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## **The Effect of Despotic Leadership on Work-Life Balance of Employees with the Mediating role of Self-Efficacy**

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### **Abstract**

Despotic leadership has become another huge issue as far as today's companies are concerned. The study also tried to find the relationship between the abuse and work-life imbalance, and this relationship was accounted for by efficacy as a mediating variable. This study has a research paradigm, namely post-positivism, because the researcher has invalidated previous research and built his or her theory using strong pieces of evidence that are responsible for this low mediation of the variables. The sample was a randomized one consisting of the bankers of 217 respondents from private banks in Karachi. During this time the Smart PLS was used as a test of the study. Owing to the fact that we highlighted a low existence between self-efficacy and positive work-life balance, therefore, we failed to draw a mediation of self-efficacy relationship between despotic leadership and work-life balance. Hence, based on the information retrieved from Karachi branch private bank, Pakistan, we can surely say there is no mediation effect of self-efficacy among the two parameters. There is a considerable amount of positive correlation between despotic control and perceive efficacy. Furthermore, authoritarian leadership and work-life balance are likewise manifested as a highly correlating responses. The distinction the researchers used was between strong positive connection of self-efficacy and work-life balance and slight to negative relationship. The results of these studies show that when despotic leadership is present, employees tend to experience anxiety that can be reduced by developing

coping strategies for handling a supervisor boss and improving performance by giving bonuses to subordinates.

**Keywords:** Despotic Leadership, Life Satisfaction, Self-Efficacy.

### Introduction

If any organization is to attain all its objectives, then the approach to leading ethically is always demanding (Ali, 2019). If we observe the pool of prior studies on leadership, it is common that the positive effects of it always come to the light, however, researchers do not focus much on the role of destructive leadership and give little attention about mentioning the consequences as applicable to Odoardi et al. (2015) according to Ali (2019). This has changed the scenery of the issue to one in which the morality in leadership is now discussed as something that can cause harm to an organization and immoral leadership describes the leader's lack of management of anger and emotional instability towards his followers (Naseer et al., 2016; Brown & Mitchell, 2010).

Despotic leadership is the leadership style where an organization is dominated by the ruler, due to his or her uncompromising and incompatible attitudes to the precarious position of the employees (Naseer et al. , 2016). Alternatively, it is known as an improper leadership style that causes challenge due to confusing management and the deficiency of the disciplines According to what Tayyab (2019) cited the study by Schyns & Hansbrough (2010), authoritarianism is not merely a deficiency in leadership, it also covers the uncanny ability to manipulate circumstances so that the leader can permanently blame the employees and stonewall emotions which lead to de-valuing of employees (Schyns & Hansbrough 2010). Such actions of these individuals make them an oppressed class, as Simões (2016) and Tepper et al. (2007) contend.

Forthrightly, employees are influenced by bad behavior to the extent of them developing wayward feelings that become anti-social within the society. Also, it difficult to tell the difference of work and personal life due to mental stress they experience. The decrease of the workplace efficiency comes to the first line. Employees are not confident enough in managing both the situation that happened suddenly and unexpected. In other words, the dearly human resource of the company is slipping away (Asiah, 2020; Bayraktar & Jimenez, 2020). According

to Paramita & Waridin (2006), it has been proved that the relationship between job satisfaction and work-life balance of the employee is positively significant. Hence, we could use this analysis in our framework as follows: when self-confidence or self-efficacy your employee is spoiled, their work-life balance will finally suffer.

In short, we concluded that despotic leadership and self-efficacy are correlated, and work-life balance is correlated with self-efficacy. Therefore, there must be a connection among despotic leadership and work-life balance where self-efficacy acts as the medium between two other variables. The current study aims to achieve the data gap as identified in the framework of previous research's related theory and thus to provide a statement on the connection between despotic leaders and work-life balance basing on the survey administered. Despotic leadership occurs when one starts to behave uneasily towards coworkers, and these managers are mostly lured by work and their subordinates are anxious about their positions. From now onwards in our study, the effect of autocratic boss on employees' work-life balance that is in the mediation of self-efficacy means what kind of a bad impact autocratic leader makes on an employee via which his work-life balance is negatively affected his also self-efficacy. That is the reason the worker is getting loss of his believes and cannot be able to devote his 100% to the job which eventually may lead the company to the decline phase.

