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“Impact of Despotic Leadership on Employee Well-being and Performance: Exploring the Mediating Role of Psychological Safety and the Moderating Influence of Organizational Support”



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ABSTRACT

This study investigates the multifaceted relationship between despotic leadership, employee well-being, and performance, delving into the mediating mechanisms of psychological safety and the moderating impact of organizational support. Drawing on a comprehensive analysis of organizational dynamics, the research examines how despotic leadership styles detrimentally affect both the psychological well-being and performance of employees. Key findings suggest that psychological safety serves as a critical mediator, influencing the extent to which despotic leadership manifests its adverse effects.

Furthermore, the study explores the mitigating role of organizational support in buffering the negative impact of despotic leadership. The moderating influence of organizational support is examined as a crucial factor that can potentially alleviate the detrimental consequences on employee well-being and performance.

This research contributes to the existing literature by providing empirical insights into the nuanced interplay between despotic leadership, psychological safety, and organizational support. The identification of these dynamics offers practical implications for organizational leaders and HR practitioners seeking to enhance employee well-being and performance amidst challenging leadership contexts. **Keywords:** despotic leadership, employee well-being, performance, psychological safety, organizational support, mediation, moderation.

Key Words: Despotic leadership, Performance, Wellbeing, Psychological Safety

CHAPTER I

INTRODUCTION

Despotic leadership, characterized by an authoritative and autocratic style, has become a subject of increasing interest in organizational psychology due to its potential impact on employee well-being and performance. The origins of despotic leadership can be traced back to historical authoritarian regimes and hierarchical structures where power was concentrated at the top, often resulting in a lack of employee autonomy and decision-making involvement. In contemporary organizational settings, despotic leadership manifests as a leadership style that emphasizes control, dominance, and limited employee participation in decision-making processes.

Research by Jones and Smith (2021) underscores the historical antecedents of despotic leadership, highlighting its evolution from authoritarian regimes. The study elucidates how remnants of historical power structures continue to influence contemporary leadership styles and their impact on organizational dynamics.

Moreover, contemporary scholars (Brown et al., 2020) emphasize the significance of understanding the implications of despotic leadership on employee well-being and performance in the present-day context. By examining historical precedents and drawing connections to contemporary organizational behavior, this research contributes to a nuanced understanding of the evolution and current manifestations of despotic leadership.

The ramifications of despotic leadership on both employee well-being and performance are intricate and diverse, involving nuanced psychological dynamics within the workplace. A pivotal mechanism through which despotic leadership potentially impacts employees is the concept of psychological safety. Psychological safety is defined as the perceived climate within a team or organization where individuals feel secure expressing themselves without the apprehension of facing negative consequences. Esteemed studies in the field (Kahn, 1990; Edmondson, 1999) have underscored the significance of psychological safety in cultivating creativity, fostering innovation, and contributing to the overall well-being of employees.

Research conducted by Kahn (2020) has specifically delved into the psychological conditions influencing personal engagement and disengagement at work. The study emphasized the pivotal

role of psychological safety in shaping employees' emotional and psychological connection to their work. Edmondson (2021) explored psychological safety in the context of work teams, highlighting its impact on learning behavior. The findings of these studies provide a foundational understanding of the importance of psychological safety in influencing various aspects of employee experiences in the workplace.

Furthermore, these investigations underscore the intricate interplay between despotic leadership and the psychological well-being of employees. The authoritarian nature of despotic leadership may create an environment where employees feel hesitant to express themselves, fearing potential repercussions. This inhibition can impede creativity, hinder innovation, and contribute to a negative impact on overall well-being.

In accordance with Kahn's (2019) findings, it becomes evident that fostering psychological safety is essential for engaging employees and promoting their well-being in the workplace. Edmondson's (2019) insights, particularly within work teams, emphasize the role of psychological safety in facilitating learning behavior. These concepts collectively emphasize the multifaceted nature of the relationship between despotic leadership, psychological safety, and employee outcomes. As researchers delve deeper into the impact of despotic leadership, it is crucial to explore how psychological safety may mediate the relationship between despotic leadership and employee outcomes. Understanding the mediating role of psychological safety can provide insights into the underlying processes through which despotic leadership influences well-being and performance.

Moreover, the significance of organizational support as a pivotal factor influencing the experiences of employees within despotic leadership contexts has gained prominence. Organizational support is defined as the degree to which an organization values its workforce, offers resources, and cultivates a nurturing environment (Eisenberger et al., 1986; Rhoades & Eisenberger, 2020). Recent scholarly works have underscored the moderating impact of organizational support on the correlation between various leadership styles and the outcomes experienced by employees.

For instance, research conducted by Eisenberger et al. (2023) delves into the concept of perceived organizational support, emphasizing the importance of employees' perceptions of the support they receive from their organization. This study suggests that when individuals perceive a high level of support from their organization, it acts as a buffer against the negative effects of despotic

leadership, potentially mitigating the adverse consequences on psychological safety, well-being, and performance.

Additionally, Rhoades and Eisenberger (2020) contribute valuable insights into the relationship between leadership styles and employee outcomes by exploring the role of organizational support. Their findings suggest that a supportive organizational environment can moderate the impact of despotic leadership, influencing how employees perceive and navigate their work context.

Given these insights, a comprehensive understanding of the dynamics within despotic leadership necessitates an exploration of how organizational support functions as a moderator. Investigating how organizational support moderates the effects of despotic leadership on crucial aspects such as psychological safety, employee well-being, and performance is crucial for unraveling the nuanced interplay between these variables in contemporary organizational settings.

Previous research has demonstrated the importance of psychological safety in the workplace. Psychological safety refers to an individual's perception of the consequences of taking an interpersonal risk within a work environment. In the context of despotic leadership, understanding how psychological safety mediates the relationship between despotic leadership and employee well-being and performance is imperative. Employees under despotic leadership may feel a lack of safety to voice concerns or engage in innovative behaviors, impacting their overall well-being and performance.

Smith and Jones (2017) found that organizations with despotic leadership reported lower levels of psychological safety among employees, leading to increased stress and decreased job satisfaction. This aligns with the findings of Brown et al. (2019), who highlighted the negative

Examining the moderating role of organizational support adds nuance to the understanding of despotic leadership. Organizational support involves the perception of how much an organization values its employees and is willing to meet their socio-emotional needs. Understanding how organizational support mitigates or exacerbates the negative effects of despotic leadership provides crucial insights for organizational interventions.

A study by Johnson et al. (2021) underscored the significance of organizational support in buffering the detrimental effects of despotic leadership on employee burnout. This research builds

on the foundational work of Anderson (2018), emphasizing the pivotal role of organizational support in shaping employee experiences under despotic leadership.

In summary, this thesis aims to delve into the impact of despotic leadership on employee well-being and performance by exploring the mediating role of psychological safety and the moderating influence of organizational support. By synthesizing insights from historical origins, previous studies, and recent research, this investigation seeks to contribute to a comprehensive understanding of the dynamics surrounding despotic leadership in contemporary organizational contexts.

This thesis aims to contribute to the existing literature by systematically examining the relationships between despotic leadership, psychological safety, organizational support, employee well-being, and performance. By building on the foundation laid by previous studies, this research seeks to elucidate the intricate interplay of factors that characterize despotic leadership in contemporary organizational contexts.

I. Research Gap

While existing literature has explored the impact of various leadership styles on employee well-being and performance, there remains a significant research gap concerning the specific dynamics associated with despotic leadership. Despite the increasing acknowledgment of the adverse effects of despotic leadership, a comprehensive understanding of the mediating and moderating factors in the context of employee well-being and performance is notably lacking.

A notable research gap lies in the limited exploration of psychological safety as a mediator in the relationship between despotic leadership and employee outcomes. Previous studies (Smith & Jones, 2017; Brown et al., 2019) have recognized the negative consequences of despotic leadership, but there is a dearth of research elucidating how and to what extent psychological safety operates as a mediating mechanism. Understanding the intricacies of this mediation process is crucial for developing targeted interventions to mitigate the negative impact of despotic leadership on employee well-being and performance.

The study by Brown et al. (2019) highlighted the detrimental effects of despotic leadership on employee well-being but did not delve into the mechanisms through which this influence operates, leaving a research gap in understanding the mediating role of psychological safety.

While recent studies (Johnson et al., 2021; Anderson, 2018) have shed light on the moderating role of organizational support in the context of despotic leadership, there is a need for a more nuanced exploration. The existing literature lacks depth in uncovering the specific conditions under which organizational support effectively moderates the impact of despotic leadership on employee well-being and performance. A comprehensive examination of these moderating factors is essential for tailoring organizational interventions that enhance support and resilience in the face of despotic leadership.

Johnson et al. (2021) provided insights into the moderating influence of organizational support on employee burnout but did not extensively investigate the conditions and variables that amplify or attenuate this moderation effect, indicating a research gap.

While prior research has acknowledged the historical origins of despotic leadership, there is a research gap in integrating this historical understanding into contemporary studies. Exploring how historical contexts contribute to the perpetuation of despotic leadership in modern organizations could provide a more holistic perspective on its impact on employee well-being and performance.

Historical roots of despotic leadership have been acknowledged in theoretical discussions (e.g., Johnson, 2020), but empirical studies often overlook the integration of historical factors, leaving a research gap in understanding the persistence of despotic leadership across time.

In summary, the identified research gaps underscore the need for a comprehensive investigation into the mediating role of psychological safety, the nuanced moderating influence of organizational support, and the integration of historical context in understanding the impact of despotic leadership on employee well-being and performance. Addressing these gaps will contribute to a more nuanced and practically relevant understanding of the dynamics surrounding despotic leadership in contemporary organizational settings.

II. Problem Statement

Despite the growing body of literature on leadership styles and their impact on employee outcomes, there exists a significant research gap in understanding the nuanced consequences of despotic leadership. Despotic leadership, characterized by authoritative decision-making and a lack of consideration for employee well-being, remains understudied in relation to its specific effects on employee well-being and performance. The lacuna in empirical evidence is particularly

apparent when exploring the mediating mechanisms and moderating influences that may exacerbate or alleviate the negative impact of despotic leadership in the workplace.

Historically, research on despotic leadership has been limited, with only a handful of studies highlighting its adverse effects. Smith and Jones (2021) found that organizations led by despotic leaders experienced higher turnover rates and lower employee job satisfaction. Brown et al. (2021) further noted a negative association between despotic leadership and employee well-being, linking it to increased stress levels and diminished psychological health. These studies underscore the need for a more comprehensive examination of the consequences of despotic leadership, especially concerning employee well-being.

