



Impact of Despotic Leadership on Burnout: A Mediation Mechanism of Organizational Justice

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ABSTRACT

Purpose: The study aims to determine the impact of despotic leadership on burnout with the mediation of organizational justice. There is no study that has checked the impact of despotic leadership on each dimension of burnout. Also, the mediation of each type of organizational justice between despotic leadership and burnout has not been checked till now. The current study fills the gap by taking burnout with its three dimensions as a dependent variable and organizational justice with its three types as a mediating variable.

Methodology: Data was collected from 236 employees of three universities in Sialkot. Structural Equation Model techniques was used to analyze the data of this cross-sectional study.

Findings: Evidence revealed that despotic leadership positively effects the burnout and organizational justice mediates the correlation between despotic leadership and burnout.

Limitations: Current study only observed despotic leader as an antecedent of burnout whereas there are many other factors that affect burnout. Secondly, data was collected form the Sialkot city only due to time constraints. Researchers just checked the mediating role of organizational justice. In the future, the moderating role of personality traits and workplace diversity may be included. The Impact of organizational culture and coworker support can also be checked as a mediator in future studies.

Originality/Value: This is the first study that find the impact of despotic leadership on each dimension of burnout along with the mediating role of individual dimension of organizational justice.

Keywords: Despotic Leadership, Organizational Justice, Burnout, Interactional Justice, Distributive Justice, Procedural Justice, Emotional Exhaustion.

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1. INTRODUCTION

Leadership is defined as the ability of a person to influence his/her followers to achieve goals (Naseer, Rajab, Syed, Donia, & Darr, 2016). Followers consider their leaders role models of ethical behavior and the absence of these ethical behaviors is very costly for the organization. The negative behavior of a leader is a matter of concern for any organization (Dahri, Hameed, Nawaz, Sami, & Bux Shah, 2019). Employees, customers, work family life, organizations, and society all suffer as a result of dark leadership. Literature shows that only the absence of effective leadership does not come under the category of dark leadership, but there are many other

behaviors involved. Organizations should explore the dark side of leadership to understand the efficiency and growth of leadership concepts (Albashiti, Hamid, & Aboramadan, 2021a).

The domain of dark leadership involves many terminologies, including abusive supervision (Tepper, Simon, & Park, 2017), supervisor undermining (Duffy, Ganster, & Pagon, 2002), petty tyranny (Burke, 2017), destructive leadership (Fosse, Skogstad, Einarsen, & Martinussen, 2019) and despotic leadership (Aronson, 2001).

Among all the leadership styles, the most destructive style is despotic leadership (Naseer, Raja, Syed, Donia, & Darr, 2016). The key difference between despotic and other forms of dark leadership styles is that despotic leader shows immoral behavior toward employees (Nauman, Fatima, & Haq, 2018). The corrupt and selfish actions of a despotic leader are not only the reason for misleading the employees, but they also endanger the employees' prosperity and the organization's goals. A despotic leader demands extreme and unnecessary obedience from his employees to realize his self-interest. This extreme and unnecessary obedience required by a despotic leader increases employees' feelings of failure to fulfil the work needs and performance targets, which can result in declining organizational performance (Naseer, Raja, et al., 2016). Therefore, despotic leadership takes place when the leader exhibits immoral behavior, is high self-centered, vengeful, exploitative, authoritarian, and prioritizes his own interests over employees for personal gains (Albashiti et al., 2021a).

A despotic leader is characterized as a narcissistic leader who requires accepted obedience from the followers and focuses on chasing after his personal gains rather than the follower's wellbeing in the working environment (De Clercq, Fatima, & Jahanzeb, 2021).

Many researchers have studied the relationship of despotic leadership with many dependent variables, e.g. job performance, turnover intentions, and organizational citizenship behaviors, and employee engagement, employee trust and task performance (Jabeen & Rahim, 2021; Nauman, Zheng, & Basit, 2020; Raja, Haq, De Clercq, & Azeem, 2020; Schyns & Schilling, 2013).