In our study not only authoritarian leadership has been studied to investigate its implications on work life balance of employees, but also the contextual factors that influence employees. In addition, since despotic leadership has an influence on people's sense of self-efficacy then it results into work-life imbalance. Attempting to fill the gap in knowledge, the researcher aims to do justice to all the dimensions of the problem, producing one single study. Thus, keeping the gap in view the following objectives have been put forth: Thus, keeping the gap in view the following objectives have been put forth:

- The purpose of this research is to find out how the dictatorial management across the organization can affect employees' personal lives.
- In order to know better the influence of lead rulers on the sense of efficacy.
- One of the most central aims of this researches to assess the influence of self-efficacy on employees' workplace balance.

**Literature Review**

Cordially, both dictatorship as well as contemporary society believes in the fact that despotic leadership is very direct about ruling and authorizing workers and considered as an omnipresent leadership style (Zhou, Rasool, Yang, & Asghar, 2021). Focusing on the above belief in my draw one in a position of paying more attention to the negative side of behaviors and not their positive counterparts. As resulting, avoiding the leadership trap and obtaining the useful side of leadership may another the most important concern (Jabeen & Rahim, 2021). Here, we must take care that we do not enlist the despotic type of leadership in which a person acts in a self-interested manner and seems selfish by directing the behaviour of his/ her employees.

For instance, the leadership can be considered a decisive factor in realizing positive or negative results among workers. e.g. if the employees lack of back-up from the managers and leadership undoubtedly will create negative work-life balance for them (Johnson & Johnson, 2021). And, a third negative association among the associated variables was reported by Nauman, Fatima & Haq (2018) in their research article which asserted that despotic leadership aggrieves subordinates, moreover, if the organization expects to achieve better performance over time they must not appoint that leader who keeps inflicting mental wounds on their subordinates. Nauman et al., in the year 2018, also cited Erfurt et al. (1992) and Sonnentag et al. (2008) who proposed that when the oppressive leadership is reduced and employees' receive assistance and recognition, it will encourage employees to act in a relaxed manner which promotes their workplace motivation and then leads to better work life balance (Sonnentag, Kuttler, & Fritz, 2010).

Besides the reference to Bass (1990), which was made in the article by Nauman et al. (2018), Howell & Avolio (1992) stated that this darker side of leadership is a disturbance embedded into one's personal life. In a work-life situation, the person is assessed on their ability to have a healthier state of being in both family and job (Wood, Oh, Park & Kim, 2020). Work-life balance can be broken either with time or as a behavior. if leadership acts like a despot and manage additional hours for subordinates which are impossible to enroll in family events or it can be like tenure of high strain and tiredness that employee feels at home then work life balance relates negatively with despotism of leadership.

Contrary to Naseer et al. (2016), research on dictatorship conduct in Pakistan was conducted in a university magnitude where it was concluded that there is a negative correlation between dictatorial rules and work-off balance since students need emotional warmth to believe more in themselves and if they are treated with arrogance and uncertainty, they lose interest in academics. According to (Ali, 2019) research supervision, where supervisors follow strict behavioral control, will lead the best performance towards meeting goals and workers will be productive. Any relaxation by the supervisors might lead to ultimately neglect of the company's duties to improve the productivity. Erkutlu & Chafra (2018) argue that a positive link exists between autocratic leadership and a work-life balance while simultaneously the presence of organisational identification is acknowledged, which leads to the perception that leaders become accountable towards realizing the organization's goals as well as react normally when the leader acts to achieve a particular outcome.

