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Impact of Despotic Leadership on Employee Performance; Mediating role of Self-Esteem and Moderating role of Project Culture

by

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Dedicated to my parents and siblings for their never ending support and unconditional love

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Abstract

Leadership is one of the most important variable which has been discussed a lot of time by different researchers for last many years but the despotic style of the leadership has not been tested enough with other variables, therefore the main purpose of this study is to find association between the Despotic Leadership (DL) and Employee Performance (EP) with the mediating role of Self-Esteem (SE) and moderating role of Project Culture (PC). The data were collected from 280 respondents working in various project based-organizations. The results indicates that despotic leadership style puts negative effect on employee performance. The culture is eventually predicted by the leadership style so when there will be despotic leadership style, the self-esteem of the employees will be low which will result in low employee performance.

Keywords: Despotic Leadership, Employee Performance, Self-Esteem, Project Culture.

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Abbreviations

DL   Despotic Leadership

EP   Employee Performance

SE   Self-Esteem

PC   Project Culture

Chapter 1

Introduction

1.1   Background of the Study

In the last few decades, the researchers have focused and studied the multiple styles of leadership like servant leadership, transformational leadership, ethical leadership and authentic leadership. Gary Yukl, (2006) defined leadership as the procedure of influencing others to perceive and coincide about what requirements to be executed and the procedure of encouraging the mutual and individuals to fulfill the objectives (p. 8). The leadership is considered as one of the important factor for the success of any organization (Mahsud, Yukl, Prussia, 2010).

One of the earliest findings about the leadership could be found at the Military academy of West Point where Hegels philosophy states that the leader must have to learn that how to pursue first before they could lead. For the last few centuries, the attention has been termed as the evolution of good leadership and the focus of the research is to find the emergence of leadership (Landis, Hill Harvey, 2014). The studies of the leadership came from the wide range of organizations which includes senior leaders, chief executive officer and the project leaders (Bass, 1990). The importance of the leadership includes the efforts to know the needs of the employees and help them to complete their requirements with responsibility (Greenleaf, 1977).

Studies have established multiple styles of the leadership that diminishes or enhances the employees performance like transactional leadership, transformational leadership, charismatic leadership, laissez-faire leadership, autocratic leadership, ethical leadership , democratic leadership, servant leadership, bureaucratic leadership and charismatic leadership (Montani, Battisrlli Odoardi, 2015; Valsania, Moriano, Molero, 2014; Lu, Tu, Chau, Chen Lin, 2013).

From the past studies it could be seen that the authentic leader gives the great response to their followers about the task (Gardner, Avolio Walumbwa, 2005) and the style of the authentic leadership has been judged from spiritual, servant, transformational and charismatic leadership (Bashir Khan, 2017). On the other hand, the ethical leaders are considered as trustworthy, honest and decision makers (Trevino, Brown Hartman, 2003).

Although the main styles of the leadership has been studied a lot of times by the researchers but Burns (1978) has actually introduced the concept of transactional and transformational leadership. The performance of the employees are directly distressed by the transactional leadership (Saleh, 2017), whereas Democratic leadership deals with the expectation, participation and rights in ethical manner towards everyone (woods, 2004). Transformational leadership could get improved outcomes than transactional leadership and organizational culture is changed by the transformational leadership (Bass Avolio, 1993).

About sixteen years ago the main attention to dark traits was given by the Paulhus and Williams (2002) Moses finds the traits of the leadership which are highly prized now a days (Baron, 1999). Dark triad is also known as trio of personality and contains Psychopathy, Machiavellianism and Narcissism (Paulhus Williams, 2002). Dark triads shows more complexion towards team work that results in negative behavior (Paulhus Williams, 2002). The employees in an organization presents more selfish and not willing to take much responsibility and not showing interest to work with group members (Jonson Sagerud, 2017). The corporation among the leadership and dark triads ought to be low (Furtner, Rauthmann Sachse, 2011). The highest frequent conclusions in research of Dark triad is much greater amount acknowledged by the males (Furnham Trickey, 2011).

The actual types of the dark triats has been studied but one of the type which is Psychopathy was defined by the Hare (1999) who states that Psychopathy is the disorder of the personality indicated by limited chunk of the behaviors and completed traits of the personality and Psychopaths never feel themselves ashamed by disobeying common norms and punishing others. Higgs (2009) states that it is a main reason of bad behaviors of leadership although the relationship of narcissism with the leadership is only tested in the last few years (Chatterjee Hambrick, 2007).

For about thirty eight years ago the Millon (1981) states that narcissism is correlated with maximum arrogance and self-personality. Christie and Geis (1970) states that Machiavellianism is a social influence process which grasps the use of expressive, power and politics behaviors. Machiavellian employees uses deceiving techniques (Shapiro, Lewicki Devine, 1995 and are usually liars (Lewicki, 1983). Psychopathy results in negative perspective and frequently to performance of job (Forsyth, Banks McDaniel, 2012).

The personality traits of Dark triad are associated with the large number of negative outcomes (Forsyth, Banks McDaniel, 2012), but the Dark triad is an important factor for the outcome of an organizations (Spain, Harms Lebreton, 2014). There is powerful network, trust and coworkers respect in Machiavellianism but it is negatively associated with job performance (Forsyth, Banks McDaniel, 2012). In Dark triad teams have the much convincing effect on the employee behavior (Jonson Sagerud, 2017).

As there are number of styles of leadership which has been studied but the variable Despotic leadership is introduced by the (Martinko, Harvey, Brees Mackey, 2013) who states that despotic leaders are those leaders who reacts in harsh and an authoritarian style against employees. One of the primary reason of distress at any work place is despotic leadership (Wu Lee, 2016). Despotic leadership targets on leader benefits which develops a serious pressure on employee (Dirk, Inam, Usman, Muhammad Norashikin, 2018). Despotic leaders share only with in those surroundings/ climate/ environments where employees feel dictated and restrained (Prooijen Vries, 2016). Aronson (2001) defines that despotic leadership

depends on self-commanding and authoritarian style which provides the assurance of the head. Despotic leaders lead to be more selfish than socialistic (Pfajfar, Uhan, Fang Redek, 2016). Despotic heads are governing, spiteful and dominating (Howell Avolio, 1993).

In the recent years Naseer, Raja, Syed, Donia Darr (2016) states that the Despotic leaders are also brutal and they have self-centered emotions to shape their worshipers for gaining their own benefit. Despotic behavior is comprised as probable form of illegal leadership behavior (Hoogh Hartog, 2008). Despotic leadership brings an innovative prospect as a moderating role (Schilling, 2009). Despotic leaders have resisting links with higher authoritys judgment (Hoogh Hartog, 2008). The most dominant form of literature in the styles of leaderships supervision of abusiveness (Ashforth, 1994), as Despotic leaders are those leaders who reacts in harsh and an authoritarian style against employees. The main reason behind the low satisfaction in the work is abusive or despotic leadership style (Tepper, 2000). Prooijen and Vries (2016) finds that despotic leadership gives to the expansion of institution scheme judgment.

The employers job performance, morality, inspiration and sovereignty against the organization would be low due to the less encouragement of despotic leaders towards their employees (Naseer et.al, 2016), whether the honest leaders encourage and develop trust within the organization among their employees (Hoogh Hartog, 2008).

1.2   Gap Analysis

Employees performance has been discussed in literature with different leadership styles like inclusive leadership, authentic leadership and ethical leadership but in both theoretical and empirical contribution, the link between employee performance and despotic leadership has been ignored in the Project based organizations.

In the casual effect of despotic leadership style on the performance of employees, the self-esteem as a mediated mechanism is also the contribution of this study in the leadership literature.

Projects or organizational culture shapes the employees behavior in the organization. Employees performance is defined by an important work belief, values and norms. The project culture is an important instrument of work place, norms and values. Researchers stated that the project culture plays a significant role in employees performance. Based on this significance, the current study states that, the project culture is used in the relationship between self-esteem and employees performance, with the expectation that it will strengthen the relationship. The moderation of project culture between self-esteem and employee performance is also a new contribution of the current research work.

