CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY, ISLAMABAD

Impact of Despotic Leadership on Employee's Performance with the Mediating Role of Anger Rumination and Moderating Role of Trait Anxiety

by

Hamid Ali

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

CERTIFICATE OF APPROVAL

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Abstract

Drawing on Affective theory, the purpose of the study is to examine the relationships between Despotic leadership and Employees' Performance;we take relational approach by introducing Anger Rumination as a mediator. The moderating role of Trait Anxiety between Despotic Leadership and employees Performance is also considered. Data were collected from employees' and their supervisors in different project-based organizations from Islamabad Rawalpindi Pakistan. Confirmatory factor analysis confirmed the distinctiveness of variables used in the study. The results of the analysis showed that Despotic Leadership enhances Employee's Performance in the workplace, while Anger Rumination mediates the relationship of Despotic Leadership on Employee's Performance. This study contributes to the leadership literature; since limited attention was paid to the role of despotic leadership as a predictor of employee's performance indirectly through Anger rumination and trait anxiety at workplace, in the perspective of Affective Event Theory. Implications of the study are also discussed.

Keywords: Despotic Leadership, Anger Rumination, Trait Anxiety, Employees Performance.

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Abbreviations

AET	Affective Event Theory
AR	Anger Rumination
CFA	Confirmatory Factor Analysis
DL	Despotic Leadership
EP	Employee Performance
PM	Project Manger
TA	Trait Anxiety

Chapter 1

Introduction

1.1 Background of the Study

Organizations are strongly focuses on leadership style and ethics to achieve success in projects. Some of the leadership style which are studied by researchers are; transactional, transformational, autocratic, charismatic, laissez-faire, ethical, democratic and bureaucratic leadership style that enhances employee performance (Odoardi, Montani, Boudrias, & Battistelli, 2015). A lot of previous research emphasizing on the positive and beneficial impact of leaders on followers and organization (Schilling, 2009) while largely neglecting the negative side of leadership (Naseer, Raja, Syed, Donia, & Darr, 2016). But now a day's many unethical leadership style are discuss in the past decays that negatively impact employee performance and organization overall performance. Unethical leadership is the leaders who violate moral standards and are guided by negative emotions like anger and disgust (Brown & Mitchell, 2010).

The importance of the leadership includes the efforts to know the needs of the employee and to fulfill their needs with responsibility (Greenleaf, 1977). From previous studies we saw that authentic leadership (transformational, charismatic and servant) gives greater response to their followers about their task (M. M. Hassan, Bashir, & Abbas, 2017) and Individuals who are psychological attached with the organization have higher level of job satisfaction (Van Knippenberg & Sleebos,

2006), Transactional leadership behavior is referring when there are reward and punishments scenarios in the work place (MacKenzie, Podsakoff, & Rich, 2001) and at the other side ethical leaders are trustworthy, honest, fair, caring and provide followers a vice in the decision making process and listen their ideas in the decision making process (Brown, Treviño, & Harrison, 2005).

Sometimes leaders do not influence their followers and uses authority and punishments to control employees over rewards and coerce followers which are not really leading them (G. Yukl, 1999). Some of this type of leadership style is i-e petty tyranny, abusive leadership, tyrannical leadership, destructive leadership and despotic leadership, which are harmful for both employee and organization (Erkutlu & Chafra, 2018). According to Thoroughgood, Tate, Sawyer, and Jacobs (2012) destructive leadership is perceive as harmful and deviant to the followers and organization it can be physical or verbal, active or passive and direct or indirect. Petty tyranny is defined by (Ashforth, 1994) that enforce his/her power on other which have less serious employees, forces conflict resolution, discourages initiatives and utilizes uncertain punishments.

About five years ago Anitha (2014) studied tyrannical and laissez-faire leadership on individual job satisfaction and they find that both the tyrannical and laissez-faire leadership style have lowered job satisfaction on individual and they may vary on time. The dark triad leadership has many negative outcomes (Forsyth, Banks, McDaniel, et al., 2012), but the dark triad is important factor for the organization outcomes (Spain, Harms, & LeBreton, 2014). Abusive leadership behavior is their subordinate perception to which leader engage to sustained display of their unfriendly and bitter verbal or non verbal behavior such as negative comment about subordinates, anger on them, humiliate their employee and lying to them (Tepper, 2000).

The variable named despotic leadership is first introduced by (Martinko, Harvey, Brees, & Mackey, 2013). Naseer et al. (2016) define despotic leadership style as"it is a behavior of leaders his/her main aim is to gain supremacy and dominance in the work field which are motivated by his self interest such leaders are arrogant, unforgiving and of bossy attitude. Despotic leadership behavior is exploitative and

self absorbing and likely to be insensitive sto their employee needs but a very little concern of the organizations objective (De Hoogh & Den Hartog, 2008). Erkutlu and Chafra (2018) also found that Despotic leadership is positively associated with follower's deviance and negatively associated with organizational identification. Follower deviance is defined as "voluntary behavior that violates organizational norms and threatens the well being of organization".

Many researcher study the impact of despotic leadership behavior on employee performance in the work field. Burris, Detert, and Chiaburu (2008) explain that followers of despotic leadership behavior have more negative attitude to work field and to the whole organization. Due to this behavior which focuses only on leader gains rather than employee well being will generate significant amount of stress in the employee (De Clercq, Haq, Raja, Azeem, & Mahmud, 2018), and due to this stress on employee it makes the huge difference in aspect of job, institution and the economy (Hanges & Dickson, 2004). Due to despotic leadership stress on employee can also harm their family life and this effect may intensify when the employee are anxious (Nauman, Fatima, & Haq, 2018). In this current study, I emphasized on the negative leadership style like despotic leadership that negatively influences employee performance. It is significant to study impact of despotic leadership because it impact important human resource management, organizational goals and employee performance. There are two main reason of growing interest in the bad side of leadership, the first reason is the question of prevalence and cost as a destructive leader and the second reason of the interest is because their effects on individual followers are very severe (Schyns & Schilling, 2013). Therefore, we argue that despotic leadership is negatively influences employee performance.

One of the major reasons of stress in the work field is despotic leadership (M. R. Lee, 2016), which targets on leader benefit rather than employees well being and organizational goals due to which employee fell serious pressure (De Clercq et al., 2018), because despotic leadership more selfish than socialistic (Pfajfar, Uhan, Fang, & Redek, 2016). Naseer et al. (2016) further explain despotic leadership as,it is a brutal and have self-centered emotion for gaining their own benefit. In the research we found that the more negative emotion employee experience the more

psychological wellbeing of the employee will be diminished and will adversely impact organizational performance (Schaufeli & Bakker, 2004). Denson (2013) found that negative emotions like anger rumination cause multiple project failures.

Ingram (1990) defined Rumination as it is an uncontrollable, repetitive thoughts focusing on negative moods and its causes, meanings and consequences. While anger is defined as the negative feeling associated with cognitive appraisal, physiological changes and action tendencies (Kassinove, Sukhodolsky, Tsytsarev, & Solovyova, 1997). Rumination after anger can result in provocation maintains or increases all three aspects of internal state leading to aggression; angry affect, physiological arousal and aggressive cognition (Pedersen et al., 2011). The individual which has low ability of emotional intelligence will have high rumination about the anger inducing events (García-Sancho, Salguero, & Fernández-Berrocal, 2016).

Generally if anger is viewed as an emotion than rumination is thinking about that emotion and this are conscious thoughts that revolve around a common theme and reoccur without immediate situational demands (Martin & Tesser, 1996). Gözükara and Özyer (2016) explain anger rumination that individuals may harm each other through their behavior or by the behavior of the individual with whom one interacts can be perceived as aggressive, All this scenarios cause anger rumination. In this current study I will studied anger rumination as a mediator between despotic leadership and employee performance for the first time, and assume that it will fully mediate the relation.

Meanwhile, the researchers found that anxious employee are more likely to respond negatively to despotic leadership as a result decreasing life satisfaction (Nauman et al., 2018). Endler and Kocovski (2001) explain four aspects to measure trait anxiety of individual, First one is "social evaluation" where one is observed or evaluated by other which increase the state Anxiety, second is "physical danger trait Anxiety" measures individual predisposition when it may be physically hurt, Third is "Ambiguous trait anxiety" is relates with the situation that are novel to the individual, Finally "daily routine trait anxieties" are related to the situation that involves individual daily routine and are harmless.

Kant, Skogstad, Torsheim, and Einarsen (2013) explain that leader negative behavior lead to subordinate Anxiety i-e despotic leadership refers to aggressive behavior toward subordinates and to the exploitation that creates fear and stress among subordinates regarding their position in the organization (De Hoogh & Den Hartog, 2008). Followers who perceive negative behavior of leader more exploitative and unfair are high anxious (Kant et al., 2013). The previous study also shows that high anxious employee has more tendencies to respond negatively to despotic leadership, increasing work family conflict and decreasing life satisfaction (Henry & Gray, 1999) define trait anxiety as, the tendencies from individual which causes significant amount of angry or anxious feelings. Therefore, by following these statements we argue that trait anxiety will strengthen the relationship between despotic leadership and anger rumination. Thus, trait anxiety may moderate the relationship.

1.2 Gap Analysis

Employee performance has been discussed with multiple leadership style i-e like inclusive leadership, authentic leadership and ethical leadership but found a very limited attention to despotic leadership on employee performance in both empirical and theoretical contribution. In casual effect of despotic leadership on employee performance, anger rumination as mediated mechanism is also a new contribution to the study in the literature of leadership.

Trait anxiety shapes the behavior of the employees. Shezan, Al-Mamoon, and Ping (2018) found anxious employee will be more sensitive to negative behavior than those who are less anxious. Tepper (2007) also stated that trait anxiety moderates between such leadership, life satisfaction and work family conflict. Based on this significant, on the current study we used Trait anxiety as moderating variable on the relationship of despotic leadership and Anger rumination, with the expectation that it will strengthen the relationship between despotic leadership and employee performance. The moderation effect of trait anxiety between despotic leadership and anger rumination is also a new contribution to the study.

1.3   Problem Statement

Leadership is important phenomena for the success of projects and for organizational goals. Research has shown that despotic leadership has a severe impact on employee performance, due to this, employees feeling distress and left their jobs (Tepper, Duffy, Henle, & Lambert, 2006). Previously researcher stated that despotic leadership has negative and harmful impact on their followers and this effect intensify when the subordinate are anxious (Kant et al., 2013). Glomb (2002) found that anger can create a high impact on individual job satisfaction and employee overall performance. These all variables are studied in literature; however they are not modeled in a single conceptual model. The current study is conducted to model these all variables by examine that how despotic leadership impact employee performance with the mediating role of anger rumination and moderating role of trait anxiety.

Moreover and the research is very limited in the Pakistani textile industries in the context of leadership, so, therefore there is an undeniable need to expand research in this area by using despotic leadership impact on employee performance in the textile industries of Pakistan. Researcher also stated that despotic leadership style is dark side of leadership, and there is some cost associated with such kind of behavior Despotic leadership style is dark side of leadership and there is some cost associated with such kind of behavior which is low performance, because despotic leadership in organization increase de-motivation in the employees and also become a reason of turnover and absenteeism among employees (Tepper et al., 2006). This study will be very helpful for the employees and managers of the textile industries of Pakistan that how can be despotic leadership so critical for employee and organizational goals.

1.4   Research Questions

Research question defined broad problem area of the study which we defined in our problem statement. We derived following research question.

Research Question: 1

What is relationship between Despotic leadership and Employee performance?

Research Question: 2

Weather Anger Rumination mediates between Despotic leadership and Employee performance?

Research Question: 3

Does Trait Anxiety moderates between Despotic leadership and Anger Rumination?

1.5   Research Objectives

Research objectives cover the reason to study the particular relationship. Based on the typology of Research objectives, we derived the following objectives of our research.

Research Objective: 1

To find out the casual effect of despotic leadership on employee performance.

Research Objective: 2

To test/ examine Weather anger rumination mediates between despotic leadership and Employee performance.

Research Objective: 3

To test/ examine Does Trait Anxiety moderates despotic leadership and Anger Rumination.

1.6   Significance of the Study

1.6.1   Theoretical Significance

The current study will give solid proof about performance of project based organization by using despotic leadership and will also be helpful in adding logical data

to the project management. The present study will contribute to the literature of despotic leadership, anger rumination, employee performance and trait anxiety in several important ways. First, the study will examine the direct effect of despotic leadership on employee performance which is a new relationship. And will tell that how much despotic leadership negatively impact employee performance. Second, the study will examine the indirect impact of despotic leadership on employee performance through a mediating role of anger rumination. Third, we will examine the moderation effect of Trait Anxiety between despotic leadership and anger rumination which is a new theoretical contribution to the study.

1.6.2 Contextual Significance

The study will focus on the textile industry of Pakistan which has a major contribution in the GDP of Pakistan. And a very little research on textile sector of Pakistan I have seen in the literature of management. So, we will study the despotic leadership style of project manager and its negativity on projects. In textile industry most of the employee left their job due to supervisor rude behavior. So, we will study that how much despotic leadership impact employee performance and negatively impacts projects. This is a new contextual contribution in the literature. Which will help project manager's that how much despotic leadership is destructive for our organization and overall textile sector.

