THE IMPACT OF DESPOTIC LEADERSHIP ON WITHDRAWAL BEHAVIOR: MEDIATING ROLE OF RUMINATION AND MODERATING ROLE OF ORGANIZATIONAL JUSTICE

Dr. Mula Nazar Khan
Accounts Officer, Punjab Employees Social Security Institution, Labour & Human Resource Department, Lahore, Punjab.
Email: nazarkhan156@gmail.com
Dr. Muhammad Salman
Purchase and Store Officer, Quaid-i-Azam University, Islamabad, Pakistan.
Email: salmanmuhammad721@gmail.com
Muhammad Wasim
Ph.D Scholar, Department of Business Administration,
Federal Urdu University of Arts, Science and Technology, Islamabad.
Email: drmwasim197@gmail.com
Sardar Ali
Audit Officer, Punjab Employees Social Security Institution, Labour & Human Resource Department, Lahore, Punjab.
Email: ali.ibit@yahoo.com

ABSTRACT
Purpose: Leadership is one of the most important variable which has been discussed by different researchers for last many years. *Since inception, leadership has been considered by accentuating the positive effects of leaders on subordinates while ignoring the dark side of leadership. Considering this gap, the aim of the current study is to investigate the impact of despotic leadership on withdrawal behavior with the mediating role of rumination and the moderating role of organizational justice.*
Design/methodology/approach: *In this study data were collected from sales force of the banking industry through questionnaire, while 284 useful responses were analyzed.*
Findings: *Findings of the study reveal that despotic leadership has positive effect on withdrawal behavior, while rumination partially mediates this relationship. Furthermore, the organizational justice reduces the impact of despotic leadership on rumination.*
Originality/value: *This study is novel in examining the mediating role of rumination between despotic leadership and withdrawal behavior. Further, the study also investigates the moderating role of organizational justice between despotic leadership and rumination, while there is dearth of academic literature on the said associations. Conservation of resources theory support the study findings.*
KEY WORDS: *Organizational justice; Rumination; Despotic leadership; withdrawal behavior*

1. Introduction

1.1 Background of the Study

The ability to influence subordinates and followers to help in achieving the organization objectives is leadership (Erkutlu & Chafra, 2018).It plays a key role in the organizational transformation and learning process of the employee (Tajeddini, Martin, & Altinay, 2020). Since

inception, research on the leadership has considered its positive aspect (Wang and Xie, 2020), as such type of leadership positively influence the followers (Yu et al., 2020).Research on the leadership argue that positive leadership style such as empowering leadership (Chiang and Chen, 2020), ethical leadership (Dimitriou & Schwepker, 2019) , authentic leadership (Kaya and Karatepe, 2020; Wang and Xie, 2020), servant leadership (Chon & Zoltan, 2019; Elche et al., 2020; Nazarian et al., 2020), and transformational leadership (Gui et al., 2020) has given more focus while ignoring the dark aspect of leadership (Naseer et. al., 2016; Shum et al., 2020). So, future research should give more focus to the dark aspect of leadership as it negatively influence the organization and employees (Aboramadan et al., 2020).

Petty tyranny, narcissistic leadership (Aboramadan et al., 2020), abusive leadership (Zhao and Guo, 2019; Shum et al., 2020), destructive leadership, leaders from hell (Hight et al., 2019), and autocratic leadership (Erkutlu & Chafra, 2018) are some of the dark leadership styles that have been studied. Because autocratic leaders have low moral standards and prioritize their own goals, they are the most harmful of these leadership philosophies (Naseer et al., 2016). Despotic executives issue commands and pose a serious risk to the organization and its workers, according to De Clercq et al. (2018) (Erkutlu & Chafra, 2018). In addition to organizations, stakeholders and society at large are also impacted (Nauman, Fatima, & Haq, 2018).

Out of various effecties, the most negatively influenced stakeholders are employees as such leaders promotes manipulation, corruption and information distortion (Raja et al*.,* 2020). Prior research and literature on leadership claims that such leaders badly affects the employee well-being (Raja et al., 2020), employee work-home life (Nauman et al., 2018), organizational citizenship behavior and employee performance (Naseer,et al., 2016) as such leaders are highly self-serving , gain supremacy and dominance in the work field. Despotic leadership deplete employees emotionaly (Nauman et al., 2018), shifts them towards work withdrawl (Nauman et al., 2020), and cause the employee bullyig behavior (Syed et al., 2020) because such leaders mistreat employees and work for self-interest having bossy attitude .Therefore, dark leadership is the matter of grave concern for the organizations and attracts further research to investigate how such type of leadership affects the followers attitudes and behavior at work.

We extend the literature by assuming that rumination is an explanatory variable in the relationship between despotic leadership and emotional exhaustion. This is in response to the calls of Jabeen & Rahim (2021), who state that it is necessary to determine the mechanism by which despotic leadership can affect the subordinates' emotional exhaustion. Due to the fact that these leaders take advantage of their workers (Braun et al., 2018) and act unethically (O'Reilly & Doerr, 2020), unpleasant thoughts, feelings, and beliefs—like rumination—lead to poor job outcomes (Erkutlu & Chafra, 2018), or emotional weariness among employees.

