

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**Impact of Despotic Leadership on
Employee Instigated Workplace
Incivility through Interpersonal
Conflict with Moderation of
Self-Efficacy**

by

Komal Asiah

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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*“This humble effort
The fruit of studies and thoughts
Dedicated to
My parents, sisters and teachers
Especially my supervisor
Who always inspired and encouraged me to get on to higher ideals
of life.”*



CERTIFICATE OF APPROVAL

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Acknowledgements

I felt myself inept as have lost my words, words to thanks The Creator, The Master of Universe, who gave me the courage and will to summon my efforts and to put my all efforts enclosed in this presentable form. My eyes are full of tears and the diction has lost its identity to humbly express gratitude to the teacher, the lamp, **The Holy Prophet Hazrat Muhammad (S.A.W)** who gave the mankind a vision, a road to success, and to identify oneself from the wrongs and noble deeds.

I wish to extend my gratitude with the insightful benedictions to my teacher and research supervisor, **Dr. Raza Naqvi** whose insightful comments, guidance and encouragement helped me in quite a significant manner and for suggestions and positive criticism that made me strong enough to give my dissertation in this acceptable form. I extend my deepest gratitude to my mother for their continuous support, kind comments and morale boosting attitude moreover the prayers and motivation of my maternal grandmother made me to complete this landmark. I would very much want to acknowledge and express special thanks to Dr. Raza Naqvi who has been instrumental to my academic career. I also greatly thank Dean and Faculty members of Faculty of Social Sciences of CUST, for their cooperation and support.

I would love to express my sincere thanks to my class fellow **Ms. Maira Emanuel** for her help and support and especially to my sisters for hers help and support. I would like to thank my mother for her special prayers as well as my father who helped me a lot in making this project possible.

Abstract

The main purpose of this study is to study the relationship between Despotic Leadership on Instigated Workplace Incivility with mediating role of Interpersonal Conflict and moderating role of Self-efficacy. The data were collected from employees working in various organizations across Pakistan. The findings of this study establish that Despotic leadership has a positive relationship with Employee Instigated Workplace Incivility while Interpersonal Conflict acts as a mediator. Contrary to expectations, the Moderating role of Self-efficacy is not established. Implications, limitations and future directions are also discussed.

Keywords: Despotic Leadership, Interpersonal conflict, Instigated workplace incivility, Self-efficacy

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Chapter 1

Introduction

1.1 Background of the Study

The leadership's phenomenon includes an ability of an individual to influence others i.e., followers—which helps them to achieve objectives of an organization. Since beginning of the domain of leadership has been romanticized, emphasizing the beneficial effects of leaders on followers and organizations (Schilling, 2009), while largely neglecting the dark side of leadership (Naseer et al., 2016). Moreover, the last few years has seen a secure growth in the literature which focuses on the potentially ugly face of the leadership (Naseer et al., 2016). Increasing interests in the dysfunctional characteristics of leadership suggests a major paradigm shift (Karakitapoglu-Aygun and Gumusluoglu, 2013) which recognise the negative effects leaders can exert over their subordinates. Also with the growing interest in the leadership's dark side, many terminologies have been proposed to capture this construct, including petty tyranny (Ashforth, 1994), abusive supervision (Tepper, 2007), tyrannical leadership, destructive leadership (Einarsen et al., 2007), and despotic leadership (Aronson, 2001).

The business environment has become very competitive and fast in the recent past with transformations in technology and working mechanisms. This transformation is evident in the way organisations deliver products and services through excellent

human resource and they also aim at developing wellbeing of stakeholders including employees. While considering the aspect of human resources and well-being of employees self-efficacy is one of the valuable resources of human capabilities that provides a considerably potent self-believe and motivation realizing employees with self-trust for handling uncertain and stressful conditions (Bayraktar & Jiménez, 2020). For instance in organization, leadership plays a very critical role in shaping organisation's future through development of human resources (Edmonson, Bolick & Lee, 2017). Leadership has evolved over the years and taken different shapes such as transformational, transitional and charismatic leadership (Harms et al., 2017). Several previous studies have demonstrated how different types of leaderships have created positive effects on followers as well as organisations and contributed in achieving organisational goals and objectives (Erkutlu, & Chafra, 2018; Medler-Liraz & Seger-Guttmann, 2018). Such as transformational leadership and other supportive styles of leadership are mandatory concerns supporting self-efficacy as a potential human resource (Bayraktar & Jiménez, 2020). Through many studies have been addressed how these evolved and new forms of leaderships have influenced work behaviours among employees, there is neglected research area about how dysfunctional leadership can negatively influence employee behaviours mainly self-efficacy as their potential resource supporting organizational as well as personal growth and development (Naseer et al., 2016).

Also, incivility is not only a function of individual differences but also a result of the social environment (Taylor & Kluemper, 2012). I thereby examine despotic leadership behaviour under which employees may instigate workplace incivility (Liu et al., 2009). Along with this it is recently studied that self-efficacy is a potential human resource for employees that supports organizational development and growth (Bayraktar & Jiménez, 2020). Yet this research is aimed to observe that, employee who instigates incivility may face a social environment full of unethical behaviours and acts, whereas self-efficacy may perform as a mediator for establishing a relationship between interpersonal conflicts and instigate workplace incivility. It is obvious that a despotic leader influence his/her followers, those

individuals reciprocate favourably by providing the leader with what is most important to him or her, namely, that which promotes the leader's selfish gains and is detrimental to the newcomers and employees who are not in leaders' favourable list or cannot reciprocate the unethical behaviour resultantly, they instigated incivility towards others. For instance self-efficacy is studied as a moderating variable for mediating interpersonal conflict and instigation of workplace incivility.

This current study has been conducted to evaluate how despotic leadership influences on instigated workplace incivility through interpersonal conflicts and moderating effects of self-efficacy. A leader demonstrates the ability to influence others and to achieve organizational goals through influencing (Erkutlu, & Chafra, 2018). The domain of leadership has been emphasizing the beneficial effects of leaders on followers and organizations (Schilling, 2009). Since there is neglected dark side of leadership need to explore (Naseer et al., 2016). Rising interest in the dysfunctional aspects of leadership suggests a major paradigm shift in organizational literature (Karakitapođlu-Aygün & Gumusluoglu, 2013) that defines negative effects of leaders can exert over their subordinates. To date, no study, to our knowledge, has contributed to an understanding of how despotic leadership instigated employees' incivility at work whilst developing a relationship with interpersonal conflict and moderating effect of self-efficacy. Incivility has defined as "low-intensity deviant behaviour with ambiguous intent to harm the target" (Andersson & Pearson, 1999, p.457). Uncivil behaviours are manifested through disrespect, condescension, and degradation (Burnfield, Clark, Devendorf, & Jex, 2004).

1.2 Gap Analysis

This study is trying to fill various contextual and theoretical gaps in literature of Despotic Leadership and Instigated workplace Incivility which were identified by previous literature. Leadership is an important phenomena for the success of employee's in order to achieve organizational goals. Research has shown that because of Despotic leadership employees feel distress and left their jobs (Tepper, Duffy, Henle, & Lambert, 2006). Previously researcher stated that despotic leadership

has negative and harmful impact on their followers and this effect intensify when the subordinate are anxious (Kant et al., 2013). Glomb (2002) found that Despotic Leadership can create a high impact on individual job satisfaction and employee overall performance. These all variables are studied in literature; however they are not modeled in a single conceptual model. The current study is conducted to model these all variables by examine that how Despotic leadership impact Instigated Workplace Incivility with the mediating role of Interpersonal Conflict and moderating role of Self-Efficacy. Moreover, the research is very limited in the Pakistani textile industries in the context of leadership, so, therefore there is an undeniable need to expand research in this area by using Despotic leadership in the textile industries of Pakistan. Researcher also stated that Despotic leadership style is dark side of leadership, and there is some cost associated with such kind of behaviour which is Instigated workplace Incivility, and Despotic leadership in organization increase de-motivation in the employees and also become a reason of turnover and absenteeism among employees (Tepper et al., 2006). This study will be very helpful for the employees and managers of the textile industries of Pakistan that how can be Despotic leadership so critical for employee and organizational goals.

So, this study is trying to fulfil different gaps by exploring the moderated mediation model with impact of Despotic leader on Instigated workplace Incivility through Interpersonal Conflict and Self-efficacy is used to moderate the effect of Despotic leadership on Interpersonal Conflict in Textile Industries of Pakistan.

1.3 Problem Statement

There are excess of studies available, which examined various forms of leader styles which make impact on workplace i.e. transformational leadership and ethical leadership but no study available on how Despotic leadership make effect on Employee Instigated Workplace Incivility. The debate remains incomplete unless we do not find when and how Despotic leadership effects on Instigated Workplace Incivility with mediating role of Interpersonal Conflict and moderating role of Self-efficacy.

For this, Self-efficacy is taken as an explanatory path which tries to offer a mean end relationship in presence of Despotic Leadership. Finally, the context of study is unique, since we find limited studies in extent literature which consider non US/Western to study leadership. This study is being addressed by taking a unique context of Pakistan.

1.4 Research Questions

The following research questions are aimed to be answered by carrying out this research:

Question 1:

Does the relationship exist between Despotic leadership and Instigated Workplace Incivility?

Question 2:

Does Interpersonal Conflict mediate the relationship between Despotic leadership and instigated workplace incivility?

Question 3:

Does Self-efficacy moderates the relationship between Despotic leadership and Interpersonal Conflict?

1.5 Research Objectives

Following are the objectives of the study:

Objective 1:

To examine the association between Despotic Leadership and Employee Instigated Workplace Incivility.

Objective 2:

To examine the association between Despotic Leadership and Interpersonal Conflict.

Objective 3:

To examine the association between Interpersonal Conflict and Employee Instigated Workplace Incivility.

Objective 4:

To explore the mediating role of Interpersonal Conflict between Despotic Leadership and Instigated Workplace Incivility.

Objective 5:

To explore the mediating role of Self-efficacy between Despotic leadership and Interpersonal Conflict.

1.6 Significance of Study

The current study significantly contributes academically as well as practically in literature and organizational improvement respectively. Academically, there is research gap with respect to exploring the influence of despotic leadership on workplace incivility and interpersonal conflict. Moreover, the realization of this influence with the moderating impact of self-efficacy as a potential human resource is not explored in literature. Therefore, this study has provided empirical evidence of how despotic leadership can instigated workplace incivility among employees and contributes towards interpersonal conflicts between employees and leaders. As discussed, the gap in literature is also bridged through evidence moderating role of self-efficacy on association between interpersonal conflicts and despotic leadership, therefore, this research is significant for future researchers to take insights about different leadership forms and their negative impacts on employee behaviors, specifically workplace incivility. Moreover, the extended literature has also provided support to conservation of resource theory, by evaluating self-efficacy as a potential human resource moderating between despotic leadership and Interpersonal Conflict whilst acting as a moderator for despotic leadership.

