

CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**Impact of Despotic Leadership on  
Employee Job Performance and Life  
Satisfaction with Mediating Role of  
Emotional Exhaustion and Moderating  
Role of Social Support**

by

**Saima Qayyum**

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

in the

**Faculty of Management & Social Sciences  
Department of Management Sciences**

2020

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



## CERTIFICATE OF APPROVAL

### Impact of Despotic Leadership on Employee Job Performance and Life Satisfaction with a Mediating Role of Emotional Exhaustion and Moderating Role of Social Support

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## *List of Publications*

It is certified that following publications has been successfully submitted online and is presently being given consideration for publications.

1. Qayyum, S., Muhammad, L., (2020). Impact of despotic leadership on employee job performance and on life satisfaction with a mediating role of emotional exhaustion and moderating role of Social support. *Academy of Management Journal ID : JPMA\_2019\_69.*

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## *Acknowledgements*

First of all thanks to almighty **Allah** Almighty who enabled me to complete this task. There are many people who helped me in completing my thesis work. Likewise, my parents, siblings and friends proved to be very supportive during every task that I have to do for completing my research work. I am very thankful and a special gratitude to my supervisor **DR. Lakhi Muhammad**, who guided me very well to complete my research work and helped me out whenever I stuck in any difficulty. I would also like to thank some lovely people in my life including my cousin **Wajid Ali**, my classmate **Hamid ali** and friend **Misbah Maqsood**.

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## *Abstract*

The purpose of the study is to examine the relationships between Despotic leadership and Employees' job Performance and their life satisfaction considering by social support as a moderator. The present study is based on conservation of resource theory (COR). Data were collected from employees' and their supervisors in different project-based organizations from Islamabad Rawalpindi Pakistan. The results of the analysis showed that despotic leadership reduces employee's job performance and diminished life satisfaction, while emotional exhaustion mediates the relationship of despotic leadership on employee's job performance and life satisfaction. This study contributes to the leadership literature; since limited attention was paid to the role of despotic leadership as a predictor of employee's job performance and life satisfaction indirectly through emotional exhaustion and moderating role of social support. Implications of the study are also discussed.

**Keywords: Despotic Leadership, Emotional Exhaustion, Social Support Employees Job Performance, Employees Life Satisfaction.**

# Contents

<b>Author’s Declaration</b>	<b>iv</b>
<b>Plagiarism Undertaking</b>	<b>v</b>
<b>List of Publications</b>	<b>vi</b>
<b>Acknowledgements</b>	<b>vii</b>
<b>Abstract</b>	<b>viii</b>
<b>List of Figures</b>	<b>xii</b>
<b>List of Tables</b>	<b>xiii</b>
<b>Abbreviations</b>	<b>xiv</b>
<b>1 Introduction</b>	<b>1</b>
1.1 Backgrounds . . . . .	1
1.2 Research Gap . . . . .	3
1.3 Problem Statement . . . . .	4
1.4 Research Question . . . . .	5
1.5 Objective of Study . . . . .	6
1.6 Significance of the Present Study . . . . .	6
1.6.1 Theoretical Significance . . . . .	6
1.6.2 Contextual Significance . . . . .	7
1.7 Supportive Theory . . . . .	7
<b>2 Literature Review</b>	<b>10</b>
2.1 Leadership . . . . .	10
2.2 Despotic Leadership . . . . .	13
2.3 Employee’s Performance . . . . .	17
2.4 Despotic Leadership and Employees Life Satisfactions . . . . .	23
2.5 Despotic Leadership and Employees Job Performance . . . . .	25

2.6	Despotic Leadership and Emotional Exhaustion . . . . .	28
2.7	Emotional Exhaustion and Employees (A) Life Satisfaction and (B) Job Performance . . . . .	29
2.8	Mediating Role of Emotional Exhaustion among Despotic Leadership and Life Satisfaction . . . . .	30
2.9	Mediating Role of Emotional Exhaustion among Despotic Leadership and Job Performance . . . . .	31
2.10	The Moderating Affect of Social Support among Despotic Leadership and Employees (a) Life Satisfaction (b) Job Performance . . . . .	32
2.11	Hypothesis of the Study . . . . .	34
2.12	Theoretical Frame Work of the Study . . . . .	34
<b>3</b>	<b>Research Methodology</b>	<b>35</b>
3.1	Research Paradigm . . . . .	35
3.1.1	Study Type . . . . .	35
3.1.2	Study Setting . . . . .	36
3.1.3	Unit of Analysis . . . . .	36
3.1.4	Time Horizon . . . . .	36
3.2	Population and Sample of Study . . . . .	36
3.3	Measurement . . . . .	37
3.3.1	Despotic Leadership . . . . .	37
3.3.2	Emotional Exhaustion . . . . .	38
3.3.3	Life Satisfaction . . . . .	38
3.3.4	Social Support . . . . .	38
3.3.5	Job Performance . . . . .	38
3.4	Sample Characteristics . . . . .	39
3.4.1	Gender . . . . .	39
3.4.2	Age . . . . .	40
3.4.3	Qualification . . . . .	40
3.4.4	Experience . . . . .	41
3.5	Reliability Study of the Data . . . . .	41
3.6	Data Collection . . . . .	42
3.7	Data Analysis Tools . . . . .	42
3.8	Analytical Technique and Tool Used . . . . .	43
<b>4</b>	<b>Results and Findings</b>	<b>44</b>
4.1	Descriptive Statistics . . . . .	44
4.2	Control Variables . . . . .	45
4.3	Correlation Analysis . . . . .	46
4.4	Regression Analysis . . . . .	48
4.5	Summary of the Hypotheses . . . . .	56

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<b>5 Discussion and Conclusion</b>	<b>57</b>
5.1 Discussion . . . . .	57
5.2 Recommendations . . . . .	64
5.3 Practical and Theoretical Implications . . . . .	65
5.4 Limitations . . . . .	66
5.5 Conclusions . . . . .	67
<b>Bibliography</b>	<b>68</b>
<b>Appendix-A</b>	<b>81</b>

# List of Figures

2.1	Research Model . . . . .	34
4.1	Interaction Graph . . . . .	55

# List of Tables

3.1	Instruments . . . . .	39
3.2	Gender Distribution . . . . .	40
3.3	Age Distribution . . . . .	40
3.4	Qualification Distribution . . . . .	41
3.5	Experience Distribution . . . . .	41
3.6	Reliability Dimension . . . . .	42
4.1	Descriptive Statistics . . . . .	45
4.2	Control Variables (ONE WAY ANOVA for Job Performance) . . . . .	46
4.3	Control Variables (ONE WAY ANOVA for Life Satisfaction) . . . . .	46
4.4	Correlation Analysis . . . . .	47
4.5	Regression Analysis . . . . .	50
4.6	Mediation Analysis for DL and LS . . . . .	52
4.7	Mediation Analysis for DL and JP . . . . .	53
4.8	Regression Analysis for Moderation . . . . .	54
4.9	Regression Analysis for Moderation . . . . .	55
4.10	Hypotheses Statements . . . . .	56

# Abbreviations

<b>COR</b>	Conservation of Resource Theory
<b>CFA</b>	Confirmatory Factor Analysis
<b>DL</b>	Despotic Leadership
<b>EE</b>	Emotional Exhaustion
<b>JP</b>	Job Performance
<b>LS</b>	Life Satisfaction
<b>PM</b>	Project Manger
<b>SS</b>	Social Support

# Chapter 1

## Introduction

### 1.1 Backgrounds

The literature emphasize that multiple leadership styles enhances employee performance like transactional, transformational, charismatic, laissez-faire, ethical, democratic and bureaucratic leadership style (Montani and Battisrli Odoardi, 2015; Valsanio and Moranio, 2014). Some previous Studies highlighted the positive and beneficial effect of leaders on individuals and institution (Schilling, 2009) while largely ignore the domain of dark side of leadership (Naseer, Raja, Syed, Donia & Darr, 2016). According to Nauman, Fatima & Ul Haq (2018) research on negative side of despotic leadership on employee's life satisfaction is very limited. But nowadays the dark side of the leadership is interesting area of research. Regardless of what researcher consider ideal, some leaders behave in detrimental to their followers and to the organization. The research of the study in the domain of project management is highly evident of the fact that change in the organization is institutionalized effectively by projects (Hornstein, 2015). Success and failures of projects and performance of organization greatly depends on many factors like implicit and explicit interpersonal factors that involve cognitive ability of both manager and team, interaction level of team members and interaction agreement (Kally & Barasad, 2001). There are two main reason of growing interest in the bad side of leadership. The first reason is the question of dominance and cost as



a destructive leader and the second reason of the interest is because their effects on individual followers are very severe. (Schyns and Schilling, 2013). According to Schyns and Schilling, (2013) despotic leadership embraces well-known characteristics of harmful leadership types, but there is a lack of research in this region in the management and psychology literatures (Naseer et al., 2016). On the other side the dark side of leadership have many bad outcomes that impact employee performance (Forsyth, Banks and Macdaniel, 2012). Despotic leadership subordinate morality, job satisfaction, encouragement and sovereignty will be low to the organization (Naseer et al, 2016).

Despotic leadership individuals major plan is to achieve superiority and power in the environment of working, that is provoked by his self concern, researcher also tell about such supervisor that they are bossy, supercilious, and have unforgiving approach (Nasser et al, 2016). The study of despotic leadership is very important because its exploitative and self absorbing behavior of a leader which have very little concern for their organization (De Hoog & De Hartoog, 2008). Research has investigated that such leadership style has several negative outcomes like, lowered job satisfaction, decrease organizational commitment, organizational performance and increase emotional exhaustion, turnover intentions, work family conflict and increase psychological distress (Aasland, Skogasted, Noterlis, Neilson & Enireson, 2010).

There are some reasons for choosing the outcome variable as life satisfaction for despotic leadership. First despotic leadership is social stressor which has a harmful effect on work life and home life. Second despotic leadership is antecedent of life satisfaction or work family conflict (Nauman et al, 2018). Third, despotic leadership will create stresses i-e emotional exhaustion, anger rumination in the employees which is directly related to employee's well-being and life satisfaction (Kosek & Ozeike, 1998). Backhorst et al, (2017) argues that emotional exhaustion harms the home life and creates work family conflict and decreases life satisfaction. In this study we will also investigate emotional exhaustion as a mediator between despotic leadership and employee's life satisfaction. Social support is one of the main factor in effecting home life and work life in any organization. Any type of

personal relation or contact that support you in work or giving confidence or feels positive in any situation is called social support. Naseer et al, (2016) argues that social support decreases stress of the employees in the work life or home life, he further added that social support positive effect enhances quality of life and reduces the negative effect of stress over employees. So, in this study the researcher we will use social support as a moderator between despotic leadership and life satisfaction.

## 1.2 Research Gap

Previously researcher found that emotional exhaustion mediate the relationship between DL and LS where data were collected from the sells shops (Nauman et al, 2018). After careful study of the literature the researcher found a very limited research on bad leadership impact on employees in project management context. Most of the researcher discuss positive leadership style and their outcomes on employee's performance, job satisfaction and project success but pays a very limited attention to the life stressor to deal with different leadership styles in the domain of project management (Lyon, Huebner & Hills, 2016).

According to Schyns and Schilling, (2013) Destructive leadership (despotic leadership) is negatively related to positively attitudes towards the jobs. After careful study of the research the author expects to examine despotic leadership and its impact on employee's life satisfaction and employee's job performance on different projects in banking sectors of Pakistan. In this study the researcher examine the mediating effect of EE between DL and employee's LS as well with job performance and despotic leadership in different projects in the banking sector of Pakistan. As a moderator the researcher use social support (SS). Previous studies employ SS as a mediator between behaviors and ecological variables (Lyon et al. 2016). But first time the researcher employ social support as a moderator in this study.

The researcher uses COR theory (Hobfoll and Stokes, 1988) as a foundation of the research the researcher posit that despotic leadership is the source of social

stress and due to loss of leadership support by employees will generate self serving behavior of leadership and employees in the relationship. In the Pakistani culture context which is collectivist, uncertainty avoidant and power distance culture, despotic leadership will create emotional exhaustion (Hofstede, 1983). And the loss of resources due to this emotional exhaustion will lead to decreased life satisfaction. Also due to loss of the social, psychological and physical resources due to despotic leadership will impact employee's job performance, as a result will impact overall project and organizations. The researcher use social support as a moderator between despotic leadership and employees life satisfaction which is not been fill up in the COR theory. This study will be significant for Pakistan due to its collectivist, uncertainty avoidant and power distance culture, where leaders have their own goals instead of organizational goals.

### 1.3 Problem Statement

Previous research describe that despotic leadership increases de-motivation in the employees due to which increases in turnover, absenteeism, low job satisfaction and decrease in organizational performance (Naseet et al.). By lower involvement of leader in the work field employees are disengaged and high intention of leave will result in a very low productivity of the organization (Wollard, 2011). So the cause of employees of disengagement and intentions to leave due to harsh manner of a leader will result employees low level of evaluation about their self worth, skills and abilities. Such type of leadership is a crucial indicator for employee's turnover, life satisfaction and organizational overall performance. So, if the organization does not provide proper guidelines or support to their employees they will lose their resources and will become dissatisfied with social life as a result low job performance and will negative impact organizational productivity. But if employees gain some support from organization or outside organization then his life satisfaction and job performance will enhanced. Hence the current study will cover aspects of employee's well-being and life satisfaction by using workplace stressor (despotic leadership) as an antecedent. This study focuses on project based organization

where we have to study despotic leadership impact on employee's job performance and life satisfaction. Mediating role of emotional exhaustion and moderating role of social support which is not been studied at project management based domain.

## 1.4 Research Question

Based on the problem statement of the study the present research will answer few research questions.

### **Research Question 1:**

Does Despotic leadership impact Employee life satisfaction?

### **Research Question 2:**

Does Despotic leadership impact Employees job performance?

### **Research Question 3:**

Does despotic leadership create emotional exhaustion in the employees?

### **Research Question 4:**

Does emotional exhaustion negatively impact employee's life satisfaction and employee's job performance?

### **Research Question 5:**

Does emotional Exhaustion mediates the relationship of Despotic leadership and Employee Job performance?

### **Research Question 6:**

Does emotional Exhaustion mediates the relationship of Despotic leadership and Employee life satisfaction?