The current study will add significant amount of contribution in the literature about project based organization by using despotic leadership and will also be helpful to give logical data to project management. The variable despotic leadership is not yet studied in the context of Pakistan. Therefore it will be great participation or contribution to the future research in the perspective of employee performance and the projects through the right channel of sharing information.

1.7 Supportive Theory

1.7.1 Affective Event Theory

We will use Affective Event Theory as a foundation of our research and analysis. According to AET emotions are central to predicting employee workplace behaviors (Weiss & Cropanzano, 1996). AET suggest that employee attitude and emotion is a result of exposure to work load and events (Eissa & Lester, 2017). Our model is relied on affective event theory AET emphasizes the specific role of work events (hassles, uplifts, or both) and affects (positive or negative emotions) in predicting the behavioral reactions to both events and emotions at work (Judge, Hulin, & Dalal, 2012). In the previous studies researcher suggests that abusive supervisor is also one link in the event-emotion-behaviors process (Eissa & Lester, 2017).

AET explain that singular work events influence long term work behavior through emotions (Weiss & Cropanzano, 1996). Affective reaction, in turn, is also determined by personality disposition e.g. negative or positive (Watson & Clark, 1984). This disposition directly influences affective experiences at work (Wegge & Neuhaus, 2002). In our study despotic leadership is taken as an event that will generate emotions such as anger rumination in the work field which causes long term work behavior such as employee performance and trait anxiety will be the dispositional variable of the study, in such a way that it will strengthen the relationship between event generation variable (despotic leadership) and emotions variable (anger rumination).

Chapter 2

Literature Review

2.1 Leadership

Leadership is defined as "the phenomenon by which individual influence followers to meet their organizational objectives (Erkutlu & Chafra, 2018). Recently Erkutlu and Chafra (2018) define leadership as "leadership is the power to influence subordinated to achieve the organizational goals effectively and efficiently". Another definition that explain leadership behavior is "it is a process that influence others i-e followers to understand and agree upon what needs to be done, how to do it and facilitating individual and collective efforts to accomplish shared objectives" (G. A. Yukl & Becker, 2006).

Previous studies tell that leadership is one of the important factors in the success of the organization (Mahsud, Yukl, & Prussia, 2011). Leaders are very productive about their work and are task focus and people focus, depend upon the experience level or special requirement of individuals (Hersey, Blanchard, & Guest, 1977). Leadership participation will give you some good psychological outcomes like autonomy, initiative and responsibility (Muczyk & Holt, 2008).

Burns (1978) argued that there are two types of leadership i-e Transactional and Transformational leadership; according to him transactional leadership is authoritarian, temporal, utilitarian and non binding relationship between leader and

followers which occur for the purpose of exchanging value things. While transformational leadership style is relationship between leader and follower which endure moral purpose, which is stuck with the fundamental wants, needs, values and aim of followers. He further added that transforming leadership is relationship of moral and motivational engagement between follower and leader.

The positive leadership style that are mostly discuss in the literature is transformational leadership which enhances employee performance in the work field and overall organization performance, by his strong and fluent vision, by their intellectual capabilities and by creating their followers relationship (Bass & Riggio, 2006). Bass and Avolio (1994) found that transformational leadership is to empowering your followers to develop themselves and improve their performances beyond the expectation. Other positive leadership which are discussing in the literature are; charismatic leadership, democratic leadership and coaching leadership style. Wu and Tsai (2016) argue that transformational leadership behavior generate creative work behavior and enhancing employee performance in contrast of transactional leadership, which is less effective to their employee creativity and performance. Transformational leadership is all about to empower their follower and fulfill their needs and requirement beyond their expectation (Bass & Avolio, 1994). Transformational leaders not only focus on personal gains but they encourage their worker to prefer organizational goals rather than individuals gains (Flin & Yule, 2004).

Cherulnik, Donley, Wiewel, and Miller (2001) argued that followers who are under charismatic leadership demonstrate positively and strong emotions of expressions. Democratic leadership style is the leader which holds the power of final decisions but he or she also invites other team members in decision making process this increase employee job satisfaction as well employee skills development (Bhatti, Maitlo, Shaikh, Hashmi, & Shaikh, 2012). Coaching leadership style is defined as "the leadership styles that construct confidence, construct compatibility in the employees and builds strong commitments among employees to fulfill organizational goals (Henson, 2013). Hall, Otazo, and Hollenbeck (1999) previously argued that leaders who receive coaching are goals and team focus and provide more support and guidance than the leaders who don't receive coaching.

In contrast to the above positive image of leadership recently there is growing interest in the bad side of leadership. G. Yukl and Van Fleet (1992) argue that leader that uses his authority to control their followers uses punishments over rewards and coerce their followers or manipulation of subordinate is not actually leading them. (Schilling, 2009) describe leadership beneficial aspects on followers are long lasting and never be neglected, but the dark side of leadership is totally neglected which exhibit the ugly face of the leader (Naseer et al., 2016). Gunay–Aygun and Gahl (2013) also argue that leaders do not only exhibit positive behavior of leader all the time, leadership darker side can never be hidden.

Some of the dark side of leadership styles that are discuss in the literature recently are; Abusive leadership style (Tepper, 2000), toxic leadership (Frost, 2004), Negative leadership (Schilling, 2009; De Cremer, van Dijke, & Bos, 2004) and despotic leadership style (Aronson, 2001). Abusive leadership behavior is their subordinate perception to which leader engage to sustained display of their unfriendly and bitter verbal or non verbal behavior such as negative comment about subordinates, anger on them, humiliate their employee and lying to them (Tepper, 2000). A toxic leadership style is lack of respect to their subordinates and is totally supervisor centric in terms of rewards and incentives or punishments (Georage, 2004).

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

About 15 years ago (Van Vugt, Jepson, Hart, & De Cremer, 2004) found that autocratic leadership styles is the most frequent method to resolve conflicts of the employees but it will threaten the groups as a result provocation of members to exit the group. Another dark triad that are discuss in the literature is negative

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

As there are many dark side of leadership discussed in the literature but the variable despotic leadership is first introduced by (Martinko et al., 2013), who states that despotic leadership are those who leads their followers with harsh and authoritarian style, due to which employee feeling distress in the work field (M. R. Lee, 2016). According to De Clercq et al. (2018) despotic leader's targets only leader benefits which develops serious pressure on employees. Despotic leaders only work in that environment where employee feel dictated and controlled (DiStefano, Root, Frank, & Padua, 2018).

2.1.1 Despotic Leadership

Despotic leadership is demonstrate in the recent research as a brutal and self centered emotion that pressurizes and shape their followers to gain own benefit (Naseer et al., 2016). Tepper (2000) explains despotic leadership as one of the authoritarian leadership styles that reacts to their employees in harsh and authoritarian manner due to which employee feeling distress and low job satisfaction. Due to stress on the employees due to despotic leadership it negatively impact organization, economy and employee's job satisfaction (Hanges & Dickson, 2004). Schilling (2009) demonstrate that despotic leadership is one of the well-known examples that cover the important features of negative leadership style. Despotic leadership is a negative leadership style that focuses on supremacy and dominance in the work field rather than organizational goals (Aronson, 2001).

Naseer et al. (2016) stated that despotic leadership unfair means with followers, low ethical and organizational norms due to which decrease in cooperation and lower organizational identification. Despotic leaders are corrupted, selfish and low level of ethics (De Hoogh & Den Hartog, 2008), due to ethical issues despotic leadership is separated from other destructive types of leadership (Naseer et al., 2016). Despotic leaders deny their followers to access to resources, encourage and

protection of the precious leader (M. R. Lee, 2016), Due to which followers becomes less focused or willing to contribute effectively toward organizational progress.

Aronson (2001) found that despotic leaders are of bossy, arrogant and manipulative attitude which only focus on personal gains rather than subordinate needs and organizational interest, thus despotic leadership work against the organizational norms and legitimate and focus only on personal gain. Schilling (2009) argues that despotic leadership includes two leadership styles tyrannical and abusive supervision. According to researcher the effect of destructive leadership style (i-e despotic leadership) not only limited to employee performance, they may also harm customer satisfaction, organization, employee's families and overall society. Such type of leadership increase low job satisfaction, organizational performance, organizational commitment, and increase turnover on employee, increase emotional fatigue, work family conflict and psychological distress (Hershcovis & Rafferty, 2012).

According to Hoobler and Hu (2013) despotic leadership is a serious concern for the organization. Collins and Jackson (2015) argue that further research is needed to find out that how much destructive leadership affect follower performance and what causes this behavior in leader. Leeson (2017) argue that despotic leadership lead their employee forcefully which convert their attitude to lordly leadership. These leaders have no regards for social constructive ways and have no inner commitment about the organizational goals, but only believe in self benefit (De Hoogh & Den Hartog, 2008). Despotic leaders are destructive leadership style they disallow followers to access the resources, do not encourage their employee and do not protect their employee in the work field (Wu & Tsai, 2016). Naseer et al. (2016) found that ethical issues are one of the main reasons that separated despotic leaders from other destructive leadership style.

According to Martinko et al. (2013) despotic leadership style behave to their subordinate in authoritarian, harsh manner and can't face any criticism, he further added that despotic leaders are insensitive to the needs of employees and are associated with abusive supervision leadership style. Padilla, Padilla, Hogan, and Kaiser (2007) found that despotic leadership act in the work environment where followers fell dominated, controlled and marginalized; this type of leadership brings

insecurity in the subordinates and also gives a little confidence to the employee in retention of their job in the organizational change. Like despotic leadership style laissez-faire leadership also act in the insecure work environment, laissez-faire leadership is difficult for employees to establish how will they can perform on their tasks (Derue, Nahrgang, Wellman, & Humphrey, 2011).

Researchers found that despotic leadership is more toxic, unethical, sensitivity, self evaluation, personal commitment and responsibilities for individuals than other leadership styles (De Hoogh & Den Hartog, 2008; Naseer et al., 2016). Aronson (2001) describe despotic leadership as more authoritarian, they control their followers with authority and also they limit the participation of employees in the decision making process. Nauman et al. (2018) argue that emotional stress and de-motivation is because of wretched leadership. Due to despotic leader unethical behavior they treat their followers with abuses and unfair means (Naseer et al., 2016).

Westman, Etzion, and Gortler (2004) argued that despotic leadership behavior increases tension in the marital status, weaken the family structure of followers as a result work family conflict, because employees of despotic leadership carry their aggression of work place to home (Hoobler & Brass, 2006). Nauman et al. (2018), Found that despotic leadership will influence the work family conflict of employee due to low job satisfaction.

De Hoogh and Den Hartog (2008) argue that despotic leaders control their followers with autocratic style and a limit participation of their followers in the decision making, they are not to be supposed to perceive of inner feeling to perform right things, they are insensitive, self absorbing and unfair to the needs of their subordinates, and therefore they have also very low moral standards and a negative association with top management ideas and they are also very harmful for the effectiveness of their followers.

Schilling (2009) stated that despotic leadership focuses on the most significant type of leadership. Despotic leaders subordinate have very less contribution in the decision making process due to which organizational overall performance is negatively impacted (Aronson, 2001). Naseer et al. (2016) argue that despotic

leadership have negatively impact on overall organizational outcomes. Because the crucial reason behind the resource losing is despotic leadership (Hobfoll, 2001).

According to studies Only employee life is not affected by despotic or destructive leadership but also the employee family life, organization and customer are affected by the bad behavior of leader, according to (Kant et al., 2013) Due to despotic leadership stress on employee can also harm their family life and this effect may intensify when the employee are anxious, and this affect have several negative outcomes like; lower job satisfaction, stress in employee, conflicts among employees, commitment of the subordinate to the organization as well as increase in the family conflicts (Aasland, Skogstad, Notelaers, Nielsen, & Einarsen, 2010; Shepherd, Haynie, & Patzelt, 2013).

Despotic leadership behavior is opposite to ethical behavior (De Hoogh & Den Hartog, 2008). Because the despotic leadership is directly linked with unethical behavior so by building trust in the subordinate of the despotic leadership impact of unethical behavior can be reduced to some extent (M. R. Lee, 2016). When the leader ethical behaviors are questionable then it is difficult to get organizational or individual objectives (Kanungo, 2001). De Hoogh and Den Hartog (2008) argue that situational factors are the reason that strengthen the relationship between despotic leadership and negatively influences follower's outcomes. Aronson (2001) found that despotic leaders not only act as unethical and non beneficial ways they also negatively impact the legitimate interest of the organization due to his non serving behavior.

In recent year's researchers found that despotic leaders act in a manner of brutality and they have self centered emotions to shape their followers to gain their own benefits (Naseer et al., 2016). The main reason of employee low satisfaction and low performance in the work field is abusive supervision or despotic leadership (Tepper, 2000). Naseer et al. (2016) also argue that due to despotic leadership employee job performance, morality, inspiration and control in the organization will be low due to which negative impact on organizational performance.

Burris et al. (2008) found that followers of destructive leadership has very negative attitude towards the job and organization, it is not only due to the destructive or

despotic behavior of leaders but he also perceives that the organization does not protect their employees, As a result this behavior of leaders will cost organization and will increase employees turnover (Van Dick et al., 2004). Hoobler and Hu (2013) argue that negative leadership style is one of the severe problems for the organization.

