EXAMINING THE ROLE OF STATE ANXIETY AND EMOTIONAL EMPATHY, BETWEEN AUTOCRATIC LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN INFRA-STRUCTURE DEVELOPMENT SECTOR OF PAKISTAN

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I dedicate this thesis to my beloved parents, who have been my constant source of inspiration. They have given me the drive and the discipline to tackle a task with enthusiast a determination. Whose legacy of honesty, integrity, and dedication will live in our several generations without their love and support this project would not have been complete.

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ABSTRACT

This study contributes to the study of the leadership literature by examining how Autocratic leadership impacts. Specially, whether employee's Organizational Citizenship Behaviour could be harmed by Autocratic supervision through State Anxiety. Moreover, this study investigates whether Emotional Empathy helps in toning down the harmful effects of Autocratic supervision on State Anxiety. This is a cross sectional study and data is collected through questionnaire from the development sector organizations including Government and Private at 5% level of margin and 95% confidence level. Simple random sampling technique is used to collect samples and sample size is calculated by the formula of Krejcie and Morgan. The tool for analysis is SPSS. The time takes to complete this research is 2 to 3 months. However, the result of this research helps organizations to create an environment that increases the employee's Organizational Citizenship Behaviour. This research further creates new pathways for researchers to research the other negative leadership style.

Keywords: *Autocratic Leadership, Emotional Empathy, State Anxiety, Organizational Citizenship Behaviour*

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CHAPTER 1

1.1 INTRODUCTION

1.1.1 Background

Leadership is the quality of leading people and probably one of the most important aspects for organization's growth. Because in any business, good leadership is a process of positive social impact that enhances workers efforts and dedication to the greater benefit of the firm and its employees alike (Haque et al., 2019). It is generally said that visionary and accountable leaders and supervisors contribute in the development of the organization and the well-being of subordinates (Hogan and Kaiser, 2005). But the role of Autocratic leadership contradicts with ethical leadership; Autocratic leaders use their authority and position to achieve their own designed goal. Positive leaders create environment which ultimately leads to increased Organizational Citizenship Behaviour. According to the recent studies, supervisor's leadership style may have an impact on the employee's performance (Chammas and Hernandez,2019; Builetal., 2018). Autocratic leaders negatively affect the employee's Organizational Citizenship Behaviour, satisfaction and empowerment of employees at workplace as this experience is intolerant for most of the employees (Raja, Haq, Clercq & Azeem,2019). Previously, scholars have

been interested in demonstrating the benefits of positive leadership styles on Infrastructure Development Sector workers. Among them is servant leadership (Karatepe et al., 2020; Ye et al., 2019) transformational leadership and authentic leadership (Kaya and Karatepe, 2020). Prior literature identifies several negative forms of leadership such as tyrannical (De Hoogh, 2008)leadership, self-serving leadership, hubristic leadership (Sadler Smith et al. 2019) and Autocratic leadership (De Hoogh and Den Hartog 2008).

Now the focus of Infrastructure Development Sector study has switched to the dark side of leadership (Zhao and Guo, 2019) because of the negative outcomes it has on both employees and companies (Aboramadan et al., 2021; (Nauman, 2018)). Emotional Empathy might be the resource to respond to the effect of Autocratic leadership and help maintain cooperative Behaviour with leaders (Kelley et al., 2003). In addition to this State Anxiety also effect Organizational Citizenship Behaviour. Long term results based on employee well-being, work performance, and organizational productivity all are affected by State Anxiety (Cheng and McCarthy, 2018).

State Anxiety is defined as individual differences in the tendency to perceive a wide range of situations as dangerous or threatening (Leo Kant Anders Skogstad, 2013). Anxious employee is more likely to respond negatively to a Autocratic leader (Nauman et al., 2018). In order to provide better services in Infra-structure Development Industry there should be a quality relationship among supervisors and employees (Chon and Zoltan, 2019). Employee's abilities play an important role in the success of Infra-structure Development Industry (Chang et al.,2011). Autocratic or toxic leadership is the cause of higher level of burnout, and lower level of motivation and satisfaction among Infrastructure Development Sector employees (Hight et al.,2019). These leadership actions are almost inevitable in Infra-structure Development Industry where employee

exploitation is common due to Infrastructure Development Sector firm's hierarchical and centralized systems (Yu et al., 2020).

1.1.2 Problem Statement

Autocratic leadership described as the leaders with ultimate powers and does not listen to anyone and make the choices alone having the authority (Nauman et al., 2018). Their Behaviour often creates questioning situation between leaders and subordinates which ultimately affect the Organizational Citizenship Behaviour (Naseer et al., 2016). Workplace stress is a major source of anxiety among Infrastructure Development Sector workers (Tiyce, Hing, Breen, 2013). Employees who are exposed to anxiety are more prone to have physiological symptoms that affect their performances (Haslam et al 2005). Employees with State Anxiety are less capable in decision making. When compared to high State Anxiety individuals, it is simpler for low State Anxiety individuals to create risky plans since high State Anxiety people feel threatened (Peng, Xiao, Yang Wu & Miao, 2014). Emotional Empathy plays a vital role in the workplace, and its importance is increasing day by day (Satija, 2013). Employees with high level of EI have been observed to be more successful in addressing workplace difficulties (Karimi at al., 2015). One of the crucial factors associated with Infra-structure Development Industry in Pakistan is the lack of focus on developing HR (Arif and Shikirullah, 2019). According to (The News, 2019) report, the Infra-structure Development Industry has the potential for development and require motivated and skilled workers who can meet the increased demand for greater Infrastructure Development Sector services. Un fortunately, Pakistani Infra-structure Development Industry lacks skilled and motivated staff which has reduced the growth of the sector (Arif & Shikirullah, 2019). However, Autocratic leadership

reduces the level of motivation among employees (Hight et al, 2019) Previously scholars were interested in investigating the positive impact of leadership on Infra-structure Development Industry (Karatepe et al., 2020; Ye et al., 2019) but now the focus has been shifted towards the dark side of leadership and its consequences on employee's performances in Infra-structure Development Industry. (Aboramadan et al., 2021).

1.1.3 Research Gap

Pakistan has been serving in the Infrastructure Development Sector sector since its existence (Malik, Akhtar, Raziq & Ahmad, 2018). Historically, this industry has generated a major proportion of profit to the economy (Shah, Jan & Baloch, 2018). This industry contributes 7.2% of GDP to Pakistan in (Knoema, 2019).

The Infra-structure Development Industry success is based on innovative practices in which the ability of employee plays a key role (Chang et al, 2011). In order to remain up to the mark this sector demand creativity and innovation for competition and success (Tsai et al, 2015). When employees are treated with respect at work, they have a favourable perception of themselves which leads to effective performances (Friedman et al, 2018). In the light of leader follower interchange supportive leadership style appreciate their subordinates and motivate them to reach their potential (Burns, 1978). But Autocratic leadership causes burnout, turnover, and lower level of motivation and satisfaction among Infrastructure Development Sector workers. (Hight et al, 2019). A scholarly call made by Naseer et al, (2016) to conduct more research on Autocratic leadership in order to develop a comprehensive knowledge of the harmful effects of this type of leadership in Infra-structure Development Industry. Many scholars have observed

that in collectivist societies such as Pakistan, the dark side of leadership is more apparent and proficient, displaying great power distance and strong uncertainty avoidance (Naseer et al 2016; Akhter et al 2020). Furthermore, this research responds to Gentry et al (2014) call to examine destructive leadership in non-western contexts. We do so by analysing the effects of Autocratic leadership utilizing data from Pakistan Infra-structure Development Sector Industry. Nauman et al (2018) suggests a need for study to discover moderators and mediators in order to better understand the underlying processes that explain the direct and indirect connections between Autocratic leadership and Organizational Citizenship Behaviour.

Prior researches show the study of positive leadership in Infra-structure Development Industry of Pakistan. So, this industry has never been studied with any negative leadership, this study can contribute in the body of knowledge about how employees perform in the presence of a Autocratic leader, and aims to fill the gap as this sector experience little attention from researchers.

1.1.4 Research Questions

Following are the research questions that will be answered as a purpose of this study:

Research question 1

What is the impact of Autocratic leadership on Organizational Citizenship Behaviour?

Research Question 2

Does Emotional Empathy moderate the relationship between Autocratic leadership and State Anxiety?

Research Question 3

Does State Anxiety mediate the relationship between Autocratic leadership and Organizational Citizenship Behaviour?

1.1.5 Research Objectives

This study intent to identify the impact of Autocratic leadership on employee's Organizational Citizenship Behaviour with the mediation of State Anxiety and moderation of Emotional Empathy in the Infra-structure Development Industry of Pakistan. Following are the objectives of this study;

1) To test the mediating effect of State Anxiety between Autocratic leadership and Organizational Citizenship Behaviour

2) To test the moderating effect of Emotional Empathy between Autocratic leadership, State Anxiety and Organizational Citizenship Behaviour.

1.1.6 Scope of Work

This study investigates the impact of Autocratic leadership on Organizational Citizenship Behaviour. This study focuses the Infra-structure Development Industry of Pakistan. The main purpose is to know the impact of Autocratic leadership on Organizational Citizenship Behaviour and how Emotional Empathy moderates its effect.

1.1.7 Motivation behind the study

This study investigates the employee's performance under Autocratic leadership. In prior studies theses variables (Autocratic leadership, Emotional Empathy, State Anxiety, Organizational Citizenship Behaviour) have been explored separately and in different contexts. However, the relationship between this variable has never been studied in the Infra-structure Development Industry of Pakistan. Hence, this study can contribute in the body of knowledge about how employees perform in the presence of a Autocratic leader.

1.1.8 Significance of study

The current study makes a substantial contribution towards literature and organizational improvement both academically and practically.

- It will help employees how to achieve and complete the task in the supervision of a Autocratic leader.

- The moderation of Emotional Empathy helps minimize the effects of despotism and lead towards less anxiety and perform better.

- The organization's management will get to know the Behaviour of their leaders, how it impacts to the employee's performance. As performance is of utmost importance for the organization's growth.

- This study will help to raise awareness of the need for research in specific area and researchers who may want to research in this field will benefit from the findings.