Previous literature shows that despotic leadership has a negative impact on employees creativity, organizational citizenship behaviors, job performance (Naseer, Raja, et al., 2016), psychological well-being (Raja et al., 2020), employees' bullying behavior (Syed et al., 2020), job satisfaction (Albashiti, Hamid, & Aboramadan, 2021b) and work-life (Nauman et al., 2020) and positively related to employees' turnover intention (Albashiti et al., 2021b) and emotional exhaustion (Malik & Sattar, 2019).

Although there is much research on despotic leadership, the impact of despotic leadership in educational institutes is still an unexplored area. To the best of our knowledge, there is no research that explores the impact of despotic leadership on employees' burnout in educational institutes, especially in the Pakistani context. Therefore, this is the first study that investigates the impact of despotic leadership on employees' burnout in the educational sector of Pakistan, especially in Sialkot city.

Organizations use many policies to satisfy and retain their employees. In this study, researchers have used organizational justice with its three dimensions (interactional, distributive and informative) to check the impact that how organizational justice can be used to reduce the level of exhaustion among employees. Elçia, Karabay and Akyüzc (2015) studied the impact of Procedural and distributive justice on two dimensions of burnout i.e. emotional exhaustion and depersonalization. But there is no study that has used organizational justice as mediator with its three dimensions. There are many studies that explore the relationships between ethical leadership, abusive supervision, passive leadership, and negative mentoring with organizational justice, but there is no study that shows the relationship between despotic leadership and organizational justice. This study will also investigate the relationship between despotic leadership, organizational justice, and burnout which has not been studied till now.

The main goal of this study is to look at how despotic leadership affects employee burnout and how organizational justice can help. The sub-objectives are:

- To explore the impact of despotic leadership on three dimensions of burnout, i.e. depersonalization, emotional exhaustion and personal accomplishment.
- To analyze the mediating role of organizational justice between despotic leadership and burnout.
- To check the impact of interactional, distributive, and informative justice on depersonalization, emotional exhaustion and personal accomplishment.

This research addresses the following research question:

RQ1: *Does despotic leadership affect employee burnout?*

RQ2: *Does organizational justice mediate the relationship between despotic leadership and employee burnout?*

RQ3: *Does organizational justice have any impact on employee burnout?*

The current study contributes to the existing knowledge through the following:

- It is the first study that investigates the impact of despotic leadership on burnout by measuring the three dimensions of burnout.
- The mediating role of any variable that can reduce the impact of despotic leadership on negative outcomes is not yet studied. This is the first study to look at how organizational justice can work as a bridge between despotic leadership and burnout.
- The study will also explain the relationship between despotic leadership and organizational justice, which has not been studied till now.

2. LITERATURE REVIEW

Theoretical Framework

Conservation of resource theory

Our paper is based on conservation of resource theory (COR) but there are also some supporting theories mentioned below. According to the COR theory, employees experience burnout when they lose, foresee losing, or are unable to get certain valuable resources (Hobfoll, 2001). According to COR theory, people acquire, hold onto, safeguard, and nurture valuable resources including energy, goods, conditions, and personal traits that help them cope with stressful situations and demands (Hobfoll, 1989, 2001; Hobfoll, Halbesleben, Neveu, & Westman, 2018). The theory goes on to claim that gain or loss will occur in spirals because a person's resources are linked together in a way that resembles a web. Initial loss leads to subsequent loss, and the loss of resources in one area drains resources in other areas as people try to make up for the loss of resources in one area by investing in resources from other areas (Hobfoll, 2001; Hobfoll et al., 2018). Additionally, according to COR theory, "loss of resources is more prominent than gain" (Hobfoll, 2001). The core idea of COR theory is the exhaustion of employee emotional resources. Stressors that pose a threat to a person's personal emotional resources cause the loss of emotional resources to occur. Despotic leadership thus acts as a stressful factor that depletes an employee's emotional resource, and emotional exhaustion leads to burnout.

Social Exchange theory

Initial explanations for the formation and upkeep of interpersonal connections were provided by the social exchange theory (SET). However, it has subsequently been frequently used to explain the nature of the employee-employer/organization interaction in the present literature (Iqbal, Asghar, & Asghar, 2022). As a result, constructive social exchange interactions lead to practical employee attitudes and behaviors. If the

employee believes that the employer benefits from the relationship but does not reciprocate within a time frame that is convenient and expected by the employee, there may be some negative impacts on the development of the two parties' mutual relationship (Xerri, 2013).

