DESPOTIC LEADERSHIP AS A TRIGGER OF TURNOVER INTENTION: BY DESCENDING ORGANIZATION IDENTIFICATION PERCEPTION

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ABSTRACT

Drawing on conservation of resource theory and social identity theory, the authors examined that Despotic Leadership prompts Turnover Intentions among employees and Organizational Identification's role as a mediator in this interaction. The authors also looked into the organizational justice's moderating effects. The sample consisted of 300 individuals from three major Pakistani cities who worked for various telecommunications organizations. Employees were given self-administered questionnaires, and quantitative research methodologies were used in this study. The SPSS software was used to measure and analyze the results. Despotic leadership has significant impact on employee turnover intentions with the mediating role of Organizational Identification, according to the findings. Furthermore, individuals having a high level of organizational justice in a company are less likely to indulge in turnover intentions in response to despotic leadership than those with poor organizational justice. The authors add to the body of knowledge by indicating that despotic leadership has an impact on employee turnover intentions. Furthermore, those with a high level of Organizational Justice are better able to deal with dictatorial leadership and a low level of organizational identity, and are less inclined to react to abuse by their bosses.

1. INTRODUCTION

Researchers have focused their efforts on researching various leadership styles, with a particular focus on transformational, transactional and authentic supervision (Yucel, 2021). The act of leading is a process the process of motivating individuals to work together or individually to achieve the organization's goals (Andriani et al., 2018; Mahsud et al., 2010). Leadership styles create significant impact on employee’s performance (Megheirkouni, 2017; Meurs et al., 2013). Despotic leaders create workplace discomfort (Wu and Lee, 2016), put immense pressure on employees (De Clercq et al., 2018), and create a climate where employees feel constricted and dictate (Wu and Lee, 2016). Despotic monarchs are more egotistical than socialist rulers (Pfajfar, Uhan, Fang Redek, 2016). The term dictatorial is considered to be highly unfriendly in terms of its negative impact on employees and the organizational environment (Shareef, & Atan, 2019).

Employees will be under a lot of stress as a result of leaders' behavior that is only focused on their own personal gain rather than their employees' well-being (De Clercq, Haq, Raja, Azeem, & Mahmud, 2018). Employees may experience stress as a result of despotic leadership, which can harm the company's reputation (Nauman, Fatima, & Haq, 2018). Negative leadership styles, such as autocratic leadership, have a negative impact on organizational identity, according to the current study. As a result, we believe that autocratic leadership is harmful to company identity. Employees’ outcomes of despotic leadership have been discovered in various studies, including aggressive behaviors of organization employees (e.g., Duffy et al. 2002; Mitchell & Ambrose 2007); deprivation of self-esteem lead towards psychological disorder, burnout (Duffy & Ferrier 2003); and a decrease in organizational productivity (Hoobler et al., 2006). Despotic leadership also leads to a reduction in employee organizational identity (Erkutlu & Chafla, 2018).
The most significant effect of autocratic leadership is the decision of subordinates to leave the organization (Frieder, Wang, & Oh, 2018). Despotic leaders exploit ethical beliefs and norms to treat their followers unfairly, decreasing employee organizational attachment (Nauman, Fatima and Haq, 2018). The current study looks at how despotic leadership affects turnover intentions with the intervening role of organizational identification and organizational justice as moderator. Because of their supervisor's unfavorable behavior, the bulk of telecom employees have resigned. This is a novel contextual contribution to the literature that will assist employees understand how detrimental autocratic leadership is for the firm and the Pakistani Telecom sector as a whole. The method through which autocratic leadership affects organization identity and employee turnover intentions must be investigated (Yu et al., 2018). Researchers need to identify the effects of behaviors such as tyrant or despot, imperious, and autocratic leadership on turnover intention, according to Sattar and Malik (2019).

