

Despotic Leadership and Employee Job Satisfaction: The Mediating Role of Psychological Distress

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ABSTRACT: The complex dynamics of autocratic leadership in Pakistan's contact centre industry are examined in this study, along with the effects it has on employees' mental health and job satisfaction. With psychological distress serving as a mediating factor, the study examines the relationship between autocratic leadership and job satisfaction, drawing on the Conservation of Resources (COR) hypothesis (Hobfoll, 1989). 109 contact centre workers in Rawalpindi and Islamabad completed self-administered questionnaires to provide data. The hypothesis was tested using simple linear regression, and the findings indicated that it was significant. The mediation effects, including total, direct, and indirect linkages, were also evaluated using Hayes' (2013) PROCESS Models 1 and 4. The findings demonstrated a high correlation between job satisfaction and leadership style, with psychological discomfort acting as a key mediating factor. These results demonstrate how despotic leadership negatively affects workers' mental health and general job satisfaction. Initiatives for mentorship, ethical leadership development, and training programs can all be useful instruments for lessening the negative effects of autocratic conduct. Encouraging a culture of moral leadership may strengthen bonds between coworkers and create a more wholesome, effective workplace. The findings provide important perspectives for HR and HRD professionals, highlighting the necessity of not just hiring appropriate candidates but also investing in leadership and employee development initiatives. These initiatives can lower stress levels, improve job satisfaction, and foster a more sustainable and supportive culture in call center work environments.

KEYWORDS: Despotic Leadership, Job Satisfaction, Psychological Distress

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Introduction

There is a positive and a negative side to leadership. Positive leadership is a key to the development of the company and its workers, whereas the negative type can cause an organization to collapse (Raja et al. 2019). The style of leadership is very important because it defines the working environment and affects the results of the employees. Authoritarian (despotic) leadership behavior thrives in the work environment of the organization, such as in the service sectors, in Pakistan where it is used abundantly. Numerous other research studies have identified despotic leadership as a factor that causes job satisfaction, emotional exhaustion and

distress, and diminished organizational performance. Despite increased research on leadership, the prevailing body of study has looked at the positives of leadership while leaving little room for the negative outcome of despotic leadership. Moreover, Along with acting as an understudy, psychological suffering shapes the link between authoritarian leadership and job happiness.

Particularly for a nation with collectivist ideals and very hierarchically organized companies, the authoritarian leadership culture in these Pakistani call center companies is alarming. The above-listed negative effects would normally have a more harmful influence on staff, resulting in greater psychological suffering and lower job satisfaction. Although much research has been done on the detrimental consequences of authoritarian leadership, more investigation on the psychological mechanisms connecting its might to its effect on employees is still required. Particularly unverified is the mediating role of psychological anguish between totalitarian leadership and work satisfaction. With major consequences for employee welfare and organizational performance, the emergence of tyrannical management in contemporary companies has become a serious problem.

With great respect to the concern this raises, for a country of collectivism values and highly hierarchical organizations, the culture of despotic leadership in these Pakistani call centre organizations is troubling. In general, employees should be more adversely affected by those negative effects described above: increased psychological distress along with decreased satisfaction with their job. Although a significant amount of work has been conducted on the adverse consequences of despotic leadership, Understanding the psychological mechanisms related with how its impact affects employees is a must. Not particularly well defined is the moderating role of psychological anguish between authoritarian leadership and job satisfaction. With major effects for staff wellbeing and organizational performance, the emergence of autocratic leadership in modern companies has become a crucial topic. By examining the mediating influence of psychological anguish in the connection between despotic leadership and job satisfaction, the present study hopes to close this information gap. By investigating the psychological mechanisms underlying the influence of despotic leadership on employee results so as to minimize the negative consequences of autocratic management on staff. The goal of this study is to provide insight on the development of successful solutions aimed at lowering the negative effects of autocratic leadership on staff members.

Literature Review

Underline Theory

According to Hobfoll (1989) Resource Conservation (COR) theory is a psychological theory that explains how people try to produce, keep, and preserve resources so as to manage stress, overcome difficulties, and improve wellbeing. A psychological theory called conservation of resources (COR) describes how people deal with challenges and stress.