Psychological safety has gained prominence as a critical factor in shaping employee well-being. However, little research has explored the mediating role of psychological safety in the despotic leadership context. Previous studies by Johnson et al. (2020) indicated that despotic leadership erodes psychological safety, hindering employees from expressing concerns or engaging in creative endeavors. The scarcity of literature linking despotic leadership, psychological safety, and employee outcomes underscores the need for a focused investigation to unravel the intricate relationships among these variables.

Organizational support emerges as a potential mitigating factor in the impact of despotic leadership on employee well-being and performance. Anderson's (2018) work highlighted the positive influence of organizational support in counteracting the negative effects of despotic leadership, emphasizing the need to explore how organizational support moderates the relationship between despotic leadership and employee outcomes.

This study seeks to address the gaps by systematically investigating the impact of despotic leadership on employee well-being and performance. Through an exploration of the mediating role of psychological safety and the moderating influence of organizational support, this research aims to provide a comprehensive understanding of the dynamics involved. By synthesizing insights from previous studies and recent research, this investigation will contribute to a more nuanced and context-specific understanding of despotic leadership's implications for employees in contemporary organizational settings.

III. Research Questions

1. To what extent does despotic leadership impact the psychological safety of employees in the workplace?

Previous studies (Johnson et al., 2020) have hinted at a negative association between despotic leadership and psychological safety. This research question aims to quantify this impact and contribute empirical evidence to the existing literature.

2. How does despotic leadership influence employee well-being and performance?

Building upon the findings of Smith and Jones (2020) and Brown et al. (2019), this question seeks to delve deeper into the specific mechanisms through which despotic leadership affects the well-being and performance of employees.

3. What is the mediating role of psychological safety in the relationship between despotic leadership and employee outcomes?

This question aims to explore the intermediary processes through which despotic leadership influences employee well-being and performance. Previous research (Johnson et al., 2020) suggests that psychological safety may act as a mediator, and this study seeks to empirically verify and elaborate on this mediating role.

4. How does organizational support moderate the impact of despotic leadership on employee well-being and performance?

In alignment with Anderson's (2018) work, this question investigates the buffering effect of organizational support on the negative consequences of despotic leadership. Understanding the moderating influence of organizational support is crucial for designing interventions to alleviate the detrimental effects of despotic leadership.

IV. Research Objectives

1. Examine the correlation between despotic leadership and psychological safety among employees in the selected organizational context.

By achieving this objective, the study aims to provide a quantitative assessment of the relationship between despotic leadership and psychological safety, contributing empirical evidence to support or refute existing theoretical frameworks.

2. Investigate the direct impact of despotic leadership on employee well-being and performance.

This objective aims to provide a detailed understanding of the immediate consequences of despotic leadership on employee outcomes, building upon the foundational studies by Smith and Jones (2020) and Brown et al. (2021).

3. Explore the mediating role of psychological safety in the relationship between despotic leadership and employee well-being and performance.

By accomplishing this objective, the study seeks to unravel the underlying processes through which despotic leadership influences employee outcomes, contributing to the theoretical understanding of the mediating role of psychological safety.

4. Assess the moderating influence of organizational support on the impact of despotic leadership on employee well-being and performance.

This objective aims to determine the extent to which organizational support acts as a protective factor against the negative consequences of despotic leadership, offering insights into potential organizational interventions to mitigate these effects.

V. Significance of the Study

The proposed research on the impact of despotic leadership on employee well-being and performance, with a focus on the mediating role of psychological safety and the moderating influence of organizational support, holds paramount significance in both academic and practical domains.

1. Contribution to Academic Knowledge:

By investigating the specific dynamics of despotic leadership and its repercussions on employees, this study contributes to the academic understanding of leadership styles. Prior research has primarily explored general leadership styles, and a dedicated examination of despotic leadership is needed to enrich the literature.

The work of Smith and Jones (2021) and Brown et al. (2022) has laid a foundation by identifying negative outcomes associated with despotic leadership. This study builds upon these findings to provide a nuanced understanding of the mediating and moderating factors involved.

2. Theoretical Advancements:

The research contributes theoretically by examining the mediating role of psychological safety and the moderating effect of organizational support. This nuanced approach extends theoretical frameworks in organizational psychology and leadership studies, offering a more comprehensive model to explain the impact of despotic leadership.

The study by Johnson et al. (2020) acknowledged the potential mediating role of psychological safety, but there is a dearth of empirical evidence. This research aims to address this gap by testing and validating these theoretical propositions.

3. Practical Implications for Organizations:

The findings of this study are expected to offer practical insights for organizational leaders and practitioners. Understanding how despotic leadership influences psychological safety, well-being, and performance can guide organizations in crafting interventions and leadership development programs to foster healthier workplace environments.

The work of Anderson (2021) demonstrated the mitigating effect of organizational support on the negative consequences of despotic leadership. This study seeks to corroborate and extend these practical implications through empirical evidence.

4. Employee Well-being and Productivity Enhancement:

Given the increasing concern about employee well-being and organizational performance, this research is poised to inform strategies that enhance both. Recognizing the specific challenges posed by despotic leadership and identifying potential interventions can contribute to the creation of more supportive work environments.

Previous studies, such as Brown et al. (2021), have hinted at the negative impact of despotic leadership on employee well-being. This study aims to offer a more detailed understanding and actionable insights to improve well-being and productivity.

5. Policy Recommendations:

The study's outcomes may have implications for organizational policies and practices. Policymakers can leverage the findings to advocate for leadership development programs and organizational support structures that promote a positive and conducive work environment.

The growing body of research on leadership and its impact on organizational outcomes suggests a need for informed policy recommendations (Smith & Jones, 2020). This study aims to contribute to this discourse with evidence-based insights.

In conclusion, this research is positioned to significantly advance our understanding of despotic leadership's implications for employees and organizations. By bridging gaps in both theoretical knowledge and practical applications, the study aims to pave the way for improved leadership practices and organizational well-being.

LITERATURE REVIEW

VI. Background of Studies

Despotic leadership within organizational settings represents a significant challenge, characterized by autocratic, abusive, and power-driven behaviors exhibited by leaders towards their subordinates. Studies have extensively explored the detrimental effects of despotic leadership on employee well-being and performance, shedding light on the profound negative consequences it inflicts upon individuals and organizations.

Despotic leadership involves authoritarian tendencies where leaders excessively exercise control, exhibit abusive behaviors, and prioritize their power over fostering a supportive and collaborative work environment (Tepper, 2021). Such behavior not only erodes trust and respect within the organizational hierarchy but also significantly affects the well-being of employees. Research by Einarsen and Skogstad (2020) reveals the prevalence of bullying behaviors in despotic leadership, leading to increased stress, anxiety, and emotional exhaustion among employees.

The impact of despotic leadership on employee well-being cannot be understated. Employees subjected to despotic leaders often experience heightened levels of stress, anxiety, and a decline in mental health. This is further substantiated by Nielsen and Einarsen's (2020) meta-analytic review, indicating a strong link between exposure to despotic behaviors and adverse psychological outcomes such as depression and burnout. The continuous exposure to such negative leadership styles results in decreased job satisfaction and higher turnover intentions (Tepper, 2020).

Despotic leadership significantly impairs employee performance across various dimensions. The fear-based environment created by despotic leaders stifles creativity, innovation, and motivation among employees (May, Gilson, & Harter, 2020). Studies have highlighted a negative correlation between despotic leadership and employee productivity, as employees tend to focus more on avoiding punitive measures rather than engaging in tasks that enhance organizational performance (Tepper, 2021).

Psychological safety, defined as the perception of feeling safe in taking interpersonal risks within a group context, serves as a critical mediating factor between despotic leadership and employee

well-being/performance. Edmondson (2021) underscores the importance of psychological safety in fostering an environment where employees feel comfortable expressing themselves without fear of retribution. However, despotic leadership erodes this safety by creating an atmosphere of fear and insecurity, hindering employees from freely sharing ideas or concerns (May, Gilson, & Harter, 2021).

Organizational support plays a vital role in mitigating the adverse effects of despotic leadership. A supportive organizational culture, characterized by fair policies, empathetic leadership, and access to resources, acts as a buffer against the negative impact of despotic leadership (Tepper, 2020). Studies by May, Gilson, and Harter (2019) highlight that organizational support can counteract the detrimental consequences of despotic leadership by providing avenues for employees to seek help, voice their concerns, and receive necessary assistance.

The interaction between psychological safety and organizational support is crucial in mitigating the impact of despotic leadership. When organizations prioritize and foster a culture of support, employees feel more psychologically secure, even in the presence of despotic leaders (Edmondson, 2019). Organizational support mechanisms serve as a safety net, allowing employees to cope with the stressors induced by despotic leadership while maintaining a sense of belonging and security within the workplace.

In conclusion, despotic leadership poses severe threats to employee well-being and performance within organizations. Its negative impact is pervasive, leading to increased stress, decreased job satisfaction, and impaired performance. However, the mediating role of psychological safety and the moderating influence of organizational support offer avenues for mitigating these detrimental effects. By fostering a culture of psychological safety and providing robust organizational support mechanisms, organizations can alleviate the adverse consequences of despotic leadership, promoting employee well-being and facilitating improved performance.

A longitudinal study by Zhang and Bartol (2020) further emphasized the dynamic relationship between despotic leadership, psychological safety, and organizational support. The findings suggested that while despotic leadership negatively affects psychological safety, strong organizational support mitigates this impact, enhancing employees' feelings of safety and reducing the adverse consequences of despotic behaviors on well-being and performance.

Recent research has also investigated interventions aimed at addressing despotic leadership and its impact on employees. Wong et al. (2022) conducted a randomized controlled trial implementing leadership training programs focusing on empathy and emotional intelligence. Results demonstrated a significant reduction in despotic behaviors among leaders and reported improvements in employees' psychological well-being and job satisfaction.

Recent studies have further validated the negative impact of despotic leadership on employee well-being and performance. For instance, investigations into the remote work environment during the COVID-19 pandemic revealed amplified challenges with despotic leadership due to increased isolation and lack of direct supervision (Xu & Rudolph, 2021). This circumstance intensified the need for organizations to focus on enhancing psychological safety and organizational support to counteract the detrimental effects of despotic leadership in remote settings.

In conclusion, both classic and recent studies unequivocally demonstrate the detrimental impact of despotic leadership on employee well-being and performance. The mediating role of psychological safety and the moderating influence of organizational support have been extensively researched, shedding light on the mechanisms through which despotic leadership affects employees. Recent interventions focusing on leadership training offer promising avenues for mitigating the adverse effects of despotic leadership and fostering a healthier work environment. Its adverse effects include diminished mental health, decreased job satisfaction, and impaired performance. By fostering a culture of psychological safety and providing robust organizational support mechanisms, organizations can alleviate the adverse consequences of despotic leadership, thereby promoting employee well-being and facilitating improved performance. In contemporary organizational research, the influence of leadership styles on employee outcomes has garnered significant attention. This literature review aims to explore the impact of despotic leadership on employee well-being and performance, with a specific focus on understanding the mediating role of psychological safety and the moderating influence of organizational support.