Rumination is a process of continuous, repetitive and passive thinking about the same thought which tend to be negative. Perceived stress by the leader also influences the rumination so when subordinates face stress than they ruminate by continually thinking about the same thing which tend to be negative (Li, et al., 2019). A habitual tendency to ruminate is associated with increased sadness, distress and anxiety. Rumination directly linked with stress as when manager mentally torch employees than they ruminate which leads to higher level of stress. Stress creates emotional exhaustion which harm not only individual employee but also harm overall society.

Past studies highlight various conditional variables between despotic leadership and rumination e.g. core self-evaluation and organizational knowledge, but the conditional role of organizational justice is not largely investigated. Organizational justice leads towards positive outcomes and make the work good and considered as a predictor of health at work and therefore expected to reduce the effects of negative workplace events (Moliner, 2005).

Therefore, the conditional function of organizational justice—that is, the degree to which subordinates believe the organization treats them fairly—is taken into consideration in this study. Because organizational justice has an impact on their feelings, attitudes, and actions at work, subordinates who experience high levels of organizational justice feel appreciated, content, and safe. As a result, individuals are more likely to manage stress by lessening the impact of unfavorable workplace incidents like authoritarian management. Employees are driven to view unfavorable outcomes as stressful and, as a result, experience higher levels of stress when they later feel low justice.

Therefore, the conditional function of organizational justice—that is, the degree to which subordinates believe the organization treats them fairly—is taken into consideration in this study. Because organizational justice has an impact on their feelings, attitudes, and actions at work, subordinates who experience high levels of organizational justice feel appreciated, content, and safe. As a result, individuals are more likely to manage stress by lessening the impact of unfavorable workplace incidents like authoritarian management. Employees are driven to view unfavorable outcomes as stressful and, as a result, experience higher levels of stress when they later feel low justice.

The current work contributes empirically in a number of ways. In order to close the information gap, this study uses rumination to connect employee emotional weariness with authoritarian leadership (Malik & Sattar, 2019). In this association, rumination as a mediated mechanism has not yet been investigated (Jabeen & Rahim, 2020). Another novel aspect of this study is the moderating function of organizational justice between rumination and autocratic leadership. According to Kammeyer-Mueller, Judge, and Scot (2009), research offers a theoretical perspective on how organizational justice can assist followers in managing stress at work.

2. Literature Review

2.1 Theoretical Foundation

This study, which asserts that "individual attempt to maintain the current resources and pursue new resources," is supported by the conservation of resources (COR) hypothesis (Hobfoll 1989, p. 516). According to this hypothesis, stress is brought on by the actual or threatened loss of resources, and losing resources hurts more than gaining them (Hobfoll & Hirom, 2001). According to the COR hypothesis, stress arises when people experience resource loss, the fear of resource loss, or failure to obtain resources after making a sizable investment. According to this hypothesis, people expend more energy and focus in order to manage the stress brought on by a leader's hostile and unhelpful behavior, which depletes their energy reserves (Nauman et al., 2018).

Application of COR theory indicates that dark leadership style creates stress and depletion of resources among employees (De Clercq et al, 2018). The loss of resources that results from

despotic leadership also leads subordinates to experience increased levels of rumination leading to emotional exhaustion.

According to research, subordinates who experience autocratic leadership experience stress, with the COR theory serving as theoretical support. Despotic leadership breeds unfavorable attitudes in power-distant cultures like Pakistan because it is exploitative and domineering (Naseer et al., 2016; De Hoogh & Den Hartog, 2008). Thus, we hypothesize that emotional weariness is directly linked to authoritarian leadership and that rumination is an indirect link.

2.2 Empirical Literature review

2.2.1 Despotic leadership and withdrawal behavior

According to earlier leadership study, employees' work-life balance is negatively impacted by autocratic leadership, which in turn predicts their work withdrawal (De Clercq et al., 2020). According to research, workers use withdrawal behavior as a coping strategy to reduce stress from unfavorable work environments and their personal lives. This gives workers the option to choose which withdrawal strategy to use (Pradhan et al., 2020). Many workplace characteristics, including those involving individuals and organizations, have been identified as contributing to withdrawal behavior (e.g. Ahmad & Begum, 2020).

Since the leader has the power to make an employee feel dissatisfied with their work or vice versa, the function of supervisor or leader has been regarded as the most crucial of all organizational factors (Nauman et al., 2020). Along these lines, this study suggests that a boss who is authoritarian may be the cause of employees' greater disengagement behavior. Although there is little actual research on the relationship in question (except from Nauman et al., 2021), it appears to be a natural and logical one.

Keeping in view the assumptions of COR theory, researcher hypothesize that despotic leadership leads to social resource loss which create stress in the employees leading to withdrawal behavior. In such a situation, individuals tend to protect their physical and psychological resource, which negatively impacts the employee's behavior at work (Bilal et al., 2020). In view of said theory, there's a chance that losing those resources due to despotic leader which would induce the subordinates to withdraw from the work. Employees who are supervised by despotic leadership engage in unproductive practices such as tardiness, early departure or late arrival, and taking unwarranted breaks (Iqbal et al., 2022). The attitudes and behaviors that employees exhibit at work are referred to as employee withdrawal behavior (Jha & Sud, 2021). Research has shown that when workers feel emotionally exhausted at work, they frequently get disengaged from their occupations (Zhou et al., 2021). A momentary psychological disengagement from work may occur among subordinates when supervisors exhibit negative behavior, according to research (Clauss et al., 2021).