CHAPTER 2

LITERATURE REVIEW

2.1 Defining variable

2.1.1 Leadership

What is the definition of leadership? What qualities distinguish an excellent leader? What steps does one take to become a great leader? These are some of the issues that have influenced human thought. The discipline of leadership research has historically been focused on the individual leaders and their characteristics, talents and activities (Wood, 2005). The issue of determining what made a suitable leader remained unsolved, and this dilemma generated a number of alternative conceptual schools (Parry & Baryman, 2006). One school of thought attempted to discover personality attributes that set great leaders apart from others (Stogdill, 1948). Others countered that leadership is about the relationship between leaders and followers and their different interaction styles (i.e. care for individual and concern for performance) had varied outcomes (Katz, Stogdill & Coons, 1957). Leadership is such a complicated phenomenon with so many external factors. According to Erkutlu & Chafra (2018) "leadership is the ability to efficiently and effectively inspire subordinates in order to achieve organizational goals." One of the most

commonly discussed leadership style in literature is transformational leadership, it improves employee performance in the workplace and company's overall success through a strong and clear goal, cognitive strengths and building relationships with followers. The goal of transformational leadership is to encourage the followers to grow and perform above and beyond expectations (Bass & Avolio, 1994). Some other types of good leadership discussed in the literature include coaching leadership, charismatic leadership, democratic leadership (Wu & Tusai, 2016). In contrast to the favourable picture of leadership presented above, recently there has been a growing interest in the negative aspect of leadership. Some of the current literature on the negative side of leadership includes; toxic leadership (Frost, 2004), Abusive leadership (Tepper, 2000), and Autocratic leadership (Aronson, 2001). Autocratic leadership is defined as the leader having ultimate powers over others and make the choice alone without having anyone's opinion in matter, eventually it causes employee dissatisfaction in the workplace (Martinko et al, 2013).

2.1.2 Autocratic leadership

Leadership is the quality of leading people and probably one of the most important aspects for organization's growth. Because in any business, good leadership is a process of positive social impact that enhances workers efforts and dedication to the greater benefit of the firm and its employees alike (Haque et al., 2019)). Role of Autocratic leadership contradicts with ethical leadership; Autocratic leaders use their authority and position to make the choices and decision alone. Autocratic leadership comes under destructive leadership. However, destructive leadership is a wide construct and is defined as "A leader or manager's regular and repetitive activity that undermines or jeopardises

the organization's objectives, tasks, resources as well as employee's motivation, and job involvement" (Einarsin et al 2007). Many types of destructive leadership have been examined in recent years, including: Machiavellian, autocratic, narcissistic leadership, flawed leadership, derailed leadership, toxic leadership, impaired managers, self-serving leadership, hubristic leadership and Autocratic leadership (De Hoogh & Den Hartog, 2008).

Despotism is derived from the ancient Greek term despot, which signifies masters or "a person in possession of total authority". It refers to a system of leadership in which the leader has ultimate control. From a village ruler to a king or emperor, this terminology has been used to describe a variety of leaders. In Greek religion, this title has been used to describe a variety of leaders and administrators. After getting independence from the former rulers, colonialism or communist societies had great hopes, but these hopes of actual freedom from their leader's cruel hand proved useless (De Vries, 2006). This is because of the huge disparities between economic inequality, the presence of immorality and the dissolution of governmental systems. As a result of these circumstances people were forced to accept the Autocratic governments. Despotism arose from people's quest for their lord who would grant them socio-political safety. From ancient rulers to current despots, the history of various authoritarian rules is a series of a cautionary tales, telling each society that it must create and maintain stable, balanced administration in order to protect itself from mistreatment. Without these checks, any society, no matter how good, can go closer and closer to the authoritarian rule. From the 18th century, the term despotism and tyranny have been used alternately, although these terminologies are not identical. In certain nations despotism is found as licit, even if it is not lawful. On the other hand, tyranny in the simplest terms, is authoritarian and punitive and is unlawful

and morally reprehensible because it is against the will of the individuals and it completely ignores basic civil rights (Truchetti, 2008).A leader with immense autocratic authority has the potential to become a tyrant. But a tyrant isn't always a despot. A Autocratic leader can be empathetic if he commands for the betterment of his people. Authoritarian leader (Altemeyer, 1988), abrasive personality (Levinson, 1978) and bureaupathic personality (Thompson, 1965) are few of the concepts of management sciences that are related to the Autocratic leadership. These frameworks left such a multiplicity of Behavioural description in their path. These constructs display strong resemblances to Autocratic leadership and prepare their path to be introduced into the management sciences literature.

De Vries, (2006) states that Autocratic leadership and tyrannical leadership is different form each other. Tyrants mistreat their subordinates, yet they are good for the firm's value. The truth is that, tyrannical leaders are quite useful in achieving corporate objectives. Tyrants fulfil their given tasks and assist companies in reaching the peak of their productivity, but at the cost of their employee's emotional well-being.

Autocratic leadership is the most egotistical and destructive type of leadership. Bullying action is found to be an antecedent of Autocratic leadership in one research, where having despots exploit the work environment negatively through moral sentiments of hate and insult (Syed et al, 2020). Autocratic leadership focuses on gaining dominance and authority that is of leaders own interest (Nauman et al., 2018). This leadership forces their employees to follow them and resulting in shaping a leader's Behaviour as authoritative (Leeson 2017). These leaders show zero concern for socially constructive methods and therefore have no internal commitment towards the organization's aims, and prefer to focus on self-interest (De Hoogh & Den Hartog, 2008). According to (Wu & Tusai, 2016)

despots do not support and facilitate their employee at workplace. Their presence negatively affect the employee's Organizational Citizenship Behaviour, satisfaction and empowerment of employees at workplace (Raja,Haq,Clercq & Azeem,2019). (Aronson, 2001) states that Autocratic leader followers have relatively little or no input into the decision-making process which has a strong negative impact on the organization's success.

Autocratic leadership has a detrimental impact on the organization, economy and job satisfaction of employees as it creates stress among the staff (Hanges & Dickson, 2004). According to Schilling (2009) Autocratic leadership is the well-known example of a bad leadership. Because of ethical considerations other styles of negative leaders are different from Autocratic leadership (Naseer et al.,2016). These leaders restrict their subordinates to access to the resources, which is why followers' loose concentration and are less motivated to contribute successfully to organizational success (M. R. Lee, 2016). Schilling (2009) indicates that Autocratic leadership involves two types of leadership; abusive and tyrannical leadership. Destructive leadership styles have the power to impact not just employee performance but also customer satisfaction, the company, employee family and society as a whole. Low level of job satisfaction, organizational performance, and organizational commitment also suffer as a result of Autocratic leadership, and so does the employee turnover, emotional exhaustion, work-family conflict and psychological discomfort (Hershcovis and Rafferty, 2012). Autocratic leader focus entirely on their own benefit which creates a lot of stress among subordinates (De Clerk et al, 2018). According to DiStefano, Root, Frank & Padua, (2018) Autocratic leaders generally work in environments where employees feel pressurized to follow order.

For the organizations Autocratic leadership is a big problem (Hobbler & Hu 2013). These leaders respond to their subordinates in an authoritarian, harsh attitude and don't admit being wrong. Authoritarian leaders are oblivious to the concerns of their staff and are related to abusive supervision (Martinko et al 2013). According to Kaiser (2007) under the supervision of a Autocratic leader employee feel threatened and controlled. This form of leadership instils fear among subordinates and create a sense of job retention. As Autocratic leadership, laissez-faire leadership do have some similarities of despots. Employees found it challenging to understand how they will carry out their responsibilities under this leadership (Derue, Nahrang, Wellman 2011). Other leadership styles are less unethical and toxic towards the responsibilities of individuals than a Autocratic leader (De Hoogh & Den Hartog, 2008). Furthermore, compared to other leadership styles, Autocratic leadership involves actions that reveal egotistical mind processes aimed at controlling, exploiting, and manipulating followers. Despots minimize the true interest of their followers by engaging them in deceptive and morally wrong self-serving actions (Aronson, 2001).

2.1.2 **Emotional Empathy**

The term emotion is described as the "collection of responses e.g., anger, worry, fear, surprise, disgust, sadness, happiness) many of which are publicly observable". (Damasio, 1994, p.42). There is now growing research on the role of emotional experiences at workplace during the last few decades (Kluemper al, et 2013). Affective elements such as mood, emotions, attitudes, etc have always been perceived as vital regulators and guide of human Behaviour, it also linked to personal and organizational well-being, productivity and job involvement (Seo et al, 2010). According to Scheff, (2014) emotions

are produced by both internal and external human experience. Emotions underlie sociocultural interactions and may have a substantial impact on the individual's work experience, affecting their health, creativity, performance and organizational commitment (Seo et al, 2010). Cartesian Dualism philosophy states that due to their illogical, physical origin, emotions have been opposed to reason (Lindgren & Packendorff, 2014). Assumed to be instinctive, "internal states of physiological arousal or visceral experiences" (Rosemberg, 1990, p.3). Emotions are thus thought to be the result of both physiological and cognitive actions (Fenton O' Creevy et al, 2011). The responsive capacity intermixes the feelings with thought patterns as a rationalisation process, letting the earlier to be "feel" and "conceived" in order to provide a true depiction of the encountered reality. Emotions develop into "feelings" as a result of this cognitive experience of the individual and the surroundings, highlighting how emotional responses are socially produced through socialising, greatly influenced by social influences and rooted in social settings (Langlotz & Locher, 2013). Emotional Empathy is the ability to analyse, perceive, and manage emotions (Alkozei, A; Schwab, 2016). Many different things can be a direct or indirect outcome of it (Rezvani,; Chang, 2016). It is possible to successfully influence or regulate human Behaviour in order to achieve optimal performance by carefully measuring and managing own emotions as well as the emotions of others (Boyatzis, R; Rochford, K, 2017). According to (Bar-On, 1997), EI is a set of non-cognitive talents, competences, and skills that affect one's capacity to cope with contextual demands and expectations. This concept covers a wide array of emotional and social abilities, such as the ability to recognise, fully comprehend and express oneself; the ability to recognise, understand and connect to others; the ability to deal with intense emotions; and the capacity to adapt to change and fix social or interpersonal problems. Salovey & Mayer (1997, p. 10) define Emotional Empathy as "the ability to reason about

emotions, as well as the use of emotions to enhance thinking. It includes the ability to properly recognize emotions, access and produce emotions to facilitate thought, understand emotions and emotional knowledge, and reflectively control emotions to support emotional and intellectual progress". It has four dimensions:

- Self-emotional appraisal (SEA): its the ability of an individual to recognize and express their inner feelings in a natural way. People with high level of capability in this area will be able to detect and recognize their emotions far earlier than others

- Other's emotional appraisal (OEA): it is the individual's capacity to feel and understand the emotions of others around them. People with high level of this ability will be generally more sensitive to other people's feelings and emotions

- Regulation of Emotion (ROE): people's ability to control their emotions, allowing them to recover from psychological suffering more quickly.