Despotic leadership is a new variable and have too much importance in the domain of leadership styles and research have the demand to do work on this domain (Schyns Schilling, 2013). As established on data findings there has not been conducted study on these variables in Pakistan for project-based organizations, so there is a strong reason of this work is to tangle the perception of existing literature in Pakistani context. The project leaders, organizations and projects could be capable to gain more success rates for the projects.

1.3   Problem Statement

The dark side of the leadership has got increased attention in extant literature. However we find its application in project based organizations is limited. Since a big number of organizations are being managed through project based structure. The dark side including despotic leadership needs to be studied in project based organizations.

In addition, the leadership studies generally focus developed countries and in undeveloped countries the Pakistan specifically for project based organizations needs to be studied.

1.4   Research Questions

On behalf of the certain disputes, the current study is indented to catch solution for few queries, short explanation of the queries are as following;

Question 1: What is the effect of despotic leadership on employee performance?

Question 2: How despotic leadership affects the employee performance in projects?

Question 3: Does self-esteem plays a role as mediator between employee performance and despotic leadership?

Question 4: Does project culture works as a moderator between self-esteem and employee performance?

Question 5: What are the multiple assumptions with respect to self-esteem?

1.5   Research Objectives

The precise purpose and goals of the current study are following;

1. To test or study the relation among employee performance and despotic leadership.

2. To explore the link among employee performance and despotic leadership through self- esteem.

3. To explore the moderating effect of project culture on the link of despotic leadership and employee performance.

1.6   Significance of the study

The current research will give solid proof about performance of project-based organizations by using despotic leadership processes and will also be helpful in adding logical data to project management. The research will also open new conditions of despotic leadership to be considered in detail. In Pakistan the development sector will get to know the importance of managing leadership effectively and efficiently with considering the project culture in the projects.

Project based training takes place when there is changing environment due to the up gradation issues within a project. It distributes the knowledge not only in electronic directory but also in larger and open atmosphere. Underlining this connotation and also that the top most priority of each project is to achieve high performance; this study will upgrade employee performance and give guidance at all the levels of the projects through competent literature.

Whenever any type of project is launched and project managers reached to the middle or second phase of the projects then they face multiple type of failures and issues; and project managers will be facilitated through this study by keeping in mind for accomplishing the usefulness of leadership behaviors intact. This study will also help the project managers in taking the decisions.

The variables in this research papers have not studied till now and also in the context of Pakistan, therefore it will be the great participation or contribution to the future researchers in perspective of employee performance and the projects through the right channel of sharing information. It will also contribute to the projects or organizational culture linked with the tasks of the individuals and will provide the proper image of how it could make the relationship of project culture among the self-esteem and employee performance.

1.7   Supporting theory

Different researchers have been given and explained multiple theories which are used all over the world to explore the studies of leadership behaviors and self-esteem like attribution theory, social exchange theory, knowledge-based theory, social power and organizational support theory but social exchange theory can cover all the variables of the current research.

The major aim of the current research is to illustrate the domination of the leader for the organization reputation, employees performance and team members. Therefore the theory of Social Exchange is preferred as this is the only theory which links all the variables like Despotic leadership, employee performance, self-esteem and the project culture.

1.7.1 Social Exchange Theory

This theory suggests that social behavior is the outcome of an interchange or exchange process. The principle or goal of an interchange is to boost the advantages and decrease the prices. From the above theory George Homans (1958), the famous sociologist states that the people give respect to the benefits of relationships. When the rewards are offset through the risks, the people will dissolve that link. This reciprocal relationship also explained by researcher (Hsu, Yin Huang, 2017) in leader-followers relationship (Homans, 1974). That is comprise by the leader and organizational culture. Therefore, individual at workplace behave according to organizational environment e.g. work group and the culture of the organizations.

The performance of the employees is a supreme factor which contributes enough to the whole project and based theory could be the social exchange theory in respect to encourage the relationship of employees performance through the mediator like self-esteem (Sarason, Levine, Basham Sarason, 1983). The impact of despotic leader on employee performance and self-esteem could be described through social exchange theory (Schein, 2010).

According to social exchange theory an individual predicts the reciprocity of relationship from others while working in an organization or a project. What he/she has delivered to that person to balance the contribution from both the persons in social exchange. The organizational culture is predicted by the leadership (Groves Larocca, 2011). Despotic leadership could be explained as a process like an authoritarian leadership style in which the leader uses harsh way for conversation (Martinko, Harvey, Brees Mackey, 2013). In this regard followers loose self-worth at workplace due to despotic leadership style (Vondey, 2008). As social exchange states that, what has been done by the individual will get the same response from other, so due to low self-esteem, the performance of employees will also be reduced and ultimately it will affect the whole project.

Chapter 2

Literature Review

2.1 Despotic leadership and employee performance

Leadership is to lead an organization or number of people for any activity (Dic, 2018). In decision-making, leadership plays crucial role when it is task focused (Aunno, Alexander Jiang, 2017). Leaders are more productive to their work but their point of view among people focus and task focus but it depends upon special requirements or the experience level of any individual (Hersey Blanchard, 1977). Leadership has too much importance across the multiple contexts (Timmer, 2004).

Participation in leadership could bring multiple good psychological outcomes like autonomy, initiative and responsibility (Hellison, Martinek, Walsh Holt, 2008). As leaders or managers are well aware of their employee performance and only they play an important role for their organizations reputation (Mainemelis, Kark Epitropaki, 2015). Employee performance comprises of individual contribution in the effort of goals in the organization (Tanui 2015). Through performance you can achieve the outcomes by using employees skills (Prasetya Kato 2011).

The most criterion variable for job performance is leadership behavior (Schmidt Hunter, 1992). Employee performance is also associated with the hope (Youssef Luthans, 2007). It could be get high quality by empowering employee performance (Hassan, Mahsud, Yukl Prussia, 2013). There is a huge effect of employee performance on perceived quality (Hartline Hunter, 1992). The human resource

and an organization could be added in different chains providing to organizational performance (Adam, 2017).

Despotic behavior is considered as one probable form of unethical leader behavior (Hoogh Hartog, 2008). The despotic leadership is adversely linked with ethical leadership (Ofori, 2009).The diverse impact of abusive or despotic leadership could be reduced by building the trust in the groups (Wu Lee, 2016). Circumstantial avoidance focus, derived from Despotic leadership (which is one of the behavior under the tree of transactional leadership), it will result in very much limited creativity (Kark, Dijk Vashdi, 2018).

Despotic leaders are not worried about reacting in polite ways but defined as having some concern for others (Hoogh Hartog, 2008). Despotic behavior is comprised as probable form of illegal leadership behavior (Hoogh Hartog, 2008). Despotic leadership adds to the larger group of resisting leadership style (Schilling, 2009). Despotic behavior of society changes the protection of multiple controlling of resources (Keith et.al, 2017). Due to stress on workers from despotic leaders, it makes the huge difference in aspect of job, institution and the economy (Hanges Dickson, 2004).

Despotic leaders have no regard for social constructive ways and it is expected that they have no strong inner obligations feeling and the self-characteristics of the leader under the responsibility of social leadership has negative relationship with despotic leadership (Hoogh Hartog, 2008). Leeson (2017) finds that the way of leading is executed forcefully when despotic leadership converts in to lordly leadership.

From the last studies, it is accomplished that despotic leadership is not associated as behavioral circumstances or as featured but it is supposed as circumstantial and not the hierarchal building of the leader towards his team members and employees for the situational change in a work place for the smoothness of the workflow from leaders involvement in an every important and crucial task or activity to deliver the results for the project (Goffee Jones, 2007).

As despotic leadership is negatively related with employee performance (Naseer et.al, 2016). The theoretical contribution from social exchange theory that could

be used for knowing the impact of despotic leadership with the performance of the employees, as it includes observation of every employee and every activity which they are performing is being observed and how the leader could affect or change their performance through his and his absence in all activities with each employee in every individual activity. Therefore the despotic leadership could not provide a strong base and developing an environment for the employee to perform well. So, the first hypothesis could be defined as:

H1: Despotic leadership will be negatively associated with employee performance.

2.2 Despotic leadership and self-esteem

Despotic leaders are not to be supposed to perceive strong inner feeling to perform right things, they are also insensitive, self-absorbing and exploitative to the needs of their subordinates and therefore they have very low scores towards their self-judgment, for others and moral standards and they have very negative association with the ideas of high level management team and they are also supposed to harm the effectiveness of their subordinates (Hoogh Hartog, 2008).