Spreier, Fontaine, and Malloy (2006) argue that despotic leader with autocratic and abusive style creates stress in the employees due to which employees becomes exhausted. Despotic leaders have very little concern about other regards they only looking for their personal gains (Naseer et al., 2016). Due to this self interest of despotic leader they show dominancy, controlling and abusive behavior to gain their personal interest (Howell & Avolio, 1992), due to this behavior of leader employee lives become distress and as result creation of work family conflict (Greenhaus & Beutell, 1985). Work family conflict is categorized into three types time base, strain base and behavior based. Time base conflicts occur when one allocated time to one role makes it difficult to adjust in another role, strain base conflict arises when you are too much tired from your work while behavior based conflict arises when one go to home with a bad mood and fight with wife (Nauman et al., 2018).

2.2 Employee Performance

Prasetya and Kato (2011) define performance as "the result obtained by some employees in the specific work field. When employees fell happy in the work field and look motivated to their task then their performance are increased (Robbins, 2001). According to researcher employee performance is the quantity and excellence of work that is completed by some individual which is directed on their commitment (Mangkunegara, 2005).

Porter and Lawler (1968) define employee performance as "it's the attitude and output of the employee to fulfill the demands and expectation of the leaders to meet organization or firm objectives. Employee performance also include employee motivation level, behavior in the work field and efforts that employee used to gain

organizational objectives by using organization resources, technology, organizational support and environmental factors (Stephen, 2016).

Employees are considered as critical sources for organizational information and they come up with ideas and give suggestion to the organization for improvements. Employees are the basis for change in the organization, learning, creativity and innovation. Employee performance is dependent on number of factors to get success in any project or organization (Frieder, Wang, & Oh, 2018). Leader's behavior is one of the main factors in employee performance, as employee perceives positive behavior from leaders, they will get more job satisfaction and if negative behavior is perceived by the followers then low job satisfaction will be the result (Schmidt & Hunter, 1992).

According to Duffy, Ganster, and Pagon (2002) employee's outcomes are mainly associated with leadership style and are regarded with leadership effectiveness. Previous studies also indicate that job insecurity will negatively impact employee performance, because job insecurity will decrease organizational commitment of the employees (Chirumbolo & Hellgren, 2003). Job insecurity increases turnover intention due to which employees left their job (Stiglbauer, Selenko, Batinic, & Jodlbauer, 2012).

Burns (1978) introduced two main leadership style in follower's prospective i-e Transformational and transactional leadership style, according to him transformational leadership has more impact on employee attitude towards job, to their organizational commitment, to their work environment and finally overall employee performance than transactional leadership style. According to Kotter (2010) leadership is one of the most important and foremost criteria to influence the followers towards their tasks and over time by using inspiring methods rather than authority.

Employee performance includes employee competency about the job, meeting deadline in efficient way, accomplishing its activities with efficiency and at how much effectiveness this activities are executed (Iqbal, Anwar, & Haider, 2015). Employee performance has greater impact on perceived quality and will get the desired quality when you empowering your employee (S. Hassan, Mahsud, Yukl,

& Prussia, 2013). Salanova, Agut, and Peiró (2005) argue that employee performance is enhanced when top management appraised, support and rewards their employees. When a leader establish a positive behavior in the work place this make a positive relationship between leader and subordinate, and employee needs and expectation are fulfilled due to which employee performance is enhanced (Reb, Narayanan, & Chaturvedi, 2014).

Recently researcher describes employee performance as "to get organizational desirable goals and results effectively and efficiently" (Frieder et al., 2018). Stephen (2016) described good performance as "its combination of individual characteristic, hard work, role awareness, experience, motivation and behavior that employee apply to achieve the organizational goals". Ramlall (2008) argue that success of any project is strongly dependent on the employee commitments to work, novelty about their work, inspiration and good communication between subordinates and leaders about the task to accomplish in efficient and effective ways.

Rose (2003) argue that in every organization certain level of stress are witnessed that effect employee well being and performance, he further added that this stress occur in the employee due to working for longer hours, which reduces employee urge to drive work better, if leader support employee than the stress level should be reduces. The researcher explains that stress is experiences by employee due to lost their resources (Hobfoll, 1989). Grandey and Cropanzano (1999) argue that due to interface between work and family roles the employee is feeling stress, because he also perform family roles, as a result work family conflict and life dissatisfaction.

Gillespie and Mann (2004) found that trust is one of the significant features between the relationships of leader and subordinate due to this, trust and respect for leader are created and subordinate perform beyond their expectation for leader. Trust is created in the employee due to several factors; organization behavior with the employee, fulfilling of their needs, keep their promises and meet their responsibility, weather they perceive that this parties are fair with them and trust about the parties that they will fulfill their promises and obligation in the future (Guest & Conway, 2001; Fuchs, 2003). As employee performance beyond the expectation has a major input in the contribution of high productivity of organization, so a

top management should focus on to adopt the culture of trust and put individual at central of the their consideration (Cohen & Prusak, 2001).

About ten years ago (Lambert, 2008) found that good relation among employees and leader will lead the employees to confidence, social support, job satisfaction and emotional statistician that will increase employee good performance outcomes. This positive interaction between employees and leader in the work place will lead organization to innovation, efficiency and as well as improved overall organization performance (Stank, Keller, & Daugherty, 2001). The relation between employee and leader are very complex when it comes to task performance (Duffy et al., 2002). The positive relation between follower and leader is the key method to obtain success in the work place, while negative attitude between followers and leader is the key barrier in success (Pearson & Anderson, 1999). This negative relation between follower and leader are result of some negative attitude imposed by the leader over the employee (Duffy et al., 2002).

Employee performance is the work outcomes that are accomplished by the employee at the work place. Performance of the employee the organization process, policies, procedure and design of feature play an important role in the employee performance (Cardy, 2004). Researcher argue that one the main method to enhance employee performance is to encourage employee engagement (Christian, Garza, & Slaughter, 2011), and this engagement of employee will foster high employee performance, job performance, high productivity, affective employee commitment to job and organization, customer service and good citizenship behavior (Demerouti, Cropanzano, Bakker, & Leiter, 2010). Anitha (2014) found that employee engagement will increase employee performance in the work field, as engagement has a number of consequences like commitment, employee turnover and performance (Halbesleben, 2010), so a leaders and organization to maintain high performance in the organization should improve employee engagement (Mone & London, 2018).

According to control theory employee will raise their struggle to fill up their performance gap after motivated from top management (Carver & Scheier, 2001). If the employee receive positive feedback from the management the employee will adopt

the behavior that could improve and enhance his performance, and the leader also acknowledged the employee attempt of improving his performance (Gong, Wang, Huang, & Cheung, 2017). While when employee receive negative feedback from the top management, it will affect the employee performance in two ways; first one is the mistakes which reminds the leader to avoid them and second is some beneficial affect but it will limited and will not guide him to the effective behavior, but the major issue in the negative feedback is that the leader neglecting employee assessment and it will result in negative feedback relationship (Gong et al., 2017).

Researchers of personality's studies found that there are various traits that can impact employee performance negatively or positively (Barrick, Stewart & Piotrowaski, 2008). Ostroff and Bowen (2016) describe that leader behavior, attitude, traits and styles can affect employee performance as well as leader follower relationship. According to studies leadership trait can impact employee performance negatively or positive (Padilla et al., 2007; Hu & Judge, 2017). If employee perceived negatively about their leader as their leader does not respond accordingly so then employee will react with emotional reaction like anger and psychological strain (Neves, 2012) due to which trust of the employee on the leader and organization decreases, as a result commitment to the work decreases and negative behavior increases at the work field (Meurs, Fox, Kessler, & Spector, 2013).

Leadership is the main tool to motivate and mobilize employee performance to meet organizational goals (G. Yukl, 1999). Crossman (2010) argue that leaders who understand emotions of their subordinate will motivate them more effectively and efficiently. Transformational leadership mainly use emotions to communicate their vision to the employee (Bass & Avolio, 1994). McColl-Kennedy and Anderson (2002) found that employee who perceives transformational leadership in the work place that evidences personal attention to individual, increase employee intelligence, increase employee enthusiasm and provide a sense of mission to the employee will enhance employee optimism and indirectly its performance.

Reb et al. (2014) argue that leaders who adopt positive work behavior in projects make positive relationship between leaders and followers, due to which the psychological needs of employees and subordinate are fulfill which improve satisfaction in

the employee which in turn improve employee performance. According to studies when there is no guidance and support from the leader then employee are unable to meet the desired performance (Heneman, Ledford Jr, & Gresham, 1999). Salanova et al. (2005) argue that employee performance is improved when they received appraisal and support from the leader.

Leadership is considered an important f actor to influence their subordinate performance (Wang, Law, Hackett, Wang, & Chen, 2005). Vigoda-Gadot (2007) studied two leadership style i-e Transformational leadership and transactional leadership and its effect on employee and organizational performance. In previous studies (Bass, 1985) found that transformational leadership has a greater influence on organizational performance, he further added that transformational leadership has a longer term goal opposed to transactional leadership and give identification to employee in the hierarchy of desirable value.

Mann and Micheal (1993) distinct between two types of leadership power (i-e despotic power and infrastructural power) according to him despotic power is the distributive power of power of state influential over civil society; it is mainly authoritarian and involves the autonomy of the government from social pressure. Despotic power is refer is refer as negative power of leadership. In contrast infrastructural power is described by (Mann & Micheal, 1993) as "it is the institutional ability of the central government, despotic or not to enter its regions and logistically implement decisions". Infrastructural power is refer as positive type of power, according to (Mann & Micheal, 1993) despotic power is refer is power over society while infrastructural power is power through society.

Vigoda-Gadot (2007) found that transformational leadership employee perception to the organizational politics is negative correlated while transactional leadership is positively correlated to organizational politics, as transformational leadership influence their employee performance in the way that they create environment of creativity, trust , commitment from the followers as well as from the leader, involvement of leader in the work field, satisfaction of employees and excellence in the organization, while transactional leadership influence their employee performance by using his authority and due to his ability to give rewards and punishments

to their subordinate, this type of leadership succeed for a limited period of time oppose to transformational leadership, which is for longer period of time.

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

Ostroff and Bowen (2016) found that Narcissistic leadership has a strong influence on their subordinate. The positive side of this leadership contains charisma, creative strategies and strong social skills used by them to predict good relationship of leader, subordinate and organizational outcomes (Xu, Tian, & Liu, 2010).

Iqbal et al. (2015) studied three leadership style and their effect on employee performance i-e Autocratic, Democratic and participative; (1) Autocratic leadership believe that he has the power to take decision without considering employee participation and employee should follow his decision, this type of leadership cause de-motivation in employees. (2) Democratic leadership style believe in sharing responsibility due to which employee fell ownership in the task and felling motivated and enhance performance. (3) Participative leadership style unproductive in the short term, but in longer term it is more productive for an organization, the increase in productivity is come due to empowerment and commitment of the employees.

Chirumbolo and Hellgren (2003) studied the negative side of leadership i-e Abusive supervision and its impact on employee performance, they found that abusive supervision acted as a stressors which causes harmful impact employee behavior, which negatively affect organizational outcomes, employee absenteeism, low productivity and reduces employee citizenship behavior (Tepper et al., 2006). According to researcher Employee performance also include employee motivation level, behavior in the work field and efforts that employee used to gain organizational objectives by using organization resources, technology, organizational support and environmental factors (Stephen, 2016).

2.3 Despotic Leadership and Employee Performance

A lot of previous research emphasizing on the positive and beneficial effect of leaders on followers and organization (Schilling, 2009) while largely neglecting the domain of dark side of leadership (Naseer et al., 2016). But nowadays the dark side of leadership is interesting area of research. Some of the dark side terminologies which are proposed is Abusive supervision (patty tyranny, 1994), destructive leadership (Einarsen, Aasland, & Skogstad, 2007), and despotic leadership (Aronson, 2001). According to De Hoogh and Den Hartog (2008) despotic leadership is leader behaviors that focuses on gaining supremacy and dominance in the work field and are motivated by leader self-interest.

Despotic leadership are exploitative and self absorbing and likely to be insensitive towards the employee needs but a very little concern of their consequences of behavior on the organization or Employees (De Hoogh & Den Hartog, 2008). Despotic leadership is positively associated with follower's deviance and negatively associated with organizational identification (Erkutlu & Chafra, 2018). Deviance of workplace is defined as "voluntary behavior that violates organizational norms and threatens the well being of organization". Despotic leadership which focuses on leader gains rather than employee well being which as a result can generate significant stress in the employees, and organization should do whatever it takes to discourage its presence (De Clercq et al., 2018).

Leadership can play a very crucial role in decision making when it is task focused (Aunno & Jiang, 2017). Followers of despotic leadership have more negative attitude to their organization as a whole (Burris et al., 2008). Due to stress on workers from despotic leadership it makes the huge difference in aspect of job, institution and the economy (Hanges & Dickson, 2004). We found only two studies which examined the relationship between destructive or despotic leadership to the organizational performance (Schyns & Schilling, 2013). De Hoogh and Den Hartog (2008) found no relationship between despotic leadership and organizational performance. While Burris et al. (2008) show one significant relationship between

destructive leadership and organizational performance which is cost overrun. The previous study suggest that despotic leadership has a negatively impact employees home life and then this effect intensify when the employee are anxious (Nauman et al., 2018).