- Use of emotion (UOE): it is the individual's capacity to divert their emotions into positive activities and personal productivity.

Long before the development "Emotional Empathy" and following research, the area of organizational psychology had widely investigated the emotions (Gardner & Stough, 2002). Mood is a feature of Emotional Empathy, it is similar to emotions, yet it differs from it (George, 2011). Mood is defined by the emotions that are less intense and last longer, mood is not linked to particular initiating situations (Forgas, 1992; Morris, 1989). An emotion on the other hand is linked to larger degrees of more powerful sensations. An emotional experience might result in a mood that lasts for a long time (George, 2011).

Individuals can actively adjust their emotional states to match it with the demands of the external environment if they view emotions as socially generated (Beal et al, 2013). This

controlling effort is commonly referred to as emotional management, but it may also be referred to as emotional labour if it is implemented in the workplace (Kluemper et at, 2013). Strauss, (1997) states that emotions are the outcome of people's time and energy to behave in a public setting in order to prevent awkwardness, and their work and effort to act in a social environment to avoid humiliation. Emotional labour is the "act of evoking or shaping, as well as suppressing, feeling in on self" (Hochschild, 1979, p. 561). Emotional labour is the manifestation of such emotions in the workplace that are judged appropriate by the community in order to meet organizational standards (Thwaites, 2017). Employees are likely, if not urged to adjust the emotional responses in the workplace as part of the professional responsibility to improve the firm's mission, productivity and performance (Joseph & Newman, 2010). Individual's engage in emotional labour when they attempt to align their feelings to the desired ones by suppressing underlying feelings to reduce conflict (Hochschild, 1979 ;Von Scheve, 2012).

Interpersonal and intrapersonal intelligences were among the seven categories of intelligences proposed by Gardner (1983) in his original theory which includes verbal, logical, spatial, bodily and musical intelligences. After that, Gardner (2006) went on to consider two more categories of intelligence in his theory that is naturalistic and existential. It is his personal intelligences that are linked to social intelligence and Emotional Empathy. Achieving success involves the implementation of key social abilities of Emotional Empathy. Higher performance could be achieved by researchers who put the effort to build a network of experts with a variety of skills that could be called upon when needed (Kelley & Caplan, 1993). Emotional Empathy is the core requirement for effective communication, empathizing with people, overcoming obstacles, and resolving conflicts. Emotional Empathy has an influence on many elements of our daily

lives, including how we act and interact with others (Mayer et al 1997). EI assists us in overcoming the social problems of the workplace, leading and motivating others, and succeeding in our careers. We can better communicate how we completely understand how someone else feel if we understand our emotions and learn to regulate them in a constructive way. This enabled us to build better personal and professional ties (Barbuto et al, 2006).

Emotional Empathy is seen as a key determinant of personal productivity at work and overall organizational productivity (Goleman, 1998). This connection could be established through emotional self-awareness, which allows one to utilise emotional stimuli to form judgements, make decisions, choose among possibilities, and express emotions, allowing one to have favourable interaction with others in order to realize one's objectives (George, 2000). By modulating the view of the work environment, those with high level of Emotional Empathy are more inclined to see the bright side of things (Jang & George, 2011).

2.1.3 State Anxiety

Anxiety is characterized as a fearful reaction to unknown situations caused by sudden risks (Li Y, Chen H 2020). It is a common and serious psychological condition. It usually refers to the fear of something bad happening in the future and is more closely related to tension and avoidance Behaviour. Anxiety is different from other types of anxiety in that it comprises extreme worry. As a result of this condition people try to avoid actions and circumstances that make them feel bound, panicked, ashamed, powerless or afraid. Relationships at work, school and at home may also be impacted. There are two types of anxiety: state anxiety and State Anxiety (Trivedi et al, 2010). State

anxiety is defined as "a short-term reaction to a distressing situation" and State Anxiety is a consistent and long-lasting individual trait (Saviola et al, 2020). George & Zhou (2007) states that State Anxiety is a constant affinity of people who have negative affective states or feelings of stress and anxiety. It is also linked to a general propensity to have cognitive biases and restrict concentration, which might hinder work performance. Individuals with strong State Anxiety may feel more intense state anxiety in stressful situations. On the other hand, state anxiety is a temporary acute emotional state that is linked to a short increase in sympathetic nervous system action (Spielberger, 1972). Although, trait and state anxiety are two distinct psychological qualities with specific brain pattern qualities (Saviola F, Pappalanni E, 2020).

Anxiety has a wide range of negative consequences, i.e. decrease employee learning capabilities and performances (Eysenck, Santos & Calvao, 2007). Anxiety has some beneficial implications as well; it helps employees in achieving their objectives by making it easier for them to adopt goals (Elloit & McGregor, 1999) and the effort of employees by which they can achieve goals and targets is also increased (G. jones, Hanton, & Swain, 1994). According to (Tobias, 1985) anxiety causes significant limitations in employee's working memory, because an anxious employee constantly thinks about worry. Individuals with high level of State Anxiety is more sensitive than those with low State Anxiety, and hence perceive a particular Behaviour differently (Spielberger 1983). Individuals who are anxious or depressed are more prone to have physiological issues such as tiredness and poor concentration that effect their performances (Haslam et al, 2005). Anxiety sufferers always generate negative information with a negative meaning which synchronises with their thoughts and moods (Eysenck et al., 2007). Repeated previous life experience cases wherein the person has

had a negative relevant experience that has become stamped in his or her memory promoting him to fear the worst (Trivedi et al, 2010).

A multifaceted theory of State Anxiety describes the connection between somatic anxiety (physical anxiety), cognitive anxiety (psychological anxiety), self-assurance and performance. Somatic anxiety is a bodily representation of anxiety that reveals a type of specific mental reaction. Cognitive anxiety is a psychological state in which a person has unfavourable expectations and perceptions of himself, his circumstances and the possible outcome. Self-confidence is a person's trust over his or her ability to complete a task or a desired goal. According to this theory, the between somatic and cognitive anxiety and performance in unfavourable, but the relationship between performance and self-assurance is favourable (G. Jones,1995). Anxiety creates several limitations in employees working memory because nervous employees think about worry and its related outcomes (Tobias, 1985). Eysenck et al, (2007) states that anxiety sufferers always draw negative information with a negative connotation, which synchronizes with their own moods and feeling. Employees who believe they are in danger pay close attention to the source of their fear (Ansburg & Hill, 2003). Anxiety and stress about job requirements should be beneficial in short measured settings since they push employees to focus on work goals and standards (Moran, Taylor & Moser, 2012). Experienced employees see things differently than less experienced employees for instance, a humour from some other individual may be misinterpreted as a snarky remark (Bowling & Beeher, 2006).

Prior researches states that anger and anxiety are two distinct emotions. Anger is described as a range of emotions ranging from mild displeasure to impatience and inappropriate actions (C. Spielberger & Sydeman, 1994). Anxiety is described as an emotion experienced by a person as a result of depressive moods, worries, and stress.

According to Ellsworth &Scherer, (2003) anger has a tendency for perceiving things as expected, understandable and resilient to change and it is in charge of the individual's particular circumstances. Although anxiety is linked to a concentrative tendency towards the threatening details and the assessment of unknown impulses as unfavourable ones so, greater level of anxiety increases nervousness among employees (Lamy & Glickman, 2005). Anxious people are impatient, confused and have poor decision-making skills in a variety of situations (Smith & Ellsworth, 1985). Moran et al (2012) states that Anxiety and stress about job requirements should be beneficial in short measured settings since they push employees to focus on work goals and standards. Higher level of anxiety among children create high level of fear and negative feelings (Muris et al, 2000).

Kouchaki & Desai (2015) indicates that people with State Anxiety achieve the following results: they can a) figure out the difference among a genuine and an unreal danger to them. b) try to focus on greater cognitive resources on problems and intrinsic benefits. c) unknown circumstances are seen as a potential hazard. d) threat information is easier to collect than other neutral data. The mind adjusts its cognition to concentrate on strengthening fast coping mechanism in a hazardous condition (Hermans et al, 2011).

Individuals with excessive State Anxiety are more concerned about the negative leader's conduct than followers with reduced State Anxiety, and they see the scenario as far scarier and frightening (Spielberger & Gorsuch, 1983). Although if the leader is aggressive or not at the workplace, if employee see the leader's conduct as hostile, the individual's attitude can occasionally affect the leader's Behaviour to be harsh. According to Kinrys & Wygant, (2005) job anxiety and State Anxiety are identical, although there are significant variances, like State Anxiety is generally higher in females than in males but

Muschalla, Linden & Olbrich, (2010) argues that there is no between gender and job anxiety, and job anxiety rely less on individual than it is on the environment.

Employees with State Anxiety are less capable in decision making, due to personality differences anxiety have a substantial impact on decision making. When compared to high State Anxiety individuals, it is simpler for low State Anxiety individuals to create risky plans since high State Anxiety people feel threatened (Peng, Xiao, Yang Wu & Miao, 2014). Anxiety is linked to a concentration tendency when it comes to threat related information, as well as interpreting uncertain situation as negative signal (Lamy & Glickman, 2005) because anxious people are irritable, unsure and have a limited ability to regulate their surroundings (Smith & Ellsworth, 1985). Anxiety problems are more common in unemployed individuals than the employed individuals (Muschalla et al, 2010). As compared to less experienced employees, experienced employees view things differently e.g. a person may perceive a joke from another person as an act of sarcastic insult (Bowling & Beeher, 2006).

