (Schilling, 2009, Tepper, 2000). Based on literature review it can be said that Despotism leaders are control freaks and limits the ownership of responsibility among co-workers (Aronson, 2001; De Hoogh & Den Hartog, 2008). Leaders are representatives of their followers, group or subordinate and their accomplishment defines a leader's behavior. More research has been made on the positive impact of leaders' behavior and found that employees show satisfaction towards the positive behavior of their leader (Naseer et al., 2016). For example, in-group members will engage more in safety behavior. Therefore, performance of employees will lay down according to social exchange theory and it will lead to failure of organization in case of DL. When employees discover the leader's selfishness, they commonly hesitate to open to the manager and may assume leaders will not show interest to their interests, ideas and suggestions; consequently, the association between leader and employee becomes apprehensive. Therefore, workers make a decision to confine them to take the risk to save them from the possible retribution from the leader (Liao et al., 2019). Therefore, practically it is found that the despotic behavior of leaders de-motivates followers; demolish their trust and loyalty towards goals and effectiveness of the whole project decreases (De Hoogh & Den Hartog, 2008) therefore it is mostly said that the responsibility of failure of projects is on the shoulders of project manager who is a leader with

formal authority.

## **Employee's Performance**

The perception of performance of employee is based on actions linked with prescribed tasks, duties, and responsibilities, which are charted in a job description (Williams & Anderson, 1991, Joo, 2011). It cannot be denied that job satisfaction of the co-workers in an organization absolutely affects emotional effectiveness, performances and productivity (Potkany and Giertl, 2013). Satisfaction is the conclusion of undesirable or constructive feedback of satisfaction about their job (Weiss, 2002, Skaalvik & Skaalvik, 2011). They evaluate their working productivity on the level of job satisfaction and this is the reflection of their attitudes. The most critical factor to employee's performance is the leaders' or managers' behavior exchange that is responsible for building employee's response and interest to work for the projects outcomes (Youssef, 2007). The most critical factor variable for performance of subordinates is leadership behavior that is a source of motivation (Pinto et al., 2014).

In this examination, we consider that despotic leaders lack moral values and norms, followers might become less interesting or enthusiastic to give their efforts and creativity effectively toward the progress of project or organization. In this case despotic leaders are self-centered and use the authority to accomplish own objective. It is the reason they have low control over the performance of co-workers. It can be conceptualized that DL is negatively associated with the employee performance by producing lack of interest and sense of proud being the part of project team.

**Hypothesis 1: Co-workers recognition of Despotic leadership (DL) style is negatively associated with employee's performance outcome.**

The behavior of such leader is thought as to be obstinate and damaging, (Tepper, 2007). This is the reason that despotic leader behavior is unethical, illegal and oppressive. They may support unethical means in order to achieve project goals. Leaders who involve in, permit or adoptive immoral conducts in their organizations

do not show ethical leadership (Brown et al., 2005). Instead, leaders who harness and implant unethical behavior of their subordinates display unethical leadership (Pinto, 2014).

## **2.2 Emotional Exhaustion (EE) and Despotic Leadership (DL)**

Emotional Exhaustion(EE) refers to the diminution of one's emotional assets and is linked to disquiet, physical weariness and stress. It results from a never-ending discrepancy between the level of demands and efficiency that promote emotional exhaustion (EE) reducing personal accomplishment or performance (Maslach and Leiter, 1997, Leiter, 1993). Emotional Exhaustion(EE) is characterized by low energy and serious tiredness (Pines & Aronson, 1988).

Despotic Leadership (DL) is associated with Emotional Exhaustion (EE) as a workplace tension. The relation between emotional exhaustion (EE) and despotic supervision is mostly pragmatic from the repugnant supervisor and exploited co-worker's interpersonal charges (Khetran, 2018). The infuriating effect may have sarcastic impact on the abused subordinates, which then results in low interest in achieving the project goals. The subordinate's feeling of being abused not only make the abused employees hopeless and less motivated but also make him or her about less interested in impending outcome. Despotic leaders, who are autocratic, insensitive, and unfair, create exhaustion among their subordinates. (Ashforth and Lee, 1997; Den Hartog and De Hoogh, 2009; Schilling, 2009; Fontaine et al., 2010).

The conflict arises between the managers and subordinate which is a major cause of Emotional Exhaustion (EE) among employees. They fell less secured detached from the organization. The feeling of stress and exhaustion turns the creativity and performance down therefore they cannot focus on the task assigned to them. In project the team work philosophy brings negative results where lack of concentration of each team member affects the project outcomes. It can be said that



Emotional Exhaustion (EE) positively mediates Despotic Leadership (DL) and employee performance. Therefore it can be suggested that

**Hypothesis 2: Despotic leadership (DL) style is positively associated with employee's emotional exhaustion.**

Emotional Exhaustion (EE) takes place when emotional anxiety goes beyond an individual's ability to deal with inter-personal exchanges at workplace (Maslach et al., 2001). There is rising support that negative leadership results as detrimental outcomes for subordinates, including anxiety, depression (Tepper, 2000) and burnout (Tepper, 2000; Harvey et al., 2007; Aryee et al., 2008; Wu and Hu, 2009). Emotional Exhaustion (EE) is burnout condition and can be defined as reduction in the ability of emotional reaction to get. In contact with other people dispossessing once personality, causes personality sarcastic set of attitudes towards work and team members. Subordinates with little confidence in their potency in organizations experienced amplify powerlessness to physical and emotional exhaustion, depersonalization, lack of personal accomplishment and job-related detachment (Okpozo et al. 2017). In the context of project exhaustion accounts for incapability to focus, feeling nothing is working out, feeling trapped and ineffectiveness, irritability and aggravation (Ozler & Atalay, 2011).

### **2.3 The Mediating Role Emotional Exhaustion**

Project-based organizations or project culture itself has been considered as hectic, fast and dynamic that makes a difference of more consideration of careful channels (Jeffrey K. Pinto & Shariffah Dawood, 2014). In such an environment due to complexity and constrains, if leader does not play his role in a positive manner, the employees behavior become more conducive to Emotional Exhaustion (EE). In the recent century the employees work life is not limited to him but it become an issue of the organization because the quality of work is badly affecting the aims and objectives of organizations (Gaines & Jermier, 1983; Brown & Mitchell, 2010). Particularly researchers argue that despotic leaders exhaust workers' attention, will-power and esteem lead to emotional exhaustion (Brown & Mitchell,

2010). High cost is associated with the consequences of workplace strains including emotional exhaustion (EE) (J.Gaines & J. M. Jermier. 1983; Maslach, 1982). The employees who do not accept the values of organizational culture try to show that they have embraced all principles and values of organization. Fake representations created by employees to appear as if they accepted organizational. This false representation affixes to emotional exhaustion (Brown & Mitchell, 2010). Employees with emotionally exhausted with disperse behavior with their managers and organizational culture may become a likely unfavorable to their organizations. Despotic leader has undesirable effect on the outcome of employees at which creates interpersonal willfulness so has an effect on lower employee's performance. Presence of abusive, authoritarian and dishonest leadership promotes emotional exhaustion in the workplace (Okpozo, Gong, Ennis & Adenuga, 2017).