Affective Events theory

Even though job satisfaction is often understood to be an "affect," relatively little is known about the origins and effects of real affective experiences in the workplace. We present a theory of affective experience at work that draws on the fundamental literature on moods and emotions and places an emphasis on the function of work events as proximal sources of affective reactions. It shows that feelings can affect workers' conduct in two different ways. First, by taking actions based on their attitudes toward the task itself, which indirectly influences the judgements and assessments that drive employees' conduct. An employee's trust may be impacted, which could impair all prosocial acts for the benefit of the workgroup and the business, if they feel furious about an incident, standard, or choice made by their superior. The second method of influence involves the affective states that directly inspire particular employee behaviors. In this way, the employee's fury or anger may cause him to strike out against his superior without first making the necessary adjustments to his attitude toward his job (Weiss & Cropanzano, 1996).

Despotic Leadership and Burnout

Burnout is defined as "a continued response to persistent interpersonal and emotional pressures at work". It has three indicators named as emotional exhaustion, reduced personal accomplishment and depersonalization. The most frequently reported symptom of burnout is emotional exhaustion, which is characterized by the depletion of both emotional and physical resources. It does not include just feeling exhausted; also, it makes a worker put off doing their task in an effort to cope. It restricts a worker's capacity to relate to and respond to their work on an emotional level. Depersonalization is the process by which a worker becomes detached with his work. They deliberately downplay personal traits that encourage engagement in their work. Reduced personal accomplishment results in employee's reaction to shortage of resources or high work output requirements. An employee's perception of their effectiveness is impacted by their inability to handle excessive expectations. Additionally, fatigue or a sense of depersonalization make it challenging for a worker to feel successful (Powell, 2020).

Despotic leadership is defined as "leaders who misuse resources by utilizing them to pursue their interests while distorting the organization's mission and objectives. These leaders may use threats of and actual use of force to gain the consent of their followers (Samad, Memon, & Ali, 2021).

Other phrases, such as "petty tyranny" by (Burke, 2017), have been used to describe the negative aspects of leadership. Tepper (2007) described it as abusive supervision and Einarsen, Aasland, and Skogstad (2007) as tyrant leadership or destructive leadership. Aronson (2001) referred to it as despotic leadership.

There are many studies on despotic leadership and emotional exhaustions but the relationship between despotic leadership and burnout is less studied. Dahri et al. (2019) conducted a study to check the impact of despotic leadership on burnout among nurses of Sindh hospitals. The results indicated that despotic leadership is positively related to burnout. The study of Malik and Sattar (2019) and Samad et al. (2021) showed that despotic leadership is positively related to emotional exhaustion in government hospitals of Pakistan. Emotional exhaustion results in burnout. Wu, Chung, Liao, Hu, and Yeh (2019) conducted a study on abusive supervision and burnout. Data was collected from employees of Transportation Company of Taiwan. The results indicated that abusive supervision is positively related to burnout. Similarly the results of Powell (2020) showed that abusive supervision is positively related to burnout and negatively related to work engagement. According to the results of Başar (2020) perceived dark leadership and leaders' dark triad are positively related

to burnout. The results of Molino, Cortese, and Ghislieri (2019) showed that destructive leadership is positively related to emotional exhaustion.

Based on the above literature, the researchers formulated the following hypotheses:

H₁: Despotic leadership has a significant impact on burnout.

H_{1a}: Despotic leadership has a significant impact on emotional exhaustion.

H_{1b}: Despotic leadership has a significant impact on depersonalization.

H_{1c}: Despotic leadership has a significant impact on reduce personal accomplishment.

Despotic Leadership, Organizational Justice, and Burnout

The assessment of inequality and mistreatment in organizations is known as organizational justice (Greenberg, 1987). It is composed of three different types of subjective perceptions, which are as follows: (a) perceptions of the fairness of how organizational resources are assigned or distributed; (b) perceptions of the fairness of the procedures used to distribute or allocate such resources; and (c) perceptions of the interpersonal treatment individuals receive when said procedures are carried out. These are also called distributive, procedural and interactional justice. Previous studies have shown that negative leadership is associated with organizational justice. The study of Zhang and Liao (2015) and Sauer (2014) showed that abusive supervision/ negative mentoring is negatively related to organizational justice. While the study of (Dishon-Berkovits, 2018; Elçi, Karabay, & Akyüz, 2015; Li, 2003; Liljegren & Ekberg, 2009; Moliner, Martínez-Tur, Peiró, Ramos, & Cropanzano, 2005) showed that organizational justice is negatively related to burnout. Based on the above literature, the researchers proposed the following hypotheses;

H₂: Despotic leadership has a significant impact on organizational justice.