Despotic leadership is one of the destructive leadership style, they deny the access of the employees to the resources, encourage and protection of the precious leaders (Wu Lee, 2016). But ethical issues are the one important reason for separating despotic leadership from the other types of destructive leadership style (Naseer et.al, 2016). And the style of despotic leadership belongs to the negative styles of the leadership and it comprises abusiveness (Schilling, 2009), they are corrupted, selfish and have very low level of ethics (Hoogh Hartog, 2008).

Self-esteem is the level of self-worths positiveness defined by the individual about his self (Brockner, 1988). The research has shown that the colleagues who have low self-esteem are attracted by the ethical leaders but they are different from the people having huge self-esteem (Pierce, Gardner, Dunham Cummings, 1993). Although the employees or subordinates in their offices often take favor and benefit by enhancing their self-esteem (Lyubomirsky, Tkach DiMatteo, 2006).

The crucial reason behind the resource losing is the despotic leadership (Hobfoll Shirom, 2000). If despotic leader does not present strong dispositioning then his subordinates could easily achieve the targets of their performances without any support (Naseer et.al, 2016). Despotic leadership is noteworthy in female employees (Eagly, 1987). Despotic leadership belongs to the behaviors of leader which are targeted on achieving dominance and sovereignty and excited or interested by their own self- interest (Naseer et.al, 2016).

Despotic leadership is an outstanding example which focuses the most significant type of the negative leadership (Schilling, 2009). Despotic leadership have the negative impact comprehensively on the entire organizations outcomes(Naseer et.al, 2016). In decision making, despotic leaders have less participation and they treat with their subordinates and employees unfairly (Aronson, 2001).

The person who wants to become more desirable person has often the low self-esteem (Shamir, Arthur House, 1994), Therefore to distinguish between leaders and followers is also determined by the low self-esteem (Judge, Bono, Ilies Gerhardt, 2002). The individuals who make their values as a human being basically concerns with the self-esteem (Harter, 1990).The self-esteem establishes a huge personality component which is also known as self-evaluation (Judge, Locke Durham, 1997).

Despotic leaders have the much less involvement, concern and appreciation for the others like their employees or subordinates (Hoogh Hartog, 2008). Despotic leadership style comes under the umbrella of unethical traditions because character wise they are corrupt, selfish and have low ethical level and it could be possible that the subordinates could be political under the despotic leaders (Naseer et.al, 2016).

The literature shows that the self-esteem belongs to destructive leadership (Luthans, Peterson Ibrayeva, 1998). The persons who have low self- esteem are responsive to the destructive leaders (Padilla, Hogan Kaiser, 2007). The leaders with low self-esteem wants to rule, operate and control other people but the followers sense that they should got such type of treatment (Weierter, 1997).

There is a remarkable effect of the contextual indication on the people with less self-esteem (Brockner, 1988). The person with high self- esteem will prefer to attract behavior which are consistent with positive behaviors but on the other hand, the relationship between the typical behavior and the leadership is too much weak when the self-esteem of the follower is low, so the self-esteem is negatively associated with the deviance at the workplace (Avey, Palanski Walumbwa, 2011).

As there is a chain of reciprocity situation among the both groups to establish collective understanding (Emerson, 1976). From the above literature despotic leadership comes under negative styles of leadership so they will also be treated as a negative personality from others perspective. Therefore my second hypothesis is stated as:

H2: Despotic leadership will be negatively associated with self-esteem.

2.3   Self-esteem and Employee performance

The value of a person at any place of his self is represented by the basic manifestation, which is self-esteem and overall the articles about the variable self-esteem is being cited 10,084 times (Judge Bono, 2001). The person who has a high level of self-esteem will see a difficult job although he deserves that chance from which he could get benefit and the person who has a low level of self-esteem will see an undeserved chance to avail (p. 21).

The person with high level of self-esteem faces the failure ship in terms of optimism which makes him successful in future (Dodgson Wood, 1998). According to Kormans theory, stated that the person with high level of self-esteem selects the occupation according to their interest that could lead the employee satisfaction in their jobs. Korman (1970) states that the person with high level of self-esteem will act or perform great for their self-image.

Managers are excited too much for the most and criterion issue of arguable variable which is employee performance and the employees of any culture are too much excited about their own performance and also focuses on interdependencies

(Gong, Wang, Huang Cheung, 2017). For precedent, the orientation approach of performance is being founded for positive effect (Porath Bateman, 2006).

The approaches of performance could shift employees far away from feedback which is self-negative (VandeWalle, 2003). The employees having solid performance orientation are only interested about their own abilities and neglects the reverse judgments (Gong et.al, 2017). Through the perspective of resource, the negative feedback helps a lot for correction in errors so therefore the performance improves (Ashfords Cummings, 1983).

According to control theory of motivation the employee will raise their struggle in return of performance gap (Carver Scheier, 1998). According to positive feedback, the employee could achieve the behavior which helps him to improve his performance, and there could be some other positive feedback signals which could provide the sense of guarantee and safety to improve himself and to improve and enhance the performance, the leaders often acknowledges the attempts of the employees (Gong et.al, 2017).

The negative feedback has both the effects on the employee performance, first one is that the mistakes but it reminds the leader to avoid them and the second one is that the some beneficial effect but it will be limited and it will not guide him to get the effective behavior, But the major issue is the leader could ask the self-confidence level of the employee and could diminishes or decline the employees assessment and it will result in negative feedback relationship (Gong et.al, 2017).

The huge association among employee performance and self-esteem does not guarantee that high self-esteem will lead the person to great performance but the people with high self-esteem shows that they are attractive and more likable, the people with low self-esteem, their beliefs disconfirms due to the measures of the objectives (Baumeister, Campbell, Krueger Vohs, 2003).

The people with low self-esteem could moves towards low level of standards or they could revoke or with draw from the given work (Brockner, 1988). The relationship of dark triads has been studied in the literatures of many research papers with self-esteem (Tharenou, 1984). There is a prominent average relationship

among employee performance and self-esteem and the average relationship among the employee performance and self-esteem is positive (Judge Bono, 2001).

The results are not clear enough of the employee performance and dark triads with the self-esteem, although there is 95% confident results about the link between employee performance and self-esteem but they are narrow and excluded non zero but the 80% are the results which are large enough and included zero but there are only 10% results which shows that there is reverse link among self-esteem and employee performance (Judge Bono, 2001).

As positive assessment increases the self- esteem but in future it could damage the employee performance because the informatory results never helps in identifying weakest points and neither provides the boost for improving the person (Trope Neter, 1994). The employee will never recognize or realize the performance gap when the focus is on the success of the employees (Carver Scheier, 1998). So my third hypothesis is stated as:

H3: There is positive association among employee performance and self-esteem.

2.4 Self-esteem mediates the association among employee performance and despotic leadership

There is a hierarchical aspect in self-esteem and stated as, what people assumes about them-selves as personal personality (Pierce Gardner, 2004). There is risk of induced threat to self-esteem when they are similar to supervisory leaders (Tepper Park, 2017). Self-esteem cites to personal overall self-assessment of expertise (Rosenberg Edwards, 1965). There is an affective liking/disliking element in self-esteem (Pelham Swan, 1989).

During whole lifespan self-esteem is functioning importantly in different domains of life (e.g., health, satisfaction of job, relations; Orth, Robins, Widaman, 2012). Someone with low self-esteem could sense up and downs of self-lay on ordinary

fluctuations and daily life accidents as exclusion or loss in duty (Sowislo, Orth, Meier, 2014). Moreover, preceding research proposes that low self-esteem might include instability (Leeuwis, Koot, Creemers, Lier, 2015).

The affective, self-concepts component and the evaluative are represented by the self-esteem and it also clarifies that what are the feelings that people observe regarding them (Baumeister, 2000). Self-esteem could be strengthened by using arbitration in a well-mannered way (Robins, Trzesniewski Donnellan, 2012). Different outcomes of the psychology is also related with the self-esteem (Leary MacDonald, 2003). Many of the important researches have proved that self-esteem is related with mindfulness (Pepping, ODonovan Davis, 2013; Thompson Waltz, 2008; Brown Ryan, 2003).