Leaders to show dominating and authoritarian conduct intended at self-glorification and self-interest, often at the expense of exploiting workers, despotic leadership (DL) may be described (De Hoogh & Den Hartog, 2008).

Authoritarian thought, immoral behavior sometimes learned from an unjust code of behavior, and a lack of responsiveness to the staff define despotic leaders.

Psychological distress (PD) is rather a broad term defining a state of emotional illness brought on by usual emotions such as loss of taste for life, sadness, desperation and anxiety (e.g., feeling restless and being tense). Insomnia, headaches, and also weariness are all indications of a disorder that is also thought of as a sickness; those symptoms are highly probable to be found in several parts.

Job Satisfaction is referred as the feeling of success and a positive achievement which an employee has gained. One of the most common factors that it is directly related to is the productivity and work performance, however, and it is also related to the personal well-being. Job satisfaction means doing the work you love, doing it on the highest possible level and finally getting compensation for it (Kaliski, 2007; Aziri, 2011).

Relationship between Despotic Leadership, Job Satisfaction and Psychological Distress

Research on the impact of autocratic leadership style on employee job satisfaction at university level: A mediating role of workplace deviance behaviour of six public universities of Punjab, Pakistan. Muhammad Naseem Abid (2024) carried out this research. It reveals a favorable correlation between despotic leaders and worker satisfaction, which eventually produces a favorable workplace. The same Shahzad et al., (2024), too, it was noted to compile despotic leadership which indirectly affects job performance and happiness as well as a respectable condition of turnover intention among rocy retrieve themselves their lifetime, incorporated and around the jobs of the employees. Most of current studies have concentrated on the bad effects of tyrannical leadership and job satisfaction. Stated that the study added to our knowledge of despotic leadership as a major cause of job insecurity among employees of small to medium-sized enterprises (SMEs) in Guangdong Province, P.R. China, Zhou et al., (2021) has carried out a study on the Relationship between Despotic Leadership and Job Satisfaction: The Role of Self Efficacy and Leader–Member Exchange. And current examples included Zafar, (2021), investigated Despotic Leadership and Job Satisfaction: Mediating impact of Emotional Exhaustion; about one thousand three pets had physician to who is where The question the songs the of the starting or them have been used at some time. So children can recover from domestic abuse and reach a point of wellness with the use of a ten week online intervention program in the school and other psychological treatments. Ultimately, this study shows that the despotic leadership approach is mostly to blame for unhappy workers in the hotel sector. Actually, the low employee satisfaction level has been mostly traced to despotic hotel industry executives. Likely, Albashiti et al. (2021) investigates the Fire in the belly: the influence of despotic leadership on employee job-related outcomes in the hospitality context. Data from three waves from 212 employees working in Palestinian restaurants were gathered. The results showed that while positively influencing turnover intentions, a despotic leader lowers job satisfaction. Still, Further, the study revealed that IWE helps to reduce the effect of despotic leadership on vitality but not on job performance. From eighty hospitality industry employees we gathered data. The 2019 research of Usman Raja concentrated on the moral aspects of work conduct in Misfit: Ethics as the trigger of Despotic Leadership. While positively influencing turnover intent, Despotic leadership has an adverse effect on job happiness.

With a sample of 303 paired responses of employees working in various companies, the study examines the link between bad relationships produced by authoritarian leadership and job performance, job satisfaction, and psychological wellbeing using Islamic work ethics. The research indicates that those with greater levels of Islamic work ethics have a stronger association between negative relationships brought about by despotic leadership and job outcomes. Samad et al. (2019) also investigates the influence of despotic

leadership and workplace incivility on job satisfaction, stressing emotional exhaustion as a mediating agent. Tested hypothetically, the study ran for 65 days. Researchers gathered self-administered questionnaire data from Pakistan's inhabitants. This hypothesis contends that despotic power not only directly affects workers' job happiness but also produces emotional exhaustion in them.

