

Impact of Despotic Leadership on Employees Outcome: The Mediating Role of Emotion Regulation Failure

¹Noor ul amin, ²Hafiz Ghufuran Ali

ABSTRACT

Keywords:

Despotic Leadership, Emotion Regulation Failure, Supervisor's Organizational Embodiment, Work Withdrawal Behavior.

The study explored the possible outcome of Despotic Leadership (DL) on Work Withdrawal Behavior (WWB) of employees working in the Federal Government Secretariat Islamabad, Pakistan. The present study investigated the consequences of Despotic Leadership (DL) on employees of the Establishment Division. The study is using a deductive approach, and cross-sectional modality of research by applying a convenient sampling technique, the data was collected from the nine (09) Wings and seven (07) Attached Departments/Autonomous Bodies with basic scales ranging from 17 to 20 working in the Establishment Division (ED) (Federal Government Secretariat Islamabad). The authors have collected the final 254 responses through questionnaires from employees of the ED. Furthermore, using the time-logged design approach, the survey was conducted in a non-contrived setting by collecting the data over three-time spans (Time T1, T2, and T3). Thus, the independent variable (Despotic Leadership) and moderating variable (Supervisor's Organizational Embodiment) of this study were tapped in time 1, the mediator (Emotion Regulation Failure) was tapped in time 2, and employees' outcome (Work Withdrawal Behavior) was tapped in time 3. The findings revealed that Despotic Leadership (DL) had a substantial impact on Emotional Regulation Failure (ERF), which led to employees withdrawing from productive work. The findings also indicated that under the moderating role of the Supervisor's Organizational Embodiment (SOE), the effects of DL on ERF were weaker and vice versa. The paper concluded with further discussion, implications, and future research along with limitations in a similar domain of the study. This research will benefit the Establishment Division's training wing, which provides training to officers in occupational groups as well as civil servants. This study can assist policymakers in determining the true function of the leader in Federal Government organizations and developing measures to curb the detrimental outcome of despotic leadership.

INTRODUCTION

Leadership is a prime organizational pillar that has a significant impact on employees' success and overall well-being (Hogan et al., 1994 and 2005; Bass & Bass, 2009). Leadership is

¹ PhD Scholar, International Islamic University, Islamabad Campus, Pakistan. Email: noorulamin82@gmail.com (Corresponding Author)

² Assistant Professor, International Islamic University, Islamabad Campus, Pakistan. Email: hafiz.ghufuran@iiu.edu.pk

described as an individual's talent to motivate a cluster of employees within an organization or outside to achieve certain shared objectives (Bargau, 2015). Researchers frequently asserted that inspirational and responsive leadership aid in the improvement of employees' working patterns but also is crucial in deciding how well an organization achieves its objectives and setting the standards for employees' professional behavior (Brown & Mitchell, 2010, Hogan & Kaiser, 2005).

Despotic Leaders lack vision and are unable to inspire teams, encourage their subordinates' behavior, or generate long-term core values for the organization (Thoroughgood et al., 2018). Despotic leaders exhibit behaviors such as criticizing employees publicly, shouting, intimidating, and threatening. Such leaders are also withholding crucial information, ridicule subordinates, and making aggressive eye contact (Tepper, 2000; Iqbal et al., 2022). The research argued that under despotic leadership employees have been reported to be dissatisfied, psychologically stressed, and often deviated from productive work at the job place (Zhou et al., 2021). Despotic leaders are bossy, manipulative, unforgiving, and arrogant (Murad et al., 2021). Despotic leaders demand unquestioning submission and compliance (Syed et al., 2020). They are selfish, behave callously, controlling, and are always demanding subordinates (Schilling, 2009). Thus, the humiliating, antagonistic, and oppressive behavior of despotic leaders entails the employees spending less effort and time on work. Employees under the supervision of DL involve in counterproductive behaviors such as absenteeism, late arrival or early departure, and taking undeserved breaks (Iqbal et al., 2022). Withdrawal behavior is a sequence of attitudes and behaviors conducted by employees in their workplace (Jha & Sud, 2021). Considerable research has demonstrated that employees tend to withdraw from their work when they feel emotionally exhausted (Deery, Iverson & Walsh, 2002; Zhou et al., 2021). Studies suggest that abusive behavior perpetrated by supervisors may lead subordinates to temporarily withdraw psychologically from their work (Clauss et al., 2021) due to the reduced emotional attachment to their jobs. When exhausted subordinates are unable to minimize further emotional resource loss, they may engage in withdrawal behaviors to cope with the depletion of valued resources i.e. emotional resources (Iqbal et al., 2022).

According to Lazarus' theory of Stress Appraisal and Coping (SAC) (Lazarus, 1991), employees within ansSABIR organization will first appraise the stressor created by a despotic leader (DL) as a challenge or threat which is called the primary appraisal. In the secondary appraisal stage, employees will use their cognitive resources to cope with the stressor produced due to the negative behavior of DL. However, in the presence of a persistent toxic situation

(DL) the resources of employees to reduce the stress will be depleted (emotionally exhausted) and they failed to regulate their emotions.

Emotional regulation refers to internal energy that is consumed when regulating attention, persevering at difficult tasks, and managing emotions. It is a complex multifaceted process (Haq et al., 2021) by which people manage their thoughts, feelings, and behaviors (Hopkin, Hoyle & Toner, 2014) under tough situations. Emotions regulation is a coping strategy and when employees have low emotional resources to cope with DL, may engage in maladaptive behaviors at work (Gaudiino & Di Stefano, 2021). A state of emotion regulation failure (ERF) has been said to occur when employees are unable to control their emotions to adapt to complicated situations. Emotion regulation failure is described as an emotional response that is poorly regulated and does not fall within the traditionally accepted range of emotional reaction (Nauman, Zheng & Naseer, 2020).

