"RELATIONSHIP BETWEEN DESPOTIC LEADERSHIP AND EMPLOYEES' CREATIVITY AS MODERATED BY ORGANIZATIONAL POLITICS AT HIGHER EDUCATION INSTITUTES OF PAKISTAN"

Ammarah Malik
Ph. D Scholar, Lahore College for Women University
eminentchand@yahoo.com
Dr. Ghazala Noureen
Chairperson of Department of Secondary Education, Lahore College for Women University, Lahore
g_noureen@yahoo.com
Dr. Anam Noshaba
Visiting Assistant Professor, Lahore College for Women University, Lahore
anam_pk2006@yahoo.com

How to Cite: *Ammarah Malik et.al.* (2022). Relationship between Despotic Leadership and Employees' Creativity as Moderated By Organizational Politics at Higher Education Institutes of Pakistan. International Journal of Computational Intelligence in Control 14(1).

Abstract: To achieve reasonable benefit, it is necessary for an organization to improve employee's creativity. Different scholars believe that leadership improves staff members' creativity. Current research tried to investigate the relationship leadership style on employee's creativity as moderated by organizational politics. Population of current study was consisted on university teaching faculty. Through multi stage sampling technique 720 teachers were selected as sample of study. Response rate was 66%. Three instruments were used to collect the data. It was found that there was strong negative correlation between despotic leadership and employees' creativity. It was also found that despotic leadership was strongly positively correlated with organizational politics. Process macro was used for moderation analysis and it was found that organizational politics moderated the relationship between despotic leadership and creativity.
Keywords: Leadership, Despotic Leadership, Employee Creativity, Organizational Politics, Higher Education Institutions.

Introduction

Leadership is basically an uninterrupted practice of shaping behavior of people to accomplish required organizational objectives. It might be judged in

perspective of mutual relations among leader and followers and sometimes outside constituencies (Erkutlu & Chafra, 2018).According to Rasool et al. (2018) efficient leadership is essential for each organization because it performs a major role in determining the work place conditions and affect employees work linked attitudes as well as enhance organizational production.

It is widely accepted by intellectuals and experts that leadership played significant role in advancing administrative performance (Jing & Avery, 2008). Leadership is considered as one of the important factors for the success of any organization (Mahsud et al., 2010). Several efforts have been made to understand the role of leadership in organizations. These endeavors have brought about several types of concepts about leadership. Initial inquiries focused on attributes and personal qualities that characterized effective organization (Bowditch et al., 2008). Later on, an alternative stream of leadership literature emerged that shift focus on the behavior of effective leaders. According to this paradigm shift effective leadership has been viewed as a mixture of leadership behaviors to the task, relationships, and change (Yukl, 2010).

This view propagates leadership in a way that not only influence and enable the present performance; rather prepare the followers to meet up future challenges (Yukl et al., 2002).

Yukl (2010) lately defined successful leadership as "the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives" (Yukl, 2010, p. 26).

Leaders chose different styles to lead their followers. Leaders provide direction to followers' actions. Variety of leadership styles has been emerged as the research on leadership become more advance and practical. Effective leadership style supports in improving organizational performance and provides effective assistance to achieve desired goals and objectives. On the contrary, ineffective leadership style creates negative impact on organizational performance and perception of the employees. This meaningful relationship among leadership styles and organizational performance headed to several studies about these aspects of leadership that resultantly several leadership theories have been generated. Every theory suggests a different leadership style and, sometimes mixed set of styles for the effective performance of the leaders (Hussain & Hassan, 2016).

In the last few decades, the researchers have focused and studied the multiple styles of leadership (Hassan, 2017; Okpozo, 2017; Chen Lin, 2013; Keegan, 2004). Most frequently used leadership styles are transactional, transformational and laissez-faire. Effectiveness of the leadership styles depend upon the situational and contextual factors. It is therefore concluded that effectiveness of the style depends upon situation. Both these can be used as per demand and requirement of the situation (Bono & Judge, 2004). Still, followers' acknowledgement of their leaders, their commitment, task complexities also determines the style of the leaders. No doubt leader's exceptional capability to establish the organizational settings, handling of the unforeseen and good decisions making skills played a significant role for organizational success (Alkahtani, 2015).

As previously mentioned, leadership is romanticized as a constructive and positive traits that play vital role motivate the followers(Raja, 2020; Green, 2011, Schilling, 2009; Anderson & Pearson, 1999). Fourteen leadership qualities are identified to assess the leadership competencies of the individuals. A person holding maximum number of those traits, judged as a successful leader and absence of certain leadership traits means unsuccessful leader. The outcomes of earlier studies indicate that harmful happening in collective connections are more forceful as linked to the optimistic actions. Similarly, it is more reasonable for scholars to pay extra consideration to the "dark side" of leadership that enable us to get true picture of leadership and its usefulness can be evaluated more accurately (Rasool et al., 2018).

