

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**Exploring the Role of Anger Rumination
and Employee Creativity for the
Relationship of Despotic Leadership and
Project Performance: Light Triad of
Personality as Moderator**

by

Syed Saeed ul Hassan

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

in the

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

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Dedicated to my Parents, Supervisor, and friends



CERTIFICATE OF APPROVAL

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Syed Saeed ul Hassan

Registration No: (MPM203034)

THESIS EXAMINING COMMITTEE

S. No.	Examiner	Name	Organization
(a)	External Examiner	Dr. Khurram Shahzad	RIU, Islamabad
(b)	Internal Examiner	Dr. Mudassir Ali	CUST, Islamabad
(c)	Supervisor	Dr. Shazia Faiz	CUST, Islamabad

Dr. Shazia Faiz

Thesis Supervisor

September, 2022

Dr. Lakhi Muhammad

Head

Dept. of Management Sciences

September, 2022

Dr. Arshad Hassan

Dean

Faculty of Management & Social Sciences

September, 2022

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Abstract

The research aimed to explore the role of anger rumination and employee creativity for the relationship of despotic leadership in project-based organizations of Pakistan. The study tested the mediating role of anger rumination and employee creativity for the given relation of despotic leadership and project performance while a light triad of personality was studied as a moderator between the relationship of despotic leadership and anger rumination. Data was collected from 282 mid and top-level employees of different project-based organizations, constituting a 70% response rate. The response was obtained from construction, IT, and NGO-based PBOs of Islamabad, Rawalpindi, and Lahore through a convenience sampling technique. SPSS 22 and Amos 23 were used for the data analysis. The result revealed that despotic leadership negatively affects project performance. While despotic leadership positively affects anger rumination. It is also examined that anger rumination negatively affects employee creativity. Furthermore, employee creativity positively affects project performance. The results also showed that Anger rumination does mediate between despotic leadership and employee creativity. Furthermore, it is also studied that employee creativity mediates between anger rumination and project performance. The result of this study showed that the Light triad of Personality has moderating role between Despotic Leadership and Anger Rumination in such a way when the effect of LTP is low the relation between Despotic Leadership and anger rumination is high and vice versa. The central objective of this study was to create an understanding of Despotic Leadership, which project-based organizations can use to prevent the occurrence of undesirable outcomes. The limitations and future directions are also discussed.

Keywords: Despotic Leadership (DL); Anger Rumination (AR); Employee Creativity (EC); Project Performance (PP); Light Triad of Personality (LTP); Affective Event Theory (AET).

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Chapter 1

Introduction

1.1 Background of the Study

Leadership has a significant influence on followers in the workplace, as leaders offer direction, assign duties, resolve conflicts, and assist the team in achieving corporate goals (Pearce, 2004). To ensure project success, organizations always emphasize leadership style and ethics. Researchers have already discussed widely other leadership styles like transactional, transformational, authoritarian, charismatic, laissez-faire, ethical, democratic, and bureaucratic leadership styles to see how they affect employee performance (Rajagopalan, 2009).

Previous studies of project performance have projected that the project manager's leadership style will need to be more transformative than when reward and punishment-based leadership is not supported. More emphasis has been paid to the moral component in recent decades, and its impact on many aspects has been explored (Jalil, 2020). The conduct and style of managers and the degree of satisfaction of coworkers are shown to have a strong link in a project culture. Commitment, motivation, and emotional tiredness can all be used as indicators. The Relative Influence of Project Leadership on Final Outcomes was investigated by (Jiang et al., 2001). One of the most important variables in successfully completing a project has been discovered to be the project leader.

The majority of papers on the influence of leaders have focused on the responsibilities and talents of leaders in achieving organisational success. (Schmid, Pircher,

& Peus, 2018) looked at the impact of unethical leadership in three dimensions: abusive and destructive leadership, second, organisational goals and resource management, and third, self-centered and detrimental leader's behaviour, which is a despotic leader who uses others to achieve their own selfish goals. This is the most extreme kind of negative leadership, and it stems from the mentality of a ruthless boss. (Brown & Mitchell, 2010) define emotion, congruence, and identification as a collection of behaviours induced by the organization's autocratic and immoral leadership.

The impact of unethical control on workers is equally considerable. According to research, despotic leadership has a detrimental impact on employee creativity. The purpose of the dark side research was to find out why people of the company, including executives and staff, engage in caustic and aberrant conduct. This inappropriate behaviour on the part of managers violates basic managing rules and may be harmful to companies and their members.

Lattrich & Büttgen, (2020) felt that it is the project leaders' job to generate possibilities, targeted directions, and a clear vision. A strong connection is based on a strong culture. It is a critical aspect in increasing the likelihood of project success. The importance of a project leader's lack of ethical and moral behaviour in making decisions and defining the project culture, which may be regarded crucial measurements of employee success, cannot be overlooked. This research took a focused strategy to determine the unsettling impacts of despotic project leaders on project performance. Good imitations of leaders take longer to generate and are more resistant to non-confirmation than wicked and evil ones (Baumeister et al., 2001).

Workers' perceptions of the culture are shaped by their interactions with other team members. Previous study has discovered that employees who are in dispute with their supervisors as a result of dictatorial conduct in terms of losing their jobs or connection to the office environment feel emotionally drained or unmotivated, which has an influence on project effectiveness (Rasool et al., 2018).

Many previous studies have emphasized the positive and productive benefits of management on adherents and organizations while disregarding the unfavorable

concepts of leadership. However, numerous unethical leadership styles are currently being explored that significantly affect employee input and output and project performance as well as the overall success of the firm. Despotic leadership is a variable that was initially proposed by Martinko et al., (2013) as "a conduct of leaders whose major goal is to acquire supremacy and domination in the work area, which is driven by his self-interest" (Naseer et al., 2016). These leaders are arrogant, unforgiving, and have a domineering attitude. Despotic leadership is exploitative and self-absorbed, and they are likely to be indifferent to their employees' needs while showing little regard for the organization's goals (De Hoogh & Den Hartog, 2008).

Despotic leadership is also favorably linked with followers' undesirable reactions (Erkutlu & Chafra, 2018). Extant research has given a clue that despotic leadership can affect project performance in the workplace. According to Burris et al., (2008), followers of despotic leadership conduct have a more unfavorable view about their work environment and the entire organization. Employees will experience enormous negative reactions to this conduct, which affect leader gains as well as employee performance (De Clercq et al., 2018), and this stress will ultimately result in impacting project performance and overall organizational productivity. Employees' lives can be harmed by despotic leadership, and this effect can be amplified when employees become reactive (Nauman et al., 2018). This study focuses on the adverse element of leadership (despotic leadership), which has a detrimental influence on project outcomes.

Despotic leadership prioritizes the advantage of the leader over the employees and organizational goals because despotic leadership is more selfish than others. Despotic leadership, according to Naseer et al., (2016), is violent and based on self-centered feelings for personal advantage. Employee psychological wellness will be harmed if they are exposed to more unpleasant emotions, which will have a negative influence on the output. Denson, (2013) discovered that a variety of additional variables, such as anger rumination, contribute to numerous project failures.

Rumination is defined as an unrestrained stream of thoughts that focuses on bad feelings, their sources, meanings, and repercussions. Anger is characterized as a

negative emotion linked to cognitive assessment, physiological changes, and behavioral inclinations (Kassinove et al., 1997). If anger is considered an emotion, rumination is defined as conscious thoughts that loop around a similar topic and recur in the absence of urgent situational demands (Martin & Tesser, 1996).

Individuals may injure each other by their conduct, or the behavior of the individual with whom one interacts may be regarded as hostile, all of which may promote angry rumination (Gözükara & Özyer, 2016). Denson et al., (2011) gave a clue that in response to anger rumination, employee input decreases (for example, employee creativity). The brief overview of background of study variables is presented below:

1.1.1 Despotic Leadership

Despotic leadership is defined as aggressive behavior toward subordinates as well as manipulation that instils dread and tension in subordinates about their place in the corporation (De Hoogh & Den Hartog, 2008). Despotism is originated from the Greek term despot, which meaning "master" or "ultimate control." It pertains to a kind of government in which a single entity governs with absolute power. The phrase has been used to describe a variety of leaders, ranging from a local chieftain to a tribal chief to a king or emperor. In Greek legend, the name has been used to describe a variety of kings and administrations. Despotic leadership is unquestionably the most arrogant and destructive type of leadership. According to one research, despotic leadership increases the influence of organizational deviance, which mostly comprises stealing and decreasing attempts in accomplishing day-to-day activities at work (Erkutlu & Chafra, 2018).

1.1.2 Anger Rumination

Rumination is a psychology term that refers to recurring, conscious thoughts on a certain topic. Anger rumination is an intellectual emotional procedure that pertains to the proclivity to dwell on unpleasant experiences and to recall previous anger thoughts and feelings. Anger rumination has been defined as the tendency

to reflect about past situations that resulted in negative impact in the form of this emotion on a regular basis. It contributes to the preservation and development of anger, worsening the negative repercussions of rage (Contreras et al., 2021).

Four factor model for anger rumination is proposed to cover the different aspects of anger rumination which are defined as being the responsiveness to current anger experience, the tendency to recall prior anger experiences, and the tendency to think about ones anger experience. The four factors proposed are angry afterthoughts, angry memories, thoughts about revenge, and understanding of causes.

- **Angry after thoughts:** Angry after thoughts include the person sustaining thoughts about and possibly re-enacting the angry experience in their mind.
- **Thoughts of Revenge:** Fantasies about revenge involve the individual dreaming about how to response against their offender.
- **Angry Memories:** Angry memories encompass the individual frequently lodging on the discriminations that they have encountered.
- **Understanding of Causes:** it is concerned with individuals who focus on the reasons they were treated unfairly and try to explore why the things that occurred did so. (Contreras et al., 2001) suggest that such a model would further support researchers to understand the intellectual mechanisms involved in anger rumination.

1.1.3 Employee Creativity

Creativity is formed from an individual's acquired innovative thinking abilities and knowledge as a result of their professional education and previous experiences. According to several research, creativity is a human trait characterized by diverse topics of interest and high intensity levels. Employee creativity, a critical component of intellectual resources, entails developing innovative and valued ideas. The production of significant and helpful new products, services, concepts, processes, or operations by individuals operating collectively in a complicated social system is referred to as creativity (Chen et al., 2021).

1.1.4 Project Performance

Project performance is the procedure of developing, executing, and administering projects that enhance organization's success and its strategy's effectiveness. Rather of concentrating on task completion, project performance is concerned with the larger picture. The contemporary project performance idea emerged between the 1900s and the 1950s. During this period, technological advances reduced the project's timeline. Automobiles enabled more efficient resource allocation and mobility. The use of a telecommunications system has boosted the speed of communication.

1.1.5 Light Triad of Personality

Scott Barry Kaufman developed a light personality triad. The Light Triad is a test that assesses empathy, compassion, and altruism. As a result, the light triad of personality paints a portrait of the participant's light traits (Kaufman et al., 2019). The Light Triad of personality is divided into three subscales, which are conceived as follows:

- Faith in Humanity is the idea that, in general, humans are decent.
- Humanism is the concept that all people are deserving of respect and acceptance.
- Kantianism is the concept that others should be viewed as goals in their own right, rather than as pieces in one's own game.

Individuals may injure each other by their conduct, or the behavior of the individual with whom one interacts may be regarded as hostile, all of which may promote angry rumination (Gözükara & Özyer, 2016). Denson et al., (2011) gave a clue that in response to anger rumination, employee input decreases (for example, employee creativity). Thus, the study explores the sequential explanatory mechanism first in form of anger rumination, then secondly with employee creativity for despotic leadership and project performance relationship.