Followers perceive leaders as support mechanism that can motivate them to achieve their personal and organizational goals. When followers do not get desired motivation and support from leaders, they are more likely to get unmotivated and detached from their work. Despotic leaders are often motivated by their self-interests and exert dominating influence over followers (Schilling, 2009) which can be negatively perceived by employees who seek supportive and assertive directions from leaders. These conflicting interests between leaders and followers in an organization may lead to incivility among employees and interpersonal conflicts. Such situations may lead to negative outcomes on employees in terms of aggression, job strain, stress and de-motivation (Naseer, et al., 2016) which can influence their productivity and organizational goals.

For instance, existing study contributes in literature through 3 ways: Firstly, literature has replete with an abundance of antecedents of workplace incivility and our study contributes in a manner which gives understanding about Despotic leadership as the central predictor of instigated workplace incivility. The researcher defined that the employee has feelings of aggression and deviance work behavior because of Despotic leadership.

Secondly, the researcher has scrutinized that how employee will instigated workplace incivility. For that purpose with the help of literature, we explored interpersonal conflict as best fit mechanism between Despotic leadership and instigated workplace incivility.

Finally, by examining the moderating effect of Self-efficacy, we will check its impact on Despotic leadership to interpersonal conflict. It will describe as if an employee has high self-efficacy, the relationship of Despotic leadership to interpersonal conflict will become weaker. But when there is low self-efficacy, the relationship will become stronger between Despotic leadership to interpersonal conflict.

We also support our research model with conservation of resource theory (Hobfoll, 1989). COR theory demonstrates that humans are motivated to protect their current resources and acquire new resources. Resources are in form of social, psychological and physical. Employee tries to live in happy environment. But the unethical and unforgiving, arrogant behaviour of leader is a great psychological

resource depletion of employee. According to the (Naseer, 2016) followers reciprocate the leader behavior in beneficial ways. Same with that case, when employee works under abusive or despotic an autocratic leader, he reciprocates the negative behaviour (Lian et al., 2012; Tepper et al., 2009).

As Despotic leadership scores low on ethical standard, so followers also indulge in misbehaving and unethical activities which can harm the new comers and some employees who have high ethical standard. Such employee will leads towards mistreatment and tries to manage the resources. Ultimately reduces in social skills enlarges interpersonal conflict. The rapidly depletion of resources exhaust the employee, in response, he instigate incivility at workplace.

As examined, this study can be very supportive for organizations within textile industry of Pakistan which are mostly under dominating leadership, often having traits of despotic leadership. These organizations suffer with negative outcomes of despotic leadership and low productivity with workplace incivility within employees. The insights from this study can be taken by policy makers in these organizations to see reasons behind workplace incivility among employees and their interpersonal conflicts with leaders. They can track negative outcomes of despotic leadership and make new policies for eliminating such leadership and replacing it with more supportive form of leadership with influences positive outcomes among employees.

1.7 Supporting Theory

1.7.1 Conservation of Resources (COR)

In the past studies there has been various theories deployed to evaluate the potentially negative outcomes of pessimism and unethical traits reflecting dark leadership styles. For instance, Lazarus and Folkman (1984) presented transactional theory of stress defining stress as a condition causing discrepancy between resources and demands by evaluating and explaining the process of appraisal stressor. Also, theory of cognitive categorization presented by Crocker et al. (1984) reflected the

behavioral aspects of individuals based on variant categories in accordance with their experiences in the world. Other than this, Barbuto (2000) presented the follower compliance theory discussing the psychological perspectives and processes providing motivation to employees for tackling despotic leadership etc (Thorough Good et al. 2012). In addition to these theories, Hobfoll (1989) formulated their “Conservation of Resources” theory as a way of applying basic stress concepts to burnout. As per our hypothesis and research framework COR theory supports our approach – it is based on the conceptual paradigm of COR theory that differentiates it from other theories, such as COR theory reflects the potential gain and loss of resources whereas other theories have described the stress management in accordant ways. Moreover, since our research is based on assessing the moderating role of self-efficacy that is a human resource therefore COR theory supports our research. According to COR theory the individuals are in continuous state to acquire, seek and maintain resources. This suggests that human beings are prone to react to a situation where exists an evitable threat for loss of a resource, lack of required gain of a resource, a potential and actual loss of resource, where the resources are categorized as personal characteristics (psychological traits, skills, and mindsets), tangible objects, or energies. The reaction of individuals during these conditions results for manifesting into withdrawal of the responsible state unless or until they are assured to gain the resources that works to cope up with the loss of resources.

Deploying the theoretical support of COR theory we argue that despotic leadership develops a stressful situation that may cause employees to feel the loss of their potential resources that may result in interpersonal conflict and can become a cause to instigate workplace incivility. Along with this despotic leadership with the threatening and considerable negative behavior employees may become indulge in a state of helplessness and powerlessness. Despotic leadership as a forceful implication on employees to perform certain tasks which they find uninteresting and irrelevant to their skills and competencies may result as a stressor for them and can cause interpersonal conflicts. As the employees are favorite of leader, they might also adopt the similar behavior of leaders, considering this as a resource to gain

their self-efficacy or skills at work. In this situation, employee may consider themselves as a misfit to organization and may cause depletion to their psychological resources.

Chapter 2

Literature Review

2.1 Despotic Leadership and Instigated Workplace Incivility

“Leadership is a process where a leader mobilizes psychological, political, institutional and other resources to satisfy, inspire and engage all the follower or members of group” (Burns, 1978). Leadership is a function performed by a person who has special task and role oriented perspectives and also act like a key element in communications with other followers and leaders (Smylie et al., 2005). Research also revealed that leadership trait in which leaders try to uses authority and control over rewards, punishments, and information to manipulate or coerce followers (Yukl & Van Fleet, 1992: 148).

We used currently despotic leadership and its harm effects on employee’s psychological state, in return employee instigate incivility. Such leaders are expected to harm followers’ optimism for the future. Followers are highly insecure regarding their job and position in organization. They perceive organization as a hostile environment because of mistreatment, unfair and exploitative behavior by their leader (De Hoogh, & Den Hartog, 2008).

Despotic leaders are inclined to have unquestioned compliance and obedience from subordinates that is also associated and interlinked or enforced by their explicit

leadership style. They behave in selfishly manner toward needs of employees or followers (Schilling, 2009). This callously style of leadership revolves around supremacy power over subordinates. Despotism leaders also develop high power distance culture between them and their followers. Despotism leaders behave in a self-interested manner, are morally corrupted, and have low ethical standards (De Hoogh & Den Hartog, 2008). This study can be very supportive for organizations within textile industry of Pakistan which are mostly under dominating leadership, often having traits of despotism leadership. These organizations suffer with negative outcomes of despotism leadership and low productivity with workplace incivility within employees. The insights from this study can be taken by policy makers in these organizations to see reasons behind workplace incivility among employees and their interpersonal conflicts with leaders. They can track negative outcomes of despotism leadership and make new policies for eliminating such leadership and replacing it with more supportive form of leadership with influences positive outcomes among employees. Despotism leaders additionally encompasses leader behaviors that reflect egoistic motives designed to manipulate, use, and exploit followers for personal gain.

Despotism leaders falls low in moral standard (De Hoogh, & Den Hartog, 2008), and they are insensitive for the need of employees and have little care about the consequences of their behavior. On the basis of exchanges norms, leaders design the climate of his self-interest in organization. Additionally, according to LMX those employees who are refine in relationship with despotism leaders also conceal the behavior similar to as their leader i.e. arrogant, unethical (Naseer, 2016). According to the Erkutlu and Chafra (2018) despotism leaders also influence more to their followers and they reciprocate the behavior of their leaders i.e. narcissist, abusive or despotism behaviors. Hence, employee who are new in the organization or who scored high in ethical values feel less comfortable in stressful environment of the organization and to avoid from resource loss instigate workplace incivility. Literature posits that employee learn negative behavior from others at workplace (Foulek, Woolum, & Erez, 2016). Moreover the followers of despotism leaders also

instigated workplace incivility as a norm of the workplace because employees perceive despotic behavior from the leader and express it over there. If employees are more attentive towards 'self-regulation' and have control on them, they will block competing and irrelevant information (Johnson, Chang, & Lord, 2006). For example, leader's supremacy, arrogant behavior or self-centered attitude would not bother him to deviate from his job as well as he will not get emotionally exhausted.

Workplace incivility has been defined as "low-intensity deviant behavior with ambiguous intent to harm the target" (Andersson & Pearson, 1999, p. 457). It is different from aggression (Yang, Caughlin, Gazica, Truxillo, & Spector, 2014). Employees instigate workplace incivility because they are passing through the feelings of condescension, and degradation at work (Burnfield, Clark, Devendorf, & Jex, 2004). According to Lazarus and Folkman (1984, p.19), when employees perceive psychological stress from the environment i.e. despotic behavior of leaders and his followers, they instigate workplace incivility.

According to Hobfoll's (1989) Conservation of Resources (COR) Theory, individuals are motivated to acquire, protect and retain resources. Resources are, "those objects, personal characteristics, conditions, or energies that are valued by the individual or that serve as a means for attainment of these objects, personal characteristics, conditions, or energies" (Hobfoll, 1989, p. 516). Compliance of Conservation of Resources (COR) theory, individuals try to maximize their resources and save them from depletion. Whenever, an individual will be in a stressful environment, his resource loss occurs due to the rapid depletion of resources. Perceived excessive stress (despotic behavior) from the environment can deplete our resources (Hobfoll, 1989). The despotic leadership's arrogant and self-interested behavior puts individuals susceptible to heightened psychological strain that could lead them to retaliate and instigate workplace incivility (Loh, & Loi, 2018). Studies represent that emotionally distressed, exhausted, or burned out employees instigate workplace incivility toward other individuals at workplace (Blau & Andersson, 2005; van Jaarsveld et al., 2010; Lim & Cortina, 2005) because loss of resources is detrimental for their psychological health. So, the other members or newcomers who have not any approach towards the leader will be in stress due to interpersonal

conflict and negative leadership style. Such incongruent environment depletes their psychological, social resources. In return, they will instigated incivility at work. So, on the basis of literature we hypothesize:

H₁: *Despotic leadership is positively and significantly associated with Instigated workplace incivility.*

2.2 Despotic Leadership and Interpersonal Conflict

As the literature largely ignored the dark side of leadership, but from the last decade the researchers and practitioners found interest in potentially dark side of leadership (Conger, 1990; Padilla, Hogan, & Kaiser, 2007; Schaubroeck, Walumba, Ganster, & Kepes, 2007). Now, more suggested aspect is to investigate that how negative leadership exert negativity over their subordinates (Karakitapoglu-Aygun & Gumusluoglu, 2013). It is the need of hour to investigate and explore the top management as well as leader and his negative impact on subordinates that would also be a serious concern for the organization (Hoobler & Hu, 2013). Literature is replete with negative leaderships such as abusive supervision (Tepper, 2000), petty tyranny (Ganster, & Pagon, 2002) and how it influence subordinates psychologically, emotionally, socially and physically.