In simple words, self-efficacy is that idea of how an individual possessing both the necessary skills and personal decision-making people respond responsibly to a given situation (Zhou et al., 2021). According to a study of Tayyab (2019), there are several types of non-physical abuse that can be experienced by the employees. The first type of abuse is the negative behavior of a zaki moyeszubatisi which includes disrespecting and insulting employees (Tepper, Duffy, Shaw, 2008), as well as bullying employees by victimizing them (Hershcov Besides that, the embodiment of despotic leadership is also among the factors that irritate employees (Fox & Spector, 1999) and therefore, affects their self-efficacy which leads to employees' aggression. Simões (2016) has presented two possible situations which could be either ethical or no moral followed by the ruler who aggressively enforces his orders and it is ethical and moral at the moment but still the leadership ruthlessness will increase the self-efficacy and subordinate are active and boosted morally and focus on themselves so that they are getting the desired outcome. Yet if the leader intervenes in his subordinates in-humane manner and scolds and humiliates them for simple mistakes, this look of despotism is unlikely to be accepted by the subordinates and result in the loss of self-efficacy (Costa, Passos & Bakker, 2014).

Additionally, the relationship between self-efficacy and work-life balance may be, according to Situmorang & Wijayanti (2017), positive and significant where women employees are more

likely to be affected by this issue. They said this paper written by Cleveland, Cordeiro, Fisk and Mulvaney (2006) argued that the greater staff beliefs in themselves, the happier they are in their own lives and more satisfied workers perform more duties. The role of being a female employee is multiple-fold as she either plays the role of mother or wife or daughter or employee. This is why, even if there is even one role which is not aligned properly, the work-life balance that a woman employee has, would be more challenged than that of a male employee (Khare & Kapoor, 2019; Situmorang & Wijayanti, here it is, the results of the thesis below.

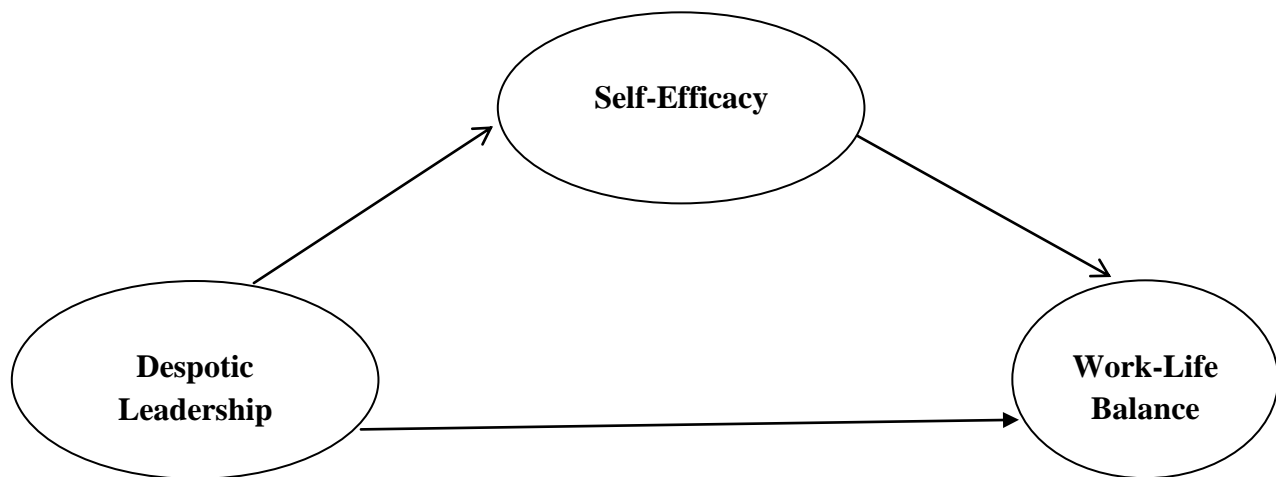
H<sub>1</sub>: There is the impact of despotic leadership on the work-life balance of employees.

H<sub>2</sub>: There is the impact of despotic leadership on self-efficacy.

H<sub>3</sub>: There is an impact of self-efficacy on employees' work-life balance.

**Conceptual Framework**

Similar to this, the researchers can be separated into two groups after reading the previous research done on the worker's relationships with despotic leadership, self-efficacy, and work-life balance. According to some researchers, a relation between despotic leadership and work-life balance can be obtained; other researchers can prove the relationship between despotic leadership and self-efficacy, while some researchers can find the preferred relationship between self-efficacy. Consequently, this research will be able to discover the fact that a self-efficacy approach is acting as a moderator between authoritarian leadership and employee's work-life balance.