On the basis of above discussion, we hypothesize that:

H₁: There is significant positive relationship between despotic leadership and withdrawal behavior.

2.2.2 Despotic leadership and rumination

When a supervisor treats their subordinates disrespectfully, it requires work from them, which leads to psychological expenses (Tepper B. J., 2000) and negative thoughts (Harms, Credé, Tynan, Leon, & Jeung, 2017). According to earlier studies, the explanatory significance of leader

14

despotic conduct for fatigue (i.e., exhaustion) is limited. Fairness is the response of low-level supervisors when employees encounter injustice (Tepper B. J., 2000). Unfair boss behavior leading to ruminative thoughts because stress-producing experience of threat that is involved in perceptions of injustice (Ford & Huang, 2014)

. When a supervisor mistreats a subordinate, the subordinate experiences negative emotional states (Volmer & Ron, 2015). As a result, it is argued that abuse brought on by autocratic leadership increases rumination over work. According to research based on COR theory, rumination results from dictatorial leadership because it causes subordinates' social resources to be depleted (Grandey, Dickter, & Sin, 2004). Based on the COR hypothesis, we found that when subordinates encounter authoritarian leadership, their energy and resources are depleted, which leads to an increase in rumination.

. Based on above discussion, we hypothesize that:

H2: Despotic leadership is positively associated with rumination.

2.2.3 Mediating role of rumination between despotic leadership and withdrawal behavior

Rumination is one of the psychological processes that contributes to withdrawal behavior because when employees are unable to complete work-related tasks on a physical and emotional level, they reflect on their work and ruminate on work-related issues, which ultimately drains their social resources and energy. Consequently, we assert that prolonged ruminative contemplation causes withdrawal behavior.

By intensifying unpleasant thoughts and recurrently thinking about the same unfavorable things, rumination exacerbates the detrimental consequences of adversity on mental health. Perceived stress is positively correlated with rumination (Liu, He, & Li, 2019). Rumination is a consistent mechanism that acts as a catalyst in the cycle of unpleasant feelings and thoughts. It is positively correlated with negative emotions and reduced suppression of unfavorable information (Liu, Tian, & Lu, 2013).Emotional tiredness happens when a person's emotional needs surpass his capacity to handle social interactions at work (Maslach, 2001). Negative leaders that mentally abuse their staff have been linked to an increase in subordinates' sadness (Tepper B., 2000) and burnout (Aryee, 2008).

According to conservation of resources theory despotic leader are aggressive and exploitative used subordinates for self-benefit which depletes subordinates' resources and employee ruminate, leading to withdrawal behavior. Based on above discussion, we hypothesize that:

H3: Rumination mediates the relationship between despotic leadership and withdrawal behavior.

2.2.4 Moderating role of organizational justice between despotic leadership and rumination

Subordinates' opinions of how fairly the organization treats them are linked to organizational justice (Greenberg, 2005). Significant research suggests that employees' feelings, attitudes, and behaviors at work can be influenced by their conceptions of organizational justice (Yang et al., 2014). Employee satisfaction, safety, and well-being all rise in an organizational structure where workers believe organizational justice to be higher. According to Karakus (2014), organizational justice has a favorable impact on employees' feelings of inner fulfillment and worth at work.Because they feel appreciated and are concentrating on their professional growth and

advancement, employees' behavior and attitudes are greatly influenced by organizational justice, which also contributes to a low level of rumination.

According to social exchange theory, if one party does a favor, the other party feels obligated to return the favor, therefore when workers believe they were treated fairly and promoted on the basis of merit, they become less resentful and more devoted to the company. Given the foregoing, it may be said that the association between rumination and dictatorial leadership is weakened when there is a sense of greater organizational fairness.

Based on above discussion, we hypothesize that:

H4: Organizational justice moderates the relationship between despotic leadership and rumination.

3. Methodology

3.1 Research Design

The survey research design was used in this investigation. This design provides the hypothesis testing and data collection questionnaires (Ary et al., 2002; Bonds-Raacke & Raacke, 2012).The study environment is not artificial because the researcher gathers data in an unaltered natural setting with little interference. To collect data from the respondents at their place of employment, a field study was carried out. The respondents were given the assurance that their data would remain confidential in order to get honest answers. Since the data was gathered from Salesforce and employees, each person served as the unit of analysis. A questionnaire was used to gather primary data. Because questionnaires can gather a lot of data quickly and affordably, they are the most suitable tool.

3.2 Population and sample

The banking industry's sales force is the studied population. The banking sector must operate in a creative, competitive, and dynamic environment (Dean A & Slack, 2014). Salesforce employees in that sector must accomplish the goals established by upper management while working in a demanding environment. Therefore, due to the high level of work pressure in that field, the leaders may exhibit autocratic traits (Sabir, 2021).

Regarding the sample size, it is contingent upon the characteristics of the population (Ruane, 2005). Additionally, it is said that ten respondents should be included in the study for each item on the instrument (Steven, 2002). According to Steven's (2002) assumptions, the study uses ten respondents for every item.380 questionnaires were given to pharmaceutical business salespeople, and 284 insightful answers were returned. The snowball sampling technique is used in this investigation.