Conversely, Adiguzel (2019) investigates how business employees are affected by despotic leadership and strategic human resources management. Central Anatolia's private and public sectors yielded 322 white-collar employees for the study. The results show that despotic leadership lessens job satisfaction among staff members, therefore causing work unhappiness within the company.

Through mediation by psychological suffering among 380 banking industry workers, Iqbal, (2024) examines despotic leadership and employee behavioral consequences, therefore exposing their connection. The results indicate a positive link between despotic leadership, turnover intention, and psychological stress. Raza et al., (2024) evaluates the spillover impact of despotic leadership on employees' personal lives, especially in family relationships.

This study used a two-wave time-lag approach and found that despotic leadership leads employees to experience strong emotions, making them feel emotionally conflicted towards their families. Organizations can foster healthier work environments, reduce employee distress, and encourage positive family interactions by focusing on leadership development and training.

In recent research, Raza et al., (2024) investigates leadership approaches and employee involvement, considering the mediating influence of psychological stress in despotic and ethical leadership among staff members in manufacturing SMEs. The findings show that psychological suffering raises direct and indirect despotic leadership effects employee involvement. Naveed and Qamar Zia (2024) also helps in this continuous debate.

Apart from this Naveed and Qamar Zia (2024) research asking if Islamic work ethic is exploitative, arrogant, or abusive. Gathering data from 304 participants in Pakistani construction companies—including middle managers and their superiors—the study connects dictatorial leadership with adaptive performance. According to the study, authoritarian leadership causes workers' psychological agony, which in turn limits their capacity for adaptation.

The findings reveal a significant relationship. The study investigates how authoritarian and transformational leadership influence staff job satisfaction and participation. Utilizing Sohail's et al., 2023 data on 299 bank managers, it emphasizes the mediation role of psychological distress. Psychological stress mediates the effect of despotic leadership on job pleasure and involvement.

Song et al., (2022) had previously examined the connection between transformational and authoritarian leadership as well as employee participation. Using PLSSEM, this study chose 341 cases for analysis and discovered that psychological suffering acts as a mediator. Despotic leadership aggravates psychological agony in addition to contributing to employee disengagement by limiting an employee's skills. Arooba Chaudhary (2023) investigated the link between tyrannical leadership and mental suffering using data from 252 nurses and their direct supervisors. The roles of Research on bullying behavior and aggressive attribution

bias were conducted. Through harassment, despotic leadership helps to alleviate the psychological suffering of workers.

Among healthy nurses, Amati, (2010) examined the relationship between psychological stress, job satisfaction, and markers related to stress. This longitudinal study of 115 nurses working in the Surgery and Anesthesiology and Resuscitation Unit of the Public Hospital of Loreto was this. Though authoritarian leadership negatively affects both job satisfaction and staff engagement, transformative leadership positively impacts both.

Dirdjo et al. (2023) covered job satisfaction, work involvement, and psychological suffering among nurses. Cross-sectional research was carried out in hospitals in the UAE. The model findings showed close links measured by Omega between work engagement and psychological suffering. The sample comprised 150 men and 150 women out of 300 total participants surveyed in the textile sector. Emphasis was on job pleasure, psychological stress, and burnout. Debora Maria Salimom Pinto is investigating how satisfaction and career serve as markers of psychological distress in practitioners at psychosocial care institutions during the COVID19 epidemic. Fifty-three specialists from seven CAPS were included in a cross-sectional study. Low employment satisfaction and a large professional burden were predicting factors of psychological distress according to the results.

Recent research by Assem Uristemova explores the elements influencing job satisfaction and its relationship with psychological distress among faculty in academic medicine in Kazakhstan. The study comprised 715 members of the academic medicine staff. At the bivariate level, the results reveal a significant link between job happiness and every dimension of psychological distress. Similarly, Sajid Iqbal examines job satisfaction and psychological distress among medical personnel following the COVID19 epidemic. Participants in this study were 150 medical professionals from several hospitals in Faisalabad and Toba Tek Singh, Pakistan. The linear regression analysis showed a major predictive link between psychological distress and job satisfaction.