Current research focuses on the despotic behavior of leadership and how its effect on subordinates. Despotic leader demands unquestioned compliance from employees, means they do not give speaks power to the employees. Insecure job environment as well as callously and selfish behaviors toward followers' needs and concerns put them in stress (Schilling, 2009). Despotic leaders are arrogant, morally corrupt and self-centered (De Hoogh & Den Hartog, 2008). And we want to express through understudy dissertation that how subordinates who work under negative leader perceive negativity and express it on workplace and towards their job. In

an organization, A team is recognized by his leader because the subordinates emulate (i.e. social identity; Tajfel, 1972; Tajfel & Turner, 1979) and learn from (i.e., social learning; Bandura, 1977) leader.

Past studies expressed that despotic leaders are so egoistic and manipulative towards their subordinates for personal gain and work against legitimate interests of the organization. Being dominant and powerful, they take much unethical decision which is harmful for employee's psychological and social state. Previous studies found that despotic behavior is negatively related to the OCB, Creativity and job performance of the employees (Naseer, Raja, Syed, Donia, & Darr, 2016) and we hypothesized that despotic behavior also positively associated with interpersonal conflict. The despotic leadership negatively influence on employee's optimism and perception of leader effectiveness which consequently leads to the subordinates towards perceived organizational politics at workplace. Hence, the employee all the time thinks about others with perceived negativity and consider everyone rest in the team unethical and corrupt. This perception of politics leads to the employee towards interpersonal conflict. For example, an employee with highly perceived organizational politics will think that every person in the workplace is working for self-interest to gain more resources. So, the conflict would arise between peers.

According to the LMX (leader member exchange), some subordinates who are low in ethical standard subsequently adopt the negative characteristics of leader (Graen & Cashman, 1975; Graen & Scandura, 1987) and behave unethically as well as socially unconstructive that are deceitful for their peers and colleagues at workplace (Aronson, 2001; De Hoogh & Den Hartog, 2008). According to LMX, the employees who are the part of in-group of despotic leaders also conceal the behaviour similarly i.e. arrogant, unethical, and unconstructive (Naseer, 2016) that is root cause of interpersonal conflict at workplace because there are many disputes emerge between the employees on the basis of ethical standards, dominancy and power. Mutual exchanges at workplace entail interpersonal interaction and relationship among workers. This exchange in relationship expresses that the action of one individual generate reactions in another individual. If an employee harms or indulges in evil deeds, the recipient of that treatment will react accordingly

(Kelley, 1968). Past studies accumulated that despotic leaders are ranked low on ethical code of conduct. They also ranked low in personal commitment, sensitivity toward others, self-evaluation and are not being responsible for ones actions (De Hoogh & Den Hartog, 2008). Despotic leaders are autocratic, controlling, and limit participation in decision-making (Aronson, 2001; De Hoogh & Den Hartog, 2008). Moreover, they unfairly treat their employees. Employees within 'exchange relationship' reciprocate the behaviour may find it difficult to channel their reactions directly toward the offending authority (i.e., despotic leaders) (Naseer, 2016). Therefore, they may do so through indirect means such as reciprocate the behaviour towards peers and hence interpersonal conflict arises.

Leader's performance is a function of his/her follower's accomplishments either he is negative or positive; his employees also reciprocate leader characteristics that is harmful for other employees at workplace. And those recipient or employee who is highly ethical found difficulty in surviving at unethical workplace. Therefore, such followers are likely to reduce social relationship. Additionally, rest of the employees have disputes and disagreements for each matter with their colleagues. According to conservation of resource theory individual try to save his resources from depletion (Hobfoll, 1989). When there is high perception of politics at workplace, such perceptions emerge high insecurities and trust issues among team members. Resultantly, their interpersonal conflicts arise. So, on the basis of literature, we hypothesized.

H₂: *Despotic leadership is positively and significantly associated with interpersonal conflict.*

2.3 Interpersonal Conflict and Instigated Workplace Incivility

Interpersonal conflict is one of the predominant stressors in the workplace environment which should explore (Bolger, DeLongis, Kessler, & Schilling, 1989; Keenan & Newton, 1985; Narayanan, Menon, & Spector, 1999; Smith

& Sulsky, 1995). Conflict is a pervasive phenomenon that permeates organizational processes and outcomes. Its omnipresence nature and the importance has been acknowledged in diverse fields of conflict management i.e. psychology, communication, organizational behavior, information systems (IS) and marketing (Deutsch, 1990; Greenhalgh, 1987; Pruitt & Rubin, 1986; Putnam and Poole, 1987; Robey, Farrow, & Franz, 1989; Wall & Callister, 1995). Literature has demonstrated that interpersonal conflicts with the antecedent of frequency of incivility, bullying, resistance, and need for negotiation (Andersson & Pearson, 1999; Fitness, 2000; Glomb, 2002; Hodson, Roscigno, & Lopez, 2006).

Research exclaimed that conflict usually arise because one party perceives that one or more of its goals, preferences or means of achieving goal or preferences is being threatened or hindered by the intentions of one or more parties at work environment (Omole, 1983; Oladitan, Ajibua, Fashogbon, & Ajayi, 2014). Conflict is somehow different from aggression, threat, arguments, hostility as well as war (Omole, 1983). Albert (2001) defined conflict as “opposition among social organizations, directed against one another”. And interpersonal conflict is about employee perception or being confronted with interpersonal event and feels negative for something one care about (Thomas, 1992). Due to interpersonal conflict one might trigger for bullying and incivility (Baillien, Bollen, Euwema, & De Witte, 2014; Leymann, 1996). Interpersonal conflict also emerges because of power imbalance (Oladitan, Ajibua, Fashogbon, & Ajayi, 2014). When there is despotic leadership at workplace, the environment would have some prominent elements of stressors (domineering, controlling, and vengeful) for those who are misfit perceiving power imbalance at workplace and possessing incongruent values prevailing at workplace. Hence these elements instigate team members for incivility.

In their review of the conflict literature, Spector and BrukLee posit that “stress resulting from the social work environment, namely interpersonal conflict” (2007, p. 267). Therefore, we can say that persons demonstrate conflict between relations is stressful. When, the employee become emotionally exhausted due to the stressful workplace and this will instigated incivility. Interpersonal conflict is the

most detrimental stressor for the employee's emotions who is working in a team (Jex & Thomas, 2003; Liu, Spector, and Shi 2007; Spector & Jex, 1998). This is why; one is lacking social resources because of disputed and frustrated social relations that foster him to become uncivil. Moreover, institutionalizing negative behaviours of mistrust, fatigue and interpersonal conflict nurtures the individual towards instigate incivility (Cortina et al., 2001).

Interpersonal conflict leads to the negative emotions and feelings of frustration for employees (Fox, Spector, & Miles 2001; Young & Corsun, 2010) resultantly employee become emotionally exhausted. More over this exhaustion instigated incivility among employees (Koon, & Pun, 2018). workplace incivility include taking advantage of work and ideas of others, generating rumours about colleagues, not providing encouragement to subordinates, ignoring requests of colleagues, yelling at colleagues (Estes & Wang, 2008; Torkelson, Holm, Bäckström, & Schad, 2016). Past research investigated that organizational changes, job insecurity, minimal social support from co-workers and supervisors, intensified job demands, and low autonomy over job scope are potential organizational factors are the root cause of instigated workplace incivility (Torkelson et al., 2016) but in current dissertation we hypothesized that interpersonal conflict is an antecedent of instigated workplace incivility.

Conservation of Resources (COR) theory also exemplifies that resource loss leads to burnout. And resource loss occurs when there is depletion of the resources, Conservation of Resources (COR) theory also posits that individual try to save and retain those resources. So, with compliance of theory, it is portrayed that individual has depletion of resources because of workplace conflict that is disagreement or threat of other party will hinder one's resources and these conflicts emotionally exhausted him. Therefore, individual try to save resources from depletion and save himself from burnout by instigated workplace incivility which include generating rumors about colleagues, not providing encouragement to subordinates, ignoring requests of colleagues, yelling at colleagues. Hershcovis, Turner, Barling, Arnold, Dupré, Inness, and Sivanathan (2007) meta-analysis demonstrates that interpersonal conflict is the leading cause of workplace aggression in form of instigated

incivility. On the other hand, employees who adopt work environment swiftly also demonstrate incivility. If your co-workers behave uncivil, it also instigated the incivility for the recipient. In fact, researchers have associated interpersonal conflict as higher level of energy depletion, helplessness, and feelings of being overwhelmed (Liu, Spector, and Shi 2007). These emotions are likely to lead to a higher level of emotional exhaustion and resource loss. Consequently, employees instigate incivility.

H₃: *Interpersonal conflict is positively and significantly associated with Instigated workplace incivility.*

2.4 Interpersonal Conflict mediates among Despotic leadership and Instigated Workplace Incivility

On the basis of previous literature, we accumulated that interpersonal conflict mediates the relationship between despotic leadership and instigated workplace incivility (Torkelson et al., 2016; Oladitan, Ajibua, Fashogbon, & Ajayi, 2014; Naseer, 2016). As per conservation of resource (COR) theory, individual has different types of resources i.e. psychological or emotional, physical and social resources. Individual try to build, protect, and retain the personal characteristics, conditions, and energies that strengthens him to cope with environmental stressor such as arrogant and supremacy behaviour of leader, job insecurity, unethical workplace environment etc.

With the hectic job demands with least resources and stressors of the environment, one may found rapidly depletion of his/her psychological resources. He becomes emotionally drained out because of the incapability to manage resource depletion proportionately resource building. Stressors and significant job demands leads employee toward stress or emotional exhaustion (Hobfoll, 1989).

When individual found one type of resources depletion more compatible to others (i.e. psychological resources) he tries to invest in other resources (i.e. social & physical) as substitute to save him from emotional exhaustion. Individual do effort to retain his psychological resources and physical well-being. Therefore, individual turn to other resources that serve as indispensable elements of their “stress resistance armamentarium” (Hobfoll, 2002, p. 312).

Rapidly depletion of one’s resources as compare to retaining, makes him stressful due to which he tries his best to save the remaining resources (Hobfoll, 2002). Doing job under despotic leadership is a source of permanent stress for an employee (Elçi, Aener, Aksoy, & Alpkan, 2012) and he strive to save his resources by investing in social resources for example try to build social relationship by seeking sincerity and friendly co-workers.

Literature demonstrate that despotic leadership create the climate of supremacy and selfishness (Aronson, 2001; De Hoogh & Den Hartog, 2008). Hence, followers also go for impression management and try to flattery of his leader by reciprocating the despotic behavior towards co-worker and behave unethically which is harmful for the individual who scores high in ethical role or newcomers. Therefore, interpersonal conflict starts arising among team members. This conflict can be raised from minute disagreement to severe altercations. So, the social, psychological resources deplete due to interpersonal conflict.

Moreover, despotic leader is greedy so they don’t care for the physical needs of his employee. Despotic leader play unethical role while distributing resources and the employee who are in the in-group of despotic leaders get more resources. Indeed, psycho-physiological research has shown that coping with stressor required effort that produces fatigue (Cohen, Stokols, Evans, & Krantz, 1986). And to avoid depletion, either individual try to invest more resources or save the remaining resources. The effort that one makes to restore existing resources instigated him for incivility. He tried to save himself from resource loss. So, show incivility at workplace. So, through the support of literature we found that interpersonal conflict as a mechanism between despotic leadership and instigated workplace incivility (Herschovis et al.’s 2007; Greenhalgh, 1987).