2.1.4 **Organizational Citizenship Behaviour**

Organizational Citizenship Behaviour is referred as effective actions, Behaviours and employees' outcomes that improve organizational goal (Viswesvaran & Ones, 2000). Organizational Citizenship Behaviour is an essential measure in all organizations as it is foremost action on which organizations comprises (Viswesvaran & Ones, 2002). Many scholars have explained Organizational Citizenship Behaviour in different ways. Some scholars have described it one dimensional construct and frequently viewed in one dimension because of the theories and empirical data indicating (Austin & Villanova, 1992; Campbell, 1990; Campbell et al., 1993; Ghiselli, 1956). According to Sobaiha &

Gabry, (2019) Organizational Citizenship Behaviour is the amount to which an individual is able to successfully do work activities within the regular restrictions of the job while utilizing known accessible recourse, that includes task or in role performance as well as extra role performance. Organizational Citizenship Behaviour can be further defined in three components as task performance, citizenship performance and counterproductive performance (koopmans et al., 2001). According to Yozgat et al. (2013), Organizational Citizenship Behaviour is the result of individual performance on particular activities that comprise a standard job description. Furthermore, Organizational Citizenship Behaviour is to maintain excellent interpersonal relationships, absenteeism, withdrawal Behaviour and other Behaviour that raise workplace hazard that all are impacted by Organizational Citizenship Behaviour.

Studies has found that Organizational Citizenship Behaviour is to create and sustain a relational support system and interpersonal network has a major impact on Organizational Citizenship Behaviour. (Chaburu & Harrison, 2008; Grant & parker, 2009; Kahn, 2007). Many different scholars have claimed that Organizational Citizenship Behaviour is only improved only in the result of engaged employee and their motivated work Behaviour (Kahn, 1990; inceoglu and Fleck, 2010, Rich, Lepine, and Crawford, 2010). All these arguments has made the contribution in social exchange theory that has formed through the onteraction between different parties who were in state of reciprocal dependency (Saks, 2006). This all is happen when employees are being given opportunities for learning, social support and feedback in their jobs with effort and attention.

Leader's job-related abilities are also likely to have an impact on the Organizational Citizenship Behaviour of employees (lee, Kim, Son & lee, 2011). According to Lee et al (2011), a leader may create good emotions in followers that effects their Organizational

Citizenship Behaviours. Employee's Organizational Citizenship Behaviour is defined as the amount of individual employee productivity in respect to job related Behaviour and expectations (Babin & Bolos, 1998). This performance can be defined as exceptional, good, average or bad when compared to expectations with the real output. According to Desseler (2007) performance is defined as "work performance", this is a comparison of actual work outputs to pre-determined work standards. So, the performance of employees depends on his/her work outcome. The outcome of an individual's effort in carrying out responsibilities allocated to him/her based on talent, experience, honesty and duration is called performance (Hasibuan, 2006). The importance of performance appraisal in improving workplace motivation is a serious concern for organizations. Employees need and want feedback on their accomplishments and evaluations provide ou the chance to give it to them. So, when an employee's performance falls short of expectations, the evaluation allows for a review of their progress and the development of performance management strategies. Five things are considered in the performance appraisal 1- Organizational Citizenship Behaviour, (abilities, precision, and correctness). 2- Work quantity (output quantity and participation) 3- Leadership, (need for guidance, instruction or betterment) 4- Discipline (presence, procedure, restrictions, trustworthiness) 5- Communication (employee-leader relationship & communication manner).

According to Borman & Motowidlo, (1997) Organizational Citizenship Behaviour is extremely important since employees conduct has a direct and indirect impact on the organizational goals. Organizational Citizenship Behaviour is well defined as the widely expected importance of employee's conduct overtime. Although, it incorporates the specific requirement for business success that Behaviour is the strength of work performance, which may be simply defined as what people are doing and how they

accomplish their job responsibilities. Kahn, (1999) suggested that the relationship between employee engagement and work performance is linked to the commitment of the organization. Employees who have been highly involved in their job responsibilities place high value on their physical efforts and task-related objectives, and they are also logical and emotionally attached to the company. Performance is likely linked to activities that contribute to the accomplishment of corporate goals, therefore not all Behaviours represented by employees can be interpreted into performance, only all those who are preferred for the company's successful execution and are acceptable to the office can be interpreted into performance (Sonnentag & Frese, 2002).

2.1.5 **Conservation of Resource Theory**

Stress is commonly characterized as a condition that develops when requirements exceed the coping capabilities (Lazarus & Folkman, 1984). Majority of stressful situations and occurrences never reach the point where resources are depleted. Many psychologists generally say that breakdown occurs when coping skills are exhausted. COR theory states that everyone has an underlying desire to seek, maintain and secure what they value. Resources are the assets that people value (Hobfoll, 1989). This theory defines four types of resources; 1) Object e.g. (home, vehicle), 2) conditions (happy married life, a stable job), 3) personal characteristics (self-confidence, loyalty), 4) energies (money). According to Hobfoll, (1989;1998) people experience emotional stress when, resources are endangered, lost resources or unable to attain resources.

Conservation of Resource (COR) theory is applied to the current study. This theory suggests that individuals have psychological and physical resources that are used to tolerate with tension induced by Autocratic leaders at work, which affect their Behaviour

and overall well-being (Hobfoll 1989, 2001). This theory examines how a use of resource (Emotional Empathy) impacts one's mood and how a loss of resources impacts the level of one's stress (Hobfoll, Stevan 2001).

From the previous discussion, Autocratic leader is seen as a workplace stressor. Therefore, employee will suffer from an emotional imbalance and decreasing social resources which will not only make them psychologically upset but also make it difficult to engage with their organizations (Anasori at el, 2021). In this context, it has been proposed that Autocratic leadership is directly related to the outcome variable of Organizational Citizenship Behaviour and indirectly related via Emotional Empathy. Based on conservation of resource theory employees focus on acquiring, maintain, preserve and nurture important resources. These resources are crucial because they assist employees in attaining their objectives and minimising future resource loss (Jolly & Shelf, 2020). Individuals who are subjected to Autocratic leadership style prefer to preserve their valued resources by isolating him/her self from the workplace through various strategies such as silence. Long-term isolation may make employees feel like they are losing focus, which can lower motivation which ultimately lead to decrease Organizational Citizenship Behaviour and satisfaction (Wang et al, 2020).

2.2   Relationship between variables

2.2.1   Autocratic Leadership and Organizational Citizenship Behaviour

Under the umbrella of negative leadership, Autocratic leadership is considered as the most destructive style of leadership. Destructive activities by individuals in position

of leadership is not labelled as leaders and are given by other names as authoritative or abusive leadership (Tepper 2000). Destructive leadership include narcissistic leadership, self-serving leadership, hubristic leadership (Sadler-Smith, 2018) and Autocratic leadership (De Hoogh and Den Hartog, 2008). Autocratic leadership is by far the most egocentric and destructive type of leadership. These leaders demand complete obedience from their followers, they are demanding, authoritarian and treat their subordinates in a hostile manner (Schilling (2009)). Autocratic leadership helps strengthen the effects of organizational deviance which leads in reducing efforts in performing routine activities at workplace (Erkutlu and Chafra, 2018). With a lack of vision these leaders cannot inspire teams, encourage their subordinate's performance and create value for their organization (Thoroughgood et al., 2018). Previous research shows that this leadership style is the dark side of leadership and have negative characteristics such as information manipulation, corruption and criminal activities carried out by leaders in recent years (Waikar, 2019; Wolff-Mann, 2018). Autocratic leadership focuses on gaining dominance and authority that is of leaders own interest (Nauman et al., 2018). Their Behaviour often creates questioning situation between leaders and subordinates which ultimately affect the employee's Organizational Citizenship Behaviour (Naseer et al., 2016) Organization citizenship Behaviour, employee's creativity and Organizational Citizenship Behaviour all are negatively affected by Autocratic leadership (Naseer et al., 2016). Supervisor's leadership style may have an impact on the employee's performance (Chammas and Hernandez,2019; Builtel.,2018)). Autocratic leaders negatively affect the employee's Organizational Citizenship Behaviour, satisfaction and empowerment of employees at workplace as this experience is intolerant for most of the employees (Raja, Haq, Clercq & Azeem,2019). Researches considered Autocratic leadership as a workplace stressor that causes harm to businesses by reducing Organizational Citizenship Behaviour (Tepper

et al., 2008,2009). Autocratic leaders lack of concern and compassion for their follower's wellbeing reduces their subordinate's motivation at work. As a result, employees lose focus and are less likely to cooperate, leading to poor Organizational Citizenship Behaviour (Naseer et al., 2019).

H₁: Autocratic leadership has an impact on Organizational Citizenship Behaviour.

2.2.2 Autocratic leadership, State Anxiety and Organizational Citizenship Behaviour

Anxiety is characterized as a fearful reaction to unknown situations caused by sudden risks which might affect Organizational Citizenship Behaviour (Li Y, Chen H 2020). There are two types of anxiety: state anxiety and State Anxiety. State anxiety is defined as "a short-term reaction to a distressing situation" and State Anxiety is a consistent and long-lasting individual trait (Saviola et al, 2020). State Anxiety effect Organizational Citizenship Behaviour, long term results based on employee well-being, work performance, and organizational productivity all are affected by State Anxiety (Cheng & McCarthy, 2018). Anxious employee is more likely to respond negatively to a Autocratic leader (Nauman et al 2018). because an employee with high level of State Anxiety is more sensitive than those with low State Anxiety, and hence perceive leader Behaviour differently (Spielberger 1983). Individuals who are anxious or depressed are more prone to have physiological issues such as tiredness and poor concentration that effect their performances (Haslam et al, 2005). Anxiety causes significant limitations in employee's working memory, because an anxious employee constantly thinks about worry (Tobias, 1985). Employees with State Anxiety are less capable in decision making, due to personality differences anxiety have a substantial impact on decision making.