De Clercq et al (2019) emphasized that despotic leadership is a new area and there is a dire need to address its different avenues. Previous researchers argued that different natures of moderation mediation variables can be applied to further elaborate the concepts and consequences of despotic behavior in the workplace (Naseer et al., 2016). Saeed, Pervez & Mushtaq (2022) suggested that future research is needed to improve the limited understanding of the antecedents of leaders' despotic behaviors. Sabir (2021) investigated how despotic leadership jeopardizes employees' performance and recommended that future research should examine other mediating and moderating mechanisms to understand the processes. Zhou et al (2021) suggested that future investigations should focus on the interplay between DL and its outcomes by incorporating emotional and behavioral moderators and mediators to come up with a more concrete body of knowledge. The reflection of mediating role (ERF) and moderating role (SOE) perspective presents a novel idea in the interplay of despotic leadership and work withdrawal behavior.

Therefore, the objective of the current study is to explore the impact of despotic leadership on employees' work withdrawal behavior via emotion regulation failure as a mediator and supervisor's organizational embodiment as a moderator in the Federal Government Secretariat Islamabad, Pakistan. The primary focus of the current study is to determine the significance of despotic leadership as an impetus in the behavior of employees. This investigation also fixes how and why the morale of employees comes down to a point where they disconnect from the core objectives of the organization. This study also signifies how employees fail to regulate emotions while working under despotic leaders.

Literature Review

Despotic leadership (DL) is a broad concept and is based on personal dominance has an authoritarian style and serves for self-interest, self-aggrandizing, and exploiting the followers. They behave callously and selfishly towards their subordinates and also require unquestioning obedience from subordinates (Schilling, 2009; Iqbal et al., 2022). Despotic leaders have low ethical standards and are morally corrupt (De Hoogh & Den Hartog., 2008). Naseer et al (2016) stated that despotic leaders develop high power distance with their subordinates. Einarsen et al., (2007) the systematic and repeated behavior by a leader, supervisor, or manager that violates the legitimate interest of the employees by undermining and/or sabotaging the organization's goals, tasks, resources, and overall well-being of subordinates.

Under the influence of despotic leadership, the stress produced in the job environment keeps employees emotionally distressed. In the presence of consistent negative behavior of DL, the employees are emotionally exhausted (Sabir, 2021). A growing body of literature indicates that emotions can be controlled and regulated (Grandey et al., 2005; Gross, 2003). Emotion regulation can be defined as the processes by which individuals influence the emotions they have, and how these emotions are experienced and expressed (Jabeen & Rahim, 2021). Researchers argued that employees' inability to regulate emotions can be associated with negative organizational outcomes (Di Fabio & Saklofske, 2021). Poorly regulated emotions or emotion regulation failure ERF is employees' cognitive dearth of ability to control or manage their emotions responding to the external undergoing stressor (Roczniewska & Bakker, 2021). ERF is relatively a novel phenomenon and limited literature is available to explain its relationship with DL and organizational outcomes (Schuenemann et al., 2022).

Thus, when employees are emotionally exhausted, they may engage in counterproductive work behavior (Anjum et al., 2022). Work Withdrawal Behavior is a counterproductive work behavior that characterizes an employee's bid to avoid work in order to escape from job stressors (Bruursema, Kessler & Spector, 2011). It is a sequence of attitudes and behaviors conducted by employees in their workplace (Wang et al., 2021). This kind of behavior refers to employees' lateness, absenteeism, intention to leave work or actively disengaging from the employment by resigning, causing turnover or indicating an intention to retire sooner than planned (Murad et al., 2021). However, work withdrawal behavior can be minimized, when the employees identify the role of the leader within the organization. Thus, the researcher argues that employee evaluates their relationships with their supervisor because the embodiment of their supervisors within the organization perceives them as "organizational agents," (Eisenberger et al., 2010). A supervisor's organizational embodiment (SOE) is the

degree that the subordinates recognize or relate to the leader within the organization (Eisenberger et al., 2010). The more a supervisor shares identity and has shared characteristics with the organization, the more the SOE. Fame, recognition, praise, encouragement, accolades, good relationships, achievements, and respect from a leader may be anticipated as coming from the organization (Eisenberger et al., 2002). Employees exhibited good behaviors and manners and hold a strong sense of belonging to the organization (Eisenberger et al., 2001). Based on the literature review the theoretical framework of the study is given as follows.

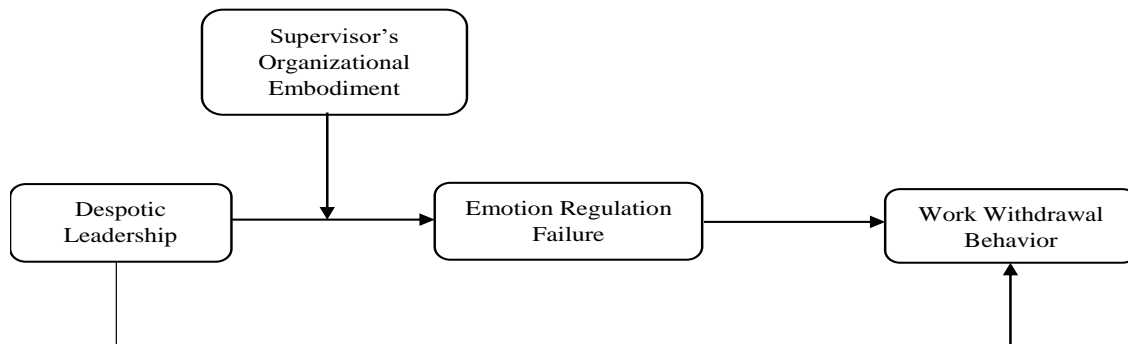


Figure:1 Conceptual framework of moderated mediation of the study.

Theory and Hypotheses Development

For the present investigation Lazarus' (1991) theory of Stress, Appraisal, and Coping (SAC) was applied to explore how probable stress resulting from despotic leader behavior may affect their subordinates' work withdrawal. The stress theory further explains that individuals' physical and psychological resources are drained when they deal with the tension created by despot leaders in the workplace which has negative repercussions on their work attitudes and behavior (Hobfoll, 1989, 2001).

The theory of SAC has described the phenomenon of coping as a cognitive and behavioral reaction that employees adopted to deal with external and internal stresses that exhaust their available emotional resources. According to the Transactional Model of Stress and Coping (Lazarus & Folkman, 1984) the employees appraised the stressor (DL) in two stages. In the primary appraisal stage, employees first appraise or evaluate the situation as a threat or harm. In the secondary appraisal stage, the employees decide to cope with the threat by adopting certain coping strategies. It is believed that if the employee's SOE is high, he or she would have stronger coping either emotionally or cognitively when confronted with a despotic supervisor. Thus, the current research investigated the consequences of DL on WWB through the mediator ERF and moderator SOE at the workplace.