**Fig 1. Conceptual Framework**

**Methodology**

The underlying research paradigm is of a post-positivist nature because I have corrected and theorized a possible relationship that existed among the variables with enough evidence to support this proposition and this constitutes descriptive research with the variables being the ones that have a correlation with each other. The researcher intervention was no or little and the situation was realistic and it was non-contrived. Individual respondent was the unit to assess for the primary data by the way of self-response agent. The sampling technique the biased technique was chosen by drawing the randomized sample; the intention was to provide the equal opportunity to all of the respondents, who were employed in different private banks of Karachi. Given a particular time limit for completion of the study, the researches' time domain were cross-sectional. The data collection of the secondary data is done by the researcher utilizing past journal articles and ethics and polymath, and the primary data was collected through the use of 217 questionnaires with a 5 point Likert scale. Strongly Agree, 4. Agree, 3. Neutral, 2. Disagree and 1. Strongly Disagree. Finally, the Smart PLS software was used to give the ultimate test. Moreover, it is done with T-test and P-test, which is for determining the insignificance of the stated variable, and last but not least, Cronbach's Alpha is applied to the validation of collected data from the questionnaires.

**Results****Construct Reliability and Validity**

Researcher has scrutinized whether the data is worthy and conditioned others test., which refers to the reliability of data accumulated meeting the requirements of each construct and validity which presents the accuracy of data collection. Similarly, in accordance with Santos (1999); Taber (2016) and Tavakol & Dennick (2011), the Cronbach's Alpha values at the initial stages of the study need to be greater than the 0. 7 represents the upper acceptable limit and the value range confined to confident intervals. 88 -05. 95 have high chance of being dependable. Additionally, Tarkkonen & Vehalahti (2005) stressed that a value of rho (where the correlation is positive) above zero. World would be more liveable if 7 pollutants are cut down to zero and controlled at permitted limit. Bosterboom (2004), and Raykov (1997) proposed that the existence

of Composite Reliability above 0 is inevitable. It is certain, categorical and clear. Hence, from Table 1, the list of Chronbach's Alpha (Rho\_A) and Composite Reliability of every construct are indicated as the minimum requirement for measurement. 7 with the use of in-field geological characteristics that are highly accurate in the process. Wow, it implies that all findings in this research collected through questions in each construct have validity, reliability and consistency.

**Table 1. Chronbach's Alpha, Rho\_A & Composite Reliability**

	<b>Cronbach's Alpha</b>	<b>Rho_A</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
<b>Despotic Leadership</b>	0.942	0.959	0.955	0.81
<b>Self-Efficacy</b>	0.900	0.912	0.926	0.717
<b>Work-Life Balance</b>	0.936	0.942	0.954	0.838

### **Discriminant Validity**

Discriminant validity proves the fact that there are no construct that are similar and also the ranges of the sharing constructs. The methods of testing discriminant validity are cross-loading, Fornell-Larcker Criterion and HTMT ratio of correlation. Then came the turn to determine the discrimination for the constructs introduced the researchers applied the 3 following tests which are presented in Tables 2 to 4.