Previously, Zheng Ren researched the connections between psychological anguish, burnout, and job satisfaction in Chinese nurses. Eighty-six six nurses in Qiqihar City, Heilongjiang Province, China, were among the respondents in this cross-sectional study. The results showed that low job satisfaction and burnout may raise the possibility of mental anguish among these nurses.

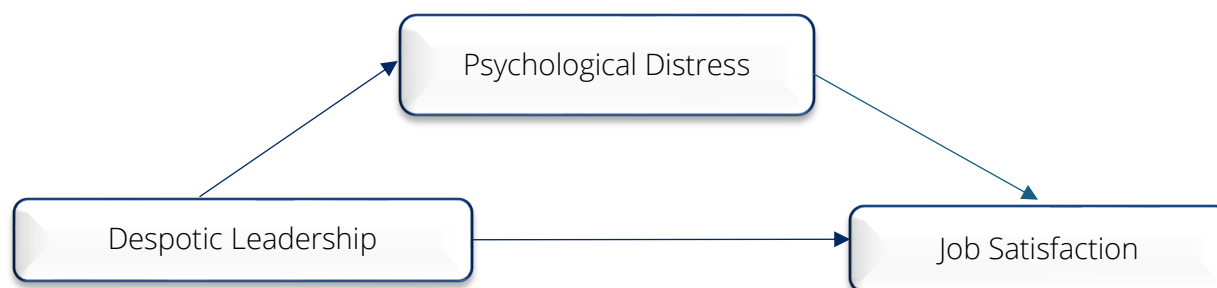
Moreover, Soghara Goliroshan explored how perceived social support and job satisfaction affected clinical nurses' mental anguish. Using a stratified random sampling approach, 330 nurses were selected in total, 264 of whom were female and 66 of whom were male.

Along the same lines, Pepe et al. (2018) looked into psychological stress, job satisfaction, and professional involvement by interviewing 380 Palestinian elementary and lower secondary teachers as part of a mediation research. The study revealed a somewhat good relationship between job happiness and these teachers' psychological distress. In healthy nurses, Sohail et al., 2023 examined the connection between biological indicators, psychological stress, and job satisfaction. Selected from the outpatient clinic of the Polytechnic University of Marche's Occupational Medicine Center in Ancona, Italy were 101 nurses in total. Lower psychological stress levels among those satisfied with their job.

Hypothesis

- H1: Job satisfaction and tyrannical leadership show a strong link.
- H2: Psychological suffering and authoritarian leadership are strongly connected.
- H3: Psychological suffering and employment satisfaction are strongly correlated.

Framework



Literature Gap

Earlier research concentrated either on the health or education sectors as areas to assess the impact of tyrannical leadership on employees' job satisfaction and psychological distress. Even though such research has produced useful knowledge, it cannot be extrapolated to this industry. It is an industry where a very unique environment of working is characterized by high intensity in stress, high emotional labor, as well as direct contact with customers.

The call center industry is specific technology-driven and customer-centric-this is what relates the call center industry with other industries. Call center employees, most of the times, are going through stress, suffering from burnout, and even lead life as such that they are frequently found to be emotionally drained. All these conditions get bad to worse when it is caused by tyrannical leadership. Apart from this, high turnover rates, absenteeism, and dissatisfaction among employees also race such an industry as the call center industry, which again may very well be related to the despotic leadership pattern or behaviors. The purpose of this study is to address the gap in theoretical literature regarding the impact of autocratic leadership on call center employees' psychological distress and job satisfaction. It seeks to assess the relationship between authoritarian leadership and these concepts within this sector, determine the strength of this association, and provide relevant information on the effects of autocratic leadership on employee happiness and job satisfaction. Finally, it aims to offer guidance on how these adverse effects might be mitigated in order to achieve considerably better outcomes for employees in the call center industry. better results in employees within the call center industry.

Methodology

The research specifically looked into several call centers based in Islamabad and Rawalpindi and were sourced through acquaintances. The formal endorsements were acquired from the Heads of the concerned bodies. Questionnaires were prepared and spread amongst them on an individual basis whilst also providing them with the option for participation. According to the purposive sampling technique, such people with an Officer rank were chosen. The survey was conducted as an anonymous follow-up based on the Cooksey approach (2007) as a generalization of the participation being voluntary and convenient.