3.3 Conceptual framework
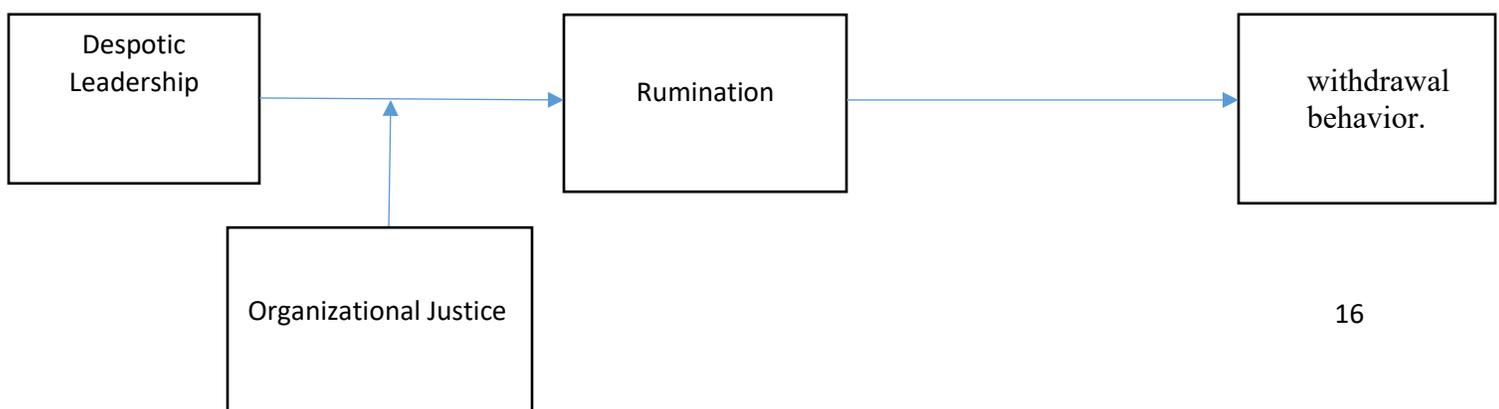
3.4 Data Collection Instrument and Measures

A six-item scale created by Hanges and Dickson (2004) and also utilized by De Hoogh and Den Hartog (2008) was used to measure despotic leadership. Examples include "My leader is in charge and does not tolerate disagreement or questioning, gives orders," and "My leader expects unquestioning obedience of those who report to him/her." α= 0.80 was the alpha reliability value for dictatorial leadership. An eight-item scale modeled after the Intrusiveness subscale of the Impact of Event Scale will be used to quantify rumination. A five-point Likert scale, with 1 denoting never and 5 denoting very often, was used to rate the responses. Items like "I feel emotionally exhausted" and "I feel like I can't take it anymore" are examples. This scale's Cronbach's alpha was found to be α= 0.76.Colquitt's (2001) scale will be used to quantify organizational justice by examining the four dimensions that are consistent with previous research. However, only three categories are included in this study: distributive justice (4 items), interpersonal justice (4 items), and procedural justice (6 items).

4. Results and Findings

4.1. Descriptive Statistics

Table 4.1 covers the descriptive statistics which reflect variables mean, standard deviation, minimum values and maximum values.

Table 4.1: Descriptive Statistics

Variables	Mean	Std. Devi.	Min.	Max.
Despotic leadership	4.64	0.868	0.097	2.117
Rumination	4.75	0.895	0.057	1.297
withdrawal behavior.	4.431	0.912	2.414	2.957
Organizational Justice	3.721	0.92	1.2234	7.097

Mean value of despotic leadership is 4.67, rumination = 4.72, withdrawal behavior.= 3.43 and organizational justice = 4.62

4.2 Data Screening, normality and multicollinearity

After examining the data for outliers, missing values, and normalcy, it was determined that there were none. The normalcy was evaluated using skewness and kurtosis. The data was deemed to be normal because the skewness and kurtosis values were within the suggested ranges (±1 and ±3, respectively). Additionally, tolerance and VIF were used to evaluate multicollinearity; table 4.2 indicates that VIF is less than 5, indicating that multicollinearity is not a problem.

Table 4.2 Multicollinearity

	Tolerance	VIF
DL	.341	4.461
RU	.353	3.435
CSE	.332	1.612

Dependent Variable= WB

4.3 Reliability and Validity Analysis

The current study adheres to Anderson & Anderson's (1988) guidelines. Two phases of structural equation modeling (SEM) were used. Confirmatory factor analysis was carried out in the first stage.The present scale was derived from earlier research and developed based on theoretical viewpoints, which is why the confirmatory factor analysis was conducted (Anderson & Anderson, 1988). With $x2/df = 2.98$, CFI = 0.91, GFI = 0.89, SRMR = 0.066, and RMSEA = 0.058, the model is suited for the current study. Values of factor loading for other items were also recorded, and they fell within the range and limit.

Table: 4.3 Reliability Analysis

Variables	Cronbach's Alpha	Items
Despotic leadership	0.812	6
withdrawal behavior.	0.745	9
Rumination	0.845	8
Organizational Justice	0.748	14

As per reliability analysis all the measures are reliable. The Cronbach's Alpha for the despotic leadership is 0.82, emotional exhaustion =0.79, rumination =0.86 and organizational justice.