H₄: *Interpersonal conflict mediates among Despotic leadership and Instigated workplace incivility.*

2.5 Self-efficacy moderates the relationship between Despotic leadership and Interpersonal Conflict

Self-efficacy is a construct defined by Bandura (Bandura, 1991). Many researchers are interested in the employment sphere have measured self-efficacy at intermediate level in order to capture a relatively specific domain (job search, creativity) while maintaining some general use properties of the measure. We found different perspectives on self-efficacy concepts and measures have greatly enhanced our understanding of human behaviour at the organizational level. Self-efficacy is necessarily element in organizational setting to deal with the job-specific challenges, job-related stress, and its consequences (Shoji, Cieslak, Smoktunowicz, Rogala, Benight, & Luszczynska, 2016).

Self-efficacy has been conceptualized as situation specific belief (Sherer, Maddux, Mercandante, Prentice-Dunn, Jacobs, & Rogers, 1982). Self-efficacy defined as set of beliefs of individual "to organize and execute courses of action required managing prospective situations" (Bandura, 1997, p. 2). Studies describe that individual with high self-efficacy bitterly manages the daily routine challenges and is more able to cope with workplace stressors. Therefore they become less likely to move towards burnout or emotional exhaustion (Fida, Laschinger, & Leiter, 2018). While considering the aspect of human resources and well-being of employees self-efficacy is one of the valuable resources of human capabilities that provides a considerably potent self-believe and motivation realizing employees with self-trust for handling uncertain and stressful conditions (Bayraktar & Jiménez, 2020). For instance in organization, leadership plays a very critical role in shaping organisation's future through development of human resources (Edmonson, Bolick & Lee, 2017). Leadership has evolved over the years and taken different

shapes such as transformational, transitional and charismatic leadership (Harms et al., 2017). Several previous studies have demonstrated how different types of leaderships have created positive effects on followers as well as organisations and contributed in achieving organisational goals and objectives (Erkutlu, & Chafra, 2018; Medler-Liraz & Seger-Guttmann, 2018). Such as transformational leadership and other supportive styles of leadership are mandatory concerns supporting self-efficacy as a potential human resource (Bayraktar & Jiménez, 2020). Through many studies have been addressed how these evolved and new forms of leaderships have influenced work behaviours among employees, there is neglected research area about how dysfunctional leadership can negatively influence employee behaviours mainly self-efficacy as their potential resource supporting organizational as well as personal growth and development (Naseer et al., 2016).

Self-efficacy has broad impact on employee which is measured through many ways, ranging from a general trait (Chen, Gully, & Eden, 2001) to a highly situation-specific phenomenon (Bandura & Cervone, 1986). Bandura (1986) says that individual with high self-efficacy not only controls over his action to increase locus of control or to protect them from showing negativity to others but also regulates his psychological and emotional states in better way. Hence, it becomes effortless to show positive behaviour while confronting despotic behaviour of the leader. As per the (Avey et al. 2010) the individual who is highly self-efficacious would have inner motivation, and positive expectations of success based on the belief in his/her competence and abilities. This is why some individual get less stressful from the despotic behaviour of leadership and also don't bother to the followers of leader who shows self-interested and manipulative behaviours towards co-worker. Which ultimately increase and create better social relations of him with others (Rhee, Hur, & Kim, 2017). So, we say that employee working with despotic leadership will less likely create interpersonal conflict because they would be less stressed out by the leader's self-interested behaviour.

Literature describes that people with high self-efficacy establishes one's beliefs in him and on his capability to exercise control over challenging demands (Bandura, 1997). The individual with high self-efficacy are better enough to cope with stress

and get least frustrated because they have belief on their qualities more than what happening in the environment. For example, he has belief on his will power, his patience, his problem solving skills. While on the other hand, he has good social relations at workplace.

We hypothesized in current dissertation that self-efficacy moderates the relationship of despotic leadership to interpersonal conflict such that the existing relationship become weaker when there is high self-efficacy. So, we can say that despotic leaders threatened the employee wellbeing and job security. Despotic leader demands unquestioned compliance and obedience from their subordinates, enforced by their explicit leadership style while behaving callously and selfishly toward followers needs (Schilling, 2009). Despotic leadership additionally encompasses leader behaviors that reflect egoistic motives designed to manipulate, use, and exploit followers for personal gain. While dealing with despotic leaders, the employee who has high self-efficacy easily manages the stress coming from upper hierarchy. He easily manages the stress of workplace. Hence, less move towards interpersonal conflict. Low self-efficacy would experience higher degrees of strain on job to the extent that role overload and responsibility are salient. Highly self-efficacious employee, equipped with the knowledge that they have the capability to handle harder situation, should be able to develop strategies to cope with these inequalities (Matsui & Onglatco, 1992). These strategies can involve changing the degree of efforts exerted; help to face the power distance and unethical behavior of leadership. Thus, the impact of role overload and job strain should be minimum.

Conservation of resource (COR) theory (Hobfoll, 1989) also exemplifies that employee want to live in happy world. So, to reduce the stress, with their inner belief on themselves will help them to avoid interpersonal conflicts. For example, the person has depletion of resources and the rapidly deletion of resources increasing individual stress level. So, the literature demonstrates that high self-efficacy negatively related to the stress (Klassen, & Chiu, 2010). Hence, the resources would not deplete.

According to Hobfoll (1989), Conservation of Resources (COR) Theory, individuals are motivated to acquire, protect and retain resources. And also maximizes those resources to save him from burnout. Therefore, the person is less stressful due to despotic leadership would less likely move towards interpersonal conflict in order to escalating his social resource. So, the relationship of despotic leadership to interpersonal conflict becomes weaker in presence of Self-efficacy and strengthens in absence of Self-efficacy. Self-efficacy has been measured in many ways, ranging from a general trait (Chen, Gully, & Eden, 2001) to a highly situation-specific phenomenon (Bandura & Cervone, 1986).

H₅: *Self-efficacy moderates the relationship between Despotic leadership and interpersonal conflict; such that the relationship will be weakened, when Self-efficacy is high and stronger when self-efficacy is low.*

2.6 Conceptual Framework

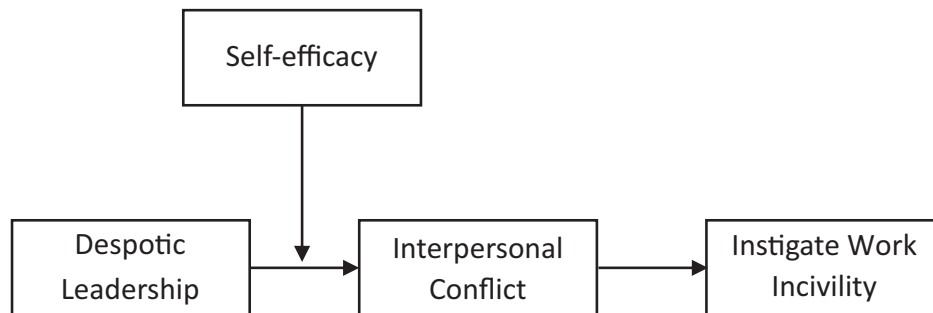


FIGURE 2.1: Conceptual Framework

2.7 Hypothesis Statements

H₁: *Despotic leadership is positively and significantly associated with Instigated workplace incivility.*

H₂: *Despotic leadership is positively and significantly associated with Interpersonal Conflict*

- H₃:** *Interpersonal conflict is positively and significantly associated with Instigated Workplace Incivility*
- H₄:** *Interpersonal conflict mediates between Despotic leadership and Instigated Workplace Incivility*
- H₅:** *Self-efficacy moderates the relationship between Despotic leadership and interpersonal conflict; such that the relationship will be weakened, when Self-efficacy is high and stronger when self-efficacy is low.*

Chapter 3

Research Methodology

3.1 Introduction

Research methodology will be discussed in this section. Here, we have to find out the Impact of Despotic Leadership on Instigate Workplace Incivility with mediation of Interpersonal Conflict and with moderation of Self Efficacy. In research methodology we conclude research design, data collection methods along with population and sample and instrumentations etc. are discussed.

3.1.1 Unit of Analysis

This investigation will be primary research in nature. The participants who participate

in this study are respondents, we collect information from respondents during survey through questionnaire. In this study data was gathered by employees of Textile Industry of Pakistan. So, the unit of analysis in this research was subordinates of Textile Industry.

3.2 Research Design

Research design is a way which is proceeded in research and gives the directions about how a research should be done and about which individuals will be the respondents of study, which techniques shall be used for data analysis and which method should be used to collect data. This investigation depended on primary data and can be named as causal research.

3.2.1 Type of Study

This investigation is utilized to highlight the impact of Despotic Leadership on Employee Instigated Workplace Incivility with mediating role of Interpersonal Conflict and with moderation of self-efficacy and for this, co-relational study has been used in this research.

3.2.2 Research Philosophy and Quantitative Research

As we know population is huge and we cannot measure whole population, that's why quantitative approach is used by researchers and also appreciated. I take sample from some population which represent the whole population. Therefore, in this study quantitative approach has been used and I collected quality data to connect variables with each other and represent the nature of the connection between variables which used in this study.

3.2.3 Population

Textile industry plays very important role in development of our country. Textile Industry largely contribute in economic growth of Pakistan. Success of other sectors also depends upon Textile Industries. A successful and effective Textile Industry boost up economic growth and plays a crucial part in development of the Economy of Pakistan. As the Textile Industry of our country is at developing phase, I choose Textile Industry population for my research because employees

of Textile Industry face Despotic Supervision. As employees of Textile Industry whole day do hard work and try to satisfy their customer and fulfill their needs. Supervisor of employees of Textile Industry becomes Despotic and use their authority and bound their employees to work hard whole day. Because of Despotic leadership in Textile industries, employees Self-Efficacy is much low and they face interpersonal conflicts because of work load and by facing dark sides of leadership.

3.2.4 Sample and Sampling Technique

In this study convenience sampling was the basic technique through which sample was drawn. Convenience sampling technique is non probability method in which data is collected randomly according to researcher convenience. I use convenience sampling technique for the purpose of data collection and collected responses according to the availability of employees from Textile Industries because convenience sampling technique is easy and suitable to collect data efficiently in this research. So, data was collected randomly from Textile Industries of Pakistan which represent the most real picture of whole population of employees of Textile Industries of Pakistan in demonstrating the effect of Despotic Leadership on Employee Instigate Workplace Incivility with mediating role of Interpersonal Conflict and with moderation of Self-efficacy.

3.2.5 Data Collection Technique

Data collection source was primary. For collection of my data, I have used structural questionnaire as an instrument of data collection. As we know we have limited time to complete this study so it is not possible to gather responses from whole population of Textile Industry of Pakistan because of time constraint and also because of lack of resources.

3.3 Instrumentation

The already developed scales by well recognized researchers have been used in this study. The nature of all the items comprised in the questionnaire is such that

all the variables including Despotic Leadership, Employee Instigate Workplace Incivility, Interpersonal Conflict and Self-efficacy. To be filled by employees of Textile Industries

3.4 Measurements

Measurement was done on the basis of five point Likert scale to gather the responses with 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree.