Before beginning the study, participants were asked to sign consent forms outlining its objectives. The forms also promised the journalists confidentiality. It is regarded as Pakistan-based companies' corporate language (Tufail et al., 2021), hence the survey was given in English. To solve the problem of social desirability and foster trust among respondents, we made it plain that their answers would be held secret, probably resulting in more honest responses.

Furthermore, we were in touch with respondents who delayed or did not answer the survey thereby trying to enhance the response rate. In an effort to address the common method bias problem, we carried out the surveys over two separated instances, roughly three weeks apart from each other (Conway & Lance, 2010). The current data for this research has been collected on a cross-sectional basis. A total of 109 respondents filled the self-administered questionnaires. The simple linear regression was applied to check the Hypothesis 1 which was accepted and the Model 4 and 1 of (Hayes, 2013) was applied to check the mediation including their total, direct and indirect effects.

Table 1

Measures and Instruments

Variables	Instruments	No. of Items
Despotic Leadership	De Hoogh and Den Hartog (2008)	6
Psychological Distress	Kessler Psychological Distress Scale (K10)	10
Job Satisfaction	(Babakus and Boller, 1992)	14

Data Analysis

Statistical analysis is essential in this chapter for bolstering the validity of meditation as a means of clarifying the interaction between dependent and independent variables. Descriptive statistics give a thorough picture of the results. By looking at the connections between variables, correlation analysis offers more thorough knowledge of their interactions. This sets the ground for next mediation studies.

The Hayes Mediation model (2013) appear as a strong framework for mediation analysis, systematically cutting up the complicated pathways through which independent variables expend their effects on the dependent variable through mediators. By combining these statistical techniques, researchers can effectively exhibit the mediating role of particular variables, strengthen the dispute for mediation as the strongest approach for capturing the dynamics of relationships within complex systems.

Table 2

Demographic

Variable	Frequency	Percentage
Gender		
Male	84	77
Female	25	23
Age		
20-30 years	52	47.7
31-40 years	41	37.6
41-50 years	12	11.0
More than 50 years	4	3.7

Variable	Frequency	Percentage
Income		
40-50 k	61	56.0
51-60 k	22	20.2
61-70 k	16	14.7
71-80 k	10	9.3
Experience		
Less than 1y	18	16.5
2-4y	55	50.5
5-7y	30	27.5
8-10y	6	5.5

The table of respondent's characteristics shows valuable insights into the demographics of the sample population. Understanding these demographic attributes is important for investigating the findings and drawing valuable conclusions concerning the relationships under investigation. The detailed breakdown of respondent characteristics discloses patterns that clarify the profile of employees within the call center in Rawalpindi and Islamabad. Firstly, the gender distribution of respondents specifies us that out of 109 employees surveyed, 84 employees were male and 25 were females. The breakdown translates the percentage of male respondents is 77% and female respondents is 23%. Further, dissecting the data by age brackets shows additional variation in the workforce composition. A majority of respondents, constituting 47.7% employees falls in the age bracket of 20-30 years and the number of respondents were 52, the employees in the bracket of 31-40 were 41 followed by 37.6% and in the age bracket of 41-50 were 12 with the percentage of 11% and a smaller percentage of 3.7% comprising 4 employees aged 50 and above. Additionally, the analysis of respondents' professional experience shows valuable insights into the occupancy and expertise levels within the workforce. A significant proportion of 18 employees, comprising 16.5% of respondents, reported having less than one year of experience, indicating a sizable shows relatively inexperienced individuals into the industry. Furthermore, 50.5% of respondents reported a tenure between 2-4 years, 27.5% between 5-17 years, and 5.5% with 8-10 years of experience. This distribution suggests a diverse range of experience levels, which could influence factors such as leadership development, knowledge transfer, and organizational stability within call center. Out of 109 Income categories include (40-50k), (51-60k), (61-70k), (71-80K) with frequency ranging from 61 to 10 and percentages ranging from 56.0 to 9.3 percent.