### **Effect of Emotional Exhaustion (EE) of Employees on Employee's Performance**

The significance of the exhaustion is proposed by its association with organizational goals for example, absenteeism, decrease in profit, work disappointment, and a decline in the nature of job outcome such as physical and mental issue and finally impacts on the social and family relations(Maslach & Jackson, 1981). Studies have been shown that one of the direct effect of Emotional Exhaustion (EE) is decline in job efficiency (Maslach, 1982; Halbesleben & Buckley, 2004). Jonathon & Halbesleben (2007) studied the effect of Emotional Exhaustion (EE) with the mediating role of motivation over performance of coworkers which definitely comes from the positive behavior of a leader(Bakker et al., 2004; Jex, 1998; Sullivan & Bhagat, 1992). Emotional exhaustion (EE) is associated mostly to job stress. The employee working emotionally under a hectic environment. Emotional exhaustion (EE) becomes noticeable as a retort in such circumstances (Akhigbe et al., 2017). These factors directly diminish the competency of employees resulting in hard job relations with fellows and it leads to Emotional Exhaustion (EE) (Akhigbe, O. J. & Gail &, 2017). Emotional Exhaustion (EE) leads to lower the struggle of achieving specified goals, as employees start to experience as though they are less able

of carrying out duties as they feel more exhausted accomplishment striving lowers one would expect that in-role employee performance would also lower (Leiter, 1993).

**Hypothesis 3: Emotional Exhaustion mediates the relationship between despotic leadership and employee's performance.**

In detail study of research articles, it can be understood that the relationship between Emotional Exhaustion (EE) & despotic leadership (DL) is mostly evident from the rude supervisor and ill-treated subordinate interpersonal injustice (Javeed et al., 2018). The undesired consequence may have negative effects on the abused co-workers which can result in little emotional resources to deal with such kind of condition. The employees not only feel hopeless and less motivated about anticipate result but also decrease the status of mind causes to greater Emotional Exhaustion (EE) that leads to psychological dissociation in organization considered as Emotional Exhaustion (EE).

## 2.4 Moderating Role of Project Culture

A project culture is a set of idea, attitude and behaviors that is present independently by the individuals in the project environment. When there is a well-built project culture, while people leave or join the project, the culture remains unchanged -what brings a changes, is the activities of the people that are set of norms and values. Organizational Culture (OC) is defined normally in terms of the mode of people's thought, which has a direct influence on the ways in which they behave. According to Webster culture is set of shared assumptions and understanding about organization functioning. Project Culture (PC) is a system of contrast norms and values developed over a period of time (W. Ke & 2008).

Project Culture (PC) to a great degree determines the performance of the employees. Therefore, it is the focus of organizations to get rid of negative and harm factors that slow down employee performance to promote a constructive workplace atmosphere or a positive organizational culture (OC). People change their behavior with changing culture as it provides a frame of reference of ideas and beliefs

that members share. In projects the culture considered important to meet. The objective defined by the scope statement.

In today's era the aims and objectives in a project culture, only can be met by the innovative technologies and adoptive and responsive approach. Project culture is dynamic in nature. It is developed rapidly the policies and work practices and retains for short time. Usually project management presumes that everything in a project can be restricted (Owen, Connor & Linger, 2012).

The concept of culture in a project management framework is quite multifaceted, since a project includes a variety of professionals and skilled members from different background, who normally possess a specific cultures and style of performing jobs, which are not necessarily in accord with one another or with the predominant culture of the entire project (Wiewiora, Murphy, Trigunarsyah & Coffey, 2012). The patterns may be either be a cause of inspiration and enflamed standpoints or may be a origin of problems and misunderstanding among the team members (Anbari et al., 2010). This is the reason why project management and project-based organization must aware of the culture to predict the outcomes on the various factors including performance of the coworkers of the project team (Jalal, 2018).

In the era of globalization, the successful organization improves the organizational culture (OC), processes and strategies. Leaders play a vital role in implementation of change (Bernerth, Armenakis, Feild & Walker, 2007, Armenakis & Harris, 2002). Organizational Culture (OC) is multidimensional a set of artifacts such as beliefs, values, norms and organization members and their behaviors. Culture is a very powerful force (Suda, 2007). Cultural norms and values reflect the pragmatic behavioral epitome (Erdogan, Liden & Kraimer, 2006). We expected culture to moderate the relationship between. (Liao et al., 2019). It is found that a strong culture can produce assurance to the organization's values and norms. High performing organizations, strong cultures are a means by which organizations can build up their performance, adapt to change and changing culture while increasing their probability of endurance and maintaining their competitive performance. Culture plays a role of mean of communication to the stakeholders including team members about the organizational goals.

## **Despotic Leadership in A Project Culture**

Honesty is at the heart of any developing organization's culture (Williams, 2012). Without honesty all the efforts and investment will go in vain. It is applied to all team members but more responsibility goes to project manager's shoulders. In this regard the issue that faces up to organizations is where the responsibility for creating a healthy culture lies where project managers plays his role. An honest and ethical leadership is vital since it plays a significant role in shaping the workplace culture. It influences employees work related attitudes as well as enhance organizational productivity, depending on the size of organization (Rasool et al., 2018). In organizations where managers are not facilitators however, taskmasters and employees live with fear and distrust and work is nothing but a tedious chore. Since they are not involved in the overall organizational goals, they do not understand the implications of their tasks and hence may not be committed to achieving them. A project-based organization where there is no cooperation between the team members, it ends up having employees working in silos lessening the productivity or working towards undermining the efforts, which is harmful to the overall health of the organization. When individuals become committed to the organization's beliefs, those beliefs become internalized.

## **Moderating effect of project culture on the link between Despotic Leadership (DL) and Employee Performance (EP)**

Culture can show direction the individuals and workers working in project-based organization to choose their personal conduct to attain long-term, sustainable development (Liao et al., 2019). Project team behaviors and practices of employees create the culture of an organization. The effectiveness of the employees' performance is strongly associated to organizational culture. Project management with well-built cultures considers their workers, stakeholders, the aims and objectives of their organization. In projects, it is a challenge to built and develop a strong culture because the tenure of a project is very short as compared to the other kind of organization (Haines, 2001).

As the cogent becomes more unstable and the market gets hectic, leaders are being extended to their boundary where they can convey with employees and move forward at the same time. What has worked in the past may not work the same way now. This study inspects the strength of the leadership capability and construct and how Organizational Culture (OC) is a moderator that effect of the leadership competencies and employees' performance. In general, project culture (PC) plays a crucial role in moderating the relationship between leadership behavior and organizational binder (Yiing & Ahmad, 2009). Villa, Howell and Dorfman (2003) suggested the use of Project Culture (PC) and values as a conditional variable that has the tendency to moderate the effects of the various existing leadership constructs. This is because the team members who share more values and norms are robotic and motivated, get less affected by the leader's supervision (Podsakoff & MacKenzie, 1997) and therefore may produce satisfactory employee's performance if the Project Culture (OC) setting is desirable.