Despotic Leadership and Work Withdrawal Behavior

Work withdrawal behavior is defined as an employee's coping technique of employees against the odds at the workplace (Feldman & Tompson, 1993). The employees abstained from talking about the core issues with managers and daydreaming about quitting the job (Jha & Sud, 2021). Abusive leadership is a workplace stressor that harms organizations by decreasing employees' performance and well-being (Tepper et al., 2009). Despotic leaders' callous disregard and lack of sympathy for their followers diminish their subordinates' sense of meaningfulness at work. In response to their despotic leaders' humiliation and disdain, subordinates are prone to withdraw their physical, emotional, and cognitive energy from job duties (Nauman et al., 2018; Grandey & Gabriel, 2015).

The findings of two research investigations in this area (Nauman et al., 2018; Grandey & Gabriel, 2015) suggest that more research is needed to pinpoint mediators and moderators, as well as to better comprehend the essential mechanisms, to confirm direct and indirect relationships between DL and subordinates' WWB. According to the theory of Stress, Appraisal, and Coping (Lazarus, 1991) employees working under the supervision of despotic leadership may attempt to cope with the stressor (DL) by using their emotional and cognitive resources to create a pleasant environment at the workplace. The authors formulated the following hypothesis based on previous research.

H 1: *DL positively and significantly affects employees' WWB.*

Despotic Leadership and Emotion Regulation Failure

Emotion has been recognized as a key aspect of employees' work life. Research scholars consider emotion as a set of phenomenological, physiological, and facial expressions that are related to the appraisal of situations (Fabio & Saklofske, 2021). Emotion regulation literature suggests that each person's capacity for emotion regulation appears to be a limited resource, which is renewable over time and can be increased or decreased as a result of gradual developments or practice. One cannot regulate everything at once (Jha & Sud, 2021). When emotion regulatory resources are low, individuals are less able to manage their attention, emotions, and behavior effectively (Wehrt, Casper, & Sonnentag., 2020).

The impact of emotional regulation is critical as both empirical and theoretical results show that emotional regulation is a key part of many front-line professionals and is connected to measuring the employee's level of satisfaction at the workplace (Schuenemann et al., 2022). The role of emotions has largely been ignored in organizational literature until recent times (Arvey, Renz & Watson, 1998), mainly because industrial and organizational environments were viewed as rational environments where emotions and feelings had no place. However, in

recent years it has been shown that emotions are powerful generators of employees' actions and thoughts at work (Syed et al., 2020).

Emotion regulation failure is provoked when employees don't have further resources to deal with the stressor they are facing (Wang et al., 2021). The prolonged vulnerability to despotic leadership exhausts the resources of the exploited subordinates, resulting in emotional regulation failure (Schuenemann et al., 2022). Therefore, employees attempt to employ various techniques to manage their emotions to satisfy corporate emotional display standards (Reyhanoglu & Akin, 2022). According to Lazarus' theory, employees under the supervision of despotic leadership will undergo stress, in response employees will regulate their emotions by using cognitive resources to overcome the stresses induced due to despotic leadership. Thus, in light of the above discussions, it is hypothesized that:

H 2: *DL positively and significantly affects employees' ERF*

Emotion Regulation Failure and Work Withdrawal Behavior

Emotion regulation is a complicated, diverse approach through which employees regulate their thinking, sentiments, attitudes, and behaviors, it is the cornerstone of successful psychological well-being (Hopkin et. al., 2014). Emotional resources are the internal energy used to regulate thoughts, manage emotions, and persevere energy for stressful activities. Contrary, Emotion Regulation Failure (ERF) is a psychological condition characterized by anxiety, anger, intense feelings of pain, and discomfort (Zaki, 2020). Considerable research has demonstrated that employees tend to withdraw from their work when they feel emotionally exhausted due to the stressed working environment created by DL (Deery, Iverson, & Walsh, 2002; Schuenemann et al., 2022). Studies further suggested that exhausted subordinates may engage in withdrawal behaviors to cope with the depletion of valued emotional resources to minimize further losses (Cole et al., 2010).

According to Lazarus' theory, employees will first appraise the stressor (DL) as a challenge or threat. Secondly, they will use their emotional resources to cope with the persistent toxic situation. However, when the cognitive resources of employees to reduce stress are depleted, employees may involve in work withdrawal behavior both psychologically and physically. Based on the literature, researchers hypothesized that:

H 3: *ERF positively and significantly affects the employees' WWB*

Mediating Role of ERF

Emotion regulation failure is a long-standing condition of physical and cognitive exhaustion that is caused by constant work stress (Anjum et al., 2022). Employees experience the state of ERF when their emotional resources for coping are exhausted as a result of despotic behavior

at the workplace (Roczniewska, Bakker, 2021). According to Anwar ul Haq et al., (2021) negative statements from supervisors increase subordinates' dissatisfaction and frustration. Similarly, according to Wright & Hobfoll (2004), emotional failure happens when subordinates believe that additional resources are unavailable to receive. Thus, subordinates will return to negative attitudes and behaviors or engage in inefficient work (Murad et al., 2021).

The stresses induced by despotic leadership are likely to diminish an employee's emotional resources, hope, and confidence in their job (Lazarus, 1991). Employees' desire to put extra cognitive effort in to their jobs is likely to be reduced when a boss or a supervisor is despotic. Literature argued that when employees are failed to manage their emotions, the probability of work withdrawal behavior would likely increase at the job place (Schuenemann et al., 2022). Therefore, upon reviewing the literature we conclude that:

H 4: *ERF mediates the relationship between DL and WWB.*

Moderating Role of SOE

SOE is the extent to which an employee views his supervisor's identity, behavior, actions, and relationships with him as organizational representation owing to similar features. Through his or her managerial duties, the leader by nature is an organizational ambassador toward his employees (Dai et al., 2021). However, the degree of representativeness would differ from supervisor to supervisor. Briefly, employees are driven to create perceptions about the amount of common identity of the supervisors within the organization, which is termed the SOE (Eisenberger et al., 2010). The interaction between leader-employees is heavily influenced by the SOE. The high level of SOE of the supervisor shows a high degree of resemblance with the organization's features. It means that subordinates respect their boss as the organization's representative. Because of the supervisory nature of the leadership, an employee may feel anxious if he does not view his supervisor as an organizational representation owing to a lack of common qualities (Costa et al., 2022).