The light triad of personality will be investigated as a moderator with the expectation that it will entirely moderate the relationship. In this study, both the definite and indefinite variables of the study and how they impact the overall project performance will be evaluated and their relationship will be discussed in the literature review.

1.2 Gap Analysis

In this research, the main concern is to identify leadership roles and possible outcomes and consequences in project-based organizations. Leadership has a great impact on project performance because it may foster an environment where employees can freely discuss and test out new ideas and techniques (Shalley & Gilson, 2004; Liu et al., 2016) or vice versa. Negative leadership conduct may affect employees' common psychological requirements, lowering their drive and innovativeness (Ahmad et al., 2021). However, there has been little research on the influence of despotic leadership on project performance thus there is a need to explore its relationship with other outcomes (Denson et al., 2011).

Thus, the study suggests anger rumination mediates the relationship between despotic leadership and project performance in the first place. Secondly, it identifies its outcomes in form of low creative input by employees, simultaneously exploring creativity as an explanatory mechanism for anger rumination and project performance. Because rumination is the practice of thinking about the same things over and over again, usually sad or negative thoughts (Brinker & Dozois, 2009). It is harmful to your mental health since it can prolong or worsen depression and damage your capacity to think. Consequently, employee creative input decreases.

Despotic leadership badly affects employee input (Tepper et al., 2006; Glomb, 2002). Thus is a need to identify buffering mechanisms to mitigate this negativity. The study also intended to explore the light triad of personality how they help in overcoming negative influential factors. For example, if people who are anxious and distressed as a result of anger require mental resources to deal with other aspects of the situation (Kant et al., 2013), such as project productivity, which

somehow overcomes the consequences of a despot leader. However, limited studies explored this mechanism. Light triad is a test that assesses empathy, compassion, and altruism and is divided into three sub-categories i.e., Faith in humanity, Humanism, and Kantianism. Thus, it can be an effective coping mechanism.

1.3 Problem Statement

The success and achievement of corporate goals and objectives are dependent on leadership. Despotic leadership has been found as harming project outcomes. It hurts followers, and this effect is increased when subordinates are sensitive to negativity. Despotic leadership trigger the anger rumination and that effect the employees creativity negatively. Limited research in the current literature addressed the dark/harmful side of leadership and provided enough hints for a more thorough investigation to uncover its ramifications. Employees are affected psychologically by despotic leadership, which causes them to change their views and low their creativiyy, harming project performance and the efficiency of the organization.

To our knowledge, little attention has been paid to elucidating the explanatory process that leads to poor project performance. Simultaneously, it investigates personality's light triad as a protective coping mechanism. As a result, the study will make a significant contribution by revealing the actual cultural backdrop of Pakistani project-based organizations.

1.4 Research Questions

Following are the research questions of this study:

1. What is the effect of despotic leadership (IV) on project performance (DV)?
2. How does despotic leadership (IV) affect anger rumination (DV)?
3. Does anger rumination (IV) affect employee creativity (DV)?

4. How does employee creativity (IV) affect project performance (DV)?
5. How does anger rumination (Med1) mediate the relationship between despotic leadership (IV) and employee creativity (DV)?
6. Does an employee's creativity (Med2) mediate the relationship between anger rumination (IV) and project performance (DV)?
7. How does the light triad of personality (Mod) moderate the relationship between despotic leadership (IV) and anger rumination (DV)?

1.5 Research Objectives

The research attempts to achieve the following objectives:

Objective 1:

To investigate the association between despotic leadership and project performance.

Objective 2:

To examine the association between despotic leadership and anger rumination.

Objective 3:

To find the association between anger rumination and employee creativity.

Objective 4:

To explore the association between employee creativity and project performance.

Objective 5:

To examine the mediation effect of anger rumination between despotic leadership and employee creativity.

Objective 6:

To examine the mediation effect of employee creativity between anger rumination and project performance.

Objective 7:

To explore the moderator role of the light triad of personality between despotic leadership and anger rumination.

1.6 Significance of the Study

In a variety of areas, the current study adds to the existing literature. First, the study looks into the impacts of despotic leadership on project performance. Despotic leadership is seen to be extremely unfriendly in terms of its negative consequences on project performance, therefore looking at its impact on project performance in organizations would be a worthwhile addition.

In various aspects, the current study will add to the literature on despotic leadership. The study will first look at the direct impact of dictatorial leadership on project outcomes. Second, rage rumination and employee creativity act as a mediation influence, the study will look at the indirect influence of despotic leadership on project performance. Third, it will look at the influence of despotic leadership on project performance using a completely new notion called the moderating role of the light triad of personality. Lastly, the study is going to target project-based organizations like NGOs, IT, and construction companies where little input means a significant delay in delivery. Thus, the present study would contribute both theoretically and contextually.

1.7 Supportive Theory

1.7.1 Affective Event Theory

A theoretical framework is being offered to analyze the effects of despotic leadership on project performance with the support of Affective Event Theory (AET). Affective event theory pays attention to work events and their effect on feelings as well as the further influence on attitudes and behaviors of individuals (Weiss & Cropanzano, 1996). The theory indicates that work events that workers encounter

will cause a worker's positive or negative emotional experiences, and emotions will also influence their attitudes and behaviors that will affect the project performance either positively or negatively (Weiss & Beal, 2005).

Specifically, it suggests that witnessing despotic leadership as a negative work event can lead to anger rumination and low employee creativity. The emotions produced during the cognitive assessment process often influence their subsequent behavioral reactions. The light triad of personality thus represents a key role in the relationship between despotic leadership and anger rumination and behavioral reactions of employees such as employee creativity and performance of project also. Despotic leadership is a negative work event that trigger the anger rumination and when anger rumination is high that effect the employees creavivity negatively this negativity effect the project performance negativily.

Therefore, according to affective event theory, leadership style can also affect the emotional response of workers to work events. The higher the light triad of personality characteristics of the person, the lower the emotional response in from of anger rumination and the employee's creativity will be high and that will lead to positive outcomes.

Chapter 2

Literature Review

2.1 Leadership

"The phenomena through which individuals inspire followers to fulfil their corporate objectives" is how leadership is defined (Erkutlu & Chafra, 2018). Leadership has recently been defined as "the capacity to inspire subordinates to achieve corporate goals effectively and efficiently" (Erkutlu & Chafra, 2018). "It is a process that influences others, i.e., followers, to comprehend and agree on what has to be done, how to do it, and supporting individual and communal efforts to achieve agreed objectives," according to another description. According to previous research, one of the most essential components in the project's success is leadership. Leaders are task-focused and people-focused, depending on their level of expertise or unique requirements. Participating in leadership will provide you with positive psychological effects such as autonomy, initiative, and responsibility.

According to (Hargis et al., 2011), there are two kinds of leaders: transactional and transformational leadership. Transactional leadership is defined as an authoritarian, sequential, utilitarian, and non-binding relationship between a leader and his or her supporters that occurs for the purpose of transmitting value things. While transformational leadership is a relationship between a leader and a follower that is based on the underlying wants, needs, values, and goals of the followers. He went on to say that transformational leadership is the interaction between a follower's moral and motivating involvement and the leader's.

The most commonly discussed positive leadership style in the literature is transformational leadership, which improves employee and project performance in the workplace and overall organisation performance through a strong and clear vision, intellectual talents, and building relationships with followers (Bass & Riggio, 2006). According to (Cetin & Kinik, 2015), transformational leadership entails encouraging your followers to develop themselves and achieve better than expected. Other types of good leadership discussed in the literature include charismatic leadership, democratic leadership, and coaching leadership. In comparison to transactional leadership, which is less successful in terms of employee creativity and project performance, (Wu & Tsai, 2016) claim that transformational leadership behaviour generates creative work behaviour and enhances employee performance. Transformational leadership is all about empowering their followers and exceeding their expectations in terms of meeting their wants and requirements. Not only do transformational leaders prioritise personal benefits, but they also push their employees to prioritise corporate goals over personal ones.

In contrast to the favourable picture of leadership presented above, there has recently been a growing interest in the negative aspects of leadership. (Tourish, 2013) suggest that a leader who utilises his power to manage his followers by punishing them rather than rewarding them, coercing them, or manipulating subordinates is not genuinely leading them. (Schilling, 2009) describes how leadership's positive effects on followers are long-lasting and should never be overlooked, but the dark side of leadership, which shows the leader's nasty side, is completely ignored. (Gunay-Aygun & Gahl, 2013) also claim that leaders do not always display positive leadership behaviour, and that the darker side of leadership can never be disguised.

Abusive leadership style, toxic leadership, negative leadership, and despotic leadership style are some of the dark side of leadership styles that have lately been discussed in the literature. Although there are numerous negative aspects to leadership styles, our focus is on despotic leadership. Despotic leadership was initially defined by (Martinko et al., 2013), who stated that despotic leadership is defined as those that lead their followers in a harsh and dictatorial manner, resulting in employee dissatisfaction in the workplace. Despotic leaders, according to (De Clercq

et al., 2018), target solely leader perks, putting severe pressure on staff. Despotic bosses only work in environments where employees feel compelled to follow orders.

2.1.1 Despotic Leadership

According to current study, despotic leadership is a violent and self-centered feeling that pressures and shapes their followers for their personal profit (Naseer et al., 2016). Despotic leadership is defined as one of the authoritarian leadership styles that responds to their workers in a severe and dictatorial manner, causing employee misery and low project performance (Tepper, 2000). Employee stress caused by dictatorial leadership has a detrimental influence on the firm, economy, and project performance (Hanges & Dickson, 2004). (Schilling, 2009) show that despotic leadership is one of the most well-known illustrations of unfavorable leadership's key characteristics. Despotic leadership is a poor leadership style that prioritises supremacy and power over organisational goals in the workplace.

Despotic leadership, according to (Naseer et al., 2016), uses unfair tactics with followers, has poor ethical and organisational norms, and as a result, decreases collaboration, organisational identity employee productivity which in results impacts project performance. Despotic leaders are corrupted, egotistical, and have a poor degree of ethics (De Hoogh & Den Hartog, 2008). Despotic leadership is distinguished from other damaging styles of leadership by ethical difficulties. Despotic leaders limit their followers access to resources, support and defend the treasured leader, and as a result, followers become less focused or eager to contribute successfully to organisational growth (Lee, 2021).

Despotic leaders are domineering, egotistical, and deceptive, focusing primarily on personal advantages instead of subordinate necessities and organisational interests, according to (Aronson, 2001). As a result, despotic leadership works against organisational standards and beliefs, focusing only on personal enrichment. Despotic leadership, according to (Schilling, 2009), involves two types of leadership: autocratic and abusive monitoring. According to the researchers, the impact of destructive leadership styles (i.e., dictatorial leadership) is not confined to employee performance; it may also impair project performance, the business,

employee families, and community as a whole. Work - related stress, organisational performance, and organisational commitment all suffer as a result of this sort of leadership, as does employee turnover, emotional exhaustion, work-family conflict, and psychological discomfort.

Despotic leadership, as per (Hoobler & Hu, 2013), is a severe risk for the company. According to (Collins & Jackson, 2015), more study is needed to determine how much destructive leadership affects follower performance and what generates this behaviour in leaders. According to (Leeson, 2017), autocratic bosses violently dominate their employees, converting their mindset to lordly leadership. These leaders show little concern for socially beneficial methods and have no internal commitment to the organization's aims, believing exclusively in self-interest (De Hoogh & Den Hartog, 2008). Despotic leaders have a harmful leadership style in which they deny followers access to resources, do not promote, and do not safeguard their employees in the workplace (Wu & Tsai, 2016). (Naseer et al., 2016) discovered that one of the primary factors distinguishing dictatorial leaders from other harmful leadership styles is ethical concerns.