It is a question why project culture an important factor to be studied specially it became mostly discussed variable to be understood? Because it the reason to define the way of implementing rules, making assessment, provide a guideline for the actions to be taken as project manager or a team member. In a nut shell, culture is influential to obstruct a project's strategy or it may play a role of catalyst to meet the desired objectives (Lawrence, 2007). Many internal and external factors shape the project culture. Leadership is one of the most important among them. Leadership activities such as communication pattern, incentives and rewards and implementing policies and direct interactions with employee defines the project culture. On the other hand, it also defines the behavior of team members as can be defined by social interaction theory. Employees need greater share, empowerment and sustainability from their leaders and management. The reason of this research was to investigate the impact leader's negative and unethical behavior on employee's performance and the moderating role of project culture. In can be understood that employee's performance can be measured via moderating effect of culture. The stronger and shared is the culture the more the employees will be satisfied (Lawrence, 2007). Managers with technical expertise and leadership skills

can and should help employees improve their employee performance by developing a supportive relationship between the leaders and employees. On the basis of previous knowledge, we can suggest that

**Hypothesis 4: Project Culture is moderating the relationship between despotic leadership and employee performance in such a way that relationship will stronger with stronger project culture than lower.**

Our study explores that positive and learning environment may have negative impact on 'the correspondence between despotic leadership and employees' performance of the project team members. Thamain (2004) shows that the working environment within the project team has a significant impact on project success, therefore suggests that the project manager has a significant leadership role in mingling the team. (Muller & Turner, 2007) Projects often have a deep influence on the organization and the individuals within it. Projects alter all or parts of an organization and by their very nature make modification to the base organization or individual sectors. Projects typically include the design and development of a novel physical goods or services that may comprise of complex technical factors. The problem utmost common to projects is to focus and highlight the technical content at the cost of consideration its effect on the individuals (users) and the organization.

An important characteristic of project work is the extent to which people who will use the product are invited to participate in the work. Very often a specialist without the cooperation, participation and commitment of the end users does the work. Project leaders must be able to interact with various sub-cultural elements within their organization and that of the customer (and often simultaneously). Leaders who are aware of cultural differences can avoid or minimize unproductive conflicts and misunderstandings. Differences may arise for various reasons such as values, assumptions and belief arise from problems communicating across cultures. The way of communication in research and development is very different from the language spoken in marketing. It is important for the leader to make a concerted effort to speak and listen in ways that consider these differences. Attributing project barriers to another prejudice subordinate with stubbornness may produce

polarize differences, intensify conflict and it may make it very problematic or next to impossible to complete the project in time (Lawrence, 2007).

## 2.5 The Study Operational Framework

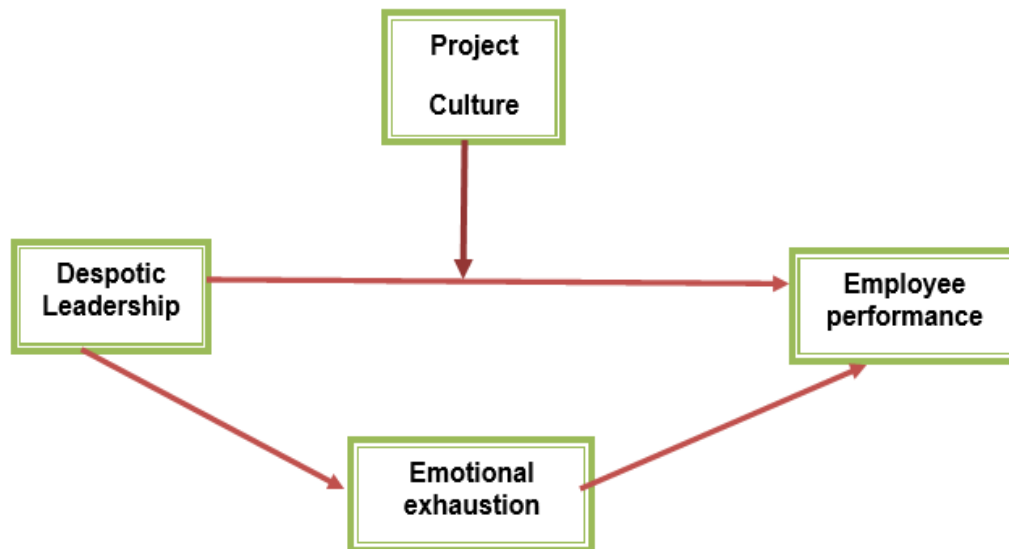


FIGURE 2.1

The above operational model of the study shows the following links

- Impact of predictor variables (Despotic Leadership (DL) on employee's performance (dependent variable)
- Despotic leadership associates positively with employee's Emotional Exhaustion
- The criterion and predictor variables are mediated by Emotional Exhaustion (EE).
- The criterion and predictor variables are moderated by organizational culture.



## **2.6 Research Hypotheses**

**H<sub>1</sub>:** Despotic leadership(DL) is negatively associated with Employee Performance(EP).

**H<sub>2</sub>:** Despotic Leadership (DL) associates positively with employee's Emotional Exhaustion(EE)

**H<sub>3</sub>:** Emotional Exhaustion(EE) mediates the association between employee performance and despotic leadership.

**H<sub>4</sub>:** Project culture has moderating effect on the relationship between despotic leadership and employee performance.

# Chapter 3

## Research Methodology

Referring to the Macquarie Dictionary (3rd Ed), methodology can be defined as the science of methods, particularly a branch of reasoning with the logical principles underlying the organization of the numerous distinct sciences, and the conduct of scientific inquiry (Noella, 2006). Its main objective is to give the work scheme of investigation. first and foremost, systematic study technique justify justification based on collected data, measurements and observations and not on reasoning alone as quoted in the previous chapter.

Centre of attention of this chapter is to interrogate the relationship between the defined variables; Despotism Leadership (DL), Employee's Performance (EP), emotional exhaustion and project culture as defined in the theoretical framework. This chapter also includes the processes that have been adopted to get the reliable results for future research. i.e. the techniques of sampling, detail of instruments and the items, variables reliability, research design, targeted population etc.

Napoleon Hill suggests, "Planning your work and working your plan". Therefore, it is necessary for a researcher to plan the study or specify the research design to make a fruitful conclusion about the theoretical framework. The research design covers study type, study setting, unit of analysis, populations, sampling, time horizon and sample features, which are as follows

## **3.1 Research Design**

A research design is a basic algorithm that directs the data collection and analysis section of the study. It offers the agenda that identifies the kind of data to be collected, its frame of population and collection procedure (Kinnear & Taylor, 1996; Churchill & Iacobucci 2005). It is standard that is used to evaluate the research framework (Bell, Bryman, & Harley, 2018).

### **3.1.1 Type of Study**

The recent research is made to explore the effect of DL on employee performance in project-based organizations. The study of the nature is causal targeted and is used to analyze the impact of DL on EP through mediating role of emotional exhaustion. For getting the consistent results, the needed data required is collected by the project-based organizations in Pakistan. The selected sample and result were considered to portray the consequences of Despotism Leadership (DL) on job outcomes for Pakistani population.

### **3.1.2 Study Setting**

It is a field study by filling questioners from the employees of Pakistan industries during work hours. The study is conducted only for the academic purposes and its main aim is to provide clear understanding of Despotism Leadership (DL) impact on employee performance. It will give guarantee to the respondents that their responses will be kept confidential, which will make them comfortable to fill up the questionnaire. The participants from this study are from top-level management to the subordinates at all level. The data was submitted by the respondents from both public and private sector.