Lazarus' (1991) theory of Stress Appraisal and Coping, employees cognitively analyze their relationships and determine the level of identification of supervisors with the organization. Employees who have a strong sense of identification with the organization are more likely to have good behaviors and attitudes (Eisenberger et al., 2001).

By applying the theory of (Lazarus, 1991), SOE might operate as a moderating variable that affects an employee's primary appraisal, which resultantly makes them least emotionally distressed. SOE progress depends upon employees' capacity to engage with the agents of the organization, which may lead to a positive appraisal of the stressful condition. As a result, the emotional damage caused by despotic leadership is reduced. Therefore, based on previous

literature, we hypothesize that:

H 5: *SOE moderates the relationship between DL and ERF in a manner that the relationship will be weaker when SOE is high and vice versa.*

The current study will further investigate how emotional regulation failure mediates the interactive effects of DL and SOE on employees' outcomes (WWB). More specifically, it is argued in the literature when SOE is low, the relationship between DL and ERF is stronger. Therefore, ERF is a strong predictor of WWB in the workplace. But in contrast, if SOE is high the subordinates are less likely to exhibit failure in regulating their emotions, as their coping appraisal process is activated (Lazarus 1991), which may lead to better productive behavior at the workplace. The authors hypothesized that:

H 6: *SOE moderates the indirect effects between DL and WWB via ERF. Thus, indirect effects will be stronger when SOE is low.*

Research Methodology

The population sample for this study was the Establishment Division (ED), which is an important state department that manages, monitors, and controls the human resource to observe best administrative practices in the Federal Government Secretariat. Due to this dominant role, the leadership of ED is imperative for all the other Ministries, Divisions, Departments, and Organizations working under its administrative control.

The study used the time-lagged design and non-probability convenience sampling technique for the collection of data. The time-lagged research design approach is very useful for casual studies (Cook & Campbell, 1979). The data for this research was obtained from the employees (leaders and peers were the units of analysis) working in the nine (09) Wings and seven (07) Attached Departments/Autonomous Bodies of the Establishment Division, Cabinet Secretariat, Islamabad with a basic scale ranging from 17 to 20. The employees from BS 19 to 20 were the leaders and from BS 17 to 18 were considered peers for the data analysis.

The study was quantitative, followed the deductive approach, used a non-contrived setting conducted in the natural environment, and a similar methodological approach was also followed by researchers such as (Usman et al., 2020). Therefore, a cross-section design was applied in a set of three surveys in three different periods (time-tapped 1, 2, and 3) with an interval of three to four weeks (Fouzia et. al., 2020). Thus, the independent variable (DL) of this study and moderating variable (SOE) was tapped in time 1(T1) and mediators (ERF) were tapped in time 2 (T2), and employee outcome (WWB) was tapped in time 3 (T3). Employing a two-sourced, multi-wave data was collected from the employees (leaders and peers). The same data collection design was followed by (Nauman et al., 2021). For this purpose, a total of

470, 430, and 400 questionnaires were distributed in time T1, T2, and T3 respectively among the leaders and their peers, and a total number of paired data of 254 responses were received. An identification code was assigned to the questionnaires to match the survey responses and keep anonymity (Bowden et al., 2020). For the current study, the received data was analyzed by using SPSS 20.0, a statistical software. The proposed framework was validated by utilizing the moderated-mediation technique.

Measures

Despotic Leadership (DL)

The study variable DL is measured with six items scale (De Hoogh & Den Hartog, 2008). The sample questions were “*My boss is punitive; has no pity or compassion.*”

Supervisor’s Organizational Embodiment (SOE)

The 09-item scale developed by Eisenberger et al., (2010) was used to measure SOE. The respondents were asked questions like, “*When my supervisor, encourages me, I believe that Establishment Division is encouraging me*”.

Emotional Regulation Failure (ERF)

The 10 items scale developed by Gross (2003) was used to measure the study variable ERF. The respondents were asked about emotional regulation and to what extent they agree/disagree with “*When I want to feel more positive emotion (such as joy or amusement)*”.

Work Withdrawal Behavior (WWB)

WWB was measured with 08 items scale of psychological withdrawal behavior and 04 items scale of physical withdrawal behavior, developed by (Lehman & Simpson, 1992) The psychological work withdrawal behavior was given as “*Thoughts of being absent*” while the physical work withdrawal behavior “*I left work early without permission*” etc.

Results and Analysis

The data was analyzed in SPSS software. To authenticate the data results, the authors have performed the Confirmatory Factor Analysis (CFA), regression analysis, and mediation and moderation techniques. The value of Cronbach's alpha for the measurement scales as shown in table 1 was above 0.70 which is considered reliable and also suggested by (Nunnally, 1978). The results of CFA in table 1 show that the factor loadings of the study variables (DL, ERF, SOE, and WWB) are within the acceptable ranges as they are above the threshold value (≤ 0.3). Similarly, to check the convergent validity of the constructs, the average variance extracted (AVE) and composite reliabilities (CR) were calculated. The variables AVE was greater than the threshold value of 0.50 while the CR value of the variables was greater 0.70 as recommended by Sekaran and Bougie (2016).

Table.1: The results of Confirmatory Factor Analysis (CFA)

Construct	Items	Factor Analysis	Average Variance Extracted	Composite Reliability (CR)
DL	DL1	0.79	0.72	0.94
	DL2	0.80		
	DL3	0.85		
	DL4	0.90		
	DL5	0.82		
	DL6	0.91		
ERF	ERF1	0.75	0.65	0.92
	ERF2	0.83		
	ERF3	0.86		
	ERF4	0.82		
	ERF5	0.78		
	ERF6	0.81		
PWB	PWB1	0.78	0.75	0.96
	PWB2	0.87		
	PWB3	0.88		
	PWB4	0.92		
	PWB5	0.89		
	PWB6	0.86		
	PWB7	0.87		
	PWB8	0.85		
PHWB	PHWB1	0.90	0.81	0.95
	PHWB2	0.93		
	PHWB3	0.96		
	PHWB4	0.81		
SOE	SOE1	0.80	0.73	0.97
	SOE2	0.88		
	SOE3	0.87		
	SOE4	0.86		
	SOE5	0.87		
	SOE6	0.84		
	SOE7	0.80		
	SOE8	0.91		

The results of table 2 show the means, reliabilities, standard deviation, and intercorrelation of the research variables. Using the time-lagged approach DL and SOE were tapped in time T1 ERF and WWB were tapped in time T2 and T3 respectively.