### **Research Question 7:**

Does social support moderates the relationship of Despotic leadership and employees life satisfaction?

### **Research Question 8:**

Does social support moderates the relationship of Despotic leadership and employees Job Performance?

## 1.5 Objective of Study

The main objective of the study is to explore the relationship of despotic leadership, emotional exhaustion, employee's life satisfaction and social support as per purposed model supporting the predictable outcomes. Specific objectives of the study are as follows:

### **Research Objective 1:**

To examine the relationship between despotic leadership and employee life satisfaction in the banking sector of Pakistan.

### **Research Objective 2:**

To examine the relationship between despotic leadership and employee job performance in the banking sector of Pakistan.

### **Research Objective 3:**

To investigate the relationship between despotic leadership and emotional exhaustion.

### **Research Objective 4:**

To examine the impact of emotional exhaustion on employees life satisfaction and employees job performance.

### **Research Objective 5:**

To investigate whether emotional exhaustion mediates between despotic leadership and (a) employee's life satisfaction (b) employees job performance.

### **Research Objective 6:**

To discover whether social support has moderating effect on the relationship of despotic leadership and (a) employee's life satisfaction (b) employees' job performance.

## 1.6 Significance of the Present Study

### 1.6.1 Theoretical Significance

The study is very helpful for revealing the negative side of leadership. The present study is contribute to the literature of despotic leadership, emotional exhaustion,

employees life satisfaction, employees job performance and social support in several important ways. First, the study examine the direct effect of despotic leadership on employee's life satisfaction and job performance as a new contributor to the literature. And also tell that how much despotic leadership negatively impact employee life satisfaction and how much is critical for employee's family life and job performance. Second, the study examine the indirect impact of despotic leadership on employee life satisfaction and job performance through emotional exhaustion. Third, the researcher examine the moderation effect of social support between despotic leadership and (a) employee's life satisfaction (b) job performance. This all are new theoretical contribution to the literature. If this entire hypothesis confirm the role of despotic leadership creates emotional exhaustion and negatively effects life satisfaction and job performances. then specific measures are suggested to improve the supervision style to improve the organizational outcomes.

### **1.6.2 Contextual Significance**

The study focuses on different project of banking sector in Pakistan which is private organization where leader perform excessive influence over their employees. A very little research has been found in banking sector of Pakistan. So, the study the despotic leadership style impact on life satisfaction of different employees of Pakistani banking sector in different projects. The researcher also study that how much despotic leadership is crucial for the organizational and employees individual performances. The bad supervisors (despotic leaders) are not considered in Pakistan perspective so far. So it is a very good contribution to project management literature. It is a fresh contribution to the project management literature in context way. It facilitate project manager's to know about bad leader's negative impact on employees, organization and overall banking area.

## **1.7 Supportive Theory**

The researcher use conservation of resource theory (COR) as a foundation of the research and analysis. COR theories are used as a pioneering theory in stress

literature. Nauman et al, (2018) also uses COR theory for their research to find out impact of despotic leadership on work family conflict and life satisfaction of employees. Despotic leadership is chosen as a social stressor which create emotional exhaustion in the employees (Hofsted, 1983: Nauman et al, 2018) which will decrease life satisfaction of the employees as well as it will negatively impact employee's job performance. Researcher used COR theory worldwide where an environmental or personal factor causes stress, which has some potential negative outcomes. According to COR theory people have some social, psychological and physical resources which has developed over time and people will experiences stress when they loss these resources (Hobful & Stokes, 1988). These resources are normally loss by performing both work and family roles (Grandey & Croponzano, 1999).

According to COR theory employees are encouraged and are to motivated to obtain, invest appropriate resources to accomplish their tasks and bring together resources to avoid future exhaustion (Hobfoll, 1999., 2001). According to COR Employees are motivated to protect their resources, and invest their current resources to gain additional resources, the loss and gain of resources depend on other surplus resources (Oge, Çetin & Top, 2018). COR theory has been widely used in work family relationship. It stated that when worker uses too many resources at one work then they have lost their resources for other work (Nauman et al, 2018). There are mainly two rules of the COR theory, First, Resource acquisition means that employees actively interact with the environment surrounding to increase their resources reserve (Perry, Witt, Penney & Atwater, 2010) second, resource conservation means that to avoid resources and withdrawn from the threatened situation. COR theory also predicts that employees can increase their resources by strategic investment of resources.

By using the COR theory as foundation of the research despotic leadership is uses as source of social stress and the loss of leadership support reflected the self-serving behavior in the leader and employees relationship. Due to loss of this resources employees does not able to perform his social and family role effectively. The loss of resources that causes from emotional exhaustion will lead individuals

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to decreased life satisfaction. And due to decrease of physical and psychological resources it will also impact employee's job performance. So by drawing COR theory the researcher posit that despotic leadership will negatively affect employees life satisfaction and employees job performance and indirectly via emotional exhaustion. But in this study the researcher uses social support as a moderator, which assume that those employees who have support of social life from home or work environment are more satisfy in their life and give good performances in their organization as compare to the employees who have no social support.



# Chapter 2

## Literature Review

### 2.1 Leadership

According to researcher leaders are the phenomenon that is used by individual to influence followers on the way to meet their organizational objectives (Hakan & Jamel, 2018). Recently Erkutlu and Chfra (2018) described leadership as “leadership is the power to influence subordinated to achieve the organizational goals effectively and efficiently”. Another definition that explain leadership behavior is “it is a process that influence others i-e followers to understand and agree upon what needs to be done, how to do it and facilitating individual and collective efforts to accomplish shared objectives” (Gary Yukl, 2006 p.8).

Previous studies tell that leadership is one of the important factors in the success of the organization (Mahsud, Paursuia & Yukl, 2010). Leadership lead people of the organization for an activity and for organizational goals (Die, 2018). Leaders are very productive about their work and are task focus and people focus, depend upon the experience level or special requirement of individuals (Blanchard, 1977), Because leaders are well aware of their employees performances and as well their organizational goals (Mainemalis & Eprotapaki, 2015). Leadership participation will give you some good psychological outcomes like autonomy, initiative and responsibility (Hillison, Martinek & Holt, 2008).

Burns (1978) argued that there are two types of leadership i-e Transactional and

Transformational leadership; according to him transactional leadership is authoritarian, temporal, utilitarian and non binding relationship between leader and followers which occur for the purpose of exchanging value things. He further added that transforming leadership is relationship of moral and motivational engagement between follower and leader.

The positive leadership style that is mostly discuss in the literature is transformational leadership which enhances individuals job performance in the working environment and in general organization presentation, through his well-built and fluent ideas, by their intellectual capabilities and by creating their followers relationship (Bass & Riggvio, 2006). Bass and Avalio (1990) found that transformational leadership is to empowering your followers to develop themselves and improve their performances beyond the expectation. Other positive leadership which are discussing in the literature are; charismatic leadership, democratic leadership and coaching leadership style.

Wu, Lee and Tsai (2012) argue that transformational leadership behavior generate creative work behavior and enhancing employee performance in contrast of transactional leadership, which is less effective to their employee creativity and performance. Transformational leadership is all about to empower their follower and fulfill their needs and requirement beyond their expectation (Bass & Avolio, 1990). According to Flin & Yule, (2004) Transformational influential support their worker to prefer organizational goals rather than individuals gains.

Cherulnik, Donely, Wiewel and Miller (2001) argued that followers who are under charismatic leadership demonstrate positively and strong emotions of expressions. Democratic leadership style is the leader which holds the power of final decisions but he/she also invites other team members in decision making process this increase employee job satisfaction as well employee skills development (Bhatti, Murtaza, Shiekh, Hashmi& Shiekh 2012). Studies described Coaching supervisors as “the supervisors that build self-belief, construct harmoniousness of employees and builds well-built promises in the employees to get firm goals (Henson, 2013).) Previously studies argued about leaders that those supervisors who receive coaching be goals and group focus and give more support and supervision than the

supervisor who don't receive coaching (Hall, Otazo and Hollenback, 1999).

In contrast to the above positive image of leadership recently there is growing interest in the bad side of leadership. Yukl, Van and Fleet (1992) argue that leader that uses his authority to control their followers uses punishments over rewards and coerce their followers or manipulation of subordinate is not actually leading them. Schilling (2009) describe leadership beneficial aspects on followers that are more durable and never be abandoned, however the negative side of leadership is totally ignored which exhibit the dark face of the leader (Naseer et al, 2016). Studies also described that leaders does not always show positive behavior of supervisors every time, leadership darker side can never be hidden (Aygün & Gumuslogolo (2013). Some of the dark side of leadership styles that are discuss in the literature recently are; Abusive leadership style (Tepper, 2000), toxic leadership (Frost, 2004), Negative leadership (schilling, 2009), Autocratic leadership (Vugt, Jepson, Hart & Cremer, 2004) and despotic leadership style (Aronson, 2001). Abusive leadership behavior is their employees observation that engage supervisor to continued display of unsociable and sour vocal or non vocal behavior i-e negative comment on individuals, annoyance on individuals, humiliate employee and lying to them (Tepper, 2000). A toxic leaders style be deficient in of value to their subordinates, that is totally supervisor centric in terms of rewards and incentives or punishments (Georage, 2004).

Another dark triad is studied by researcher is psychopathic, which I personality disorder of the leader, who deals their follower with punishment and disobeying their common norms and they never feel ashamed about their behavior (Haree, 1999). Forsyth, Banks and Macdaniel, (2012) found that psychopathic personality of leader results in negative perception of the followers and will negatively impact the performance of the job. About thirty eight years another dark triad is explained by researcher is Narcissism; which has maximum amount of arrogance about their authority and contain selfish personality (Millon, 1981).

About 15 years ago Vugt et al (2004)found that autocratic leadership styles is the most frequent method to resolve conflicts of the employees but it will threaten the groups as a result provocation of members to exit the group. Another dark triad

that are discussed in the literature is negative leadership is linked with the pressure which are exerting by organization and supervisor to the downsize team on which pressure and stress flow down from one level to next (Schilling, 2009).

As there are many dark side of leadership discussed in the literature, in which researchers states that aggressive leadership style (DL) are the leaders that leads their followers with harsh and authoritarian style, due to which employee feeling distress in the work field (lee, 2016). According to Dirk, Inam, Usman, Muhammad and Norashikin (2018) despotic leader's targets only leader benefits which develops serious pressure on employees. Despotic leaders only work in that environment where employee feel dictated and controlled (Projien & Varies, 2016).

## 2.2 Despotic Leadership

Despotic leadership is demonstrate in the recent research as a brutal and selfish that force and shape their employees to expand own benefit (Naseer et al, 2016). Tepper (2000) explains despotic leadership as one of the authoritarian leadership styles that reacts to their employees in harsh and authoritarian manner due to which employee feeling distress and low job satisfaction. Due to stress on the employees due to despotic leadership it negatively impact subordinates job satisfaction (Hanges & Dickson, 2004). Aronson, (2001) described DL as a negative leadership style that center on superiority and authority firm of work slightly than organizational goals.

Naseer et al (2016) stated that despotic leadership unfair means with followers will create low morale in the subordinate and will negatively impact governmental standards due to which reduce in collaboration and lower organizational recognition., due to ethical issues despotic leadership is different from other bad or dark leadership style (Naseer et al, 2016). DL refuse their subordinates to entrance to resources,(Lee, 2016), Due to which followers becomes less paying attention or willing to contribute efficiently toward organizational growth.

Aronson (2001) found that DL are of dominant, overconfident and of manipulative mind-set which only focus on personal gains not on subordinate requirements and

organizational concerns. Schilling (2009) argues that despotic leadership includes two leadership styles tyrannical and abusive supervision. According to researcher the effect of destructive leadership style (i.e. despotic leadership) not only limited to employee performance, they may also harm customer satisfaction, organization, employee's families and overall society. Such type of leadership increase low job satisfaction, organizational performance, organizational commitment, and increase turnover on employee, increase emotional fatigue, work family conflict and psychological suffering (Hershcovis & Rafferty, 2012).

According to Hoobler and Hu (2013) DL is a serious worry for the organization. Collins and Jackson (2015) argue that study should be widened on destructive leadership to find out what causes bad leadership and how much are they severe for their subordinates. Leeson (2017) argue that DL guide their subordinates powerfully which change their feelings to lordly leadership. These supervisors show no regards for collective building customs and have no inner commitment about the firm achievements, however they believe in own profit (Hoogh & Hartogh, 2008). DL is authoritative leadership style they disallow followers to access the resources, do not encourage their employee and do not protect their employee in the work field (Wu & Lee, 2016). Researcher found that moral issues are one of the major causes that separated DL from other unhelpful leaders style (Nasser et al, 2016). Martinko, Harvey, Brees and Mackey (2013) describe despotic leadership style behave to their subordinate in authoritarian, harsh manner and can't face any criticism, he further added that despotic leaders are insensitive to the needs of employees and are associated with abusive supervision leadership style. Researcher stated that DL act during work environment where followers fell dominated, controlled and marginalized Padilla, Hogan and Kaiser (2007). Like despotic leadership style laissez-faire leadership also act in the insecure work environment, laissez-faire leadership is difficult for employees to establish how will they can perform on their tasks (DeRue, Nahrgang, Wellman&Humphery, 2011).

Researchers found that despotic leadership is more toxic, unethical, sensitivity, self evaluation, personal commitment and responsibilities for individuals than other leadership styles (Hoogh & Hartoogh, 2008, Aronson (2001) describe DL as extra

controlling, that manage their followers with authority and also they limit the participation of employees in the decision making process. Nauman (2018) argue that emotional stress and de-motivation is because of wretched leadership. Due to despotic leader unethical behavior they treat their followers with abuses and unfair means (Naseer et al, 2016).

Westman (2001) argued that despotic leadership behavior increases tension in the marital status, weaken the family structure of followers as a result work family conflict, because employees of despotic leadership carry their aggression of work place to home (Hoobler & Brass, 2006). Nauman, Fatima and Haq (2018) Found that despotic leadership will influence the work family conflict of employee due to low job satisfaction.

Hoogh and Hartogh (2008) argue that despotic leaders control their followers with autocratic style and a limit participation of their followers in the decision making, they are not to be supposed to perceive of inner feeling to perform right things, they are insensitive, self fascinating & unfair to the requirements of their individuals, & so they have too very less moral standards and a negative association with top management ideas and they are also very harmful for the effectiveness of their followers.