### **3.1.3 Time Horizon**

The cross-sectional data was gathered within three months from various project-based organizations.

### 3.1.4 Participants and Procedure

Through personal and professional contacts via emails and paper-and-pencil survey. Mainly we got access to and collected data from various project-based organizations such as IT, banking, and education, construction sectors and NGOs in Islamabad and Karachi, Pakistan.

To overcome the common method bias the responses were gathered from the independent sources. Each employee completed the paper-and-pencil survey they were interrogated if they

1. were currently employed
2. had been under their current manager for at least five months,
3. Had at least one co-worker who had also been under the manager for at least five months.

## 3.2 Data Collection

The questionnaire was the instrument for collecting primary data for this study. Convenient sampling technique was used for data collection. As per the nature of research, items included in the questionnaire that is DL , project performance or employees performance, Emotional Exhaustion (EE) and organizational culture a project manager and subordinate evaluated all of the items. This study was conducted in two stages first the paradigm was conceptualized on the theoretical and empirical analysis and the second stage of this study was on a comprehensive review based on data analysis.

### 3.2.1 Sample

The method, which is most frequently followed, for collection of data is sampling. Due to some limitation and constrains, it was difficult to collect the data from whole population. Therefore, data is gathered from the available sources from

the whole population. The project-based organization was selected had an environment of concern study. The team is well known about the project culture and Leader style. This is the reason that the sample collected is suitable for this study.

### 3.3 Sample Characteristics

Demographics consist of a group of socio-economic data, including the partition of a desired population by gender, age, customs including religion, earnings, employees position, residence ownership, and even means of communication such as telephone, email and letters etc. (F. Charlie, 2014). Demographics propose overview of population that clears the view that based demographics, sampling is not all data is equal. Therefore, researchers must know that from where data comes from before using it to make key decisions. For this study Age, qualification, experience and gender were collected as demographics. The characteristics of the demographics are listed below;

#### 3.3.1 Gender

It is important to represent the breakdown of population according to the gender as it shows the composition of the workforce in the targeted organization. The sample gathered for this study shows that responses were less reported by the female in Pakistani organization. The views also matter a lot as per the gender discrimination.

TABLE 3.1: Gender

<b>Gender</b>	Frequency	Percent
female	86	50.6
male	84	49.4
Total	170	100

### 3.3.2 Age

Ageism is an important demographic factor because the views of the respondents depend on the experience and exposure to the culture they are in contact with the respondents submitted their ages according to the life periods provided.

Out of 170 respondents 58.9% belonged to 20-30 years of age group, % 29.2 to 31-40 years, 7.5% 41-50 years, 3.6% 50-60 years and 0.8% belonged to 60 years or above. Mostly the respondents were young with the age of 20-30 years of age. See Table 3.2

TABLE 3.2: Age Distribution

Age	Frequency	Percent
0-30	65	38.2
31-40	55	32.4
41-50	37	21.8
51-60	13	7.6
Total	170	100

### 3.3.3 Qualification

For researchers, it is imperative to know the level of education because, the response is depending on how the respondents perceive by their previous knowledge. They culture of a country can be understood by the ratio of the educated population. The development of a society totally depends on the ratio of educated part of the population. It also a reason that there are clear differences in opinion between respondents with a different educational level.

TABLE 3.3: Qualification Distribution

Qualification	Frequency	Percent
Intermediate	8	4.7
Bachelor	36	21.2
Masters	102	60
Ph. D	24	14.1
Total	170	100

### 3.3.4 Experience

Experience as an important breakdown of demographics. It is developed as ranges in years are in the questionnaire.

TABLE 3.4: Experience Distribution

Job Experience	Frequency	Percent
10-May	76	44.7
15-Nov	42	24.7
16-20	41	24.1
26 above	7	4.1
Total	4	2.4

Out of 170 Respondents 41.9% were having 1-3 years of experience, 27.7% respondents have 3-6 years experience, 18.2% respondents have 6-10 years experience, 7.1% respondents have 10-20 years of experience and 5.1% respondents have 20 and above years experience. 1-3 years experience found to be more frequent in the sample. See table 3.4

## 3.4 Measure

All of the questionnaires for the variables are adopted from past research. There are items used to measure the four variables. Five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) is used to measure the Despotism Leadership(DL), employee's performance (EP), Emotional Exhaustion(EE) and Project Culture(PC), in which in which 5 shows (strongly agree), 4 shows (agree), 3 shows (neutral), 2 shows (disagree) and 1 shows (strongly disagree). The items of variables Despotism Leadership (DL), Employee Performance, Emotional Exhaustion and Project Culture have been filled by project manager and team members. By performing reliability test, these scales were accepted for this study. The questionnaire consists of two sections; the first section represents the demographic detail of respondents while the second section contains four parts related to the independent variables, dependent variables, the mediator and the moderator. The

language was used collect data in English during a visit to project-based organizations as mentioned above. The information in demographic consists of the variables Age, Gender, Experience and Qualification, are also collected to get the authentic results and the information about the respondents will be kept confidential.

Managers and team members made self-assessment without the intervention of the researchers.

### **3.4.1 Despotic Leadership**

A six items scale developed by Hanges & Dickson (2004) is used to analyze the variables. The author used this instrument in the development and validation of the GLOBE culture and leadership scales. The questionnaire is filled by Pakistani industries teams and their managers. The dimensions are from 1 to 5 using Likert scale. Cronbach, s alpha value of the despotic leader is 0. 823.The items used for the scaling; is revengeful; has no pity or kindness, has the responsibility of the whole team, a control freak, Acts like a bully or despot; authoritative, Inclines to be reluctant or and become self-indulgence to tasks of projects.

### **3.4.2 Project Culture**

To measure the strength of project culture the instrument developed by Goodman, Paul & Darr (1998) is adopted. The items are ranked from 1 to 5 Likert scale. In the questionnaire, the items used for the scaling are mostly analyze on the basis sharing practices , information and decision to resolve the problems by the project team is making is mostly investigated important by the means of innovative approach.

### **3.4.3 Employee Performance**

The investigation about the employee performance of employee is ranked by the heads or managers. A seven items scale is used to measure the level of employee



performance. The dimensions are from 1 to 5 using Likert scale. The questions from the instruments were adopted. The items used for the scaling are, Employees understand specific needs of customers. Workers understood to tune in to each customer, Employees surprise customers with their excellent Service. Employees do more than usual for customers markets, Employees deliver an excellent service quality that is difficult to find in other organizations.

### 3.4.4 Emotional Exhaustion

Maslach & Jackson (198 I) instrumented the burnout and discussed the emotional exhaustion as one other dimension. Emotional exhaustion is correlated with general job satisfaction. The questions are adopted. The responses are ranked by using Likert scale from 1 to 5 scales. State of exhaustion strain and stress engagement with job, fervently wearing is interrogated from the employees.