3.4.1 Despotic Leadership

Six items of Despotic Leadership developed by Hangs & Dickson (2008), was measured using a Likert-type scales ranging from 1(strongly disagree) to 5(strongly agree). Items are “Is punitive; has no pity or compassion,” “Acts like a tyrant or despot; imperious,” and “Is vengeful; seeks revenge when wronged”. It was filled by the employees and their supervisors enrolled in the Pakistani industries.

3.5 Interpersonal Conflict

A five dimension Likert scale developed by Schieman and Reid (2008) was selected that was filled up by employees and their supervisors currently employed in the Pakistani industries. Sample items included “Someone treated you unfairly,” “Someone got annoyed or angry with you,” “I am treated unfairly by someone”. The responses will be obtained through 5 point Likert scale ranging from 1(strongly disagree) to 5 (strongly agree).

3.5.1 Self-efficacy

Self-efficacy was measured by scale developed by Sherer et al. (1982) composed of the following seventeen items are included “If I can’t do a job at first time, I

keep trying until I can,” “When I decide to do something, I go right to work on it,” and “When I have something unpleasant to do, I stick to it until I finish it.” These items were anchored from 1 (strongly disagree) to 5 (strongly agree).

3.5.2 Instigated Workplace Incivility

For instigated workplace incivility I have adopted the scale of Salanova, Agut & Pier (2005). The scale is included seven items. Sample items are “Made demeaning, rude or derogatory remarks about someone,” “Made unwanted attempts to draw someone into a discussion of personal matters,” and “Addressed someone in unprofessional terms either privately or publicly.” The responses will be obtained through 5 point likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

TABLE 3.1: Instruments

Variables	Source	Items
Despotic Leadership (DL)	Hangs & Dickson (2008)	6
Interpersonal conflict (IP)	(Schieman, & Reid, 2008)	8
Self-efficacy (SE)	(Sherer et al., 1982)	17
Instigated workplace incivility (IWIC)	Salanova, Agut & Pier (2005)	7

3.6 Sample Characteristics

Demographics which we include in this study are employee’s age and their job experience, gender of employees and qualification of employees also considered.

3.6.1 Gender

To maintain the purpose of gender equality we considered the component of gender. Gender is considered as important element of demographics; it differentiates the ratio of male employees and female employees in a given sample size of population. In this current study, we tried to maintain the honor of gender equality.

TABLE 3.2: Frequency by Gender

Gender	Frequency	Percent
Male	190	79.2
Female	50	20.8
Total	240	100.0

As we can see from table above, that out of 240 respondents, 79.2 % were male while females were only 20.8%.

3.6.2 Age

Age is an element which people don't want to disclose and feel uncomfortable if someone ask about their age. Age is also a one component of demographics which we included. For the comfort of respondents, we use specific range/scale for the collection of data about the age of participants.

TABLE 3.3: Frequency by Age

Age	Frequency	Percent
Less than 25	41	17.1
25-30	99	41.3
31-34	58	24.2
35-40	22	9.2
41-44	8	3.3
45-50	5	2.1
51 or above	7	2.9
Total	240	100.0

Out of 240 respondents 17.1% belonged to less than 25 years of age group, while 41.3% belonged to 25-30 years of age group, 24.2% belonged to 31-34 years, 9.2% belonged to 35-40 years, 3.3% belonged to 41-44 years and 2.1% belonged to 45-50

years and 2.9% belong to 51 or above. Majority of the respondents were young and were of 25-30 years of age.

3.6.3 Qualification

Education is very essential and plays a crucial part in the development of any nation and can bring prosperity for the whole nation. With the help of education, we can compete at global level. So, after gender of employees, age of employees, we considered qualification of employees as major element of demographics. Through education we can invent new things through creative minds and can compete globally and also can find out new ways of success.

TABLE 3.4: Frequency by Qualification

Qualification	Frequency	Percent
Masters	49	20.4
Matric	10	4.2
Graduate	125	52.1
Intermediate	16	6.7
PhD	40	16.7
Total	240	100.0

Out of 240 respondents only 4.2% were having Matric level qualification, 6.7% of the respondents were intermediate graduates, 52.1% had acquired their bachelor's degree (graduation), 20.4% were having Masters level qualification, and 16.7% had PhD degree. Majority were having graduation degree.

3.7 Tenure

For job tenure, out of 240 Respondents 37.1% were having 1-3 years of experience, 17.1% respondents were having an experience of 4-6 years, 27.1 % respondents had 7-10 years of experience, 10.8% respondents had almost 10-12 years of experience,

7.9 % respondents had an experience of more than 13 years. The most frequent range of experience was from 1-3 years. See table 3.5.

TABLE 3.5: Frequency by Tenure

Tenure	Frequency	Percent
1-3 years	89	37.1
4-6 years	41	17.1
7-9 years	65	27.1
10-12 years	26	10.8
13 & more	19	7.9
Total	240	100.0

In order to analyze the experience of employees, information regarding their job tenure and organization tenure was asked. For this, multiple options were provided period based on an employee's experience regarding their organization and job tenure so that employees can easily choose their range of tenure. For organization tenure, out of 240 Respondents 34.6% were having 1-3 years of experience, 23.3% respondents were having an experience of 4-6 years, 22.1% respondents had 7-10 years of experience, 12.5% respondents had almost 10-12 years of experience, 7.5% respondents had an experience of more than 13 years. The most frequent range of experience was from 1-3 years. See table 3.6

TABLE 3.6: Frequency by Organization Tenure

Organization Tenure	Frequency	Percent
1-3 years	83	34.6
4-6 years	56	23.3
7-9 years	53	22.1
10-12 years	30	12.5
13 & more	18	7.5
Total	240	100.0

3.8 Organization Size

In order to enhance the validity of obtained data, organization size was also included in the information asked from respondents. The organization size defines the complexity and scope of a business, therefore this information was included for ensuring the extensibility the business where the respondents have been served.

TABLE 3.7: Frequency by Organization Size

Organization Size	Frequency	Percent
Less than 20	39	16.3
20-40	40	16.7
40-60	46	19.2
60-80	40	16.7
80-100	52	21.7
More than 100	23	9.6
Total	240	100.0

3.9 Statistical Tools

At initial stage we test reliability of scale which we used and validity of scales through CFA (confirmatory factor analysis) through using AMOS software. The understudied model was checked through fit statistics. These statistics involve multiple indices, such as chi square, Root Mean Square Error of Approximation (RMSEA), Comparative Fit Indices (CFI), Goodness of Fit Index (GFI) and Adjusted Goodness of Fit Index (AGFI). Comparative Fit Index assumes that there is no correlation between all latent variables and compares sample covariance matrix with null model. 0 and 1 is the acceptable range and value should be closer to 1 for the good fit of model. Value should be above than 0.90 which exhibits good fit of model and value which is below shows poor fit of model.

TABLE 3.8: Confirmatory Factor Analysis

	Chi Square	Df	CMIN/Df	GFI	TLI	CFI	RMSEA
Initial Model	2.456	428	2.456	0.88	0.86	0.871	0.076
Modified Model	1.871	419	1.871	0.914	0.912	0.904	0.055

Above table shows the figures of confirmatory factor analysis. As per above table, the values of analysis show the model is good fit and the values are significant. Above table shows that the value of GFI is .914 which is significant because it is greater than .9, and the value of TLI is .912 which is also greater than .9 and value of CFI is .904, that is also significant and acceptable. And the value of RMSEA is .055 which is significant as it is less than 0.6. Below figure elaborate more about CFA.

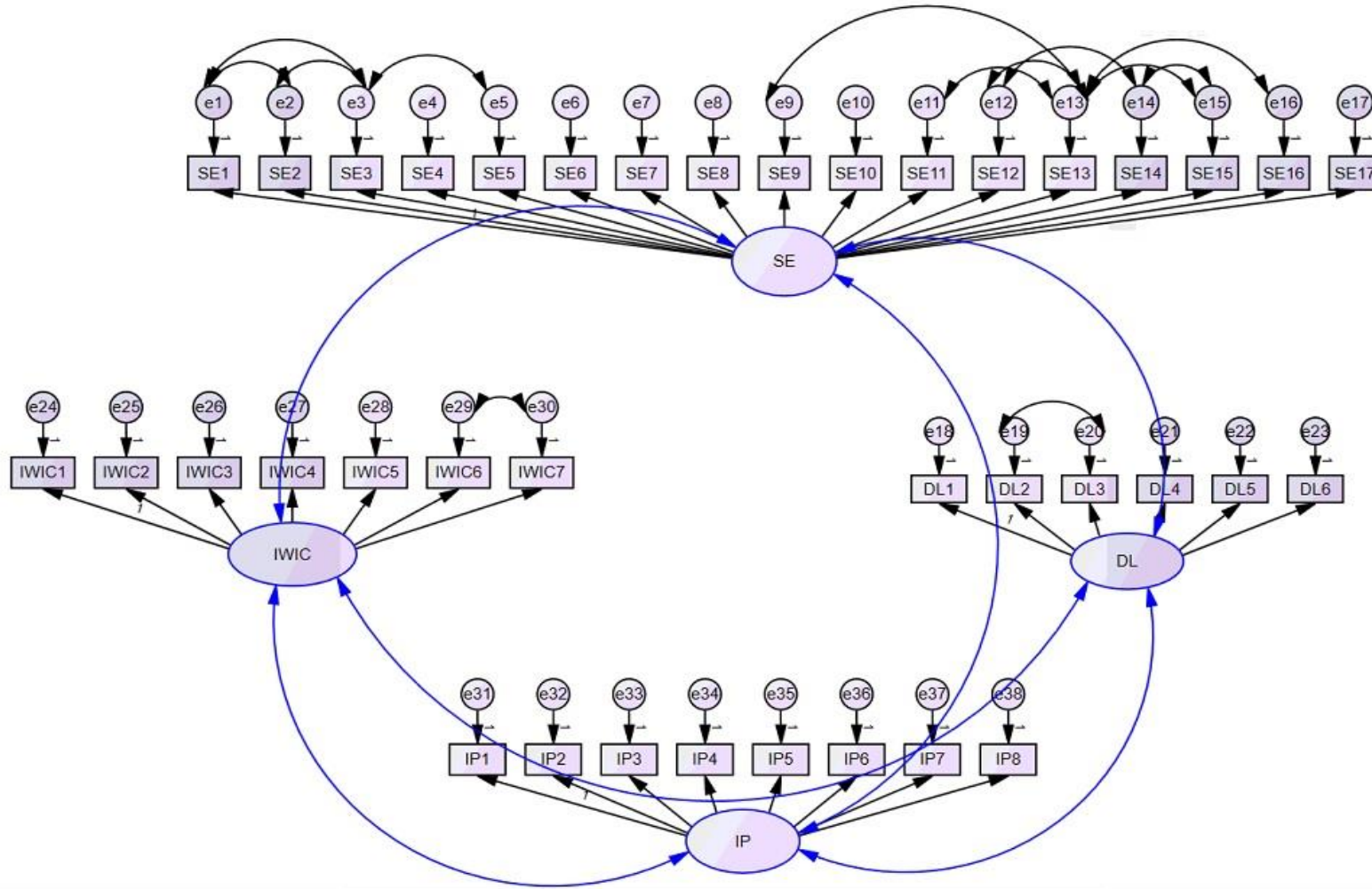


FIGURE 3.1

3.9.1 Reliability Analysis of Scale Used

Reliability is stated to a procedure of giving similar constant outcomes over the different period of time when we test specific item or scale over and over again. Scale reliability represents the capability of scale for giving constant results when we test it for many times. I checked reliability of scales of variables which used in current study by Cronbach alpha. The acceptable range of Cronbach alpha is lie between 0 and 1 (Cronbach, 1951). Reliability of scale is considered higher when the value of Cronbach alpha is also higher. When the value of Cronbach alpha comes out o.7 than the scale is considered reliable and when the value of Cronbach alpha is less than 0.7, the scale is considered as less reliable.