In the business sector, there is some evidence that autocratic leadership affects turnover intentions, organizational identification, and organizational justice. It needs to be addressed in order to reduce Despotic behavior (Shareef, & Atan, 2019). The variable that acts as a mediator of organizational identity receives less attention, which enhance individual connection and empathy for the organization (Tufan and Wendt, 2019). Employees' fear and inclinations to leave will be reduced as a result of this. Additional moderators for the links between autocratic leadership and turnover intentions, such as organizational justice, should be investigated (Haq, Fatima and Nauman, 2018).

As a result, this study fills in the gaps by examining the impact of despotic leadship on employee’s intentions to quit organization by indicating role of Organizational identification as a mediator (Erku tulu and Chafra, 2018) as a mediating variable, and perceive organizational justice as a moderating variable (Agarwal, 2019). According to social exchange theory, employees form a mutually interdependent relationship with their managers, and how they are treated by their managers determines their organizational behavior. (Adiguzel, 2019). Employees will respond to despotic leadership by displaying a lack of organizational identity and raising employee turnover intentions, as is common (Aravena, 2019). When managers, on the other hand, treat employees badly by displaying abusive conducts, employees may feel that they are less esteemed and valued by their managers, result in subsequent turnover among employees (Adiguzel, 2019).

Despotic leadership leads to a loss of resources, lower levels of satisfaction among subordinates, and a negative impact on organizational identification. It was indicated that subordinates' experiences with despotic leadership result in a diminution of energy, an increase in turnover intention, and a decline in organizational attachment using the conservation of resource theory as a foundation (Hobfoll, 1899). On the basis of this literature we argue that despotic leadership is significantly related with employee turnover intentions in this setting.

2. THEORATICAL BACKGROUND

2.1 Despotic Leadership and intentions to quit

It was indicated by Dic (2018), that leadership is a dynamic subject, and it is defined as the process of directing group of people in specific direction for the achievement of organizational goals (De Clercq et al., 2018). The adverse impacts of despotic behavior on employee’s performance can be mitigated through fostering trust and comfort in businesses (Hamilton, 2019). According to Agarwal (2019), despotic behavior indicates repressive, humiliating, and hostile behaviors towards their subordinates. Despotic leadership exemplifies the most self-centered style of leadership is despotic leadership. According to jolly and self (2020) conservation of resource theory, if workers are afraid to do a set of defined actions for fear of vengeance from a destructive boss, it would create adverse impact not only on their attitude and behavior (Harris et al., 2007) but also increase employee turnover in the organization (Tepper et al., 2001). Despotic leaders exploit employees for their personal gain (Khan, et al., 2018) and exhibit no respect for their subordinates’ needs and concerns (Hamilton, 2019), resulting in poor employee performance. According to Rasool (2019) it was indicated that despotic leadership is unethical and demonstrates unequal treatment in the workplace which ultimately increases the likelihood of turnover among employees (Harden, G. et al., 2018; Kasapoglu, 2018). As a result, these unfavorable characteristics of leadership, taken as a whole, are a source of considerable concern for institutions and can aid in overcoming employee turnover intentions.

H1: Despotic leadership has significant relationship with turnover intentions of employees.
2.2 Despotic Leadership and Organization Identification

Research indicated that employees who have a strong sense of belonging to their company are more likely to have low turnover intentions (2013). According to Stynen et al. (2015), organizational identification establishes a psychological bond between the employee and the company. According to Prooijen and Vries (2016), organizational identity was mostly linked to institutional esteem and a desire to quit. Research indicated that hindrance stressors are associated with the decline of organizational identification (Gibney et al. 2011) and also exert negative impact on employee’s sense of competence and positive self-image (Gibney et al. 2011; Leiter and Maslach 2005). Employees are more eager to associate with the organization if they are provided with self-improvement opportunities (Ashforth and Mael 1989). According to Bianchi et al., (2018), on a rational level, leader behaviors should give value and appreciation to the individuals at workplace. Based on this research, we believe despotic leadership has a detrimental relationship with organizational identity. Thus we hypothesized that:

\[ H_2 : \text{Despotic Leadership is negatively related with Organizational Identification} \]