The increase in the self-esteem performs as a protection for those people who perceives against the fear (Pepping et.al, 2013). The dissatisfaction of the body occurs due to the low level of self-esteem whether they are boys or girls (Murray, Rieger Byrne, 2015). There are multiple researchers who explains that the basic reason of the aggression is low self- esteem (Walker Bright, 2009). But there are also some researchers who argues that the high level of the self-esteem leads to the aggression (Muller, Bushman, Subra Ceaux, 2012).

The employees performance in multiple jobs in close analysis is mandatory for the progress of the unit (West, Patterson, Dawson Nickell, 1999). Confident feel of dignity is an essential item of self-portrayal, is followed by self-esteem (Shaver, Goldenberg Hart, 2005; Kenny Sirin, 2006; Arbona Power, 2003). Self-esteem is considered and squabbled for long time as a great signal of self-representation (Kamkar, Doyle, Markiewicz, 2012; Doyle, Brendgen, Markiewicz, Kamkar, 2003).

H4: Self-esteem mediates the association among employee performance and despotic leadership.

2.5 Project culture moderates the relationship between self-esteem and employee performance

Culture has a serious effect on performance of employee (Altindag Kosedagi, 2015). It is mandatory to specify the staff, to differentiate among the fruitful and unfruitful staff by improving the employee performance (Pinar 2012). The volatility of cultures at intervals a society could need researchers to screen respondents to make sure high at intervals cluster similarity (Cannon, Doney, Mullen Petersen, 2010).

Culture has become standard point between researchers since the Nineteen Eighties (Arditi, Nayak, Damci, 2017). Project culture could be eliminated if the self-esteem is deliberated unobtrusively (Falk Heine, 2015). The processes of the organizations techniques are being sustained by the culture (Nahm, Vonderembse, Koufteros, 2004). It also provides the medium for the uses of operations around the suitable and untrue.

The culture determines however selections are created in corporations and the way members answer the surroundings (Henri, 2006). Visible dimensions typically raises unfairness and additive benefits or defects within the geographical point that strikes detention and honor (Price et al, 2005). Project culture effects how organizations perform their actions. It influences not solely organizations processes but also projects (Belassi, Kondra Tukel, 2007).

Culture of a corporation consists of the operations, figures, worth, suppositions that shared by members of an organization (Schein, 2000). Culture is an arrangement of mutual key suppositions which was studied by the set as it enlighten its troubles of outmost alteration and interior mixture which has treated competently to be expressed solid (Schein, 2004). Culture is a complicated form (Ganguly, Dash, Cyr Head, 2010).

Leaders could revise their systems efficacy by on any occasion altering their systems culture and atmosphere (Schneider, Gunnarson Jolly, 1994). There is a

good positive relationship among positive leaderships behavior and there is a negative relationship among negative work climate and positive leadership behavior (Makaske, 2015).

H5: Project culture moderates the relationship between self-esteem and employee performance; such that positive project culture will strengthen the relationship.

2.6   Research Model
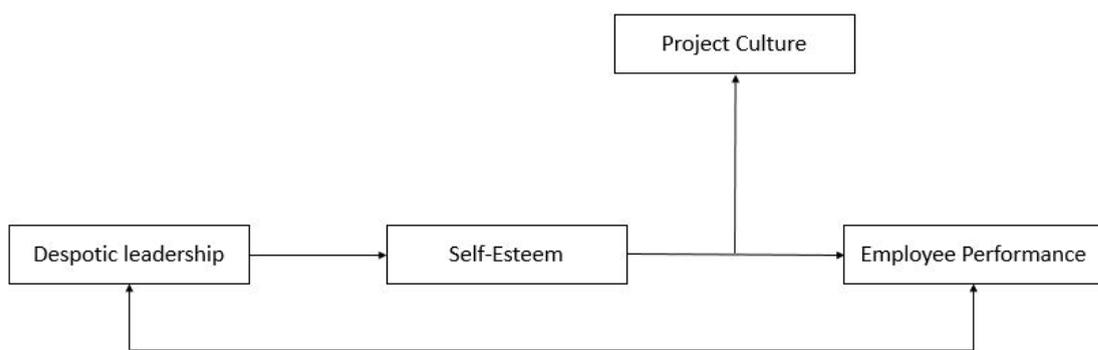
FIGURE 2.1: Research Model of DL impact on employee performance through self-esteem: Moderation of Project culture

2.7   Research Hypotheses

H1: Despotic leadership is negatively associated with employee performance

H2: Despotic leadership is negatively associated with self-esteem

H3: There is positive association among employee performance and self-esteem

H4: Self-esteem mediates the association among employee performance and despotic leadership

H5: Project culture moderates the relationship between self-esteem and employee performance; such that positive project culture will strengthen the relationship

Chapter 3

Research Methodology

In this chapter all the methods and processes which are used in this research are discussed to get reliable outcomes. The techniques of sampling, characteristics of sampling, instruments, variables reliability, researchs design, instruments, items and population are discussed in detailed in this research.

3.1 Research Design

3.1.1 Type of study

The current research is being highlighted to mention the effect of the despotic leadership on the employee performance, therefore casual study is being used for this research. For getting the reliable outcomes, the necessary data required is being achieved by the project based organizations in Pakistan. In earliest stage the targeted questionnaires were 345 but the responses which were received and genuine were 280. The sample which was selected for this research was supposed to depict the entire Pakistans population. It will improve to establish the results from statistical sample which will fairly to be presented by the entire Pakistans population.

3.1.2 Research philosophy and quantitative research

Hypothetical deductive research method is being followed in this research which is entirely established on the determinism philosophy, including past research and current theories were applied to establish and embrace our hypothesis that will be tested then imperiously for the authentication of our suggested hypothesis.

As the quantitative methods are generally appreciated and used for larger number of population. Therefore, quantitative research is being used to demonstrate the quality of the data due to associating variables and association of nature among the variables are used in this study.

3.1.3 Unit of analysis

The most essential distinctive or characteristic for analyzing in the study of research is the unit of analysis. In the study of research, unit of analysis could be bounded from and different groups to individuals, cultures and organizations etc. In this study the unit of analysis is dyadic because this research is concentrates on dyadic relationship among employees and leaders. As to determine the performance among employees, the research needs to access the distinct region of project based organizations, which will develop or boost their performances in their different activities, under the supervision of the leader.

3.2 Population and sample

3.2.1 Population

In the current study employees, managers and supervisors who works in Pakistans project based organizations are utilized as a population.

3.2.2 Sample

The procedure which is most commonly used for data collection is sampling. But there are some limitations and resource constraints through which it is unattainable to gather the data from the whole population. Therefore some representatives have been chosen for the representation of the entire population. The organizations which were contacted knew well and had well experienced about the leadership styles. So the sample which is selected for this research shows all the components which are required to get results and they are the ideal representative for the entire population.

Our main targeted area will be Pakistans project based organizations since this research is about to devote against the performance of the employees in the projects. This sample have employees different level of multiple organizations, therefore the self-reported questionnaire will be used to collect data. There were 345 questionnaire, which were circulated in different project based organizations. Convenient sampling have been used due to some restrictions. The data which was collected by the participants were kept confidential and the participants were also assured of about the confidentiality.

The sample was collected on the support of convenience sampling in this research. Convenience sampling comes under the tree of non-probability techniques of sampling. In convenience sampling technique, data is being collected in an unarranged manner which is based on the feasibility so that the data should be collected productively. Therefore, the best suitable technique in this study is convenience sampling. Because the data could be collected in unarranged manner in Pakistan from any project based organization. It will represent the original scenario of entire population in expressing the impact of despotic leadership style on the performance of the employees with the mediation effect of self-esteem and with the moderation of project culture.

3.3   Sample Characteristics

The stats of the demographics examined in the current research are; age and experience of the leaders in the organizations which are project based, employees Age and his experience in the organizations which are project based, gender of leaders and employees, qualification of leaders and employees. Two questionnaires were made because of dyadic relationship; one questionnaire will be occlude by the only managers or leaders and the other one will be occlude by the workers or employees.