TABLE 3.9: Scale Reliabilities

Variables	No of Items.	Cronbach's alpha (α)
Despotic Leadership	6	0.858
Instigated workplace incivility	7	0.945
Interpersonal conflict	8	0.85
Self-efficacy	17	0.701

In above table reliability of scale is measured and shown the results of scales which we used in current studies. As above table shows that Despotic Leadership has .858 value of Cronbach alpha and the items of employee Instigate Workplace Incivility having .945 value of Cronbach alpha. The scale of Interpersonal Conflict has .850 Cronbach alpha value and Self-Efficacy has .701 Cronbach alpha value. The value of Cronbach alpha of all variables scale is more than 0.7 that means all scales are reliable according to the context of Pakistan.

3.9.2 Data Analysis Techniques

Several data analysis techniques have been used in department of social sciences for the purpose of statistical outcomes. These techniques and statistical tools which we used for data analysis have some benefits as well as disadvantages. We

choose data analysis test and techniques according to our research type, nature of data, research model and research purpose, and choose the method which is highly linked with our study. Researchers use correlation analysis to know about the association among variables which we used in study and check the effect of independent variable on dependent variable. We also utilize regression analysis to investigate the links among multiple variables. After the procedure of data collection, 240 responses were useable. The data was then tested on the software SPSS version 20, and also software AMOS version 20 was used for data analysis.

Many steps are involved in the process of data analysis, those steps are following:

1. At very first stage, only those responses were chosen for the purpose of analysis which was filled properly by the respondents.
2. Questionnaire of each variable of study were coded and then used for the analysis of data.
3. To describe characteristics of sample frequency table were utilized in current study.
4. Through numerical values descriptive statistics was shown.
5. By using Cronbach alpha scale reliability of understudied variables was checked.
6. For the purpose of justification of model confirmatory factor analysis was conducted by using AMOS software.
7. To investigate about the significance of the relationship among understudied variables correlation analysis was conducted.
8. To determine the proposed association among independent and dependent variables single linear regression analysis was used.
9. To check the role of mediation and moderation among variables of study method of Preacher and Hayes was utilized.

10. The status about the proposed hypothesis acceptance and rejection was checked by using correlation analysis and Preacher and Hayes method.

Chapter 4

Results

4.1 Data Analysis

In this chapter of results, we include descriptive statistics, mean value, standard deviation, correlation analysis, regression analysis, mediation and moderation analysis, description of each hypothesis with results, summary of all hypothesis with detail of acceptance and rejection of each hypothesis and also include discussion.

4.2 Descriptive Statistics

Descriptive statistics is about a numerical description of data of all the variables in a meaningful way such as Despotism, Employee Instigate Workplace Incivility, Interpersonal Conflict and Self-Efficacy and explain about their standard values. In this section we include minimum values of each variable, maximum value of each variables, standard deviation of each variable, mean value of each variable and total num of responses. Standard deviation of variables demonstrates about the variation of responses from their mean values while the mean value of each variable tells us about the average of responses. Whole variables of this study were measured on

5-point Likert scale that ranges from 1-5, where 1 shows strongly disagree and 5 represents strongly agree. Descriptive statistics highlight the significant statistical points and present the overall summary of data. In below mentioned table we present some figures that represents the whole data. Descriptive statistics of the understudied variables is shown in Table below.

TABLE 4.1: Descriptive Analysis

	N	Min	Max	Mean	Std. Dev.
Despotic Leadership	240	1	4	2.2996	0.67994
Interpersonal Conflict	240	2.25	4.5	3.2935	0.48293
Self-efficacy	240	1	5	3.5303	0.75649
Instigated workplace incivility	240	2.33	5	3.7082	0.47589

In above table of descriptive statistics total of 6 columns are shown where 1st column tells about the names of the variable, and 2nd column shows the size of total sample of study, 3rd column is about the minimum value calculated in the response of the particular variable, fourth column contain max value received during the response of that particular variable, 5th and 6th column is about the mean of the data and calculation of standard deviation of the collected data respectively.

The minimum value of Despotic Leadership is 1 and maximum value is 4 and study as independent variable. Interpersonal Conflict has the maximum value of 4.5 and minimum value of 2, and is included as mediator in current research. Self-efficacy has the minimum value of 1 and maximum value of 5 is a moderator dependent, Employee Instigate Workplace Incivility have the minimum value of 2.33 and maximum of 5 which is dependent variable in present framework of study.

Despotic Leadership has a mean value of 2.2996 with standard deviation of 0.679. The depended variable Employee Instigate Workplace Incivility shows the mean value of 3.7080 and standard deviation of 0.4756. Interpersonal Conflict has a mean value of 3.2935 and standard deviation of 0.482. Self-efficacy has a mean value of 3.708 and standard deviation of 0.475. This analysis was measured on the

total response which we collected in data collection process and chooses for this analysis. 240 total responses were selected for the aim of analysis.

4.3 Correlation Analysis

Correlation analysis represent the connection between variables and tells about the strength and direction of the relationship. In this analysis more than two or two variables are interlinked. The key purpose of correlation analysis is to found the degree to which variable fluctuate together. When we talk about positive correlation it specifies the extent in which variables decrease or increase in parallel shape. And in case of negative correlation variables does not move in parallel form, here if one variable increase than other will decrease. We usually use Pearson correction analysis for calculation of correlation coefficient and analyze the interdependence among variables. Limited range of correlation coefficient lie within -1.00 and +1.00. -1.00 shows perfect negative correlation among variable and +1.00 shows perfect positive correlation among variables. If value of correlation ranges from -1.0 to -0.5 than it is considered high/strong correlation. And if value of correlation ranges from -0.5 to -0.3 or 0.3 to 0.5 than it is considered as moderate correlation and if the value of correlation ranges from -0.3 to -0.1 or 0.1 to 0.3 than it is considered as low or weak correlation and if the correlation among variables is zero than it means there is no correlation present among variables.

TABLE 4.2: Correlation

Sr. No.	Variables	1	2	3	4
1	Despotic Leadership	1			
2	Interpersonal Conflict	.141*	1		
3	Self-efficacy	-.322**	-.124*	1	
4	Instigated workplace incivility	-0.105	.27	.236*	1

*N=240, *correlation is significant at the 0.05 level (2-Tailed), **correlation is significant at 0.001 level (2-Tailed).*

Above Table displays about the correlation between variables. As shown by figures of above table, there is a positive and significant relation in between Despotism Leadership and Interpersonal Conflict, were $r = .141^*$ at $p < 0.05$. The above correlation table also display that Despotism Leadership and Self-Efficacy has a negative significant relation, were $r = -.322^*$ at $p < 0.01$. There is a negative but insignificant relation exist between Despotism Leadership and Instigate Workplace Incivility, were $r = -0.105$ at $p > 0.05$. Interpersonal Conflict has a negative and insignificant relation with Self-Efficacy, were $r = -.027$ at $p > 0.05$. Table show that Self-efficacy and Instigate Workplace Incivility has a positive significant relation, were $r = .236^{**}$ at $p < 0.01$.

4.4 Regression Analysis

The model of mediation tries to interpret process and elaborate the observed connection among dependent and independent variable through the involvement of mediating variable. For the analysis of mediation software named SPSS was used and Preacher and Hayes method was utilized in present study. The present study has used perceived job insecurity mediator as the medium between independent variable Despotism Leadership (IV) and dependent variable Instigated Workplace Incivility (DV).

TABLE 4.3: The Mediating Effect of Interpersonal Conflict

Effect of IV on M		Effect of M on DV		Direct effect of IV on DV in presence of M		Total effect of IV on DV		Bootstrap results for Indirect Effects	
<i>B</i>	<i>t</i>	<i>B</i>	<i>t</i>	<i>B</i>	<i>t</i>	<i>B</i>	<i>t</i>	LL	UL
-0.3211	-4.8905	0.1167	2.0167	-0.1518	0.0719	0.346	6.695	95%	95%
								CI	CI
								-0.05	0

Table 4.3, shows that Despotism Leadership has a direct positive and significant relationship with Interpersonal Conflict, hence the un-standardized regression coefficient indicates that ($B = -.3211$, $t = -4.8905$, $p = .00$), the results in the above table provides strong justification for the acceptance of hypothesis. So, the hypothesis H1 i.e. "There is a positive association between Despotism Leadership and Interpersonal Conflict" is accepted. Results also shows that there is a positive and significant relationship between Despotism Leadership and Instigated workplace Incivility as indicated by un-standardized regression coefficient ($B = .0346$, $t = 6.695$, $P = .0448$), hence the hypothesis H2 i.e. "Despotism Leadership is positively related to Instigated workplace Incivility" is accepted. It is predicted from the table given above that Interpersonal Conflict and employee Instigate workplace Incivility also have a significant relationship between each other. Evidence is provided through the un-standardized regression coefficient as ($B = -.1518$, $t = -0.0719$, $P = .0358$) and from these values it is concluded that H3 i.e. "There is a positive association between Interpersonal Conflict and employee Instigate workplace Incivility" is totally accepted. Results indicates that Interpersonal Conflict mediates the relationship between Despotism Leadership and employee Instigate workplace Incivility, as the indirect effect of Despotism Leadership on employee Instigate workplace Incivility through Interpersonal Conflict has the upper limit of $-.0558$ and lower limit of $-.0005$ and doesn't contain zero in the bootstrapped 95% confidence interval, thus it is concluded that the hypothesis H₄ i.e. "Interpersonal Conflict plays a mediating role between Despotism Leadership and employee Instigate workplace Incivility" is accepted.

4.5 Moderation Analysis

Moderating variable is that variable which specifies the situation in which a given predicting variable is linked with an outcome. Role of moderation indicate about where the relationship between two variables is strengthening or weakening because of interaction term.