Fig 2. Cross Loadings

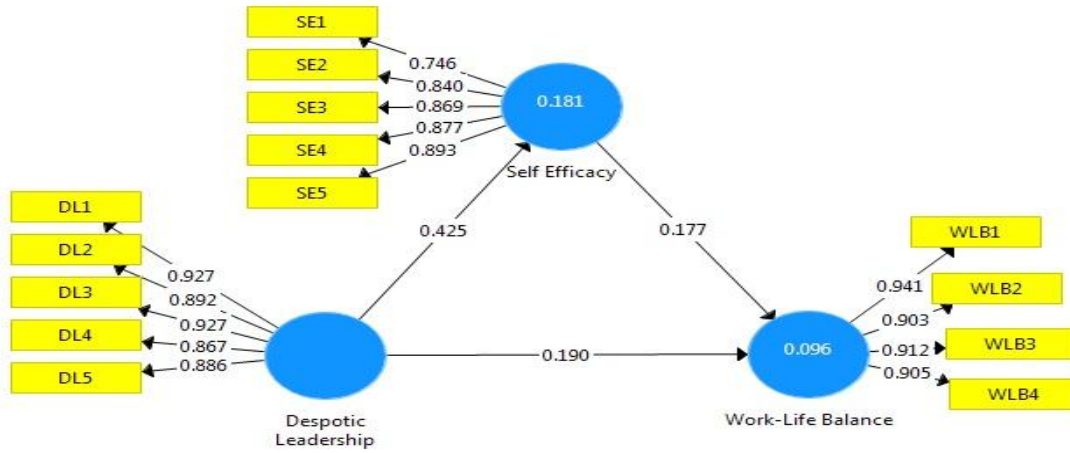


Table 2. Cross Loadings

	Despotism Leadership	Self-Efficacy	Work-Life Balance
<b>DL1</b>	0.927	0.393	0.215
<b>DL2</b>	0.892	0.33	0.212
<b>DL3</b>	0.927	0.404	0.217
<b>DL4</b>	0.867	0.287	0.192
<b>DL5</b>	0.886	0.455	0.324
<b>SE1</b>	0.383	0.746	0.107
<b>SE2</b>	0.264	0.84	0.25
<b>SE3</b>	0.304	0.869	0.239
<b>SE4</b>	0.42	0.877	0.218
<b>SE5</b>	0.401	0.893	0.267
<b>WLB1</b>	0.222	0.234	0.941
<b>WLB2</b>	0.206	0.234	0.903
<b>WLB3</b>	0.295	0.244	0.912
<b>WLB4</b>	0.236	0.229	0.905

Among the indicators of the distinctness of the factors of variables obtained by the researches of Hair & al., (2011, 2014), each factor loading is greater than 0. The 7th factor which I call as "task-based self-expression" and it's higher than the importance ratings of all other constructs. On the other hand, the researcher has also established the discrimination between the constructs through the Cross Loading technique which is depicted in Table 2. Which has to be after the load validation requirements outlined above.

**Heterotrait-Monotrait (HTMT) Ratio of Correlation**

Another sign of the discriminating validity is the ratio of the heterotrait monotrait (Hetmono) generated correlation. Henseler, Ringle, & Sinkovics (2009) demonstrated that compared to the cross-loading and Fornell-Larcker criterion, this method is more effective as it attains specificity and sensitivity rates which are i.e. 89% and 99% respectively that is way higher than the reference measures i.e. 0 00% and 20. 82% respectively. When the HTMT values are close to 1, the likely explanation is that the discriminant validity is low.

By highlighting the ethical practices adopted by the business, it increases awareness about responsible business practices and helps build a positive brand image. Hence, the acceptable value will be taken as zero. Thus, Henseler et al. (2009) concluded that the "coefficient alpha is the most appropriate statistic for measure reliability". What are the valences that are greater than 0? If 85 has a weak association with the other two constructs, then this will imply that it is not able to show its distinctiveness. The more the values get closed to 0, the better the discriminant validity. Similarly, the full row for each construct in Table 4 shows that all values are less than 0. 85) which elementary aspects indicate all the mental constructs are enough different and measurable one from another.

**Table 4. Heterotrait-monotrait (HTMT) ratio of correlation**

	<b>Despotic Leadership</b>	<b>Self-Efficacy</b>	<b>Work-Life Balance</b>
<b>Despotic Leadership</b>			
<b>Self-Efficacy</b>	0.444		
<b>Work-Life Balance</b>	0.271	0.278	
<b>Coefficient of determination</b>			

The  $R^2$  shows how close any fitted to a dataset, and it is the square of the coefficient of correlation denoted as  $R^2$ . The  $R^2$  value is 0 Thus, correlation  $R$  value of 0.6 makes us think that between the IV and DV there exists some positive connection.  $R$ -squared embodies the proportion of the DV which is tucked in the IV. As the increase in  $r$ -squared denotes, the higher the IV's effect on DV. However, statistically, 0 percent men and women's work life's are compromised by the length of the shifts, that is reflected by the value of  $R$  in Table 5. The (96%) percent respondents believe that such actions as totalitarian administration will affect self-efficacy and the other (4%) people believe that they will be complete with them in the sense of self-efficacy which has been surveyed. However, not every situation is apparently so terrible. Nevertheless, power tends to corrupt, and absolutism is a form of 1% despotism at the head of the public administration.