When compared to high State Anxiety individuals, it is simpler for low State Anxiety individuals to create risky plans since high State Anxiety people feel threatened (Peng, Xiao, Yang Wu & Miao, 2014). (Kant et al 2013) indicates that leader's negative Behaviour create anxiety among employees such as Autocratic leadership evokes fear and anxiety in subordinates about their position in the firm.

H_2: Autocratic leadership has a significant impact on the State Anxiety.

H_3: State Anxiety has a significant impact on the Organizational Citizenship Behaviour

H_4: State Anxiety mediates the relationship between Autocratic leadership and Organizational Citizenship Behaviour

2.2.3 Emotional Empathy as moderator

Emotional Empathy is a set of ability that contribute to the self-evaluation of emotions as well as observing the emotions of others (Salovey & Mayer 1990). Emotional Empathy is composed of four dimensions: self-emotional appraisal (SEA); it is the individual's capacity to recognize and appraise their emotions and to convey those emotions naturally, other's emotional appraisal (OEA): the ability to recognize and comprehend the emotions of others, regulation of Emotion (ROE): an individual's capacity to control their emotions, which will allow them to recover from psychological distress more efficiently, use of emotion (UOE): individual's capacity to utilise their emotions into productive activities and improved personal performance. Emotional Empathy might be the resource to respond to the effect of Autocratic leadership and help maintain cooperative Behaviour with leaders (Kelley et al., 2003). The impact of Emotional Empathy at the workplace can be influenced in two ways. To the extent that

emotionally intelligent express themselves in such a way that they give valuable experiences, they have the option to opt from a number of capabilities to influence and control the impressions of others (Goffman 1959). When an employee is dealing with a highly stressful situation, these psychological tools are accessible to help them deal with an emotion-driven situation. Emotional Empathy minimizes the impact of Autocratic leadership on employees' Organizational Citizenship Behaviour in a way that employee's ability to use feelings stimulates their performance; pleasant feelings assist a person to perform better whereas, negative feelings such as anxiety restrict the employee's performance (Dhani et al 2017). Employees with high level of EI use their ability to comprehend others' emotions to improve relationships with leaders (Sanchez-Burks & huy 2009). EI is associated with emotional state such as neuroticism, stress, and anxiety which can influence the performance (Dai J, Wang H, Yang L, et al 2019). Anxiety is characterized as a fearful reaction to unknown situations caused by sudden risks which might affect Organizational Citizenship Behaviour (Li Y, Chen H 2020). A strong connection between EI and anxiety has been found among employees (Rasooli Z, Eslami R 2013). Individual with high State Anxiety under stressful situation experience more intense situation. (Guo et al, 2017) states that EI has the capacity to prevent people from against anxiety.

H5: Emotional Empathy moderates the relationship between Autocratic leadership and State Anxiety.

2.3   Theoretical Framework

This research is to test the test the mediating role of State Anxiety and moderating role of Emotional Empathy between Autocratic Leadership and Organizational Citizenship Behaviour. It helps us to understand how these variable cause effect on employee's Organizational Citizenship Behaviour.

Following figure represent the study model in which Autocratic leadership is the IV which effect on the dependent variable or DV that is Organizational Citizenship Behaviour. Whereas, State Anxiety play the role mediator between Autocratic leadership and State Anxiety and Emotional Empathy as a moderator between Autocratic Leadership and State Anxiety.
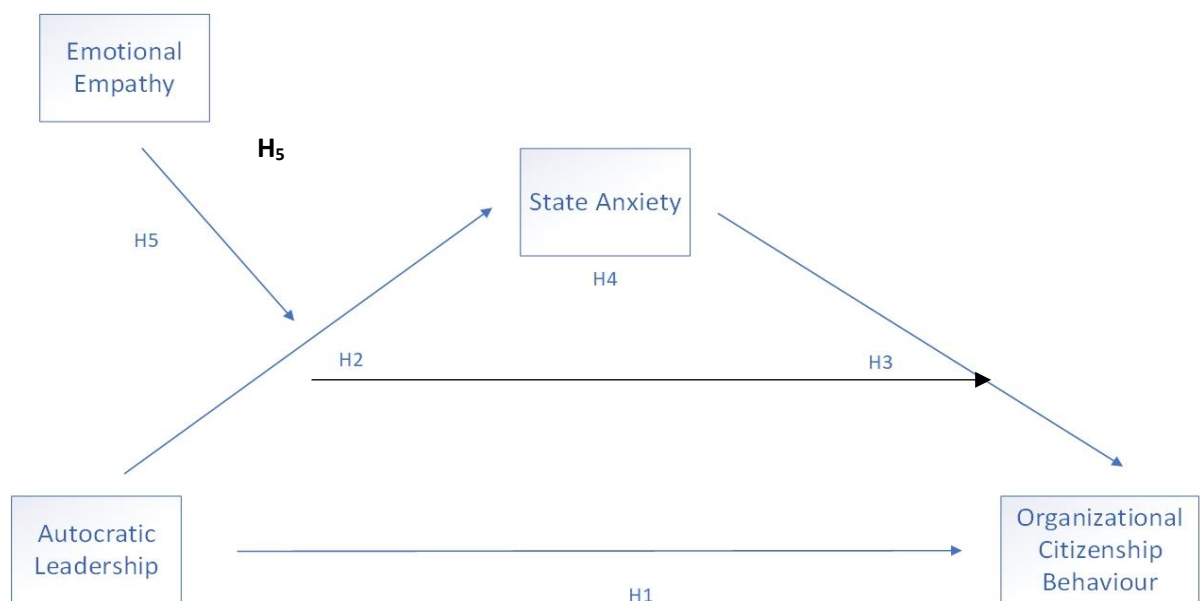

Fig 1.1 Theoretical Framework

2.4   Hypotheses Summary

H1   Autocratic leadership has an impact on Organizational Citizenship Behaviour.

H2   Autocratic leadership has a significant impact on the State Anxiety

H3   State Anxiety has a significant impact on the Organizational Citizenship Behaviour

H4   State Anxiety moderates the relationship between Autocratic leadership and Organizational Citizenship Behaviour

H5   Emotional Empathy moderates the relationship between Autocratic leadership and State Anxiety.

CHAPTER 3

METHODOLOGY

3.1 Research Methodology

It contains Research philosophy, Research approach, population, nature of study, data collection method, survey tool, sample size, sample technique unit of analysis and data analysis technique.

3.1.1 Population

The current research is on Infra-structure Development Industry of Pakistan. This sector involves CBD, LDA, MDA & CDA etc. So, the population for this study will be the Infra-structure Development Sector industry of Pakistan.

3.1.2 Nature of study

Three types of studies are found in research. exploratory, descriptive and causal, however, the nature of this study is "Causal".

3.1.3   **Sampling Frame**

A list through which sample size is drawn is known as sample frame. Almost, all Infra-structure Development Authorities of Pakistan are the part of this sample frame.

3.1.4   **Sample Size**

Sample size refers to the total number of respondents included in a study. Infra-structure Development Authorities are the sample frame. So, sample size includes 05 Infra-structure Development Authority. So, 297 is the total number of samples at 5% margin of error and 95% confidence level. Sample size is calculated by using the formula of (Krejcie, R. V., & Morgan, D. W. 1970).

3.1.5   **Sampling Technique**

In research there are two types of sampling techniques. Probability sampling and non-probability sampling. While, Simple random sampling technique will be used in this study to collect samples. This technique represents the complete data set by selecting a smaller random number of the total population, with each member having an equal chance of being selected.

3.1.6   **Unit of Analysis**

Unit of analysis is the main entity that is being analysed in a study. For instance, it could be an organization, team members or an individual. Unit of analysis for this study will be individual employees of the Infra-structure Development Sector industry of Pakistan.

3.1.7 Data Analysing Software

SPSS is used to analyse the qualitative data of this research. This software is used by many researchers for complex statistical analysis such as, market researchers, survey companies and government entities.

3.1.8 Sources of Data

Individuals working in the Infra-structure Development Sector industry of Pakistan are the major source of data. This study is quantitative in nature. So, data is gathered through questionnaire which is made using a google form and sent to them through email.

3.2 Research philosophy

A research philosophy is a set of beliefs on how data about a phenomenon should be collected analysed and used. The current study is positivism in nature which is suitable to collect large samples, highly structured and appropriate for both quantitative and qualitative measurements.

3.3 Research Approach

Deductive Approach is used in this research because the deductive method investigates a well-known theory or phenomenon and examines if it is valid in specific conditions. It has been said that "The deductive method most closely follows the route of

reasoning", this reasoning leads to a new hypothesis and this hypothesis is put to the test by having it addressed with observations that either support or reject the hypothesis (Snieder, R. & Larner, K. 2009). In this approach researchers examines at what others have done, review existing theories about the phenomenon they are looking into, and then bring those theories to test.

3.4 Methodological Choice

Mono method quantitative is the methodological choice. As the examination of the study is based on quantitative research. This method includes only one method of study either qualitative, quantitative or mixed method.

3.5 Research Strategy

Survey strategy will be used in this research. Pinsonnault and Kraemer (1993) define survey as a "way of acquiring information on a large group of people's traits, actions, or beliefs". Surveys can also be used to analyse demand, identify requirements, and measure effects (Salant & Dillman, 1994). These surveys are generally sent through email and seek the opinions of a certain group of people.

3.6   Time Horizon

The current study is cross sectional. This type of observational study examines data from a population or a representative sample of a population at a certain point in time.

3.7   Data Collection Tools

Data is collected through questionnaire and items of each variable is adoptive in nature. The study is quantitative in nature. Data is gathered through questionnaire which is designed on 5-point Likert scale for each variable. The scale is divided as strongly disagree, disagree, neutral, agree, strongly disagree.