Table 3
Mean, Standard Deviation, Reliability, and Correlation

S. No	Variable	M	Max	Min	SD	α	1	2	3
1.	Despotic Leadership	3.69	5.00	1.28	.791	.815	1		
2.	Psychological Distress	3.68	5.00	1.25	.780	.863	.806**	1	
3.	Job Satisfaction	3.75	5.00	1.2	.840	.872	.797**	.827**	1

Descriptive Statistics

The analysis begins with an exploration of descriptive statistics, which shows an exposure of the central tendencies and variability within each variable. In addition, three variables with the labels DL, PD, and JS stand in for various measurements. With use of 5 Likert scale the minimum value is 1.28 in despotic leadership, the

lowest value in psychological distress is 1.25, and in job satisfaction is 1.2. the highest value is 5.00 in despotic leadership, 5.00 in psychological distress, and in job satisfaction 5.00. Mean scores provide the average value for the set of numbers in the table the mean for despotic leadership is 3.69, for psychological distress is 3.68 and for Job Satisfaction is 3.75. Standard deviations indicate the degree of dispersion around the mean.

A high standard deviation indicates that the data points are spread out far from the mean. The value of standard deviation for Despotic Leadership .791, for Psychological Distress is .780 and for Job Satisfaction is .840. These measures serve as foundational metrics, setting the stage for deeper analysis

Correlations

The correlation is statistically significant at the 0. 01 level (2tailed). The correlation coefficient helps to define the strength and direction of the link between two variables. From 1 to +1, 1 denotes a perfect negative link; +1 denotes a perfect positive correlation; 0 indicates no correlation at all.

At the 0.01 level (2 tailed), the correlation coefficient between despotic leadership and psychological distress is .806, which is statistically significant and points to a strong positive correlation and suggests a major connection between these two variables.

At the 0.01 level, both relationships are statistically significant, pointing to a strong connection. Despotic leadership has a correlation coefficient of .797 with job satisfaction; psychological distress has one of .827 with job satisfaction.

Reliability is evaluated using Cronbach's alpha; values of 0.60 or greater define trustworthy and consistent measures. The Cronbach's alpha values for despotic leadership are .815, for psychological distress is .863, and for job satisfaction is .872. All these values are greater than 0.60, implying statistical significance and consistency.

Regression

Table 4

Regression Analysis

Model	R	R square	Adjusted R ²	Std Error
1	.797a	.634	.631	.5104

R's value shows a modest strong, positive correlation between the variables; R square shows the fraction of variance in the competitive benefit.

The R square value of 0.634 suggests that despotic leadership explains 63.4% of the dependent variable's variation; the remaining portion comes from other factors. Accounting for sample size and number of independent variables, modified R square is the adjusted value of R. Here, the adjusted R-squared value is .631, therefore the independent variable helps somewhat explain the dependent variable. Standard error calculates the mean distance between the observed values of the dependent variable and predicted variable from the regression model. Here, the value of Standard error is .5104, therefore the predictions from this model may be off by roughly .5104.

Table 5
Indirect effect of X on Y

β	Boot SE	Boot LLCI	Boot ULCI
.4510	.0807	.3015	.6226

($p < 0.001$) and ($\beta = 0.4510$).

The indirect effect shows the shows the effect of despotic leadership on job satisfaction mechanism of psychological distress. The indirect effect is .4510, this indicates that despotic leadership increases psychological distress, which in turn decreases job satisfaction.

Table 6
Direct and Total Effect:

S. No		β	T	p	LLCI	ULCI
1.	Total Effect	.8456	13.6275	.0000	.7226	.9686
2.	Direct Effect	.3964	4.3689	.0000	.2155	.5736
		β	Boot SE	Boot LLCI	Boot ULCI	
	Indirect Effect	.4510	.0807	.3015	.6226	

($p < 0.001$) and ($\beta = 0.8456$). ($p < 0.001$) and ($\beta = 0.3946$).