2.3 Organization Identification and Turnover Intentions

Organizational Identification is defined as employee’s fundamental psychological state, which reflect the employees underlying connection with the organization (Ashforth and Mael., 1989) and also reflects whether employees aligned with organizational norms and values of the organization (Riketta 2005). Most of the researchers focus on positive perspectives of organizational identification and its potential capability of amplifying positive deviations in the worker’s approaches towards organization (De Moura et al. 2009; Dukerich, Golden, and Shortell 2002; Liu, Loi, & Lam, 2011). Nevertheless, some researchers indicated that that organizational identification may have undesirable consequences such as unethical work behaviors (Umphress et al., 2010) resistance towards organizational change (van Knippenberg, Martin, & Tyler, 2006) negative emotions (Conroy, Henle, Shore & Stelman, 2016; Petriglieri (2015) and reduced well-being (Bachkirova, 2012).

According to Cho, B. et al., (2014), despotic leadership's patterns of conduct influence individuals, resulting in decline of employee organizational attachment and an increase in the risk of turnover. Previous study has established a link between organizational identity and employee turnover intentions (Conroy, Becker, & Menges, 2016; Ali and Bakir, 2014). Employees with minimal organizational affiliation may, in fact, evaluate the leader's productivity and pragmatism. Despotic leadership practices, such as manipulating individuals with poorer links and acting misleadingly in order to gain supremacy and dominance (Naseer et al., 2016) such leaders are arrogant, manipulative (Naseer et al., 2016; O’Boyle et al., 2012) and unforgiving (House and Howell, 1992; Naseer et al., 2016). Few researches have been focused on understanding how despotic leadership relates to employees’ organizational identity (Tepper et al., 2009). While on the other side, when leaders, exhibit lack of trust and openness towards their subordinates, they may feel lack of value and respect (Lian et al., 2012; Tepper et al., 2009) and ultimately involve in deviant behaviors (Avey et al., 2008; Lian et al., 2012) counterproductive work behavior (Meurs et al., 2013) and high level of turnover intentions (Chang et al., 2009). On the other hand, despotic behavior obstructs employees’ prospects for advancement and achievement, and eventually lowering employee organizational identification (Gibney et al. 2011). When employees do not see themselves as members of the organization, they will feel compelled to leave. We, therefore, hypothesize that organizational identification is negatively related to turnover intentions of employees, and organizational identification mediate the relationship between despotic leadership and intentions of employee turnover. Thus, we hypothesized:

\[ H_3 : \text{Organizational Identification is negatively related to turnover intentions of employees} \]

2.4 The mediating role of Organizational Identification

Research indicated that organizational identification creates "psychological link” (Riketta and Van Dick, 2005) between individuals and the organization. It's crucial to realize that people stay at the same institution because of the behavior of the leaders. Research indicated that despotic leadership indicate low level of morality toward their employees (De Hoogh and Den Hartog, 2008) and their self-serving actions cause adverse impact on employees’ psychological well-being (Naseer et al., 2016; Raja et al., 2020) withdrawal of employees (Nauman et al., 2020), and on the optimism of employees regarding the work environment (De Hoogh & Den Hartog, 2008). The dissatisfaction of employees or abused connection with their job, as well as a reduced level of organizational affiliation, cause them to quit organization mentally and physically (Sharma, Nagar & Pathak, 2012) which will affect their work performance and show retaliatory conduct (Meurs et al., 2013). They may also consider leaving the institute. According to another research finding it is revealed that abusive supervision has substantial and negative relationship with employee’s proactive behavior under the condition of low identification with the organization and high positive
affectivity (Xu, Zhang, & Chan, 2019). According to other research finding (Karanika-Murray et al., 2015; Avanzi et al., 2015) employees optimum level of identification with organization may experience increase in job satisfaction and low level of burnout and turnover intention (Akgunduz and Bardakoglu, 2017). When personal resources of individual are depleted, people feel increasingly anxious, as a result of which they are incapable to maintain good relationships with their leaders. Furthermore, according to Aronson (2001), people compete for and keep resources that assist them in achieving their objectives. Psychological Insecurity of employees as a result of despotic leadership, depletes employees' resources (Meurs et al., 2013) and also decline their identity with the organization (Erkutlu and Chafra (2018; Naseer et al., 2016). Thus, we hypothesize:

**H₄**: Despotic Leadership and Turnover Intentions are linked through Organizational Identification

### 2.5 Organizational Justice as a Moderator

Organizational justice is a psychological concept that is thought to be a predictor of workplace health (Elovainio, Heponiemi, Sinervo & Magnavita, 2010) because with organizational injustice, employees may experience negative feelings and mental distress; however, organizational justice create positive impacts on employees work behavior and their work health (Moliner et al., 2005). Employees' performance at work improves and their expectations to quit employment decreases when their judgments of justice towards their institution are strong (Orucu and Ozafaşaroglu, 2013; Iyigun, 2012). Organizational justice is important as a major motivational tool for organizational behavior, according to Eric and Nancy (2008). People with a high organizational identity are always ready to be a part of the organization (Huntjens & Zahag, 2016), which improves their self-confidence and self-esteem (Karatepe, 2011). Research indicated that organizational justice, strongly linked to a desire to be a part of the organization and adversely linked to a desire to move from the institution (Colquitt et al., 2001; Orucu and Ozafaşaroglu's, 2013; Jepsen, & Rodwell, 2012). These pleasant thoughts and impressions are linked to a positive leadership style that influences employee turnover intentions through practices and frames of mind (Colquitt et al., 2001). According to Findilki and Bayarcelik's (2016) organizational justice influence employees’ behaviors such as their satisfaction, as well as their goals and intentions to leave and ethical behavior (Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Orucu & Ozafaşaroglu, 2013). Thus, we hypothesize:

**H₅**: Organizational Justice Intervenes the association between organizational identification and turnover intentions.

### 2.6 Theoretical framework

![Theoretical Framework](image)

**Fig. 1.** Theoretical Framework
3. RESEARCH METHODOLOGY

This study relied on quantitative research methodologies. The SPSS software was used to measure and analyze the results. In this research study questionnaires were used as a data collection strategy primarily because it was beneficial to ask a variety of questions at the same time. This is a cross-sectional research study. It involves individuals of various ages, genders, and educational background in telecom sector. The data was gathered through questionnaires from Telecom sectors of Rawalpindi and Islamabad. Employees working in the telecom sector were used as the study's unit of analysis. 350 questionnaires were dispersed in telecom sector organizations of Rawalpindi and Islamabad. For the convenience of the researcher, a convenient sample approach of 300 questionnaires was adopted in this study. The information was gathered using a questionnaire from Telecom industry personnel in the Rawalpindi and Islamabad areas (Pakistan) and SPSS was used to analyze the data. The data was observed using the correlation and regression processes. It describes how variables are related to one another and to what extent. Variable reliability has been examined using Cronbach alpha. The importance of the association between the variables was investigated using correlation analysis. Linear regression analysis was used to indicate the relationship between independent and dependent variables and Preacher & Hayes (2008) approach was used to investigate mediation and moderation. The entire theory has been tested for rejection and acceptance Data Analysis

3.1 Measures

Despotic leadership was measured by using six-item scale devised by (Hoogh and Hartog, 2008). The internal consistency reliability of the despotic scale is 0.89. The five-item scale of organizational identification devised by (Mael and Ashforth 1992) was used to measure organizational identification among employees with five point likert scale ranged from “strongly disagree” (1) to “strongly agree” (5). Six-item scale proposed by (De Hoogh and Den Hartog, 2008) was used to measure despotic leadership. Respondents were asked how much their boss exhibited tyrannical and authoritarian traits. The internal consistency reliability of the scale is 0.89. Organizational identification was assessed by five-item scale created by (Mael and Ashforth 1992). Responses ranged on five-point likert scale from “strongly disagree” (1) to “strongly agree” (5). This measure had a Cronbach's alpha of 0.91.