Schilling (2009) stated that despotic leadership focuses on the most significant type of leadership. Despotic leaders subordinate have very less contribution in the decision making process due to which organizational overall performance is negatively impacted (Aronson, 2001). Naseer et al (2016) argue that despotic leadership have negatively impact on overall organizational outcomes. Because the crucial reason behind the resource losing is despotic leadership (Hobfoll & Shirom, 2000).

According to studies only employee life is not affected by despotic or destructive leadership but also the employee family life, organization and customer are affected by the bad behavior of leader, according to Kant et al (2013). Due to DL tension on individual can also damage their relations life and this result may weaken as the individuals are worried, and this distress have quite a lot of harmful results i-e; less JS, pressure on worker, quarrels among workers, dedication of the assistants to the firms as well as enhance in the family unit quarrels (Aasland, Skogasted,

Notelears, Nielson & Enirson, 2010 ; Shycn & Schilling, 2013).

Despotic leadership behavior is opposite to ethical behavior (Hoogh & Hortog, 2008). Because the despotic leadership is directly linked with unethical behavior so by building trust in the subordinate of the despotic leadership impact of unethical behavior can be reduced to some extent (Lee, 2016). When the leader ethical behaviors are questionable then it is difficult to get organizational or individual objectives (Kanungo, 2001). Hoogh & Hortog (2008) stated that conditional causes are the basis that reinforce the linkage among DL and harmfully persuades individual's results. Studies describes DL not only operate as immoral and non valuable ways they also harmfully impact the reasonable concern of the firm owing to his non ration conduct (Aronson, 2001).

In New Year's researchers stated that DL operate in a way of brutality plus they have person centered emotions on the way to shape their followers to gain their own benefits (Nasser, Raja, Syed, Donia and darr, 2016). The main reason of employee low satisfaction and low performance in the work ground is cruel supervision or DL (Tepper. 2000). Naseer et al, (2016) also argue with the aim of due to DL employee JP, honesty, encouragement and control in the firm will be short owing to which negative impact on organizational performance.

Burries et al (2008) stated that followers of negative leadership have extremely negative approach on the way to the work and institution, it be not because of bad behavior of the destructive or despotic leaders but he also perceives that institution does not look to his social and economical needs, finally it will increase employees turnover intension and in response will cost organization and overall performance (Van Dick et al, 2004). Hoobler and Hu (2013) found that unhelpful leader's style is severe problems for the organization.

Fontaine et al (2010) argue that despotic leader with autocratic and abusive style creates stress in the employees due to which employees becomes exhausted. Despotic leaders have very little concern about other regards they only looking for their personal gains (Nasser et al, 2016). Due to this self interest of despotic leader they show dominancy, controlling and abusive behavior to gain their personal interest (Howell & avolio, 1992), due to this behavior of leader employee

lives become distress and as result creation of work family conflict (Greenhaus & Beutell, 1985). Work family quarrel is classify keen on three kinds, strain base (SB), time base (TB) and behavior based (BB). TB conflicts occur while single allocated time to single role makes it hard to adjust in a new position, SB clash happen when you are excessively tired from your job, whereas BB quarrel hapen when one go to house with a awful feel and battle with wife (Nauman, Tasneem & Haq, 2018).

## 2.3 Employee's Performance

Researcher describe performance as “the result obtained by some employees in the specific work field” (Presetya and Kato, 2011). Once workers fell happy in the firm and look motivated to their task then their performance are greater than before (Robbins, 2001). Worker performance defined as, the quantity and quality of job with the intention of is performed by some individual which is directed on their loyalty (Mangkunegara, 2005).

According to research individual performance is described as “it’s the approach and productivity of the employee to accomplish the load and prospect of the supervisor to convene firm goal (Porter and Lawler, 1968). worker performance also comprise worker inspiration level, performance in the work environment and hard work that workers worn to gain firms goals by using firms capitals, expertise, organizational support and ecological factors (Stephen, 2016).

Followers are measured as vital sources for firm intelligence and they come up with ideas and give suggestion to the organization for improvements. Employees are the basis for amendments in the firms, knowledge, inspiration and novelty. worker performance is reliant on figure of issues to obtain accomplishment in any assignment or firm (Frieder, Wang & Oh, 2018). Leader’s behavior is main aspects in worker output, as workers recognize helpful behavior from supervisors, they resolve get further job satisfaction and if unhelpful performance is supposed by the workers after that low job satisfaction will be there the result (Shimdt& Hunter, 1992).



According to Du and Lee (2012) employee's outcomes are mainly associated with leadership style and are regarded with leadership effectiveness. Previous studies also indicate that job insecurity will negatively impact employee performance, because job insecurity will decrease organizational commitment of the employees (Cherumbolo & Hellgran, 2003). Job insecurity increases turnover intention due to which employees left their job (Stiglbauer, Selenko, Batinic & Jodlbauer, 2012). Burns (1978) introduced two main leadership style in follower's prospective i.e Transformational and transactional leadership style, according to him transformational leadership has additional blow on worker approach to job, to their organizational dedication, to their job atmosphere and finally largely employee performance than other leadership style. Kotter (1996) studies show that leadership is the mainly important and leading criterion to influence the workers to missions. EP includes employee competency about the job, meeting deadline in efficient way, accomplishing its activities with efficiency and at how much effectiveness this activities are executed (Iqbal, Anwar & Haidar, 2015). Employee has a bigger blow on supposed excellence and will get the preferred excellence when you empowering your workers (Hasan et al, 2013). Salanova, Augt and Peiro (2005) argue that employee performance is enhanced when top management appraised, support and rewards their employees. When a leader establish a positive behavior in the work place this make a positive relationship between leader and subordinate, and employee needs and expectation are fulfilled due to which employee performance is enhanced (Reb, Narayanan & Chaturvadi, 2014).

Some studies stated EP as "to get organizational desirable goals and results effectively and efficiently" (Frieder, Wang & Oh, 2018). Studies illustrate high-quality performance as "its combination of individual characteristic, hard work, role awareness, experience, motivation and behavior that employee apply to achieve the organizational goals" (Stephen, 2016). Ramlall (2008) stated that accomplishments of any work is strongly dependent on the worker dedication to job, novelty about their job, encouragement and communication between workers and supervisors about the task to complete in proficient and effectual ways.

Rose (2003) argue that in every organization there are some stress which negatively

affect employees well being and performance, he further added that the stress is take place when employees consistently working for too many hours which then reduces follower beg of doing thing better. if leader support employee than the stress level should be reduces. The researcher explains that stress is experiences by employee due to lost their resources (Hobfoll, 1989). Granday and Cropanzano (1999) argue that due to interface between work and family roles the employee is feeling stress, because he also perform family roles, as a result work family conflict and life dissatisfaction.

Gillespie and Mann (2004) found that trust is one of the significant features between the relationships of leader and subordinate due to this, trust and respect for leader are created and subordinate perform beyond their expectation for leader. Trust is created in the employee due to several factors; organization behavior with the employee, fulfilling of their needs, keep their promises and meet their responsibility, weather they perceive that this parties are fair with them and trust about the parties that they will fulfill their promises and obligation in the future (Guest & Conway, 2001; Fuchs. 2004). As employee performance beyond the expectation has a major input in the contribution of high productivity of organization, so a top management should focus on to adopt the culture of trust and put individual at central of the their consideration (Cohen & Prusak, 2001).

About ten years ago Lambert (2008) found that good relation among employees and leader will lead the employees to confidence, social support, job satisfaction and emotional statistician that will increase employee good performance outcomes. This positive interaction between employees and leader in the work place will lead organization to innovation, efficiency and as well as improved overall organization performance (Stank, Keller & Daugherty, 2001).

Employee performance is the work outcomes that are accomplished by the employee at the work place. Performance of the employee the organization process, policies, procedure and design of feature play an important role in the employee performance (Cardy, 2004). Researcher argue that one the main technique to improve individual performance is to give confidence to the subordinate engagement (Christian, Garza &Slaughter, 2011), and this commitment of employee will

foster high followers performance, employment performance, high efficiency, affective individuals commitment to work and organization, customer service and good citizenship behavior (Leitter and Bakker, 2010). Anithia (2010) found that employee engagement will increase employee performance in the work field, as engagement has a number of consequences like commitment, employee turnover and performance (Halbesleben, 2010), so a leaders and organization to maintain high performance in the organization should improve employee engagement (Mone & London, 2010).

Carver and Scheier, (1998) stated that Control theory stated that worker will lift their effort to pack up their performance breach after provoked from upper supervision. If the followers receive positive reaction from the management the employee will adopt the behavior that could improve and improve his performance, and the leader too acknowledged the subordinate attempt of improving his performance (Gong, Wang, Huang& Cheuang 2017). While when individuals receive negative feedback from the upper management, employees performances will be diminishes in two ways; first one is the mistakes which repeat the leader to keep away from them and second is some beneficial affect but it will limited and will not guide him to the affective behavior, nevertheless the main problem in the negative criticism is that the leader neglecting individuals assessment and it resolve result in negative feedback relationship (Gong et al, 2017).

Researchers of personality's studies found that there are various traits that can impact employee performance negatively or positively (Barrick, Stewart& Piotrowski, 2008). Ostroff and Bowen (2016) describe that leader behavior, attitude, traits and styles can affect employee performance as well as leader follower relationship. According to studies leadership trait can impact employee performance negatively or positive (Kaisar, Hogan & Crieg, 2008; Hu & Judge, 2017). If employee perceived negatively about their leader as their leader does not respond accordingly so then employee will react with emotional reaction like anger and psychological strain (Neves, 2012), due to which trust of the employee on the leader and organization decreases, as a result commitment to the work decreases and negative behavior increases at the work field (Meurs, Fox, Kessler & Spectler,

2013).

According to studies Leadership is the major instrument to inspire and assemble worker performance to gather firm objective (Yukl, 1998). Crossman (2000) argue that supervisors who appreciate feeling of their assistants will inspire them more successfully and professionally. TL mostly use emotions to correspond their dream to the worker (Bass & Avolio, 1994). Workers who recognize TL in the work environment that confirmation individual awareness to person, increase worker intellect, boost up worker eagerness and give a sense of assignment to the worker will improve member of staff hopefulness and not directly its concert (Kennedy and Anderson, 2002).

Reb, Narayanan and Chatuvedi, (2014) argue that leaders who adopt positive work behavior in projects make positive relationship between leaders and followers, due to which the psychological needs of employees and subordinate are fulfill which improve satisfaction in the employee which in turn improve employee performance. According to studies when there is no guidance and support from the leader then employee are unable to meet the desired performance (Heneman, Ledford Jr & Gresham, 1999). Salanova, Augt and Peiro (2005) argue that employee performance is improved when they received appraisal and support from the leader.

Leadership is considered an important factor to influence their subordinate performance (Wang, Law, Hackett, Wang & Chen, 2005). Eran (2006) studied two styles of supervisor's i-e Transformational leadership and transactional leadership. In previous studies Bass (1985) found that transformational leadership has a greater influence on organizational performance, he further added that transformational leadership has a longer term goal opposed to transactional leadership and give identification to employee in the hierarchy of desirable value.

Mann and Michael (1993) distinct between two types of leadership power (i-e despotic power and infrastructural power) according to him despotic power is the distributive power of power of state influential over civil society; it is mainly authoritarian and involves the autonomy of the government from social pressure. Despotic power is refer is refer as negative power of leadership. In contrast infrastructural power is described by Mann and Michael (1993) as "it is the institutional

ability of the central government, despotic or not to enter its regions and logistically implement decisions". Infrastructural power is refer as positive type of power, according to Mann and Michael (1993) despotic power is refer is power over society while infrastructural power is power through society.

Eran (2006) found that transformational leadership employee perception to the organizational politics is negative correlated while transactional leadership is positively correlated to organizational politics, as transformational leadership influence their employee performance in the way that they create environment of creativity, trust , commitment from the followers as well as from the leader, involvement of leader in the work field, satisfaction of employees and excellence in the organization, while transactional leadership influence their employee performance by using his authority and due to his ability to give rewards and punishments to their subordinate, this type of leadership succeed for a limited period of time oppose to transformational leadership, which is for longer period of time.

According to Thomas and Velthous (1990) participation of employee in the decision making will increase the employee performance, because from participation the employee will obtain high level of psychological empowerment due to which increase in performance (Spretizer, 1995). Lee and Koh (2001) also found that participative leadership style is one major source of employee intrinsic motivation and empowerment.

Ostroff and Bowen (2016) found that Narcissistic leadership has a strong influence on their subordinate. The positive side of this leadership contains charisma, creative strategies and strong social skills used by them to predict good relationship of leader, subordinate and organizational outcomes (Laio, Liu & Loi, 2010). Stoeber, Sherry and Neiles (2015) found that Narcissistic leadership style does not provide proper guidance and support to their followers due to his non-ethical and non-supportive attitude towards employees, because he always expects perfection. Chi and Liang (2013) studied the negative side of leadership i-e Abusive supervision and its impact on employee performance, they found that abusive supervision acted as a stressors which causes harmful impact employee behavior, which negatively affect organizational outcomes, employee absenteeism, low productivity and

reduces employee citizenship behavior (Tepper, Duffy, Henle & Lambert, 2006).

## 2.4 Despotic Leadership and Employees Life Satisfactions

A lot of previous research highlighted the encouraging and valuable effect of leaders on followers and firm performance (Schilling, 2009) while largely overlook the domain of dim side of the supervisor (Naseer et al, 2016). But these days the bad leaders are exciting spot to investigate. Some of the dark side terminologies which are proposed is Abusive supervision (patty tyranny, 1994), destructive leadership (Eniersan et al, 2007), and despotic leadership (Aronson, 2001). According to Hakan, Erkutlu, Jamel and Chafra, (2018) DL is asupervisor actions that spotlight on gaining superiority and power in the work meadow and is motivated by supervisor self-interest.