Organizational Conspiracy beliefs have implication for organizational outcomes. Researcher found that despotic leadership increases organizational conspiracy beliefs due to which decrease commitment among followers to organizational goals, and they decrease the commitment to the extent due to which employee left their job (DiStefano et al., 2018). M. R. Lee (2016) argues that despotic leadership is one of the main reasons due to which employee feeling stressful in a work place. Because despotic leadership targets employee benefits which develops a serious pressure on employee (De Clercq et al., 2018). Pfajfar et al. (2016) argue that despotic leadership acted in those surroundings / environments where employee is dictated and stressful. Due to despotic leadership stree on employee there is a huge difference in the economy, institutions and job (Hanges & Dickson, 2004).

Tepper (2000) found that despotic leadership is one of the major reasons in the low satisfaction of employee, because despotic leadership reacts to their employee in harsh and authoritarian style. Due to this despotic behavior of leader employee morale, inspiration and independency will be low to the organization (Naseer et al., 2016), as oppose to honest leader which encourage their employees and develop trust between them (De Hoogh & Den Hartog, 2008).

In past decade researcher found that despotic leadership is linked with circumstantial not with behavioral circumstances, and the employee is not hierarchal build for the situational work place in the despotic leadership style environment for the smoothness of the work to deliver result for the project (Goffee & Jones, 2007). De Hoogh and Den Hartog (2008) describe the despotic leadership as illegal leadership style. When such leaders treat their employees with authority, lack of honor, arrogance and lack of empathy then imbalance is created in the employees due to whom psychological strain is experience by the employee which will affect work attitudes, promote deviance and reduce overall employee performance in the work field (Carnevale, Huang, Crede, Harms, & Uhl-Bien, 2017).

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

Naseer et al. (2016) studied leadership effectiveness on organizational deviance and he found that despotic leadership is the major reason of deviance in organization, as previously (Tepper, 2007) found that work place deviance is comes due to unethical behavior of leader. Researcher found that employees who are recognize with their organization identification have high job satisfaction (Van Knippenberg & Sleebos, 2006). Tyler (1997) argues that leadership behavior is the reason to improve the identification of employees. Naseer et al. (2016) found that despotic leadership will decrease the employee identification and low job satisfaction due to unfair and non ethical behavior with the employees. In recent studies (De Clercq et al., 2018) found that follower deviance is positively linked with despotic leadership and negatively associated with organizational identification.

van Prooijen and de Vries (2016) argues that despotic leadership add value to the organizational plan beliefs and are intervene by job insecurity. Despotic leadership is individualistic rather than participative (Pfajfar et al., 2016). Despotic leadership behavior is stressful for the employees because he is expecting complete obedience from their subordinate and diminishes the resources due to which employee creativity and meeting with organizational goals are diminishes (Schilling, 2009). Naseer et al. (2016) found that leaders who are not adopting strong despotic leadership tendencies, the employees will achieve their targets without support from other employees.

As despotic leadership negatively impact the employee performance (Naseer et

al., 2016). So we will use Affective event theory for the current study as a theoretical contribution. According to Weiss and Cropanzano (1996) stated that organizational events trigger affective responses in organizational members, with consequences for workplace attitudes, behavior and cognition. Specifically we argue that affective events theory obtains effective responses in terms of moods and emotions (positive or negative) and in turn employee performance as a behavior.

Elfenbein (2007) argues that an affective event not only focuses on individual but also on a group and organizational level. Barsade and Gibson (2007) further explain that affective events are constant experiences that influence working life, as a result influences decision making, absenteeism, work behavior and turnover (George & Jones, 1996). Fisher (2002) found that affective commitment and helping behavior is achieved by positive affective reaction to work events. As the theory suggest that Affective events directly had driven certain behavior (positive or negative). Thus, from above discussion we can predict the following hypothesis.

H1: Despotic leadership negatively influences employee's performance.

2.4 Anger Rumination

Most of the rumination research focuses only on anger or sadness. In our research we will focus on anger rumination, Rumination is defined is uncontrollable, repetitive thoughts focusing on negative moods and its causes, meanings and consequences (Ingram, 1990). Aldao, Nolen-Hoeksema, and Schweizer (2010) broadly define rumination as "it is negative, importunate and continuous thought which is absorbed on the meaning, causes and consequences of stresses which is encountered by individual". While anger is defined as the negative feeling associated with cognitive appraisal, physiological changes and action tendencies (Kassinove et al., 1997). Anger rumination predicts physical and verbal aggression and hostility, after controlling for depression, anxiety, and impulsivity (Anestis, Anestis, Selby, & Joiner, 2009).

Generally when anger is viewed as an emotion then rumination is thinking about this emotion. Ruminative thoughts are as conscious thoughts that revolve around

a common theme and reoccur without immediate situational demands (Martin & Tesser, 1996). Three types of angers are described by (C. Spielberger, 1988) are; First, Anger in is defined as the anger for someone is hold inside rather than expression. Second, Anger out is referred as, the anger which is directly expressed by individual on someone verbally or physically. Third, anger control is describe by the researcher as, the anger which is reduced by individual by holding the behavior of engaging. As anger rumination is a cognitive activity (rethinking or remembering of unusual things). So anger rumination is attempted after cover up your anger and clarify that what happen to anger.

Rumination responses increase risk of depression, anxiety, personality disorder, eating disorder and substance abuse disorder (Morrow & Nolen-Hoeksema, 1990). For example; those who are sad and experience rumination of this sadness will be depressed for longer time. Rumination can cause some severe problem in individual behavior and performance such as; reducing individual capability to concentrate, foreseeing address their problem, negative moods and always looking for activities that would pleased him and improve their mood (Nolen-Hoeksema, 1991).

Martin and Tesser (1996) described ruminative thoughts as the repeated thoughts about unusual incidents (like; anger, abusiveness etc) that are revolving around individual mind without any situational demands. Roberts, Gilboa, and Gotlib (1998) found that rumination of anger actually increase the intensity of the anger as well as its duration, and harm individual in the form of depression, anxiety and negative effect on his work and over organizational performance.

Anger is emotion which can be easily identifiable and measurable. Anger is term as episodic in nature because it occur several time in a week and then last for half an hour (Kassinove et al., 1997). Rumination is not consider of the same level as anger, because Anger is clearly linked with unfavorable outcomes while rumination thoughts are not easily described like anger with same negative implication. Anger reaction harm followers work life, performance, follower well being as well as his family life (Martinko et al., 2013).

Researcher found that observing anger sometimes develops corresponding emotions like; fear and anxiety. According to Van Dick et al. (2004) in negotiation process

when opposite party looks happy then the anger is provoked greater fear and anxiety. Observing anger is the source of information of observing agent motives, emotions and intentions. Forgas and Vargas (1998) argue that to observe other anger that how observer thinks about negative or positive emotions are linked with many styles. Once an individual become angry, past memories, thoughts and emotions are linked to this emotions (Rusting & Nolen-Hoeksema, 1998), and then rumination of this linked will lead individual to aggressive behavior to others (Bushman, Bonacci, Pedersen, Vasquez, & Miller, 2005).

Ciarocco, Vohs, and Baumeister (2010) described Rumination in two basic mechanisms one is stated as state (which focuses on current and negative thoughts) and other is trait (in which the follower exposes to stress). Further researcher explains rumination as a stable (across different situation) and persuade by individual differences (Bentall et al., 2011; Just & Alloy, 1997). Ray et al. (2005) argues that some individual's perceived high rumination and other perceive no rumination and these differences are stable over time in individuals. Hong (2007) argues that individual with high ruminative thoughts of negative incidents will be less effective in problem solving and due to ruminative behavior he did not take any initiative towards problem resolution.

Deffenbacher, Lynch, Oetting, and Swaim (2002) described the relation between angry rumination and aggressive driving, and they found that, due to angry rumination thoughts individual take needless risk, drive fast and dangerous due to which increase risk of accident. Anger can effect one behavior and well being due to anger rumination, because rumination is recurring thoughts and spin around individual which have no situational demand rumination is occur when some incident happen and employee think about it for some time (Martin & Tesser, 1996). According to Nolen-Hoeksema (1991); Watkins (2008) anger rumination is the individual affinity that constantly analyze his/her problems, concerns and distress without taken any positive actions.

Research in the past decade also found that ruminations that provoke anger can also harm individual health care. High blood pressure is observed in the individuals, who perceived high anger rumination (Hogan & Linden, 2004). Further

researcher also found that due to high blood pressure some physical symptoms occur like; back bone pain,(Arnoldi, 1976) chest pain (Brown et al., 2005), and sleeplessness (Suka, Yoshida, & Sugimori, 2003) are also one of the major issues in health due to anger rumination.

Individuals who have high trait anger will ruminate more than the individual with low trait anger, as a result high negative outcomes are experienced by the high trait anger individual as compare to the individual with low trait anger (Sukhodolsky, Golub, & Cromwell, 2001). Hobfoll (2001) further added that high trait anger will result in loss of physical, emotional and cogitative resources. Due to rumination it is difficult for individual to rebuild the resources (Kahn, 1990). Sliter, Pui, Sliter, and Jex (2011) also found that employees with high trait anger will cause more customer interpersonal conflict than that of low trait anger employee.

The research has found that anger rumination is a stronger prediction of aggression (Verona, 2005) argue that individual who have high trait rumination will perceive high aggression in contrast to individuals who exhibit low rumination. Rumination on anger is particularly termed as aggression. Peled and Moretti (2010) explain that aggression is higher because anger rumination intensifies the effect of anger. High ruminative behavior will receive less than the individual with low rumination, which causes frustration in the high ruminative individual behavior (Flynn, Kecmanovic, & Alloy, 2010).

Researcher used mindfulness technique to reduce rumination (Campbell, Labelle, Bacon, Faris, & Carlson, 2012). Mindfulness teaches their subordinate that they have to only focus on current situation in non judgmental and non reactive way (Kabat-Zinn, 1994). According to Mindfulness (Keng, Smoski, & Robins, 2011) mindfulness have many beneficial outcomes like; reduction in aggression and reduces individual ruminative thoughts about past negative events.

One of the major causes of aggression in individual is anger rumination. Anger rumination basically provoke the aggression towards agitator and also its targets can be other individual (Bushman et al., 2005). Previously Berkowitz (1988) found

that anger is the reason which causes frustration and provocation that lead individual to aggression. And ruminating about that anger will increase the aggressive behavior as aresult (Berkowitz, 1983) Rumination due to perceived injustice from top management or individual poor performance leads to anger (Hanegby & Tenenbaum, 2001).

Sukhodolsky et al. (2001) found four dimensions of anger rumination; memories of individual, understand causes of anger, angry after thoughts and thoughts of revenge. Anger rumination enhances will enhances all the aspect of aggression, effectiveness of anger and psychological stress (Pedersen et al., 2011). Denson (2013) when an individual internal state conceive all the three aspect of anger rumination like; aggression, effectiveness of anger and psychological stress then the individual will use more effort to regulate his internal state and it will consume more his cognitive resources.

Thomas and Velthouse (1990) argues that individual who ruminate will experience bad things and emotional distress will be intensify. Anger rumination is linked with risky behavior in daily life such as impetuous and aggression (Anestis et al., 2009). Researcher also found that individual who experience anger rumination be likely to have difficulty to forgive someone that mistreated him, which effects their emotional intelligence to persuade their cognitive intelligence as a result individual adopt attitude and behavior that replicate this influence (Barber, Maltby, & Macaskill, 2005).

Gredler (2003) argue that trait anger is a dispositional characteristic that will proactive actions. Trait anger is a personality trait of individual that affect some persons to experience and respond to environmental stimuli with angry feeling such as irritation and frustration more than other.

2.5   Mediating Role of Anger Rumination

The effect of anger on performance of individual is important. But we have seen very little research of anger on performance. Some of the researcher revealed that anger will cause job related stress (Friedman et al., 2004) decrease cooperation

(Allred, Mallozzi, Matsui, & Raia, 1997) beliefs and are problem solving (Glomb, 2002). Fisher (2002) argue that people get angry when they believe that they can change the behavior of the individual and change the situation at the work place.

Individuals may harm each other through unethical behavior or by the behavior of the individual with whom one interacts can be perceived as aggressive. All this scenarios cause anger rumination (Ebru & Yagmur, 2016). Individuals experiencing anger rumination tend to have difficulty to forgive those who have mistreated them, which causes their emotional intelligence to influence their cognitive intelligence and as a result, the individual exhibits attitudes and behaviors that reflect this influence (Barber et al., 2005). According to Deffenbacher et al. (2002) There are two type of anger rumination, one is external (e.g anger due to traffic jam) and the other is internal (thoughts and memories of an ending relationship).

The more negative emotions the employee will experience and the more his or her psychological well-being will be diminished. This can adversely impact organizational performance based on the established relationship between employee psychological well-being and intention to leave (Schaufeli & Bakker, 2004). The research accumulated the negative emotions like anger rumination for multiple project failures (Denson, 2013). Kant et al. (2013) found that the leader who experiences more trait anger followers will receive high petty tyranny behavior while low trait anger leader subordinate will receive low petty tyranny behavior. This petty tyranny behavior may push leaders over the line and without any reason will affect unnecessary targets.

Anger to employees is caused by the negative behavior of leader or top management (Dietz, Robinson, Folger, Baron, & Schulz, 2003). Anderson and Pearson and Anderson (1999) argue that anger is perceived by employees or individuals when they are facing injustice or abusive behavior from leader or management. Other negative emotions like, risk taking by the individual are bring out from anger (Fessler, Pillsworth, & Flamson, 2004). Glomb (2002) found that anger can create a high impact on individual job satisfaction and employee overall performance.