The detailed characteristics of the samples are following:

3.3.1   Age

In the current study, first demographic is age and sometimes respondents do not feel fair to show their ages. For the collection of the data about their ages, the range was given to the respondents for their easiness.

Table 3.1:

Age	Frequency	Percent
18-25	2	.7
26-33	54	19.3
34-41	128	45.7
42-49	90	32.1
50 and above	6	2.1
Total	280	100.0

TABLE 3.1: Frequency by Age

The Table 3.1 reflects that the maximum respondents were those who had the age between 34-41, so it clarifies that the 45.7% majority of the respondents were those who had the range of age between 34-41, 32.1% were the respondents who had the age range between 42-49, and there were 19.3% of the respondents who have the age range between 26-33, there were 2.1% respondents who have the age range above than 50 and there were only .7% respondents who have the age range between 18-25.

3.3.2 Experience

To collect the information against the respondents experience, there were different ranges been made to ensure that every respondent could freely tell his experience tenure in their specific fields.

Table 3.2:

Experience	Frequency	Percent
05-10	53	18.9
11-16	87	31.1
17-22	46	16.4
23-28	19	6.8
29-35	42	15
36 and above	33	11.8
Total	280	100.0

TABLE 3.2: Frequency by Experience

It could be clearly seen from the above Table 3.2 that the maximum number of the respondents were those who had the experience between 11-16 years, so it means that the 31.1% respondents were those who had the experience between 11-16 years, 18.9% respondents were those who had the experience between 05-10 years, 16.4% respondents were those who had the experience between 17-22 years, 15.0% respondents were those who had the experience between 29-35 years, 11.8% respondents were those who had the experience from 36 years and above, and there were only 6.8% of respondents who have the experience between 23-28.

3.3.3 Gender

Gender is also an important demographic element and it could be easily highlighted the actual value or position of gender among the respondents through this demographic. It had been a lot of tries made to make sure the equality among males and females but it could be observed that there is still lot of difference among the ratios of males and females.

Gender	Frequency	Percent
Male	223	79.6
Female	57	20.4
Total	280	100.0

TABLE 3.3: Frequency by Gender

The Table 3.3 defines the ratios among the females and males. We could clearly see that there is huge majority of males in respondents, which are 79.6% and there were 20.4% of females.

3.3.4 Qualification

The entire nations prosperity depends up on the level of education and is also the huge need of the every person so thats why it is being considered as the most important demographic of the researches. Therefore after all the other dimensions qualification is one of the one of the vital demographic of every research.

Qualification	Frequency	Percent
Matric	0	0
Intermediate	0	0
Bachelor	168	60
Master	62	22.1
MS/M.Phil.	42	15
PhD	8	2.9
Total	280	100.0

TABLE 3.4: Frequency by Qualification

In the above Table 3.4,it is shown that there are huge number of respondents who have the qualification of bachelors and they have the percentage of 60.0% among the total number of respondents, 22.1% respondents were those who have the qualification of masters, 15.0% respondents were those who have the qualification of MS/MPhil and 2.9% respondents were those who have the qualification of PhD.

3.4 Instrumentation

3.4.1 Measures

In this research paper, all the items of variables Despotic Leadership, Employee Performance, Self-Esteem and Project Culture has been filled by supervisors and subordinates. The items of all the variables are made on the Likert-scale which should be filled on 5 points in which 5 shows (strongly agree), 4 shows (agree), 3 shows (neutral), 2 shows (disagree) and 1shows (strongly disagree). Through reliability test, all of these scales were accepted.

The Supervisors questionnaire consists of 6 questions which have two sections like demographics and employee performance questionnaire. The employees questionnaire consists of 22 questions which have four sections like demographics, despotic leadership, self-esteem and project culture questionnaires. The information in demographic consists of the variables Age, Gender, Experience and Qualification, are also collected to get the authentic results and the information about the respondents will be kept confidential.

There were 345 questionnaires which were spread and only 287 were received. But there were actually 280 questionnaires which were used for the data analysis. The questionnaires which were disposed of out of 287 questionnaires only due to incomplete data and the response rate was 81%.

3.4.2 Despotic Leadership

The scale developed by Hoogh Hartog, (2008) will be used by using six items on project intensity on DL. The dimensions are from 1 to 5 using Likert scale. The items are selected from above research paper and will be used same items for data collection. The items used for the scaling are, is punitive; has no pity or compassion, is in charge and does not tolerate disagreement or questioning, gives orders, Acts like a tyrant or despot; imperious, Tends to be unwilling or unable to relinquish control of projects or tasks, Expects unquestioning obedience of those who report to him/her, is vengeful; seeks revenge when wronged.

3.4.3   Self-Esteem

Eleven items scale will be used to determine the practices of self-esteem, developed by (Bearman Bruckner, 2015). The dimensions are from 1 to 5 using Likert scale. The items are selected from above research paper and will be used same items for data collection. The items used for the scaling are, You are well coordinated, You have a lot of energy, You get better quickly, You seldom get sick, When you do get sick, You have a lot of be proud of, You have a lot of good qualities, You are physically fit, You feel loved and wanted, You like your self just the way you are, You feel socially accepted, You feel like you are doing everything just about right.

3.4.4   Project Culture

Five items scale will be used to measure the importance of project culture, developed by Goodman, Paul Darr (1998). The dimensions are from 1 to 5 using Likert scale. The items are selected from above research paper and will be used same items for data collection. The items used for the scaling are, Sharing of best practices is frequently discussed, Sharing of best practices in my office is highly rewarded, Sharing best practices is a major way to solve problems, Sharing of best practices with other offices is highly rewarded, My office is innovative.

3.4.5   Employee Performance

There will be used six items scale to analyze employee performance and will be filled by the organizations heads and is developed by Salanova, Agut Peira (2005) is followed. The dimensions are from 1 to 5 using Likert scale. The items are selected from above research paper and will be used same items for data collection. The items used for the scaling are, Employees are able to put themselves in the customers place, Employees understand specific needs of customers, Employees do more than usual for customers, Employees are able to tune in to each specific customer, Employees deliver an excellent service quality that is difficult to find in other organizations, Employees surprise customers with their excellent service.

Variables	Source	Items
Despotic Leadership (IV)	Hoogh,Hartog (2008)	6
Self-Esteem (Med)	Bearman,Bruckner (2015)	11
Employee Performance (DV)	Salanova,Agut,Peira (2005)	6
Project Culture (Mod)	Goodman,Paul,Darr (1998)	5

TABLE 3.5: Instruments

3.5 Statistical Tool

To examine the link among the Despotic Leadership which is an independent variable and Employee Performance which is a dependent variable, the single linear regression analysis was done. When there are multiple factors and you have to examine their impact, then regression analysis is used. So this analysis will clearly show that the previous research against these variables are still rejecting or accepting the hypothesis.

After the regression analysis, the Andre F Hayes (2013) analysis of three steps were used to analyze the further steps. In first step, we place our dependent variable Employee performance in outcome column. In second step, we place our independent variable Despotic Leadership in the Independent variable column and then in third step, we put all our demographics in covariant. Then we select our model number to perform the moderation and mediation according to Preacher and Hayes.

3.6 Pilot Testing

When we decide to perform any work on a huge scale, before that it could be great technique to perform a pilot testing because we could elude different types of risks and excess of time and resources. Therefore, in start there were around 35 questionnaires which were selected for a pilot testing to assure that the results are in line with our hypothesis or not. When the pilot testing has been done it was clear that there were not any issue against the scales and the variables.

3.7 Reliability analysis of scales used

When there are variables, scales and number of items which have been tested again and again or a lot of times before your research then there is a process of reliability which is used for these kind of situations for checking the same consistent results. The scales of reliability represents the Reliability of scale depicts the capability of the scale to provide same outcomes when it is experienced for a lot of times. I have performed the analysis of reliability through Cronbach alpha, because it actually tells against the variables internal reliability and also shows that whether there is a link among them or not. There is a range from 0 to 1 for Cronbach alpha. When there will be higher value, it means that there is high reliability of the scale. When value is above than 0.7 of alpha, then it is considered as a reliable but if the value of alpha is less than 0.7 then it is considered as less reliable.