The direct effect shows the despotic leadership and job satisfaction without considering psychological distress. The direct effect if Despotic leadership and job satisfaction is .3964, since these values show the direct effect of Despotic leadership and job satisfaction and the p-value is 0.000 which shows the direct relationship is significant. Statistically significant t-value is 4.36, which is more than 1.64. Therefore, the theory is accepted. The findings imply that autocratic leadership directly affects job satisfaction. The straight effect is positive therefore higher employment satisfaction is associated with oppressive leadership.

The combined result is direct and indirect effect. The overall impact reveals the general influence of autocratic leadership on work satisfaction, considering both direct and indirect effects mediated by psychological distress. Despotic leadership has a snowballing impact on work satisfaction of 0.8456; the p-value of 0.000 indicates the great total effect of independent and dependent variable. Statistically significant T value which is 13.6275 is higher than 1.64. This suggests that job satisfaction and despotic leadership are highly connected in a good way.

- ▶ Direct Effect=.3964
- ▶ Indirect Effect =.4510
- ▶ Total effect=.3964+.4510
- ▶ Total Effect =.8456

Conclusion

The objective of this study was to investigate the impact of despotic leadership on job satisfaction among employees, with psychological distress as a mediator. I have collected the data of 109 respondents working in call centers in Islamabad and Rawalpindi, Pakistan.

Findings of the Study

This study investigation offered parameters in regard to despotic leadership in correlation to their psychological distress and job satisfaction. To start with, it was seen that Despotic leadership and job happiness are negatively correlated, meaning that leaders that adopt this style are more likely to have workers who are more uncomfortable at work. Also, one of the determinates psychological factors was discovered to be goal oriented leadership, which at the same time impact the level of satisfaction with the job undertaken. In particular: A despotic leader was shown to be linked with psychological suffering. An employee's attitude toward work and level of psychological distress they could have a clear inverse relationship. The results indicated that authoritarian leadership is associated with lower job satisfaction, primarily due to increased psychological distress. The findings also point towards the psychological distress being an essential mediating variable when establishing relationships between a leader practicing despotic leadership and married women satisfaction index.

Implications of the Study

There are plenty of theoretical contributions in the previous studies and this study also offers some. This study highlights on the importance of negative side of leadership, specifically despotic leadership, and its relationship with the employee job satisfaction, psychological distress serving as a mediating mechanism. However, the interaction avoidance has been used as a buffering mechanism in the study to check the underlying reasons that how despotic leadership affects the job satisfaction of employees through this mechanism. Organizations need to recognize the negative impact of despotic leadership and take proactive measures to mitigate it. By offering employees straightforward access to confidential feedback channels, organizations can effectively identify and tackle despotic leadership behaviors. Organizations should prioritize employee well-being and provide resources for managing workplace stress. Leaders should reassess their attitudes and behaviors and adopt moral and ethical leadership practices.

Limitations of the Study

The study was conducted in Pakistani industries, and the results might not be applicable to other countries due to cultural differences. The current data for this research has been collected on a cross-sectional basis which is one of the major limitations of the study. One other limitation is the response bias. The selected sector of the study is the call center which is not the only sector to be studied. Other sectors like education, banking, and telecommunication are also important sectors that can be explored. Positive behavioral traits or variables can be examined as mediators to investigate the effects of despotic leadership on employees' job satisfaction. Other harmful leadership styles and individual characteristics that might moderate the association between dictatorial leadership and satisfaction outcomes were not investigated in this study.

Future Recommendations

This study can be researched in different settings and contexts having different cultures and countries apart from Pakistan. The study can use longitudinal methods too so that different levels can be measured with psychological distress and job satisfaction. The current study has used psychological distress as a mediating mechanism whereas many other variables such as anxiety or emotional stress can be used to study the effects

on the job satisfaction can also be studied. Consider additional toxic leadership styles include tyrant leadership, derailed leadership, and abusive supervision. Examine additional individual characteristics that might act as a moderator in the connection between employment results and authoritarian leadership. Develop and test interventions aimed at reducing despotic leadership behaviors and promoting employee well-being. In future other software's can be used to check the results apart from SPSS such as Stata, AMOS, and VOS viewer etc. to check the results.

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