According to (Martinko et al., 2013), dictatorial leaders treat their subordinates in an oppressive, harsh way and are unable to accept criticism. He also stated that despotic leaders are oblivious to the requirements of their employees and are linked to abusive supervisory leadership style. Despotic leadership, according to (Padilla et al., 2007), acts in a work atmosphere where followers feel controlled, manipulated, and marginalised; this form of leadership creates uneasiness in subordinates and provides employees little trust in their job retention throughout organisational change. Despotic leaders, according to (De Hoogh & Den Hartog, 2008), control their adherents with an autocratic style and restrict their subordinates' involvement in decision-making; they are not to be expected to interpret inner feelings in needed to execute correct stuff; they are unresponsive, self-absorbed, and unfair to their subordinates' necessities; and, as a result, they have very reduced standards of behaviour and a significant negative correlation with top leadership concepts; and they are also very haggard.

Despotic leaders, according to recent research, act brutally and have self-centered attitudes in order to influence their followers for their personal profit (Naseer

et al.,2016). Employee dissatisfaction and poor performance in the workplace are mostly caused by harsh supervision or autocratic leadership (Tepper,2000). (Naseer et al., 2016) also believe that because of dictatorial leadership, employee work performance, morale, inspiration, and control would be low, resulting in a detrimental influence on organisational performance.

According to (Spreier et al., 2006), a dictatorial boss with an autocratic and abusive style causes stress in his or her workforce, resulting in exhaustion. Despotic leaders are just interested in their own personal benefit and are unconcerned about anything else. Because of their self-interest, dictatorial leaders exhibit dominance, control, and abusive conduct in order to further their own interests. As a result of this behaviour, employees' lives are disrupted, resulting in work-family conflict. There are three sorts of work-family conflict: time-based, strain-based, and behavior-based. Time-based conflicts happen when allocating time to one function makes it harder to transition to another, strain-based disputes happen when you're too exhausted from work, and behavior-based conflicts happen when you come home in a foul mood and quarrel with your wife (Nauman et al.,2018).

The phenomenon through which individuals inspire followers to fulfill their corporate objectives is how leadership is defined. Leadership is seen favorably in terms of its goals, methods, and outcomes. The fundamental responsibility of the leadership is to ascertain the needs of the employees and to offer a good working environment for their efficient project performance. Employees are more satisfied with the projects assigned to them when they are led by charismatic and shared leaders who are more responsible for the needs and requirements of their team members (Hassan, Bashir, & Abbas, 2017). This results in high-quality exchanges output for project performances.

On the other side, destructive and immoral behavior employee in a leadership position is referred to as a lack of leadership attributes rather than a lack of leadership. According to a study, despotic leaders are authoritarians that limit coworker ownership of responsibility (Nauman et al., 2018). Leaders represent their followers, groups, or subordinates, and their success determines how they behave. Despotic leadership is a violent and self-centered feeling that pressures and shapes their followers for their profit (Naseer et al., 2016). Szatmari et al., (2011) defined

performance as the outcome achieved by a group of employees in a certain sector of work. When people are pleased with work and appear motivated to complete their tasks, their productivity rises (Ali, 2019). While project performance refers to the amount and quality of work accomplished by a group based on their dedication. Employees are regarded as key sources of productivity and organizational information for any given project, and they come up with ideas and provide suggestions for changes to the company. Project performance is the foundation for every organization's success, learning, creativity, and innovation. Employee stress caused by despotic leadership has an adverse influence on the firm, economy, and employee job satisfaction which also directly harms project performance (House et al., 2004). According to (Schilling, 2009), despotic leadership is one of the most well-known instances of negative leadership style that encompasses the key characteristics.

Despotic leadership is a poor leadership style that prioritizes supremacy and power over organizational goals in the workplace. Despotic leadership is shown to be more poisonous, unethical, sensitive, self-evaluation, deep conviction, and obligations for personnel than other leadership styles (Naseer et al., 2016). It does not just harm the performance of the project; it also affects personnel, organizations, and consumers. Researchers discovered that despotic leaders behave badly and have self-centered sentiments to influence their followers for their profit in recent years.

Despotic leadership is the primary cause of low project performance in the workplace (Tepper, B. J 2000). Employee work productivity, morale, motivation, and control in the company would all suffer as a result of despotic leadership, which will have a detrimental influence on project performance. When workers discover the leader's selfishness, they are often hesitant to open up to the management, assuming that the leader would not be interested in their concerns, thoughts, or recommendations; as a result, the relationship between the leader and the employee becomes tense. As a result, workers decide to preserve themselves from possible retaliation from the leader (Liao et al., 2019). Thus, despotic conduct by leaders demotivates followers, destroys their trust and allegiance to the project's aims, and reduces the project's overall effectiveness. It is commonly assumed that the project manager, who is a formal authority figure, bears responsibility for

project failure. As with any project, knowledge is vital; if an employee does not understand what is expected of him or her, he or she will never be able to focus their hard work and expertise in the appropriate direction, and as a consequence, the project's outputs will not be what is necessary for success and advancement. It has also been noticed that despotic leadership is a negative way of overseeing, and as a result, it has a deleterious and negative impact on its employees, but there is one more thing to add here: in response to such negative administration and harsh behavior, personnel also do something in return (Ahmad et al., 2021). Previous studies have found that despotic leadership not only harms the employees but also results in a negative influence on project performance. Thus, we hypothesize:

H1: Despotic leadership negatively affects project performance.

2.2 Despotic Leadership and Anger Rumination

Despotic leadership is defined as one of the authoritarian leadership styles that respond to their workers in a harsh and dictatorial manner, causing employee misery and poor workplace satisfaction (Tepper, 2000). Uncontrollable, repetitive thoughts concentrating on bad feelings and their sources, meanings, and consequences are referred to as rumination. Rumination is defined by Aldao et al., (2010) as a negative, urgent, and persistent contemplation focused on the meaning, causes, and repercussions of stress experienced by an individual. Anger is characterized as a negative emotion linked to cognitive assessment, physiological changes, and behavioral inclinations. After controlling for sadness, anxiety, and impulsivity, anger rumination predicts physical and verbal aggressiveness and hostility (Anestis et al., 2009). While anger is considered an emotion, rumination refers to the act of thinking about that feeling. Ruminative thoughts are cognitive concepts that recur without urgent situational demands and center around a common subject. Depression, stress, personality problem, binge eating, and drug addiction disorder are all linked to ruminative reactions.

Those who are sad and ruminate on their unhappiness, for instance, will feel depressed for a longer period. Rumination may have a significant impact on an

individual's behavior and performance, such as diminishing one's capacity to focus, anticipating solutions to problems, bad emotions, and a constant search for activities that would delight him. Anger has previously been characterized as a reaction to aggressiveness in the literature (Baer & Sauer, 2011). However, more recent research has distinguished these notions, noting that anger is an emotional experience, whereas aggressiveness is one of many methods to express that feeling. At the same time, it is well acknowledged that anger is frequently the catalyst for aggressive behavior that one has while furious can raise the possibility of aggressing, which is one of how anger can enhance the risk of aggressing. Rumination is one type of cognition that can lead to violent behavior. Rumination entails thinking about one's emotions, issues, causes, and repercussions regularly the other hand, differs from adaptive problem-solving procedures in that it frequently includes fixating on concepts rather than actively constructing solutions to the problem. Both the despotic leadership and anger rumination have a detrimental effect on the employees and their psychological wellbeing which ultimately negatively impacts the productivity of the corporation. Despotic leadership is related to anger rumination as both have a substantial influence on each other. From the repulsive supervisor's and exploited coworker's interpersonal charges, the relationship between anger rumination and despotic leadership is primarily pragmatic (Arain et al., 2020). Despotic leaders who are despotic, insensitive, and unjust exhaust their followers. Anger is a reflective emotion that may be easily identified. Because it occurs many times a week and lasts for half an hour, anger is said to as episodic. Rumination is not on the same level as anger since anger is associated with negative results, however, rumination ideas are not simply labeled as anger yet have the same negative implications. The same is the case with despotic leadership as it is also a negative leadership style that harms the performance of the company as it prioritizes supremacy and power and leaves behind the organizational goals. It also affects the employee's wellbeing which anger rumination also does.

Anger and despotic leadership negatively impact a follower's job life, performance, well-being, and family life. However, despotic leadership significantly impacts anger rumination (Martinko et al., 2013). Researchers discovered that witnessing anger can lead to similar feelings such as dread and worry. According to Van

Dick et al., (2004), in the bargaining process, when the other side appears to be joyful, the anger is elicited, resulting in increased dread and anxiety. The source of knowledge for viewing agent motives, emotions, and goals is witnessing anger. Despotic leaders are morally incorrect, have low ethical principles, disagree with employee demands, and are socially dishonest. Workers who block the leaders' goals or restrain the perceived aggression are subjected to negative techniques, according to previous studies. We believe that exploited and marginalized subordinates are more likely to feel nervous, sad, tense, and believe that obeying the damaging leader is the only way to survive. Because of their self-interested goals, followers under despotic leadership may be encouraged to utilize print management practices to get positive results (Ruddle, Pina & Vasquez, 2017). Thus, we hypothesized that:

H2: Despotic leadership positively affects anger rumination.

2.3 Anger Rumination and Employee Creativity

The study of numerous emotional states, intra-organizational behaviors, and rumination has been a popular subject of research in recent years. While anger is commonly thought of as an emotion, anger rumination is described as the contemplation of this feeling as well as a cognitive process that is mirrored in the individual's actions. Employee creativity refers to employees' ability to come up with new ideas or solutions to challenges. According to the research, creativity has a considerable impact on organizational innovation and company success (Chang et al., 2013). Individual creativity lies at the intersection of environmental and unique elements, according to scholars.

Personality, cognitive processes, intrinsic and prosocial drive, self-efficacy, emotion, and a feeling of meaningful work, for example, are determinants of individual creativity, according to (Amabile and Pratt, 2016). All of these characteristics differ amongst people in the sense that some people will likely exhibit more of them than others. Behavioral scientists such as psychologists and educationalists, as well as experts in advancement and managerial studies, financial experts, public

relations experts, and political theorists, study the concept of creativity, which can be associated with anger rumination, which defines a commonly performed state of emotion and even an unpleasant emotional state in this study. Even though the study has different meanings, they share certain similarities. According to Kremer et al., (2019) creativity can be described as "A process that results in novelty that is acknowledged as useful, tenable, or fulfilling by a substantial group of individuals at some point in time". "A product or reaction is creative to the extent that suitable observers independently agree it is innovative," Amabile says, citing one of the first studies in the discipline (Glaveanu et al., 2020). Anger is described as a negative feeling directed against any cognitive assessments, emotional development, or behavioral inclinations. The fact that this process of developing emotions is assessed over time rumination may lead to the conclusion that the employee's effects alter as a result of anger rumination. Employee creativity, on the other hand, emerges through the actions of individuals in their various workplaces and is highly emotionally evaluated. An individual or employee who is experiencing anger rumination is continually thinking about and analyzing an unpleasant memory or relationship, and as a result, is looking for alternative techniques to deal with it.

Individuals, particularly at the management level, who are differentiated by their employee identity in their separate workplaces in the unity of social life, highly engage with one other, according to the literature. According to the study done by Gozukara & Ozyer, (2016), it is clear that in this process of persons interacting with one another, their attitudes toward one another have an impact on the process of mutual behaviors and perceptions. Individuals can injure one another through unethical or unproductive conduct on the one hand, and even if there is no desire to harm, the behavior of the individual with whom one interacts might be viewed as hostile on the other side.