4.5 Direct and indirect effects path

Second, fit index values for path coefficients were found to be good and within a normal limit/range ($x2/df = 3.85$, CFI = 0.91, GFI = 0.86, SRMR = 0.076, and RMSEA = 0.058) in the current study of the measurement model. The path coefficients in Table 4.3 demonstrate that subordinates' withdrawal behavior is significantly positively impacted by autocratic leadership ($\beta =.16$, P = 0.000, CR = 3.11), supporting hypothesis H1.These results align with earlier research (Dust et al., 2018; Braun et al., 2018). Similarly, rumination is positively impacted by autocratic leadership ($\beta =.18$, P = 0.000, CR = 3.23), supporting hypothesis H2, which is also in line with earlier research (Grandey, Dickter, & Sin, 2004; Tepper B. J., 2000).

Both routes were used to evaluate the mediation of rumination between withdrawal behavior and dictatorial leadership. First, a significant relationship between autocratic leadership and withdrawal behavior was found (i.e., $\beta =.17$, P = 0.00). Second, by multiplying the two routes (i.e., coefficient of despotic leadership rumination × rumination – withdrawal behavior), the

indirect path was examined and tested. A significant influence was discovered (i.e., indirect path =.11, P = 0.00). Since both the direct and indirect pathways are found to be significant, our proposed hypothesis H3 is supported: rumination partially mediates the relationship between autocratic leadership and withdrawal behavior.

Table 4.4: Direct & Indirect Paths

Hypothesis	B	C.R	P	Result
DL-VB	0.15	3.108	0.000	H1 Supported
DL-RU	0.12	3.235	0.000	H2 Supported
RU-VB	0.61	10.18	0.000	
OJ-RU	0.04	1.20	0.11	
Mediating effect of Rumination				
DL-RU-VB				
Direct path	0.16		0.00	
				H3 Supported
Indirect path	0.12		0.00	

"Note: DL=Despotic leadership, VB= withdrawal behavior., RU=Rumination, OJ=Organizational justice"

Lastly, the moderating effects of organizational justice were examined using the hierarchical regression approach. Rumination was used to regress and determine the significance of organizational justice and dictatorial leadership, which were included in the initial phase. According to the study, rumination is significantly impacted by autocratic leadership (β =.23, P = 0.00) and is not significantly impacted by organizational justice (β =.01, P =.55). The impact of a (conditional) interactional term, DL×OJ, on rumination was investigated in the second stage and found to be significant (β =.20, P = 0.00).

As a result, the study found that those who possess organizational justice lessen the correlation between rumination and dictatorial leadership, and vice versa.These findings validate and support hypothesis H4.These findings corroborate those of earlier studies (Karakus, 2014;

Greenberg, 2005). This indicates that under an organizational structure where employees believe organizational justice to be higher, they feel more content, safe, and well-off. Employees are less likely to complain and show loyalty to the company when they believe they were treated fairly and promoted on the basis of merit.

Table 4.5: Hierarchical regression for Moderation

Variables	M1(B)	M1(B)
Step 1		
DL	.21**	
OJ	0.02	
R2	0.13	
Step 2		
DL*OJ		.20**
R2		0.27
Delta R2		0.21

"Note: DL=Despotic leadership, CSE=Core self-evaluation
**P<0.01,*P<0.05"

4.8 Discussion

The current study's goal is to examine how autocratic leadership affects withdrawal behavior by using the conditional role of organizational justice and the explanatory role of rumination. Despotic leadership was found to have a significant impact on withdrawal behavior, which is consistent with other research findings (Fontaine, Ross, Zink, & Schilling, 2010; Galiatsatos, Gurley, & Hale, 2017). The literature on dictatorial leadership also shows how it is linked to work outcomes like job satisfaction, burnout, and creative work practices.

. Nonetheless, recent studies have shown that autocratic leadership has a favorable impact on subordinates' withdrawal behavior. Despotic bosses are ethically reprehensible and exploit their staff for their own gain (Chen et al., 2020). Therefore, respond appropriately when subordinates witness their superior acting corruptly in carrying out the organization's mission and purpose (Han et al. 2020).

Second, in line with earlier research, the study's results indicate that rumination is positively impacted by autocratic leadership (Grandey, Dickter, & Sin, 2004). Employees that have negative supervisors tend to think about the same thing over and over again. Employees who constantly ruminate about their subordinates feel ignored.

Third, the study also found that rumination acts as a partial mediator between withdrawal behavior and dictatorial leadership. Since no research has examined the mediating function of rumination in the literature on dictatorial leadership, this finding is unusual. Nonetheless, these results are supported by the notion of conservation of resources. According to recent research, subordinates' emotional tiredness is increased under autocratic leadership, which is a predictor of rumination. To the best of our knowledge, this is the first study to try to determine whether rumination plays a mediating function between withdrawal behavior and dictatorial leadership. According to the study's findings, negative leaders frequently ruminate on their staff, which leads to withdrawal behavior. This supports the conservation of resources argument.