Variables	Cronbachs Alpha	Items
Despotic Leadership (IV)	0.701	6
Self-Esteem (Med)	0.724	11
Employee Performance (DV)	0.727	6
Project Culture (Mod)	0.828	5

TABLE 3.6: Scale reliabilities

In Table 3.6, the Cronbach alpha which is used for the collection of data are shown. The values of all items Cronbach alpha used under the study are over than 0.7. The variables items i- e Employee performance and Self-esteem, having values 0.8 shows that these two scales are highly reliable to be used in this study according to the context of Pakistan.

3.8 Data analysis technique

When the data has been collected from all the 280 respondents, then we have examined the entire data on software of SPSS version 21. I have applied multiple procedures for examining the data which are following:

1. Only those questionnaires were selected which were fully filled and correctly filled.

2. I have assigned a code for each variable which was used for the analysis of data.

3. For explaining the characteristics of sample, there were frequencies tables used.

4. By using numerical values, there was descriptive statistics performed.

5. Through Cronbach alpha, each variables reliability was tested.

6. Correlation analysis was performed to examine the link of significance among the variables.

7. Analysis of Linear regression was performed to check the relationship among the dependent and independent variable.

8. For examining the mediation and moderation, the Preacher and Hayes method was used.

9. Rejection and acceptance of all the hypothesis has been tested through Preacher and Hayes method.

Chapter 4

Results

4.1 Descriptive Statistics

It gives the gist regarding the data. It clearly shows about the standard deviation values, minimum and maximum values of the variables.

Variables	Sample Size	Min	Max	Mean	Standard Deviation
Despotic Leadership	280	2.17	4.67	3.50	0.63
Employee Performance	280	1.67	4.50	3.18	0.83
Self-Esteem	280	1.82	4.18	3.21	0.70
Project Culture	280	1.60	4.60	3.17	0.87

TABLE 4.1: Descriptive Statistics

The mean, correlation and standard deviation among the variables which are being used in the current research is being showed in the above table. The magnitudes and nature of the relationship among the variables are represented by the correlation values.

Despotic leadership has a standard deviation of 0.63 and have a mean of 3.50. There is a mean of employee performance which is 3.18 and have a standard deviation of 0.83. There is a variable named as self-esteem which is a mediator among despotic leadership and employee performance. It has a 3.21 mean and have a 0.70 standard deviation. There is a variable named as project culture

which is a moderator among self-esteem and employee performance. It has a 3.17 mean and have a 0.87 standard deviation.

4.2 Control Variables

From the previous researches, it has been shown that Age, Qualification, Gender and Experience have the impact on employee performance. Through the results of ANOVA it was found that all the demographic variables Age, Qualification, Gender and Experience were significant so they have been controlled.

Control Variables	Frequency	Significance
Age	9.52	0.000
Qualification	4.15	0.003
Gender	9.09	0.003
Experience	5.15	0.002

TABLE 4.2: Control Variables

4.3 Correlation Analysis

For finding the relationship among the variables, the correlation analysis is being performed. The main purpose to perform the correlation analysis is to obtain the link among despotic leadership of a leader and employee performance in project based organization, self-esteem as a mediator and the role of project culture as a moderator.

The correlation analysis is performed to check that whether the variation about the nature among the variables differ from each other at the same time or not. Regression analysis is basically different from correlation analysis because the correlational analysis does not entertain the link among the two or more than two variables.

In Pearson correlational analysis, it could be easily seen about the variation and strength of the relationship from the range of Pearson correlational analysis e.g. from -0.1 to 0.1. Therefore, it could be easily concluded the relationships strength

among two variable through the value of magnitude and from the distance of zero from correlation, the value of the magnitude could be generalized. If the value of the correlation is far from zero then it clarifies that there exists a powerful link among the both variables and vice versa. If there are exactly zero values, then it means that there is no relationship exist among the variables. The nature of the relationship is predicted by the positive and negative sign. If there is positive sign then it clarifies that if the increase exist in one variable, then in other variable there will also be an increase and it will be considered as direct relationship. But if there is negative sign, then it clarifies that if the increase exist in one variable, then in the other variable there will also be a decrease and it will be considered as indirect relationship.

S. No.	Variables	1	2	3	4
1	DL	1			
2	EP	-.550**	1		
3	SE	-.045**	.570**	1	
4	PC	.055**	.650**	.579**	1

TABLE 4.3: Means, Standard Deviation, Correlation

0.01 is the significant level **Correlation (2-tailed). N=280. *P<0.05, **P<0.01, ***P<0.001 (DL= Despotic Leadership, SE= Self-Esteem, EP= Employee Performance, PC= Project Culture).

From the above table, it could be clearly seen by the correlation values that there is a negative link among the despotic leadership and employee performance, where r = -.550** at P<0.01. From the above table it could be seen that despotic leadership have also a negative link with self-esteem, where r = -.045** at P< 0.01. It could also be observed that at r = .055** at P< 0.01, despotic leadership has a significant link with the project culture.

From the above table, it could be observed that there is a positive link among employee performance and self-esteem, where r = .570** at P< 0.01. And there the link exists among employee performance and project culture is significant, where r = .650** at P< 0.01. The link among self-esteem and project culture is also significant, where r = .579** at P< 0.01.

4.4 Regression Analysis

We have done correlation analysis to discover the link among the variables but we could not only focus on correlation analysis because it tells about the only existence among the variables but it does not shows the casual link between the variables. Hence, we have performed regression analysis to get the accurate proof about the variables dependence on one another. Regression analysis actually represents the dependence of variable on one another i-e regression on an independent variable through which it has been regressed.

In the current research, Process by Andrew F Hayes (2013) analysis has been used for both moderation and mediation analysis. For examining the interaction effect of despotic leadership and project culture on employee performance, the moderation regression analysis is performed. And for examining the effect of mediator Self-esteem on the link among the despotic leadership and employee performance, the mediation regression analysis is performed. By performing the mediation and moderation by Preacher and Hayes, there are three steps which are done individually for moderation and mediation by choosing model number 14.

Mediating effect of SE and Moderating effect of PC

			B	SE	t	p
Despotic Leadership	⟶	Employee Performance	-.22	.01	-3.424	.049
Despotic Leadership	⟶	Self-Esteem	-.16	.05	-2.584	.000
Self-Esteem	⟶	Employee Performance	.35	.05	6.830	.033
Int_term	⟶	Employee Performance	.21	.07	2.716	.007
			LL 95% CI		UL 95% CI	
Bootstrap results for indirect effect			.0098		.0618	

FIGURE 4.1: The mediating effect of SE and moderating effect of PC

Note. Bootstrap sample size 2000. LL =lower limit; CI = confidence interval; UL = upper limit. N=300, Control variables were, Gender, Age, Experience and Qualification, * P < .05; ** P <.01

From the above Table 4.1, the outputs which are extracted that despotic leadership has a negative and significant link with employee performance, and the unstandardized regression co-efficient reports the values (B= -0.22, t= -3.42, p= .04), hence the results clearly shows the valid explanation for the hypothesis, therefore the first accepted hypothesis H1 i-e Despotic leadership will be negatively associated with employee performance. The above results also clearly indicates that there is a negative and significant link among despotic leadership and self- esteem as indicated by un-standardized regression co-efficient (B = -.16, t = -2.58, P= .00), therefore the second accepted hypothesis H2 i-e Despotic leadership will be negatively associated with self-esteem.

From the above table, it is extracted that the self-esteem and employee performance have a significant link among each other. And it could be seen from un-standardized regression co-efficient as (B= .35, t= 6.83, P= .03), therefore the third accepted hypothesis H3 i- e There is positive association among employee performance and self-esteem.

Results in the above table clearly shows that self-esteem mediates the link among despotic leadership and employee performance, hence the indirect effect of despotic leadership style on the performance of employees through self-esteem has the lower and upper limits of 0.0098 and 0.0618 with 95% confidence interval, therefore the fourth accepted hypothesis H4 i-e Self- esteem mediates the association among employee performance and despotic leadership..