H₃: Organizational justice has a significant impact on burnout.

Organizational Justice as a Mediator

In this study, we focused on a distinct potential mediating factor called organizational justice, which relates to people's opinions on the equality of the treatment they receive from organizations. We took interactional, distributive and informational justice as a mediator because they provide a crucial explanations for how organizational characteristics result in a variety of favorable outcomes.

The relationship between transformational leadership and organizational outcomes with the mediating role of organizational justice was checked by (Alamir, Ayoubi, Massoud, & Hallak, 2019). The findings indicated that organizational justice mediates the relationship between transformational leadership and job satisfaction. A study was conducted by (Alanoğlu & Demirtaş, 2020) to check the impact of leadership styles on job satisfaction and burnout with the mediating role of organizational justice among teachers. The results showed that organizational justice did not mediate the relationship.

Although the relationship between leadership styles, job satisfaction burnout and organizational justice have been studied but as per best of our knowledge there is no study that checked the mediating role of organizational justice between despotic leadership and burnout.

The study of Khaola and Rambe (2021) showed that inclusive leadership has a direct and indirect impact on organizational citizenship behavior through the mediation of organizational justice and learning culture. The study of Zhang and Liao (2015) showed that abusive supervision is negatively related to organizational justice. While the study of Dishon-Berkovits (2018) showed that organizational justice is negatively related to burnout. Based on the above literature, we proposed that that the effect of despotic leadership on burnout will be mediated by organizational justice.

Burnout is a negative outcome of despotic leadership and we propose that in the presence of organizational justice the level of this negative outcome may decrease.

On the basis of above literature, researchers formulated the following hypotheses:

H₄: Organizational justice mediates the relationship between despotic leadership and burnout.

H_{4a}: Distributive justice mediates the relationship between despotic leadership and burnout.

H_{4b}: Procedural justice mediates the relationship between despotic leadership and burnout.

H_{4c}: Interactional justice mediates the relationship between despotic leadership and burnout.

3. METHODOLOGY

The current study is non experimental research and causal in nature. The data was collected from the university employees of public and private universities in Sialkot, Punjab, Pakistan. Despotic leadership is important to discuss especially in learning organizations as it has impact on employees behaviors and experience especially the university teachers (Iqbal et al., 2022; Jung & Yoon, 2013). This study focuses on the impact of despotic leadership and is important to conduct to find out the burnout dimensions of depersonalization, emotional exhaustion, and personal accomplishment in university faculty members and staff.

The study was conducted in universities in the Sialkot region and a total of 236 faculty members and staff participated in the study. The data collection started in June and ended in July of 2022. A pilot study of 93 participants was conducted during the first wave to check the readability and feasibility of scales and questionnaires distributed to the participants. Data was collected online through emails and contacts. A cover letter on top of the questionnaire was attached, mentioning that the data will be used solely for research purposes and that the confidentiality of the participants will be maintained. The survey was reader friendly and 10 to 15 minutes would have been enough time to complete it.

A five-point Likert scale was used to measure the respondent's response. Smart PLS was used to measure confirmatory factor analysis, to check instrument reliability and validity, and to test the formulated hypotheses.

Constructs:

Scale of despotic leadership, burnout with its three dimensions; emotional exhaustion, personal accomplishment, depersonalization, and organizational justice with its three dimensions; distributive justice, procedural justice, and interactional justice were assessed on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Overall reliability of the instrument was 0.777.