However, last decade have seen a constant growth in the literature concentrating on the possibly horrid face of leadership (Naseer et al., 2016). Increasing concern in the dysfunctional aspects of leadership proposes a main paradigm shift (Karakitapoglu-Aygun & Gumusluoglu, 2013) that identifies the negative consequences that leaders can exercise over their followers. In connection with the increasing significance of dark side of leadership, various lexicons have been anticipated to describe this construct, such as petty tyranny (Ashforth, 1994), abusive supervision (Tepper, 2007), tyrannical leadership, destructive leadership (Einarsen et al., 2007), and despotic leadership (Aronson, 2001). The term despotic leadership is first introduced by (Mackey, 2013) that indicates to leader behaviors that concentrate on getting hegemony and ascendancy and are driven by a leader's self-interests. Such leaders are egotistical, devious, bossy, vindictive and demanding (Naseer et al.,

2016). Despotic leadership is a major instance that embraces the highly significant characteristics of negative leadership. One of the primary reasons of distress at any workplace is despotic leadership. Amongst the several forms of negative leadership despotic leadership in specific has been inadequately explored (Schilling, 2009; Naseer et al., 2016; Wu Lee, 2016).

Naseer et al. (2016) said that despotic leadership is a behavior of leaders to gain supremacy and dominance in the work field which are motivated by his self-interest such leaders are arrogant, unforgiving and of bossy attitude. Due to such kind of attitude and behavior from the leader employees starts trying to find their way to survive which in many cases push them to violate the organizational values, rules and policies (Erkutlu& Chafra, 2018), and they push their way to leave such an organization or in return create a very hard and stressful situation for despotic leader and organization too.

It has also been observed that as the despotic leadership is negative way of managing and in doing so it leaves negative and bad impact on its victims (employees) but there is one more thing to add here that employees also do something in return in the reaction of such negative management and harsh behavior. If the employee is highly skilled one he/she will go for the drop in performance but (Clercq et al., 2019) have mentioned that subordinates showed resentment against despotic leadership. This is a very serious issue and dangerous because its effects on organizational performance is chronic. Despotic leadership is considered bad for the interpersonal skills and does not care about the employee's condition (mental condition as well as physical condition), so for despotic leader reserve energy levels are nothing serious or important, such negative leader does not care about the reserve levels of the employees and for the fulfillment of his desires despotic leader has been observed holding his employees beyond the working hours against their will (Hou et al., 2018) and without any reason to convince them or sharing the reason of doing so, such leader's order is the final word and no one is allowed the question that decision.Raja et al. (2020) relates social exchange and person–environment fit theories to predict that despotic leaders be likely to obstruct employee job performance, job satisfaction, and psychological well-being.

Above mentioned studies were conducting mostly in corporate setting. But some studies were conducting in educational studies. Leadership style not only effect performance of the subordinates but also affects other outcome variables such as task complexity, self-esteem, creativity etc.

Creativity defined as the creation of narrative and beneficial plans has been deliberated to be a key driver for organizational influence and existence. Universities academic staffs creativity is associated with the greater innovative environment and with high staff job performance (Amabile, 1998).

Leaders are believed to be one of the great powerful prognosticators of creativity at work. Hence, leaders (heads of departments) need to know how to create environment for academic staff's to enhance their creativity (Tierney, 2008). Despotic leadership is inversely related to teacher's job performance, citizenship behavior and creativity. Despotic leader negativity decreases academic staff performance because such leaders usually lack integrity and morality (Naseer et al., 2015).

Meaningful observation of tasks by academic staff and its connection with overall organizational objectives greatly promotes their creativity level (Ahmad, Hussain, Sulehri & Hussain, 2020). Despotic leaders are viewed as a problem at workplaces. As per Amabile & Pillemer (2012) from more than 35 years, professors and professionals are presenting considerable attentiveness in creativity. Creativity can be noticed at the single person, collectively, and organizational levels. Universities academic staff's creativity can be encouraged by the leaders in an educational institution. For example, as greatly the standard of the association upgrades. It increases the quantity of the creativity of the university's academic staff's. On the other side, low-quantity associations display a low quantity of creativity.

Erkutlu and Chafra (2017) study's findings proposed that despotic leadership leads to higher levels of subordinates' deviation from their organizational goals and objectives and reduces their identification related to their job. In other words, organizations should be careful in considering their subordinates as the observation of subordinates in case of a bad working situation increases organizational deviance. Some other studies suggested that the darker phase of despotic leadership becomes more implicit in the context which favors or promotes its negativity such as high LMX and high perception of organizational politics (POP) (Naseer et al., 2016).