Table 3.1 Measuring Instrument

Variables	Number of items	Adopted From
Autocratic leadership	6	Bass, B. M., & Avolio, B. J. (1995)
Emotional Empathy	16	Wong and Law (2002)
State Anxiety	7	Swedish university scale of personality (2000)
Organizational Citizenship Behaviour	7	William and Anderson (1991)

3.8   Limitations of the Study

There are certain limitations to this research that need to be addressed. First, this study focuses on one type of negative leadership Behaviour and its impact on employee's Organizational Citizenship Behaviour. Future researches may consider other negative leadership styles such as authoritative leadership, autocratic leadership and its impact on Organizational Citizenship Behaviour. Second, this study is considering the impact of Autocratic leadership in Infra-structure Development Industry of Pakistan and data from employees of Infra-structure Development Sector industry So, future research can use this model in other Infrastructure Development Sector sectors such as restaurants, airlines, and agencies or can used in a totally different sector. Third, this study is quantitative in nature and further, study may carry on in qualitative or mixed method study. Fourth, this study is limited to Pakistan only hence, it can be expanded to other countries in order to get generalized results

CHAPTER 4

DATA ANALYSIS

4.1   Overview

This chapter explains the quantitative phase of the study. It focused on the analysis of the data result and discussion of result and provides the details views of collected data and their testing implementation and interpretation. The data was collected through questionnaire survey method. The aim of a questionnaire approach is to generalize the Behaviour of the population which derives from the sample (Saunders et al 2015).

As purpose of this study is to check the impact of Autocratic leadership Organizational Citizenship Behaviour with mediation of work engagement in the infra-structure development industry of Pakistan. The questionnaire survey method is the best option to address research questions. Furthermore, the questionnaires are frequently used to evaluate the basic factors to human resource management and advancement board, particularly in Behaviour, attitude, qualities, and desires for respondents (Creswell, 2014). Data has collected through 232 respondents and tested through SPSS. The testing and analysis phase of hypothesis has few steps. On first step, it has gender, age, work

experience and educational level of the respondents. Second step has the validity and reliability of results.

4.2   Introduction

This chapter describes the analysis and stimulating results, covering hypothesis testing and demographics. This chapter also emphasis the variables and related measures validity and reliability.

4.3   Demographic Profile

This section has the details of respondents gender, age, qualification, province, job experience and firm size.

4.3.1   Demographics by Gender

As stated in the table below, the classification has been made based on the gender of people who responded to the survey in this area. 232 participants are divided into two groups as; Male and Female. Male respondents (66.3%) are in greater number than female ones (33.6%). Which demonstrate the cumulative percentage of 100%.

Table 4.1 Gender Demographics

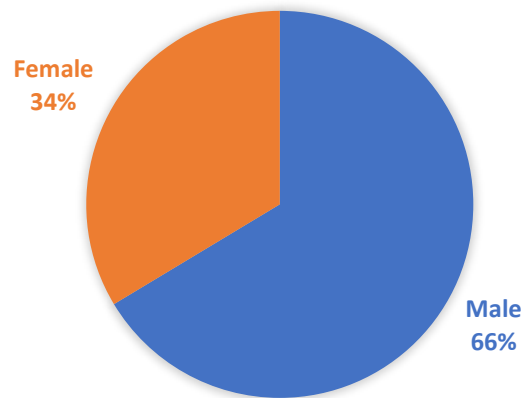| Gender	No of Respondents	Percent	Cumulative Percent
Male	154	66.3	66
Female	78	33.6	34
Total	232	100	100

DEMOGRAPHICS BY GENDER

Figure 4.1 Demographics by Gender

4.3.2 Demographics by Age

As shown in the table below, this section has been partitioned based on the age of those who responded to the survey. The entire responses of 232 people is divide into 4 age groups. 18-25 years old with the percentage of 32.7%. 26-32 years old with the percentage of 47.4%. 33-39 years old with the percentage of 12.9 and 40-46 years old with the percentage of 6.8%.

Table 4.2 Age Demographics

Age Group	No of Respondents	Percent	Cumulative Percent
18-25	76	32.7	33
26-32	110	47.4	47
33-39	30	12.9	13
40-46	16	6.8	7
Total	232	100	100
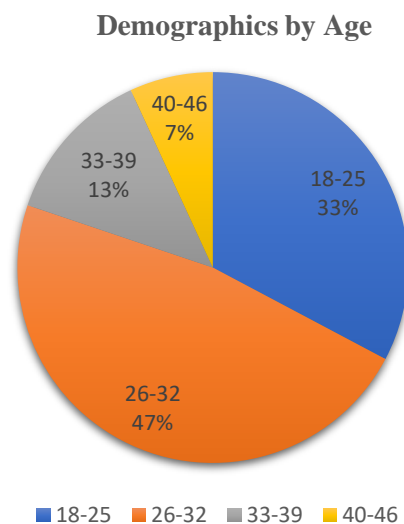
Figure 4.2: Demographics by Age

4.3.3 Demographics by Qualification

The division in this area has been done according to the qualifications of the individuals who participated in the questionnaire, as shown in the table below, total sample of 232 has been categorises into 4 groups. Respondents with Matriculation are accounted for 0.86%. Intermediates for 18.1%. Bachelors' degree holder for 42.2% and

Master degree holder for 38.7%. Although 42.2 percent is the highest percentage according to which respondents holds bachelor's degree.

Table 4.3 Qualification Demographics

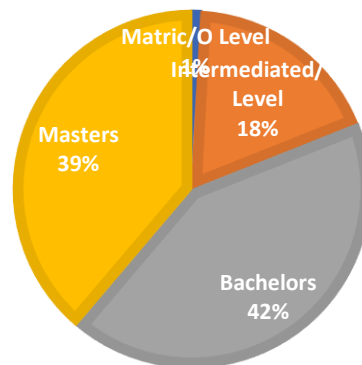| Qualification	No of Respondents	Percent	Cumulative Percent
Matric/O Level	2	0.86	1
Intermediate/A-Level	42	18.1	18
Bachelors	98	42.2	42
Masters	90	38.7	39
Total	232	100	100

DEMOGRAPHICS BY QUALIFICATION

Figure 4.3: Demographics by Qualification

4.3.4   Demographics by Organizations

As shown in the table below, this section has been partitioned based on the Organization of the respondent 72.4% responses are from CBD Punjab. 15.5 % from LDA. 7.7% from CDA. 1.7% from MDA and 2.5% from FDA. The highest percent of responses are from CBD Punjab that is 72.4%.

Table 4.4 Provisional Demographics

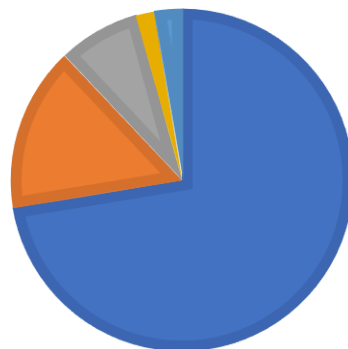| Organizations	No of Respondents	Percent	Cumulative Percent
CBD Punjab	168	72.4	72
LDA	36	15.5	15
CDA	18	7.7	8
MDA	4	1.7	2
FDA	6	2.5	3
Total	232	100	100

Figure 4.4 Organizational Demographics

4.3.5   Demographics by Experience (In Years)

The division in this section is based on the persons' experience in years in which respondents have answered to the questionnaire, as shown in the table below. The total sample of 232 respondents can be seen in the below table. This table has been categorized into different categories i.e. Respondents with 1-3 years of experience hold 43.1 percent, respondents with 4-10 years of experience hold 42.2 percent, respondents with 11-17 years of experience hold 12.9 percent, whereas the respondents who responded towards the bracket of 18-20 years of experience contain 1.7 percent, The below Table 4.4 and Figure 4.4 demonstrate the cumulative percentage of 100 percent.

Table 4.5 Demographics by Experience

Job Experience	No of Respondents	Percent	Cumulative Percent
1-3	100	43.1	43
4-10	98	42.2	42
11-17	30	12.9	13
18-20	4	1.7	2
Total	232	100	100

4.3.6   Demographics by Firm's Size (In term of Employees)

As stated in the table below, the classification of the firm size in terms of employee has been made who responded to this survey. Firm size is categorized as Small, Medium and Large. Small size firms stand with 23.2 %. Medium Size firms are

with 31.0% and large size firms are with 45.6%, which demonstrate the cumulative

percentage of 100%.

Table 4.6 Demographics by Firm's Size

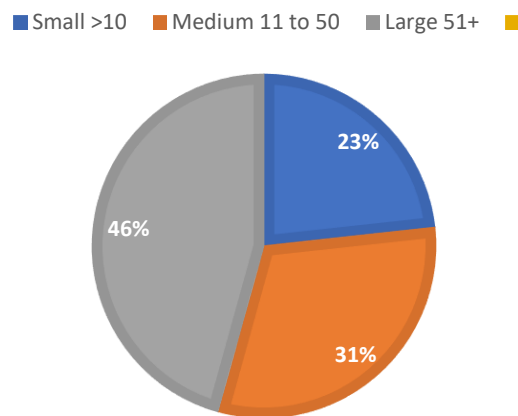| Firm Size	No of Respondents	Percent	Cumulative Percent
Small < 10	54	23.2	23
Medium 11-50	72	31.0	31
Large 51+	106	45.6	46
Total	232	100	100

Figure 4.6 Demographics by Firm's Size

4.4.1 Measurement Model

Theoretical framework has been drawn in Smart PLS. The term "variable" is

known as "Latent Variable" in Smart PLS and these variables are Autocratic Leadership,

Emotional Empathy, State Anxiety and Organizational Citizenship Behavior with the addition of indicators to their particular latent variable. Autocratic Leadership has 6 indicators, Emotional Empathy has 16, State Anxiety and Organizational Citizenship Behavior has 7 indicators. The diagram of the model is given below;

4.4 Testing Model

4.4.1 Reliability and Validity Testing

To conduct the algorithm for reliability testing, 500 iterations has been selected with the factor as its weightage scheme and Criterion stop (10^{-X}) was selected as 7 and run the software on the model. The reliability of indicators confirms the commonality among them which is measured by the constructs. So, in the beginning of the analysis, reliability and validity of the constructs has tested.