The harmful effect of despotic leadership on subordinates highlighting the importance of bad leadership. Despotic leadership are exploitative and self absorbing behavior which does not care for their subordinates emotions (De Hoogh and De Hortog, 2008). Despotic leadership is positively associated with follower's deviance and negatively associated with organizational identification (Hakan & Chafra, 2018). Deviance of workplace is defined as "voluntary behavior that violates organizational norms and threatens the well being of organization". Despotic leadership which focuses on leader gains rather than employee well being which as a result can generate significant stress in the employees, and organization should do whatever it takes to discourage its presence (Clercq et al, 2018).

Tepper, (2000) found that aggressive or authoritative style of leadership has negative outcomes for their subordinates like anxiety depression and stress. Leadership can play a very crucial role in decision making when it is task focused (Aunno, Alexander and Jiang, 2017). Followers of despotic leadership have more negative attitude to their organization as a whole (Burriss et al, 2008). Owing to pressure on personnel from DL it build the vast disparity in feature of work, organization and the wealth (Hanges and Dickson, 2004). We found only two studies which

examined the relationship between destructive or despotic leadership to the organizational performance (Schyns and Schilling, 2013). (Hoogh and Hartog, 2008) found no relationship between despotic leadership and organizational performance. While (Detert et al, 2007) show one significant relationship between destructive leadership and organizational performance which is cost overrun. The previous study suggest that despotic leadership has a negatively impact employees home life and life satisfaction and then this effect intensify when the employee are anxious (Klien et al; 2013; Shazia, Tasneem and Inam, 2018).

Life satisfaction is a critical indicator for employees overall well-being from evaluating his/her life (Erdogan et al, 2012). Hobler and Brass. (2006) argues that aggression or stress from the despotic leadership is carried by employees to home as a result lower life satisfaction. According to researchers despotic leaders increases tensions in the subordinate's marital status and weakening the family and social structure (westman, 2001). Previously researcher studies negative style of leadership like abusive supervision and workplace bullying on life satisfaction and concluded that unfair treatment of followers will negatively affect life satisfaction. Therefore we argue that despotic leadership is workplace stressor that leaves the subordinate drained and emotionally exhausted, dramatically stressed their personal lives.

This research is based on COR theory which states that once individual loss their resources it is difficult for the individual to gain this resource again (Halbesleben et al., 2014). According to COR whenever employees loss their resources they will exhibit some negative behavior I the work place and will reduced his performance in work field or family life. We uses COR theory (Hobfoll and stokes, 1988) as a foundation of our research we posit that despotic leadership is the source of social stress and due to loss of leadership support by employees will generate self serving behavior of leadership and employees in the relationship. The loss of resources due to this emotional exhaustion will lead to decreased life satisfaction. Therefore we hypothesized that;

**H<sub>1</sub>** : Despotic leadership negatively influence employee's life satisfaction.

## 2.5 Despotic Leadership and Employees Job Performance

Researcher stated that despotic leadership are exploitative and self absorbing and likely to be thoughtless about subordinate requirements except a very small apprehension of their consequences of behavior on the firm or individuals (Hoogh and Hortog, 2008). Despotic leadership is positively associated with follower's deviance and negatively associated with organizational identification (Hakan et al, 2018). Deviance of workplace is defined as "voluntary behavior that violates organizational norms and threatens the well being of organization". Despotic leadership which focuses on leader gains rather than employee well being which as a result can generate significant stress in the employees, and organization should do whatever it takes to discourage its presence (Clercq et al, 2018).

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Organizational Conspiracy beliefs have implication for organizational outcomes. Researcher found that despotic leadership increases organizational conspiracy beliefs due to which decrease commitment among followers to organizational goals, and they decrease the commitment to the extent due to which employee left their job (Projien and Varies, 2015). Lee (2016) argues that despotic leadership is the



main source in the firm work environment, since despotic leadership object subordinate benefits that build up a severe strain on the subordinates (Dirk et al, 2018). Pfaifer, Uhan, Fang and Radek (2016) argue that despotic leadership acted in those surroundings / environments where employee is dictated and stressful. Due to despotic leadership stree on employee there is a huge difference in the economy, institutions and job (Hangs & Dickson, 2004).

Tepper (2000) found that despotic leadership is one of the major reasons in the low satisfaction of employee, because despotic leadership reacts to their employee in harsh and authoritarian style. Due to this despotic behavior of leader employee confidence, encouragement and independency to the firm will be low (Naseer et al, 2016), as compare to the supervisor who give confidence to their employees and build up loyalty between their subordinates (Hoog & Hartoog, 2008).

In past decade researcher found that despotic leadership is linked with circumstantial not with behavioral circumstances, and the employee is not hierarchal build for the situational work place in the despotic leadership style environment for the smoothness of the work to deliver result for the project (Goffe & Jones, 2007).

Hoog and Hartoog (2008) describe the despotic leadership as illegal leadership style. When such bad supervisors treat their subordinates with authority, lack of respect, arrogance and lack of compassion then inequity is shaped in the subordinates due to whom psychological damage is experience by the subordinates which will shape work attitudes, promote deviance and reduce overall employee performance in the work field (Carnevale et al, 2018).

Despotic leadership style is studied as one of the unethical leadership style because they are corrupt, selfish and have low ethical value to their employee and treat their with unfair means and autocratic behavior (Naseer et al, 2016), and have a lesser involvement in the work place and not concern for their employee needs and expectation (Hoog & Hartoog, 2008). Aronson (2001) further explains that despotic leader are autocratic and controlling, so they have limited participation in the decision making. Despotic leader fulfill their personal gain by using his authority, so due to this behavior of leader employee will react as low cooperative to their job and organizational goals.

Naseer et al (2016) studied leadership effectiveness on organizational deviance and he found that despotic leadership is the major reason of deviance in organization, as previously Tepper (2007) found that due to unethical behavior of leader work place deviance can occur. According to research employees who are recognizing with their firm identification have high job satisfaction (Van Knippenberg & Van Schie, 2006). Taylor (1997) argues that supervisor actions are the reasons to look up the recognition of subordinates. Naseer et al (2016) found that despotic leadership will decrease the subordinate recognition & little job satisfaction due to unreasonable and immoral conduct with the subordinates. In recent studies Hakan et al (2018) found that follower deviance is positively linked with despotic leadership and negatively associated with organizational identification.

Prooijen and Vries (2016) argues that despotic leadership add value to the organizational plan beliefs and are intervene by job insecurity. Despotic leadership is individualistic rather than participative (Pfajar et al, 2016). Despotic leadership behavior is stressful for the employees because he is expecting complete obedience from their subordinate. As despotic leadership negatively impact the employee performance (Naseer et al, 2016). Leaders plays a key role in the organization as they provide external measures, support employees and guide them to face challenges and to develop organization superiority for continues progress and development (Chu & Lai, 2011). Mushtaq and Bukhari, (2011) further added that leaders has been reported as strategic factor influencing innovation and knowledge sharing to integrate, use and share knowledge innovatively in the organization. Roth et al, (2012) argues that job performance is one of the key variables in the human resource management literature and can be considered central importance to the operational organization. Job performance is the individual level of productivity related to work behavior (Zaman et al, 2014). Job performance can be measure by using several methods like work quality, performance of reliability, productivity, job outcome, behavior, judgment and personal characteristics (Tseng & Huang, 2011).

Tepper, (2000) found that aggressive or authoritative style of leadership has negative outcomes for their subordinates like anxiety depression and stress. Despotic

leadership which focuses on leader gains rather than employee well being which as a result can generate significant stress in the employees, and organization should do whatever it takes to discourage its presence (Clercq et al, 2018). Despotic leader's unethical and unfair behavior in the work place will negatively impact employee's job performance, organizational citizenship behavior and creativity of the employees in the workplace (Naseer et al, 2016). COR theory comprises that work environment demands uses of resources more quickly than it is developed that's why employees feel burnout in the work environment in the presence of destructive leadership (Freedy & Hobfoll, 1994), and resources have stronger affect on distress and then resources gain (Hobfoll & Lilly, 1993). We uses COR theory (Hobfoll and stokes, 1988) as a foundation of our research we posit that despotic leadership is the source of social stress and due to loss of leadership support by employees will generate self serving behavior of leadership and employees in the relationship.

Due to loss of the social, psychological and physical resources due to despotic leadership will impact employee's job performance. Therefore from the above discussion we hypothesized that:

**H<sub>2</sub>** : Despotic leadership negatively influences employee's job performance.

## 2.6 Despotic Leadership and Emotional Exhaustion

Emotional exhaustion occurs when employee's emotional demands exceed an individual ability to deal with interpersonal interaction at work (Maslach et al, 2001). Nauman, Fatima and Haq, (2018) found that despotic leadership directly related to emotional exhaustion as leadership behavior moves towards despotic the employee's will fell more exhausted emotionally. Previous research also argued that autocratic or exploitative leadership style has harmful effect on employee's effect on employees like, anxiety, depression and emotional exhaustion (Tepper, 2000). Van Latham et al, (2015) found that strain significantly hampers employees ability to internalize, process and utilize information's. Write and Cropanzano, (1988)

further added that emotional exhaustion weakens the motivational level of ethical leadership. Emotional exhaustion is the first stage in burnout which allows individual to take any measure before the situation becomes worse (Bole et al, 1998). Employees with low emotional exhaustion have low emotional resources for dealing with their family issues (Maslach et al, 2001). Despotic leaders who are altercative, exploitative, selfish insensitive create stress among their employees which result in burnout. Nauman et al, (2018) found despotic leader as a stress producing unit in the workplace and stated that despotic leadership create emotional exhaustion in the work field. In the Pakistani culture context which is collectivist, uncertainty avoidant and power distance culture, despotic leadership will create emotional exhaustion (Hofstede, 1983). We use COR theory for the foundation of our research which states that every individual have some psychological and emotional resources, when they loss their resources in presence of any stress then they feel emotionally exhausted (Hobfoll, 2001). So we hypothesized that:

**H3:** Despotic leadership positively related to employees emotional exhaustion.

## 2.7 Emotional Exhaustion and Employees (A) Life Satisfaction and (B) Job Performance

Erdogan et al, (2012) define life satisfaction as a critical indicator of an individual's overall wellbeing from evaluating his life. In quality of individual life satisfaction is a critical factor (Pavot & Diener, 1993). Wagner et al, (2014) argues that emotional exhaustion negatively affects employees work and home life. Researcher further added that emotional exhaustion harms employees family domain, increases work family conflict and decreases life satisfaction and also found that emotionally exhausted employees left very little resources to deal with home life due to which increase work family conflict and decreases employees performance and life satisfaction (Carlson et al, 2012).

Recently Nauman, Fatima and Haq, (2018) found that when a leader is controlling, authoritative, autocratic and revengeful, when employees is to deal with this type

of leadership then he/her feeling emotionally exhausted and decreases life satisfaction. According to the researcher emotionally exhausted people normally not gives importance to avoiding and withdrawal coping strategies they may apply the formula of leaving the current situation and quitting the job (Swider & Zimmerman, 2010). Also much research shows that emotional exhaustion increases turnover intention of the employees (Cropanzano, Rupp, & Byrne, 2003). Therefore from the above discussion we hypothesize that:

**H4 (a):** There is negative significant relation between emotional exhaustion employees life satisfaction.

**H4 (b):** There is negative significant relation between emotional exhaustion and employees job performance.

## **2.8 Mediating Role of Emotional Exhaustion among Despotic Leadership and Life Satisfaction**

Maslach et al, (2001) argues that emotional exhaustion occur when emotional demands exceeds an subordinates capability to treaty with interpersonal interaction at employment. Emotionally exhausted employees have small power left for their personal or home life due to which low life satisfaction (Carslon et al, 2012).

Hobfoll, (2001) illustrate that demanding aspect of work can create stress at which employee exhausting psychological, cognitive, emotional and physical resources. Lieter and Maslach (2005) argue that when individuals are emotionally tired, they control with sub optimal psychological operation which guide to reduce working capacity, because their psychological resources are exhausted. Employees with emotional exhaustion have very few psychological resources that can be used at social learning as they fight to keep up on day to day responsibilities and they are wary to expend their limited resources (Hobfoll, 2001).

Jhonson and Spector, (2007) work on emotional exhaustion and they found that emotional exhaustion is one of the factor in burnout. Burnout is is one the main

reason in work family conflict and decrease life satisfaction (Westman et al, 2004). Prior research also drawn on the Conservation of Resource theory (COR) model of stress and burnout to explain the motivations and performance related implications of emotional exhaustion (Helbesleben & Bowler, 2007). The COR model further suggest that exhaustion of psychological resources result in stress, because to manage stress and avoid further strain employees attempt to save the remaining resources and use carefully these resources where are needed (Hobfoll, 2001). By using COR theory as a foundation of our research we observed that employees that experiences despotic leadership result in loss of psychological resources increasing emotional exhaustion, and decrease life satisfaction. Therefore we assume the following hypothesis:

**H5:** Emotional exhaustion mediate among despotic leadership and employees life satisfaction.

## **2.9 Mediating Role of Emotional Exhaustion among Despotic Leadership and Job Performance**

Green and Haywod, (2008) found that job performance is predisposed by two features: first the personal traits of the individuals like knowledge, skills, capability and aim, second the surroundings of the work field which reflects job expectation, work space, performance feedback and encouragement. Maslach et al, (2001) argues that emotional exhaustion occur when emotional demands exceeds an individual ability to deal with interpersonal interaction at work. There are a lot of research and evidence that aggressive leadership style has harmful outcomes for their subordinate and burnout (Tepper, 2000).

Despotic leaders demand unquestioned obedience from their employees which are self centered behavior of the leader and exploit their subordinate for personal gains (Shilling, 2009). Jhonson and Spector, (2007) argue that emotional exhaustion is one of the core component in be exhausted. By drawing the COR theory we

hypothesize that despotic leaders may lead subordinate to deplete their personal and emotional resources and become exhausted, that will affect his personal and work life. By means of COR theory as a base of our research we observed that individuals who experience despotic leadership result in loss of psychological resources increasing emotional exhaustion, and decrease employees job performance. By following the above arguments we argued that when a supervisor is vengeful, exploitative, controlling subordinate sense of personal control with such pressure by leaders are decreases. We hypothesize that:

**H6:** Emotional exhaustion mediate among despotic leadership and employee's job performance.

## **2.10 The Moderating Affect of Social Support among Despotic Leadership and Employees**

### **(a) Life Satisfaction (b) Job Performance**

Hobfoll and Stokes (1988) define social support as, "it is a technique for public correspondence or affiliation that makes reachable people with separate help or with a lot of association to an individual that is implicit as responsive. individuals of the society with higher anxiety and stress who detect higher level of maintain from family and working place, calculate individual height of hopelessness connected indicators and troubles at work place (Dunn, Bubine, Bowers & Tantleft-Dunn, 2001).