TABLE 3.5: Instruments

Variable	Instruments	No. of items
Despotic Leadership (DL) (IV)	Hangs & Dickson (2008)	6
Employee Performance (DV)	William and Anderson, (1991)	7
Project Culture (Mod)	Goodman,Paul,Darr (1998)	5
Emotional Exhaustion (EE) (MED)	Maslach And Jackson (1981).	5

## 3.5 Statistical Tool

The statistical tool for this research is used is SPSS 20.0 version was used to find out descriptive, frequency, correlation and regression and reliability. Reliability analysis is done in order to assess the consistency of the responses, Correlation indicates the strength of the association among the variables and Regression analysis is used to check the dependency of the variables. For regression, mediation and moderation analysis we use Preacher and Hayes (2012) method.

## Pilot Testing

Before performing the analysis on the large scale, we perform pilot testing of the data. to confirm whether the data validates results and to save the time and recourses. Therefore a pilot survey is conducted with a sample size of 50 responses. This performance provided surety about the alignment of results with suggested hypothesis.

### 3.5.1 Reliability Analysis of Scale

When the scale comprises of number of questions then researcher should check whether it is consistent with increasing sample size and type of study. The reliability gives an idea with a numerical value of Cronbachs Alpha which according to Nunnally (1994) should be greater than 0.7. The scales of reliability stand for the Reliability of scale illustrate the capability of the scale to give same outcomes when it is performed number of times. Table 3.6 shows the value of Cronbachs Alpha more than 0.7 that is a good estimate to keep the items.

TABLE 3.6: Reliability Measurement

Variable	Cronbachs Alpha	Items
Despotic Leadership (DL) (IV)	0.821	5
Employee Performance (DV)	0.893	6
Project Culture (Mod	0.845	5
Emotional Exhaustion (EE) (MED)	0.706	5

### 3.5.2 Data Analysis

Due to time and resources limitations convenient sampling technique was adopted. We assume that data is collected from the true employees of Pakistani industries. The response was collected through close structured ended questionnaire without the help of researcher. About 200 questionnaires were distributed in different industries of Pakistan through Mail and paper survey. Out of 200 exactly 170 responses were collected from the respondents.

# Chapter 4

## Results

### 4.1 Descriptive Statistics

Research has been made to discover the effect of DL on the employees performance with mediating role of EE is moderated by project culture. To make evidence stronger. The statistical tools are used such as descriptive statistics, correlation analysis and regression analysis for the data. Descriptive statistics summarized the sample data in minimum value, maximum value, mean and standard deviation. The detail of the data is given in the table 4.1.

TABLE 4.1: Descriptive Statistics

N	Minimum	Maximum	Mean	Std. Deviation	
DLIV	170	1.57	5	3.3846	0.78541
EEMD	170	1	5	3.2247	0.85994
EPDV	170	1	5	3.1824	0.85821
PCMOD	170	1	5	3.2333	0.88367

The table describes the detail information about the study variable. In the first column of the Table 4.1, we seen name of the variable, second column shows results, number of respondents, third and fourth column shows minimum and maximum value where respondents reported, while fifth and sixth column shows mean and standard deviation of the data received from respondents as shown in the table sample size for all variables are 170. All the variables in the study are measure

through scale 1 to 5. From the table 4.1 we seen that despotic leadership, which is independent variable mean value, is equal to 3.384 and standard deviation is .78541, which are quite good. Emotional Exhaustion, which mediates the association between Despotic Leadership (DL) and performance of employees mean value, is equal to 3.2247 and standard deviation is .85994, project culture which is moderator between despotic leadership and employee performance and EE in our model mean value 3.2333 and standard deviation is .88367. Employee performance, which is outcome variable mean value, is 3.1824 and standard deviation is 0.85821. Among the above variables despotic leadership has highest mean = 3.56, while employee performance has lowest mean = 2.61.

## 4.2 Control Variables

In the previous section, it has been discussed that demographics such as age, gender, job experience and qualification have prominent effect on the outcome variable. From the previous studies, we have seen that demographic variables gender, age, qualification and experience have noteworthy effect on employee performance in this study we use results from ANOVA which that none of the demographic variable is substantial to the outcome variable (employee performance). So, in this study there is no need to control the demographic variables.

## 4.3 Correlation Analysis

Correlation analysis is a imperative check in research analysis because it adds to the assurance and accuracy of results by determining the scores as the variation between +1 to -1. Positive sign illustrates that two variables are directly proportional, while negative sign explains that the two variables are inversely associated. Correlation analysis is performed to check whether variation between two variables differs from each other at the same time or not. To determine relationship of dependence between two variables we use Pearson correlation to compute correlation coefficients. Correlation analysis between the study variables i.e. Despotic

leadership, emotional exhaustion, Employee performance and project culture are depicted in table 4.5. As seen from the table, DL is significantly positively correlated with project culture ( $r = .180^*$ ,  $p < .05$ ) and EE with employee performance ( $r = .272^{**}$ ,  $p < .01$ ). Anger rumination is significantly positively correlated with both employees performance ( $r = .180^{**}$ ,  $p < .01$ ) and EE vise( $r = .197^*$ ,  $p < .05$ ). Employee performance is significantly positively correlated with project culture ( $r = .419^{**}$ ,  $p < .01$ ). Despotic leadership is also positively correlated with the mediator; emotional exhaustion.

TABLE 4.2: Correlation Analysis

	1	2	3	4
Employee Performance	1			
Emotional Exhaustion	.272**	1		
Despotic Leadership	.197*	.568**	1	
Project Culture	.419**	.130	.180*	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

## 4.4 Regression Analysis

To find the underlying association between linking variable we performed regression analysis. It foresees the value of outcome variable depending on independent variable. It helps to recognize when one unit change occurs in despotic leadership then how many differences happen in the dependent variable so causal relation can be predicted. Main idea of regression was suggested by Baron & Kenny (1986).It is an outdated version of regression that cannot indicate the indirect and partial effect of mediation. Preacher and Hayes (2013) tell that there should be other variables that can mediate the link between two variables. In Hayes (2012) bootstrapping technique is used, in which the data is divided into small pieces and bits which increases liability and credibility of the data. Therefore we will run our analysis in this smaller level. Before analyzing the effect of mediation for each outcome variable, direct effect through linear regression between two variables has been computed.

Hypothesis H1, H2 are showing the direct effect of the despotic leadership on the dependent variable, direct effect of independent variable on mediator and direct effect of the mediator on the employee performance respectively. For this reason we run the Preacher and Hayes (2013) mediation model.

#### 4.4.1 Despotic Leadership and Employee Performance

The intensity of the despotic leadership increases, the employee performance also increases. Despotic leadership brings positive change in employee performance ( $\beta = .197$ ,  $t = 2.6$  and  $P < .01$ ). It is significant with 19.7% of performance because p value is less than 0.01 but hypothesis despotic leadership will negatively influence employee performance is rejected in the context of Pakistani project-based organizations. The adjusted R square value, which is around 33%, is considered good. Which mean that 33% dependent variable is being explained by these independent variables.

TABLE 4.3: Simple Regression Analysis between Despotic Leadership and employee performance

Predictor	Employees Performance						
	B	$R^2$	$\Delta R^2$	SE	t	Sign.	F change
Despotic Leadership (DL)	0.197	0.039	.033	0.0732	2.6	0.01	6.76

a. Predictors: (Constant), DL Emotional Exhaustion

#### 4.4.2 Despotic Leadership and Emotional Exhaustion

The more the leader is despotic the more the employee gets emotionally exhausted. The results show despotic leadership causes positive change in emotional exhaustion ( $\beta = .569$ ,  $t = 6.8$  and  $P < .01$ ). It is significant with 56.9% of performance because p value is less than 0.01. Hypothesis that despotic leadership will positively influence emotional exhaustion of employees is accepted in the context of Pakistani project-based organizations. The adjusted R square value, which is around 32%, is considered good. Which mean that 32% dependent variable is being explained by these independent variables.