16-item questionnaire was used to measure Organizational justice on 5-point liker scale with a value of 1 corresponding to "strongly disagree" and a value of 5 corresponding to "strongly agree." This measure had a Cronbach's alpha of 0.80. Turnover intentions scale by (Kelloway et al., 1999) was used in this research study and the Cronbach’s α of this scale was 0.91. The male-to-female ratios revealed that males outnumber females by a large margin, with 75 percent of males and only 25% of females responding. The highest number of respondents were between the ages of 26 and 33, indicating that a 61 percent majority of the respondents were between the ages of 26 and 33. There were 32.2 percent of respondents who were between the ages of 18 and 25. 9% who were between the ages of 34 and 41, 3.3 percent who were between the ages of 50 and 100, and just ten respondents who were beyond 50. A large amount of respondents (39.0 percent) have a graduation degree, 33.6 percent have a master's degree, 30.5 percent have an MS/MPhil degree, and 1.1 percent have a PhD degree.

4. RESULTS

4.1 Correlation Analysis

The association between the variables in this research investigation is shown in Table 1. There is significant association between Organization Identification Despotic Leadership (r =-.516, p =.013), while Organization Identification had negative relation with turnover intentions of employees (r = -.754, p =.000). Despotic Leadership and Turnover Intention, on the other hand, are significantly and positively associated (r =.635, p =.003). Results also indicated that organizational justice as a moderator has significant negative relationship with despotic behavior of leaders (r = -.516, p =.000), on the other side there is significant positive relationship between Organization Identification and Organization Justices with (r =.695, p =.000).
According to hypothesis 1 there is positive and significant association between despotic leadership and turnover intentions of individuals at workplace. The regression analysis was used to indicate the unit change in dependent variable due to independent variable, with significance level of .000, a regression coefficient (β) of .458 was discovered, indicating positive and significant relationship among despotic behaviour of leaders and turnover intentions of employees. The (F) value is 21.95 indicating model's overall fitness with a significance of .000, so Hypothesis 1 is therefore accepted. Previous research findings support results of this research study (Fisher, 2011; Hoegl, & Parboteeah, 2007). Hypothesis 2 suggests that Despotic Leadership and Organization Identification have a negative relationship. The value of regression coefficient (β) is -.577 with high significance level of .000, indicated that despotic Leadership and Organization Identification have a negative association, according to the findings. Hypothesis 2 is therefore accepted (Trong Tuan, 2017). This research finding is associated with previous research findings (Rawung, Wuryaningrat, & Elvinita, 2015; Wu, Zhao, & Pan, 2016; Zhu & Mu, 2017). Hypothesis 3: Organization identification and turnover intention have a negative relationship. Regression analysis was utilised to determine the change in turnover intention caused by a one-unit change in Organization Identification. The significant value of coefficient (β) is .417 which indicate significant negative relationship between organisation identity and turnover intentions of individuals. Thus hypothesis 3 is accepted. This research finding is consistent with previous researches indicated negative connection between organisational identification and intention to leave (Atwi & Bakir., 2014). Employees may be upset by autocratic leadership techniques such as utilising those with lesser quality linkages (Naseer et al., 2016) and acting dishonestly (De Hoogh & Den Hartog, 2008) or by job specifications that aren't stated.

### 4.2 Mediation Analysis

Mediation analysis is a statistical tool for determining underlying mechanism between causal and outcome variable, the mediation method of Preacher and Hayes (2008) was utilised in this study to examine the function of Organization Identification in mediating the connection between Despotic Leadership and Turnover Intention.