Bollen (1984) and Nunnally (1978) states that, It is said by the Bollen (1984) & Nunnally (1978), that Cronbach Alpha is more significant at the value of 0.7 or above which represent that the measurement of model is reliable. And rendering to the advance research, the reliability is considered when it lies within the value of 0.70 to 0.09. However, value below 0.6 depicts lack of reliability (Afthanorhan, 2013). Furthermore, the values lie between 0.6 and 0.7 are considered as satisfactory composite reliability measuring scale. Contrary to this, if value is 0.95 or greater than this, it portrays that the results are not appreciable because the indicators of specific construct has been measured the same phenomena repeatedly (Bollen, 1984). According to the current study, the composite reliability values are perfect as compare to the threshold. Whereas, rho_A is

also considered as a good measurement value according to the SEM as it is based on loadings as compared to the correlations. And it can be seen in the table that Cronbach Alpha's as greater than 0.7 value so it was considered as reliable conferring to the scale and items.

Table 4.7 Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Autocratic Leadership	0.972	0.974	0.977	0.876
Emotional Empathy	0.968	0.971	0.971	0.674
State Anxiety	0.944	0.958	0.954	0.747
Organizational Citizenship Behaviour	0.974	0.975	0.980	0.907

The validity has been checked with the reliability as well. The Average Variance Extracted (AVE) shows the "convergent validity" in the above table. It display the perfection of the indicators of the constructs load or their convergent value on specific constructs which describe the variance of the indicators (Chin, 1998). The convergent validity extracted through the AVE (Average Variance Extracted) (Nunnally, 1978). The researchers believe that the Statistics of AVE must be above than 0.5 value in the case of reflective construct. According to this study, the values of AVE is higher than 0.5 as it

can be seen in the above table. These values in the above table displays that the convergent validity of the data is really good.

4.4.2 Outer Loading

The outer loading of the reflective indicators can be seen table below. All the values of the indicators are greater than 0.70 which are acceptable. The below table shows the outer loadings of indicators are greater than 0.7. Two indicators (JP5, JP6) from Organizational Citizenship Behaviour variable has been removed in order to achieve reliability and validity.

Table 4.8 Outer Loading

	Autocratic Leadership	Emotional Empathy	Organizational Citizenship Behaviour	State Anxiety
DL1	0.944			
DL2	0.945			
DL3	0.948			
DL4	0.944			
DL5	0.887			
DL6	0.947			
EI1		0.802		
EI10		0.823		
EI11		0.837		
EI12		0.850		

EI13	0.781		
EI14	0.813		
EI15	0.764		
EI16	0.741		
EI2	0.858		
EI3	0.859		
EI4	0.805		
EI5	0.835		
EI6	0.833		
EI7	0.817		
EI8	0.869		
EI9	0.832		
JP1		0.944	
JP2		0.961	
JP3		0.963	
JP4		0.934	
JP5		0.958	
TA1			0.863
TA2			0.872
TA3			0.883
TA4			0.896
TA5			0.890
TA6			0.846

TA7				0.798

4.4.3 Discriminant Validity

Discriminant validity defines the differentiation among the constructs under the same model contemplation (Nunnally, 1978). It can be checked through under-root of AVE as well which will be more than the correlations of the construct as compare to the other in the same model and if this square-root is greater, it display that the model demonstrate an outstanding discriminant validity (Hult et al., 2018).

4.4.3.1 Cross Loading

In this specific method, the indicators of the latent construct must have higher loading value as compare to the other constructs. The Factor consist of the indicators must analyse its validity to confirm the quality of the valid items.

The indication of the factor which represent one item as "valid item" depicts the good item of "factor loading" and Fornell-Larcker (1981) designated items with loading, he labelled that the values which are equal or higher than 0.7 will be considered as excellent, equal or higher than 0.63 directed as very good, whereas equal or higher than 0.55 reflected as good values, else equal or higher than 0.45 will be considered as reasonable and equal or higher than 0.32 pondered as poor value. Below is the table of constructs with cross loading values.

Table 4.9 Cross Loading

	Autocratic Leadership	Emotional Empathy	Organizational Citizenship Behaviour	State Anxiety
DL1	0.944	-0.090	-0.463	0.253
DL2	0.945	-0.089	-0.459	0.223
DL3	0.948	-0.082	-0.460	0.221
DL4	0.944	-0.086	-0.410	0.246
DL5	0.887	-0.113	-0.409	0.187
DL6	0.947	-0.060	-0.436	0.211
EI1	-0.055	0.802	0.288	-0.209
EI10	-0.117	0.823	0.346	-0.163
EI11	0.021	0.837	0.230	-0.124
EI12	-0.123	0.850	0.342	-0.191
EI13	-0.080	0.781	0.291	-0.116
EI14	-0.065	0.813	0.252	-0.079
EI15	-0.018	0.764	0.231	-0.082
EI16	-0.015	0.741	0.253	-0.034
EI2	-0.050	0.858	0.327	-0.136
EI3	-0.100	0.859	0.312	-0.159
EI4	-0.087	0.805	0.307	-0.144
EI5	-0.061	0.835	0.317	-0.090
EI6	-0.113	0.833	0.291	-0.151
EI7	-0.122	0.817	0.281	-0.127
EI8	-0.087	0.869	0.317	-0.232

EI9	-0.077	0.832	0.271	-0.179
JP1	-0.444	0.364	0.944	-0.265
JP2	-0.466	0.350	0.961	-0.301
JP3	-0.479	0.321	0.963	-0.311
JP4	-0.402	0.324	0.934	-0.323
JP5	-0.445	0.351	0.958	-0.281
TA1	0.179	-0.160	-0.276	0.863
TA2	0.202	-0.161	-0.263	0.872
TA3	0.162	-0.175	-0.265	0.883
TA4	0.183	-0.140	-0.293	0.896
TA5	0.309	-0.176	-0.334	0.890
TA6	0.139	-0.120	-0.200	0.846
TA7	0.229	-0.114	-0.207	0.798

4.4.3.2 Fornell-Larcker Criterion

Fornell-Larker Criterion are the square-roots of AVE of each latent variable in a model which must be higher than the correlations and the higher value in any row or column represent the diagonals (Liengaard et al., 2020).

Table 4.10 Fornell-Larker Criterion

	Autocratic Leadership	Emotional Empathy	Organizational Citizenship Behaviour	State Anxiety
Autocratic Leadership	0.936			

Emotional Empathy	-0.092	0.821	
Organizational Citizenship Behaviour	-0.470	0.359	0.952
State Anxiety	0.239	-0.176	-0.311	0.864

4.4.4 Collinearity Assessment

It is one of the important aspect of this analysis and Variance Inflation Factor or VIF indicates that the value which is equal or above 5 signify a problem(Fornell & Larcker, 1981). It is actually the volume of multicollinearity in a set of multiple regression variables. Whereas, below 3 or between 3 and 5 represent satisfactory. However, between 5 and 10 although show high correlation but its problematic in model fit. On the contrary, 1 represents no correlation among the variables.

Table 4.11 Collinearity Assessment

	VIF
DL1	2.498
DL2	2.649
DL3	2.721
DL4	2.390
DL5	2.813
DL6	2.675
EI1	2.755
EI10	2.934
EI11	2.888
EI12	2.917

EI13	2.903
EI14	2.376
EI15	2.726
EI16	2.387
EI2	2.936
EI3	2.635
EI4	2.016
EI5	2.113
EI6	2.620
EI7	2.005
EI8	2.975
EI9	2.471
JP1	2.360
JP2	2.645
JP3	2.035
JP4	2.587
JP5	2.436
TA1	2.013
TA2	2.227
TA3	2.407
TA4	2.800
TA5	2.271
TA6	2.043

TA7	2.416

4.5 Value of Structural Model (Hypothesis Testing), Model Fit Summary

Standardized Root Means Residual or SRMS can be defined as, "the measure of the mean absolute value of the covariance residuals" and regarding research the square-root is used for model fitness and SRMR helps to find the validation. Whereas, the variance measured through the SRMR which leads towards the outcomes of correlation and correlation matrix of a model (Fornell & Larcker, 1981). The acceptable range of the SRMR is less than 0.08. So, the model has been accepted because SRMR is 0.042, which is quite good value and close to the threshold. d-ULS (The squared Euclidean distance) depends on eigenvalues and d-G (the Geodesic) display two methods of calculating the inconsistency. So, it must be higher than the original value of d-ULS and d-G fit criteria for a good fit. The value which P>0.05 in Chi-Square depicts the reliable relationship among the variables, as it can be seen in the table below that the value of Chi-Square is 1008.763 Or it can be said that if there is relationship among variables the frequencies will vary and the value of the Chi-Square will be large as well.

Table 4.12 Model Fit Summary

	Saturated Model	Estimated Model
SRMR	0.042	0.042
d_ULS	1.069	1.069
d_G	0.800	0.800
Chi-Square	1008.763	1008.763

NFI	0.889	0.889

4.5.1 Hypothesis Testing

The "bootstrapping method" is done on the employed sample which is two hundred and thirty-two in numbers to find out the coefficients of hypothesis. After testing through the PLS-SEM as endorsed, the results are obtained of the model (Fornell & Larcker, 1981). The results clearly display in the table-form after running bootstrapping successively showing the information about the direct or inverse relationship and the proportional strengths of independent variable on that of dependent variable. It hinges on the path coefficient, if it is high than the impact of independent variable on dependent variable is high. Likewise, if the T-value is above than 1.96 and P-value is lower than 0.05, it depicts significant relationship which means that the outcomes are 95% perfect (Fornell & Larcker, 1981).

In this research, Emotional Empathy is playing role as moderator which was calculated by the method of "moderation by interaction terms". First of all, the relationship of moderator and independent variables were checked by multiplying and then with the dependent variable evaluated as a whole.

Table 4.13 Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
DL*EI -> State Anxiety	0.040	0.040	0.084	2.621	0.003

Autocratic Leadership -> Organizational Citizenship Behaviour	-0.404	-0.402	0.033	12.375	0.000
Autocratic Leadership -> State Anxiety	0.217	0.216	0.063	3.450	0.001
Emotional Empathy -> Organizational Citizenship Behaviour	0.293	0.296	0.066	4.472	0.000
Emotional Empathy -> State Anxiety	-0.162	-0.170	0.076	2.129	0.033
State Anxiety -> Organizational Citizenship Behaviour	-0.163	-0.164	0.059	2.776	0.006

4.5.2   Total Indirect Effect

To check the indirect effects without moderator, the test has been done and the results are, DL has a significant negative relationship with the JP in the same way DL has significant negative relationship with TA and as well as TA also has significant positive relationship with that of JP. Hence, State Anxiety mediates between the relationship of Autocratic leadership and State Anxiety. As their P-Values are less than 0.05 and the T-Values are greater than 1.96.