Weiss and Cropanzano (1996) stated that individual who are exposed to anxiety and discomfort due to anger needs mental resources that he can handle other

aspects of the situation like; work place tasks or organizational performance. Mathews and MacLeod (1994) explains that employees who fell fear in the workplace due to anger will focus their attentions to find the environment that concern safety or danger rather than focusing on his performance or workplace tasks.

Goleman (1998) found that leaders or employees will function better if they have high emotional intelligence to detect anger from others. Emotional intelligence is found one of the key method to enhance performance of students, employees manger, leaders and sales persons (Bachman, Stein, Campbell, & Sitarenios, 2000; Lam & Kirby, 2002). The performance of the emotional intelligence individual would be better because they have control their feelings and emotions in response of observing anger (Cote & Miners, 2006). Rumination of anger or thoughts that are evolving around a common theme will intensify the negative emotion of the individual which will obstruct their performance (Ray, Wilhelm, & Gross, 2008).

Pearson and Anderson (1999) found that individual that experience anger in work place will weaken efficiency and dedication. The ruminative thoughts when features with politics in the work place will result in behavioral, attitudinal and psychological outcomes and these ruminative thoughts will cause distress in the individual and obstructive personal growth in their performance and attitude (Rosen & Hochwarter, 2014).

We develop a model for our research which is based on effective event theory (Weiss & Cropanzano, 1996). Domagalski and Steelman (2005) construct a research framework on the basis of Affective event theory, which examine that work place anger are generate some internal anger expression which will lead individual to external expression of anger. According to AET events experiences affective reactions which in turn affect participant's behavioral responses. According to researcher Job characteristics (Fisher, 2002), Leadership behavior (Pirola-Merlo, Härtel, Mann, & Hirst, 2002) and organizational change (Paterson & Cary, 2002) have all been expressed as an event. Fitness (2000) found that unfair justice is the most common source of work place anger identified by individual, when supervisor are leader. According to Gibson and Callister (2010) anger is a multidimensional emotion which will experience when goals are correcting of perceived wrongness.

In the foundation of our research we had taken despotic leadership as a work place event that triggers emotional reaction in the form of anger rumination which leads to affect event behavior i-e employee performance. On the basis of Affective Event Theory we develop the following hypothesis.

H2: Anger ruminationmediates the relationship between despotic leadership and employee's performance,

2.6   Trait Anxiety

Trait anxiety is refer as tendencies from individual to experience anxious or angry feelings with significant amount (Auerbach & Spielberger, 1972). Nitschke (1998) found that trait anxiety contains different thoughts, emotions and physical reaction that conceptualize obvious cause of anxious feelings. Kant et al. (2013) determines that despotic leadership behavior has harmful affect on employee family life and this effect make stronger when employee are anxious.

Researcher explain two types of anxiety i-e Trait anxiety and state anxiety; trait anxiety reveal that it is a stable affinity of individual that experience negative affective states or emotions such as tensions and fear, it may also connected with general tendency that experience cognitive biases and narrow attention that obstruct work performance (George & Zhou, 2007). On the other side state anxiety which is temporary in nature is describe by researcher as, it is the tendency which is more likely to transition out of this state, such positive and negative emotional shifts of anxiety i-e state anxiety will increase the employee creative work performance (George & Zhou, 2007).

According to Norman and Nancy (1999) there are four aspects to measure any individual trait anxiety; first one is social evaluation, Individual predisposition to have an increase in state Anxiety where one is being observed or evaluated by others. Second is physical danger trait Anxiety measures individual predisposition when it may be physically hurt. Third one Ambiguous trait anxiety is relates with the situation that are novel to the individual. Finally, daily routine trait anxieties are related to the situation that involves individual daily routine and are harmless.

A multidimensional theory of trait anxiety explains relationship between cognitive anxiety, somatic anxiety, self-confidence and performance. Cognitive anxiety is refer as a metal component of individual which have negative expectation and cognition of himself, the situation and potential consequences. Somatic anxiety is a physical component of anxiety that reveal one psychological response. Self confidence is basically one belief about his ability to perform task or to achieve target behavior. the theory found that relationship of cognitive and somatic anxiety with performance is negative related while relationship of performance with self-confidence is correlated positive. G. Jones (1995) found that trait anxiety has negative influence on individual and organizational performance.

About Twelve years ago researcher found that anxiety has many devastating impact i-e reduce learning capability of employee and their performance (Eysenck, Derakshan, Santos, & Calvo, 2007). According to researcher anxiety have also some positive outcomes; anxiety facilitates employees in increase of adoption of goals achievement (Elliot & McGregor, 1999) and also increase the efforts of employee from which they accomplish goals and targets (G. Jones, Hanton, & Swain, 1994).

According to Tobias (1985) anxiety produces many shortages in employee working memories because anxious employee ruminates about anxiety and its associated physical outcomes. Another research found that people who experience anxiety always evoke negative information that is negatively valanced, harmonizing with their emotions and moods (Eysenck et al., 2007). Ansburg and Hill (2003) describe that employees who think that they are under threat has narrow attention to the source of anxiety.

Anxious employee felling emotionally distress due to which they perceive their work situation negatively which make them behave inappropriately with other contemporaries (Gambetti & Giusberti, 2012). Anxious employee is more likely to respond negatively to despotic leadership as a result decreasing life satisfaction (Nauman et al., 2018). According to Leon and Revelle (1985) Trait anxiety of individuals have negative impact on decision making tasks. Individual differences in Anxiety significantly influences affinity in decision making compared with the

high trait anxiety individual for low trait anxiety individual it is easier to make risky plan because higher trait anxiety people felling threatened (Peng, Xiao, Yang, Wu, & Miao, 2014).

According to previous studies anger and anxiety are two different emotions; Anger is defined as, the intensity that varies from soft frustration to annoyance to fuzzy or temper behavior (C. Spielberger & Sydeman, 1994), while anxiety is defined by Wilt, (Wilt, Oehlberg, & Revelle, 2011) as an emotion of individual resulting due to unpleasant feeling, worry, thoughts, tensions and have conformist behavior. Researcher found that anger has the affinity to perceive situation as predictable, intelligible and imperviousness and are in control of individual situations (Ellsworth & Scherer, 2003), as result will bear low risk in the consequences of new (Loewenstein & Lerner, 2003). While anxiety is associated with concentrative bias about threat related information and to calculate uncertain incentives as negative ones, in this situation risk become increases when employee or individual feel anxious (Bar-Haim, Lamy, & Glickman, 2005), because anxious individual are feeling unpleasant, uncertain and have low ability on situational control (Smith & Ellsworth, 1985).

Researcher found that in small, manageable quantities work tasks anxiety and worry should be a good thing, because they motivate people to focus on task goals and performance (Moran, Taylor, & Moser, 2012). The researcher found that the anxious individual normally react in unethical and selfishly way in the work place in an effort to restore threatened self (Kouchaki & Desai, 2015). Muris et al. (2000) explains that a high level of anxiety is present in children due to high level of threat, higher level of threatening analysis, and higher level of negative feeling in the children mind and earlier detection of threat.

Studies reveal that trait anxiety leads individuals to the following accomplishment; (a) identify the difference between real and imagined threat to them (b) focus more on cognitive resources on threatening and natural incentive (c) understand uncertain incentives as possible threat (d) gathered information about threat more easily than other neutral information (Kouchaki & Desai, 2015). Hermans et al.

(2011) found that in threatening situation the brain shifts its cognitive resources to focus on generating rapid defense mechanisms.

According to C. D. Spielberger and Gorsuch (1983) high trait anxiety followers will be more sensitive to leader negative behavior than that of low trait anxiety followers and perceive situation more dangerous and threatening. Weather leader is aggressive or not, and the leader does not show his aggressiveness in the work field, but when subordinate perceive the behavior of leader as aggressive then this Subordinate personality may be sometimes influence the leader behavior to aggressive (Geddes & Callister, 2007). Bowling and Beehr (2006) explains that experience employee perceives think differently in contrast of less experience employee, for example; one individual will perceive joke from other individual as an act of sarcastic humiliation.

Studies found that job anxiety and trait anxiety are similar but they have also some differences such as, trait anxiety is higher in women than men (Kinrys & Wygant, 2005). And researcher does not find any relation in gender in job anxiety; from that researcher argue that job anxiety is lesser dependent on person related but more dependent in situation (Muschalla, Linden, & Olbrich, 2010). Researcher also determines that anxiety disorder is found unemployed individual is more than employed person (Muschalla et al., 2010).

According to M. K. Jones, Latreille, and Sloane (2016) physical health problem is not the major issue in the absence of employee in the workplace but the study find relationship between anxiety and employee absence and will negatively impact the workplace overall performance.

2.7 Moderating Role of Trait Anxiety

According to Kant et al. (2013) leader negative behaviors are linked to subordinate Anxiety. i-e Despotic leadership refers to aggressive behavior toward subordinates and to the exploitation that creates fear and stress among subordinates regarding their position in the organization (De Hoogh & Den Hartog, 2008). Kant et al. (2013) found that employees experienced more anxious when they perceive

that leader behavior with them are unfair and manipulative. Anxious employee perceives other negatively, as a result increase criticism and dissatisfaction (Forgas & Vargas, 1998).

Researcher found that anxious followers respond negatively despotic leadership as a result work family-conflict and decrease life satisfaction (Nauman et al., 2018). Previously researcher reveal that despotic leadership has negative and harmful impact on their followers and this effect intensify when the subordinate are anxious (Kant et al., 2013; Campbell et al., 2012). Kant et al. (2013) further added that employee trait anxiety is linked with employee petty tyranny high anxious subordinate will perceive more petty tyranny than that of low petty tyranny that will affect his performance and job satisfaction. Bowling and Beehr (2006) argue that high trait anxiety follower perceive same leader behavior differently than that of low trait anxiety followers.

Previously C. D. Spielberger and Gorsuch (1983) argue that trait anxiety is the personality that has many stress full outcomes which is closely related to personality trait neuroticism. Researcher used Neuroticism as a dispositional variable that causes workplace bullying (Coyne, Seigne, & Randall, 2000). Vie, Glasø, and Einarsen (2010) uses this research and use trait anxiety as disposition variable in his research that has also stressful outcomes like neuroticism. Trait anxiety is defined as the affinity of subordinate which he perceive threat in the environment, the individual with high trait anxiety will be distress and have more negative look to own life in contrast of low trait anxiety subordinate (C. D. Spielberger & Gorsuch, 1983).

As Nauman et al. (2018) found that trait anxiety moderates the relationship between despotic leadership and work family conflict. On the basis of effective event theory we developed our research framework. AET explain that events generate Affective reactions or emotions (positive or negative) and these affective reactions lead individuals to affect event behaviors. Affective reactions are determined by personality disposition (Positive or negative affectivity) (Watson & Clark, 1984), to strengthen or weaken the relationship between events and Affective reactions

([Weiss & Cropanzano](), [1996]). These dispositions directly influence affective experiences at work, it depends on individuals that which reaction they perceive more affectively ([Wegge & Neuhaus](), [2002]).

On the basis of AET and all the discussion, we had taken trait anxiety as dispositional variable for our research and we predict that Trait anxiety will moderate the relationship between despotic leadership and anger rumination. And from all this discussion and arguments we develop the following hypothesis.

H3: Trait anxiety moderates the relationship between despotic leadership and anger rumination; insuch a way that the relationship will be stronger with higher trait anxiety than lower.

2.8 Research Model
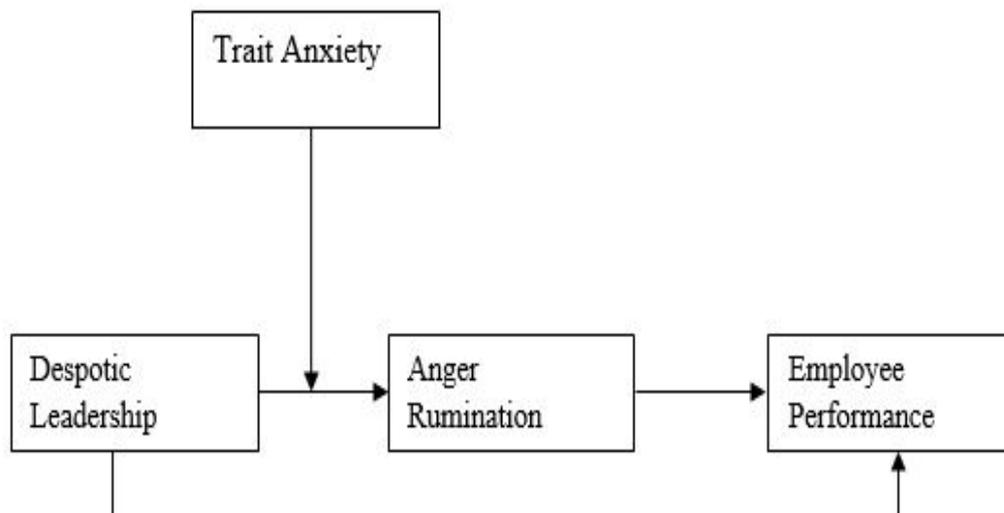
FIGURE 2.1: Hypothesized Figure

2.9 Research Hypotheses

H$_1$: Despotic leadershipnegatively negatively influencesemployee's performance.

H$_2$: Anger rumination mediates the relationship between despotic leadership and employee's performance.