### Table 2 Mediation Analysis

<table>
<thead>
<tr>
<th>Effect of IV on M</th>
<th>Effect of M on DV</th>
<th>Direct effect of IV on DV in presence of M</th>
<th>Total effect of IV on DV</th>
<th>Bootstrap results for indirect effects</th>
</tr>
</thead>
<tbody>
<tr>
<td>LL</td>
<td>95</td>
<td>UL</td>
<td>95</td>
<td>CI</td>
</tr>
<tr>
<td>.191**</td>
<td>14.6</td>
<td>.700**</td>
<td>12.1</td>
<td>.458**</td>
</tr>
<tr>
<td></td>
<td></td>
<td>.138</td>
<td>16.1</td>
<td>.6821</td>
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<td></td>
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<td>.8515</td>
</tr>
</tbody>
</table>

n=300. Control variables were, Gender, Age, Experience and Qualification, * P < .05; ** P <.01 (IV= Despotic Leadership, M= Organization Identification and DV= Turnover Intention)
Organization Identification is predicted as a mediator between Despotic Leadership and turnover intention in Hypothesis 4 of the study. Table 1.2 indicates the indirect effect of Despotic Leadership on Intentions to quit with the mediating role of organization identity with the upper and lower limits of .8515 and .6821, respectively, indicating that organization identification significantly mediates the relationship between Despotic Leadership and Intentions to quit. The (F) value is 23.81 with a significance of .000, thus our fourth hypothesis is accepted. Organization identity mediates the association between despotic leadership and turnover intention. Despotic leadership practices, such as assaulting others (Naseer et al., 2016), having lower quality relationships (Naseer et al., 2016), and using exploitative ways (Aronson, 2001; De Hoogh & Den Hartog, 2008), as well as unclear roles, may irritate employees. As a result, employees may believe that their bosses and the company are uninterested in their jobs. Organizational identification is crucial because higher acknowledgement of employees’ work leads to employees being willing to commit their efforts to, and be involved with, the organization (Baruch and Cohen., 2007). Workers that have a strong connection to their organizations, according to Chirumbolo (2016), will think and act in accordance with their group’s norms and estimations because they have integrated these guidelines into their self-concept. In this vein, we believe it mediates the link between autocratic leadership and worker turnover intentions.

4.3 Moderation Analysis

The mediated moderation method of Preacher and Hayes (2008) was employed in this study to observe the role of Organization Justices as a moderator in the relationship between Organization Identity and Turnover Intentions of employees.

<table>
<thead>
<tr>
<th>Effect of Med on DV</th>
<th>Effect of Mod on DV</th>
<th>Effect of Med × Mod on DV</th>
<th>Bootstrap results for indirect effects</th>
</tr>
</thead>
<tbody>
<tr>
<td>B T</td>
<td>B T</td>
<td>B T</td>
<td>LL 95 CI UL 95 CI</td>
</tr>
<tr>
<td>.700**</td>
<td>12.1</td>
<td>.040**</td>
<td>.110 .244** .012 .052 .437</td>
</tr>
</tbody>
</table>

n=300, Control variables were, Gender, Age, Experience and Qualification, * P < .05; ** P < .01

Organization Justice moderates the association between Organization Identification and Intentions to Quit, therefore if Organization Justices are strong, the association between Organization Identification and Turnover Intention will be minimal. Table 1.3 shows that Organization Justices has upper and lower limits of .437 and .052, respectively. We can conclude that Organization Justices moderates the association between Organization Identification and employees turnover Intentions, but does not change the direction of the relationship, implying that hypothesis 5 is accepted. F=17.73 and p=.000 indicate that the whole model is highly significant supported findings indicated by (Koseoglu, Liu, & Shalley, 2017; Jiang&Gu, 2017).