Researcher describes that administrator social support as public services that reproduces caring, understandings of employees needs, value building and problem resolving by resources of traceable assistance and or contributing materials (House, 1981).

Researcher further added that administrative social support would set up a type of socio emotional provide that support persons to reply positive settlement to the supervisor. Social help or support has been exemplifying as the assets or

strengthen trade between people through relational associations (Cohen & Hobbman, 1983). Researcher added that social help or support, empower outcome of social support contain exposed more psychological than material (schafior, coyons & Lazarus, 1981).

According to Scheufele and Shah, (2000) psychological success and life accomplishment is the general consideration of one situation that can be positive or negative. Employees who seek social support will positive effective in the work field than other who do not seek social support (Watson, David & Suls, 1999). Job strain is one of the main problems in the work field due to destructive leadership style (Varca, 1999). Social support from colleges and supervisors showed job satisfaction even after controlling for negative affectivity (Scheufele and Shah, 2000).

Studies added that The creative result is a more helpful calculates that is confidently linked to individual success and life achievement (Oh, Ozakaya & orukh, 2014). Research added that positive thoughts and influences that are linked with social support have been return and declared as key sign of life success (Freidekson & Junior, 2001). Therefore, from the above discussion we concluded that employees with high level of social support will more likely to increase his life satisfaction and employees job performance in the presence of despotic leadership.

According to COR theory the primacy of resource loss can be reduced by the succeeding resource gain. However if resource gain are not realized then resource loss could be very harmful and will create emotional exhaustion. So we theorize that by engaging social support the resource loss should be accumulated as a moderator in the research framework. Therefore we hypothesized that;

**H7 (a):** Social support moderates the relationship among despotic leadership and employee's life satisfaction, such that increase in social support will weaken the relationship between despotic leadership and employee's life satisfaction.

**H7 (b):** Social support significantly moderates the relationship among despotic leadership (dl) and employee's job performance (jp), such that increase in social support will weaken the relationship between despotic leadership and employee's job performance.



## 2.11 Hypothesis of the Study

**H<sub>1</sub>**: Despotic leadership negatively influences employees life satisfaction.

**H<sub>2</sub>**: Despotic leadership negatively influences employees job performance.

**H<sub>3</sub>**: Despotic leadership are positively associated to emotional exhaustion.

**H<sub>4</sub>**: (a): There is negative significant relation between emotional exhaustion employees life satisfaction.

**H<sub>4</sub>**: (b): There is negative significant relation between emotional exhaustion and employees job performance.

**H<sub>5</sub>**: Emotional exhaustion mediates among despotic leadership and employee life satisfaction.

**H<sub>6</sub>**: Emotional exhaustion mediates among despotic leadership and employee job performance.

**H<sub>7</sub>**: (a): Social support significantly moderates the relation between despotic leadership and employees life satisfaction, such that increase in social support will weaken the relationship between despotic leadership and employee's life satisfaction.

**H<sub>7</sub>**: Social support significantly moderate the relation between DL and employees JP, such that increase in social support will weaken the relationship between despotic leadership and employee's job performance.

## 2.12 Theoretical Frame Work of the Study

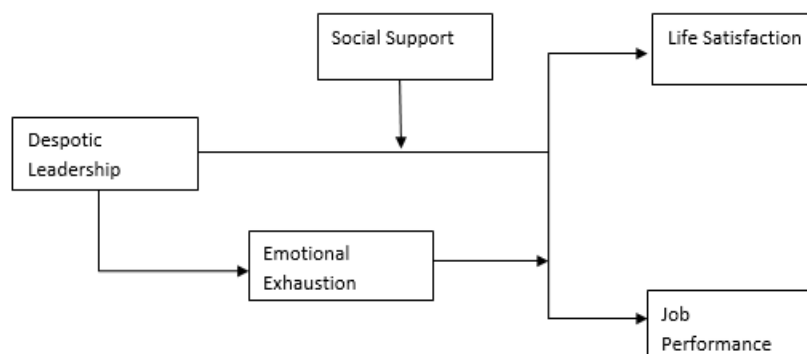


FIGURE 2.1: Research Model

# Chapter 3

## Research Methodology

This particular study identifies the methodology to explore the effect for data collection of despotic leadership impact on employee's life satisfactions and employee's job performance directly and indirectly via emotional exhaustion and moderating role of social support between the relationship of despotic leadership and employee's (a) life satisfaction (b) job performance. It includes research design, sample of study and population and measurements.

### 3.1 Research Paradigm

Research design explains the procedure and examines the research. Main purpose of this research is to test every variables and relationship between them with respect to banking sectors of Pakistan. The research design covers study setting, study type, time horizon, sampling units, unit of analysis and data collection.

#### 3.1.1 Study Type

The researcher studied casual study of despotic leadership impact on employee life satisfaction and job performance directly and indirectly via emotional exhaustion. and also the dispositional effect of social support among despotic leadership & (a) employees life satisfaction (b) job performance. this study is mainly carry

out for educational purposes, due to short time convenient sampling method is exercise. hence Pakistani public sector has high cultural and standards of proficient environment, therefore despotic leadership and comparable unfavorable effect is familiar here. For that reason non government organization (banking sector) is selected for that study.

### **3.1.2 Study Setting**

It was a field study, because the questioners are filed from the employees and their supervisor in different banking project of Pakistan for a quantitative data in their natural work environment (Brennan, Chugh & Cline, 2002). And give employees the insurance that their responses will be kept confidential which will make them comfortable to fill up the questionnaire.

### **3.1.3 Unit of Analysis**

Unit of analysis is defined by researcher as, any individual who is analyzed by the researcher. Each individual in the firm is noted as unit and one component of population is called unit of analysis. This data is collected from the banking sector of Pakistan from Rawalpindi and Islamabad due to limitation of time and for clean, reliable and consistent data. Unit of analysis is the employees lower in rank than manager working in the banking sector of Pakistan.

### **3.1.4 Time Horizon**

In the study the data was collected in the time lag of 2 month from May 2020 to July 2020. The data is collected in one time frame so the study is cross-sectional by nature.

## **3.2 Population and Sample of Study**

Data was collected from the people who were working in the banking sector

of Pakistan. The data was collected from the people by means of a questionnaire which was distributed among the individuals by hand as a hard copy and also requested them to fill online survey at google docs. Furthermore each respondent also provided information related to demographics such as gender, education, age, job sector, type of organization and work experience.

The questionnaire distribution and collection was done manually by hand. A cover letter is used, which consist of scope of the study, assurance of anonymity and confidentiality and the participation was voluntary. The total sample size is 200 employees of banking sector. The technique is random sampling and sample size is determined through proportionate to estimation sampling size technique. The researcher used non probability sampling technique for this study. Convenient sampling technique is used due to time limitation. The following criterion employees fill up the questionnaire.

- Employees must have 6 month of experience
- Employees with minimum of intermediate qualification
- Employees of banks

### **3.3 Measurement**

Five point Likert scale was used to measure the responses with 1=strongly disagree, 2=disagree, 3=neither agree/ nor disagree, 4=agree, and 5=strongly agree. Seven point likert scale is not used because it is more time consuming and due to high variances in the results. The respondents self-reported all the items without the interference of the researcher.

#### **3.3.1 Despotism Leadership**

The six items scales was used for measurement which is adopted from (Hanges & Dickson, 2004). From the article of the development and validation of the GLOBE culture and leadership scales which is also used by (Hoogh and Hartog, 2008). And

is filled by organization employees and their supervisor on five dimension Likert scale where 1=strongly disagree, 2=disagree, 3=neutral, 4=Agree and 5=Strongly Agree.

### **3.3.2 Emotional Exhaustion**

The four items scale was used from the study of (Wilk, Steffine L, 2005), from the article of The Relationship between Supervisors and Worker Emotional Exhaustion. And is filled by organization employees and their supervisor on five dimension Likert scale where 1=strongly disagree, 2=disagree, 3=neutral, 4=Agree and 5=Strongly Agree.

### **3.3.3 Life Satisfaction**

The five items scale is adopted from Diener, Ed, Sharon Griffin, and Randy J. Larsen (1985), from the article of The Satisfaction With Life Scale. And is filled by the employee of the organization on five dimension Likert scale where 1=strongly disagree, 2=disagree, 3=neutral, 4=Agree and 5=Strongly Agree.

### **3.3.4 Social Support**

The six items scale was used to analyze employee's life satisfaction which is adopted from Karasek, R. A. (1998), Demand/control model: A social, emotional, and physiological approach to stress risk and active behavior development. And was filled by organization employees and their supervisor on five dimension Likert scale where 1=strongly disagree, 2=disagree, 3=neutral, 4=Agree and 5=Strongly Agree.

### **3.3.5 Job Performance**

The four item scale was used to analyze employees job performance which is adopted from Ferris, Gerald R., L.A. Witt, and Wayne A. Hochwarter (2001),

Interaction of Social Skill and General Mental Ability on Job Performance and Salary. And was filled by organization employees and their supervisor on five dimension Likert scale where 1=strongly disagree, 2=disagree, 3= neutral, 4=Agree and 5=Strongly Agree.

TABLE 3.1: Instruments

<b>Variables</b>	<b>Source</b>	<b>items</b>
Despotic Leadership	Hangs & Dickson (2008)	6
Emotional Exhaustion	Wilk, Steffine L, (2005)	4
Life Satisfaction	Diener, Ed, Sharon Griffin, and Randy J. Larsen (1985)	5
Social Support	Karasek, R. A. (1998)	6
Job Performance	Ferris, Gerald R., L.A. Witt, and Wayne A. Hochwarter (2001)	4

### 3.4 Sample Characteristics

Demographic in this study are employees and their supervisor age, gender, qualification and experience of banking sector of Pakistan. Below tables will tell detail characteristics of the demographic.

#### 3.4.1 Gender

Gender tell and differentiate between male and female in the population sample that's why it is very important factor of the demographic. Sample of the study contain supervisor and their subordinates of banking sector which are exposed to work place. From table 3.4.1 we can see that total frequency of sample is 201 in which 115 are male and 86 are females. Which is equal to approximately 57% of male and 43% of female responses?

TABLE 3.2: Gender Distribution

Gender	Frequency	Valid %	Cumulative
Male	115	57	57
Female	86	43	100
Total	201	100	

### 3.4.2 Age

Age is another important demographic in the sampling population. Because sometimes does not want to show his actual age, so we use scale range to collect age demographic information from the individuals. In the below table: 3.4.2 we see that most of the employees are between 20 and 30 years of age which are 48.5 % of the total respondents. Respondents with low percentage of all are 51 years and above which are only 2% of the total 201 respondents. While in range of 31-40 are 37.1% and 41- 50 are 25% of the total respondents.

TABLE 3.3: Age Distribution

Qualification	Frequency	Valid%	Cumulative
20-30	97	48.5	48.5
31-40	75	37.1	85.6
41-50	25	12.4	98
51 and above	4	2	
Total	201	100	100

### 3.4.3 Qualification

Qualification is one of the important requirements for prosperous nation. So qualification is another important element in the demographics. From the below table: 3.4.3 we can see that 5.5 % are inter, 36.1% are bachelor, 38.6 % are master and 19.8% are of Ms qualification. Most number of respondents are of Master qualification.

TABLE 3.4: Qualification Distribution

Qualification	Frequency	Valid %	Cumulative
inter	10	5.5	5.5
bachelor	73	36.1	41.6
Master	78	38.6	80.2
MS	40	19.8	
Total	201	100	100

### 3.4.4 Experience

To collect data on experience based we had developed different ranges of time periods, so that employees can easily indicate his tenure. From table: 3.4.4 we can see that out of 201 respondents 36.1 % have 0-5 years of experience, 32.2% have 6-10years, 18.8% have 11-15years, 11.4% have 16-20years and only 1.5% have 21 years and above experience. 0 to 5 and 6 to 10years experience are noted more frequent in the sample.

TABLE 3.5: Experience Distribution

Experience	Frequency	Valid%	Cumulative
0-5y	72	36.1	36.1
6-10y	65	32.2	68.3
11-15y	38	18.8	87.1
16-20y	23	11.4	98.5
21 and above	3	1.5	100
total	201	100	

## 3.5 Reliability Study of the Data

**Table: 3.5.1** reflects the reliability and consistency of all variable. through reliability analysis Cronbach's Alpha should be found. The Cronbach's Alpha have to be more than than 0.70 to give good approximation to maintain the items (Nunnally& Bernstein 1994). In analysis reliability test is held to check the regularity of the data produced by any measuring technique. Internal reliability means that all the items should measure the same things so that all the items correlate to each



other. Cronbach's Alpha ranges from 0 to 1. According to researchers Cronbach's alpha greater than 0.70 is reliable and will be consistent in nature (Nunnally & Bernstein, 1994), while value of Cronbach's alpha 1 is considered higher.

From the below table: 3.5 we can see that all variables despotic leadership=.899, Emotional exhaustion=.921, Life satisfaction=.861, Social support=.853 and Job performance=.851 Cronbach's alpha value is greater than 0.70 and less than 1, so all the variables are reliable and consistent in nature.

TABLE 3.6: Reliability Dimension

Variables	No. of Items	Cronbach's alpha ( $\alpha$ )
Despotic Leadership	6	0.899
Emotional Exhaustion	4	0.921
Life Satisfaction	5	0.861
Social Support	6	0.853
Job Performance	4	0.851

### 3.6 Data Collection

Convenient sampling technique is used for data collection due to time and resource limitation. This type of method is broadly used for data collection in the research of social sciences. We assume that data is collected from the true employees of Pakistani banking sector. The data was collected through close structured ended questionnaire via self-administrated sessions. About 300 questionnaires is distributed in different banking sector of Pakistan through Mail, Facebook, Whatsapp and by hard copies. Out of 300 exactly 201 responses were collected from the respondents, response rate of total data collection was 67 %, Out of the total responses.