TABLE 4.4: The Moderating Effect of Self-Efficacy

Variables	<i>B</i>	SE	T	P	LL 95%	UL 95%
DL*SE	0.398	0.12	3.2	0.0014	0.156	0.64

It has been concluded from the Table 4.4, that Self-efficacy act as a moderator between Despotic leadership and Interpersonal Conflict, as indicated by the unstandardized regression analysis ($B = .398$, $P = 0.0014$), hence the hypothesis H5 i-e Self efficacy moderates the relationship between Despotic Leadership and Interpersonal Conflict in such a way that relationship will be weaken when self-efficacy is high and stronger when self-efficacy is low ” is accepted because LLCI and ULCI have same sign and zero is excluded from the interval. According to Hayes (2012) when the LLCI and ULCI have same sign then it means our result is significant and hypothesis is accepted. So by following (Hayes, 2012) role our hypothesis is accepted, because the LLCI and ULCI have same sign p value is less than .01. which indicates the acceptance of the H5 hypothesis.

TABLE 4.5: Summary of Accepted and Rejected Hypothesis

Hypothesis	Statement	Result
H₁	Despotic leadership has a positive and significant relationship with Instigated workplace Incivility.	Accepted
H₂	Despotic leadership has a positive and significant relationship with Interpersonal Conflict.	Accepted
H₃	Interpersonal Conflict has a positive and significant relationship with Instigated Workplace Incivility.	Accepted
H₄	Interpersonal Conflict mediates the relationship among Despotic leadership and Instigated workplace Incivility.	Accepted
H₅	Self efficacy moderates the relationship between Despotic Leadership and Interpersonal Conflict in such a way that relationship will be weaken when self-efficacy is high and stronger when Self-efficacy is low.	Accepted

Chapter 5

Discussion & Conclusion

5.1 Discussion

This chapter of the research study explains and discusses the impact of despotic leadership on employee instigated workplace incivility with a mediating role of rumination with interpersonal conflict and moderation of self-efficacy in the Pakistani textile industries. The data for this study is collected from the employees of the textile industry of country-regionplacePakistan. From the empirical evidence it is found that hypothesis1 “despotic leadership influences employee’s instigated workplace incivility negatively” is accepted. Our study supports the hypothesis. The results of our study confirm that employee’s instigated workplace incivility is positively influenced by despotic leadership. Similarly, hypothesis 2 and 3 are accepted, indicating a positive relationship between despotic leadership and interpersonal conflict and also a positive relationship between interpersonal conflict and instigated workplace incivility.

Also, if we look at Hypothesis 4, we can see that “interpersonal conflict mediates the relationship between despotic leadership and employee’s instigated workplace incivility” which is significantly accepted. The indirect effect was tested through bootstrapping based on random sample of 5000 which is replaced from main sample of the study. For this purpose, high, moderate and low levels of interpersonal

conflict were operationalized as one standard deviation below and above the sample mean. These results are shown in table in terms of standard errors, estimates, value of significance and standard errors for indirect effect of interpersonal conflict on instigated workplace incivility. In our research study we have followed Hayes (2012) who tells us that direct relation is not essential for mediation. Hence we can conclude that interpersonal conflict completely mediates the relationship between despotic leadership and employee's instigated workplace incivility. So, hypothesis 4 is significantly accepted.

We have followed (Hayes, 2012) macros method for moderation analysis. Model: 04 are selected from model templates. After running the analysis we can see that the Hypothesis 5 "Self-efficacy moderates the relationship between Despotic leadership and interpersonal conflict such that the relationship becomes weaker in presence of high Self-efficacy and becomes strengthen in absence of self-efficacy" is definitely accepted. Our results suggest that employees who have more self-efficacy tend to be less angry and in that condition despotic leadership and interpersonal conflicts would have significantly weaker relationship.

Discussion of each hypothesis is mentioned below:

H₁: *Despotic Leadership is positively and significantly related with Employee's Instigated workplace Incivility.*

Hypothesis 1 proposed that there is a positive relationship between despotic leadership and employees' instigated workplace incivility. The result of the hypothesis (P <.01) shows that there is a positive relationship between despotic leadership and employee's instigated workplace incivility and will effect employee's instigated workplace incivility. The t value shows the significant level of the relationship between despotic leadership and employee's instigated workplace incivility, the value of t is greater than 2, this indicates that result are significant. Hence it concluded that the first hypothesis is accepted because both variables are directly proportional to each other with a positive direction.

COR is a supporting theory known as conservation of resources which explains that resource affects psychological factors of human. Despotic leadership as a

forceful implication on employees to perform certain tasks which they find uninteresting and irrelevant to their skills and competencies may result as a stressor for them and can cause interpersonal conflicts. As the employees are favorite of leader, they might also adopt the similar behavior of leaders, considering this as a resource to gain their self-efficacy or skills at work. In this situation, employee may consider themselves as a misfit to organization and may cause depletion to their psychological resources. Despotism create the climate of supremacy and selfishness (Aronson, 2001; De Hoogh & Den Hartog, 2008). Hence, followers also go for impression management and try to flattery of his leader by reciprocating the despotic behavior towards co-worker and behave unethically which is harmful for the individual who scores high in ethical role or newcomers. Therefore, interpersonal conflict starts arising among team members. This conflict can be raised from minute disagreement to severe altercations. So, the social, psychological resources deplete due to interpersonal conflict. Hypothesis1 tells us that despotic leaders will positively influence employees' instigated workplace incivility. According to literature, the stressed state of an individual is considered to cause aggression that may result in disobedience towards rules, showing immoral and unethical behaviour at workplace, and consequently instigated workplace incivility (Blau & Andersson, 2005; van Jaarsveld et al., 2010; Lim & Cortina, 2005). Also, the results show that despotic leader positively influence employee's instigated workplace incivility. Therefore the first hypothesis is accepted.

H₂: *Despotic Leadership is positively and significantly related with interpersonal conflict.*

The results of regression analysis showed a significantly positive relationship of despotic relationship with interpersonal conflict. It was observed that interpersonal conflict is caused due to negative emotions that may arise due to stress and negatively manipulating pressure on a person at work (van Jaarsveld et al., 2010). The definition of despotic leadership describes a forceful and pathetic use of authority that may cause an individual to suffer with their work, and feel obsessed with their resources. For instance, people at work require a motivating environment to practice their skills and freedom to explore their ideas for attainment

of considerate objectives. Yet despotic leadership is considered to leave drastically negative impacts on employees that may cause them to lose their interest in work, and result in higher stresses for which their negative emotions may peak with arising interpersonal conflicts. It is also considered that employees working under despotic leadership become stressed, anxious, and worried, they don't find their work interesting and this cause them to perform them with low interest and hence resulting in provoking negativities of human behaviour. Such as, these employees are likely to complain for an avoidable condition, they will cause trouble for others and they will try to overcome others with their negative manipulating power. Therefore, despotic leadership is an inevitable cause of interpersonal conflict. This theoretical perceptions were confirmed with statistical analysis, that showed a higher significance with $p < .01^*$, proving a significantly positive relationship of despotic leadership with interpersonal conflict. As the employees who face dark traits of leadership will definitely ignore the interpersonal conflicts because they are not willing to complain their leaders, will create problems for organizations and also because of poor leadership style, they will lead to less productivity and growth of organizations which strongly states that despotic leadership leads to interpersonal conflicts. Each and every employee working in an organization needs a motivation, a trust worthy leader to share problems with, and a strong helpful and motivating environment to work with ease and pleasure. But Despotic leadership leaves a bad marks on employee's performance. Hence we hypothesis that:

H₃: *Interpersonal conflict is positively and significantly related with Employee's Instigated workplace Incivility.*

As observed interpersonal conflict is the negative side of human emotions that cause them to poke others with trouble, and deal every condition with a negative attitude. For this, literature has described that employees involved in interpersonal conflicts are found to instigated workplace incivility (Herschovis et al.'s 2007; Greenhalgh, 1987). In order to analyze the relationship of interpersonal conflict with instigated workplace incivility this research carried out simple regression analysis. It was observed that results with significant with $p\text{-value} < .01^*$,

this indicates a directed and statistically positive relationship between interpersonal conflict and instigated workplace incivility. For instance, employees involved in interpersonal conflict are passing a considerably negative side of psychological factors, such as higher level of anxiety, stress, uncontrolled anger, unethical behaviour, jealousy etc. As a result of consistent suffering with these psychological factors, the individual began to instigated workplace incivility. Such as employee become arrogant towards follow up of rules and commands, they take discipline and manners as unfavourable concerns, their anger concerned with interpersonal conflict results in the realization of bad as good, and for which they instigated workplace incivility. The same phenomena is observed from our collected data, therefore this hypothesis is accepted.

H₄: *Interpersonal Conflict Mediates Relation between Despotic Leadership and Employee's Instigated workplace Incivility.*

It was suggested that interpersonal conflict mediates the relation between despotic leadership and employees' instigated workplace incivility and the hypothesis is accepted, because the result show a significant relationship between interpersonal conflict as a mediator between despotic leadership and employee's instigated workplace incivility.

The lower limit and upper limit are both positive, which is indicated by the standardized coefficient and there are no zero existing in the boot strapping 95% interval around the indirect effect of despotic leadership and instigated workplace incivility through mediation with interpersonal conflicts.

Our study did not find any existing research on mediation effect on the domain of leadership which is a new contribution towards the study of negative leadership and personality traits. In our research we studied interpersonal conflict as an emotion which is created due to despotic leadership personality and we find that emotion completely mediates the relation between despotic leadership and affects instigated workplace incivility and suggests that interpersonal conflict is caused due to negative emotions that are caused by despotic leadership that will negatively impact instigated workplace incivility.

H₅: *Self-efficacy moderates the relationship between Despotic leadership and interpersonal conflict, such that the relationship will be weakened, when Self-efficacy is high and stronger when Self-efficacy is low.*

Hypothesis 5 studies the moderating effect of moderation of self-efficacy between despotic leadership and rumination with interpersonal conflict. The results show that the effect is significant which is $\beta = 0.398$, & $p < .01$, so moderation of self-efficacy is highly significant. The value of $\beta = .39$ indicates that 1% change in moderation of self-efficacy will strengthen about 39%.

As the relationship between despotic leadership and Instigated work incivility through interpersonal conflicts and self-efficacy within Textile industry of Pakistan was explored, it has strengthened the view that workplace incivility is instigated through negative influences of despotic leadership which results in interpersonal conflicts. Self-efficacy is a potential human resource for employees that supports organizational development and growth (Bayraktar & Jiménez, 2020). Yet this research is aimed to observe that, employee who instigates incivility may face a social environment full of unethical behaviours and acts, whereas self-efficacy may perform as a mediator for establishing a relationship between interpersonal conflicts and instigate workplace incivility. It is obvious that a despotic leader influence his/her followers, those individuals reciprocate favourably by providing the leader with what is most important to him or her, namely, that which promotes the leader's selfish gains and is detrimental to the newcomers and employees who are not in leaders' favourable list or cannot reciprocate the unethical behaviour resultantly, they instigated incivility towards others. With dominative behavior, despotic leaders try to control employees' attitudes and exploit them which ultimately lead to negative work behaviors such as incivility at workplace and interpersonal conflicts. Moreover, it was proved that the moderating role of self-efficacy in determining relationship between despotic leadership and workplace incivility in the presence of interpersonal conflicts. Data from survey has supported the hypothesis which states that despotic leadership influences Instigated workplace incivility through interpersonal conflicts in such a way that the relationship becomes weaker in presence of self-efficacy and becomes strengthen in absence of

self-efficacy. This implies that in the presence of self-efficacy, despotic leaders are less likely to influence workplace incivility through interpersonal conflicts. This is because self-efficacy enables leaders to have higher sense of commitment towards their interests to resolve issues in quick way.