All of these circumstances encourage individuals to engage in anger rumination, which is described as spending a significant amount of time considering the reasons for one's conduct or attitudes while being angry. Meanwhile, anger is described as a negative feeling directed against any cognitive assessments, psychological changes, or behavioral inclinations. The fact that this process of developing emotions is

assessed over time via rumination may lead to the conclusion that the employee's effects alter as a result of anger rumination.

These situations damage the employee's mental health, which influences his creativity. Anger rumination has a negative influence on employee creativity because individuals are unable to pay attention to their job adequately while they are in a state of anger (Gözükarar & Özyer, 2016). Employees gain from a wide range of knowledge and expertise when producing new ideas and addressing issues, but their creativity is harmed by anger rumination because it affects their psychological well-being. As a result, we should foresee a negative association amongst employee creativity and anger rumination.

H3: Anger rumination negatively affects employee creativity.

2.4 Employee Creativity and Project Performance

Nowadays, a trend of project-based organization is gaining traction, and it is becoming more popular by the day. The majority of these organizations' duties and operations are carried out through projects (Pemsel and Muller, 2012). Employees that are capable of critical thinking and problem-solving have a competitive advantage (Grosser, et al. 2018). Employee creativity is critical to the overall success and effectiveness of a project. The amount to which an entity's personnel are active in the process of creativity and invention determines its success. Innovation and creativity entail not just coming up with fresh ideas but also putting them into action. Both of these characteristics contribute to an organization's strength and success. Employee creativity may broaden the reach of the corporation, contribute to the development of creative products and services, and provide novel ideas (Shalley & Zhou, 2008). Following on from thinking about individual creativity through maker biographies, ingenuity activating methods at the individual level, business inventiveness from an entrepreneurial perspective and as a critical goal, studies on focused imagination as an authoritative subject to be

monitored through explicit configurations and management, the inventive procedure of organizations, and the management of innovative groups as a component of the "ordinary". Recent works have evaluated the multidimensional nature of hierarchical innovativeness and advocated including its many measurements through a staggering viewpoint (Simon, 2006).

The innovativeness of employees may boost the efficiency and productivity of many corporate processes. This can be accomplished by lowering the number of needed inputs for different processes or by improving the outputs (Shalley et al., 2004). As a result, the overall productivity of the unit or company may improve. Moreover, while such compensations for operators' self-creativity may not directly affect their true job viability or competence, their managers may play a role in such aids when evaluating their workers' work performance. These work together to have a synergistic impact, resulting in incremental advantages (Gong et al., 2009).

Employee creativity has become a subject of research in recent decades, according to several studies. According to all of the research, there is a need for innovation and creativity in Pakistan's project-based companies. As projects may function successfully if novel techniques are used on them, and this can only happen if the personnel is allowed to demonstrate their creative qualities in a suitable setting. All of these investigations have led to the result that employees' creativity positively affects project performance.

H4: Employee creativity positively affects their project performance.

2.5 Mediating Effect of Anger Rumination on Despotic Leadership and Employee's Creativity

Anger has a severe negative influence on an employee's ability to be creative. However, research on the influence of rage on dictatorial leadership and staff innovation has been limited. Anger, according to some studies, generates workplace stress and reduces teamwork (Haq et al., 2019). Employees become outraged, according

to (Fisher, 2002), when they believe they have the power to influence someone's behavior and so change the workplace environment. Individuals can do substantial harm to one another through unethical behavior or aggressive interactions with others. All of these occurrences lead to anger ruminating. Anger rumination makes it difficult for people to forgive those who have mistreated them, allowing emotional maturity to influence cognitive intelligence, culminating in attitudes and behaviors that represent this influence (Ahmed et al., 2021).

The more negative views a leader or employee is exposed to, the less creative he or she will be. Based on the known link between despotic leadership and employee creativity and willingness to leave, this could hurt organizational effectiveness (Schaufeli & Bakker, 2004). As a consequence of the influence of anger rumination on despotic leadership and employee creativity, the research collected negative thoughts such as rage and rumination. Asiah, (2020) revealed that a leader with more trait anger followers had higher petty tyranny behavior than a leader with less trait anger adherents. This petty despotic behavior may push leaders over the line, causing individuals to suffer for no reason. Employees become furious as a result of unpleasant acts by a leader or senior management. When employees or consumers are confronted with injustice or abusive conduct from a leader or management, they feel angry, according to research (Anderson & Pearson, 1999).

Anger may also raise negative emotions like a person's readiness to take risks. As per Kasi, Bibi & Karim, (2020), employees who are subjected to worry and suffering as a result of rage lack mental energy to deal with other aspects of the situation, such as task effectiveness or organizational performance. According to Rego et al., (2012), employees who are fearful at work due to anger would focus their attention on locating the environment that concerns safety or danger rather than on their performance or work tasks. Because it is a workplace event that creates an emotive response in the form of fury rumination, which leads to influence event behavior, despotic leadership was employed as the foundation of our study. Thus, we can say that anger rumination mediates the relationship between despotic leadership and employee creativity and is associated negatively with employee creativity. Therefore, we can hypothesize that;

H5: Anger rumination mediates the relationship between despotic leadership and employees' creativity.

2.6 Mediating Effect of Employee's Creativity between Anger Rumination and Project Performance Relationship

The notion of creativity, which in this research is linked with anger rumination is important. It describes an emotional state and even an adverse feelings state, is primarily studied by educational researchers (such as psychotherapists and educational researchers), as well as specialists in advancement and managerial research, financial experts, public relations experts, and social theorists. Although these disciplines of study have distinct meanings, they also share some characteristics (Sharifirad, 2016).

Employees' innovative thinking can boost productivity and reduce the negative effects of anger rumination on many corporate processes. This can be accomplished by lowering the number of needed inputs or improving the outputs of multiple processes (Pederson et al., 2011). As a result of the reduced anger and increased inventiveness of employees, the overall productivity of the organization or institution may improve. Moreover, while such compensations for operators' self-creativity may not directly affect their true job viability or competence, their managers may play a role in such aids when evaluating their workers' work efficiency. These work together to have a synergistic impact, resulting in incremental advantages.

Employee creativity has become a subject of research in recent decades, according to several studies. According to all of the research, there is a need for invention and inventiveness in Pakistan's project-based companies. As projects may function successfully if novel techniques are used on them, and this can only happen if the personnel is allowed to demonstrate their creative qualities in a suitable setting. Innovation and creativity entail not just coming up with fresh ideas but

also putting them into action. Both of these characteristics contribute to an organization's strength and success and also lessen the negative effect caused by anger rumination.

Employee creativity may broaden the reach of the business, contribute to the development of creative products and services, and provide novel ideas. According to research conducted by Dotan-Eliasz, (2009), employee relationships in the workplace, engagement with other workers, and emotional states induced by the workplace all have an impact on the employee's creativity. However, the characteristics of individuals who study their prior experiences and increase their creative levels by examining the workplace, as well as their communication and relationships with other employees, overcome the unpleasant feelings induced by rage rumination otherwise we can expect contrary outcomes. Thus, we can conclude that employees' creativity has a significant influence on project performance and anger rumination mediates the relationship between them. Hence, we can hypothesize that;

H6: Employee's creativity mediates the relationship between anger rumination and project performance.

2.7 Moderating Effect of the Light Triad of Personality in Despotic Leadership and Anger Rumination

In recent times, the scientific community has been more interested in studying personality traits in adult populations to better understand the features of persons who, despite having a psychopathic profile, are effectively filling vital jobs in society. The Light Triad of Personality is a recent metric that has risen to address questions about human cognition and behavior. The Light Triad (TD) emphasizes positive personality attributes that help people flourish as individuals and it also emphasizes positively overcoming the despot nature and anger of a despotic leader. Kantianism, Humanism, and Faith in Humanity are the three aspects of

the Light Triad of personality that contribute towards enhancing the personality of an individual who is affected by negative thoughts and emotions.

The light triad of personality works effectively in such a way that the relationship between anger rumination and despotic leadership will be low when the employees will have these triads in their personalities which ultimately will enhance the company's productivity. The first aspect alludes to the belief that humans should be appreciated for their intrinsic worth rather than their utilitarian potential (Mejía-Suazo et al., 2019). Humanism is the belief that all people are valuable and have the right to dignity.

Finally, Faith in Humanity refers to the notion that compassion is a basic human quality. According to (Mejía-Suazo et al., 2019), everyone exhibits light personality characteristics at some point in their lives which helps in overcoming the anger and despot nature. According to some previous research, the light triad has been related to higher levels of spirituality, spiritual practices, satisfaction with life, and acknowledgment of others. Additionally, the faith that others are the good, belief that one's self is good, compassion, kindness, directness to experience, conscientiousness, optimistic enthusiasm, having a quiet ego, and having a calming ego contribute positively (Kaufman et al., 2019). These characteristics as a whole contribute mainly to enhancing the personality of an individual.

In an environment where superiors and coworkers show some negative attitude, a strong self in form of light triads allows one to control negative emotional reactions and maintain positivity at the workplace. Which might ensure positive outcomes and limit disappointments among individuals.

Light triad of personality moderates the relationship between despotic leadership and anger rumination. When the light triad of personality is high, the association between despotic leadership and anger rumination is low, and vice versa. The findings of this study supported the seventh hypothesis, which was accepted since the study's findings revealed a substantial association. Kaufman developed a light personality triad. The Light Triad is a test that assesses empathy, compassion, and altruism. As a result, the light triad of personality paints a portrait of the participant's light traits. Previous research has indicated that those with a high

light triad of personality are more expressive of a leader's bad conduct than those with a low triad of personality (Kaufman et al., 2019).

This study also found that having a high light triad of personality lowers the association between despotic leadership and anger rumination here, which has a favorable influence on project performance. The light triad of personality moderates the relationship between despotic leadership and anger rumination it weakens the relationship when individuals have a high tendency in these traits. According to AET, such variables influence affective reactions, strengthening or weakening in form of emotional reactions.

Thus, based on the above discussion we developed the following hypothesis:

H7: The light triad of personality moderates the relationship between despotic leadership and anger rumination in such a way that when the light triad of personality is high, the relationship between despotic leadership and anger rumination is low, and vice versa.

2.8 Research Model for the Study

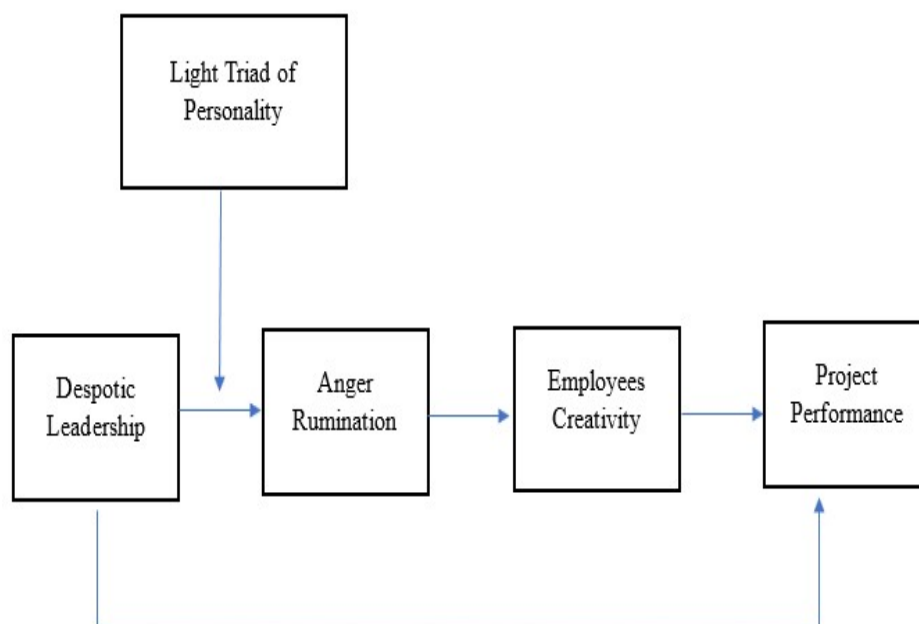


FIGURE 2.1: Research Model: Exploring the role of Anger Rumination and Employee creativity for the relationship of Despotic Leadership and Project Performance: Light Triad of Personality as Moderator

2.9 Hypothesis Summary

H₁: Despotic leadership negatively affects project performance.