### 3.7 Data Analysis Tools

The collected data is analyzed through SPSS (20.0) version is used for Reliability, descriptive, frequency, correlation and regression. Reliability test is used to test

the consistency of the data, Correlation test was used to test the relationship between 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.

### **3.8 Analytical Technique and Tool Used**

Statistical method is used for the regression, reliability and descriptive statistics. Software SPSS (20.0 version) is used for all the statistical calculation. For reliability test Cronbach's alpha was calculated. Preacher and Hayes (2012) macros is used for mediation and moderation.

# Chapter 4

## Results and Findings

This research focuses on the impact of despotic leadership on employee job performance & life satisfaction through mediating effect of emotional exhaustion & moderating affect of social support. This chapter describes the study variable relationship through descriptive statistics, correlation and regression analysis of the data.

### 4.1 Descriptive Statistics

Descriptive statistics demonstrate universal image of the taster data. Descriptive statistics sum up the sample data in minimum value, maximum value, mean and standard deviation. The detail of the data is given in the **Table: 4.1**.

The table explains detail information about the study variable i-e despotic leadership, emotional exhaustion, life satisfaction, social support and employee's job performance. In the first column of the **Table: 4.1**, name of the variable are mentioned, 2nd column of the table shows no. of respondents, 3rd and fourth column shows minimum and maximum value respectively where respondents reported, while fifth and sixth column shows mean and standard deviation respectively of the data received from respondents.

Seen from the **Table: 4.1** all variable are measures on scale 1 to 5 except gender which is measure on scale 1 to 2. Total sample size of the study is 201 respondents.

TABLE 4.1: Descriptive Statistics

Variables	Sample Size	Min	Max	Mean	Std.Deviation
Gender	201	1.00	2.00	1.44	0.527
Age	201	1.00	5.00	1.7	0.8
Qualification	201	1.00	5.00	2.73	0.841
Experience	201	1.00	5.00	3.5	1.065
Despotic leadership	201	1.00	5.00	3.5	0.598
Emotional Exhaustion	201	1.00	5.00	3.26	0.715
Life satisfaction	201	1.00	5.00	3.13	0.568
Social support	201	1.00	5.00	3.36	0.556
Job performance	201	1.00	5.00	3.3	0.533

Gender has mean value 1.44 and standard deviation is .527 where minimum and maximum values are 1 and 2 respectively. Minimum and maximum values for others variable i-e age, qualification, experience, despotic leadership, emotional exhaustion, life satisfaction, social support and job performance are 1 and 5 respectively. While mean values for age, qualification and experience are 1.70, 2.73 and 2.10 respectively and standard deviation value are .800, .841 and 1.065 respectively. Despotic leadership is independent variable whose mean and SD are 3.50 and .598 respectively. Emotional exhaustion is a mediator whose mean and SD are 3.26 and .71 respectively. Social support as a moderator mean and SD value are 3.36 and .55 respectively. While two dependent variable mean and SD values are : for life satisfaction mean and SD are 3.13 and .59 and for job performance are 3.30 and .53 respectively. Highest mean value of the study variable is of despotic leadership 3.50 and lowest are of life satisfaction which are 3.13.

## 4.2 Control Variables

From the previous studies we have seen that demographic variables gender, age, qualification and experience have significant effect on employee performance (Nau-man et al,5018). But in this study we saw in the result of ANOVA from table: 4.1 that none of the demographic variable is significant to the outcome variable (employee job performance). Because p all demographic p value is greater than

0.05. So in this study there is no need to control the demographic variables for job performance while running regression.

TABLE 4.2: Control Variables (ONE WAY ANOVA for Job Performance)

Control Variables	Mean Square	F	Sig.
Gender	0.527	1.871	0.157
Age	0.267	0.938	0.443
Qualification	0.29	1.022	0.384
Experience	0.66	0.235	0.06

Sig. level  $p < 0.05$

From **Table: 4.3** we seen that three demographic variables gender, age, qualification are not significant with outcome variable life satisfaction because p vale is greater than 0.05. So no need to control these demographic while running regression, where one demographic variable is significant with the outcome variable life satisfaction. So we need to control this demographic while running regression analysis.

TABLE 4.3: Control Variables (ONE WAY ANOVA for Life Satisfaction)

Control Variables	Mean Square	F	Sig.
Gender	0.724	2.042	0.132
Age	0.179	0.495	0.739
Qualification	0.206	0.571	0.635
Experience	1.6	3.38	0.01

Sig. level  $p < 0.05$ .

### 4.3 Correlation Analysis

Generally correlation analysis is held to identify association among variables. In this research we study the correlated relationship between despotic leadership,

employee's job performance and life satisfaction, the mediating role of emotional exhaustion and moderating role of social support.

Correlation analysis shows relationship between two variables. Correlation analysis is performed to check whether variation between two variables differs from each other at the same time or not. Correlation analysis indicates relation between variables which is demonstrated by point of significance and path of the relation which is pointed out by negative or positive sign. When sign is Positive then it shows that two variables are moving in similar route, while negative sign shows that the two variables are moving in opposite direction. To determine dependence between two variables we use Pearson correlation to calculate correlation coefficients. The values of correlation coefficients lie between -1.00 to +1.00. While zero value of coefficient points out no correlation among two variables.

TABLE 4.4: Correlation Analysis

Variables	1	2	3	4	5
<b>1-Despotic Leadership</b>	1				
<b>2-Emotional Exhaustion</b>	.577**	1			
<b>3-Life Satisfaction</b>	-.276**	-.379**	1		
<b>4-Job Performance</b>	-.283**	-.408**	.577**	1	
<b>5-Social Support</b>	-.264**	-.376**	.649**	.680**	1

N=201, \*\* correlation is significant at the 0.01 level,

\*\*\*correlation is significant at 0.001 level (2-Tailed).

Correlation analysis is conducted to compute the variation between the nature of two variables that if the variables vary together at the same time or not. On the whole correlation analysis does not indicate the dependence of one variable on

other variable because it is different from regression analysis. Correlation analysis basically tells about strength and nature of the relationship through Pearson correlation from ranges -1 to 1. Through magnitude of the correlation we can identify strength of the relation. If magnitude is higher than 0 then the relation is stronger and with greater one variable than other will also be increases.

From table: 4.4 despotic leadership is positively associated with emotional exhaustion ( $r=.577^{**}$ ,  $p < 0.01$ ) which means greater the magnitude of despotic leadership greater will be the magnitude change in emotional exhaustion, which means that whenever despotic leadership impact will higher on employees emotional exhaustion will also be greater. While despotic leadership is negative correlated with life satisfaction ( $r=-.276^{**}$ ,  $p < 0.01$ ), job performance ( $r=-.283^{**}$ ,  $p < 0.01$ ) & social support ( $r=-.264^{**}$ ,  $p < 0.01$ ). The negative sign of  $r$  values show that despotic leadership has indirect relationship with life satisfaction, job performance and social support; it means that increase in effect of despotic leadership will decrease life satisfaction, job performance and social support. Emotional exhaustion is negative correlated with life satisfaction ( $r=-.379^{**}$ ,  $p < 0.01$ ), job performance ( $r=-.408^{**}$ ,  $p < 0.01$ ) and social support ( $r=-.376^{**}$ ,  $p < 0.01$ ), which means increase in emotional exhaustion decrease life satisfaction, job performance and social support. Life satisfaction is positive correlated with job performance ( $r=.577^{**}$ ,  $p < 0.01$ ) and social support ( $r=.649^{**}$ ,  $p < 0.01$ ), which means increase in one variable (LS) will increase in another variables (JP and SS). Lastly job performance will positively correlated with social support ( $r=.680^{**}$ ,  $p < 0.01$ ).

#### 4.4 Regression Analysis

Correlation analysis is done to find out the link between variables. Correlation analysis does not show casual relationship between variables it only shows existence between two variables. For causal relationship between variable we had done regression analysis in the study. Regression investigation is applied to find out and estimate relationship among variables. From the value of variable X regression analysis predict the value of Y. this process helps us to recognize that

when one unit change happen in independent variable then how much difference occurs in the dependent variable. Hence, we have to performed regression analysis to get accurate result of dependence among variable.

For regression analysis different methods and tools are used, in previous studies Baron & Kenny (1986) method is used, but in this study we will use Preacher & Hayes (2012) method. According to Preacher & Hayes (2012) the Baron & Kenny (1986) method is outdated, because it tells about condition only of fully mediation of variable, while other researcher Preacher & Hayes (2012) tells that there should be also partially, medium level mediation because there must be other variables that can mediate the relationship between two variables.

According to Preacher and Hayes (2012) mediation can also be exist even direct relation between independent and dependent variable does not exist. In contrast Baron & Kenny (1986) tells that direct relation must be significant for mediation effect. As in the social sciences research data is always problematic because we collect data from different condition, situation and nature of respondents. So in preacher and Hayes (2012) method bootstrapping technique s used, in which the data is divided into small pieces and bits which increases likeability and realistic of the data. So we will run our analysis in this smaller level sub sample.

**H1: Despotic leadership negatively influences employee's life satisfaction.**

**Table: 4.5** indicates the result of hypothesis testing. First we tested the hypothesis 1 which is despotic leadership negatively relate with employee's life satisfaction, From **Table: 4.5** Result of the regression analysis show that there is negative and significant relationship exist between despotic leadership and employees life satisfaction. The  $\beta$  coefficient value is -0.27,  $R^2$  is .076 with the p value is equal to 0.000, which means relation are highly significant.

$R^2$  value shows coefficients of determination while  $\beta$  values shows the rate of change means that 1 unit change in despotic leadership will lead to 0.27 changes in the opposite direction in the dependent variable i-e if despotic leadership impact will greater in the work field life satisfaction will be low. Hence hypothesis 1 is accepted.



TABLE 4.5: Regression Analysis

Predictor	Emotional Exhaust			Life Satisfaction			Job Performance		
	$\beta$	R <sup>2</sup>	$\Delta R^2$	$\beta$	R <sup>2</sup>	$\Delta R^2$	$\beta$	R <sup>2</sup>	$\Delta R^2$
<b>Despotic Leadership</b>	0.577	0.33	0.33	-.27***	0.076	0.071	-.28***	0.08	0.078
<b>Med. Emotional Exhaustion</b>				-.37***	0.144	0.14	-.40***	0.168	0.162

N=201, \*P<.05, \*\*P<.01, \*\*\*P<.001 significant level.

### **H2: Despotic leadership negatively influences employees job performance.**

Second, we tested the hypothesis 2 which is despotic leadership negatively relate with employee's job performance, From table: 4.5. Result of the regression analysis show that there is negative and significant association exist among DL & employees job performance. The  $\beta$  coefficient value is -0.28, R<sup>2</sup> is .08 with the p value is equal to 0.000, which means relation are highly significant. R<sup>2</sup> value shows coefficients of determination while  $\beta$  values shows the rate of change means that 1 unit change in despotic leadership will lead to 0.28 unit change in the opposite direction in the dependent variable i-e if despotic leadership impact greater employee's job performance will be low. Hence hypothesis 2 is accepted.

### **H3: Despotic Leadership are Positively Related to Emotional Exhaustion**

Third, we tested the hypothesis 3 which is despotic leadership is positively related to Emotional Exhaustion. From **Table: 4.5** Result of the regression study show that there is positive and significant association exist between despotic leadership and emotional exhaustion.

The  $\beta$  coefficient value is 0.577,  $R^2$  is .33 with the p value is equal to 0.000, which means relation are highly significant.  $R^2$  value shows coefficients of determination while  $\beta$  values shows the rate of change means that 1 unit change in despotic leadership will lead to 0.57 unit change in the positive direction in the dependent variable i-e if despotic leadership impact greater employees emotional exhaustion will be high. Hence hypothesis 3 is accepted.

**H4 (a): Emotional exhaustion negatively impact employees life satisfaction.**

Fourth, we tested the hypothesis 4(a) which is Emotional exhaustion negatively impact employees life satisfaction, from **Table: 4.5** Result of the regression analysis show that there is negative and significant relationship exist between emotional exhaustion and employees life satisfaction. The  $\beta$  coefficient value is -0.37,  $R^2$  is .144 with the p value is equal to 0.000, which means relation are highly significant.  $R^2$  value shows coefficients of determination while  $\beta$  values shows the rate of change means that 1 unit change in emotional exhaustion will lead to 0.37 unit change in the opposite direction in the dependent variable i-e if employees are emotionally exhausted at work then his/her life satisfaction will be low. Hence hypothesis 4(a) is accepted.

**H4 (b): There is negative significant relation between emotional exhaustion employees job performance.**

Fifth, we tested the hypothesis 4(b) which is There is negative significant relation between Emotional Exhaustion employees job performance, from **Table: 4.5**. Result of the regression analysis show that there is negative and significant relationship exist between emotional exhaustion and employees job performance. The  $\beta$  coefficient value is -0.40,  $R^2$  is .61 with the p value is equal to 0.000, which means relation are highly significant.  $R^2$  value shows coefficients of determination while  $\beta$  values shows the rate of change means that 1 unit change in emotional exhaustion will lead to 0.40 unit change in the opposite direction in the dependent variable i-e if employees are emotionally exhausted at work then his/her job performance will be low at work place. Hence hypothesis 4(b) is accepted.

**H5: Emotional exhaustion mediates between despotic leadership and employee life satisfaction.**

Hypothesis 5 assumed that emotional exhaustion mediate between despotic leadership and life satisfaction of employees. It is evident that the mean indirect effect of despotic leadership on employee life satisfaction through a mediating role of emotional exhaustion is significant. Because the value of lower level confidence interval (LLCI) and upper level confidence interval (ULCI) have same sign (LLCI=-.29 & ULCI=-0.75) shown in **Table: 4.5**. According to Preacher and Hayes (2012) when the sign of LLCI and ULCI are same or no zero among the limits then the hypothesis is significant. Hence, by following preacher and Hayes (2012) concept our hypothesis Emotional exhaustion mediates the relationship between despotic leadership and employee's life satisfaction is accepted. we can argue that Emotional exhaustion shows fully mediation among despotic leadership & employee life satisfaction, because all three paths a, b and c are significant, so by follow Preacher and Hayes (2012) role we argue that emotional exhaustion fully mediate the relationship.