The results revealed a negative relationship between DL and SOE ($r = -.98$, $p < 0.01$), while DL is positively correlated with ERF ($r = .91$, $p < 0.01$). DL and SOE are also linked positively with WWB ($r = .90$, $p < 0.01$), ($r = .879$, $p < 0.01$). Similarly, the relationship between ERF and WWB

is positive and significant ($r=.97, p<0.01$). SOE showed a negative relationship with ERF ($r=-.90, p<0.01$).

Table 2: Means, Standard deviations, and correlations of the study variables

	Mean	SD	1	2	3	4
1-Despotic Leader (DL)	23.44	6.23	1			
2-Supervisors Organizational Embodiment (SOE)	23.67	6.81	0.981**	1		
3-Emotion Regulation Failure (ERF)	23.57	6.65	0.909**	0.900**	1	
4-Work Withdrawal Behavior (WWB)	23.09	6.77	0.900**	0.879**	0.970**	1

Note: N=254, ** $p<0.01$ =correlation is significant, SD=standard Deviation

To test the hypotheses of the research, the PROCESS macro v 2.0 (Preacher & Hayes, 2004) was used to analyze the mediation, moderation, and moderated mediation of the proposed model. The analysis in table 3 indicated that the relationship between DL and WWB is positive and significant ($B=.71, p<0.001$). According to the results, DL is positively linked to ERF ($B=.62, p<0.001$). The results of table 3 further described the direct relationship between ERF and WWB. The analysis revealed that ERF is significantly and positively influencing WWB ($B=.78, p<0.001$). From mediation analysis of the indirect positive effects of DL on WWB through ERF is positive and significant ($B=.46, p<0.001$). The bootstrapping technique was used to determine the effects of the mediator (ERF) on employees' outcomes (WWB). The results from bootstrapping revealed that a 95% confidence interval does not contain zero and the moderator (SOE) has significant and positive indirect effects on the outcome (WWB) via mediator (ERF).

Table 3: Mediating Role of Emotion Regulation Failure between DL and WWB

S. No	Variable Interactions	R2	B	SE	T	P
1	Direct effect of DL on WWB	0.71	0.79	0.21	14.38	0.000
2	Direct effect of DL on ERF	0.62	0.54	0.42	75.83	0.000
3	Direct effect of ERF on WWB	0.78	0.69	0.26	11.61	0.000
Bootstrap results for indirect effects			ERF	SE	95% LLCI	95% ULCI
			0.46	0.032	0.0638	0.0022

Note: n=254, $P < 0.005$, Bootstrapping sample size = 5000. LLCI = Lower Limit Confidence Interval, ULCI = Upper Limit Confidence Interval.

According to the results of moderation analysis, as represented in table 4, there is a significant effect of DL and the interaction terms DL x SOE on ERF ($B= -.36, SE= .018, p <0.05$). This is evidence that moderation exists. Similarly, the results of bootstrap predict conditional direct impacts of DL on SOE under various levels and conditions. The results of the bootstrap analysis indicated that the conditional indirect effects of DL on ERF were high when SOE is low. The

effects of DL on ERF are stronger when SOE is low ($B = 0.32, p < 0.05$), whereas the relationship was weaker when SOE is high ($B=0.57, p < 0.05$).

Table4: Moderating role of SOE and the results of Slop Analysis

Hypothesis Path	B	SE	p-value	LLCI
Step-1				
Constant	.21	.034	.000*	-1.07
DL	.32	.021	.000	.45
SOE	.57	.027	.023	.21
Step-2				
(DL x SOE)	-.36	.018	.003	-.72

Conditional Direct Effects of Predictor (DL) on Moderator (SOE) and (Simple Slope Analysis Results)

Bootstrap Results for Indirect Effects	Indirect Effect (ERF)	SE	p-value	LLCI
SOE at High SD (+1)	.035	.06	.002	.42
SOE at M (0.00)	.052	.07	.011	.38
SOE at Low SD (-1)	.067	.13	.003	.46

Note: $n=.254$, bootstrap sample size = 5000, SE= Un-Standardized Regression Coefficient, SE= Standard Error, * = $p < .001$ Lower Limit, UL== Upper Limit, CI= Confidence Interval.

From the analysis of the simple interaction plot in figure 2, To visualize the impacts of interaction/moderation, a simple slope analysis (Aiken & West, 1991) was carried out by the researcher. By plotting the values obtained from SPSS on a graph to check how increasing the moderator will change the linear relationship between the dependent variables and outcome variable (WWB). This procedure is known as the Regions of Significance.