H₂: Despotic leadership positively affects anger rumination.

H₃: Anger rumination negatively affects employee creativity.

H₄: Employee creativity positively affects project performance.

H₅: Anger rumination mediates the relationship between despotic leadership and employees' creativity.

H₆: Employee's creativity mediates the relationship between anger rumination and project performance.

H₇: The light triad of personality moderates the relationship between despotic leadership and anger rumination in such a way that when the light triad of personality is high, the relationship between despotic leadership and anger rumination is low, and vice versa.

Chapter 3

Research Methodology

3.1 Research Design

The present research examines mainly the effect of despotic leadership on project performance among the employees of project-based organizations. Furthermore, it investigates the sequential mechanism of anger rumination and employees' creativity as mediators. Lastly, the light triad of personality was studied as a moderator.

3.1.1 Quantitative Research

Investigator might choose between quantitative and qualitative research methods. The results of the final conclusions will be based on data acquired from respondents using survey-based questionnaires, hence the research will be quantitative. SPSS and Amos will be used to test the data.

3.1.2 Cross-Sectional Study

The research was cross-sectional in terms of time perspective. The data from participants is gathered at a single moment in time in this sort of study (cross-sectional).

3.1.3 Unit of Analysis

The unit of analysis for the present study is an individual. Mid-level workers/employees were targeted in project-based organizations like NGOs, IT, and the construction industry.

3.2 Population and Sample

3.2.1 Population, Sample, and Sampling Technique

The population included line managers, project managers, supervisors, and employees working at different positions on top and medium-level project-based organizations in Pakistan. These organizations were targeted because they have to deliver their projects successfully, thus leadership style determines the outcome and consequences. The sample size of the study was 384 and questionnaires were distributed in hard and soft form. NGOs, IT, and the construction industry are the sectors used to gather data. For this research, a purposive sampling technique was employed which is a form of non-probability sampling. All the respondents were assured that their responses are anonymous and confidential. It was very helpful in getting genuine responses. The below table indicates detailed information about employees' demographics like gender, age, education, and experience.

3.3 Sample Characteristics

3.3.1 Gender

TABLE 3.1: Frequency by Gender

Gender	Frequency	Percent
Male	246	87.2
Female	36	12.8
Total	282	100

The frequency of respondents by gender is shown in **Table 3.1**. Even though this study aimed to assure gender equity, the ratio of males remains much greater than the ratio of females. Above shows the ratio of male to female responders, with 87.2 percent of males and 12.8 percent of females.

3.3.2 Age

TABLE 3.2: Frequency by Age

Age	Frequency	Percent
21-25 Years	83	29.4
26-35 Years	96	34
36-45 Years	75	26.6
46 and above	28	9.9
Total	282	100

The frequency of respondents by age is shown in **Table 3.2**. Because age is one of the variables that respondents often feel uneasy disclosing freely, statistics on age were gathered in ranges for the comfort of respondents. **Table 3.2** shows that the vast majority of respondents were between the ages of 26-35, which means that 34 percent of the respondents were between the ages of 26-35, 29.4 percent of respondents were between the ages of 21-25, 26.6 percent of respondents were between the ages of 36-45, and only 9.9 percent of respondents were between the ages of 46 and above.

3.3.3 Qualification

TABLE 3.3: Frequency by Qualification

Education	Frequency	Percent
Bachelor	73	25.9
Masters	70	24.8
MS/M.Phil.	57	20.9
Others	82	29.1
Total	283	100

The frequency of respondents by qualification is shown in **Table 3.3**. Education is a vital contribution to the country's economic growth and progress, as well as a critical component of worldwide competitiveness. Qualification is a dynamic aspect of the demography since it provides a variety of fresh and unique paths to achievement. **Table 3.3** shows that the majority of the respondents qualified for others., accounting for 29.1% of the total respondents chosen as a genuine representative sample of the entire population. 25.9% of those questioned met the requirements for a bachelor's degree. Master's qualifications were held by 24.8 percent of respondents, while MS/M.Phil. qualifications were held by 20.9 percent of respondents.

3.3.4 Experience

TABLE 3.4: Frequency by Experience

Experience	Frequency	Percent
3-8 Years	115	40.8
9-15 Years	81	28.7
16-22 Years	58	20.6
23 and above	28	9.9
Total	282	100

The frequency of respondents by experience is shown in **Table 3.4**. Different levels of experience timespan have been provided to acquire information about the respondents' experiences so that each responder may readily figure out the specific term of their experience in the relevant sector. Table 3.4 shows that the majority of respondents (40.8 percent) had experience ranging from 3 to 8 years, 28.7% had experience ranging from 9 to 15 years, 20.6 percent had experience ranging from

16 to 22 years, and just 9.9 percent had experience ranging from 23 years and above.

3.3.5 Instrumentation

The data will be collected through adopted questionnaires. The questionnaire will consist of four demographic variables including, gender, age, qualification, and experience. Other study variables include despotic leadership, anger rumination, employee creativity, the light triad of personality, and project performance.

3.3.6 Despotic Leadership

The six items scale is used for measurement which is developed by Hanges & Dickson, (2004), which is also used by De Hoogh & Den Hartog, (2008) on a five-point Likert scale where 1=strongly disagree, 2=disagree, 3= neutral, 4= Agree, and 5= Strongly Agree. Sample items “Is punitive; has no pity or compassion” and “Is in charge and does not tolerate disagreement or questioning, gives orders”.

3.3.7 Anger Rumination

A ten items scale is being used which is developed by Sukhodolsky et al., (2001), on a five-point Likert scale where 1=strongly disagree, 2=disagree, 3= neutral, 4= Agree, and 5= Strongly Agree. Sample items “ I keep thinking about an event that angers me for a long time” and I get “worked up” just thinking about things that have upset me in the past.

3.3.8 Employee Creativity

Employee inventiveness was measured using an 8-items scale developed by Tierney et al., (1999) from the study of an examination of leadership and employee creativity. These items indicate the employee’s creative behavior in the organization on a five-point Likert scale where 1=strongly disagree, 2=disagree, 3= neutral,

4= Agree, and 5= Strongly Agree. Sample items “Demonstrated originality in his/her work” and “Took risks in terms of producing new ideas in doing the job”.

3.3.9 Project Performance

A 6-item scale developed by (Robey et al., 1993) was used. It was a five-point Likert scale where 1=strongly disagree, 2=disagree, 3= neutral, 4= Agree, and 5= Strongly Agree. Sample items were “Efficiency of operations” and “Adherence to schedules”.

3.3.10 Light Triad of Personality

The Light Triad traits. The Light Triad Scale by Kaufman et al., (2019) consists of 12 items to assess Faith in humanity, Humanism, and Kantianism, on a five-point Likert scale where 1=strongly disagree, 2=disagree, 3= neutral, 4= Agree, and 5= Strongly Agree. Sample items were “ I tend to see best in people” and “I tend to admire others”.

TABLE 3.5: Instruments

Variables	Source	Items
Despotic Leadership	(Hanges & Dickson, 2004)	6
	(De Hoogh & Den Hartog, 2008)	
Anger Rumination	(Sukhodolsky et al., 2001)	10
Employee Creativity	(Tierney et al., 1999)	8
Project Performance	(Aladwani, A. M. 2002)	6
Light Triad of Personality	(Kaufman et al., 2019)	12

Table 3.5 depicts the variables and the number of questions for each variable. All of the questionnaire's items are completed on a 5-point Likert scale, with 1 denoting "strongly disagree," 2 denoting "disagree," 3 denoting "neutral," 4 denoting "agree," and 5 denoting "strongly agree" (strongly agree). All of these scales were approved after passing a reliability test. The Despotic Leadership, Anger Rumination, Employee Creativity, Project Performance, and Light Triad of Personality surveys each include 42 questions in total and are divided into five sections. The reliability test is used to assess the validity of the scale employed in the study.

3.4 Statistical Tools

SPSS 22 and Amos 23 were used for reliability assessment, path analysis, and other statistical analyses.

3.5 Pilot Testing

It is a very constructive and successful strategy to do pilot testing before going on to operate on a larger scale, as it has prevented many risks related to waste of money and time. Therefore, pilot testing of approximately 50 questionnaires was performed to ascertain whether or not the respondents are aware and in line with the hypothesis planned. After the pilot testing, it was found that there was no big issue in the variables and that scales were completely accurate for further analysis.

3.5.1 Reliability Analysis of Scale Used

Reliability is defined as the ability to gauge consistent outcomes when tested. It is measured through Cronbach alpha, which informs about the initial consistency of the variables. A pilot testing was conducted on the initial 50 responses to identify whether these constructs are well understood by respondents or not.

The reliability test assesses the validity of the scale employed in the study, and it is based on values ranging from 0 to 1. The greater the value, the more consistent and reliable the scale is as shown below in table 3.6.

TABLE 3.6: Scale Reliabilities

Variables	Cronbach's Alpha	Items
Despotic leadership (IV)	0.913	6
Anger Rumination (Med)	0.956	10
Employee Creativity (Med)	0.927	8
Project Performance (DV)	0.946	6
Light Triad of Personality (Mod)	0.932	12

Table 3.6 shows that the Cronbach's alpha of Despotic Leadership is measured 0.931 with 6 items, the Cronbach's alpha of Anger Rumination is measured 0.956 with 10 items, the Cronbach's alpha of Employee Creativity is measured 0.927 with 8 items, the Cronbach's alpha of Project Performance is measured 0.946 with 6 items, and the Cronbach's alpha of Light Triad of Personality is measured 0.932 with 12 items.

3.5.2 Data Analysis Technique

The data was analyzed in SPSS software version 22 and Amos Version 23. While data analysis the following points were kept into consideration

1. First, only the questionnaires which were filled appropriately were selected for the analysis.
2. Questionnaire of each variable was coded and used for data analysis.

3. Frequency tables were used to explain the sample characteristics.
4. By using the numerical values, descriptive statistics were conducted.
5. Reliability of all variables was checked through Cronbach alpha.
6. Correlation analysis was conducted to know whether there is a significant positive relationship exist between the variables in this research or not.
7. To identify the proposed relationship, regression analysis of the independent and dependent variables was conducted.
8. To determine the existence of the role of mediator and moderator between the independent and dependent variables, the Preacher and Hayes Process was used for conducting mediation and moderation.

Chapter 4

Data Analysis and Discussion

Descriptive statistics, Pearson correlation, and regression (moderation, and mediation) were used to analyze the association between all variables. Furthermore, confirmatory factor analysis was performed on the model to ensure data fitness.

4.1 Descriptive Analysis

Descriptive statistics reflect the summary information of observations derived from data using various statistical approaches. The table below displays descriptive statistics for all variables i.e., means and standard deviations, as shown in Table 4.1 below. The mean values represent the responses of responders to the questions. Higher mean values indicate respondents' tendency for agreement, whereas lower values indicate respondents' tendency for disagreement.

The results of the descriptive analysis of variables are shown in Table 4.1. Despotic leadership, the independent variable, has a mean of 3.33 and a standard deviation of 1.133. Anger Rumination (Mediator) has a mean of 3.28 and a standard deviation of 1.113, while Employee Creativity (Mediator) has a mean of 3.13 and a standard deviation of 1.141. The dependent variable, Project Performance, has a mean of 3.28 and a standard deviation of 1.133, while the moderator, Light Triad of Personality, has a mean of 3.32 and a standard deviation of 0.905.