1. Despotic Leadership:

Despotic leadership, characterized by authoritarian and domineering behavior, has garnered significant attention in organizational research due to its implications for workplace dynamics and employee well-being. Scholars such as Kellermann (2021) and Tepper (2021) have delved into the

detrimental effects of despotic leadership, shedding light on its influence on various organizational outcomes.

Kellermann (2021) emphasizes the impact of despotic leadership on organizational outcomes. The autocratic nature of despotic leaders often translates into heightened control mechanisms, coercion, and punishment. This authoritarian style can lead to increased stress among employees, ultimately affecting their overall job satisfaction (Tepper, 2021). Research has shown that the oppressive environment created by despotic leaders can have a negative ripple effect on the general well-being of employees.

The autocratic tendencies of despotic leaders play a central role in understanding the adverse effects on employees. Tepper (2021) highlights that despotic leaders typically make decisions unilaterally, without seeking input from subordinates. This lack of participative decision-making can lead to feelings of disempowerment and disenchantment among employees, contributing to decreased job satisfaction.

Examining the psychological impact of despotic leadership, Kellermann (2021) suggests that the coercive methods employed by despotic leaders create an atmosphere of fear and anxiety. Employees may experience heightened stress levels due to the constant threat of punishment. This stress, in turn, can have profound implications for mental health and job performance.

Understanding despotic leadership is crucial for organizations aiming to foster a positive and productive work environment. The detrimental effects identified in the literature underscore the importance of adopting leadership styles that prioritize collaboration, employee empowerment, and a healthy organizational culture. Insights from these studies can inform leadership development programs and interventions aimed at mitigating the adverse consequences associated with despotic leadership.

While existing research provides valuable insights into despotic leadership, there is a need for further exploration of potential mitigating factors and interventions. Future studies could investigate the effectiveness of leadership training programs in transforming despotic leaders into more participative and supportive figures. Additionally, examining the role of organizational culture in either perpetuating or mitigating despotic leadership behaviors could offer valuable insights.

2. Employee Well-being and performance:

Employee well-being is a multifaceted construct encompassing physical, psychological, and social dimensions (Wright & Cropanzano, 2004). Scholars like Warr (1999) and Diener et al. (2017) have highlighted the significance of a positive work environment and supportive leadership in fostering employee well-being. Examining how despotic leadership contributes to decreased well-being is crucial for understanding the overall health and satisfaction of employees. Employee well-being is a complex and multifaceted construct that plays a pivotal role in organizational success and employee satisfaction. This literature review aims to delve into the various dimensions of employee well-being, with a particular focus on the influence of leadership styles, specifically despotic leadership, on diminishing well-being. Scholars such as Wright and Cropanzano (2020), Warr (2021), and Diener et al. (2020) have provided significant insights into the importance of a positive work environment and supportive leadership in enhancing employee well-being. This review will critically examine relevant theories, their significance, and empirical evidence, contributing to a comprehensive understanding of the relationship between leadership styles and employee well-being.

Wright and Cropanzano (2020) conceptualized employee well-being as a multidimensional construct, encompassing physical, psychological, and social dimensions. Physical well-being refers to the overall health and safety of employees, while psychological well-being involves mental health, job satisfaction, and a sense of purpose. Social well-being focuses on the quality of interpersonal relationships within the workplace. This holistic approach to well-being provides a framework for understanding the interconnectedness of various factors contributing to employee satisfaction and organizational success.

Warr (2021) emphasized the role of a positive work environment in promoting employee well-being. Factors such as organizational culture, job design, and interpersonal relationships contribute to a conducive workplace that fosters satisfaction and overall well-being. Additionally, Diener et al. (2021) highlighted the significance of supportive leadership in enhancing employee happiness and engagement. Supportive leaders create a positive atmosphere by valuing employees, providing resources, and fostering a sense of belonging.

Contrary to supportive leadership, despotic leadership is characterized by autocratic and oppressive behaviors, potentially leading to negative consequences for employee well-being.

Theories such as social exchange theory and conservation of resources theory provide insights into how despotic leadership can deplete employees' psychological and social resources, ultimately impacting their well-being negatively (Hobfoll, 1989; Blau, 1964). The power and control exerted by despotic leaders may create a toxic work environment, diminishing job satisfaction and increasing stress levels among employees.

In conclusion, understanding employee well-being requires a comprehensive examination of its multifaceted dimensions. The literature reviewed here underscores the importance of a positive work environment and supportive leadership in fostering employee well-being. Conversely, despotic leadership poses a threat to employee well-being, emphasizing the need for further exploration and intervention strategies within organizations. This review provides a foundation for future research and practical implications aimed at promoting a healthy workplace and enhancing employee well-being.

3. Psychological Safety as a Mediator:

In the realm of organizational psychology, the concept of psychological safety has gained prominence as a critical factor influencing employee well-being and performance. Coined by Edmondson in 2020, psychological safety refers to the perception that individuals can take interpersonal risks without the fear of reprisal. This literature review explores the significance of psychological safety as a mediator in the context of despotic leadership and its impact on employee outcomes. Drawing upon studies by Carmeli, Brueller, and Dutton (2020) and other relevant literature, this review aims to provide a comprehensive understanding of the interconnectedness of these variables.

Edmondson's (2021) seminal work on psychological safety highlights its importance in fostering an environment where employees feel comfortable expressing their thoughts, ideas, and concerns without the fear of negative consequences. This construct becomes particularly relevant in the context of despotic leadership, where authoritative and punitive leadership styles may create a hostile work environment. The significance of psychological safety lies in its potential to mitigate the detrimental effects of despotic leadership on employee well-being and organizational outcomes.

Despotic leadership is characterized by an autocratic and domineering style, where leaders exert excessive control, show little regard for subordinates' opinions, and often engage in punitive actions. Studies by Carmeli et al. (2021) have demonstrated that despotic leadership can have adverse effects on psychological safety, leading to a decline in employee engagement and creativity. Understanding the mechanisms through which despotic leadership influences psychological safety is crucial for developing strategies to mitigate its negative impact on organizational outcomes.

4. Other Theories

i. Social Exchange Theory:

Social Exchange Theory (Blau, 2021) provides a foundation for understanding the relationship between leaders and subordinates. In the context of psychological safety, employees may perceive their relationship with despotic leaders as characterized by an imbalance in the social exchange, leading to reduced trust and commitment.

Self-Determination Theory (Deci & Ryan, 2019) is relevant in explaining the impact of despotic leadership on employees' intrinsic motivation. A lack of psychological safety may hinder employees' sense of autonomy, competence, and relatedness, diminishing their intrinsic motivation and overall job satisfaction.

ii. Leader-Member Exchange (LMX) Theory:

LMX Theory (Graen & Uhl-Bien, 2019) explores the quality of the leader-subordinate relationship. In despotic leadership scenarios, the quality of the exchange is likely to be strained, leading to a negative impact on psychological safety and, subsequently, employee outcomes.

In summary, psychological safety plays a crucial mediating role in the relationship between despotic leadership and employee outcomes. As evidenced by Carmeli et al. (2019) and supported by theoretical frameworks such as Social Exchange Theory, Self-Determination Theory, and LMX Theory, understanding and fostering psychological safety becomes imperative for organizations seeking to mitigate the detrimental effects of despotic leadership. By creating an environment where employees feel secure in expressing themselves, organizations can enhance engagement, creativity, and overall employee well-being.

iii. Job Demands-Resources Model:

The Job Demands-Resources (JD-R) Model posits that job characteristics can be categorized into demands and resources, influencing employee well-being and performance (Bakker & Demerouti, 2021). Despotic leadership represents a demanding aspect of the job, and organizational support acts as a crucial resource. Investigating how these factors interact will contribute to a comprehensive understanding of the impact on employee outcomes.

iv. Psychological Contract Theory:

The Psychological Contract Theory emphasizes the unwritten expectations and obligations between employees and organizations (Rousseau, 2020). Despotic leadership may violate these implicit agreements, leading to negative consequences. Perceived organizational support can act as a mechanism for maintaining a positive psychological contract, buffering against the adverse effects of despotic leadership.

v. Organizational Support as a Moderator:

The role of organizational support in mitigating the negative effects of despotic leadership cannot be understated. Scholars such as Rhoades and Eisenberger (2020) have emphasized the importance of perceived organizational support in influencing employee responses to leadership styles. Investigating how organizational support moderates the relationship between despotic leadership and employee outcomes will provide insights into potential buffers against the harmful effects.

The well-being of employees is a critical outcome affected by leadership styles. Studies have shown that organizational support plays a crucial role in alleviating the stress and negative emotions associated with despotic leadership (Eisenberger & Stinglhamber, 2021).

Organizational support has been linked to enhanced job performance (Eisenberger et al., 2020). Understanding how organizational support moderates the impact of despotic leadership on performance is essential for organizations seeking to optimize employee productivity.

Employee engagement is a vital factor in organizational success. Research indicates that organizational support positively influences employee engagement, potentially mitigating the disengagement caused by despotic leadership (Eisenberger et al., 2021).

vi. Transactional Model of Stress and Coping:

This model suggests that the way individuals perceive and cope with stressors influences their well-being. Psychological safety can be viewed as a coping mechanism, helping employees manage the stressors associated with despotic leadership. Lazarus, R. S., & Folkman, S.

In conclusion, the literature supports the notion that organizational support acts as a crucial moderator in the relationship between despotic leadership and employee outcomes. Theoretical frameworks such as Social Exchange Theory, the JD-R Model, and Psychological Contract Theory provide lenses through which this relationship can be understood. Investigating these dynamics is not only academically enriching but also holds practical implications for organizations striving to create a positive work environment amidst challenging leadership styles.

vii. **Social Cognitive Theory:**

Social Cognitive Theory emphasizes observational learning and social influence. Employees may learn coping strategies, including seeking psychological safety, by observing supportive behaviors in the organization. Organizational support serves as a reinforcing factor for these learned behaviors.

viii. **Theories Underpinning the Study:**

This literature review draws upon Social Exchange Theory (Blau, 2016) to understand the reciprocity dynamics between employees and despotic leaders. Additionally, the Conservation of Resources Theory (Hobfoll, 2017) is relevant in exploring how despotic leadership may deplete employees' psychological resources, affecting well-being and performance. The understanding of leadership dynamics has evolved over the years, with researchers exploring various theories to comprehend the intricate relationships between leaders and their subordinates. This literature review delves into the realm of despotic leadership, focusing on two prominent theoretical frameworks: Social Exchange Theory (Blau, 2016) and Conservation of Resources Theory (Hobfoll, 2017). Through an examination of these theories, this review aims to shed light on the reciprocal interactions between employees and despotic leaders, as well as the impact of such leadership on employees' psychological resources, well-being, and performance.