TABLE 4.4: Simple Regression Analysis between Despotism Leadership and Emotional Exhaustion

Predictor	Employees Performance						
	B	$R^2$	$\Delta R^2$	SE	t	Sign.	F change
Despotism Leadership (DL)	.569	.323	.319	.064	8.943	.000	6.899

### 4.4.3 Mediation Analysis

#### Association between Despotism Leadership and Emotional Exhaustion and Employee Performance

Approach by Preacher & Hayes (2013) was used to examine and verify the premises linked to literature. The approach is an ultramodern data analysis practice, is used to carry out and confirm the mediation and moderation analysis through bootstrapping. In the recent investigation, technique of PROCESS was used to verify the formulated statement. To evaluate mediation analysis, Baron and Kenny (1986) projected three critics. Firstly, the relation between Independent variable and dependent variable should be significant. There should be noteworthy relationship between the Independent variable and the mediator. The link between the two variables should be significant between the mediator and the dependent variable.

TABLE 4.5: The direct and indirect effect

IV	Effect of IV on M (a path)	Effect of M on DV (b path)	Direct Effect (c' path)	Indirect Effect (c path)	Bootstrapping results or indirect effect	
					LL 95%	UL 95%
	0.569	0.2153	.1224	0.056	.0194	.2946

For confirming the mediation, we run bootstrapping in SPSS that also shows that emotional exhaustion mediates the relation.

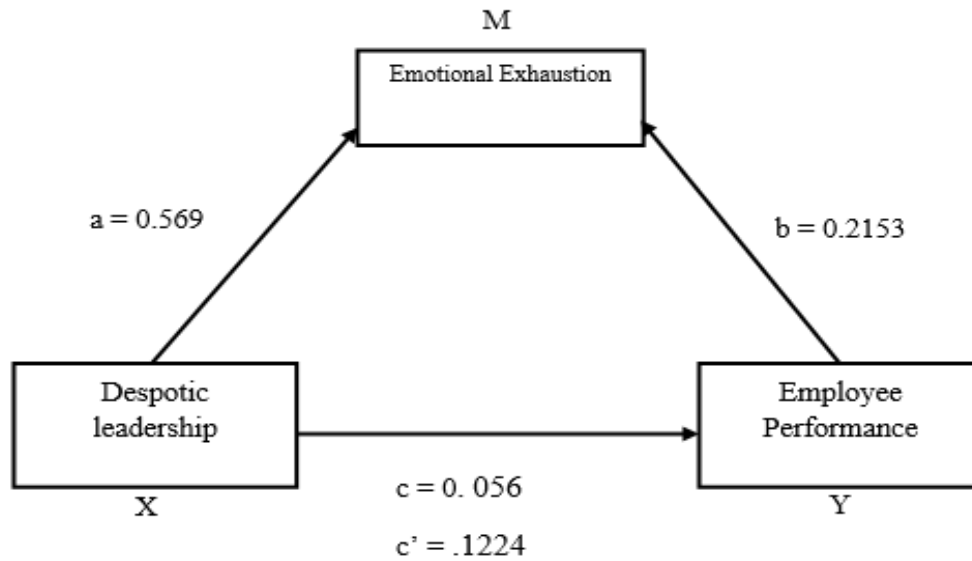


FIGURE 4.1: Mediation Analysis

TABLE 4.6: Mediation by Emotional Exhaustion

Predictor	Employees Performance						
	B	$R^2$	$\Delta R^2$	SE	t	Sign.	F change
1 Despotism Leadership (DL)	.180	.039	.033	.069	2.600	.010	6.760
2 Emotional Exhaustion	0.215	0.077	0.066	0.083	2.608	0.01	6.899

### a. Dependent Variable: JP

Direct and indirect associations proved that relation has improved when mediator was introduced between the despotism leadership and employee performance. The above table shows that the relation between despotism leadership and employee performance improves when emotional exhaustion is introduced as mediator. The indirect effect becomes 0.180 from 0.0576. therefore it can be concluded that emotional exhaustion completely mediates the relation between despotism leadership and employee performance, hence the indirect effect of despotism leadership style on the performance of employees through Emotional Exhaustion has the lower and upper limits of 0.0194 and 0.2946 with 95% confidence interval, therefore hypothesis 3 is accepted i.e. Emotional Exhaustion mediates the association between Employee Performance and Despotism Leadership.



H3: Emotional Exhaustion mediates the association between Despotic Leadership and employee performance

#### 4.4.4 Moderation between Despotic leadership and Employee Performance by Project Culture

TABLE 4.7: Regression Analysis for Moderation between despotic leadership and employee performance

	$R^2$ change	SE	F	Sign.
Despotic Leadership	0.191	0.71	19.6	0
Project Culture	0.019	0.704	14.589	0

Dependent variable: Employee Performance

From the Table 4.8 it could be clearly seen that project culture moderates the link between despotic leadership and employee performance, as it could be clearly seen by un-standardized regression analysis ( $B = .731$ ,  $t = 1.97$ ,  $P = .00$ ), therefore the fourth hypothesis is accepted; Project culture shows the moderation between despotic leadership and employee performance; such that positive project culture will strengthen the nature of relation. Thus, moderation exists between independent and dependent variables.

TABLE 4.8: Regression Analysis for Moderation between despotic leadership and employee performance

	$\beta$	SE	T	Sign.
Despotic leadership X Project Culture	0.731	0.067	1.971	0.00

## 4.5 Summary

This chapter comprises of data analytical techniques, which were used to compute the results. The findings show that most of the results were in expected directions. Descriptive statistics reliability analysis, regression and correlation analysis were conducted to increase the credibility of results. The scale was adopted and the

reliability of the scales was satisfactory and valid. Factor analysis was performed by using SPSS. The Hypothesis 2 and hypothesis 3 i.e. mediation was tested by process technique by Preacher and Hayes (2013). The table below shows the summery of the suggested hypothesis.

TABLE 4.9: Hypothesis

Hypothesis Statement		
H1	Despotic leadership negatively influences employees performance	Rejected
H2	Despotic leadership positively associated with Emotional Exhaustion	Accepted
H3	Emotional Exhaustion mediates the relationship between despotic leadership and employee's performance.	Accepted
H4	Project Culture plays moderating role for the relationship between despotic leadership and employee performance in such a way that relationship will stronger with stronger project culture than lower.	Accepted

# Chapter 5

## Discussion and Conclusion

### 5.1 Summary of Result

Our effort conveys constructive view of leadership particularly despotic leadership basically carried out the hypothetical urging, anchored in social exchange theory. Meta- analysis made by Schyns and Schilling's (2013) reveals despotic leadership as novel dimension as part of leadership style especially in domain of project management. It also a reason of consideration of Despotic leadership in particular because it has an immense latent to put forth unfavorable effects on equally on individual and in organizational context (Raja et al., 2019 De Hoogh & Den Hartog, 2008; Naseer et al., 2016). Therefore this variable demands more attention in literature. The few studies found on despotic leadership such as; Naseer et al., 2016; Nauman, Fatima & Haq, 2018; De Hoogh & Den Hartog, 2008 Schilling, 2009 presented the deception the negative impact on employees. Where via the experiential verification it is ascertained that supposition that despotic leadership negative association with employee's performance is not approved. Contradictory to earlier findings our inquiry does not keep up with the formulated hypothesis. The data for the study is collected from the information technology and construction industry of Pakistan. Though to the empirical evidence it is found that hypothesis 1 "despotic leadership negatively influences employee's performance" is not accepted. Unlike previous studies our study does not support the hypothesis.