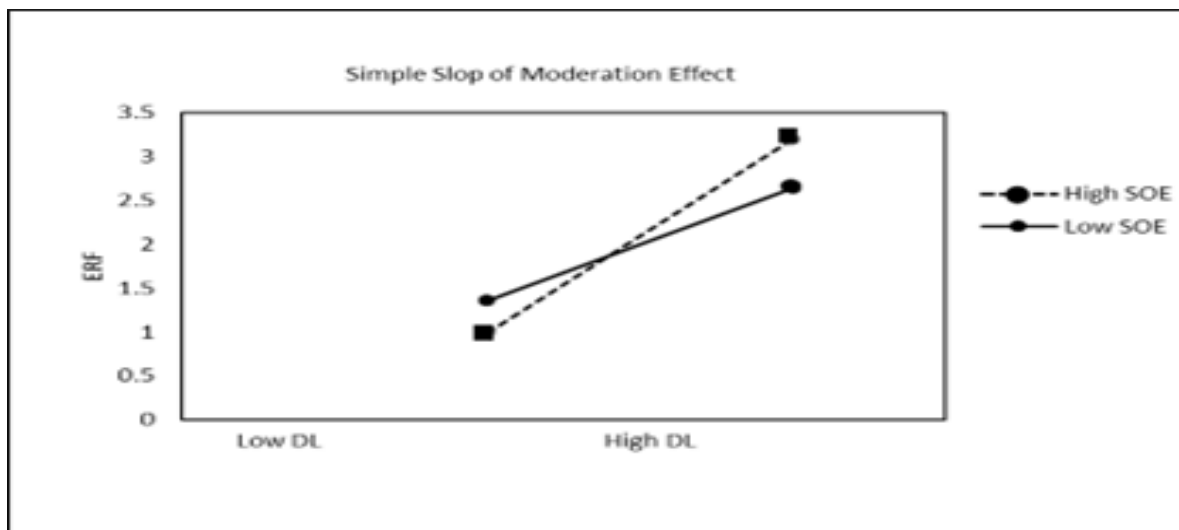


Figure 2. Plot of Interaction Between DL and SOE and with ERF

The relationship between DL and ERF is depicted to be weaker when SOE was high. In contrast, the relationship between DL and ERF was stronger for weaker SOE. Thus, it is confirmed that SOE moderates the relationship between DL and ERF.

Discussion:

In light of the results, the present study successfully answered the research hypotheses. Thus, the results indicated a positive and significant relationship between DL and WWB. The presence of DL will increase employees' WWB which is in line with the H1 of the current study. The results of DL on ERF show a positive and significant relationship which means that DL is directly affecting ERF. In the presence of DL, employees fail to regulate their emotions. Thus, the H2 of the study is supported. Results further indicated that when employees fail to regulate their emotions it increases the WWB significantly. Employees involve in counter-productive behavior when their cognitive resources are depleted as a consequence of DL. Thus, H3 is supported. The results of mediating relationship of ERF between DL and WWB depict that when employees are emotionally exhausted in the presence of DL, the WWB of employees at the workplace is signified. Thus, the ERF aggravates the relationship between DL and WWB. The H4 of the current study described the same relationship. From the results of moderating the relationship between DL and ERF, it is revealed that when SOE is high, the ERF will be weaker, employees will recognize the DL as a representative of the organization and will put more effort to manage their emotions under the stressed situation. Similarly, SOE also moderates the indirect effects between DL and WWB in such a way that WWB will be stronger when SOE is low and vice versa. The results of moderating relationships support H5 and H6 of the present study.

Implications

The current research is remarkable as it explains various parts of despotic leaders and their subordinate relationships. It is an added value in leadership literature especially concerning public sector organizations in a developing country like Pakistan. Public sector organizations follow a bureaucratic style of leadership in Pakistan which keeps the subordinates depressed, miserable, and despondent. The despotic leadership due to its aggressive behavior and exploitation creates stress and fear among the employees within the organization (Den Hartog & De Hoogh, 2008). This research can help policymakers of the country to determine the genuine role of the leader in the Federal Government organizations and help to make policies to lessen the negative outcomes of the despotic leaders. This study will help the training wing of the Establishment Division, as this training wing provides training to the officers of the occupational groups and civil servants of the country. The leaders shape the organizational culture, values, and motivation level of employees. Therefore, the outcomes of this research will help in formulating institutional strategies and long-term policies that will inform the leaders of public sectors about the impacts of a despotic style of leadership. The current study

has various contributions to the literature on despotic leadership and the cognitive theory of stress, appraisal, and coping.

Limitations and Future Directions

Although the current study holds its scholarly and practical significance still it contains certain limitations. Firstly, the data for the current research has been collected from a single source, which may hamper the final results in general. Therefore, data from multiple sources and on a large scale should be collected. Secondly, the current research used time-lagged research with a gap of three to four weeks which is not longitudinal, therefore longitudinal research design approach is recommended for future studies with a longer time period for better outcomes (Dobrow et al., 2018).

The current modality of research should be elaborated, and some other mechanisms are to be adopted for the purpose to expand the dynamics of despotic leadership outcomes. For instance, researchers can determine the effects of DL on other attitudes and behaviors of employees in the private sector. At the same pattern, a thorough and comprehensive study can be initiated to investigate how DL yields positive outcomes for employees by applying distinct mediator(s). The various mediation-moderation variables could be applied for different outcomes. For instance, researchers can utilize “facades of conformity” and “status striving” to examine how DL could create pleasant outcomes for employees' growth and development in the organization (Fouzia et. al., 2020). For this study, the researcher has used emotion regulation failure and convenience sampling was used for the collection of data, but future studies can also focus on other emotions and behaviors such as “psychological detachment”.

References

- Aiken, L. S., & West, S. G. (1991). *Multiple Regression: Testing and Interpreting Interactions*. California: Sage.
- Anjum, M. A., Liang, D., Durrani, D. K., & Parvez, A. (2022). Workplace Mistreatment and Emotional Exhaustion: The Interaction Effects of Self-Compassion. *Current Psychology, Vol.41(3)*, 1460-1471.
- Anwar ul Haq, M., Ahmed, M. A., Shabeer, S., & Khalid, S. (2021). Effect of Despotic Leadership on Counterproductive Behavior: The Role of Reduced Organization-based Self-esteem and Emotional Stability. *Revista Brasileira de Gestao de Negocios, Vol. 23(3)*.
- Bass, R., & Bass, B. M. (2009). *The Bass Handbook of Leadership: Theory, Research, and Managerial Applications*.
- Brown, M., & Mitchell, M. (2010). Ethical and Unethical Leadership: Exploring New Avenues for Future Research. *Business Ethics Quarterly, Vol. 20(4)*, 583-616.
- Clauss, E., Hoppe, A., Schachler, V., & Shea, D. O. (2021). Occupational Self-Efficacy and Work Engagement as Moderators in the Stressor-Detachment Model. *Work and Stress, Vol. 35(1)*.