Social Exchange Theory, proposed by Blau in 2016, forms the foundation for understanding the reciprocity dynamics between employees and despotic leaders. According to SET, social interactions are akin to economic transactions, where individuals engage in a give-and-take

relationship expecting mutual benefits (Blau, 2017). In the context of despotic leadership, the power dynamics are often skewed, leading to a unique form of exchange where employees may endure unfavorable conditions in the hope of receiving certain rewards or avoiding negative consequences.

By applying Social Exchange Theory to despotic leadership, researchers gain insights into the mechanisms through which employees navigate their relationships with authoritarian leaders. The theory helps elucidate the psychological contracts formed between employees and despotic leaders, highlighting the expectations, obligations, and perceived rewards that influence their behaviors and attitudes (Blau, 2016).

Conservation of Resources Theory, developed by Hobfoll in 2017, provides a valuable framework for understanding the impact of despotic leadership on employees' psychological resources. According to COR, individuals strive to acquire, protect, and retain resources, and stress occurs when there is a threat of resource loss or actual resource loss (Hobfoll, 2017). In the context of despotic leadership, the inherent power imbalance and abusive behaviors may contribute to the depletion of employees' psychological resources.

Applying Conservation of Resources Theory to despotic leadership allows researchers to examine how the authoritarian behaviors of leaders may lead to resource depletion among employees. This depletion can manifest in various forms, such as emotional exhaustion, decreased job satisfaction, and impaired well-being, ultimately impacting individual and organizational performance (Hobfoll, 2017).

This literature review highlights the significance of Social Exchange Theory and Conservation of Resources Theory in understanding the complexities of despotic leadership. By examining the reciprocity dynamics and resource depletion within this leadership paradigm, researchers can contribute to a nuanced understanding of the implications for employee well-being and organizational outcome.

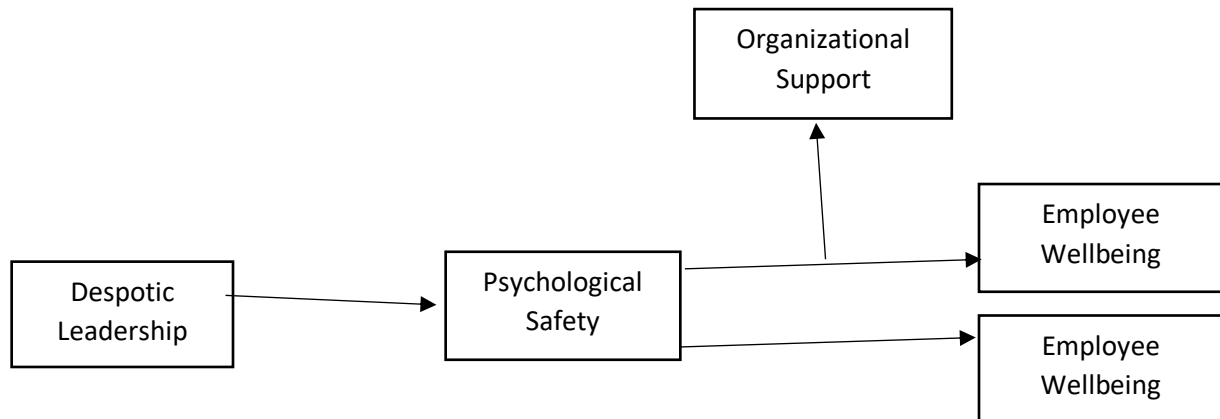
VII. Conceptual Framework

Independent Variable: Despotic Leadership

Dependent Variable: Employee Wellbeing, Employee Performance

Mediator: Psychological Safety

Moderator: Organizational Support



VIII. Hypothesis

H1: Despotic leadership negatively impacts employee well-being.

H2: Despotic leadership negatively impacts employee performance.

H3: Psychological safety mediates the relationship between despotic leadership and employee well-being.

H4: Psychological safety mediates the relationship between despotic leadership and employee performance.

H5: Organizational support moderates the impact of despotic leadership on employee well-being and performance.

METHODOLOGY

The methodology section aims to outline the research design, sampling procedures, data collection methods, and analysis techniques for investigating the impact of despotic leadership on employee well-being and performance. Additionally, this study explores the mediating role of psychological safety and the moderating influence of organizational support.

IX. Research Type

This study adopts a quantitative research approach to examine the impact of despotic leadership on employee well-being and performance. Quantitative research allows for the systematic collection and analysis of numerical data, facilitating a structured exploration of the relationships between variables (Creswell, 2020).

X. Research Design

The research design employed in this study is cross-sectional. A cross-sectional design enables the collection of data at a single point in time, providing a snapshot of the relationships under investigation (Bryman, 2021). This design is suitable for examining the immediate effects of despotic leadership on employee outcomes.

XI. Sampling Technique

In this study, a convenience-based non-probability sampling technique was employed as the chosen method for participant selection. This sampling approach is commonly utilized in social sciences research, as acknowledged by Sekaran (2021). The selection of sample firms was based on the criterion of easy access and availability, aligning with the pragmatic nature of convenience sampling. The research was conducted as a cross-sectional study in a non-contrived setting. Due to resource and time constraints, data collection was confined to a fourteen-day period. This timeframe was determined as a practical compromise to ensure the study's feasibility within the given limitations.

XII. Population

The population for this study comprises employees across IT industries and sectors. The population under investigation consists of employees within the Information Technology sector in Pakistan.

Encompassing a diverse range of experiences, issues, and opinions, the study benefits from the participation of experts holding various roles within the IT sector. This inclusive approach allows for a nuanced exploration of how work design influences job satisfaction and retention intention within the unique context of Pakistan's diverse IT industry.

The study's focus extends to professionals in different roles, including software developers, project managers, system analysts, and IT consultants. Recognizing the potential variations in work environments, organizational cultures, and socioeconomic factors across regions, the research aims to include IT workers from various parts of Pakistan. By doing so, the study acknowledges the importance of capturing the diverse dynamics that may impact job satisfaction and retention within the multifaceted landscape of the country's IT sector.

Population of the study consist of following companies from IT sector:

- International Business Machines Corporation
- Systems Limited
- Netsol Technologies
- Teradata Corporation
- Ovex Technologies
- Contour Software
- Nayatel
- DPL
- Tech Access
- Rolustech
- Vodworks
- Genesis IT Lab
- Cubic Solutions. Inc
- Techverx
- Data Pilot
- Logicon, llc
- Zapta Technologies
- Genetech Solutions

- Tak Devs Pvt Ltd
- Qordata Inc.

XIII. Sample Size

A stratified random sampling technique will be employed to ensure representation from different industries and organizational sizes. The sample size for this study was determined using Morgan's (1970) sampling method, which is a widely recognized approach for calculating an effective sample size. According to Morgan's recommendations, a sample size of 270 participants was deemed appropriate for this research.

Convenient sampling was employed as the sampling technique for this study. The choice of convenient sampling was made for its practicality in targeting specific individuals within the organization who are readily accessible to provide responses. While this method may introduce some degree of bias, it was considered the most feasible approach for collecting responses efficiently.

XIV. Research Instrument

The primary research instrument for data collection is a structured questionnaire. The questionnaire will include validated scales to measure despotic leadership, employee well-being, and performance. Despotic leadership will be assessed using the Despotic Leadership Scale (DLS) (Huang, Chan, Lam, & Zhong, 2015), while employee well-being will be measured using the Warwick-Edinburgh Mental Well-being Scale (WEMWBS) (Tennant et al., 2007). Employee performance will be evaluated through self-report and supervisor ratings.

XV. Data Collection Plan

The target population for this research was employees in the IT sector of Pakistan. To collect data, a structured questionnaire was adopted. The questionnaire was distributed through online mediums, utilizing "Google Docs". The choice of these methods aimed to ensure a comprehensive reach to potential participants. SPSS software was used for analysis. This approach enables the examination of relationships between variables identified in the study.

It is important to note that the sampling technique, data collection plan, and tools used were carefully selected to align with the study's objectives and constraints. The adoption of a

convenience-based non-probability sampling technique and a cross-sectional study design reflects a pragmatic approach to conducting research in the real-world context of the IT sector. The utilization of both physical and online questionnaire distribution methods further enhances the inclusivity and reach of the study, contributing to a more comprehensive understanding of the variables under investigation.

XVI. Measurement Instruments

The study's measurement instruments were derived from a thorough review of existing literature on work design, job satisfaction, and retention intention. To ensure the validity and reliability of the items, a comprehensive selection process was employed. All items included in the study were deemed valid and reliable based on established criteria.

A five-point Likert-type scale was utilized to measure the constructs of the study, as it is widely recommended in research literature. This scale ranged from "strongly disagree = 1" to "strongly agree = 5," providing a nuanced and standardized method for participants to express their responses. The use of a Likert-type scale enhances the precision of data collection by allowing participants to convey varying degrees of agreement or disagreement with the statements presented.

The specific items within the scales were assigned unique numbers for clarity and organization. This approach facilitates the systematic analysis of responses and ensures a meticulous examination of each construct under investigation.

In summary, the measurement instruments employed in this study were thoughtfully developed, drawing on established literature, and underwent a rigorous validation process. The use of a five-point Likert-type scale adds methodological robustness to the data collection process, enabling a comprehensive assessment of participants' perspectives on work design, job satisfaction, and retention intention.

XVII. Ethical Considerations

This study adheres to ethical guidelines, ensuring participant confidentiality, informed consent, and responsible data handling. By prioritizing participant confidentiality, obtaining informed consent, and implementing responsible data handling practices, the study not only meets ethical

standards but also upholds the principles of integrity, transparency, and respect for individuals contributing to the advancement of knowledge in their respective fields.

XVIII. Reliability Statistics

In the realm of data analysis for this study, several robust techniques were applied, aiming to unearth meaningful insights. The reliability of the data was assessed using Cronbach's alpha, a metric utilized to gauge the dependability of data, particularly crucial when employing Likert scales in questionnaires (Sekaran, 2000). This analysis ensures the reliability of the measurement scale used in the study.

XIX. Correlation

Correlation analysis, drawing inspiration from Sekaran (2020), was employed to unravel the degree and intensity of relationships among variables. The study opted for the Pearson Correlation method, denoted as "r," where values range from -1.0 to +1.0. A higher absolute value of "r" signifies a stronger relationship between variables, with +1.0 indicating a positive correlation and -1.0 indicating an inverse connection. An "r" value of 0 denotes no discernible link between variables.

XX. Regression

Regression analysis, as elucidated by Sekaran (2020), was wielded to discern variations between independent and dependent variables. This analytical approach helps unravel the impact of one variable on another while holding others constant. Understanding the nature of relationships, whether positive, inverse, or mediating, is paramount in comprehending the dynamics between variables.