H₃: Trait anxiety moderates the relationship between despotic leadership and anger rumination in such a way that relationship will stronger with higher trait anxiety than lower.

Chapter 3

Research Methodology

This chapter focuses on to explore the relationship between despotic leadership, employee performance, anger rumination and trait anxiety. It will cover research design, population and sample, instrumentation, data analysis procedure and methods associated with data analysis.

3.1 Research Design

Research design is define by (Robin & Reidenbach, 1987) as, "it is strategy to test the theory". Other researcher defines that "it's a standard that is used to evaluate business research and evaluating the framework that will support the research questions (Bell, Bryman, & Harley, 2018). According to Mouton and Marais (1996) research design is to plan and structured the research project in a way to increase the validity of the study. The research design covers study type, study setting, unit of analysis, populations, sampling, time horizon and sample characteristics which are as follows:

3.1.1 Study Type

The study of the nature is casual targeted and will find the impact of despotic leadership on employee performance through mediating role of anger rumination

and moderating role of trait anxiety. For reliable outcomes data is collected from Pakistan industries. The study is based on self-reported perception of Pakistan industries employees about targeted variables.

3.1.2 Study Setting

It is a field study by filling questioners from the employees of Pakistan industries during work hours. The study is conducted only for the academic purposes and its main aim is to provide clear understanding of despotic leadership impact on employee performance. And will also give assurance to the employee that their responses will be kept confidential which will make them comfortable to fill up the questionnaire.

3.1.3 Unit of Analysis

Unit of analysis is defined as "any individuals who is analyzed by researcher". Each member in the organization is unit and one element of population is called unit of analysis. The unit of analysis depends on purpose and nature f result. Khan (2014) describe unit of analysis as individual, group, organization, culture and country from data should be collected. Unit of analysis in this study is employees from the industries of Pakistan employees.

3.1.4 Time Horizon

The data has been collected in the time frame of approximately 2 month, and is collected in one time period. So the data is cross sectional in nature.

3.2 Population and Sample of Study

Data are collected from the people who were working in the textile industry of Pakistan. The data are collected from the people by means of a questionnaire which was distributed among the individuals by hand as a hard copy and also

requested individuals to fill questionnaire online at Google docs. Furthermore each respondent also provided information related to demographics such as gender, education, age, job sector, type of organization and work experience. The questionnaire distribution and collection will be done manually by hand and also through face-book, email and Whatsapp. A cover letter will be used, which consist of scope of the study, assurance of anonymity and confidentiality and the participation was voluntary. The total sample size that is collected in the two month time horizon is 254 from the employees of Pakistani industries. The technique is random sampling and sample size is determined through proportionate to estimation sampling size technique.

3.3 Sample Characteristics

Demographic in this study are employees and their supervisors age, qualification, experience and information linked to gender. Below table will reflect characteristics of study population.

3.3.1 Gender

Gender is one of the important factors in the demographics because it differentiate male and female in the population sample. Sample of the study consists of employees and their supervisor of the Pakistani textile industries which are exposed to work place. From table 3.1, Out of 254 respondents, 76.4 % are male and only 23.6 % are female, because in industries sectors of Pakistan females are very less in number.

TABLE 3.1: Gender

Gender	Frequency	Valid	Cumulative
Male	192	76.4	76.4
Female	60	23.6	100
Total	252	100	

3.3.2 Age

Age is one of the demographic to which respondent sometimes fell uncomfortable to disclose openly. So we use scale/Range to collect information. Out of 254 respondents 58.9% belonged to 20-30 years of age group, % 29.2 to 31-40 years, 7.5% 41-50 years, 3.6% 50-60 years and 0.8% belonged to 60 years or above. Mostly the respondents were young with the age of 20-30 years of age. See table 3.2.

TABLE 3.2: Age Distribution

Gender	Frequency	Valid	Cumulative
20-30 y	149	58.9	58.9
31-40 y	74	29.2	88.1
41-50 y	19	7.5	95.7
51-60 y	9	3.6	99.2
61 & above	2	0.8	100
total	252	100	

3.3.3 Qualification

Qualification is the major element which contributes to the prosperity of the whole nations. So qualification is another important dimension in the demographics. Out of 254 Respondents only 0.8% of the respondents were with intermediate education, 39.9 % are of bachelor, 28.9% are from master level, 28.1% with Ms Degree and 2.4% with Ph. D degree, mostly the education level of the sample respondents was bachelor degree. See from table 3.3.

TABLE 3.3: Qualification Distribution

Qualification	Frequency	Valid	Cumulative
Inter	2	0.8	0.8
Bachelor	101	39.9	40.7
Master	73	28.9	69.6
Ms	71	28.1	97.6
PhD	6	2.4	100
Total	252	100	

3.3.4 Experience

To collect information on experience basis different ranges of experience time period were developed, so that respondent can easily indicate his/her tenure. Out of 254 Respondents 41.9% were having 1-3 years of experience, 27.7% respondents have 3-6 years experience, 18.2% respondents have 6-10 years experience, 7.1% respondents have 10-20 years of experience and 5.1% respondents have 20 and above years experience. 1-3 years' experience found to be more frequent in the sample. See table 3.4.

TABLE 3.4: Experience Distribution

Experience	Frequency	Valid	Cumulative
-3 years	106	41.9	41.9
3-6 years	70	27.7	69.6
6-10 years	46	18.2	87.8
10-20 years	18	7.1	94.9
20 & above	13	5.1	100
Total	252	100	

3.4 Measurement

Five point Likert scale will be used to measure the responses with 1 = strongly disagree, 2 = disagree, 3 = neither agree/ nor disagree, 4 = agree, and 5 = strongly agree. The respondents self-reported all the items without the interference of the researcher.

3.4.1 Despotic Leadership

The six items scale is used for measurement which is developed by (Hanges & Dickson, 2004). From the study of "the development and validation of the GLOBE culture and leadership scales", which is also used by (De Hoogh & Den Hartog, 2008) and will filled by Pakistani industries employees and their supervisor on five dimension Likert scale where 1=strongly disagree, 2=disagree, 3= neutral,

4= Agree and 5= Strongly Agree. Cronbac,s alpha value of the despotic leader is 0.823.

3.4.2 Anger Rumination

The ten items scale is used which is developed by (Sukhodolsky et al., 2001), from the study of "Development and validation of the Anger Rumination Scale" .And will filled by Pakistani industries employees and their supervisor on five dimension Likert scale where 1=strongly disagree, 2=disagree, 3= neutral, 4= Agree and 5= Strongly Agree. Cronbach's alpha value of anger rumination is equal to 0.721.

3.4.3 Trait Anxiety

The four items scale is used which is developed by (Thatcher & Jason, 2002) from the study of "Self-Report Assessment of Anxiety". And will filled by the employee of the Pakistani industries on five dimension Likert scale where 1=strongly disagree, 2=disagree, 3= neutral, 4= Agree and 5= Strongly Agree. Cronbach's alpha value of trait anxiety is equal to 0.539

3.4.4 Employee Performance

The six items scale will be used to analyze employee performance which developed by (Salanova et al., 2005). And will filled by pakistani industries employees and their supervisor on five dimension Likert scale where 1=strongly disagree, 2=disagree, 3= neutral, 4= Agree and 5= Strongly Agree. Cronbach's alpha value of employee performance is equal to 0.505.

TABLE 3.5: Instruments

Variables	Source	Items
Despotic Leadership	Hangs & Dickson (2008)	6
Anger Rumination	sulkodusky, Golub & Cromwell (2001)	10
Trait Anxiety	Lehrer,paul, Robert & Woolfolk (1982)	4
Employee Performance	Salanova, Agut & Pier (2005).	6

3.5   Reliability Analysis

Table 3.2 reflects the reliability and consistency of each variable. Cronbach's Alpha is found through reliability analysis. The Cronbach's Alpha must be exceeding than 0.70 to provide good estimates to retain the items (Nunnally, 1994).

TABLE 3.6: Reliability Measurement

Variables	No. of Items	Cronbach's alpha (α)
Despotic Leadership	6	0.823
Employee Performance	6	0.6
Anger Rumination	10	0.721
Trait Anxiety	4	0.62

In research reliability test is used to check the consistency of the data produced by any measuring technique. Internal reliability means that all the items should measure the same things so that all the items correlate to each other. Cronbach's Alpha ranges from 0 to 1. According to rsearchers Cronbach's alpha greater than 0.70 is reliable and will be consistent in nature (Nunnally, 1994), while value of Cronbach's alpha 1 is considered higher. From the above table we see that values of crobnbach's alpha of despotic leadership and anger rumination are greater than 0.70, so the variables are reliable and consistent. While other two variable employee performance = .60 and Trait anxiety = .62 value is less than .70, but due to less number of items these value are also acceptable (Nunnally, 1994).

3.6   Data Collection

Convenient sampling technique is used for data collection due to time and resource constraints. This type of technique is widely used for data collection in the research of social sciences. We assume that data is collected from the true employees of Pakistani industries. The data was collected through close structured ended questionnaire via self-administrated sessions. About 400 questionnaires is

distributed in different industries of Pakistan through Mail, Facebook, Whatsapp and by hard copies. Out of 400 exactly 254 responses were collected from the respondents, response rate of total data collection was 63.5 %. Out of the total responses 2 responses were discarded due to widespread data missing leaving 252 responses.

3.7 Data Analysis Tools

The collected data is analyzed through Amos 20 for confirmatory factor analysis, while spss (20.0) version is used for Reliability, descriptive, frequency, correlation and regression. Reliability test is used to test the consistency of the data, Correlation test was used to test the relationship between variables and Regression analysis is used to check the dependency of the variables. For regression, mediation and moderation analysis we use (Hayes, 2012) method.

3.8 Analytical Technique and Tool Used

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

Chapter 4

Results

4.1 Descriptive Statistics

This study focuses on the impact of despotic leadership on employee performance through mediating role anger rumination and moderating effect of trait anxiety. This chapter describe the study variable relationship through descriptive statistics, correlation and regression analysis of the data.

Descriptive statistics show general picture of the sample data. Descriptive statistics summarized the sample data in minimum value, maximum value, mean and standard deviation. The detail of the data is given in the table 4.1.

TABLE 4.1: Descriptive Statistics

Variables	Sample Size	Min	Max	Mean	Std. Deviation
Gender	254	1	2	1.25	0.47
Age	254	1	5	1.58	0.83
Qualification	254	1	5	2.91	0.89
Experience	254	1	5	2.05	1.16
Despotic Leadership	254	1	5	2.61	0.8
Anger Rumination	254	1	5	3.46	0.59
Trait Anxiety	254	1	5	3.47	0.67
Employee Performance	254	2	5	3.56	0.61

The table describes the detail information about the study variable. In the first column of the **Table 4.1**, we seen name of the variable, second column shows

number of respondents, third and fourth column shows minimum and maximum value where respondents reported, while fifth and sixth column shows mean and standard deviation of the data received from respondents. The column in the above table 4.1 shows minimum, maximum, mean and standard deviation for the sample data. As shown in the table sample size for all variables are 254. All the variables in the study are measure through scale 1 to 5 except gender which is measure on scale 1 and 2. Among demographic variable gender shows minimum value (Mean = 1.25, S.D = 0.47) while qualification shows maximum values (Mean = 2.91, S.D = 0.89). From the table 4.1 we seen that despotic leadership which is independent variable mean value is equal to 2.61 and standard deviation is 0.80, anger rumination which is mediator between despotic leadership and employee performance mean value is equal to 3.46 and standard deviation is 0.59, trait anxiety which is moderator between despotic leadership and anger rumination in our model mean value is 3.47 and standard deviation is 0.67 and employee performance which is outcome variable mean value is 3.56 and standard deviation is 0.61. Among the above variables employee performance has highest mean = 3.56, while despotic leadership has lowest mean = 2.61.

4.2 Control Variables

From the previous studies we have seen that demographic variables gender, age, qualification and experience have significant effect on employee performance. But in this study we saw in the result of ANOVA from table 4.2 that none of the demographic variable is significant to the outcome variable (employee performance). So in this study there is no need to control the demographic variables.