It is suggested that relation between despotic leadership and organizational politics in expecting subordinate's creativity. In this view, Bass (1990) pointed out that incidental mechanisms can play a central part in

superior describing the predicted negative effect of tyrannical leadership on representative significances. Similarly, Hoogh and Den Hartog (2008) resists that the negative results of despotic leadership on representative consequences can be increased by circumstantial components.

Given the traditional negative effect of organizational politics on subordinates behaviors such as creativity (Darr, 2014; Levy, 2009), subordinates employed in surroundings observed ethically emotional and press to leaders with a dark side would feel bound to answer even extrapowerfully. Therefore, we claim that organizational politics intensifies the badinfluence of despotic leadership on performances.

Statement of the Problem

Leadership is one of the most broadly studied phenomena having a different academic background. The study is about the dark side of leadership. As, Hoogh and Hartog (2008) described despotic leadership as a frontrunner's willingness to capture in tyrannical and presiding attitude in search of self-centeredness, egotism, and misuse of assistants.

The dark side of leadership can take numerous shapes and between them the extensively study variable is despotic leadership. The purpose of this research is to target on role of despotic leadership in universities academic staff's creativity by considering how and when department leader despotic behavior may falling to organizational level and reduces group members' creativity and to donate to the investigation on negative leadership kindsthrough investigating the effects of despotic leadership styles on main universities academic staff results such as creativity. The aim of the current study is to explore the effect of despotic leadership style on universities academic staff's creativity as moderated by organizational politics.

Objectives of the Study

The objectives of the study are to:
1. Investigate the relationship of despotic leadership style with universities academic staff creativity and organizational politics.
2. Investigate the relationship of despotic leadership style with universities academic staff creativity as moderated by organizational politics.

Hypotheses of the Study

Following null hypotheses are formulated to conduct the research:

Ho1: There is no significant relationship of despotic leadership style with universities academic staff creativity.

Ho2: There is no significant relationship of despotic leadership style with organizational politics in higher education institutes of Pakistan.

Ho3: There is no significant relationship of despotic leadership style with universities academic staff's creativity as moderated by organizational politics.

Research Method

The main objective of this research was to find out relationship between despotic leadership and employees' creativity as moderated by organizational politics.
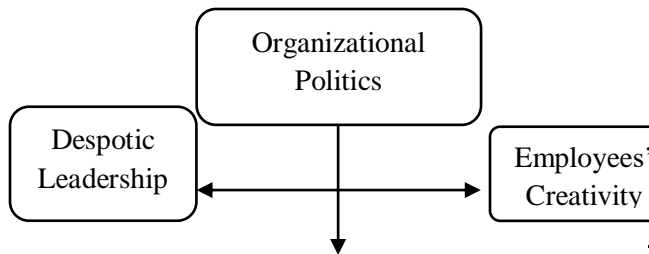
The proposed research was designed to follow a quantitative research approach. Correlation research design was used to study the variables of interest. The population of the study was faculty members of 20 public sector general universities situated in three zones of Punjab (Southern, Northern and Eastern). Multistage sampling was used to select the sample. Out of all, 15 universities were selected as a sample of the study by keeping in view the representation of all zones. At first stage universities were selected as a cluster. At second stage three common faculties from each university were selected, and then at fourth stage four departments from each faculty were selected. At fifth stage three faculty

Model	Coeff	P	LLCI	ULCI	R^2	R^2 Change
Constant	28.3370	0000	25.4602	31.2139		
Despotic Leadership	1872	0140	0381	3362	8909	.0114
Organizational Politics DL × OP	0003 -.0140	9964 0000	.1111 .0180	1116 .0101		

members from each department were selected. Therefore, 720 teachers were selected as sample from which 478 teachers responded. Three instruments were used to measure above mentioned variables. Despotic leadership style questionnaire six-item scale (Hoogh &Hartog, 2008), organizational politics scale (Kacmar & Ferris, 1991) and in order to measure employees' creativity, researchers developed a questionnaire.

Literature emphasized the following five factors as an indicator of employees' creativity. i) Cognitive style; ii) Critical style; iii) Problem-solving; iv) Personality; v) Intrinsic motivation. The scale was developed by keeping in view the above-mentioned factors. This scale was pilot tested to ensure the validity and reliability of the instrument in a local context. Data were analyzed through SPSS (Statistical Package for the Social Sciences) by using Pearson Product moment correlation and Process macro for moderation analysis.

Conceptual Framework

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        ┌─────────────────┐
        │  Organizational │
        │     Politics    │
        └─────────────────┘
┌──────────────┐          ┌──────────────┐
│   Despotic   │          │  Employees'  │
│  Leadership  │◄────────►│   Creativity │
└──────────────┘          └──────────────┘
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Data Analysis

The present study was designed to investigate the relationship between despotic leadership and employees' creativity as moderated by organizational politics. Pearson product moment correlation and regression analysis through Process Macro for SPSS were used to analyze the data. The analysis of data is represented in the form of tables with interpretation.