- Clercq, D. D. (2019). Getting Creative with Resources: How Resilience, Task Interdependence, and Emotion Sharing Mitigate the Damage of Employee Role Ambiguity. *Journal of Applied Behavioral Science*, Vol. 55(3), 369-391. doi:10.1177/002188631985380
- Dai, Y. D., Altinay, L., Zhuang, W. L., & Chen, K. T. (2021). Work Engagement and Job Burnout? Roles of Regulatory Foci, Supervisors' Organizational Embodiment and Psychological Ownership. *Journal of Hospitality and Tourism Management*, Vol. 46, 114-122. doi:10.1016/j.jhtm.2020.12.001.
- De Hoogh, A. H., & Den Hartog, D. N. (2008). Ethical and Despotic Leadership, Relationships with Leader's Social Responsibility, Top Management Team Effectiveness, and Subordinates' Optimism: A Multi-Method Study. *Leadership Quarterly*, Vol. 19(3), 297-311. doi:10.1016/j.leaqua.2008.03.002
- Deery, S., Iverson, R., & Walsh, J. (2002). Work Relationships in Telephone Call Centres: Understanding Emotional Exhaustion and Employee Withdrawal. *Journal of Management Studies*, Vol. 39(2), 471-496. doi:10.1111/1467-6486.00300
- Dobrow, S. R., Ganzach, Y., & Liu, Y. (2018). Time and Job Satisfaction: A Longitudinal Study of the Differential Roles of Age and Tenure. *Journal of Management*, Vol. 44(7), 2558–2579. doi:10.1177/0149206315624962
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of Perceived Organizational Support. *Journal of Applied Psychology*, 86(1), 42–51. doi:10.1037/0021-9010.86.1.42
- Eisenberger, R., Karagonlar, G., Stinglhamber, F., Neves, P., Becker, T. E., Gonzalez-Morales, G. M., & Steiger-Mueller, M. (2010). Leader-Member Exchange and Affective Organizational Commitment: The Contribution of Supervisor's Organizational Embodiment. *Journal of Applied*.
- Eisenberger, R., Stinglhamber, F., Vandanberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived Supervisor Support: Contributions to Perceived Organizational Support and Employee Retention. *Journal of Applied Psychology*, 87(3), 565-573. doi:10.1037/0021-9010.87.3.565
- Fabio A, D., & Saklofske D. (2021). The Relationship of Compassion and Self-Compassion with Personality and Emotional Intelligence. *Personality and Individual Differences*, Vol. 169. doi:10.1016/j.paid.2020.110109
- Gaudiino, M., & Di Stefano, G. (2001). To Detach or Not to Detach? The Moderating Effect of Psychological Detachment on the Relations Between Heavy Work Investment and Well-Being. *Current Psychology*. doi:10.1007/s12144-021-01958-3
- Grandey, A. A., & Gabriel, A. S. (2015). Emotional Labor at a Crossroads: Where Do We Go from Here. *Annual Review of Organizational Psychology and Organizational Behavior*, Vol. 2, 323-349. doi:10.1146/annurev-orgpsych-032414-111400
- Grandey, A. A., Corderio, B. L., & Crouter, A. C. (2005). A Longitudinal and Multi-source Test of the Work-family Conflict and Job Satisfaction Relationship. *Journal of Occupational and Organizational Psychology*, vol 78(3), 305-323. doi:10.1348/096317905X26769.
- Gross, J. J. (2003). Individual Differences in Two Emotion Regulation Processes: Implications for Affect, Relationships, and Well-Being. *Journal of Personality and Social Psychology*, Vol. 85(2), 348–362. doi:10.1037/0022-3514.85.2.348.
- Hobfoll, S. E. (1989). Conservation of Resources: A New Attempt at Conceptualizing Stress. *American Psychologist*, Vol. 44(3), 513-524. doi:10.1037/0003-066X.44.3.513
- Hobfoll, S. E. (2001). The Influence of Culture, Community, and the Nested-Self in the Stress Process: Advancing Conservation of Resources Theory. *Applied Psychology*, Vol. 50(3), 337-421. doi:10.1111/1464-0597.00062

- Hogan, R. &. (2005). What We Know About Leadership? *Review of General Psychology*, Vol.9(2), 169. doi:10.1037/1089-2680.9.2.169
- Hogan, R., Curphy, R., Joyce, H., & J, G. (1994). What We Know About Leadership Effectiveness and Personality? *American Psychologist*, Vol. 49(6), 493-504. doi:10.1037/0003-066X.49.6.493
- Hopkin, C. R., Hoyle, R. H., & Toner, K. (2014). Intellectual Humility and Reactions to Opinions About Religious Beliefs. *Journal of Psychology and Theology*, 42(1), 50-61. doi:10.1177/009164711404200106
- Iqbal, J., Asghar, A., & Asghar, M. Z. (2022). Effect of Despotic Leadership on Employee Turnover Intention: Mediating Toxic Workplace Environment and Cognitive Distraction in Academic Institutions. *Behavioral Sciences*, 5(12), 125. doi:10/3390/bs12050125
- Jabeen, R., & Rahim, N. (2021). Exploring the Effects of Despotic Leadership on Employee Engagement, Employee Trust and Task Performance. *Management Science Letters*, 11(1), 223-232. doi:10.5267/j.msl.2020.8.012
- Jha, J. K., & Sud, K. (2021). Exploring Influence Mechanism of Abusive Supervision on Subordinates' Work Incivility: A Proposed Framework. *Business Perspectives and Research*, Vol.9(2). doi:10.1177/2278533720964292
- K Lehman, W. E., & Dwayne, S. D. (1992). Employee Substance use and on-the-job Behaviors. *Journal of Applied Psychology*, 77(3), 309–321. doi:10.1037/0021-
doi:10.1002/per.2410010304
- Lazarus, R. S., & Folkman, S. (1991). *Stress and Coping an Athology*. England: Colombia University Press.
- Murad, M., Jiatong, W., Shahzad, F., & Syed, N. (2021). The Influence of Despotic Leadership on Counterproductive Work Behavior Among Police Personnel: Role of Emotional Exhaustion and Organizational. *Journal of Police and Criminal Psychology*, Vol. 36(3), 603-615.
- Naseer, S., Raja, U., Syed, F., & Donia, M. B. (2016). Perils of Being Close to a Bad Leader in a Bad Environment: Exploring the Combined Effects of Despotic Leadership, Leader-Member Exchange, and Perceived Organizational Politics on Behaviors. *Leadership Quarterly*, Vol. 27(1), 14-33. doi:10.1016/j.leaqua.2015.09.005
- Nauman, S., Naseer, S., & Zheng, C. (2020). Job Insecurity and Work-Family Conflict A Moderated Mediation Model of Perceived Organizational Justice, Emotional Exhaustion and Work Withdrawal. *International Journal of Conflict Management*, 31(5), 729-751. doi:10.1108/IJCMA-09-2019-0159
- Nauman, S., Tasneem, F., & Haq, I. (2018). How Despotic Leadership Harms Employee Life: The Roles of Emotional Exhaustion and Trait Anxiety. *Academy of Management Proceedings*. 2018. New York: Academy of Management. doi:10.5465/AMBPP.2018.15738abstract
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS Procedures for Estimating Indirect Effects in Simple Mediation Models. *Behavior Research Methods, Instruments, and Computers*, 36(4), 717- 731.
- Reyhanoglu, M., & Akin, O. (2022). Impact of Toxic Leadership on the Intention to Leave: A Research on Permanent and Contracted Hospital Employees. *Journal of Economic and Administrative Sciences*, 38(1), 156-177. doi:10.1108/JEAS-05-2020-0076
- Roczniowska, M., & Bakker, A. B. (2021). Burnout and Self-regulation Failure: A Diary Study of Self-undermining and Job Crafting Among Nurses. *Journal of Advanced Nursing*, 77(8), 3424-3435. doi:10.1111/jan.14872