Lastly, the results of the study show that the association between rumination and dictatorial leadership is moderated by organizational justice. These results align with other research (Karakus, 2014; Greenberg, 2005). The results make several contributions to the field of study. People who believe in organizational justice are less likely to associate rumination and authoritarian leadership, therefore they will be less likely to associate with a tyrannical boss. Employees who lack organizational justice, on the other hand, will reinforce the link between rumination and autocratic leadership. This indicates that organizational justice is really significant and has a significant impact on how employees behave and think since it makes them feel appreciated and encourages them to concentrate on their professional growth and advancement, which reduces rumination.

5. Conclusion

Various studies have examined leadership by focusing more on its positive aspects while ignoring its negative aspects. Therefore, the primary goal of this research is to examine how autocratic leadership affects withdrawal behavior while taking organizational justice and rumination into account as moderators. information gathered from banking industry personnel. The questionnaire was used to gather primary data. Correlation and confirmatory factor analysis were performed for each construct dependability.

The results of the investigation indicate that the model fits well. Rumination was positively and significantly impacted by the autocratic leadership. The association between subordinates' withdrawal behavior and dictatorial leadership is partially mediated by rumination. Additionally, the association between rumination and autocratic leadership is greatly moderated by organizational justice. This study is the first to examine how rumination mediates the relationship between withdrawal behavior and autocratic leadership. The study also looks into how organizational justice can act as a moderator between rumination and autocratic leadership.The results of the investigation are supported by the conservation of resources hypothesis.

5.1. Study implications

The present investigation has ramifications for theory and practice. By providing a novel explanatory mechanism and establishing a connection between employee withdrawal behavior and authoritarian leadership, this study adds to the body of literature. Despotic leadership has received less attention in management research than other dark leadership styles (De Clercq et al., 2018; Nauman et al., 2020; Naseer et al., 2016).

The current study has significant practical implications for banking industry management. First and foremost, banking institutions' management should refrain from employing dark leaders. Second, there must to be a space for workers to voice their opinions regarding the autocratic bosses. Management should set up a forum where employees who are afraid to share their opinions about the autocratic leaders can do so and file private grievances against them. Third, in order to limit supervisors' autocratic inclinations, a code of conduct should be posted so that staff members can draw attention to unacceptable conduct. The management ought to discipline the autocratic leaders in accordance with the regulations.

Fourth, management needs to let the autocratic leaders know that their bad behavior causes rumination, which in turn leads to poor job results. Last but not least, pharmaceutical companies may take organizational justice into consideration given the damaging effects of autocratic leaders, since it lessens their influence on unfavorable ideas.

5.2 Limitations and Future Directions

The current research study only banking sector future research can study the entire services sector in order to generalize the results on entire sector. Furthermore, the investigation of rumination in the literature of despotic leadership is novel. The current study is non experimental and future endeavors should focus on experimental and longitudinal studies.

References

Aboramadan, M., Turkmenoglu, M. A., Dahleez, K. A., & Cicek, B. (2020). Narcissistic leadership and behavioral cynicism in the hotel industry: the role of employee silence and negative workplace gossiping. International. Journal of Contemporary Hospitality Management, 33(2), 428-447

Anderson, J. C., & Anderson, D. W. (1988). Structural equation modeling in practice: A review and recommended two step approach. Psychological Bulletin, 103(3), 411-423

Ary, D., Jacobs, L. C., Razavieh, A., & Sorenson, C. (2002). Introduction to research in education

Aryee, S. (2008). Abusive supervision and contextual performance: the mediating role of emotional exhaustion and the moderating role of work unit structure. Managerial organizational Review, 4, 93–411.

Bonds-Raacke, J. and Raacke, J. (2012).Research Methods: Are you equipped? New Jersey. Pearson Education Inc

Braun, S., Aydin, N., Frey, D. and Peus, C. (2018), "Leader narcissism predicts malicious envy and supervisor-targeted counterproductive work behavior: evidence from field and experimental research", Journal of Business Ethics, 151(3), 725-741

Chen, H., Richard, O. C., Boncoeur, O. D., & Ford Jr, D. L. (2020). Work engagement, emotional exhaustion, and counterproductive work behavior. Journal of Business Research, 114, 30-41.

Chen, K. Y., Chang, C. W., & Wang, C. H. (2019). Frontline employees' passion and emotional exhaustion: The mediating role of emotional labor strategies. International Journal of Hospitality Management, 76, 163-172

Chiang, C.F. and Chen, J. (2020), "How empowering leadership and a cooperative climate influence employees' voice behavior and knowledge sharing in the hotel industry", Journal of Quality Assurance in Hospitality and Tourism, 22(4), 476-495

Chon, K.K.S. and Zoltan, J. (2019)," "Role of servant leadership in contemporary hospitality", International Journal of Contemporary Hospitality Management, 31(8), 371-3394

Colquitt, J. A. (2001). On the dimensionality of organizational justice: a construct validation of a measure. Journal of applied psychology, 86(3), 386.

Dahri, D. A., Waseem, D., Nawaz, M., Shah, S. A., & Bux, D. (2019). Nurses job satisfaction is burned out by their leaders and stress. Journal of Managerial Science, 13(2).

De Clercq, D., Azeem, M. U., Haq, I. U., & Bouckenooghe, D. (2020). The stress-reducing effect of coworker support on turnover intentions: moderation by political ineptness and despotic leadership. Journal of Business Research, 111, 12-24.