Along with this our study indicates that high moderation of self-efficacy will weaken the relation between despotic leadership and interpersonal conflict which will positively impact employees instigated workplace incivility. Our study is based on conservation of resources theory (Hobfoll, 1998). Moderation of self-efficacy was used as a dispositional variable. In our study we found that dispositional variable moderation of self-efficacy weakens the relationship between despotic leadership and interpersonal conflict such that in the presence of self-efficacy employee is aware to control his negative emotions and hence controlling the chances to interpersonal conflict. This way, an employee keep himself affirmed with the commitment to growth and put efforts regardless of the negativities of a despotic leader. Therefore it is observed that higher self-efficacy can cause weaker relationship between despotic leadership and interpersonal conflict, whereas lower self-efficacy can cause stronger relationship between despotic leadership and interpersonal conflict.

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5.2 Theoretical Implications

The theoretical foundation of study concludes that despotic leaders behave selfishly towards the concerns and needs of their followers and they are more controlling and demanding, hence, they don't want their subordinates to question anything. It is concluded that when the behavior of leader is unethical or questionable then it would be difficult for employees to get influenced by those leaders and fulfill organizational goals. Despotic leaders exhibit unfair and unethical behavior (De Hoogh & Den Hartog, 2008), so, the subordinates mostly remain unhappy and cause least productivity in an organization (Naseer et al., 2016). Through survey results, this study explored the relationship between despotic leadership and instigated work incivility through interpersonal conflicts and self-efficacy within textile industry

of Pakistan. It has strengthened the view that workplace incivility is instigated through negative influences of despotic leadership which results in interpersonal conflicts. With dominative behavior, despotic leaders try to control employees' attitudes and exploit them which ultimately lead to negative work behaviors such as incivility at workplace and interpersonal conflicts. Yet, in the presence of self-efficacy as a moderator the relation between despotic leadership and interpersonal conflict become weaker – whereas it was observed that interpersonal conflict mediates between despotic leadership and instigated workplace incivility. Therefore based on these arguments it is validated that with the moderation of self-efficacy the weakening relation between despotic leadership and interpersonal conflict also weaken its relationship with instigated workplace incivility. Conclusively, it is stated that in the presence of self-efficacy employees can control on the significant impact of despotic leadership on interpersonal conflict.

5.3 Managerial Implications

Our findings are having some managerial implications. First of all, Despotic leadership was established to simplify and facilitate the Instigated Workplace Incivility of the employees'. It's very important for the managers to recognize that, how to foster Self-efficacy in their employees of an organization. We recommends in the study, that the managers should promote other positive leadership styles in their employees by highlighting availability, openness as well as the accessibility for creating the conditions for their employees in an organization for its success. Moreover, it is basically very important for the leaders to initiate and socialize the training programs to develop self-efficacy in employees.

5.4 Recommendations

Following recommendations are proposed to management of textile industry of Pakistan based on results of this study:

The research has little methodological strength that raises the self-assurance in the results. First of all, we collected the data from employees of few textile industries of Pakistan only because of time constraints. These strengths reduce the potential effect of common methods and single sources bias.

Some other limitations are also highlighted. Second limitation is, our small sample size, because of time issue, creates barriers and issues for simplifying the findings of this study. So, we advise to conduct the further studies with the larger samples along other countries and thirdly, from other sectors of Pakistan, other than the Textile industries. We believe that there are other many sectors in Pakistan, where Despotic Leadership causes organization failures or stress for employees. Those sectors needs to be explored.

Fourthly, we investigated how Despotic leadership can affect Instigated workplace Incivility with the mediating role of interpersonal Conflict. The studies in future should explore the added mediating pathways among Despotic leadership and Instigated workplace Incivility. One possibility is to examine the role of individual level attitudes and motivations and like creative self-efficacy and intrinsic motivation (Shin & Zhou, 2003; Zhang & Brtol, 2010) and aslo the other cultures of Hofstede can be studied. Another possibility can be to study the part of the related factors like environment for innovations and LMX (Aarons & Somerfeld, 2012; Jaiswal & Dhaar, 2015; Wanng et al., 2015). Moreover, the external rationality of the results in this study is limited because we select a sample from Pakistan only. So, generalizability of this research can increase, if scholars can repeat this study in a diverse culture or context. Fifth we collected the data from Pakistan, future research can also collect the data from abroad.

5.5 Conclusion

Our research study has established an empirical impact of despotic leadership on employee's instigated workplace incivility. This study aims at has considering the relationship between despotic leadership and employee's instigated workplace

incivility in Pakistan textile industries. Data was collected from employees employed in the textile based industries of Pakistan and their supervisors through questionnaires for measuring the extent that despotic leadership negatively impact employee's instigated workplace incivility through a mediating role of rumination with interpersonal conflicts and moderating effect of moderation of self-efficacy. I used already developed questionnaires by well-known researchers in order to collect my data because of time constraints, I was unable to construct my own questionnaire and also because developing own questionnaire is quite a tough job. So 255 questionnaires were distributed, 240 were collected and were used for analysis, because this questionnaire consists of the most appropriate information required to carry out our analysis.

Our study expands the study of despotic leadership on employee's instigated workplace incivility. Previous research shows that despotic leadership negatively influences employee's instigated workplace incivility (Naseer et al.,2016), but this study has a positive influence on employee's instigated workplace incivility, because (Naseer et al.,2016) had collected data from educational institutions and banking sector while we have collected data from the textile industries of Pakistan, where mostly authoritative leadership style are conducted.

In our research the role of rumination with interpersonal conflict are indicated as a mediator between despotic leadership and employee's instigated workplace incivility. While moderation of self-efficacy has also been discussed which buffers the relation between despotic leadership and rumination with interpersonal conflict in a way that when moderation of self-efficacy is higher than they will experience high level rumination with interpersonal conflict and when lesser amount of moderation of self-efficacy is experienced than lesser amount of interpersonal conflict is experienced by the individuals. Mainly despotic leadership was explored to analyze its potential impact on workplace incivility and interpersonal conflict, as per results these relationships were found with significant positivity. On the other hand the relationship between interpersonal conflict and workplace incivility was also explored and statically analyzed in this research. According to results, it was observed that these both variables have significantly positive relationship with each

other. Along with this, conservation of resources theory was used to analyze the interrelation of self-efficacy as a potent human resource impacting on despotic leadership and interpersonal conflict. For this, the results showed that self-efficacy acts as a moderator between despotic leadership and interpersonal conflict, for which, higher value of self-efficacy causes weaker relationship between despotic leadership and interpersonal conflict, whereas lower value of self-efficacy can cause a stronger relationship between despotic leadership and interpersonal conflict. Questionnaire was used to analyze the data and was distributed in Pakistan textile industries to collect data. because in Textile industries of Pakistan, Despotic leadership is faced by employees as the leaders bound them to work hard in order to satisfy the clients and they show dark traits towards employees which leads to interpersonal conflicts, so textile industry is chosen in order to conduct this research. The major contribution of the study is to show the bad side of leadership that is despotic leadership and how it impacts on employees' instigated workplace incivility. In our study of literature we observed interpersonal conflict as a mediator between despotic leadership and employees' instigated workplace incivility along with moderation of self-efficacy as a moderator between despotic leadership and interpersonal conflict. Hence this study is a major contribution towards the literature of despotic leadership.

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Appendix



CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

ISLAMABAD

Department of Management Sciences

Employee Questionnaire

Name of the Organization: _____

Employee ID: _____

Employee Name: _____

Section-I

Gender

Male

Female

Age

1	2	3	4	5	6	7
Less than 25	25–30	31–34	35–40	41–44	45–50	51 or above

Education

1	2	3	4	5
Matric	Intermediate	Bachelors	Masters	Doctorate

Organization Tenure

1	2	3	4	5
1-3 years	4-6 years	7-9 years	10-12 years	13 & more

Job Tenure

1	2	3	4	5
1-3 years	4-6 years	7-9 years	10-12 years	13 & more

Organization Size

1	2	3	4	5	6
Less than 20	20–40	40–60	60–80	80–100	More than 100

Section-II

Despotic Leadership				
1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

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

Section-III

Interpersonal Conflict				
1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1	I am treated unfairly by someone.	1	2	3	4	5
2	I am blamed or criticized for something that wasn't mine fault.	1	2	3	4	5

3	Someone did not do the work that needed to be done or did it in a sloppy or incompetent way.	1	2	3	4	5
4	Someone got annoyed or angry with me.	1	2	3	4	5
5	I have been gossiped or talked about behind mine back.	1	2	3	4	5
6	There is too many demands made on me.	1	2	3	4	5
7	I have been teased or nagged by others.	1	2	3	4	5
8	I have been given unclear directions about work, I needed to do.	1	2	3	4	5

Section-IV

Self-Efficacy				
1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1	When I make plans, I am certain I can make them work.	1	2	3	4	5
2	One of my problems is that I cannot get down to work When I should (R).	1	2	3	4	5
3	If I can't do a job at first time, I keep trying until I can.	1	2	3	4	5
4	When I set important goals for myself, I deliver my all inputs to make them work.	1	2	3	4	5
5	I don't give up on things before completing them, and I take them until they finish with accordant approach.	1	2	3	4	5
6	I have practical experience of facing difficulties with courage.	1	2	3	4	5
7	If something looks too complicated, I will try to explore it and test my skills for it.	1	2	3	4	5

8	When I have something unpleasant to do, I stick to it until I finish it.	1	2	3	4	5
9	When I decide to do something, I go right to work on it.	1	2	3	4	5
10	When trying to learn something new, I don't give up and keep trying.	1	2	3	4	5
11	When unexpected problems occur, I input consistent efforts until I obtain successful alternatives or solutions for the problem.	1	2	3	4	5
12	I try to learn new things when they look too difficult for me.	1	2	3	4	5
13	Failure just make me try harder.	1	2	3	4	5
14	I don't feel insecure about my ability to do things.	1	2	3	4	5
15	I am a self- reliant person.	1	2	3	4	5
16	I don't give up easily.	1	2	3	4	5
17	I have practically applied capabilities for dealing with most problems that come up in life.	1	2	3	4	5

Section-V

Instigated Work Incivility				
1	2	3	4	5
Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

1	Put down others or were condescending to them in some way.	1	2	3	4	5
2	Paid little attention to a statement made by someone or showed little interest in their opinion.	1	2	3	4	5

3	Made demeaning, rude or derogatory remarks about someone.	1	2	3	4	5
4	Addressed someone in unprofessional terms either privately or publicly.	1	2	3	4	5
5	Ignored or excluded someone from professional camaraderie (e.g. social conversation).	1	2	3	4	5
6	Doubted someone's judgment in a matter over which they have responsibility.	1	2	3	4	5
7	Made unwanted attempts to draw someone into a discussion of personal matters.	1	2	3	4	5