- Schuenemann, L., Scherenberg, V., Von Salisch, M., & Eckert, M. (2022). I'll Worry About It Tomorrow – Fostering Emotion Regulation Skills to Overcome Procrastination. *Frontiers in Psychology, 13*.
- Syed, F. e., Syed, F., Akhtar, M. W., Kashif, M., Israr ul Haq, M., Ain, Q. u., . . . Aslam, M. K. (2020). When leader is morally corrupt: Interplay of Despotic Leadership and Self-Concordance on Moral Emotions and Bullying Behavior. *Journal of Management Development, 39*(7-8), 911-928. doi:10.1108/JMD-05-2019-0183
- Tepper, B. J. (2000). Consequences of Abusive Supervision. *Academy of Management Journal, 43*(2), 178-190. doi:10.5465/1556375
- Tepper, B. J., Carr, J. C., Breaux, D. M., Geider, S., Hu, C., & Hua, W. (2009). Abusive Supervision, Intentions to Quit, and Employees' Workplace Deviance: A Power Dependence Analysis. *Organizational Behavior and Human Decision Processes, 109*(2), 156-167. doi:10.1016/j.obhdp.2009.03.004
- Thoroughgood, C. N., Sawyer, K. B., Padilla, A., & Lunsford, L. (2018). Destructive Leadership: A Critique of Leader-Centric Perspectives and Toward a More Holistic Definition. *Journal of Business Ethics, vol 15*(1), 627–649.
- Wright, T. A., & Hobfoll, S. E. (2004). Commitment, Psychological Well-Being, and Job Performance: An Examination of Conservation of Resources (COR) Theory and Job Burnout. *Journal of Business & Management, Vol. 9*(4), 389- 406.
- Zaki, J. (2020). Integrating Empathy and Interpersonal Emotion Regulation. *Annual Review of Psychology, Vol. 71*(18), 1–24. doi:10.1146/annurev-psych-010419-050830
- Zhou, X., Rasool, S. F., Yang, J., & Asghar, M. Z. (2021). Exploring the Relationship between Despotic Leadership and Job Satisfaction: The Role of Self Efficacy and Leader–Member Exchange. *International Journal of Environmental Research and Public Health, Vol. 18*(10), 530. doi:10.3390/ijerph18105307.
- Bargau, M. A. (2015). Leadership versus management. *Romanian Economic and Business Review, 10*(2), 197.
- Schilling, M. A. (2009). Understanding the alliance data. *Strategic Management Journal, 30*(3), 233-260.
- Saeed, A., Pervez, R., & Mushtaq, S. (2022). Impact of Despotic Leadership with Mediation of Emotional Exhaustion on Life Satisfaction and Organizational Career Growth: Moderating Role of Emotional Intelligence. *Journal of Managerial Sciences, 16*(4), 21-45.
- Sabir, F. (2021). *Impact of Despotic Leadership on Work-Family Conflict by Considering Emotional Exhaustion as a Mediator and Neuroticism as a Moderator* (Doctoral dissertation, CAPITAL UNIVERSITY).
- Bruursema, K., Kessler, S. R., & Spector, P. E. (2011). Bored employees misbehaving: The relationship between boredom and counterproductive work behaviour. *Work & Stress, 25*(2), 93-107.
- Wang, I. A., Lin, S. Y., Chen, Y. S., & Wu, S. T. (2021). The influences of abusive supervision on job satisfaction and mental health: the path through emotional labor. *Personnel Review*.
- Feldman, D. C., & Tompson, H. B. (1993). Expatriation, repatriation, and domestic geographical relocation: An empirical investigation of adjustment to new job assignments. *Journal of International Business Studies, 24*(3), 507-529.
- Wehrt, W., Casper, A., & Sonnentag, S. (2020). Beyond depletion: Daily self-control motivation as an explanation of self-control failure at work. *Journal of Organizational Behavior, 41*(9), 931-947.
- Arvey, R. W., Renz, G. L., & Watson, T. W. (1998). Emotionality and job performance: Implications for personnel selection.

- Costa, S., Daher, P., Neves, P., & Velez, M. J. (2022). The interplay between ethical leadership and supervisor organizational embodiment on organizational identification and extra-role performance. *European Journal of Work and Organizational Psychology, 31*(2), 214-225.
- Cook, T. D., Campbell, D. T., & Day, A. (1979). *Quasi-experimentation: Design & analysis issues for field settings* (Vol. 351). Boston: Houghton Mifflin.
- Bowden, N., Gibb, S., Thabrew, H., Kokaua, J., Audas, R., Merry, S., ... & Hetrick, S. E. (2020). Case identification of mental health and related problems in children and young people using the New Zealand Integrated Data Infrastructure. *BMC Medical Informatics and Decision Making, 20*(1), 1-13.
- Nunnally, J. C. (1978). An overview of psychological measurement. *Clinical diagnosis of mental disorders, 97-146*.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.