Naseer et. al (2016) found that despotic leadership negatively influences employee work performance; unlike this our study result tells that employee's performance is positively influence by despotic leadership. Findings show that there is prerequisite to discover that how particularly despotic leadership can pretense a advantageous function in endorsing project team 's professional escalation and employee performance. In Pakistani context it found via the data collection and statistical results that despotic leadership brings a positive change employees performance to some extent because when a leader impose policies and make them to work under pressure, intimidating and menacing the team about the goal accomplishment then they show a better performance.

Tepper (2000) demonstrates that despotic leadership plays a role of an dictatorial, controlling and unkind conduct to their coworkers due to which worker' agreement in the organization and among team members will pessimistically impact on the whole aptitude that was earlier proposed in the theoretical framework. The present study inspects by means of empirical study, the effect of despotic leadership on employee's outcomes, mediated by emotional exhaustion of team members in a project culture where project culture moderated the association between despotic leadership employee performance and despotic leadership emotional exhaustion.

The proposed assumptions are tested through survey by making the quantitative analysis. The data was collected from the leaders. Reliable and validated instruments were adopted proposed by the past studies for the relevant constructs. Responses were collected by self-administered survey. Cronbach's Alpha was computed to confirm the reliability. In the recent research, defined variables have revealed with a dependability and consistency analysis by the value of Cronbach alpha above the adequate level of .70 ranging from .70 to .90 and have been explained. Descriptive statistics were computed via SPSS 21. Association of variables in theoretical framework was tested by using correlation and all the variables were found significantly correlated in the projected direction except hypothesis 1. The detail discussion of each hypothesis is as following.

### **5.1.1 H1: Despotic Leadership Negatively Influences the Employee's Performance**

We formulated that despotic leadership negatively influence the employee's performance. the statistical analysis ( $\beta = .197$ ;  $t = 2.6$  ;  $P < .01$ ) shows that there is considerable positive relationship between despotic style of project leaders and employee performance not negatively impact the employee performance. Where value of  $t > 2$  indicates that the relation is significant.

There are several proofs which established association of despotic leadership with social responsibilities of the leaders (De Hoogh & Den Hartog, 2008) but less literature is found regarding the impact of despotic leadership on employee performance in the project management literature. Tyrannical leaders are ethically fraudulent, supervisors, hassle to avoid critics with execution of assigned job and agreement in all from the coworkers. they act unsympathetically and egoistically to workers wants. They usually work in opposite to the organization's concerns and involved in deceitful and selfish deeds (De Hoogh & Den Hartog, 2008; Naseeret al., 2016; Schilling, 2009).

### **5.1.2 H2: Despotic Leadership is Positively Associated with Emotional Exhaustion**

Despotic supervision is related to Emotional Exhaustion (EE) as a stress. Wicked and corrupt Project manager by exercising the abusive command would manipulate employees ineffectual, work behavior (Brown & Mitchell, 2010) The irritating consequence may have destructive effects on the ill-treated co-worker with less authority which then results low emotional energy it can be said that the relation between Emotional Exhaustion(EE) & despotic leadership(DL) is mostly inferred from the abusive and mistreated supervision.

Thus positive value of  $\beta = 0.569$  and  $t = 8.943$  show that despotic leadership is positively associated with emotional exhaustion.

Impact of despotic leadership (DL) moderated by project culture. It noted that the most of the studies on conflict is developed from the viewpoint of those in lead of change not who are part of change i. e. subordinates and as a result, mostly what happens when attitudes opposing to change originate not necessarily from workforce, but pivotal charged with primary change such as managers( Rubin et al., 2009 ). Culture is a social phenomenon based upon a definite place or environment such as organization and shaped in a specific environment. It is an internal limitation and set of norms which is widely predictable by humans in social activities. Researchers explored that an imperative measure in social exchanges between the project leaders and co-workers is to recognize the true behavior of their of leaders (Taylor, 2000; Erdogan et al., 2006) though, given that leadership is dependent on culture (Erdogan et al., 2006).

### **5.1.3 H3; Emotional Exhaustion(EE) Mediates Relation between Despotic Leadership and Performance of Employee**

Our results show that emotional exhaustion fully mediates the relation for the variables despotic leadership and performance of employee with a positive value of regression coefficient. the lower and upper limits of. 0194 and. 2946 with 95% confidence interval shows that third hypothesis is accepted that is emotional exhaustion mediates the association between employee performance and despotic leadership. In detail study of research articles and on behalf of the statistical findings, it can be concluded that the relationship between emotional exhaustion (EE) & despotic leadership (DL) is obvious from the rude manager and ill-treated co workers personal prejudice (Javeed et al., 2018). The undesirable outcome might have adverse effects on the ill-treated co-workers that can consequence in little emotive resources to deal with this type of condition. The employees not only feel hopeless and less motivated about anticipate result but also decrease the mental status leading to greater emotional exhaustion (EE) that leads to psychological dissociation in organization considered as Emotional Exhaustion (EE).

#### **5.1.4 H4; Project Culture has Moderating Role between Despotic Leadership and Employee performance; such a way that Association will be Stronger with Stronger Project Culture.**

It has been proving with the support of the statistical analysis that Project Culture (PC) moderates the relation between despotic behavior of project leader and employee performance. A project leader therefore this is the responsibility of higher management to provide a suitable environment to the workers so that they can bring positive change by perceiving the positivity around them, a self-assessment criterion for project leaders should be promoted in the project management and call of the employees should be considered while making policies.

## **5.2 Conclusion**

According to the past literature where relationship of despotic leadership is tested with other variables like emotional exhaustion and anxiety (Nauman et al., 2018) but the current study contributes to the literature a very important outcome variable such as employee performance of despotic leadership. Because performance is the most critical to measure for the success of any project, task, employee, manager and overall organizational goals. In the current research a new relation is studied due to fast changing and creative environment to get reasonable advantage.

In case of Pakistani context, it is revealed that employees are more fit to despotic behavior, which is not a good reflection of society. Management should listen to the employees who are suffered from the despotic behavior of their leaders in project-based organization. Co-coworkers are forced to work under pressure due to family and financial crises. They pretend to accept the unethical and despotic behavior of their leader in order to attain the favoritism and become the part of dishonest conduct.

Under the supervision of despotic leader, the coworkers get. Emotionally exhausted and feel detached from the work environment so they should be treated

well. It is crystal clear that organizations should fulfill the legal requirement in order to implement an ethical and lawful conduct by the leaders. The power distance among the project team members should be avoided. Leaders should perform self-analysis as Social Exchange Theory suggests that the leader's behavior is responsible for providing a positive, shared and strong culture where employees can perform in a better way.