TABLE 4.2: Control Variables (ONE WAY ANOVA)

Control Variables	Mean Square	F	Sig.
Gender	0.543	0.729	0.573
Age	0.542	0.221	0.639
Qualification	0.547	0.203	0.937
Experience	0.541	0.966	0.427

4.3 Confirmatory Factor Analysis

All the variables in the study i-e despotic leadership, anger rumination, employee performance and trait anxiety were answered by Pakistani industries employee. The employees are different sectors of Pakistan, so it is necessary to test whether employee perceives this construct different from one another and will also check that our model is fit for the purpose or not. For that purpose confirmatory factor analysis is held to check the validity of the study variable. To check the validity of variable and fitness of model to the purpose we use software AMOS (20 versions).
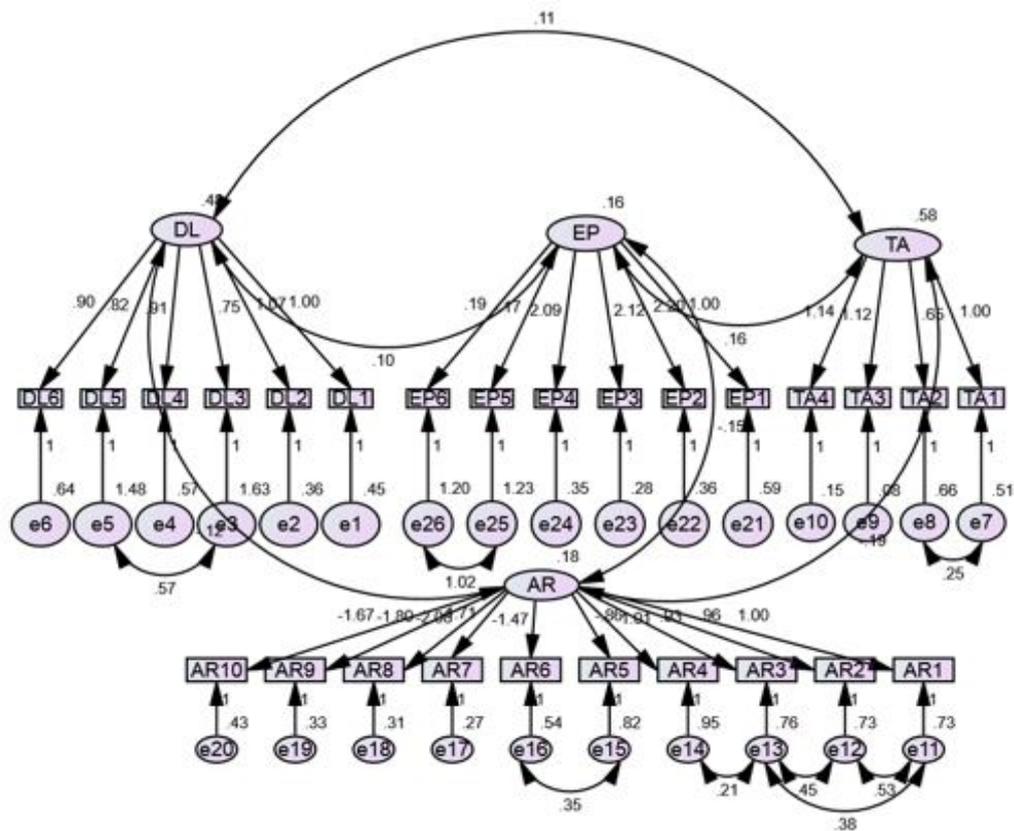

FIGURE 4.1: CFA, Full Measurement Model Diagram (AMOS 20 Output)

TABLE 4.3: CFA Results (Four Factor Solution)

Model Fit Factors	CMIN/DF	RMSEA	IFI	TLI	CFI
Initial Values	5.3	0.13	0.69	0.65	0.7
Final Values	3.01	0.05	0.9	0.81	0.9

Table: 4.3, indicates the initial values of the model in the first row, which is not acceptable in threshold estimates. But it can be improved by joining the higher value error terms. After joining the higher value error terms the value of chi-square/df (cmin/df) become acceptable in the threshold estimate (cmin/df = 3.01). RMSEA (root mean square error of approximation) was first unacceptable in the threshold estimates, because RMSEA value was greater than 0.1, which is bad value, but after joining the value of higher value error term the value of RMSEA become .05, that indicate moderate value in the threshold estimates and is acceptable. Initial value of the IFI was less than .90 which is unacceptable but after joining the higher value error terms the value of IFI become .90. Which is lies in the threshold estimates and are acceptable. Tucker Lewis Index (TLI) was initially unacceptable and was lesser than threshold estimate but after correlate the error terms the value becomes acceptable and lies in the threshold estimates (TLI = .81). Comparative fit index (CFI) was initially less than .80 which is indicated bad value in the threshold table and is unacceptable. After joining the error terms the value of CFI become greater than .80 (CFI = .90) as shown in table 4.3 2nd row, which lies between threshold estimates and becomes acceptable. So from all of the above value which can be seen in table 4.3 all are lies in the threshold estimates, so our model fit is good and reliable. But we have to compare it with other models like 3 factor models, 2 factors models and 1 factor model. For 3, 2 and 1 factor models comparison following table 4.4 is applicable.

4.3.1   Alternate Competing Models

TABLE 4.4: CFA Results

Model Fit Factors	CMIN/DF	RMSEA	IFI	TLI	CFI
3 Factor DL-AR	4.9	0.12	0.72	0.68	0.72
2 Factor DL-AR, TA-EP	5.7	1.3	0.66	0.66	0.62
1 Factor	5.8	1.3	0.65	0.62	0.61

Seen from **Table: 4.4**, when we reduced the model to three factor model then the values of the 3 factor models (CMIN/df = 4.9, RMSEA = .12, IFI = .72, TLI =

.68 and CFI = .72) is not acceptable in the threshold estimates. This means that our 4 factor model fit is good, because when we reduced the model to 3 factor then the values deteriorating from the threshold estimates. In the 2 factor model the values is further deteriorating (CMIN/df = 5.7, RMSEA = 1.3, IFI = .66, TLI = .66 and CFI = .62) from the threshold estimates, and the result shown that fitness of the model become bad when we reduced the model to 2 factor. At last when all the items are carry in one variable then the value (CMIN/df = 5.8, RMSEA = 1.3, IFI = .65, TLI = .62 and CFI = .61) is deteriorating more than 2 and 3 factor model, so factor 1 model is also not fit for our analysis. So from the comparison of 1, 2, 3 and 4 factor models we observe that 4 factor model is fit for our analysis and is confirm that it is valid and reliable.

4.4 Correlation Analysis

Correlation analysis shows relationship between two variables. Correlation analysis is performed to check weather variation between two variables differs from each other at the same time or not. Correlation analysis indicates relation between variables which is indicated by level of significance and direction of the relation which is indicated by positive or negative sign. Positive sign shows that two variables are moving in same direction, while negative sign shows that the two variables are moving in opposite direction. To determine dependence between two variables we use Pearson correlation to compute correlation coefficients. The values of correlation coefficients lie between -1 to +1. While zero value of coefficient indicates no correlation between variables. Correlation analysis between the study variables i-e Despotic leadership, Anger rumination, Employee performance and Trait anxiety are depicted in table 4.5. As seen from the table, Despotic leadership is significantly positively correlated with anger rumination (r = .293**, p < .01) and trait anxiety (r = .380**, p <.01) while it is uncorrelated to employee performance (r = 0.580, p < .01). Anger rumination is significantly positively correlated with both employee's performance (r = .500**, p < .01) and trait anxiety (r = .389, p <

.01). Finally employee performance is significantly positively correlated with trait anxiety (r = .299 **, p < .01).

TABLE 4.5: Correlation Analysis

Variables	1	2	3	4
Despotic Leadership	1			
Anger Rumination	.293**	1		
Employees Performance	0.380**	.500**	1	
Trait Anxiety	.580**	.389**	.299**	1

N = 254, ** correlation is significant at the 0.01 level, ***correlation is significant at 0.001 level (2-Tailed).

4.5 Regression Analysis

Correlation analysis is done to find out the link between variables. Correlation analysis does not show casual relationship between variables it only shows existence between two variables. For causal relationship between variable we had done regression analysis in the study. Regression analysis is used to predict and estimate relationship between variables. From the value of variable X regression analysis predict the value of Y. It helps to understand when one unit change occurs in independent variable then how much variation occurs in the dependent variable. Hence, we have to performed regression analysis to get accurate result of dependence among variable.

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

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

H1: Despotic leadership will be negatively related with employee's performance

TABLE 4.6: Simple Regression Analysis

Predictor	Employees Performance				
	B	SE		T	P
Despotic Leadership	0.442**	0.084		5.5	0.00

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

As seen from the **Table: 4.6** the result of regression analysis show that despotic leadership positively influence employee work performance ($\beta = .442$, t = 5.50 and P < .01). The first hypothesis is rejected because both the variables are moving in the same direction. When increase effect of despotic leadership the employee performance is also increases. Despotic leadership bring positive change in employee performance up to 44 %. The relation is significant because p value is less than .01 but hypothesis "despotic leadership will negatively influence employee performance" is rejected.

H2: Anger rumination will mediate the relationship between despotic leadership and employee's performance.

From the **Table: 4.7** it is evident that the mean indirect effect of despotic leadership on employee performance through a mediating role of anger rumination is significant. Because the value of lower level confidence interval (LLCI) and upper level confidence inetraval (ULCI) has same sign (LLCI = .259 & ULCI =

1.213). According to Hayes (2012) when the sign of LLCI and ULCI are same or no zero among the limits then the hypothesis is significant. Hence, by following (Hayes, 2012) concept our hypothesis "anger rumination mediates the relationship between despotic leadership and employee performance" is accepted. we can argue that anger rumination is fully mediated the relationship between despotic leadership and employee performance because direct relation of our study is not significant, so by follow (Hayes, 2012) role we argue that anger rumination fully mediate the relationship.

TABLE 4.7: Regression Analysis for Mediation

Predictor Anger Rumination						
	β	**SE**	**T**	**P**	95%LLCI	95%ULCI
Bootstrap Result for Indirect Effect	.73**	0.24	3.04	0.0026	0.259	1.213

*P<.05, **P<.01, ***P<.001 significant level, un-standardized confidents are reported, Bootstrap size = 500

H3: Trait anxiety moderate the relationship between despotic leadership and anger rumination.

TABLE 4.8: Regression Analysis for Moderation

Predictor Trait Anxiety						
	β	**SE**	**T**	**P**	95%LLCI	95%ULCI
Interaction Terms	.398**	0.12	3.2	0.0014	0.156	0.64

*p < .05, **p < .01, ***p < .001

From **Table: 4.8** we seen that hypothesis three "trait anxiety moderate the relationship between despotic leadership and anger rumination" is significantly supported, and is strengthen the relation of despotic leadership and anger rumination. Because LLCI and ULCI have same sign and zero is excluded from the interval. According to Hayes (2012) when the LLCI and ULCI have same sign then it means our result is significant and hypothesis is accepted. so by follow (Hayes, 2012) role our hypothesis is accepted, because the LLCI and ULCI have same sign

and p value is less than .01.from the table we see that trait anxiety strengthen the relation between despotic leadership and anger rumination up to 39.8%.
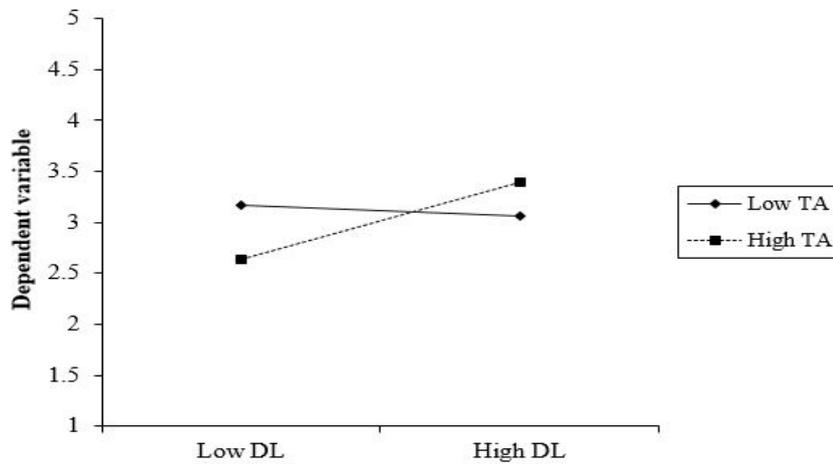

FIGURE 4.2: Moderation Graph

To give more confirmation for the moderating effect of trait anxiety the simple slope for moderator was plotted as specified in Fig 4.2, the dotted line showed high trait anxiety and the solid line shown low trait anxiety. From the figure we seen that low trait anxiety individual will more despotic leadership and anger rumination will be low while in high trait anxiety situation the despotic leadership and anger rumination relation will be more strengthen. So from the figure it is clear that as trait anxiety situation become higher in the work place the despotic leadership and trait anger rumination relation will be stronger.

TABLE 4.9: Summary of Hypothesis

Sr: No.	Hypothesis Statement	
H1	Despotic leadership negatively influences employee's performance	**Rejected**
H2	Anger rumination mediates the relationship between despotic leadership and employee's performance.	**Accepted**
H3	Trait anxiety moderate the relationship between despotic leadership and anger rumination, in such a way that relationship will stronger with higher trait anxiety than lower	**Accepted**

Chapter 5

Discussion and Conclusion

5.1 Discussion

This study is held to explain the impact of despotic leadership on employee performance with a mediating role of anger rumination and moderating role of trait anxiety in the Pakistani textile industries employees. The data for the study is collected from the textile industry of Pakistan. Though to the empirical evidence it is found that hypothesis 1 "despotic leadership negatively influences employee's performance" is not accepted. Unlike previous studies our study does not support the hypothesis. Naseer et al (2016) found that despotic leadership negatively influences employee work performance; unlike this our study result tells that employee's performance is positively influence by despotic leadership.

Tepper (2000) illustrate that despotic leadership act in authoritarian and harsh manner to their followers due to which employee low satisfaction in the work place and will negatively impact overall performance. But in this study we found that in Pakistani context when a leader enforce their employees to the work, and threatening them about their job then employee performance will be enhanced.