5. DISCUSSION AND CONCLUSION

5.1 Practical and Theoretical Implication

This research study contributed in the existing literature by analyzing and testing the association among despotic leadership and other variables such as organizational identification (Madrid et al., 2016). This research study aimed to indicate the relationship between despotic leadership and employee’s turnover intentions with the mediating role of organizational identification. Thus, it is essential for organizations to understand what triggers employees to indicate turnover intentions. Although researchers have identified some antecedents of Turnover intentions such as work place environment and work load (Qureshi et al. 2013).
The current study's findings add to this knowledge by highlighting despotic leadership conduct and low organizational identification as potential drivers of employee turnover intentions in the telecom sectors of Rawalpindi and Islamabad. The findings indicate that despotic behaviour cause decline in organizational identity due to lack of trustworthiness and fair treatment, which may cause them to engage in behaviours such as looking for new jobs. As a result, firms must ensure that their employees are appreciated and valued, as well as that their managers do not mistreat them. Managers should act quickly to relieve employees of these negative emotions and, as a result, avoid potentially poor work results (Rai and Agarwal, 2018). Finally, the findings of this study imply that individuals can handle unfavourable work events and emotions more productively if they have access to organisational justice. This research has found that despotic leadership has a considerable impact on employee turnover intentions in various firms. Because organizational identification is the most popular demand of our time, this study has demonstrated a novel approach of introducing organizational identification to private organizations, particularly in the telecom sector. This study adds to the body of knowledge by emphasizing the importance of organisational justice as a moderator between organisational identity and employee turnover intentions.

5.2 Limitations of Research

There are certain limitations of research to this study, related with lack of resources and time constraints. Because data was collected from private industry (Telecommunications) organizations in the twin cities of Islamabad and Rawalpindi, the results may differ significantly if data were collected from other organizations in Pakistan, such as the banking sector, hotel industry, consulting firms, and software houses. Because it was an employee-level questionnaire, the first drawback was that several issues were encountered during the collecting of data from employees in front of management. Many of the employees were uninterested as well. Another drawback of this study was the use of a convenience sample, which restricts generalizability because convenience sampling is used to obtain data randomly from a broad population. As a result, the findings may not be universally applicable. As a result of the analysis, it was discovered that some of the findings are inconsistent with previous research and literature, and that the findings may not be applicable in a non-Pakistani society due to the high power distance culture.

5.3 Future Research Directions

This study investigated the impact of despotic leadership on employee turnover intention, but these variables could be studied with other dimensions of despotic leadership in the future to improve the manager-employee relationship through other factors such as team co-operation and creative self-efficacy. Using diverse sectors of an organization, there is still a lot of opportunity for more research. As a result, there is a lot more research that can be done in this area to see what domains Organization Justice can play a large influence in prevailing identification in organizations. Furthermore, the research on dictatorial leadership and employee turnover intentions requires further attention from academics because these variables might be investigated further in different industries where employees are subjected to abusive, authoritarian, and undemocratic leadership styles. As a result, many future studies could improve and expand on this research.

5.4 Conclusion

The impact of autocratic leadership on employee turnover intentions was the topic of this study, which is the most popular and relevant domain in the recent era. The primary goal of this research is to determine the influence of having a dictatorial boss on staff turnover intentions. The importance of organisational identity as a mediator between the link of authoritarian leader and turnover intention was also revealed in this study. In addition, this study looked into Organization Justice's distinctive position as a moderator in the relationship between organisation identification and turnover intention. Data for this study's analysis was gathered using questionnaires that were distributed. Conservation of Resource Theory is being used to support this investigation and the proposed hypotheses. Although 350 questionnaires were sent, only 300 were chosen for analysis since those 300 questionnaires contained the most relevant and complete information for the study's analysis. This research will also make a significant contribution to the current literature on dictatorial leadership, as there has been little research on the impact of despotic leadership on turnover intention, as well as organization identity as a mediator and Organization Justice as a moderator. There are theories being investigated and explored in this study based on the setting of Pakistan.
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