### **5.3 Recommendations**

Our study showed that despotic behavior of a project leader leads to emotional exhaustion. The authoritarian act of a leader forces employees to work under pressure. In South Asian countries, there should be a trend of two-way evaluation and feedback. Employees' personal needs as the important internal stakeholder should be taken under consideration.

The research suggests to the organization to lookout such leaders when appointing in the first place and review existing leaders periodically. As despotic leaders use unethical tactics against subordinates so it is useful to conduct feedback evaluation about leaders in different periods. It is important to engage leaders and employees through training sessions. It is not only important to identify those who desire to exert power and treat followers with unethical behavior but also organizations offer them training and to integrate equal opportunity, moral and ethical behavior in them.

### **5.4 Implications**

#### **5.4.1 Managerial Implications**

Our study is conducted from both the managers and employee's perspective. Although data was collected from the public sectors and was a one-dimensional study. The research put forward that while appointing a project manager beware of such leaders when appointing in the first place, and review existing leaders



periodically. Employees need to aware of standards of ethical conduct by their leaders so that they can perceive in right direction. Employees should be aware of the characteristic that cause the despotic behavior therefore they should be able to recognize that their leaders are egotistical, expressively friendless, cynical, deficient with compassion, responsive to disapproval. take advantage of other, unjustly dealing with their followers' unethical values (Naseer et al., 2016).

### **5.4.2 Theoretical Implications**

The present research has provided in a much significant way about the literature by showing emotional exhaustions as mediator between the despotic leaders' behavior and employees performance. Our research connected two independent area, despotic leadership and employee performance in a project culture. By this means providing an opportunity to new possibilities for inspiring the growth of an organization. Amongst the numerous depressing consequences of despotic leadership to a team, it burns the emotional resources that brings destructive effects to employee is the most serious consequence. Our study provided a direction towards a very important factor; employee performance. Our study introduced emotional exhaustion as mediator and project culture as moderator. The despotic leader's impact can be moderated by weak or strong culture. the unethical conduct of a Despotic leadership can cause alarming situations that may lead to increasing risk of project failure or recourses wastage ; for the organization such as cost and low productivity, which is difficult to accept in nowadays-competitive environment.

## **5.5 Limitations**

There are some potential limitations related to our study circumstances. First, our data were collected from Pakistani project-based organizations and the sample size was relatively small and the response rate was low. Concerning the cross-cultural differences, the conclusions in this study are needed to be validated for Western countries. Responses were gathered by convenient sampling. The difficulty faced

during collection of responses as the questionnaire where filled by the project leaders and employees. People were reluctant to respond. Before conducting the study, the employee and project leaders should know the criteria to rank the leader by the employee and employee's level of perception of unethical and despotic conduct of his leader. The managers should revise employee performance criteria time to time. This is the reason that results, the generality is being restricted.

## **5.6 Future Research**

We propose that there are many openings for the researches for future investigation. Research can be made to analyze the variability of perception of followers to rank a project leader as despotic. it can be made as well that what are the reasons to bring the variability in follower perceptions? So that the despotic leadership may reveal more clearly. Our studies show that despotic leadership in the context of Pakistan brings about a positive change in output of performance. It can be investigated that what are the reasons that make an employee to work under the pressure relative to the manager's behavior. How much a despotic leadership style affects the project scope and success? We expect our analysis motivate others to put up on the underpinning work we have illustrated here and expand the evolution that have already been made in this domain in the field of Project Management. Future investigation can inspect our theoretical framework with teams and team leaders working on other field of work's issues to determine if the associations we establish hold true. We propose that recently there are many prospects to add in the literature of project management. The knowledge areas of PM need to be integrated with this emerging domain of dark side of leadership. As this type of behavior has potential effect on the organization and team members so all the factors needed to be expose that enhance the effect and may spoil the scope of project. a leadership and moral value study plan will provide countless opportunities to develop what we know about the area. Upcoming research can further examine the link between negative style of projects leader with more dimension in the context of ethical and moral conduct including various factors originated

from the personality of a project leader to make the project successful. Future research needs to investigate the role of other variables, such as leader's personality and fellow employees' performance and professional growth that might amplify or reduce the emotional exhaustion towards in project culture.

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# Appendix A

## QUESTIONNAIRE

### Instructions for completion

Dear Respondent,

I am a student of MS (MPM) at Capital University of Science and Technology, Islamabad. I am conducting a research on Impact of Despotic Leadership on Employee Performance Mediating Role of Emotional Exhaustion and Moderating role of Project Culture. You can help me by completing the attached questionnaire; you will find it quite interesting. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes.

Sincerely,

**Bushra Jalil**

Ms (PM) Research Student

Capital University of Science and Technology,

Islamabad

Please provide correct information.

## Section A: Demographics

Gender	1-Male	2- Female				
Age:	1(18-20)	2(21-29)	3(30-39)	4(40-49)	5(50-59)	6(60 or older)
Qualification	1 (Inter), 2 (Bachelor), 3 (Master), 4 (MS), 5 (PhD)					
Work Experience	1 (05-10), 2 (11-15), 3 (16-20), 4 (21-25), 5 (26 and above)					

### RESPONDENT BACKGROUND

1. Which one of the following best describes the industry your organization operates in?

- |   |
|---|
| 1(Information Communication Technology (ICT))<br>2(Construction Industry)<br>3(NGO's)<br>4(Other) |
|---|

2. Please indicate your occupational level

- |   |
|---|
| A. Top Management<br>B. Senior Management<br>C. Semi-skilled decision-making worker<br>D. Professionally qualified and experienced specialists and middle management<br>E. Skilled technical and/or academically qualified worker, junior management, supervisor, foreman or superintendent |
|---|

## SECTION B: Despotic Leadership

Scale : 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

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

## SECTION C: Employee Performance

Scale : 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

1	Employees understand specific needs of customers.	1	2	3	4	5
2	Employees are able to put themselves in the customers place.	1	2	3	4	5
3	Employees are able to tune in to each specific customer.	1	2	3	4	5
4	Employees surprise customers with their excellent Service.	1	2	3	4	5
5	Employees do more than usual for customers markets.	1	2	3	4	5
6	Employees deliver an excellent service quality that is difficult to find in other organizations.	1	2	3	4	5

## SECTION D: Emotional Exhaustion

Scale : 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

1	I feel emotionally drained from my work I feel used up at the end of the workday	1	2	3	4	5
2	I feel fatigued when I get up in the morning and have to face another day on the job	1	2	3	4	5
3	Working with people all day is really a strain for me I feel burned out from my work	1	2	3	4	5
4	I feel frustrated by my job I feel I'm working too hard on my job	1	2	3	4	5
5	Working with people directly puts too much stress on me I feel like I'm at the end of my rope	1	2	3	4	5



## SECTION E: Project Culture

Scale : 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

1	Sharing of work values in my office is highly rewarded.	1	2	3	4	5
2	Sharing of BP with other offices is highly rewarded.	1	2	3	4	5
3	My office is innovative.	1	2	3	4	5
4	Sharing of values is frequently discussed.	1	2	3	4	5
5	Sharing is a major way to solve problems.	1	2	3	4	5