Hypothesis 2 "anger rumination mediates the relationship between despotic leadership and employee's performance" is accepted. Our study result indicate that anger rumination will fully mediate the relationship between despotic leadership

and employee performance, because direct relation of our study "despotic leadership negatively influences employee performance" is not supported. So it means that anger rumination is the fully mediation between two variables. According to Baron and Kenny (1986) for mediation the direct relation must be significant otherwise mediation does not exist. We follow Hayes (2012) method in our research and according to them significance of direct relation is not necessary for mediation. In contrast of (Baron & Kenny, 1986) which tells only about fully mediation, (Hayes, 2012) also give concept of partially mediation, full mediation and no mediation, According to them full mediation exist only when the direct relation are insignificant. So by following this method we conclude from our result that anger rumination fully mediate the relationship between despotic leadership and employee performance. So, hypothesis 2 is accepted.

For moderation analysis we follow (Hayes, 2012) process macros method. Model : 07 is selected from model templates as per our research. After run the analysis we get that the Hypothesis 3 "trait anxiety strengthens the relationship between despotic leadership and anger rumination" is supported. Kant et al. (2013) determines that despotic leadership behavior has harmful affect on employee performance and this effect make stronger when employee are anxious. Kant et al. (2013) further added that leader who is anxious will have more aggression and anger then other leader. Our study also reveals that trait anxiety will strengthen the relationship between despotic leadership and anger rumination. The result suggests that despotic leaders who have trait anxiety will more anger rumination than other leader. So our 3rd hypothesis is accepted "that trait anxiety will strengthen the relationship between despotic leadership and anger rumination".

The detail discussion of each hypothesis is following.

5.1.1   H1; Despotic Leadership Negatively Influences the Employee's Performance

In hypothesis 1 it was proposed that there is a negative relationship between despotic leadership and employee performance. The result of the hypothesis(β

= .442, t = 5.50 and P < .01) that there is significant positive relationship between despotic and employee performance not negatively impact the employee performance. The t value of 5.50 indicates the significant level of the relationship between despotic leadership and employee performance, as the value of t greater than 2 is indicated that result are statistically significant. The β value of .442 indicates that 1% change in despotic leadership then there will be a likelihood that employee performance will enhance by 44.2% units. The result of the study concludes that the first hypothesis of the study is rejected because both the variables are directly proportional to each other on positive direction.

There are too many evidences which found relationship of despotic leadership with social responsibilities of the leaders (De Hoogh & Den Hartog, 2008). But there is a limited research found on the despotic leadership impact on employee performance in the social sciences literature. So the above result is new contribution to the negative leadership literature. In previous research we seen that despotic leadership style diminishes employee performance or negatively impact employee performance, but in this study we had seen that despotic leadership boost up the employee performance due to its authoritarian and job threatening behavior, due to this behavior employee fell threatened and work hard to stay in the organization and don't want lose their job.

Supporting theory (affective event theory) of the study tell that events generate emotions and emotions causes affect event behavior (Weiss & Cropanzano, 1996). AET also explain that affective events also driven directly certain behavior (positive or negative). Hypothesis 1 tells that despotic leaders will negatively influences employee performance. Elfenbein (2007) added that affective events not only focus on individual but also on teams and organizational level. Researchers further added on affective events that it is a constant experience that affected working life and as a result influences decision making, influences and turnover of the individuals (Barsade & Gibson, 2007). In this study the result show that despotic leader does not negatively influencs employee performance, but the result shows contrast result and show that despotic leaders positively influences employees. The first hypothesis of the study is rejected.

5.1.2   H2; Anger Rumination Mediates Relation between Despotic Leadership and Employee's Performance

In hypothesis 2 it was proposed that anger rumination mediate the relation between despotic leadership and employee performance and the hypothesis has been accepted, because the result are demonstrating significant relationship of anger rumination as a mediator between despotic leadership and employee performance. As the lower limit = 0.259 and upper limit = 1.213 are both positive indicated by the un-standardized coefficient and are no zero existing in the bootstrapping 95% interval around the indirect effect of despotic leadership and employee performance through anger rumination.

In my careful study of literature I did not found any existing research on mediation effect on the domain of leadership. This is also a new contribution to literature of negative leadership and personality traits. As previous studies tell that anger has a very highly negatively impact on employee job satisfaction and overall employee performance (Glomb, 2002). In this study by following (Hayes, 2012) process we found that anger rumination fully mediate the relationship between despotic leadership and employee performance, as (Dietz et al., 2003) argue that trait anger of employee is caused by the leader negative behavior. Previous studies also tell that employee who have feared of anger from the leader will focusing on safe environment rather than performance, due to which individual performance and overall organizational performance will be diminished.

As the supporting theory (Affective event theory) of the study tells that event generates emotions and emotions generate affect event behavior (employee performance and job satisfaction) (Weiss & Cropanzano, 1996). In this study we studied anger rumination as emotion which is created due to despotic leadership personality and we find that emotion (anger rumination) fully mediate the relation between events (despotic leadership) and affect event behavior (employee performance) which means that anger rumination is a negative emotion which is caused by despotic leadership will negatively impact employee performance.

5.1.3 H3; Trait Anxiety Moderating the Relation between Despotic Leadership and Anger Rumination; such a way that Relationship will Stronger with higher Trait Anxiety than Lower

In hypothesis 3, the moderating effect of trait anxiety between despotic leadership and anger rumination are studied. The result of the study showed that the effect is significant. The analysis showed that there is significant effect of trait anxiety (β = .398, t = 3.2 & p = .0014), as p value is less than .01, so trait anxiety is highly significant. The value of β = .398 indicate that 1% change in trait anxiety will strengthen the relation of despotic leadership and anger rumination about 39.8%. The t value is also greater than 2 it means that relation is statistically significant. The upper limit coefficient interval = .156 and upper limit coefficient interval = 0.64 both are positive and have no existing zero in the bootstrapped 95% interval. So by following (Hayes, 2012) method our hypothesis 3 of the study is accepted.

Researchers found in previous studies that individuals who perceive high trait anger will be more sensitive to leader's negative behavior than that of low trait anger individuals, and will perceive situation more dangerously threatening in the study of (C. D. Spielberger & Gorsuch, 1983). This study also prevails that high trait anger will strengthened the relation between despotic leadership and anger rumination which will negatively impact employee performance. According to Bowling and Beehr (2006) at high trait employees experience same leader behavior differently than of low trait anxiety. as high trait anxiety individual will perceive leader behavior more negative than that of low trait anxiety. Kant et al. (2013) also argue that despotic leaders has a very harmful effect on employee performance and job satisfactions, but this effect become strengthened when the employee are anxious.

This study is based on affective event theory (Weiss & Cropanzano, 1996). Trait anxiety was used as a dispositional variable. According to Fatima, Aftab, and Haq (2016) trait anxiety moderates the relation between despotic leadership and work family conflict. AET tells that affective reactions are determined by disposition

variable, to strengthen or weaken the relationship between events and affective reaction (Weiss & Cropanzano, 1996). Wegge and Neuhaus (2002) argue that dispositional variable directly influence affective reaction, but it also depends on individual who perceive the reaction more affectively. In this study we found that dispositional variable trait anxiety strengthen the relation between despotic leadership (event) and anger rumination (affective reaction) up to 39.8% when one unit change in trait anxiety is noted.

5.2 Conclusions

The study empirically establishes the impact of despotic leadership on employee work performance. This study has made an attempt to consider the relationship between despotic leadership and employee performance in Pakistan textile industries. Data was collected from textile based industries of Pakistan employees and their supervisor through questonaire surveys to measure the extent that despotic leadership negatively impact employee performance through a mediating role of anger rumination and moderating effect of trait anxiety. around 350 questionnaire were distributed, only 254 is collected from which 252 is used for analysis, because this questionnaire has the most appropriate and complete information required to carry out the study analysis.

This study expends the research of despotic leadership on employee's performance. Previous research shows that despotic leadership negatively influences employee work performance (Naseer et al., 2016). While in this study despotic leadership positively influence work performance, because (Naseer et al., 2016) collected data from educational institutions and banking sector while we collect data from the goods manufacturer industries of the Pakistan where sometime authoritative leadership style are necessary. Role of anger rumination are also indicated as a mediator between despotic leadership and employee's performance in the study. While the moderation effect of trait anxiety is also discuss in the study which buffer the relation between despotic leadership and anger rumination in a way that when

trait anxiety is higher of individual then he will experience high level anger rumination and when lesser amount of trait anxiety of individual is experience than lesser amount of anger rumination is experience by the individual.

For this study Affective Event Theory is used to check the dark side of leadership. Questionnaire was used to analyze the data; questionnaire is distributed in Pakistan manufacturer industries to collect data. The major contribution of the study is bad side of leadership i-e despotic leadership impact on employee performance to the literature. And in my careful study of literature I do not seen anger rumination as mediator between despotic leadership and employee performance and trait anxiety as a moderator between despotic leadership and anger rumination. So this study is major contribution to the literature of negative leadership behavior.

5.3   Recommendations

The study produced very important result of despotic leadership on employee's performance in the textile industry of Pakistan. For future direction some other outcome variable should be tested with these variables like; employee silence, project success, job satisfaction, works family conflict and organizational behavior. it would be interesting to study some other traits with despotic leadership like; Narcissism, internal locus of control, hubris and dark triad personality as a dispositional variable to predict outcomes. In this research and previous mostly focuses on the follower negative outcomes, but did not focuses on what a leader can get from the behavior. So, in the future researcher must consider negative leader and its positive outcomes. And also it would be important to consider follower personality behavior types that unintentionally ruin despotic leader's efforts.

This study is held in the context of Pakistan textile industry sector. Furthermore the despotic leadership impact on employee performance demands more consciousness from the researcher, so the despotic leadership impact on employee performance should be more widened to other sector such as, banking, cement industry, telecommunication, marketing, finance and agriculture sectors. Moreover cross cultural analysis to the individualist societies would also increase the generalize

ability of the results therefore this research could be more increased and extended by following the multiple guideline for the future.

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

5.4 Implications

This studies offer a number of useful benefits for practice. The current study contributes to the literature in both practical and theoretical ways. According to the past literature, where relationship of despotic leadership is tested with other variables like emotional exhaustion and anxiety (Nauman et al., 2018), But the current study contributes to the literature a very important outcome variable such as employee performance of despotic leadership. Because performance is the most critical path of any project, task, employee, manger and overall organizational goals.

In the current research a new relations is studied due to fast changing and creative environment to get reasonable advantage. The current research has provided in a much significant way about the literature by showing anger rumination as a mediator between despotic leadership and employee performance and trait anxiety as a moderator between despotic leadership and anger rumination. So by examining this variable with employee performance is unique contribution to the literature.

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

Organization should promote positive environment climate from which the harmful impact of despotic leadership on employee performance is diminished. And provide support to the subordinates who are suffered from the leader behavior. engaging employees in such recovery such as, relaxation, psychological detachment, personnel control and exercise can help them to decrease anxiety that leads to life dissatisfaction and work family conflict (Sonnentag, Mojza, Binnewies, & Scholl, 2008).

The current research is very important for the organization top management, managers, supervisor and employees, because there is a big issue in Pakistan of power cultural distances. So for organization it is important to engage leaders and employees through training session. It is not only important to identity those who are desire to exert power and treat followers with unethical behavior, but also organization offer them training and to incorporate equality, moral and ethical behavior in them.

5.5   Limitations

In every research there is some limitation, in this study there are also some limitationwhich is happened due to constraints of time and resources. First of allthis study covers limited population I-e it cover only textile sector of Pakistani industries which limits the genralizability of the result to other industries and cultural contexts.

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

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

Fourth limitation of the study is that it is based on the affective event theory which support for the sequence of the relationship presented in this study. According to an effective events theory events generate emotions and emotion generate affect driven behavior (job satisfaction or employee performance) and according to the theory there will also be some dispositional personality trait that will strengthen the relation between events and emotions (Weiss & Cropanzano, 1996). However, there are also some alternative ways to explain the hypothesis in our model. Indeed other theories may provide alternative explanation of the hypnotized model.

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

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Appendix-A

Questionnaire

Dear Respondent,

I am a student of MS (MPM) at Capital University of Science and Technology, Islamabad. I am conducting a research on **Impact of Despotic Leadership on Employee Performance Mediating Role of anger Rumination and Moderating Role of Trait Anxiety.** You can help me by completing the attached questionnaire; you will find it quite interesting. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes.

Sincerely,

Hamid Ali

Ms (PM) Research Student

Capital University of Science and Technology, Islamabad

Please provide correct information.

Section: 1	A Personal Profile
Gender:	1 Female 2- Male
Age:	1 (20-30), 2 (31-40), 3 (41-50), 4 (51 and above)
Qualification:	1 (Inter), 2 (Bachelor), 3 (Master), 4 (MS), 5 (PhD)
Experience:	1 (05-10), 2 (11-15), 3 (16-20), 4 (21-25),
	5 (26 and above)

SECTION B: Despotic Leadership

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

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

SECTION C: Anger Rumination

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

Please indicate to what extent you had felt a particular feeling or emotion within the last two weeks, as given below:

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 feelings for a long period of time.	1	2	3	4	5

SECTION D: Trait Anxiety

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

Please tick the relevant choice

1	I picture some future misfortune.	1	2	3	4	5
2	I can't get some thoughts out of my head.	1	2	3	4	5
3	I keep busy to avoid uncomfortable thoughts.	1	2	3	4	5
4	I have to be careful not to let my real feeling of show.	1	2	3	4	5

SECTION E: Employee Performance

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

Please indicate the response that describe your belief for below mentioned aspects of your life.

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 markets.	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