TABLE 4.1: Descriptive Analysis

Variables	Sample	Mean	Std
Despotic leadership (IV)	282	3.33	1.133
Anger Rumination (Med)	282	3.28	1.113
Employee Creativity (Med)	282	3.13	1.141
Project Performance (DV)	282	3.28	1.133
Light Triad of Personality (Mod)	282	3.32	0.905

4.2 Validity Analysis

CFA (Confirmatory Factor Analysis) was conducted to validate the theoretical model.

4.2.1 Confirmatory Factor Analysis

It is to analyze the measurement model, for this analysis, AMOS 23 was utilized. These statistics involve multiple indices. The measurement model has a value of chi-square static and degree of freedom as well. Comparative fit indices assume that there is no correlation between all latent variables and compare a single covariance matrix with the null model. The value should be closed to 1. Values that are above 0.90 show good model fit and below then that indicates a poor fit model.

TABLE 4.2: CFA of the Measurement Model

Model	CMIN/DF	CFI	TLI	IFI	RMSEA
Five factor model	1.401	0.962	0.96	0.962	0.038

4.2.2 Measurement Model

For the validation of the proposed model, CFA is necessary to conduct (Gerbing & Anderson, 1988). The proposed model consists of five latent variables, Despotic Leadership, Anger Ruminaton, Employees Creativity, Project Performance, and Light triad of personality. The fusion of different fit indices such as model, comparative fit index (CFI), chi-square (CMIN), incremental fit index (IFI), Tucker-Lewis index (TLI), and the root mean square of approximation (RMSEA) revealed a good fit statistic.

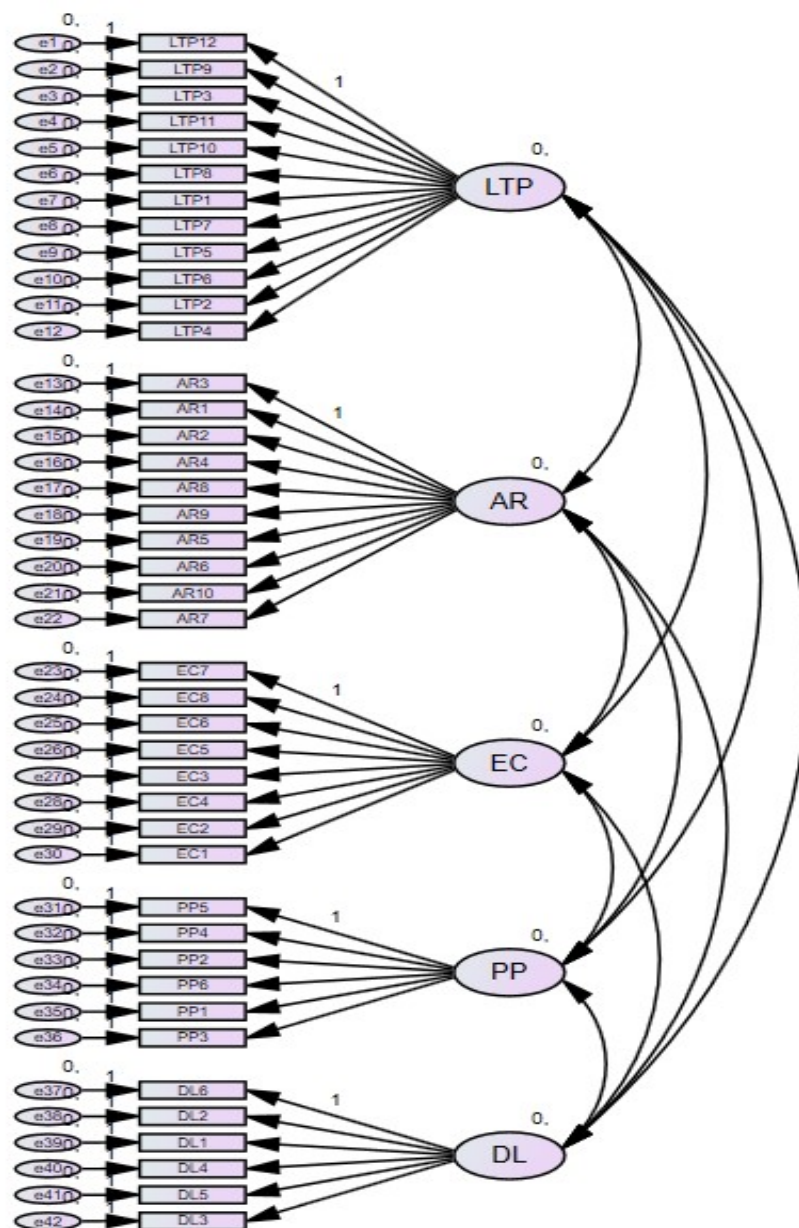


FIGURE 4.1: Measurement Model 1

Further, structural model goodness of fit was assessed to confirm the hypothesized relationship were not spurious. The goodness of model fit can be measured through different model fit indices such as Root Mean Square of Error Approximation (RMSEA), Comparative Fit Index (CFI), Adjusted Goodness of Fit Index (AGFI) and Normed Fit Index (NFI). The model goodness fit indices are presented in table 4. The results for model fit indices (see table 4) were determined to be within acceptable limits where $CFI = 0.962$, $NFI = 0.881$, $TLI = 0.960$ represent good model fit values. Similarly, $RMSEA = 0.038$ and, according to earlier research' suggested levels, $SRMR = 0.05$ showed high model fitness (Hair et al., 2014; Vieira, 2011; Hu & Bentler, 1999; Tanaka, 1993). All the fit indices meet the threshold criteria. Therefore, the structural model seems to have a good fit and can further be used for inferential statistics.

4.3 Control Variables

For control variables, a one-way ANOVA test was run in SPSS. The primary goal of a one-way ANOVA was to examine the demographic factors affecting the dependent variable. We know from prior research that demographic characteristics such as gender, age, education, and experience have a major impact on project performance. However, we can see from table 4.2 that none of the demographic variables has an impact on the outcome variable in this research (project performance). As a result, there is no need to control the demographic factors in this study. Demographics values exhibited an insignificant influence, which means that there is no need of controlling these variables: Gender ($F = 4.683$, $P > 0.05$), age ($F = 0.697$, $P > 0.05$), qualification ($F = 0.296$, $P > 0.05$), and experience ($F = 2.084$, $P > 0.05$).

4.4 Correlation Analysis

The correlation analysis reveals the link between two variables. Correlation analysis is conducted to recognize if two factors' variability changes at the identical

moment. The significance of the relationship is shown by the degree of significance, and the direction of the relationship is indicated by the positive or negative sign. A positive sign means two elements are travelling in the identical way, whereas a negative sign means they are flowing in opposite directions. Pearson correlation values are being used to assess how dependent two variables are on one other.

Correlation coefficients have values ranging from -1 to +1. While a coefficient with a value of zero shows that there is no association between variables. Table 4.5 below depicts the correlation analysis between the research variables as the result shows that despotic leadership has positive correlation with anger rumination ($r = .622^{**}$, $p < 0.01$), employee creativity ($r = -.456^{**}$, $p < 0.01$), project performance ($r = -.471^{**}$, $p < 0.01$), and the Light Triad of Personality ($r = .189^{**}$, $p < 0.01$). Correlation analysis is used to determine the relationship between variables. Correlation analysis does not demonstrate a causal link between variables; rather, it demonstrates the presence of two variables.

TABLE 4.3: Correlation Analysis

Variables	DL	AR	EC	PP	LTP
Despotic leadership (IV)	1				
Anger Rumination (Med)	.622**	1			
Employee Creativity (Med)	-.456**	-.496**	1		
Project Performance (DV)	-.471**	-.577**	.610**	1	
Light Triad of Personality (Mod)	.189**	.271**	-.176**	-.289**	1

4.5 Regression Analysis

In the study, we used regression analysis to determine the causal link between variables. Regression analysis is a technique for predicting and estimating the connection between variables. Regression analysis predicts the value of Y based on the value of variable X. It is useful to understand how much variation happens in the dependent variable when one-unit change occurs in the independent variable. As a consequence, we must do a regression analysis to obtain an exact result of variable dependency.

TABLE 4.4: Direct Effect

Direct Effect	β	SE	P
Despotic Leadership → Project Performance	-0.471	0.053	0
Despotic Leadership → Anger Rumination	0.611	0.046	0
Anger Rumination → Employee Creativity	-0.508	0.053	0
Employee Creativity → Project Performance	0.606	0.047	0

TABLE 4.5: Mediating Effect of AR between DL and EC

Predictor	11	Outcome	Estimate	S.E.	P-Value
DL	→	AR	0.668	0.066	***
AR	→	EC	-0.335	0.094	***
DL	→	EC	-0.256	0.101	0.001

Continued Table 4.5 Mediating Effect of AR between DL and EC

Predictor	11	Outcome	Estimate	S.E.	P-Value
Indirect effect for Mediation					
Parameter		Estimate	Lower	Upper	P Value
DL11	AR 11	-0.284	-0.439	-0.137	0.002
EC					

TABLE 4.6: Mediating Effect of EC between AR and PP

Predictor	Outcome	Estimate	S.E.	P-Value	
AR	→ EC	-0.508	0.073	***	
EC	→ PP	0.434	0.049	***	
AR	→ PP	-0.385	0.058	***	
Indirect effect for Mediation					
Parameter		Estimate	Lower	Upper	P-Value
AR	à EC	-0.222	-0.327	-0.131	0.001
à PP					

TABLE 4.7: Moderation Effect between DL and AR

Moderation Effect	β	SE	t	p	LLCI	ULCI
Despotic leadership × Light Triad of Personality → Anger Rumination	-0.123	0.055	-2.209	0.02	-0.237	-0.013

H1: Despotic Leadership negatively affects Project Performance.

Hypothesis 1 reveals that Despotic leadership has a negative link with project performance, as exhibited by regression coefficient ($\beta = -0.471$, $p < 0.01$). Our first hypothesis is accepted. When increasing the effect of despotic leadership, the project performance decreases. Hence H1 proves that there is a negative association between despotic leadership and project performance.

H2: Despotic leadership positively affects anger rumination.

Hypothesis 2 demonstrates a positive relationship between dictatorial leadership and Anger Rumination, as evidenced by the regression coefficient ($\beta = 0.611$, $p < 0.01$). Our 2nd Hypothesis is accepted, as when increasing the effect of despotic leadership, anger rumination also increases. Hence H1 proves that there is a positive association between despotic leadership and anger rumination.

H3: Anger rumination negatively affects employee creativity.

Hypothesis 3 investigates that employee creativity is affected by anger rumination, as seen by regression coefficients ($\beta = -0.508$, $p < 0.01$) confirm that our 3rd hypothesis is accepted as both variables are not moving in the same direction. When increasing the effect of anger rumination, employee creativity decreases. Hence H3 proves that there is a negative association between these.

H4: Employee creativity positively affects project performance.

Employee creativity has a favourable relationship with project performance, according to Hypothesis 4, as evidenced by the regression coefficient ($\beta = 0.606$, $p < 0.01$). Our 4th Hypothesis is accepted as both variables are moving in the same direction. When increasing the effect of employee creativity, the Project performance also increases. Hence H1 proves that there is a positive association between employee creativity and project performance. Thus, Hypothesis 4 is accepted.

H5: Anger rumination mediates the relationship between despotic leadership employees' creativity.