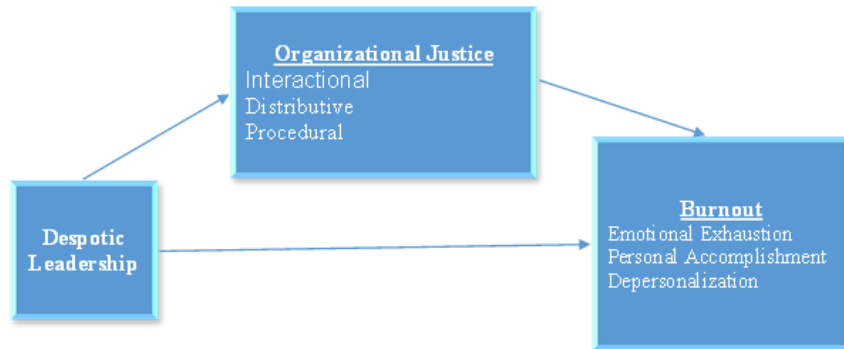
Despotic leadership: A five Point Likert scale developed by Dunnagan, Peterson, and Haynes (2001) was used to assess this construct. A sample item was "My supervisor is in charge and does not tolerate disagreement or questioning, gives orders."

Burnout: Various aspects of burnout were assessed using the scale developed by Maslach and Jackson (1981) including emotional exhaustion, personal accomplishment, and depersonalization. Four to five items were used to assess the burnout of university employees due to despotic leadership. A sample item for emotional exhaustion was "I feel emotionally drained from my work." A sample item for personal accomplishment was "I can easily understand how my recipients feel about things." A sample item for depersonalization was "I feel I treat some recipients as if they were impersonal 'objects'."

Organizational Justice: Three aspects of organizational justice, including distributive justice, procedural justice, and interactional justice, are assessed in the survey with a total of 16 questions used and developed by (Niehoff & Moorman, 1993). Four questions from distributive justice, were added, and a sample item was "My work schedule is fair." Four questions from procedural justice, were added, and a sample item was "Job

decisions made by my manager are in an unbiased manner." Five questions from interactional justice were added, and a sample item was "When decisions are made about my job, my manager treats me with kindness and consideration."

Theoretical Framework:



Analysis:

Table 1. Respondents’ demographic information.

Items	Categories	Response	Percentage
Age	21-30	116	49.2
	31-40	80	33.9
	41-50	36	15.3
	Above 50	4	1.7
Gender	Male	131	55.5
	Female	105	44.5
Education	Graduation	49	20.8
	Masters	37	15.7
	MPhil	99	41.9
	PhD	51	21.6
Job position	Academic staff	172	72.9
	Non Academic staff	64	27.4

Table 2. Descriptive Statistics.

	N	Min.	Max.	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic		
Despotic leadership	236	1.00	5.00	2.7220	1.07142	.167	-.777
Burnout	236	1.55	4.64	3.4313	.58544	-.292	.100
Organizational justice	236	1.31	5.00	3.4241	.82148	-.172	-.351
Valid N (listwise)	236						

Normality of data is confirmed from the table. As all the values of skewness and kurtosis are within the range of (-1, 1) so the data is normal(Chavoshi & Hamidi, 2019).

Evaluation of Reflective Measurement Model

Reflective model shows the overall reliability and validity of the instrument.

Table 3. Outer loading, Composite reliability, AVE, Collinearity Statistics.

Construct	Outer loading	CR	AVE	Cronbach's Alpha
Despotic Leadership		0.893	0.628	0.850
DL1	0.767			
DL2	0.826			
DL3	0.864			
DL4	0.737			
DL5	0.772			
Burnout		0.842	0.582	0.777
B1	0.859			
B2	0.800			
B3	0.780			
B4	0.685			
B5	0.567			
B9	0.623			
B10	0.804			
Organizational Justice		0.923	0.609	0.909
OJ1	0.532			
OJ3	0.568			
OJ4	0.609			
OJ5	0.585			
OJ6	0.747			
OJ7	0.778			
OJ8	0.786			
OJ9	0.774			
OJ10	0.750			
OJ11	0.785			
OJ12	0.811			
OJ13	0.805			

The results were taken from Smart-PLS. Our questionnaire meets the minimum requirement of validity and reliability as the minimum acceptable values of CR, AVE, and Outer Loading is 0.70, 0.50 and 0.50 respectively. The items whose factor loading was less than 0.4, were removed from the questionnaire.