From the above Table 4.1, it could be clearly seen from the results that project culture moderates the link among self-esteem and employee performance, as it could be clearly seen by un-standardized regression analysis (B= 0.21, t= 2.71, P= .00), therefore the fifth accepted hypothesis H5 i-e Project culture moderates the relationship between self-esteem and employee performance; such that positive project culture will strengthen the relationship because P= .007, as it is showing significant value with 95% confident interval with its upper and lower limit (0.0001,

0.0548) contains similar signs which leads to the acceptance of the H5 hypothesis and it could also be seen by the moderation graph.
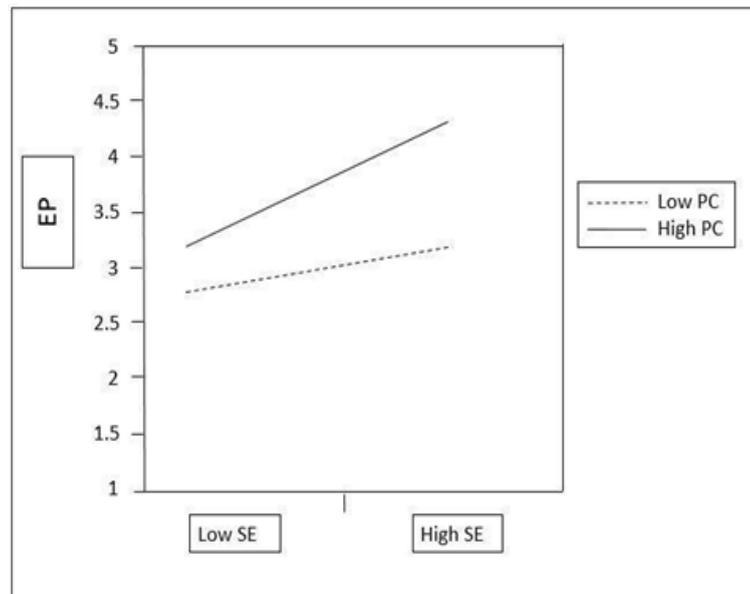
FIGURE 4.2: Moderation Graph

From the above figure 4.2 the slope line which is upward shows that there is a positive link among self-esteem and employee performance. While the line which is dotted shows high project culture and bold line shows the intensity of the project culture as low. The strength of the link among self-esteem and employee performance could be seen by the position and slope of the lines. Whereas the line with dots lies with the steeper slope upper from the bold line, which shows that if there is positive project culture, the link among self-esteem and employee performance will be stronger.

4.5   Summary of Accepted/Rejected Hypothesis:

Table given below will show the summarized results of the proposed hypotheses under this study.

Hypotheses	Statements	Results
H1	Despotic leadership will be negatively associated with employee performance.	Accepted
H2	Despotic leadership will be negatively associated with self-esteem.	Accepted
H3	There is positive association among employee performance and self-esteem.	Accepted
H4	Self-esteem mediates the association among employee performance and despotic leadership.	Accepted
H5	Project culture moderates the relationship between self-esteem and employee performance; such that positive project culture will strengthen the relationship.	Accepted

TABLE 4.4: Hypotheses Summarized Results

Chapter 5

Discussion and Conclusion

5.1 Discussion

The major reason of managing this research is to find out the conclusion of multiple queries which were undetermined about the relationship of despotic leadership and employee performance in the project based organizations in the Pakistani context with the variable (self- esteem) which is evaluated as a mediator and project culture which is evaluated as a moderator among the employee performance and despotic leadership.

The data for the suggested hypothesis has been collected from the organizations which were project based in the Pakistan. The hypothesis H1 is describing that despotic leadership in the project based organizations is negatively associated with the performance of the employees and it is approved through the above results. As every employee in the organization is deeply concerned with his self-esteem but due to despotic leadership, the self-esteem comes low so thats why the second hypothesis H2 is describing that despotic leadership is negatively associated with self-esteem and it is also approved through the above results. And hypothesis H3 is describing that there is a positive relationship among self-esteem and employee performance are also accepted which represents a significant relationship of self-esteem with employee performance.

Furthermore, the H4 hypothesis is describing that Self-esteem reacts effectively as a mediator among the relationship of employee performance and despotic leadership, therefore this hypothesis is accepted and due to self-esteem the employee performance increases which bring effectiveness in the projects. The fifth hypothesis is describing that project culture reacts as a moderator and positive culture strengthens the relationship and it is approved according to the above results. So it explains that the moderator (Project culture) affects the links among the despotic leadership and employee performance.

The detailed discussion on each hypothesis is as following:

5.2 Hypothesis H1:

Despotic leadership is negatively associated with the employee performance.

The above hypothesis has been accepted. There is a negative association but significant relationship which is driven by the results (B= -.22, t= -3.42, p= .04).

Despotic leadership has the t value of -3.42. As the value of p specify the significance level of the values of t which is an enough reason to accept the hypothesis. Therefore the value of p in this hypothesis is .04 which specifies the value of t = -3.42 which shows the significant relationship of despotic leadership on employee performance. But the value of B co- efficient is -.22 which reflects that when there is a change of one unit in despotic leadership then it could be a probability that there would be 22% decrease in employee performance.

As, there are too many evidences which could be found against the relationship of despotic leadership with the social responsibilities of the leaders (Hoogh Hartog, 2008). But there has not been found any results about the relationship of despotic leader with the employee performance. So the above mentioned results are the also new or latest contribution to the field or literature of the leadership styles.

Although the manager or leader plays an important role to guide or lead any activity, in some organizations the despotic style of the leadership could enhance

or boost up the reputation of the employees and organizations but in the current research, the despotic leader will diminishes the reputation of the employees and organization. Hence if there is a despotic leadership in any organization where leader leads with the authority in order to terrify the employees in the manner that he will kick out the employees from the organization if they does not obey their orders then the employees will not perform their duties by their hearts, therefore there will be low employee performance as a output.

5.3   Hypothesis H2:

Despotic leadership is negatively associated with self-esteem.

The above hypothesis has been accepted. There is a negative association but significant relationship which is driven by the results (B= -.16, t= -2.58, p= .00).

Despotic leadership has the t value of -2.58. As the value of p specify the significance level of the values of t which is an enough reason to accept the hypothesis. Therefore the value of p in this hypothesis is .00 which specifies the value of t -2.58 which shows the significant relationship of despotic leadership with self-esteem. But the value of B co-efficient is -.16 which reflects that when there is a change of one unit in despotic leadership then it could be a probability that there would be 16% decrease in self-esteem.

As, there are too many evidences which could be found against the relationship of self-esteem with the authentic leadership and ethical leadership (Rego, Sousa, Marques Cunha, 2012; Avey, Palanski Walumbwa, 2011). But there has not been found any results about the relationship of despotic leader with the self-esteem. So the above mentioned results are also the new or latest contribution to the field or literature of the leadership styles with self-esteem.

The leader or a project manager must consider or pay attention to keep the morale of any employee through keeping the self-respect of every employee. Self-esteem of an employee is one of the most important element of an organization, so the leader should have to consider this important element due to leading the

whole team of the project. If the manager or leader does not care or consider this important element then in reply employees could perform not so well and ultimately it will hurt the entire organizations reputation. Therefore, the manager or leader must have to pay attention to this important for the smoothness of the ongoing work and if he will not consider or doesnt pay attention to this matter or an element then obviously the employees will not feel good and they will not perform well and ultimately it will hurt the entire project.

5.4   Hypothesis H3:

There is a positive association among employee performance and self-esteem.

The above hypothesis has been accepted. There is a positive association and significant relationship which is driven by the results (B= .35, t= 6.830, p= .03).

Self-esteem has the t value of 6.83, which means that there is a huge significance level of the relationship. The value of t is greater than 2 which clearly shows that there are significant results. Therefore in the current hypothesis the value of t = 6.45 shows significant and positive relationship of Self-esteem with Employee performance. But the value of B co-efficient is .35 which reflects that when there is a change of one unit in self-esteem then it could be a probability that there would be 35% increase in employee performance.

Therefore the results which are declared above are established on the basis of previous or past literature which encourages the positive relationship of self-esteem with the employee performance (Vogel Mitchell, 2017; Yang, Zhang, Kwan Chen, 2018; Judge Bono, 2001; Sekiguchi, Burton Sablynski, 2008; Gardner, Dyne Pierce, 2004; Pierce, Gardner, Dunham Cummings, 1993).