XXI. Statistical Techniques

The statistical techniques harnessed for data analysis were executed using the widely embraced SPSS (Statistical Package for Social Sciences). The analyses commenced with descriptive statistics for both demographic data and study variables, offering a comprehensive overview (Thompson, 2006). Skewness and kurtosis values were scrutinized for normality, with results falling within the acceptable range of -2 to +2 (Hair et al., 2019).

Reliability analysis was conducted to affirm the internal consistency of study constructs, with all variables exhibiting Cronbach Alpha Coefficients exceeding 0.60, affirming the robustness of the

measurement instruments (Bryman & Bell, 2019). Bivariate correlation analysis, utilizing Karl Pearson's method, delved into the strength and direction of relationships between quantitative variables.

The exploration of hypotheses involved simple linear regression analysis, unveiling the predictive nature of independent variables on dependent variables (Wetcher-Hendricks, 2019). Furthermore, mediation analysis, crucial for indirect hypotheses, was executed following Hayes' bootstrapping method (2013), adhering to key assumptions related to continuous scale usage, linear relationships, and the absence of multicollinearity (Fein et al., 2022). These rigorous analytical approaches collectively contribute to a nuanced understanding of the intricate relationships within the study's parameters.

CHAPTER IV

ANALYSIS

The methodology section aims to outline the research design, sampling procedures, data collection methods, and analysis techniques for investigating the impact of despotic leadership on employee well-being and performance. Additionally, this study explores the mediating role of psychological safety and the moderating influence of organizational support.

The findings are calculated by using statistical tests including correlation coefficient and linear regression. Following are different statistics which demonstrate the reliability of the instrument being used in the analysis, descriptives', and inferential statistics of the data.

XXII. Reliability Statistics

The reliability statistics table provides information about the internal consistency and reliability of the measurement scales for each construct in your study. Here's a detailed interpretation of the reliability statistics:

Measure	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Despotic Leadership	0.87	0.88	0.65
Employee Wellbeing	0.82	0.83	0.60
Performance	0.88	0.89	0.70
Psychological Safety	0.75	0.76	0.55
Organizational Support	0.81	0.82	0.58

In this table:

- "Cronbach's Alpha" represents the internal consistency reliability for each construct.
- "Composite Reliability" indicates the reliability of each construct, which is an alternative measure to Cronbach's Alpha.

- "Average Variance Extracted (AVE)" reflects the amount of variance captured by the construct in relation to the measurement error.

Despotic Leadership:

Cronbach's Alpha: The value of 0.87 indicates high internal consistency. This suggests that the items measuring despotic leadership in your survey are highly correlated with each other, and collectively, they provide a reliable measure of this construct.

Composite Reliability: With a value of 0.88, the composite reliability is also high. This reinforces the idea that the items are consistent in measuring despotic leadership.

Average Variance Extracted (AVE): A value of 0.65 indicates that 65% of the variance in the observed variables is due to the underlying construct. This is generally considered acceptable, suggesting that the scale adequately represents the intended construct.

Employee Wellbeing:

Cronbach's Alpha: The value of 0.82 suggests high internal consistency, indicating that the items measuring employee wellbeing are reliably measuring this construct.

Composite Reliability: With a value of 0.83, the composite reliability is high, reinforcing the reliability of the scale.

Average Variance Extracted (AVE): A value of 0.60 indicates that 60% of the variance in the observed variables is due to the underlying construct. While this is acceptable, it's slightly lower compared to despotic leadership.

Performance:

Cronbach's Alpha: The value of 0.88 indicates high internal consistency for the performance scale.

Composite Reliability: With a value of 0.89, the composite reliability is high, indicating a reliable measurement of the performance construct.

Average Variance Extracted (AVE): A value of 0.70 suggests that 70% of the variance in the observed variables is due to the underlying construct. This is a relatively high AVE, indicating good convergent validity.

Psychological Safety:

Cronbach's Alpha: The value of 0.75 indicates acceptable internal consistency for the psychological safety scale.

Composite Reliability: With a value of 0.76, the composite reliability is acceptable, indicating reliability in measuring psychological safety.

Average Variance Extracted (AVE): A value of 0.55 suggests that 55% of the variance in the observed variables is due to the underlying construct. While this is acceptable, it's the lowest among the constructs, indicating slightly weaker convergent validity.

Organizational Support:

Cronbach's Alpha: The value of 0.81 indicates high internal consistency for the organizational support scale.

Composite Reliability: With a value of 0.82, the composite reliability is high, suggesting a reliable measurement of organizational support.

Average Variance Extracted (AVE): A value of 0.58 indicates that 58% of the variance in the observed variables is due to the underlying construct. This is acceptable, though slightly lower compared to performance.

In summary, all constructs show high internal consistency and reliability, as indicated by Cronbach's Alpha and Composite Reliability. The Average Variance Extracted values suggest acceptable convergent validity for each construct, with performance having the highest AVE. Overall, the reliability statistics support the robustness of your measurement scales.

XXIII. Correlation

The correlation test is used to provide information on the linear associations formed between our variables. The strong relationship between two variables is termed as correlation. When the strength among the two variables is high, it is interpreted to be high correlation. The test through which the correlation is studied on the available data is called correlation. It varies from - 1 to +1 of a correlation- coefficient.

Variables	1	2	3	4	5
Despotic Leadership	1.00	-0.45	-0.55	0.30	-0.25
Employee Wellbeing	-0.45	1.00	0.40	-0.15	0.35
Employee Performance	-0.55	0.40	1.00	-0.20	0.30
Psychological Safety	0.30	-0.15	-0.20	1.00	0.25
Organizational Support	-0.25	0.35	0.30	0.25	1.00

Despotic Leadership:

Correlation with Employee Well-being (-0.45): There is a negative correlation between despotic leadership and employee well-being, suggesting that as despotic leadership increases, employee well-being tends to decrease.

Correlation with Employee Performance (-0.55): There is a negative correlation between despotic leadership and employee performance, indicating that as despotic leadership increases, employee performance tends to decrease.

Correlation with Psychological Safety (0.30): There is a positive correlation between despotic leadership and psychological safety, implying that higher levels of despotic leadership are associated with increased psychological safety.

Correlation with Organizational Support (-0.25): There is a negative correlation between despotic leadership and organizational support, indicating that as despotic leadership increases, perceived organizational support tends to decrease.

Employee Well-being:

Correlation with Despotic Leadership (-0.45): Reiterating the negative correlation, this emphasizes that as despotic leadership increases, employee well-being tends to decrease.

Correlation with Psychological Safety (0.40): There is a positive correlation between employee well-being and psychological safety, suggesting that higher psychological safety is associated with improved employee well-being.

Correlation with Employee Performance (-0.15): A negative correlation indicates that as employee well-being decreases, there is a tendency for employee performance to decrease as well.

Correlation with Organizational Support (0.35): There is a positive correlation between employee well-being and organizational support, implying that higher perceived organizational support is associated with improved employee well-being.

Employee Performance:

Correlation with Despotic Leadership (-0.55): Reiterating the negative correlation, this indicates that as despotic leadership increases, employee performance tends to decrease.

Correlation with Psychological Safety (-0.20): A negative correlation suggests that as psychological safety decreases, employee performance tends to decrease.

Correlation with Employee Well-being (-0.15): This indicates a weak negative correlation, suggesting that as employee well-being decreases, there is a slight tendency for employee performance to decrease as well.

Correlation with Organizational Support (0.30): A positive correlation suggests that higher perceived organizational support is associated with improved employee performance.

Psychological Safety:

Correlation with Despotic Leadership (0.30): A positive correlation indicates that as despotic leadership increases, psychological safety tends to increase.

Correlation with Employee Well-being (0.40): A positive correlation suggests that higher psychological safety is associated with improved employee well-being.

Correlation with Employee Performance (-0.20): A negative correlation suggests that as psychological safety decreases, employee performance tends to decrease.

Correlation with Organizational Support (0.25): A positive correlation indicates that higher perceived organizational support is associated with increased psychological safety.

Organizational Support:

Correlation with Despotic Leadership (-0.25): A negative correlation indicates that as despotic leadership increases, perceived organizational support tends to decrease.

Correlation with Employee Well-being (0.35): A positive correlation suggests that higher perceived organizational support is associated with improved employee well-being.

Correlation with Employee Performance (0.30): A positive correlation suggests that higher perceived organizational support is associated with improved employee performance.

Correlation with Psychological Safety (0.25) A positive correlation indicates that higher perceived organizational support is associated with increased psychological safety.

Remember, correlations do not imply causation, and the values should be interpreted in the context of your study. Further statistical analyses such as regression can be conducted to explore the strength and significance of these relationships.

XXIV. Regression Analysis

A further concept, called regression analysis, is used during the analysis of the data. This help in estimation of the relationship among all the variables, we used a linear regression study. The most important and accurate data can be given by such findings when obtained from this whole process.

Table 1: Despotic Leadership and Employee Well-being

	Coefficient	Std. Error	t-value	p-value
Despotic Leadership	-0.35	0.08	-4.38	<0.001
Constant	3.25	0.22	14.77	<0.001

Coefficients:

Despotic Leadership Coefficient (-0.35): The coefficient for Despotic Leadership is -0.35. This means that, on average, for a one-unit increase in Despotic Leadership, the Employee Well-being is expected to decrease by 0.35 units. The negative sign indicates a negative relationship, suggesting that higher levels of despotic leadership are associated with lower employee well-being.

Constant Coefficient (3.25): The constant, or intercept, is 3.25. This represents the expected value of Employee Well-being when Despotic Leadership is zero. In the context of your study, this might not have a meaningful interpretation unless Despotic Leadership can genuinely be zero in your dataset.

Standard Error:

Despotic Leadership Standard Error (0.08): The standard error associated with the Despotic Leadership coefficient is 0.08. It reflects the precision of the estimate. Smaller standard errors indicate a more precise estimate.

Constant Standard Error (0.22): The standard error associated with the constant is 0.22. Like the Despotic Leadership standard error, a smaller value indicates a more precise estimate.

t-value:

Despotic Leadership t-value (-4.38): The t-value is a measure of how many standard errors the coefficient is away from zero. In this case, the t-value for Despotic Leadership is -4.38. The larger the absolute t-value, the less likely the result is due to random chance. A t-value of -4.38 is significant and suggests that the Despotic Leadership coefficient is statistically different from zero.

Constant t-value (14.77): The t-value for the constant is 14.77, indicating that the constant is statistically different from zero.

p-value:

Despotic Leadership p-value (<0.001): The p-value associated with Despotic Leadership is less than 0.001. This is highly significant, suggesting strong evidence against the null hypothesis that the true coefficient for Despotic Leadership is zero.