Table 4. Results of R².

	R Square
Burnout	0.383
Organizational Justice	0.179

To evaluate predictive accuracy of the model, coefficient of determinant R^2 is calculated. The value of R^2 indicates the percent change in dependent variable due to independent variables involved in the model. Table 3 is extracted from bootstrapping process to calculate the R^2 . The results show that 38.3% and 17.3% change in burnout and organizational justice is measured by despotic leadership.

Table 5. Correlation Matrix.

		Despotic leadership	Burnout	Org. Justice
Despotic leadership	Pearson Correlation	1	.	
	Sig. (2-tailed)			
	N	236		
Burnout	Pearson Correlation	.456**	1	
	Sig. (2-tailed)	.000		
	N	236	236	
Org. Justice	Pearson Correlation	-.360**	-.145*	1
	Sig. (2-tailed)	.001	.027	
	N	236	236	236

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The matrix shows that all the items have a strong and significant relationship with each other. Organizational Justice has negative correlation with burnout. It means if organizational justice increases then burnout will decrease.

Table 6. Structural Model Hypothesis.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	P Values
Despotic leadership -> Burnout	0.550	0.558	0.085	0.000
Despotic leadership -> Emotional Exhaustion	0.549	0.555	0.047	0.000
Despotic leadership -> Personal Accomplishment	0.277	0.104	0.283	0.329
Despotic leadership -> Depersonalization	0.382	0.396	0.052	0.000
Despotic leadership -> Organizational Justice	-0.422	-0.433	0.058	0.000
Organizational Justice -> Burnout	-0.429	-0.445	0.055	0.000
Despotic leadership -> Organizational Justice -> Burnout	0.181	0.194	0.043	0.000
Despotic leadership -> Distributive Justice -> Burnout	0.050	0.056	0.049	0.310
Despotic leadership -> Procedural Justice -> Burnout	0.167	0.178	0.039	0.000
Despotic leadership -> Interactional Justice -> Burnout	0.160	0.172	0.041	0.000

Table 7. Summary of Hypotheses.

Hypothesis	Description	P Values	Results
H1	Despotic leadership -> Burnout	0.000	Accepted
H_{1a}	Despotic leadership -> Emotional Exhaustion	0.000	Accepted
H_{2a}	Despotic leadership -> Personal Accomplishment	0.329	Rejected
H_{3a}	Despotic leadership -> Depersonalization	0.000	Accepted
H2	Despotic leadership -> Organizational Justice	0.000	Accepted
H3	Organizational Justice -> Burnout	0.000	Accepted
H4	Despotic leadership -> Organizational Justice -> Burnout	0.000	Accepted
H_{4a}	Despotic leadership -> Distributive Justice -> Burnout	0.310	Rejected
H_{4b}	Despotic leadership -> Procedural Justice -> Burnout	0.000	Accepted
H_{4c}	Despotic leadership -> Interactional Justice -> Burnout	0.000	Accepted

4. DISCUSSION AND CONCLUSION

The purpose of the study is to investigate the impact of despotic leadership on burnout with the mediation of organizational justice. Some of the hypotheses are accepted as per the findings. The results support H₁, which shows significant and positive relationship between despotic leadership and burnout. It means due to higher level of despotic leadership, employees' burnout will also increase. The results are in line with (Başar, 2020; Dahri et al., 2019; Malik & Sattar, 2019; Molino et al., 2019; Powell, 2020; Samad et al., 2021; Wu et al., 2019). The results confirm H₂, which shows that despotic leadership has negative impact on organizational justice which imply that due to increasing level of despotic leadership, employees' perception of organizational justice decreases. The results are in line with the study of (Sauer, 2014; Zhang & Liao, 2015). H₃ states that organizational justice has negative impact on burnout, is also confirmed. It means due to justice, employees feel less frustrated and less exhausted so their level of burnout decreases. Same was confirmed in the study of (Elçi et al., 2015; Jin, Zhang, & Wang, 2015; Moliner et al., 2005; Wang, Jiang, Zhang, & Liu, 2021). The results confirm that despotic leadership has positive impact on emotional exhaustion thus supporting H_{1a}. The results are in line with the study of (Khan, Ahmed, ul Ain, Mumtaz, & Ikram, 2022; Malik & Sattar, 2019; Nauman et al., 2018; Samad et al., 2021). The results show that despotic leadership have no impact on personal accomplishment as p value is more than 0.02. So, hypothesis H_{2a} is rejected. Hypothesis H_{3a}; despotic leadership has a positive impact on depersonalization is also accepted. The relationship between despotic leadership and personal accomplishment and depersonalization is not studies till yet. The results are in line with the social exchange theory and conservation of resource theory.