The main feature of any project based organization is to compete with the other organizations in the market to persist or live as a reputed and victorious organization. There is a strong relationship among employee performance and self-esteem as seen from the above results so it means that when there is high

level of self-esteem in any organization then there will be high performance by the employees and they will happily share the innovative and unique ideas. And as an output the organization will reach to the desired level.

5.5 Hypothesis H4:

Self-esteem mediates the association among employee performance and despotic leadership.

The above hypothesis has been accepted. There is a significant relationship of self- esteem as a mediator among despotic leadership and employee performance, which is driven by the results (B= .25, t= 5.73, p= .04).

The above results clearly reflects that there is a significant relationship of self-esteem as a mediator among despotic leadership and employee performance, and the lower and upper limits values were by the unstandardized regression co-efficient (.009, .0618), both the values are positive and there is no existence of zero in the bootstrapped 95% interval about the relationship of the despotic leadership and employee performance through self-esteem around the indirect effect.

From the above results of third hypothesis it could be clearly seen that self-esteem has the positive relationship with employee performance but by the results of second hypothesis it could be clearly seen that self-esteem has the negative relationship with the despotic leadership. But if the leader is agree to motivate their employees and help their employees in a positive manner then it could be a big achievement for any organization because it will lead the organization to the very top most and desired level. It could be seen that there are some studies of self-esteem with employee performance which have been done in past but there are no studies of the self-esteem found in the past.

The leader or a manager actually makes an environment in any organization so if he does not co-operate or he doesnt appreciate the work or any ideas by their employees then definitely it will put the negative effect on the employees through which the employees self- esteem will be low, therefore the employees will not work

as demanded by themselves. But if the leader takes the step for their employees or subordinates and help them and appreciates their innovative and unique ideas then the employee will feel good and the self-esteem will obviously increases through which the employee performance will also be increased.

5.6   Hypothesis H5:

Project culture moderates the relationship between self-esteem and employee performance; such that positive project culture will strengthen the relationship.

The above hypothesis has been accepted. By the results it could be clearly seen that project culture moderates the relationship among the self-esteem and employee performance insignificant relationship where (B= .21, t= 2.71, P= .00).

The Project Culture has the t value of 4.06, which means that there is a huge significance level of the relationship. The value of t is greater than 2 which clearly shows that there are high significant results. Therefore in the current hypothesis the value of t = 4.06 shows that the Project Culture moderates the relationship among self-esteem and employee performance. But the value of B co-efficient is .15 which reflects that when there is a change of one unit in Project Culture then there will be 15% positive impact among the relationship of self-esteem and employee performance with strengthen the relationship.

As the hypothesis is being accepted and it could also be many reasons for that. As the Project Cultures impact as a moderator could be described by previous studies or researches, which were in convincing of the positive impact of culture as a moderator (Lo, Mohamad, Ramayah, Abdullah Lim, 2017).

If we relate it with the Pakistani context, the current study plays an important role in developing the culture so that the gap or the difference among the supervisors, leaders, employees and managers could be easily maintained. Song, Wang and Le (2017) also supports the fifth hypothesis H5 in a way that project culture moderates the relationship with the project performance. Although it could be

clearly seen by the above results that project culture has a positive impact on employee performance and self-esteem individually and also as a moderator.

5.7   Conclusion

In the current research, I have expanded the domain of despotic leaderships impact on employee performance, and now a days it is a key domain of the current era to challenge throughout the entire globe among the all project based organizations. The major focus of this research is to figure out the despotic leaderships impact on employee performance. And role of self-esteem as a mediator is also been indicated among the relationship of despotic leadership and employee performance. Plus in the current research, the role of project culture as a moderator has also been demonstrated among the relationship of self-esteem and project culture.

Questionnaires were used for the analysis of the data, and questionnaires were distributed in the Pakistans project based organizations. Social exchange theory supports this research and also supports these hypothesis. There were 345 questionnaires which were distributed in the start but there were only 280 questionnaires which were filled appropriately and correctly, and they were used for the analysis.

The major donation of the current research is that the current study has donated a lot in the literature because a very limited work found which has been done on the impact of despotic leadership on employee performance with mediating role of self-esteem and moderating role of project culture. In the current study, five hypotheses were tested and analyzed in the Pakistani context. Furthermore, all the hypothesis i-e, hypothesis 1, 2, 3, 4 and 5 are accepted in the Pakistani context.

5.8   Practical and Theoretical Implication

The current research has contributed towards a new domain in accordance with the past literature where the relation of despotic leadership is analyzed and tested

with other variables such as Emotional Exhaustion and Anxiety (Nauman Fatima, 2018). But the current research has attached very remarkable features of despotic leadership against the previous studies by testing its impact with employee performance. As performance is the most critical and an important feature among any organization, therefore this study has explained the alternative idea of including employees performance by the involvement or engagement of a leader.

In the current research, new relations have been tested for getting the reasonable advantage significantly in the creative and changing organizations environment. The current research has provided in a much significant way about the literature by showing the self-esteem as a role of mediator among the relationship of despotic leadership and the employee performance. As project culture is an important and vital variable, so examining this variable with the employee performance would be a unique study for the contribution in the futures research.

The current research is also too much important for the employees, managers and supervisors, as there is a big issue of Pakistan is to face cultures power distance due to which much of new researches are needed to overwhelm these domains of the culture in Pakistan which will explain the concepts of despotic leadership, employees and managers, to increase the link among employees and leaders by using self-esteem and planning to produce performances in the project based organizations which are the much insistent need of this era.

5.9 Limitations of Research Work

In every research or study, there exist some reservations, in the current research there are also some reservations which has been happened due to constraint of time and finite resources. The results of the collected data could be distinct because the data was collected from only Pakistans project based organizations. There could be some different results if the data could be collected from other Pakistans organizations.

The second limitation faced during this research upraised due to the reason, the questionnaire which I used was dyadic, multiple complications or problems were

faced during the data collection because data had to be filled individually from the employees and leaders. There were many employees which were not interested to fill the questionnaires, so thats why it was too much difficult task to convince them.

The third limitation faced during this research upraise due to the reason, the convenience sampling was used to collect data, as the data is collected randomly from a larger population in convenience sampling, due to this the generalizability is being limited. Therefore, the results could not be generalized widely. After the analysis, it is being established that some results are not meeting with the expected results during the previous literature, due to high culture distance, so therefore results could not be appropriate in the non-Pakistani context.

5.10 Future Research Directions

The above model has been checked in the current research to find the impact of despotic leadership on employee performance, and the directions for the future research, these variables could be tested or analyzed with some other aspects of leadership with the improvement of employee-leadership relation along with other variables like employees silence and project success.

Furthermore, the research on despotic leadership on employee performance demands more consciousness of researchers, because in other organizations or sectors, these variables could be tested further i-e banking sector, telecommunication sector by narrating these zones with similar fields where the performance is highly demanded for the jobs. Therefore, this research could be more increased and extended by following the multiple guidelines for the research in the future.

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Appendix-A

Dear Respondent,

I am a student of MS Project Management at Capital University of Sciences Technology, Islamabad. I am conducting a research on the topic: Influence of Despotic Leadership on Employee Performance in Project Based Organizations with the Mediating Role of Self Esteem and Moderating Role of Project Culture. 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 purposes.

Regards

Jalal Tariq

	1	2
Gender	Male	Female

	1	2	3	4	5
Age	18- 25	2633	34-41	42-49	50 and above

	1	2	3	4	5	6
Qualification	Metric	Inter	Bachelor	Master	MS/M.Phil	PhD

	1	2	3	4	5	6
Experience	5 10	11 16	17 22	23 28	29 35	36 and above

Please tick the relevant choices:

1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

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

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

	Self-Esteem					
1	You have a lot of energy.	1	2	3	4	5
2	You seldom get sick.?	1	2	3	4	5
3	When you do get sick, you get better quickly.	1	2	3	4	5
4	You are well coordinated.	1	2	3	4	5
5	You have a lot of good qualities.	1	2	3	4	5
6	You are physically fit.	1	2	3	4	5
7	You have a lot of be proud of.	1	2	3	4	5
8	You like your self just the way you are.	1	2	3	4	5
9	You feel like you are doing everything just about right.	1	2	3	4	5
10	You feel socially accepted.	1	2	3	4	5
11	You feel loved and wanted.	1	2	3	4	5

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