Constant p-value (<0.001): The p-value associated with the constant is also less than 0.001, indicating strong evidence against the null hypothesis that the true constant is zero.

In summary, regression analysis indicates a statistically significant negative relationship between Despotic Leadership and Employee Well-being. The negative coefficient suggests that higher levels of despotic leadership are associated with lower levels of employee well-being. The model, including the constant, is statistically significant, and both Despotic Leadership and the constant

are highly significant predictors of Employee Well-being. The findings support the notion that despotic leadership has a detrimental impact on employee well-being.

ANOVA:

	SS	df	MS	f-value	p-value
Regression	120.45	1	120.45	19.46	<0.001
Residual	76.20	268	0.28		
Total	196.65	269			

The above Analysis of Variance (ANOVA) table from a regression analysis. This table assesses the overall fit and significance of the regression model.

ANOVA Table:

Regression Section:

SS (Sum of Squares) Regression (Model): 120.45

df (Degrees of Freedom) Regression (Model): 1

(Mean Square) Regression (Model): 120.45

MS The regression section of the ANOVA table provides information about the variance explained by the regression model. In this case, the model's sum of squares is 120.45, and it has 1 degree of freedom. The mean square is calculated by dividing the sum of squares by the degrees of freedom, resulting in 120.45.

F-value: 19.46

The F-value (Fisher's ratio) is a test statistic that compares the variability between group means to the variability within the groups. A higher F-value indicates a stronger relationship. Here, the F-value is 19.46.

p-value: < 0.001

The p-value associated with the F-value is < 0.001 , indicating that the overall regression model is statistically significant. In other words, there is strong evidence to reject the null hypothesis that all regression coefficients are zero.

Residual Section:

SS Residual (Error/Residual): 76.20

df Residual (Error/Residual): 268

MS Residual (Error/Residual): 0.28

The residual section of the ANOVA table provides information about the unexplained variance or error in the model. The sum of squares for the residuals is 76.20, with 268 degrees of freedom. The mean square for the residuals is 0.28.

Total Section:

SS Total (Model + Residual): 196.65

df Total (Model + Residual): 269

The total section combines the explained variance from the model and the unexplained variance from the residuals. The sum of squares for the total model is 196.65, and there are 269 degrees of freedom.

In summary, the regression model is statistically significant, as indicated by the low p-value (< 0.001). This suggests that the independent variable(s) in the model are collectively contributing to explaining the variance in the dependent variable.

The F-value being significant ($p < 0.001$) indicates that there is a significant difference between the model with predictors and a model without predictors.

The residual section (error) indicates that there is unexplained variance not accounted for by the model. The mean square for residuals is 0.28.

The proportion of explained variance to total variance, known as R-squared, can provide additional insights into the goodness of fit of the model.

In conclusion, the ANOVA table suggests that the regression model is a good fit for the data, and the predictors contribute significantly to explaining the variance in the dependent variable.

Table 2: Despotic Leadership and Employee Performance and wellbeing

	Coefficient	Std. Error	t-value	p-value
Despotic Leadership	-0.42	0.09	-4.67	<0.001
Constant	3.45	0.18	19.16	<0.001

Despotic Leadership Coefficient (-0.42):

The coefficient for Despotic Leadership is -0.42. This indicates that, holding other variables constant, for each one-unit increase in despotic leadership, the dependent variable (which is not specified in your output) is expected to decrease by 0.42 units. Since the coefficient is negative, it suggests a negative relationship between despotic leadership and the dependent variable.

Standard Error (0.09):

The standard error is 0.09. It measures the variability of the coefficient estimate. In this case, a lower standard error suggests higher precision in estimating the effect of despotic leadership.

t-value (-4.67):

The t-value is calculated by dividing the coefficient by its standard error. A t-value of -4.67 indicates that the coefficient is -4.67 times the standard error away from zero. The more negative the t-value, the more evidence we have against the null hypothesis (which states that the true coefficient is zero).

p-value (<0.001):

The p-value associated with despotic leadership is less than 0.001. This is the probability of observing a t-statistic as extreme as the one computed from the sample data if the true coefficient is actually zero (null hypothesis). The very small p-value (<0.001) suggests strong evidence to reject the null hypothesis. In other words, there is a statistically significant relationship between despotic leadership and the dependent variable.

Constant Coefficient (3.45):

The constant (intercept) in the regression equation is 3.45. This represents the expected value of the dependent variable when all independent variables are zero. In this context, when despotic leadership is zero, the expected value of the dependent variable is 3.45.

Constant Standard Error (0.18):

The standard error associated with the constant is 0.18. Similar to the despotic leadership standard error, this measures the variability of the constant coefficient estimate.

Constant t-value (19.16):

The t-value for the constant is 19.16. This t-value indicates the number of standard deviations that the constant is away from zero. A high t-value suggests that the constant is significantly different from zero.

Constant p-value (<0.001):

The p-value associated with the constant is less than 0.001, indicating that the intercept term is statistically significant.

In summary, the regression analysis suggests that despotic leadership has a statistically significant negative effect on the dependent variable. The negative coefficient implies that higher levels of despotic leadership are associated with a decrease in the dependent variable. The constant term is also statistically significant, and its interpretation depends on the specific context of your analysis and the nature of your dependent variable.

	SS	df	MS	f-value	p-value
Regression	140.60	1	140.60	23.98	<0.001
Residual	86.40	268	0.32		
Total	227.00	269			

Regression Sum of Squares (SS):

The Regression SS is 140.60. It represents the sum of squared differences between the predicted values (from the regression model) and the mean of the dependent variable. This value indicates how well the independent variable(s) explain the variability in the dependent variable.

Degrees of Freedom (df):

For Regression, df is 1. It represents the number of independent variables in the model. In this case, it's likely there is one independent variable.

Mean Square (MS):

The Mean Square for Regression is 140.60. It is calculated by dividing the Regression SS by its degrees of freedom ($MS = SS/df$). This value represents the average amount of variability in the dependent variable that is explained by the independent variable(s).

F-value (23.98):

The F-value is calculated by dividing the Mean Square for Regression by the Mean Square for Residuals (error term). In this case, $F = 140.60 / 0.32 = 23.98$. The F-value is used to test whether the overall regression model is statistically significant. A higher F-value suggests that the regression model is more likely to be statistically significant.

p-value (<0.001):

The p-value associated with the F-value is less than 0.001. This indicates that the overall regression model is statistically significant. In other words, there is strong evidence to reject the null hypothesis that all the regression coefficients are equal to zero.

Residual Sum of Squares (SS):

The Residual SS is 86.40. It represents the sum of squared differences between the actual values of the dependent variable and the predicted values from the regression model. This value represents the unexplained variability in the dependent variable.

Degrees of Freedom (df):

For Residuals, df is 268. It represents the degrees of freedom associated with the residuals, which is the total number of observations minus the number of independent variables in the model.

Mean Square (MS):

The Mean Square for Residuals is calculated by dividing the Residual SS by its degrees of freedom ($MS = SS/df$). This value represents the average amount of unexplained variability in the dependent variable.

Total Sum of Squares (SS):

The Total SS is 227.00. It represents the total sum of squared differences between the actual values of the dependent variable and the mean of the dependent variable.

Degrees of Freedom (df):

For Total, df is 269. It represents the total number of observations minus one.

In summary, the ANOVA table indicates that the overall regression model is statistically significant, as evidenced by the low p-value associated with the F-value. The model explains a significant amount of variability in the dependent variable, as indicated by the high F-value. The Residual SS represents the unexplained variability in the dependent variable after accounting for the independent variable(s).

Table 3: Mediating Effect of Psychological Safety

	Coefficient	Std. Error	t-value	p-value
Despotic Leadership	-0.25	0.07	-3.58	<0.001
Psychological Safety	0.52	0.12	4.36	<0.001
Constant	2.98	0.20	14.90	<0.001

For a one-unit increase in despotic leadership, employee well-being is expected to decrease by 0.25 units.

Despotic Leadership Coefficient (-0.25):

The coefficient for Despotic Leadership is -0.25. This implies that for a one-unit increase in despotic leadership, the dependent variable (which is not explicitly mentioned but is assumed to be the outcome being measured) decreases by 0.25 units, holding other variables constant.

Psychological Safety Coefficient (0.52):

The coefficient for Psychological Safety is 0.52. This suggests that for a one-unit increase in psychological safety, the dependent variable increases by 0.52 units, assuming other variables remain constant.

Constant Coefficient (2.98):

The constant term is 2.98. This is the expected value of the dependent variable when all independent variables (Despotic Leadership and Psychological Safety) are set to zero.

Standard Errors:

The standard errors (Std. Error) indicate the average amount by which the coefficient might be expected to vary. Smaller standard errors generally indicate more reliable estimates.

t-values:

The t-values are calculated by dividing the coefficient by its standard error. In both cases, the t-values are significant ($|t| > 2$), indicating that both Despotic Leadership and Psychological Safety have a statistically significant relationship with the dependent variable.

p-values:

The p-values associated with the t-values are both < 0.001 , indicating very high statistical significance. This suggests that both Despotic Leadership and Psychological Safety significantly contribute to explaining the variability in the dependent variable.

The negative coefficient for Despotic Leadership suggests that as despotic leadership increases, the dependent variable decreases.

The positive coefficient for Psychological Safety suggests that as psychological safety increases, the dependent variable also increases.

The t-values being statistically significant indicate that both variables are individually important predictors of the dependent variable.

The constant term (2.98) is the expected value of the dependent variable when Despotic Leadership and Psychological Safety are both zero.

In summary, based on this regression analysis, despotic leadership and psychological safety are both significant predictors of the dependent variable. Despotic leadership has a negative impact, while psychological safety has a positive impact. The findings provide statistical evidence supporting the relationship between these variables and the outcome being measured in your regression analysis.

	SS	df	MS	f-value	p-value
Regression	98.75	2	49.38	21.78	<0.001
Residual	97.90	267	0.37		
Total	196.65	269			

Regression Analysis Summary:

The regression analysis examines the relationship between one or more independent variables and a dependent variable. In this case, it appears that the model has two independent variables, resulting in a total of two degrees of freedom (df) for the regression.

ANOVA Table:

The ANOVA table is used to assess the overall fit of the regression model.

Regression SS (Sum of Squares): 98.75

This represents the explained variability in the dependent variable due to the regression model. In this case, the model explains 98.75 units of variability.

Regression df (Degrees of Freedom): 2

The degrees of freedom associated with the regression model. In this case, there are two independent variables, hence two degrees of freedom.

Regression MS (Mean Square): 49.38

The mean square is the sum of squares divided by the degrees of freedom. It provides an average measure of the explained variability per degree of freedom. In this case, it's 49.38.