The results also confirm that organizational justice acts as a mediator and this is the novelty of the study. In previous studies the direct impact of organizational justice has been checked with burnout but this study explores the indirect impact of organizational justice on despotic leadership. Previous studies confirm that organizational justice has direct and negative relationship with burnout (Aghaei, Moshiri, & Shahrbanian, 2012; Alanoğlu & Demirtaş, 2020; Dishon-Berkovits, 2018; Elçi et al., 2015; Kim & Leach, 2021; Yang, Li, Song, Li, & Zhu, 2018). The results show that procedural and interactional justice acts as a mediator between despotic leadership and burnout. So hypotheses H_{4b} and H_{4c} are confirmed. The results are in line with the study of (Yang et al., 2018). H_{4a} is rejected which states that distributive justice acts as a mediator between

despotic leadership and burnout. The results are not in line with the previous studies (Yang et al., 2018). As the role of organizational justice is confirmed as a mediator between despotic leadership and burnout, the findings are in line with the affective events theory.

5. MANAGERIAL IMPLICATIONS

This study has significant ramifications for educational institutions, and department heads in particular. The behavior of despotic leaders has the potential to lower employee job satisfaction and raise burnout, which is a serious impact. The entire performance and productivity of the company will be impacted when employees report feeling unappreciated at work and are more likely to leave.

First, although it is best for universities and institutes to avoid selecting leaders with dictatorial inclinations, significant measures can also be taken to reduce psychological anguish among employees by making management accessible and allowing for anonymous feedback on the despotic leader. Given that some employees are reticent or fearful to offer feedback, management must encourage staff to speak up and submit private complaints against autocratic tendencies including hostility, bullying, and intimidation. Second, and in the same spirit of inquiry, department heads are tasked with establishing, promoting, and upholding a code of conduct that makes it abundantly apparent which acts are acceptable and which are not in order to prevent leaders' autocratic tendencies. Third, by implementing practices and regulations that discourage and disincentive autocratic behaviors that lead to the development of a hostile work environment, institutions may need to make an effort to create a supportive and constructive work climate. Fourth, there is a critical need to raise leaders' knowledge of how their autocratic actions affect workers' happiness, well-being, and intention to stick around. Additionally, happier faculty and staff typically exhibit a higher level of commitment and more vigor when doing their professional obligations. As a result of this insight, students' satisfaction will rise, ultimately resulting in improved educational success. Also, organizational justice can play role to minimize the burnout and educational institutes may implement strategies to promote organizational justice if despotic leadership prevails.

In order to discourage the induction of academic leaders with despotic leadership styles, such as rectors, deans, or heads of departments, educational policymakers may establish evaluation criteria. As a result, educational institutions would be able to retain staff and promote a productive workplace with less cognitive disturbance.

6. LIMITATIONS AND FUTURE DIRECTIONS

The current study only focused on three universities of Sialkot. In future this study may also be conducted for other industrial sectors and cities of Pakistan and specifically Sialkot. This study may be generalized by conducting in other areas of the world. Future researchers can also focus on qualitative or a mixed-methods approach or a longitudinal study. In future, the moderating role of personality traits and workplace diversity may be included. Impact of organizational culture and coworker support can also be checked as a mediator in future studies. The relationship between autocratic leadership and worker well-being may also be studied in the future, with petty tyranny and cognitive distraction acting as mediators. It would be intriguing to examine how a manual of best practices in the industry might be developed by taking into account the connections between leadership, the workplace, and worker performance. Additionally, it would be intriguing to observe the connection between effective leadership, the workplace, and employee performance to assist in compiling a manual of industry best practices. Industry wise behaviors and results may vary so it is recommended future studies may also be conducted for services industries like hospitality and hospitals.

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