TABLE 4.6: Mediation Analysis for DL and LS

Effect of IV On Med		Effect Of Med on DV		Total Effect of Iv on DV		Direct Effect of IV on DV		Botstraps Result for indirect	
a path		b path		c path		c' path		UNCI	
$\beta$	t	$\beta$	t	$\beta$	T	$\beta$	t	LLCI	ULCI
.68***	9.7	-.27***	-4.1	-.26***	-4	-0.07*	3	-0.299	-0.07

\* $P < .05$ , \*\* $P < .01$ , \*\*\* $P < .001$  significant level, un-standardized confidents are reported Bootstraps size=5000

### H6: Emotional exhaustion mediates between despotic leadership and employee job performance.

Hypothesis 6 assumed that emotional exhaustion mediate between despotic leadership and employee's job performance. It is evident that the mean indirect effect of despotic leadership on employee's job performance through a mediating role of emotional exhaustion is significant. Because the value of lower level confidence interval (LLCI) and upper level confidence interval (ULCI) have same sign (LLCI=-.29 & ULCI=-0.70) shown in **Table: 4.6**. According to Preacher and Hayes (2012) when the sign of LLCI and ULCI are same or no zero among the limits then the hypothesis is significant. Hence, by following preacher and Hayes (2012) concept our hypothesis Emotional exhaustion mediates the relationship between despotic leadership and employee's job performance is accepted.

TABLE 4.7: Mediation Analysis for DL and JP

Effect of IV On Med		Effect of Med on DV		Total Effect of Iv on DV	Direct Effect ect of IV on DV		Botstraps Result for Indirect		
a path		b path		c path	c' path		UNCI		
$\beta$	t	$\beta$	t	$\beta$	T	$\beta$	t	LLCI	ULCI
.86***	9.7	-.27***	-4.6	-.26***	-4	-0.07	3	-0.299	-0.11

\* $P < .05$ , \*\* $P < .01$ , \*\*\* $P < .001$  significant level, un-standardized confidents are reported Bootstraps size=5000

We can argue that Emotional exhaustion shows fully meditation among despotic leadership and employee life satisfaction because all

three paths a, b and c are significant, so by follow Preacher and Hayes (2012) role we can argue that emotional exhaustion fully mediate the relationship.

**H7 (a): Social support significantly moderates the relation between despotic leadership and employees life satisfaction, such that increase in social support will weaken the relationship between despotic leadership and employee's life satisfaction.**

To test the moderation hypothesis we use process macros of Preacher and Hayes, (2012) through SPSS (Bolin, 2014) by using Model: 05 from Hayes templates. From **Table: 4.8** we seen that hypothesis 7(a) Social support moderate the relationship between despotic leadership and employees life satisfaction is significantly supported, and is weaken the relation of despotic leadership and life satisfaction. Because LLCI=0.17 and ULCI=.372 have same sign and zero is excluded from the interval shown in **Table: 4.8**. According to Preacher and Hayes (2012) when the LLCI and ULCI have same sign then it means our result is significant and hypothesis is accepted. So by follow preacher and Hayes (2012) role our hypothesis is accepted, because the LLCI and ULCI have same sign and p value is less than .05. From the **Table: 4.8**, we see that social support weaken the relation between despotic leadership and employee's life satisfaction up to 19.5%, that's why life satisfaction will be better.

TABLE 4.8: Regression Analysis for Moderation

Predictor	Social Support					
	B	SE	T	P	95%LLCI	95%ULCI
<b>Interaction Terms</b>	.195*	0.089	2.16	0.03	0.017	0.372

\*P<.05, \*\*P<.01, \*\*\*P<.001 significant level.

To give more confirmation for the moderating effect of social support the simple slope for moderator was plotted as specified in Fig 4.2, the dotted line showed high social support and the solid line shown low social support. From the figure we seen that when employees experience less Social support in the work place then his/her life satisfaction will be low and despotic leadership behavior will be more dominating. While the solid line in the figure shows that higher social support

in the work place will individuals to more life satisfaction than with low social support in the presence of despotic leadership at work place. So from the graph of the moderator it is clear that social support moderate the relation between despotic leadership and life satisfaction in a way that it will enhance employee's life satisfaction.

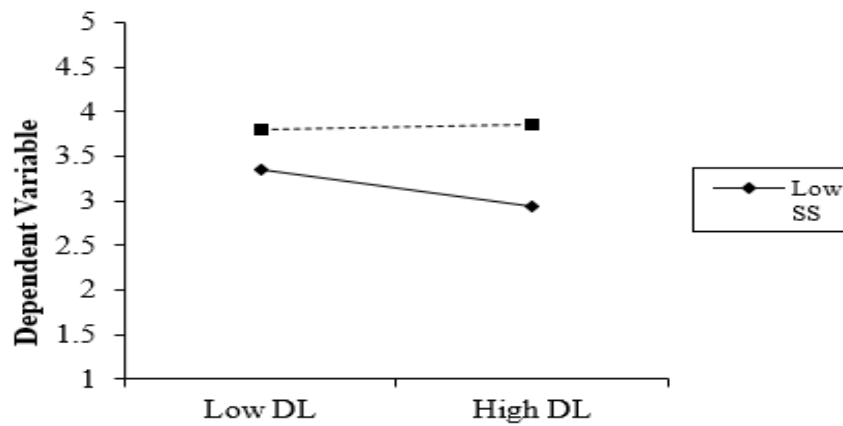


FIGURE 4.1: Interaction Graph

**H7 (b): Social support significantly moderates the relation between despotic leadership and employees job performance, such that increase in social support will weaken the relationship between despotic leadership and employee's job performance.**

TABLE 4.9: Regression Analysis for Moderation

Predictor	Social Support					
	B	SE	T	P	95% LLCI	95% ULCI
<b>Interaction Terms</b>	-0.02	0.07	-0.31	0.75	-0.17	0.12

To test the moderation hypothesis we use process macros of Preacher and Hayes, (2012) through SPSS (Bolin, 2014) by using Model: 05 from Hayes templates. From **Table: 4.9**, we seen that hypothesis 7(b) Social support moderate the relationship between despotic leadership and employees job performance is insignificantly not supported, and does not weaken the relation of despotic leadership and employees job performance. Because LLCI=-0.17 and ULCI=.12 have opposite sign and zero is included in the interval, shown in **Table: 4.9**, according to

Preacher and Hayes (2012) when the LLCI and ULCI have opposite sign then it means our result is insignificant and hypothesis is rejected. So by follow preacher and Hayes (2012) role our hypothesis is rejected, because the LLCI and ULCI have opposite sign and have zero between their interval and p value is greater than .05. So the relation is insignificant so there is no need of graphical representation.

## 4.5 Summary of the Hypotheses

TABLE 4.10: Hypotheses Statements

Sr. No.	Hypothesis Statement	Accepted/ Rejected
<b>H1:</b>	Despotic leadership negatively influences Employees Life satisfaction.	Accepted
<b>H2:</b>	Despotic leadership negatively influences Employees job performance.	Accepted
<b>H3:</b>	Despotic leadership are positively related to Emotional Exhaustion.	
<b>H4: (a)</b>	There is negative significant relation between Emotional Exhaustion employees life satisfaction.	Accepted
<b>H4: (b)</b>	There is negative significant relation between Emotional Exhaustion and employees job performance.	Accepted
<b>H5:</b>	Emotional exhaustion mediates between despotic leadership and	Accepted
<b>H6:</b>	Emotional exhaustion mediates between despotic leadership and Employee job performance.	Accepted
<b>H7 (a):</b>	Social support significantly moderates the relation between despotic leadership and employee's life satisfaction, such that increase in social support will weaken the relationship between despotic leadership and employee's life satisfaction.	Accepted
	leadership and employee's life satisfaction, in a way that it will increase employees life satisfaction.	Accepted
<b>H7 (b):</b>	Social support significantly moderates the relation between despotic leadership and employee's job performance, such that increase in social support will weaken the relationship between despotic leadership and employee's job performance.	Rejected

# Chapter 5

## Discussion and Conclusion

### 5.1 Discussion

The research is held to investigate the effect of despotic leadership on employee's job performance and life satisfaction through a mediating role of emotional exhaustion and moderating role of social support between emotional exhaustion and (a) life satisfaction (b) employees job performance. Previously researcher on the literature of leadership also suggested that negative leadership style should be further studied on the performance and life satisfaction of the employees (Nauman et al, 2018). The main theme of the research was study despotic leadership and its impact employee's life satisfaction and their job performances in project-based organization i-e banking sector of Pakistan. The study is conducted in project-based organization having working diversity in workplace.

The result of the study show that despotic leadership has a negative impact on employee's life satisfaction and employee's job performance, hypothesis 1 & 2 accepted which means that in presence of despotic leadership employee's job performance and life satisfaction will be down. Naseer et al, (2016) also found previously that despotic leadership is reason of low performance in the work field. Pakistan has high distance culture where despotic leaders are more dominating. Employees cannot leave their jobs in the organization where despotic leaders dominating because of low job availability. That's why his life satisfaction will be low. Hypothesis 1,



2, 3, 4(a), 4(b), 5, 6, 7(a) is accepted, while 7(b) are rejected.

The detail discussion of each hypothesis is as following.

### **H1: Despotic Leadership Negatively Influences Employees Life Satisfaction.**

Tepper (2000) found that despotic leadership act in dictatorial and harsh manner to their followers due to which employee's low satisfaction in the work field and will negatively impact followers overall performance. In hypothesis 1 it was proposed that despotic leadership has a negative impact on employee's life satisfaction. The result of the hypothesis show the significantly negative relationship of despotic leadership and employees life satisfaction.

Nauman et al, (2018) also found that despotic leadership will negatively impact life satisfaction of the employees. We use COR (Hobfoll, 2001) Theory for the foundation of our research. According to COR whenever employee's loss their resources they will exhibit some negative behavior in the work place and will reduced his performance in work field or family life. In which we chose despotic leadership as social stressor which burnout employee's emotional resources and will decreases employees satisfaction. So in this study we found that despotic leadership as social stressor will decreases employee's LS. LS is a significant indicator for employees overall well-being from assessing his/her life (Erdogan et al, 2012). Hobler and Brass. (2006) argues that aggression or stress from the despotic leadership is carried by employees to home as a result lower life satisfaction.

### **H2: Despotic Leadership Negatively Influences Employees Job Performance**

In hypothesis 2 it was proposed that DL has a negative impact on job performance. The result of the hypothesis show the significantly negative relationship of despotic leadership and employees job performance. The t values demonstrate the significance of the relationship between despotic leadership and employee's job performance, i-e if despotic leadership impact is higher in the workplace then job performance of the employees will be low.

Despotic leadership is exploitative and self absorbing and probably to be thoughtless towards the subordinates needs but a very slight worry of their consequences of

actions on the firm or Employees (Hoogh and Hortog, 2008). In Pakistani context where high distance culture exist despotic leaders are very dominating, so it reasonable to study bad leaders behavior and their impact on employees performance and their life satisfaction. We propose COR (Hobfoll, 2001) for the foundation of our research. Where we assume despotic leaders as social stressor that will negatively impact employee's job performance. COR theory comprises that work environment demands uses of resources more quickly than it is developed that's why employees feel burnout in the work environment in the presence of destructive leadership (Freedy & Hobfoll, 1994), and resources have stronger affect on distress and then resources gain (Hobfoll & Lilly, 1993). The result show that despotic leaders negatively influences employees job performance and also found that more despotic character of leader are experienced employees will be more de-motivated and low job performance. Naseer et al, (2016) found that, as Despotic leadership style is studied as one of the unethical leadership style because they are corrupt, selfish and have low ethical value to their employee and treat their with unfair means and autocratic behavior.

### **H3: Despotic Leadership are Positively Linked to Emotional Exhaustion**

In hypothesis 3 it was proposed that despotic leadership is positively linked with emotional exhaustion. The result of the hypothesis show the significantly positively relationship of despotic leadership and emotional exhaustion. i-e if despotic leadership impact is higher in the workplace then emotional exhaustion of the employees will be increases.

Emotional exhaustion takes place when employee's emotional demands exceed an individual ability to deal with interpersonal interaction at work (Maslach et al, 2001). We use COR theory for the foundation of our research which states that every individual have some psychological and emotional resources, when they loss their resources in presence of any stress then they feel emotionally exhausted (Hobfoll, 2001). Despotic leaders who are altercative, exploitative, selfish insensitive create stress among their employees which result in burnout. Nauman et al, (2018) found despotic leader as a stress producing unit in the workplace and stated that

despotic leadership create emotional exhaustion in the work field. In this study we also found that in the presence of despotic leadership employees will feel emotionally exhausted.

**H4 (a): There is Negative Significant Relation between Emotional Exhaustion Employees Life Satisfaction.**

In hypothesis 4 (a) it was proposed that emotional exhaustion has a negative impact on employee's life satisfaction. The result of the hypothesis show the significantly negative relationship of emotional exhaustion and employees life satisfaction. i-e if employees are emotionally exhausted then employee's life satisfaction be low at work place.

Wagner et al, (2014) argues that emotional exhaustion negatively affects employees work and home life. Researcher further added that emotional exhaustion harms employees family domain, increases work family conflict and decreases life satisfaction and also found that emotionally exhausted employees left very little resources to deal with home life due to which increase work family conflict and decreases employees performance and life satisfaction (Carlson et al, 2012). By drawing in COR theory we also found that emotionally exhausted employees will decrease in life satisfaction of the employees. As employees feel more exhausted in the workplace the life satisfaction will be diminished.

**H4 (b): There is Negative Significant Relation between Emotional Exhaustion Employees Job Performance.**

In hypothesis 4 (b), it was proposed that emotional exhaustion has a negative effect on employee's job performance. The result of the hypothesis show the significantly negative relationship of emotional exhaustion and employees job performance. i-e if employees are emotionally exhausted at work place then job performance of the employees will be low.

Recently Nauman et al, (2018) found that when a leader is controlling, authoritative, autocratic and revengeful, when employees is to deal with this type of leadership then he/her felling emotionally exhausted and decreases life satisfaction. Also much research shows that emotional exhaustion increases turnover intention of the employees (Cropanzano, Rupp, & Byrne, 2003). By drawing in

COR theory we also found that emotionally exhausted employees will decrease in their job performance of the employees. As employees feel more exhausted in the workplace the job performance will be low.