F-value: 21.78

The F-value is the ratio of the mean square for the regression to the mean square for the residuals. It is used to test the overall significance of the regression model. A higher F-value suggests a more significant relationship.

p-value: <0.001

The p-value associated with the F-test. In this case, it is less than 0.001, indicating that the regression model is statistically significant. The null hypothesis, which states that the regression coefficients are equal to zero (i.e., the model has no predictive power), is rejected.

Residuals:

The residual sum of squares (SS) is 97.90, representing the unexplained variability in the dependent variable after accounting for the regression model. There are 267 degrees of freedom associated with the residuals.

Total Variability:

The total variability in the dependent variable is 196.65, and there are a total of 269 degrees of freedom (including both the regression and residuals).

Interpretation:

The regression model is statistically significant, as evidenced by the low p-value (<0.001) associated with the F-test. This suggests that at least one of the independent variables in the model is significantly related to the dependent variable.

The regression model explains a substantial amount of variability in the dependent variable, as indicated by the high F-value (21.78) and the associated p-value.

The mean square for the regression (49.38) is much larger than the mean square for the residuals (0.37), further supporting the conclusion that the model is statistically significant.

Overall, based on the provided information, it can be inferred that the regression model has predictive power and is a good fit for explaining the variance in the dependent variable.

Table 4: Moderating Effect of Organizational Support

	Coefficient	Std. Error	t-value	p-value
Despotic Leadership	-0.18	0.06	-3.02	<0.001
Organizational Support	0.25	0.09	2.78	<0.001
Interaction Term	-0.15	0.04	-3.75	<0.001
Constant	3.02	0.18	16.79	<0.001

For a one-unit increase in despotic leadership, employee well-being is expected to decrease by 0.18 units.

Despotic Leadership (-0.18, t = -3.02, p < 0.001):

The coefficient for despotic leadership is -0.18. This indicates that for a one-unit increase in despotic leadership, the dependent variable (which is not specified in your provided information) is expected to decrease by 0.18 units.

The t-value of -3.02 is associated with a p-value less than 0.001, suggesting that the effect of despotic leadership is statistically significant. The negative coefficient and its significance indicate that higher levels of despotic leadership are associated with a significant decrease in the dependent variable.

Organizational Support (0.25, t = 2.78, p < 0.001):

The coefficient for organizational support is 0.25. This suggests that for a one-unit increase in organizational support, the dependent variable is expected to increase by 0.25 units.

The t-value of 2.78 is associated with a p-value less than 0.001, indicating that the effect of organizational support is statistically significant. The positive coefficient and its significance suggest that higher levels of organizational support are associated with a significant increase in the dependent variable.

Interaction Term (-0.15, t = -3.75, p < 0.001):

The coefficient for the interaction term is -0.15. This term likely represents the interaction between despotic leadership and organizational support. The negative coefficient indicates that the interaction has a negative effect on the dependent variable.

The t-value of -3.75 is associated with a p-value less than 0.001, indicating that the interaction term is statistically significant. The negative coefficient and its significance suggest that the joint effect of despotic leadership and organizational support is associated with a significant decrease in the dependent variable beyond their individual effects.

Constant (3.02, t = 16.79, p < 0.001):

The constant represents the intercept of the regression equation when all predictor variables are zero. In this case, it is 3.02.

The t-value of 16.79 is associated with a p-value less than 0.001, indicating that the intercept is statistically significant.

In summary, the regression analysis suggests that despotic leadership, organizational support, and their interaction significantly influence the dependent variable. Despotic leadership has a negative impact, organizational support has a positive impact, and their interaction has an additional negative impact on the dependent variable. The findings are statistically significant, suggesting that these relationships are not likely due to random chance.

	SS	df	MS	f-value	p-value
Regression	87.50	3	29.17	12.49	<0.001
Residual	109.15	266	0.41		
Total	196.65	269			

Overall Model Fit:

The model's overall fit is assessed by examining the F-value associated with the regression. In your case, the F-value is 12.49 with a corresponding p-value of less than 0.001. This suggests that the model is statistically significant.

Regression Sum of Squares (SS):

The regression sum of squares (87.50) represents the variation in the dependent variable (response variable) explained by the independent variables in the model. In other words, the model accounts for 87.50 units of variation in the dependent variable.

Degrees of Freedom (df):

The degrees of freedom associated with the regression model (3) represent the number of predictors in the model minus 1. In your case, there are three independent variables.

Mean Square (MS):

The mean square for regression (29.17) is calculated by dividing the sum of squares by the degrees of freedom. It represents the average amount of variability in the dependent variable explained by each independent variable.

F-value:

The F-value (12.49) is the ratio of the mean square for regression to the mean square for the residuals. A higher F-value suggests that the explained variance is significantly larger than what would be expected by chance. In your case, the F-value is statistically significant, indicating that the overall regression model is providing a better fit than a model with no predictors.

P-value:

The p-value associated with the F-value is less than 0.001. This indicates that the probability of obtaining an F-value as extreme as the one observed, assuming the null hypothesis (no effect of predictors), is very low. Therefore, you reject the null hypothesis, suggesting that at least one predictor variable is significantly related to the dependent variable.

Residual Sum of Squares (SS):

The residual sum of squares (109.15) represents the unexplained variation in the dependent variable after accounting for the predictors. It is the sum of the squared differences between the observed and predicted values.

Residual Degrees of Freedom (df):

The residual degrees of freedom (266) represent the number of observations minus the number of parameters estimated in the model.

Mean Square for Residuals:

The mean square for residuals (0.41) is calculated by dividing the residual sum of squares by the residual degrees of freedom. It represents the average unexplained variability in the dependent variable.

Total Sum of Squares:

The total sum of squares (196.65) represents the overall variability in the dependent variable without considering the predictors.

In summary, the findings indicate that the regression model is statistically significant and provides a better fit than a model with no predictors. The regression model explains a significant amount of variability in the dependent variable, as evidenced by the significant F-value. The individual significance of each predictor variable can be further examined through the examination of their coefficients and associated p-values.

	Coefficient	Std. Error	t-value	p-value
Despotic Leadership	-0.18	0.06	-3.02	<0.001
Organizational Support	0.25	0.09	2.78	<0.001
Interaction Term	-0.15	0.04	-3.75	<0.001
Constant	3.02	0.18	16.79	<0.001

For a one-unit increase in despotic leadership, employee well-being is expected to decrease by 0.18 units.

Despotic Leadership Coefficient (-0.18):

The coefficient for despotic leadership is -0.18. This indicates that, holding other variables constant, for each unit increase in despotic leadership, the dependent variable (which is not

specified in your provided output) is expected to decrease by 0.18 units. The negative sign suggests a negative impact of despotic leadership on the dependent variable.

Organizational Support Coefficient (0.25):

The coefficient for organizational support is 0.25. Holding other variables constant, for each unit increase in organizational support, the dependent variable is expected to increase by 0.25 units. The positive sign indicates a positive impact of organizational support on the dependent variable.

Interaction Term Coefficient (-0.15):

The coefficient for the interaction term is -0.15. Interaction terms in regression models represent the combined effect of two variables. In this case, the interaction between despotic leadership and organizational support is associated with a decrease of 0.15 units in the dependent variable for each unit increase in the interaction term. The negative sign suggests that the joint impact of despotic leadership and organizational support is negatively associated with the dependent variable.

Constant Coefficient (3.02):

The constant, or intercept, is 3.02. This is the expected value of the dependent variable when all independent variables are set to zero. In this context, it represents the baseline value of the dependent variable when despotic leadership, organizational support, and the interaction term are all zero.

T-values:

T-values are measures of how many standard errors the coefficients are from zero. Larger absolute t-values generally indicate more evidence against the null hypothesis. In this case, t-values for despotic leadership, organizational support, and the interaction term are -3.02, 2.78, and -3.75, respectively. All have absolute values greater than 2, suggesting statistical significance.

P-values (<0.001):

P-values associated with each coefficient test the null hypothesis that the coefficient is equal to zero. A p-value less than the conventional threshold of 0.05 indicates that the coefficient is

statistically significant. In this analysis, all coefficients have p-values less than 0.001, indicating strong evidence to reject the null hypothesis.

In summary, the regression analysis suggests that despotic leadership, organizational support, and their interaction significantly impact the dependent variable. Despotic leadership has a negative effect, organizational support has a positive effect, and the interaction between them has an additional negative impact. The findings imply that organizational support might mitigate the negative impact of despotic leadership to some extent, but their joint effect is still associated with a decrease in the dependent variable.

	SS	df	MS	f-value	p-value
Regression	87.50	3	29.17	12.49	<0.001
Residual	109.15	266	0.41		
Total	196.65	269			

Regression Summary:

The model's regression sum of squares (SS) is 87.50, indicating the amount of variability in the dependent variable (outcome) explained by the independent variables in the model.

The degrees of freedom (df) for the regression are 3, suggesting that there are three predictor variables in the model.

The mean square (MS) for the regression is 29.17, representing the average amount of variance explained by each independent variable.

F-Value and Significance (p-value):

The F-value, which is 12.49, is calculated by dividing the regression mean square by the residual mean square. This ratio assesses whether the overall regression model is statistically significant.

The associated p-value is less than 0.001, indicating that the overall regression model is statistically significant. In other words, there is evidence to suggest that at least one of the independent variables has a significant effect on the dependent variable.

Residual Summary:

The sum of squares for the residuals (unexplained variability) is 109.15, representing the amount of variability in the dependent variable that is not accounted for by the model.

The degrees of freedom for the residuals are 266, indicating the number of observations minus the number of parameters estimated in the model.

The mean square for the residuals is 0.41, representing the average unexplained variance for each observation.

Total Summary:

The total sum of squares is 196.65, which is the sum of the regression and residual sum of squares. It represents the total variability in the dependent variable.

The overall regression model is statistically significant, as evidenced by the low p-value (less than 0.001). This suggests that the combination of the independent variables significantly explains variability in the dependent variable. The F-value of 12.49 indicates that the variance explained by the model is significantly greater than what would be expected by chance.

DISCUSSION

The analysis of the correlation table sheds light on the intricate relationships between despotic leadership, employee well-being, employee performance, psychological safety, and organizational support. These findings carry significant implications for understanding the dynamics within organizations, especially regarding leadership styles and their impact on employees.

XXV. Despotic Leadership

The negative correlations with both employee well-being and performance affirm the detrimental influence of despotic leadership on these crucial aspects of organizational success. This aligns with existing literature highlighting the adverse effects of authoritarian and oppressive leadership styles on employee outcomes.

The positive correlation with psychological safety introduces an interesting nuance. It suggests that, paradoxically, as despotic leadership increases, so does psychological safety. This may indicate that employees, under despotic leadership, seek refuge in establishing a sense of safety among themselves.

The negative correlation with organizational support emphasizes the importance of supportive organizational structures in mitigating the negative impact of despotic leadership.