Table 1
Correlation between all Variables

Variables	Mean	1	2	3
1. Despotic leadership	16.3724	-		
2. Creativity	24.4414	-.915**	-	-
3. Organizational politics	26.2615	.937**	-.929**	-

**. Correlation is significant at the 0.01 level (2-tailed). This tableshows the correlation between all variables. It could be clearly seen by the correlation values that there is a significant, strong and negative relationship between despotic leadership and creativity (r=-.915, p<0.01). It could also be observed that there is a significant, strong and positive relationship between despotic leadership and organizational politics

(r=.937,p=<0.01).It could also be clearly observed that there is a significant, strong and negative relationship between creativity and organizational politics (r=-.929, p<0.01). So, all the null hypotheses were rejected.

Table 2
Effect of Despotic Leadership on Creativity as moderated by Organizational Politics
Table 2 revealed that effect of despotic leadership style on creativity was significantly moderated by organizational politics, as the interaction effect despotic leadership ×organizational politics (β=-.0140, *p*= .0000) was significant. All conditional effects elaborated in table 3 are further explained in the figure 2.

Table 3
Conditional Effects of Despotic Leadership on Creativity as Moderated by Organizational Politics

Organizational Politics	β	*p*
Low	-.0461	.3437
Moderate	-.1816	.0000
High	-.3171	.0000

The conditional effects further clarifies that despotic leadership was effecting creativity when organizational politics was at moderate (β=-.1816, *p*= .0000) and high (β=-.3171, *p*= .0000)level.
Graphical representation of effect of Despotic Leadership on Creativity as moderated by Organizational Politics
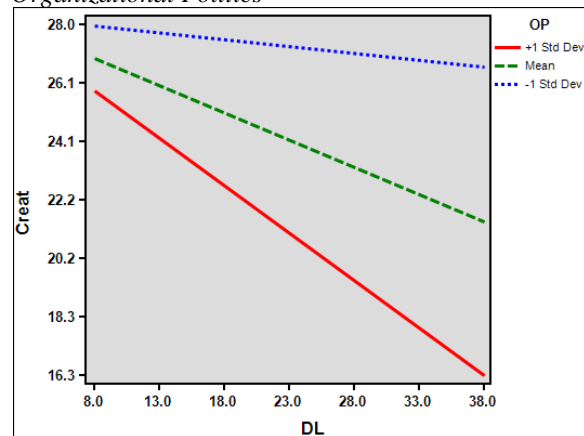

Fig 2: Graphical representation of effect of Despotic Leadership on Creativity as moderated by Organizational Politics

Discussion

This researchlinked the literature of despotic leadership, creativity and organizational politics by providing visions and indication as to how these concepts are connectedover the singularity of work withdrawal. The previous few years have seen consistent developments in the literature regarding destructive leadership. It is perhaps the genuinely notable and upsetting phenomenon which subordinates can insight at work. Numerous studies have identified many terminologies related to destructive leadership styles but among them despotic leadership is very much novel as well as an under-explored and is successful in achieving the attention of scholars worldwide. Despotic leadership is unarguably becoming relevant to corrupt and authoritative top executives and becoming progressivelythoughtful for institutions (Hoobler & Hu, 2013). This is obvious in many corporate scandals one of them is linked to Enron and WorldCom. These controversies captured vast coverage by media. Main reasons for the growing interest in the negative leadership literature includes: costs associated with bad leaders in terms of financial, physical and psychological pay off. Secondly their effects are twofold and severe on emotional and moral aspects of workforce. Some of these outcomes include negative effects on stress, emotional exhaustion and counterproductive work behaviors (Harvey et al., 2007; Bamberger & Bacharach, 2006). The incredible serious effects and frequent occurrence rate make despotic leadership a concept of much deeper and broader investigation. This study aims to introduce a brief review of despotic leadership theory. This will facilitate not only theory development process but will also create many insights for future research.

This study found that despotic leadership is negatively correlated with creativity. This finding is supported by Naseer et al. (2016) they explained that despotic leadership consequences in concentrated job performance, citizenship behaviors, and creativity.These results create a compounding outcome whereby the furthermostharmful effects are accumulated to those who are in-group and observe high organizational politics employed under anauthoritarian. Rasool, Naseer, Syed and Ahmad (2018) also found that there is a significant negative correlation between despotic leadership and creativity.

It can be summarized from above discussion that majority of researchers claimed that there is a strong and negative associationamong despotic leadership, creativity and organizational politics. Current research added more in existing literature about moderation effect of organizational politics on the relationship between despotic leadership and employees' creativity.

In the light of findings it can be recommended that this study produced very important result of relation between despotic leadership and creativity in institutions. For future direction some other outcome variable may be tested with these variables like; employee silence, project success, job satisfaction, works family conflict and organizational behavior.

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