**H5: Emotional Exhaustion Mediates between Despotic Leadership and Employee Life Satisfaction.**

Hypothesis 5 assumed that emotional exhaustion mediate between despotic leadership and life satisfaction of employees. It is evident that the mean indirect effect of despotic leadership on employee life satisfaction through a mediating role of emotional exhaustion is significant. Because the value of lower level confidence interval (LLCI) and upper level confidence interval (ULCI) have same sign. According to Preacher and Hayes (2012) when the sign of LLCI and ULCI are same or no zero among the limits then the hypothesis is significant. Hence, by following preacher and Hayes (2012) concept our hypothesis Emotional exhaustion mediates the relationship between despotic leadership and employee's life satisfaction is accepted. we can argue that Emotional exhaustion is wholly mediated the linked among DL and employee LS, because all three paths a, b and c are significant, so by follow Preacher and Hayes (2012) role we argue that emotional exhaustion fully mediate the relationship.

Employees with emotional exhaustion have very few psychological resources that can be used at social learning as they struggle to keep up on day to day responsibilities and they are wary to expend their limited resources (Hobfoll, 2001). We uses COR theory for the research which stated that every personnel have some psychological and physical resources when they perform work and home life both at same time then the loss their resources due to which they fell exhausted and due to which his life satisfaction will become low (hobfoll, 2001). Hobfoll, (2001) describe that demanding aspect of work can create stress at which employee exhausting psychological, cognitive, emotional and physical resources. So by drawing this theory we propose emotional exhaustion as a mediator between social stressor despotic leadership and employee's life satisfaction as an outcome variable. We found that emotional exhaustion fully mediate among DL and LS.

**H6: Emotional Exhaustion Mediates among Despotic Leadership and**

**Employee Job Performance.**

Hypothesis 6 assumed that emotional exhaustion mediate among despotic leadership and employee's job performance. It is evident that the mean indirect effect of DL on employee's JB through a mediating role of emotional exhaustion is significant. Because the value of lower level confidence interval (LLCI) and upper level confidence interval (ULCI) have same sign shown in **Table: 4.6**. According to Preacher and Hayes (2012) when the sign of LLCI and ULCI are same or no zero among the limits then the hypothesis is significant. Hence, by following preacher and Hayes (2012) concept our hypothesis Emotional exhaustion mediates the relationship between despotic leadership and employee's job performance is accepted. we can argue that Emotional exhaustion is completely mediated the linked among DL and employee LS because all three paths a, b and c are significant, so by follow Preacher and Hayes (2012) role we can argue that emotional exhaustion fully mediate the relationship.

Conservation of Resource theory (COR) model of stress and burnout to explain the motivations and performance related implications of emotional exhaustion (Helbesleben & Bowler, 2007). There are a lot of research and evidence that aggressive leadership style has harmful outcomes for their subordinate and burnout (Tepper, 2000). Despotic leaders demand unquestioned obedience from their employees which are self centered behavior of the leader and exploit their subordinate for personal gains (Shilling, 2009). So by drawing this theory we propose emotional exhaustion as a mediator between social stressor despotic leadership and employee's job performance as an outcome variable. We found that emotional exhaustion fully mediate between despotic leadership and employee's job performance.

**H7 (a): Social Support Significantly Moderates the Relation between Despotic Leadership and Employees Life Satisfaction, such that Increase in Social Support will weaken the Relationship between Despotic Leadership and Employee's Life Satisfaction.**

To test the moderation hypothesis we use process macros of Preacher and Hayes, (2012) through SPSS (Bolin, 2014) by using Model: 05 from Hayes templates.

From **Table: 4.8** we seen that hypothesis 7(a) Social support moderate the relationship between despotic leadership and employees life satisfaction is significantly supported, and is weaken the relation of despotic leadership and life satisfaction. Because LLCI and ULCI have same sign and zero is excluded from the interval. According to Preacher and Hayes (2012) when the LLCI and ULCI have same sign then it means our result is significant and hypothesis is accepted. So by follow preacher and Hayes (2012) role our hypothesis is accepted, because the LLCI and ULCI have same sign and p value is less than .05. From the **Table: 4.8** we see that social support weaken the relation between despotic leadership and employee's life satisfaction.

According to Scheufele and Shah, (2000) psychological success and life accomplishment is the common consideration of one situation, which can be +ive or -ive. Employees who seek social support will positive effective in the work field than other who do not seek social support (Watson, David & Suls, 1999). Job strain is one of the main problems in the work field due to destructive leadership style (Varca, 1999).

Social support from colleges and supervisors showed job satisfaction even after controlling for negative affectivity (Scheufele and Shah, 2000). Result of our study also show that when employees traded social support from co workers, leaders or family then their life satisfaction will be better than those employees who are not supported by his teammates, leaders as well their family.

**H7 (b): Social Support Significantly Moderates the Relation between Despotic Leadership and Employees Job Performance, such that Increase in Social Support will weaken the Relationship between Despotic Leadership and Employee's Job Performance.**

To test the moderation hypothesis we use process macros of Preacher and Hayes, (2012) through SPSS (Bolin, 2014) by using Model: 05 from Hayes templates. From **Table: 4.9** we seen that hypothesis 7(b) Social support moderate the relationship between despotic leadership and employees job performance is insignificantly not supported, and does not weaken the relation of despotic leadership and employees job performance. Because LLCI and ULCI have opposite sign and zero

is included in the interval, shown in **Table: 4.9**. According to Preacher and Hayes (2012) when the LLCI and ULCI have opposite sign then it means our result is insignificant and hypothesis is rejected. So by follow preacher and Hayes (2012) role our hypothesis is rejected, because the LLCI and ULCI have opposite sign and have zero between their interval and p value is greater than .05. So the relation is insignificant.

Result of the hypothesis show that social support as moderator will not enhances job performance or weakens the relationship between despotic leadership and employee's job performance. So our hypothesis 7(b) is not supported.

## 5.2 Recommendations

This research opens numerous novel avenues for the future researches. The study produced very important result of despotic leadership on employee's life satisfaction and their job performance in the banking sector of Pakistan.

For future direction some other outcome variable should be tested with these variables like; employee silence, project success, job satisfaction, works family conflict and organizational behavior. It would be interesting to study some other traits with despotic leadership like; Narcissism, internal locus of control, hubris, trait anxiety, consciousness and dark triad personality as a dispositional variable to predict outcomes.

In this research and previous mostly focuses on the individuals negative results, but did not focuses on what a leader can get from the negative behavior. So, in the future researcher must consider negative leader and its positive outcomes to the leader and organization. And also it would be important to consider individual personality behavior types that unintentionally ruin despotic leader's efforts.

This study is held in the context of Pakistan banking sector. Furthermore the despotic leadership impact on employee life satisfaction and job performance demands more consciousness from the researcher, so the despotic leadership impact on employee life satisfaction and job performance should be more broaden to

other sector such as, manufacturer industries, cement industry, telecommunication, marketing, finance and agriculture sectors. Moreover cross cultural analysis to the individualist societies would also increase the generalize ability of the results therefore this research could be more increased and extended by following the multiple principle for the future research.

We also recommend to the researcher to pay attention on data and data collection techniques because this study has also some restrictions. The sample size should also be expand because this study collected data from the people where data is collected easily due to short time constraints. By doing this rejected hypothesis 7(b) can be re-analyzed by using specified area. Hence upcoming researcher can use these guidelines and will possibly integrate in their research.

### **5.3 Practical and Theoretical Implications**

The current study added to the literature in both practical and hypothetical ways. According to the past studies, where link of DL is experienced with other variables similar to EE and anxiety (Nauman et al, 2018), But the current study contributes to the literature a very important outcome variable such as employee life satisfaction and job performance of despotic leadership.

The current study tells that employees and leaders disengagement due to bad leader will create serious problem for organization in a form of low productivity. Because performance is the most critical path of any project, task, employee, manger and overall organizational goals.

In the current research a new relations is studied due to fast changing and inventive environment to get logical advantage. The current research has provided in a much significant way about the literature by showing emotional exhaustion as a mediator between despotic leadership and employee life satisfaction and job performance and social support as a moderator between despotic leadership and (a) life satisfaction (b) job performance. So by investigating these variables with employee life satisfaction and job performance is unique contribution to the literature.



Other important variable social support as a moderator is investigated in the study, which result as social support is enhances in workplace or home life employees life satisfaction will be enhanced. So it means that whenever employees feeling depressed due to leader some social support from inside or outside of the organization will give him confidence and satisfaction.

Despotic leadership can create a serious problem for the organization such as cost and low productivity which is difficult to accept in nowadays competitive atmosphere. The research suggests to the organization to beware of such leaders when appointing in the first place, and review existing leaders occasionally. As despotic leaders use unethical procedures against subordinates, so it is useful to conduct evaluation feedback about leaders in different periods.

Organization should encourage positive environment from which the harmful impact of despotic leadership on employee performance is reduce. And provide support to the subordinates who are bear from the leader behavior. Engaging employees in such recovery such as, relaxation, psychological objectivity, personnel control and exercise can help them to decrease anxiety that leads to life dissatisfaction and work family conflict (Soonentag, Mojza, Binnewise & Scholl, 2008)

The current research is very significant for the organization upper management, supervisor and subordinates, as there is a big issue in Pakistan of power cultural distances. So for association it is important to connect leaders and employees through training session. It is not only important to identity those who are desire to apply power and treat followers with unethical behavior, but also organization offer them training and to add in equality, moral and ethical behavior in them.

## **5.4 Limitations**

In every research work there is some limitation, in this study there are also some limitation, which is take place due to constraints of time and resources. First of all this study covers limited population I-e it cover only banking sector of Pakistani i which limits the simplify ability of the result to other industries and cultural perspective.

The second limitation in the study is that the study is cross-sectional in nature so bias is predictable in this study, as longitudinal studies require more time resources but the chance common bias is low. Comprehensive interviews are carry out for that purpose with manger and supervisor of the employees in which they provide detailed information.

Third limitation of the study is that my questionnaire is dyadic in character, due to which problems are raised, as the questionnaire is filling up by the employees of organization, there were so many employees who were not willing to fill up the questionnaire, so it was very difficult to encourage them to fill the questionnaire.

Fourth limitation of the study is that it is based on the COR which support for the sequence of the relationship presented in this study. According to the COR every person have some psychological and emotional resources, so in the presence of stress or workload he/she losses his/her resources due to which low life satisfaction. it has the limitation of it does not cover the dispositional variable or moderating variables.

Moreover it is found after analysis that the result of the study is not same as was projected with respect to past studies and literature, because due to contextual differences. We studied the variables in Pakistani banking sector where almost all of the employees are treated with same controlling leadership style and they are addicted of that style. So, the result of this study is different because of strong contextual and situational factors as well as Pakistani culture has a greater impact and result cannot be comprehensive to other countries.

## **5.5 Conclusions**

The study empirically set up the impact of DL on employee LS and their job performance. This study has make an effort to consider the relationship among DL and employee LS and their job performance in banking sector of Pakistan in different projects. Data were collected from banking sector of Pakistan employees and their supervisor through questionnaire surveys to measure the extent that

despotic leadership negatively impact employee life satisfaction and job performance through a mediating role of emotional exhaustion and moderating role of social support. Around 300 questionnaires were distributed, only 201 is collected which is utilize for analysis, since this questionnaire has the majority suitable and absolute information vital to carry out the research analysis. Statistical tests also indicate that validity and reliability of the variables are also suitable to the model. The proposed hypotheses are also suites to Conservation of Resource theory. The data analysis results in the acceptance of the entire hypothesis except 7(b) i-e social support moderates the relationship between despotic leadership and employee's job performance in a way that it improve his/her job performance.

It contributes to the existing literature in several ways. This study expends the research of despotic leadership on employee's life satisfaction and their job performance. Previous studies found that despotic leaders negatively impact employee's satisfaction (Nauman et al, 2018) and job performance (Naseer et al, 2016). Where they collected data from sells shop and educational institution respectively, while we collect data from the banking sector of Pakistan.

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# Appendix-A

## Questionnaire

Dear Respondent

I am a student of MS (MPM) at Capital University of Science & Technology, Islamabad. I am conducting a research on **Impact of Despotic Leadership on Employees Life Satisfaction Mediating Role of Emotional Exhaustion and Moderating Role of social support**. 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,

Saima Qayyum,

MS (PM) Research Scholar,

Faculty of Management and Social Sciences,

Capital University Science and Technology, Islamabad.



## Section 1: Demographics

	1	2	3	4	5
<b>Gender:</b>	Male	Female			
<b>Age:</b>	20-30	31-40	41-50	51 and above	
<b>Qualification</b>	Inter	Bachelor	Master	MS	Ph.D
<b>Experience</b>	10-May	15-Nov	16-20	21-25	26 and above

## Section 2: Despotic Leadership

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

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

## Section 3: Emotional Exhaustion

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

1.	I feel burned out from my work	1	2	3	4	5
2.	I feel fatigued when I get up in the morning and have to face another day on the work field	1	2	3	4	5
3.	I feel frustrated by my job.	1	2	3	4	5
4.	I feel like I am at the end of my rope	1	2	3	4	5

## Section 4: Life Satisfaction

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

1.	In most ways my life is close to ideal	1	2	3	4	5
2.	The conditions of my life are excellent	1	2	3	4	5
3.	I am satisfied with my life.	1	2	3	4	5
4.	So far I have gotten the important things I want in life	1	2	3	4	5
5.	If I could live my life over, I would change almost nothing	1	2	3	4	5

## Section 5: Social Support

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

1.	I have the opportunity to develop close friendships in my job	1	2	3	4	5
2.	I have the chance in my job to get to know other people	1	2	3	4	5
3.	I have the opportunity to meet with others in my work.	1	2	3	4	5

4.	My supervisor is concerned about the welfare of the people that work for him/her	1	2	3	4	5
5.	People I work with take a personal interest in me	1	2	3	4	5
6.	People I work with are friendly	1	2	3	4	5

## Section 7: Employees Job Performance

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

1	Employees expresses the values and positive regard for the work and ideas of others	1	2	3	4	5
2	Employees creates effective working arrangements with team members and partners	1	2	3	4	5
3	Employees develop and maintain positive client relationship	1	2	3	4	5
4	Employees listen carefully and respond thoughtfully in exchanging work information	1	2	3	4	5