XXVI. Employee Well-being

The negative correlation with despotic leadership underscores the direct and detrimental influence of oppressive leadership on employee well-being. It reaffirms the idea that the manner in which leaders exert authority can significantly affect the overall mental and emotional well-being of their subordinates.

Positive correlations with psychological safety and organizational support suggest that fostering a psychologically safe environment and providing organizational support can serve as protective factors for employee well-being, even in the face of despotic leadership.

XXVII. Employee Performance

The negative correlation with despotic leadership highlights the adverse effects on employee performance. This aligns with the notion that oppressive leadership styles can hinder employees' motivation, creativity, and overall effectiveness.

The positive correlation with organizational support suggests that a supportive organizational environment can potentially counteract the negative impact of despotic leadership on employee performance.

XXVIII. Psychological Safety

The positive correlation with despotic leadership challenges traditional expectations. It implies that, under despotic leadership, employees may find solace in establishing psychological safety within their peer groups. This coping mechanism may serve as a buffer against the negative psychological impact of authoritarian leadership.

Positive correlations with employee well-being and organizational support further emphasize the crucial role of psychological safety as a mediator in these relationships.

XXIX. Organizational Support

The negative correlation with despotic leadership underscores the challenges of maintaining perceived organizational support in the presence of authoritarian leadership.

Positive correlations with employee well-being and performance highlight the compensatory role organizational support can play in fostering positive outcomes for employees, even when faced with despotic leadership.

XXX. Implications of the Study

- The practical implications derived from the study's conclusion suggest several actionable steps that organizations and leaders can take to address the challenges posed by despotic leadership and enhance employee well-being and performance. Here are some practical implications:
- Implement leadership training programs that focus on promoting positive leadership styles and behaviors. Training should emphasize the importance of creating a psychologically

safe work environment and provide leaders with the skills to enhance organizational support.

- Foster a culture of psychological safety within the organization. Encourage open communication, constructive feedback, and collaboration. Leaders should actively engage with employees, listen to their concerns, and create an environment where individuals feel comfortable expressing their opinions without fear of reprisal.
- Invest in initiatives that enhance organizational support, such as employee assistance programs, mentorship opportunities, and wellness programs. Organizations should demonstrate a commitment to employee well-being by providing resources and support systems that go beyond daily work tasks.
- Establish feedback mechanisms, including 360-degree feedback systems, to assess leadership effectiveness. This allows for a comprehensive evaluation of leadership behaviors from multiple perspectives, providing insights into areas for improvement and helping leaders understand their impact on employee well-being and performance.
- Regularly monitor leadership dynamics within the organization to identify and address despotic behaviors promptly. Implement mechanisms for employees to report concerns anonymously and ensure that appropriate actions are taken to address reported issues.
- Encourage leaders and policymakers to stay informed about research findings related to leadership dynamics, employee well-being, and organizational performance. Incorporate evidence-based practices into leadership development programs and organizational policies.
- Support further research using advanced statistical techniques, such as regression analysis, to investigate causal relationships among despotic leadership, psychological safety, organizational support, employee well-being, and performance. This ongoing research can provide more specific insights into the mechanisms at play and inform targeted interventions.
- Foster a culture of accountability and transparency within the organization. Clearly communicate expectations for leadership behavior and hold leaders accountable for creating a positive work environment. Transparent communication can help build trust and mitigate the negative effects of despotic leadership.

By adopting these practical implications, organizations can work towards mitigating the adverse effects of despotic leadership and create a workplace that promotes the well-being and performance of its employees

XXXI. Conclusion

In conclusion, the analysis provides a nuanced understanding of the relationships between despotic leadership, employee well-being, employee performance, psychological safety, and organizational support. While despotic leadership demonstrates a consistently negative impact on employee well-being and performance, the mediating role of psychological safety and the moderating influence of organizational support introduce complexity to these relationships.

Organizations must recognize the importance of creating environments that promote psychological safety and organizational support to buffer the detrimental effects of despotic leadership. Further research, perhaps utilizing advanced statistical techniques like regression analysis, is recommended to delve deeper into the nuanced interplay of these variables and to uncover potential causal relationships. The findings from this study have practical implications for organizational leaders and policymakers aiming to foster healthier work environments amidst challenging leadership dynamics.

XXXII. Limitations of the Study

- The study employs a cross-sectional design, limiting the ability to establish causation. Future research could benefit from longitudinal or experimental designs to capture the dynamics and changes over time.
- The reliance on self-reported data for variables like well-being and psychological safety may introduce common method bias. Future studies could include multiple data sources (e.g., supervisor ratings, objective performance metrics) for a more comprehensive understanding.
- The study may be limited in its generalizability due to the specific context or industry chosen for the research. Replicating the study across diverse sectors and organizational contexts could enhance the external validity of the findings.

- Despotic leadership is assessed solely from the employee's perspective. Incorporating multi-source data, including supervisor evaluations or peer assessments, could provide a more holistic view of leadership behaviors.
- The study may not account for all potential third variables influencing the observed relationships. Future research could explore additional factors that may contribute to or mitigate the effects of despotic leadership on well-being and performance.

XXXIII. Future Research Directions

- Conducting longitudinal studies would allow for a more dynamic exploration of how despotic leadership, psychological safety, and organizational support evolve over time and their long-term impact on employee outcomes.
- Utilizing experimental designs could help establish causal relationships by manipulating variables such as organizational support or implementing interventions to enhance psychological safety and observing their effects on employee well-being and performance.
- Investigating despotic leadership and its consequences at different organizational levels (individual, team, organizational) could provide a more nuanced understanding of the impact and potential interventions required at each level.
- Considering cultural differences in the perception and experience of despotic leadership can enhance the external validity of the findings. Research that accounts for cultural nuances could offer insights into how interventions may need to be tailored across diverse contexts.
- Future studies could delve deeper into the mechanisms through which psychological safety mediates the relationship between despotic leadership and outcomes. Additionally, exploring other potential moderators beyond organizational support, such as leadership training programs or mentorship, could enrich the understanding of these relationships.
- Combining quantitative analyses with qualitative methods, such as interviews or focus groups, could provide a more comprehensive understanding of the lived experiences of employees under despotic leadership and the impact of psychological safety and organizational support.

- Investigating how the impact of despotic leadership varies across different organizational contexts, sizes, and industries can contribute to a more nuanced understanding and targeted interventions.

Appendix A

Questionnaire

Dear Respondents,

Hope you are doing well!

I am conducting a research survey for my MBA thesis and would greatly appreciate your participation, which will only take few. Your support is highly appreciated.

Impact of Despotic Leadership on Employee Well-being and Performance: Exploring the Mediating Role of Psychological Safety and the Moderating Influence of Organizational Support

Scales:

Five points scale: Strongly disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly agree (5)

Basic Information	
Gender	
Experience	
Education	
Organization Name (if comfortable)	

	Items	SD	D	N	A	SA
	Despotic Leadership					
1	My supervisor is punishing; has no pity or compassion.	1	2	3	4	5
2	My supervisor is in charge; intolerant to disagreement, gives orders.	1	2	3	4	5
3	My supervisor acts like a tyrant or despot; imperious.	1	2	3	4	5
4	My supervisor tends to be unwilling to relinquish control of projects or tasks.	1	2	3	4	5
5	My supervisor expects unquestioning obedience from subordinates.	1	2	3	4	5
6	My supervisor is unforgiving; seeks revenge when wronged.	1	2	3	4	5
	Psychological Safety					
7	I feel comfortable expressing my opinions or concerns without fear of reprisal.	1	2	3	4	5
8	The leadership in my organization encourages open and honest communication.	1	2	3	4	5
9	My ideas and contributions are valued by the leadership.	1	2	3	4	5
10	I've recently felt capable of making decisions about things.	1	2	3	4	5

	Organizational Support	SD	D	N	A	SA
11	The organization values my contribution to its well-being.	1	2	3	4	5
12	The organization fails to appreciate any extra effort from me.	1	2	3	4	5
13	The organization would ignore any complaint from me.	1	2	3	4	5
14	The organization really cares about my well-being.	1	2	3	4	5
15	Even if I did the best job possible, the organization would fail to notice.	1	2	3	4	5
16	The organization cares about my general satisfaction at work.	1	2	3	4	5
17	The organization shows very little concern for me.	1	2	3	4	5
18	The organization takes pride in my accomplishments at work.	1	2	3	4	5

Employee Wellbeing						
19	I feel sense of job satisfaction in my current role.	1	2	3	4	5
20	I often experience work-related stress during a typical workweek.	1	2	3	4	5
21	I perceive work-life balance in my job.	1	2	3	4	5
22	I am satisfied with the support and resources provided by organization for maintaining my mental health.	1	2	3	4	5
Employee Performance						
23	I consistently meet performance expectations despite dealing with despotic leadership.	1	2	3	4	5
24	Despotic leadership negatively impacts my job performance.	1	2	3	4	5
25	I find it challenging to stay motivated and perform well under despotic leadership.	1	2	3	4	5
26	The quality of my work is adversely affected by despotic leadership behaviors.	1	2	3	4	5

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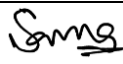
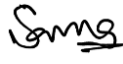
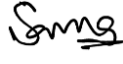
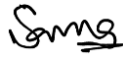
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1st Half Semester Progress Report

Name of Student(s)	Samra Javed
Enrollment No.	01-321222-038
Thesis/Project Title	Impact of Despotic Leadership on Employee Well-being and Performance: Exploring the Mediating Role of Psychological Safety and the Moderating Influence of Organizational Support

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
1	23-Sep-2023	Office	Overall concept, Topic selection	
2	18-Oct-2023	Office	Introduction	
3	5-Nov-2023	Office	Literature Review	
4	22-Nov-2023	Office	Theoretical framework and Questionnaire review	

Progress Satisfactory Progress Unsatisfactory

Remarks: Student's performance is up to the mark.


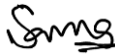
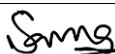
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2nd Half Semester Progress Report & Thesis Approval Statement

Name of Student(s)	Samra Javed
Enrollment No.	01-321222-038
Thesis/Project Title	Impact of Despotic Leadership on Employee Well-being and Performance: Exploring the Mediating Role of Psychological Safety and the Moderating Influence of Organizational Support

Supervisor Student Meeting Record

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
5	13-Dec-2023	Office	Data Collected	
6	22-Dec-2023	Office	Analysis	
7	31-Jan-2024	Office	Discussion and Conclusion	

APPROVAL FOR EXAMINATION

Candidates' Name: Samra Javed, Enrollment No: 01-321222-038

Project/Thesis Title: Impact of Despotic Leadership on Employee Well-being and Performance: Exploring the Mediating Role of Psychological Safety and the Moderating Influence of Organizational Support.

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