De Clercq, D., Haq Inam, U., Raja, U., Azeem Muhammad, U., & Mahmud, N. (2018). When is an Islamic work ethic more likely to spur helping behavior? The roles of despotic leadership and gender. Personal Review, 630-650. doi:doi:10.1108/PR-06-2017-0192

De Hoogh, A. H., & Den Hartog, D. N. (2008). Ethical and despotic leadership, relationships with leader's social responsibility, top management team effectiveness and subordinates' optimism: A multi-method study. The leadership quarterly, 19(3), 297-311.

Dimitriou, C.K. and Schwepker, C.H. Jr (2019), "Enhancing the lodging experience through ethical leadership", International Journal of Contemporary Hospitality Management, 31(2), 669-690

Dust, S. B., Resick, C. J., Margolis, J. A., Mawritz, M. B., & Greenbaum, R. L. (2018). Ethical leadership and employee success: Examining the roles of psychological empowerment and emotional exhaustion. The Leadership Quarterly, 29(5), 570-583.

Elche, D., Ruiz-Palomino, P. and Linuesa-Langreo, J. (2020), "Servant leadership and organizational citizenship behavior: the mediating effect of empathy and service climate", International Journal of Contemporary Hospitality Management, 32(6), 2035-2053

Erkutlu, H., & Chafra, J. (2018). Despotic leadership and organizational deviance: The mediating role of organizational identification and the moderating role of value congruence. Journal of Strategy and management, 11(2), 150-165

Fontaine, P., Ross, S., Zink, T., & Schilling, L. M. (2010). Systematic review of health information exchange in primary care practices. J. Am. Board Fam. Med, 655–670. doi:10.3122/jabfm.2010.05.090192

Galiatsatos, P., Gurley, A., & Hale, W. D. (2017). Policy and advocacy for informal caregivers: How state policy influenced a community initiative. Journal of public health policy, 38(4), 503-508.

Grandey, A. A. (2004). The customer is not always right: customer aggression and emotion regulation of service employees. Journal of Organizational behavior, 24, 397–418. doi:10.1002/job.252

Grandey, A. A., Dickter, D. N., & Sin, H. P. (2004). The customer is not always right: customer aggression and emotion regulation of service employees. Journal of organizational Behavior, 25, 397–418.

Gui, C., Luo, A., Zhang, P. and Deng, A. (2020), "A Meta-analysis of transformational leadership in hospitality research", International Journal of Contemporary Hospitality Management, 32(6), 2137-2154

Han, H., Quan, W., Al-Ansi, A., Chung, H., Ngah, A. H., Ariza-Montes, A., & Vega-Muñoz, A. (2020). A theoretical framework development for hotel employee turnover: Linking trust in supports, emotional exhaustion, depersonalization, and reduced personal accomplishment at workplace. Sustainability, 12(19), 8065.

Hight, S.K., Gajjar, T. and Okumus, F. (2019), "Managers from 'hell' in the hospitality industry: how do hospitality employees profile bad managers?", International Journal of Hospitality Management, 77, 97-107

Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. American psychologist, 44(3), 513.

Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. Applied Psychology, 50, 337–421

Hobfoll, S. E., Halbesleben, J., Neveu, J. P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. Annual review of organizational psychology and organizational behavior, 5, 103-128

Harms, P. D., Credé, M., Tynan, M., Leon, M., & Jeung, W. (2017). Leadership and stress: A meta-analytic review. The leadership quarterly, 28(1), 178-194.

Hanges, P. J., & Dickson, M. W. (2004). The development and validation of the GLOBE culture and leadership scales. Culture, leadership, and organizations: The GLOBE study of, 62, 122-151.

Horowitz, M., Wilner, N., & Alvarez, W. (1979). Impact of Event Scale: A measure of subjective stress. Psychosomatic medicine, 41(3), 209-218.

Jabeen, R., & Rahim, N. (2020). Exploring the effects of despotic leadership on employee engagement, employee trust and task performance. Management Science Letters, 11(1), 223-232

Johnson, S. J., Machowsk, S., Holdsworth, L., Kern, M., & Zapf, D. (2017). Age, emotion regulation strategies, burnout, and engagement in the service sector: Advantages of older workers. Journal of austism and developement disorder, 205-216.

Jabeen, R., & Rahim, N. (2021). Exploring the effects of despotic leadership on employee engagement, employee trust and task performance. Management Science Letters, 11(1), 223-232.

Kammeyer-Mueller, J. D., judge, T. A., & Scot, B. A. (2009). The role of core self-evaluations in the coping process. Journal of Applied Psychology, 94, 177–195.

Karakus, M. (2014). Two alternative models on the relationships between organizational justice organizational commitment, burnout, and job satisfaction of education supervisors. Journal of Educational Policy, 11(1), 69-94

Kaya, B. and Karatepe, O.M. (2020), "Does servant leadership better explain work engagement, career satisfaction and adaptive performance than authentic leadership?" International Journal of Contemporary Hospitality Management, 32(6), 2075-2095

Li, Y., Gu, S., Wang, Z., Li, H., Xu, X., & Zhu, H. (2019). Relationship between stressful life events and sleep quality: rumination as a mediator and resilience as a moderator. Frontiers in psychiatry, 10, 348.

Liu, P., He, J., & Li, A. (2019). Upward social comparison on social network sites and impulse buying: A moderated mediation model of negative affect and rumination. Computers in Human Behavior, 96, 133-140.