Whereas, it can be seen in the table below that, Emotional Empathy moderates between the relationships of DL with TA. The P-Value of H5 is less than 0.05 and T-Value is greater than 1.96 which depicts that the relationship is significantly positive.

Table 4.14 Total Indirect Effect

	Hypothesis	Relationships	Path Coefficient	P value	T value	Result
H1	Autocratic leadership has a negative impact on Organizational Citizenship Behaviour.	DL -> JP	-0.404	0.000	11.922	Accepted
H2	Autocratic leadership has a negative impact on the State Anxiety	DL-> TA	0.225	0.000	3.595	Accepted
H3	State Anxiety has a negative impact on the Organizational Citizenship Behaviour	TA -> JP	-0.162	0.006	2.745	Accepted

H4	State Anxiety mediates the relationship between Autocratic leadership and Organizational Citizenship Behaviour	DL -> TA -> JP	-0.037	0.035	2.107	Accepted
H5	Emotional Empathy moderates the relationship between Autocratic leadership and State Anxiety.	EI*DL -> TA	0.040	0.003	2.621	Accepted

4.5.3   Coefficient of Determination

R-square shows the ability of the theoretical model's prognostication and the dependency of R-square on exogenous variables. 0-1 is the specific or stipulated range of R-square (Hair Jr et al., 2017). The value of the R-square defines the relationship between variables as strong, medium or weak. Whereas, 0.25 signify weak coefficient, 0.5 and 0.7

signify moderate coefficient (Hu & Bentler, 1999). As, according to the results which can be seen in table below is 42.9% variation is illuminated by the inputs of the variable.

Table 4.15 Coefficient of Determination

	R Square	R Square Adjusted
Organizational Citizenship Behaviour	0.346	0.337
State Anxiety	0.082	0.070

4.5.4   Model Summary

In the below model, dependent variable with its indicators, independent variables also with their indicators and a moderator variable with its indicators can be seen clearly. Whereas, the moderator is in green color among the dependent and independent variables with hidden multiplied indicators. The table also display coefficient and determination.

CHAPTER 5

DISCUSSION AND CONCLUSION

This section analyses the thesis's core and implications, which leads to future prospects for researchers to look forward for future investigations.

5.1   Discussion

The goal of this study was to look into the mediating effect of State Anxiety between Autocratic leadership and Organizational Citizenship Behaviour and moderating effect of Emotional Empathy. The results show that Autocratic leadership negatively impacts the Organizational Citizenship Behaviour (O= 0.040 and T= 12.135), also Autocratic leadership has a negative impact on State Anxiety (O= 0.217 and T= 3.554), whereas Emotional Empathy has a positive impact on Organizational Citizenship Behaviour (O= 0.293 and T= 4.534) and Emotional Empathy also positively impact the State Anxiety (O= -0.162 and T= 2.133) which ultimately create positive relation among State Anxiety and Organizational Citizenship Behaviour (O= -0.163 and T 2.686). The mediating effect of State Anxiety between Autocratic leadership and Organizational Citizenship Behaviour is positive (O= -0.037 and T= 1.987) and the moderating effect of Emotional Empathy between Autocratic leadership and State Anxiety is also positive (O= 0.040 and T= 2.621). In the light of above results, it could be seen that Autocratic

leadership create State Anxiety among employees which ultimately effects the Organizational Citizenship Behaviour and Emotional Empathy moderates the relationship of Autocratic leadership and State Anxiety.

So, the negative relationship of State Anxiety between Autocratic leadership and Organizational Citizenship Behaviour shows that Autocratic leaders negatively impact the employee's Organizational Citizenship Behaviour which align towards the finding of (Naseer et al, 2016). In addition to this, by introducing State Anxiety as a mediator to explain Autocratic leadership – Organizational Citizenship Behaviour and Emotional Empathy as a moderator we contribute to the growing body of Autocratic leadership as called by previous scholars (Naseer et al, 2016). The findings indicated that Autocratic or toxic leadership is the cause of higher level of burnout, and lower level of motivation and satisfaction among Infrastructure Development Sector employees (Hight et al.,2019) hence, an anxious employee is more likely to respond negatively to a Autocratic leader (Nauman et al., 2018). In high power distance society, leaders misuse their positions to attain specific interest, and they believe its OK to behave against their employee's values and as a result employees develop negative feelings for their managers. Pakistan came first in terms of power distance, which is defined as the disparity in power between managerial levels (Hofstede, 1983). According to Naseer et al, (2016) high- power disparities create despotism by encouraging leaders to act immorally and expect unquestioning obedience. Workers are more likely to get frustrated with their employment when leaders use harsh tactics, demand unquestioning loyalty and show zero leniency or sympathy. This is consistent with the conservation of resource theory Hobfoll, (1989) in which an individual struggle to preserve their resources by isolating themselves or remain silent, which disappointment at workplace.

Emotional Empathy might be the resource to respond to the effect of Autocratic leadership and help maintain cooperative Behaviour with leaders (Kelley et al., 2003). The impact of Emotional Empathy at the workplace can be influenced in two ways. To the extent that emotionally intelligent express themselves in such a way that they give valuable experiences, they have the option to opt from a number of capabilities to influence and control the impressions of others (Goffman 1959). When an employee is dealing with a highly stressful situation, these psychological tools are accessible to help them deal with an emotion-driven situation. Emotional Empathy minimizes the impact of Autocratic leadership on employees' Organizational Citizenship Behaviour in a way that employee's ability to use feelings stimulates their performance; pleasant feelings assist a person to perform better whereas, negative feelings such as anxiety restrict the employee's performance (Dhani et al 2017). Employees with high level of EI use their ability to comprehend others' emotions to improve relationships with leaders (Sanchez, Burks & huy 2009).

Hence, the hypothesis H1, Autocratic leadership have significant negative effects the Organizational Citizenship Behaviour. H2 as Autocratic leadership has a significant negative impact on the State Anxiety. H3 as State Anxiety has a significant negative impact on the Organizational Citizenship Behaviour. H4 as State Anxiety has a significant negative Autocratic leadership and Organizational Citizenship Behaviour and H5 as Emotional Empathy also create positive relationship between Autocratic leadership and State Anxiety. Hence, all hypothesis has been accepted.

5.2   Theoretical Implications

This research adds to the body of knowledge on negative leadership styles in general and in the infrastructure development industry specifically. Autocratic leadership has been argued to have got little attention in business studies (Naseer at el, 2016). It has been suggested that understanding stress in Development sector is essential since stress can lower employee's efficiency (O'neill & Davis, 2011). This is the first study that investigates the effect of Autocratic leadership on Organizational Citizenship Behaviour in the Infra-structure Development Industry of Pakistan.

When employees are dissatisfied with their positions and have a higher likelihood of quitting the organization's overall performance and productivity suffers. Organizations should avoid employing leaders with autocratic traits and take considerable steps to prevent psychological suffering among employees by giving employees access to management and allowing them to anonymously complain about the Autocratic leaders. As some employees are hesitate or fearful of offering feedback, management should encourage employees to speak up and file complaints anonymously against Autocratic supervision which includes aggressiveness, bullying, and coercion.

5.3   Limitation and Future Research

This research is not without limitations. Primarily, this study is quantitative in nature future research could be studied through qualitative or mix method study. In addition to this, this study focuses on one type of negative leadership style i.e. Autocratic leadership. Future research may consider other negative leadership styles such as pseudo-transformational leadership, narcissist leadership. Furthermore, the data comes from one sector of Infra-structure Development Industry. Future researchers could adopt other

sectors of Pakistan such as , Export, and Textile. Finally, future study could benefit from cross- cultural studies both developing and developed countries.

5.4   Conclusion

Development Sector of Pakistan is considered to one of the most important and the largest development of a country that helps in economic growth. It is complementary for underdeveloped countries. Pakistan has been serving in the infrastructural development sector since its existence and now strongly committed to promote the infrastructure sector by involving the private sector, training companies, and highly committed and empowered employees and most importantly implementing some new policies. Previously, scholars have been interested in demonstrating the benefits of positive leadership styles on infrastructure development sector workers. Now the focus of development sector has switched to the dark side of leadership because of the negative outcomes it has on both employees and companies. These leadership actions are almost inevitable in Infra-structure Development Industry where employee exploitation is common due to development sector hierarchical and centralized systems. Autocratic or toxic leadership is the cause of higher level of burnout, and lower level of motivation and satisfaction among development sector employees.

This study highlights how State Anxiety mediates between Autocratic leadership and Organizational Citizenship Behaviour and how Emotional Empathy moderates the relationship of Autocratic leadership and State Anxiety. Result of 232 samples collected from development sector of Pakistan shows that Autocratic leadership negatively impacts the Organizational Citizenship Behaviour (O= 0.040 and T= 12.135), also Autocratic leadership has a negative impact on State Anxiety (O= 0.217 and T= 3.554), whereas

Emotional Empathy has a positive impact on Organizational Citizenship Behaviour (O= 0.293 and T= 4.534) and Emotional Empathy also positively impact the State Anxiety (O= -0.162 and T= 2.133) which ultimately create positive relation among State Anxiety and Organizational Citizenship Behaviour (O= -0.163 and T 2.686). The mediating effect of State Anxiety between Autocratic leadership and Organizational Citizenship Behaviour is positive (O= -0.037 and T= 1.987) and the moderating effect of Emotional Empathy between Autocratic leadership and State Anxiety is also positive (O= 0.040 and T= 2.621).

These results are essential to understand the effects of Autocratic leadership on Organizational Citizenship Behaviour in way that how the presence of despots at workplace can lower the employee's Organizational Citizenship Behaviour which ultimately effects the organization's productivity. This conclusion may help organizations to avoid employing leaders with autocratic traits and take considerable steps to prevent psychological suffering among employees. At the end this study contributes towards the literature of development Sector.

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