The mediating role of AR between DL and EC is statistically tested (table 4.5). AR mediating relationship is examined using Hayes process indirect effect in AMOS. The results are reported in table 4.5. The direct effect of DL on EC is negative and significant ($\beta = -0.256$, $p < 0.05$). DL has positive and significant effect ($\beta = 0.668$, $p < 0.01$) on AR. The mediator AR and EC has significant negative association ($\beta = -0.335$, $p < 0.01$).

Furthermore, to analyze the indirect effect from DL to AR to EC bootstrapping procedures is applied. The indirect effect result (table 11) is negative and significant ($\beta = -0.284$, $p < 0.01$). This confirms that AR mediates the relationship between DL and EC. It is also noticed that by taking the AR mediator the direct association of DL and EC do not become insignificant which further confirms partial mediation in this model. H5 is accepted based on findings.

H6: Employee's creativity mediates the relationship between anger rumination and project performance.

The mediating role of EC between AR and PP is statistically tested (figure 7). EC mediating relationship is examined using Hayes process indirect effect in AMOS. The results are reported in table 12. The direct effect of AR on PP is negative and significant ($\beta = -0.385$, $p < 0.05$). AR has negative and significant effect ($\beta = -0.508$, $p < 0.01$) on EC. The mediator EC and PP has significant positive association ($\beta = 0.434$, $p < 0.01$).

Furthermore, to analyze the indirect effect from AR to EC to PP bootstrapping procedures is applied. The indirect effect result (table 13) is negative and significant ($\beta = -0.222$, $p < 0.01$). This confirms that EC mediates the relationship between AR and PP. It is also noticed that by taking the EC mediator the direct association of DL and EC do not become insignificant which further confirms partial mediation in this model. H6 is accepted based on findings.

Moreover, moderation conditional indirect effects can be viewed through moderation graphs. The moderation graphs 1 indicated that LTP negatively moderates the relationship of DL and AR. As conditional effects showed that at the lower value of LTP the slope between DL and AR is upward moving. But for higher

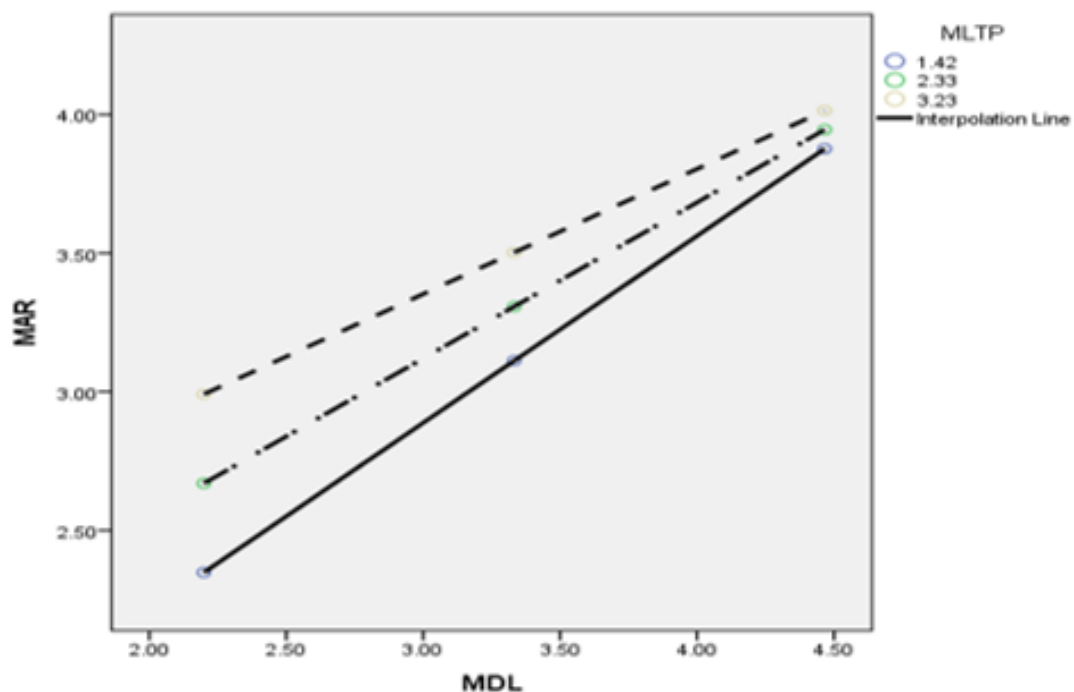


FIGURE 4.2: Moderation Graph

value of LTP the curves slope decrease. Which confirms that with higher value of LTP, DL has lower effect on AR.

H7: The light triad of personality moderates the relationship between despotic leadership and anger rumination in such a way that when the light triad of personality is high, the relationship between despotic leadership and anger rumination is low, and vice versa.

Hayes process macro model 1 is used to test the moderating effect of the light triad of personality between despotic leadership and anger rumination. The results for moderation are shown in the table above. The results indicate that ($\beta = -.123$, $p < 0.05$) hence light triad of personality has a significant moderation effect between despotic leadership and anger rumination further more LLCI and ULCI both have positive signs, hence light triad of personality moderates the relationship between despotic leadership and anger rumination. Thus, we can conclude that Hypothesis 7 is accepted.

4.6 Summary of Hypothesis

TABLE 4.8: Summary of Hypotheses

Hypothesis	Statement	Results
H1	Despotic Leadership negatively affects Project Performance.	Supported
H2	Despotic leadership positively affects anger rumination	Supported
H3	Anger rumination negatively affects employee creativity	Supported
H4	Employee creativity positively affects project performance	Supported
H5	Anger rumination mediates the relationship between despotic leadership and employees' creativity.	Supported
H6	Employees' creativity mediates the relationship between anger rumination and project performance.	Supported
H7	The light triad of personality moderates the relationship between despotic leadership and anger rumination in such a way that when the light triad of personality is high, the relationship between despotic leadership and anger rumination is low, and vice versa.	Supported

Chapter 5

Discussion and Conclusion

5.1 Discussion

The study investigates the impact of despotic leadership on project performance among project-based organization personnel. It also investigates the role of anger rumination, as well as the role of employees' creativity as a mediator and the light triad of personality as a moderator. The data for this quantitative study was collected from respondents through survey-based questionnaires. Line managers, project managers, supervisors, and staff working in various positions in top and medium-level project-based enterprises in Pakistan were among the study's respondents. The results revealed the confirmations of the assumptions. Logics and arguments are discussed below concerning each question and sub sequent hypothesis.

5.1.1 Hypothesis No. 1: Despotic Leadership Negatively Affects Project Performance

It was stated in hypothesis 1 that despotic leadership has a negative association with project performance. This study's findings validated the first hypothesis, as despotic leadership is characterized as aggressive behavior toward subordinates as well as manipulation that instills fear and uneasiness in subordinates about their position in the company (Hoogh et al., 2008).

The phrase despotism comes from the Greek word despot, which means "master" or "absolute rule." It refers to a kind of governance in which a single entity yields total control over all other entities. The term has been applied to a wide range of leaders, from local chiefs to regional leaders to ruling dynasties. Despotic leadership is without a doubt the most arrogant and destructive form. According to one study, dictatorial leadership increases the effect of organizational deviance, which mostly consists of a decrease in attempts to complete day-to-day tasks at work (Erkutlu & Chafra, 2018).

Such managers are believed to cause frustration, which is connected to negative sentiments about one's creative thinking, which reduces individuals' creativity as they become more mindful of their job and do not use their ideas to explore new avenues, which has a direct influence on project performance. Despotic executives never inspire their employees to improve and think out of the box, which lowers project performance and hurts the firm.

The study's supporting AET theory states that events induce emotions, and emotions cause event behavior. AET also explains how emotional experiences influenced some behaviors directly (positive or negative). Affective events, according to (Elfenbein, 2007), are not just focused on individuals, but also on teams and organizations. Affective events, according to researchers, are a daily experience that affects professional life and, as a result, affects decision-making, influences, and other individual attitudes and behaviors (Barsade & Gibson, 2007). The results of this study suggest that a despotic leader hurts project performance, approving the first hypothesis.

5.1.2 Hypothesis No. 2: Despotic Leadership Positively Affects Anger Rumination

It was stated in hypothesis 2 that despotic leadership has a positive association with anger rumination. This study's findings validated the second hypothesis, which stated that despotic leadership is positively related to anger rumination. Rumination is a psychological word for recurrent, conscious thoughts about a certain topic. Anger rumination is an intellectual emotional procedure that refers to

a person's predisposition to negative events and to recollect earlier anger thoughts and sentiments, which a despotic leader might impact. As a result, both variables are positively correlated.

The supporting AET theory states that events cause emotions, and emotions cause affective event behavior. In this study, we looked at anger rumination as an emotion that is induced by despotic leadership, and we discovered that the emotion anger rumination is positively associated with despotic leadership.

5.1.3 Hypothesis No. 3: Anger Rumination Negatively Affects Employee Creativity

It was stated in hypothesis 3 that anger rumination has a negative association with employee creativity. This study's findings validated the third hypothesis and are approved since the results of the study showed the negative association between anger rumination and employee creativity. The notion of creativity has been linked to anger rumination in this study, which describes a habitual state of feeling and even a negative emotional state. Anger rumination has been linked to creativity in few studies (Gözükara & Özyer, 2016).

Employee relationships at work, interactions with coworkers, and emotional states brought on by the workplace all have an impact on the employee's creativity (Seo et al., 2015). These characteristics of employees, who analyze their past experiences and improve their creativity levels by evaluating the workplace, as well as their communication and relationship with other employees, served as the foundation for this study, which looked into the assumption that anger rumination, which can be experienced with the employees' relationships, has an impact on this relationship.

Anger rumination appears as the persistent contemplation of an angry recollection, which drives people to repeatedly evaluate their prior anger, their communication with other people, and the appropriate and wrong reactions they had during that communication process. Similar traits of anger rumination include constantly thinking and evaluating a prior event and determining new reactions in line with the outcomes of these encounters.

5.1.4 4 Hypothesis No. 4: Employee Creativity Positively Affects Project Performance

It was stated in hypothesis 4 that employee creativity has a positive association with project performance. This study's findings validated the fourth hypothesis and are approved. The amount to which an entity's individuals are active in the process of creativity and invention determines its success (He, Cho, Qi et al., 2013). Innovation and creativity entail not just coming up with fresh ideas but also putting them into action.

Both of these characteristics contribute to an organization's strength and success. Employee creativity may broaden the reach of the business, contribute to the development of creative products and services, and provide novel ideas (Shalley & Zhou, 2008). According to researchers, there is a need for innovation and creativity in Pakistan's project-based companies. As projects may function successfully if novel techniques are used on them, and this can only happen if the person is allowed to demonstrate their creative qualities in a suitable setting.

5.1.5 Hypothesis No. 5: Anger Rumination Mediates the Relationship between Despotic Leadership and Employees' Creativity

It was stated in hypothesis 5 that anger rumination mediated the relationship between despotic leadership and employee creativity. This study's findings supported the fifth hypothesis is accepted. Since the results of the study showed a significant relationship. The impact of anger rumination as a moderator can be explained through intentional behaviors like (despotic leader acts) perceived as being more negative and the outcomes and effects would be consistently negative. So, even the employee creativity is there, there are still negative impacts of despotic leadership along with anger rumination due to which it is difficult for employees to cope with this sort of situation, and as a result anger rumination mediates the relationship between despotic leadership and employee creativity.