Liu, W., Tian, L., & Lu, H. (2013). Preliminary application of the rumination response scale (RRS) to Chinese working women. Chinese Journal of Clinical Psychology, 21, 42-44

Malik, M. S., & Sattar, S. (2019). Effects of Despotic Leadership and Sexual Harassment on Emotional Exhaustion of Employees in Health Sector of Pakistan: Moderating Role of Organizational Cynicism. Review of Economics and Development Studies, 5(2), 269-279.

Maslac, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. Annual review Psychology, 52, 397–422.

Moliner, C. (2005). Relationships between organizational justice and burnout at the work-unit level. International Journal of Stress Management, 12(2), 99

Naseer, S., Raja, U., Syed, F., Donia, M. B., & Darr, W. (2016). Perils of being close to a bad leader in a bad enviornment: Exploring the combined effects od despotic leadership, leader memberexchange, and perceived organizational politics on behaviors. The Leadership Quarterly, 27(1), 14-33.

Nauman, S., Fatima, T., & Haq, I. U. (2018). Does despotic leadership harm employee family life: exploring the effects of emotional exhaustion and anxiety? Frontiers in psychology, 601.

Nauman, S., Zheng, C., & Basit, &. A. (2020). How despotic leadership jeopardizes employees' performance: the roles of quality of work life and work withdrawal. Leadership & Organization Development Journal. 42(1), 1-16

Nazarian, A., Atkinson, P., Foroudi, P. and Edirisinghe, D. (2020), "Leaders or organisations? A comparison study of factors affecting organisational citizenship behaviour in independent hotels", International Journal of Contemporary Hospitality Management, 32(6), 2055-2074

O'Reilly III, C. A., & Doerr, B. (2020). Conceit and deceit: Lying, cheating, and stealing among grandiose narcissists. Personality and Individual Differences, 154, 109627.

Raja, U., Haq, I.U., De Clercq, D. and Azeem, M.U. (2020), "When ethics create misfit: combined effects of despotic leadership and Islamic work ethic on job performance, job satisfaction, and psychological well-being", International Journal of Psychology, 55(3), 332-341.

Ruane, J. M. (2005). Essentials of research methods: A guide to social science research. Blackwell publishing. London

Sabir, F. (2021). Impact of Despotic Leadership on Work-Family Conflict by Considering Emotional Exhaustion as a Mediator and Neuroticism as a Moderator

Sarwar, A., & Muhammad, L. (2020). Impact of employee perceptions of mistreatment on organizational performance in the hotel industry. International Journal of Contemporary Hospitality Management.

Sarwar, A., Bashir, S., & Karim Khan, A. (2021). Spillover of workplace bullying into family incivility: Testing a mediated moderation model in a time-lagged study. Journal of interpersonal violence, 36(17-18), 8092-8117.

Schyns, B. a. (2013). How bad are the effects of bad leaders? A meta analysis of destructive leadership and its outcomes. Leadership Quarterly, 138–158.

Shum, C., Ausar, K., & Tu, M. H. (2020). When do abusive leaders experience guilt?. International Journal of Contemporary Hospitality Management, 32(6), 2239-2256

Stevens, J.P. (2002). Applied multivariate statistics for the social sciences. Lawrence Erlbaum Associates, Mahwah: New Jersey

Syed, F., Akhtar, M.W., Kashif, M., Asrar-Ul-Haq, M., Husnain, M. and Aslam, M.K. (2020), "When leader is morally corrupt: interplay of despotic leadership and self-concordance on moral emotions and bullying behavior", Journal of Management Development, 30 (7/8), 911-928

Slack, D. A. (2014). Leaders' Fostering of Innovation: A Phenomenological Study in Small Successful US Biopharmaceuticals (Doctoral dissertation, The George Washington University).

Tajeddini, K., Martin, E., & Altinay, L. (2020). The importance of human-related factors on service innovation and performance. International Journal of Hospitality Management, 85, 102431.

Tepper, B. (2000). Consequences of abusive supervision. Academy of Managment Journal, 43, 178–190. doi:10.2307/1556375

Tepper, B. (2000). Consequences of abusive supervision. Academy of Managment Journal, 43, 178–190.

Volmer, R., & Ron, D. (2015). Lipid-dependent regulation of the unfolded protein response. Current opinion in cell biology, 33, 67-73.

Wang, C. C., Hsieh, H. H., & Wang, Y. D. (2020). Abusive supervision and employee engagement and satisfaction: the mediating role of employee silence. Personnel Review.

Yu, Y., Xu, S., Li, G. and Kong, H. (2020), "A systematic review of research on abusive supervision in hospitality and tourism", International Journal of Contemporary Hospitality Management, 32(7), 2473-2496.

Yang, L. Q., Bauer, J., Johnson, R. E., Groer, M. W., & Salomon, K. (2014). Physiological mechanisms that underlie the effects of interactional unfairness on deviant behavior: The role of cortisol activity. Journal of Applied Psychology, 99(2), 310.

Zhao, H. and Guo, L. (2019), "Abusive supervision and hospitality employees' helping behaviors: the joint moderating effects of proactive personality and ability to manage resources", International Journal of Contemporary Hospitality Management, 31(4), 1977-1994