5.1.6 Hypothesis No. 6: Employee's Creativity Mediates the Relationship between Anger Rumination and Project Performance

In hypothesis 6 of this study, it was proposed that Employee's creativity mediates the relationship between anger rumination and project performance. This study's findings did support the sixth hypothesis as high levels of perceived stress as a result of anger rumination were linked to more negative actions. This might be because the negative effects of anger rumination are sufficient to induce employees to feel a lack of creativity, causing their creative abilities to deteriorate. As a result, employees' innovative abilities are hidden. Additionally, anger rumination has a detrimental impact on personnel, causing project performance to suffer, resulting in a negative impact on a company's productivity. As a result of the negative effects of anger rumination, project productivity as a whole is harmed, resulting in poor project performance.

5.1.7 Hypothesis No. 7: Light Triad of Personality Moderates the Relationship between Despotic Leadership and Anger Rumination

In hypothesis 7, it was proposed that the light triad of personality moderates the relationship between despotic leadership and anger rumination. When the light triad of personality is high, the association between despotic leadership and anger rumination is low, and vice versa. The findings of this study supported the seventh hypothesis, which was accepted since the study's findings revealed a substantial association. Kaufman developed a light personality triad. The Light Triad is a test that assesses empathy, compassion, and altruism. As a result, the light triad of personality paints a portrait of the participant's light traits. Previous research has indicated that those with a high light triad of personality are more expressive of a leader's bad conduct than those with a low triad of personality (Kaufman et al., 2019). This study also found that having a high light triad of personality lowers the association between despotic leadership and anger rumination here, which

has a favorable influence on project performance. The light triad of personality moderates the relationship between despotic leadership and anger rumination it weakens the relationship when individuals have a high tendency in these traits. According to AET, such variables influence affective reactions, strengthening or weakening in form of emotional reactions.

5.2 Research Implications

5.2.1 Theoretical Implications

The current study has several theoretical implications, which are explored below: Previously, there was limited research on despotic leadership and the outcome variables of employee creativity and project performance. This study adds to the body of knowledge by examining the process that leads to despotic leadership and anger rumination, both of which have an impact on employee creativity and project performance. As a result, we are entering a new age of research and contribution to our field. The current study also adds to the emotions literature by claiming that various anger rumination attitudes act as negative affect events and that these events most likely trigger negative emotions (i.e., affecting employee's innovative skills/creativity) that lead to negative behavioral reactions (i.e., lower employee's creativity and project performance). Leaders should support team members and personnel who have high moral standards in order to inspire the rest of the group. Overall, the study appears to be a helpful contribution to the body of literature that explores many dictatorial leadership factors, including those that contribute to poor creative performance, as well as how leaders respond to different corporate environments.

5.2.2 Practical Implications

The research presents several business-related practical implications, particularly for managers and leaders that may be used in a professional environment. Business leaders should take action to eliminate the core cause of the impression of

politics since it is a negative precursor to workplace exclusion and has a negative impact on organizational performance. To prevent ostracism, the leaders must make sure that each and every organisation member is involved. It is important to pick leaders who have good attitudes and personality traits because they lessen the negative effects of unfavorable factors. Employment training workshops must be implemented to help them understand the causes and effects of workplace exclusion. To disprove the idea that employees are acting in their own self-interest, employees' goals must be subordinate to corporate goals.

The study recommends that corporations should keep an eye on leaders when making initial appointments and examine current leaders regularly. Because despotic leaders employ immoral measures against their employees, it is beneficial to undertake leader feedback evaluations throughout time. Through training sessions, it is critical to engage leaders and staff. It is critical not only to identify people who want to wield authority and treat followers in an unethical manner, but also for organizations to provide training and integrate equal opportunity, moral, and ethical conduct into their culture. Furthermore, the impact of despotic leadership and anger rumination on project performance and employee creativity, respectively, necessitates greater awareness from the researcher, so the impact of despotic leadership on employee performance and anger rumination on employee creativity should be expanded to include other industries such as banking, cement, telecommunications, marketing, finance, and agriculture.

5.3 Limitations of the Research

There are also some limitations in the current research that we have faced while conducting this particular research.

1. To begin with, the constraints were mostly due to time and resources. Due to time constraints, the study was done using a cross-sectional time horizon rather than a longitudinal one, which takes more time and resources.
2. Second, we gathered data from Pakistani project-based groups, that couldn't cover the regular organizations.

3. Third, owing to a lack of resources and time restrictions, the purposive sampling approach was employed for data sampling. This technique was chosen since it could be completed in a short time.
4. Furthermore, the sample size was limited and wasn't possible to include all despotic leaders. Other forms of sampling procedures with a large sample size should be used in future studies since the results may vary if the sample size is raised. A high sample size improves the generalizability and application of results in a larger context.

5.4 Future Research

We believe that there are several study opportunities for future investigation. To assess a leader as despotic, research may be done to analyze the variety of followers' perceptions. What are the causes behind the variation in follower impressions, for instance? So that the despotic ruling elite might be exposed more plainly. It is possible to study what causes an employee to operate under shade about the manager's behavior. How much does a despotic leadership style influence the scope and success of a project? We hope that our findings inspire others to build on the foundational work we have shown here and continue the progress that's already been done in the field of project management. Future research might compare our theoretical framework to teams and team leaders working in different fields of work to see if the links we make are valid. We believe that there are several opportunities to add to the project management literature in recent years. PM knowledge domains must be merged with this developing domain of leadership's dark side. Because this sort of conduct can affect the company and team members, all aspects that intensify the effect and may jeopardize the project's scope must be exposed. A future study might look at the link between negative leadership style and more dimensions in the context of ethical and moral behavior, taking into account a variety of circumstances. Other variables, such as the personality of the leader and the performance and professional progress of coworkers, should be investigated in a future study to see if they might magnify or lessen emotional weariness in corporate culture as a whole.

5.5 Conclusion

The study investigates the relationship between despotic leadership and project performance through a mediating role of anger rumination and a moderating effect of the light triad of personality. The dark side of leadership is examined using Affective Event Theory in this study. The study's main addition to the literature is the study's focus on the negative aspects of leadership. The concept was important because employees get emotionally fatigued and separated from the work environment under the supervision of a despotic leader, thus they should be treated nicely. It is self-evident that organizations must comply with legal requirements for leaders to behave themselves ethically and lawfully. It is important to minimize power imbalances among project team members, and leaders should conduct self-evaluation. Overall, our research contributes to the literature on despotic leadership, anger rumination, employee creativity, project performance, and personality light triad. Because there hasn't been much study done on such factors before, these findings will help to pave the way for future leadership research. Our finding has a wide range of practical and theoretical consequences, as well as new avenues for future research for other academics.

5.6 Recommendations

Our study showed that despotic leadership has a detrimental impact on project performance, and that anger rumination has a negative impact on employee creativity. Employees are forced to work under duress as a result of the leader's dictatorial behaviour. The study recommends the corporations to keep an eye out for such leaders when making initial appointments and to examine current leaders on a regular basis. Because despotic leaders employ immoral measures against their employees, it is beneficial to undertake leader feedback evaluations throughout time. Through training sessions, it is critical to engage leaders and staff. It is critical not only to identify people who want to wield authority and treat followers in an unethical manner, but also for organizations to provide training and integrate equal opportunity, moral, and ethical conduct into their culture.

This research is focused on Pakistani project-based organizations. Furthermore, the impact of despotic leadership and anger rumination on project performance and employee creativity, respectively, necessitates greater awareness from the researcher, so the impact of despotic leadership on employee performance and anger rumination on employee creativity should be expanded to include other industries such as banking, cement, telecommunications, marketing, finance, and agriculture.

It is also recommended to pay close attention to the data and data gathering procedures, as this study has certain limitations. Since of the time restrictions, the sample size should be increased because this study obtained data from individuals who are easy to collect data from. This allows the rejected hypothesis to be re-evaluated using the given region. As a result, future researchers may use these criteria and perhaps include them into their studies.

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Appendix-A

Questionnaire

Dear Respondent

I am a student of MS Project Management, Department of Management Sciences at Capital University of Sciences Technology, Islamabad. I am conducting research on the topic: **“Exploring the Role of Anger Rumination and Employee Creativity for the relationship of Despotic Leadership and Project Performance: Light Triad of Personality as Moderator”**. You can help me by completing the attached questionnaire. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purpose only.

Regards,

Syed Saeed ul Hassan ,

MS (PM) Research Scholar,

Faculty of Management and Social Sciences,

Capital University Science and Technology, Islamabad.

Section 1: Demographics

Gender	1- Male 2- Female
Age(years)	1(20-25), 2 (26-35), 3 (36-45), 4 (46 above)
Education	1 (Bachelor), 2 (Master), 3 (MS/M.Phil.), 4 (PhD)
Experience	1 (3–8), 2 (9–15), 3 (16-22), 4 (23 and above)

Section 2: Despotic Leadership (Hanges & Dickson, 2004).

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

Sr. No	Statement					
1	Is your supervisor despotic; 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 3: Anger Rumination (Sukhodolsky et al., 2001).

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

Sr. No	Statement					
1	I keep thinking about event that anger me for a long time.	1	2	3	4	5
2	I get “worked up” just thinking about things that have upset in the past.	1	2	3	4	5
3	I often find myself thinking over and over about things that have made me angry.	1	2	3	4	5
4	Sometime I can’t help thinking about times when someone made me mad.	1	2	3	4	5
5	Whenever I experience anger, I keep thinking about it for a while.	1	2	3	4	5
6	After an argument is over, I keep fighting with this person in my imagination.	1	2	3	4	5
7	I re-enact the anger episode in my mind after it has happened.	1	2	3	4	5
8	I feel angry about certain things in my life.	1	2	3	4	5
9	I think about certain events from a long time ago and they still make me angry.	1	2	3	4	5
10	When angry, I tend to focus on my thoughts and feeling for a long period of time.	1	2	3	4	5

Section 4: Employees Creativity (Tierney et al., 1999).

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

Sr. No	Statement					
1	Always demonstrated originality in work.	1	2	3	4	5

2	Took risks in terms of producing new ideas in doing job.	1	2	3	4	5
3	Solved problems that had caused other difficulty.	1	2	3	4	5
4	Found new uses for existing methods or equipment.	1	2	3	4	5
5	Tried out new ideas and approached to problems.	1	2	3	4	5
6	Generated novel, but operable work-related ideas.	1	2	3	4	5
7	Generated ideas revolutionary to our field.	1	2	3	4	5
8	Served as a good role model for creativity.	1	2	3	4	5

Section 5: Project Performance Aladwani, A. M. (2002).

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

Sr. No	Statement					
1	Efficiency of operations	1	2	3	4	5
2	Adherence to schedules	1	2	3	4	5
3	Adherence to budgets	1	2	3	4	5
4	Amount of produced work	1	2	3	4	5
5	Quality of produced work	1	2	3	4	5
6	Effectiveness of interactions with consultants	1	2	3	4	5
7	Ability to meet its goals	1	2	3	4	5

Section 6: Light Triad of Personality (Kaufman et al., 2019).

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

	Faith in Humanity					
1	I tend to see best in peoples.	1	2	3	4	5
2	I tend to trust that other peoples will deal fairly with me.	1	2	3	4	5
3	I think peoples are mostly good.	1	2	3	4	5
4	I am quick to forgive peoples who have hurt me.	1	2	3	4	5
	Humanism					
5	I tend to admire others.	1	2	3	4	5
6	I tend to applaud the success of other peoples.	1	2	3	4	5
7	I tend to treat others as valuable.	1	2	3	4	5
8	I enjoy listening to peoples from al walk of life.	1	2	3	4	5
	Kantianism					
9	I prefer honesty over charm.	1	2	3	4	5
10	I don't feel comfortable overtly manipulating peoples to do something I want.	1	2	3	4	5
11	I would like to be authentic even if it may damage my reputation.	1	2	3	4	5
12	When I walk to people, I am rarely thinking about what I want from them.	1	2	3	4	5