**Table 5.  $R^2$  Interpretation**

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Self-Efficacy</b>	0.754	0.712
<b>Work-Life Balance</b>	0.966	0.877

**Hypothesis Testing**

T-test & P-test help us in explaining the level of intensity between the independent and the dependent variable. If the z-value is greater than  $\pm 1$ . Independent sample t-test with p-value less than 0.05. When the t-value is higher than  $\pm 1$  and P value is below 0.05, it shows the relationship between the variables is significant; otherwise, the link between the variables is considered not significant. x96 and p-value is above? 5) If the output is not significant, thus variable can be dropped. The researcher involved in the statistical analysis of the data has interpreted the meaning of the relationship between them based on the information provided in Table 6. The t-test and p-value yield a clinically meaningful difference, as it becomes evident that despotic leadership and self-efficacy have a positive, significant correlation, with despotic leadership also influencing work-life balance in a positive, significant way. On one hand, however, we have t-test and p-value which demonstrates that there is no significant positive relation between self-

efficacy and work-life balance. From these results, we can draw conclusions that dictatorship as a leadership style creates work life imbalance and has negative impact on the self-efficacy of the employees. But due to self-efficacy, an employee doesn't need to get disturbed in work-life balance in the private banking sector of Pakistan.

**Table 6. Hypothesis Testing**

	<b>Beta</b>	<b>Standard Deviation</b>	<b>T Statistics</b>	<b>P Values</b>
<b>Despotic Leadership -&gt; Work-Life Balance</b>	0.185	0.094	2.015	0.044
<b>Despotic Leadership -&gt; Self Efficacy</b>	0.434	0.074	5.72	0.000
<b>Self-Efficacy -&gt; Work-Life Balance</b>	0.185	0.096	1.843	0.066

## Discussion

Because despotic leadership has a remarkable link to the efficacy of self and also the work-life balance, however, seldom this self-efficacy has any relation with the work-life balance it is not the representation that self-efficacy has become a mediator between despotic leadership and work-life balance. Therefore, the results from the transactional analysis of banking industry from the larger city of Karachi, Pakistan just confirmed the relation between the two variables, without the influence of the personal efficacy. A direct, positive relationship (RV) could be established between despotic leadership (IV) and self-efficacy (M); and it is also observed that the relationship (RV) between despotic leadership (IV) and work-life's balance (DV) is also found significant and positive. We have failed to corroborate Naseer's findings (2016) instead our findings correspond to Ali's (2019). Also, we are in harmony with Erkutlu & Chafra (2018). On the contrary, the correlation between earning autonomy (M) and work-life balance (DV) is almost negligible. This information shows us that through despotic leadership, the work-life balance and self-efficacy of employees are both affected which can be interpreted from the data.

The idea of an effective and high self-efficiency in private banking in Pakistan allows employees to not get bothered in the work-life balance these days. The data does not concur with studies carried out by (Tayyab and El-Yafawe, 2019) (Tepper et al., 2001) (Hershcovis et al., 2012) and (Fox & Spector, 1999) as well as (Hershcovis et al., 2012).

### **Conclusion**

The merit about which current leaders use the despotically leadership falls on today's organizations. In summary, this research is sought to analyze the effects of work-life balance on work effectiveness, as mediated consistently in line with the respective indicators. Regarding the weak support for there being a link between self-efficacy and work-desertification balance, we came up with the conclusion that there is no mediation through self-efficacy between despotic leadership and work-life balance. All in all, the results of the data collected from the private banking sector of Karachi, Pakistan, depict that no direct relation exist between the two variables i.e. self-efficacy and financial literacy among private clients. The despotic leadership is found to play a pivotal role in enhancing people's thoughts about their own capabilities i.e., self-efficacy. Additionally, research also shows that the personal balance is also found in a positive association with despotic leadership. Nevertheless, small relationship exists between self-efficacy and work-life balance, the latter one is in win-win relationships with dysfunctional work and an un-merited salary cut. Data analysis points to the fact that dictatorship at work leads not only to poor work life balance and but also to reduced employee self-efficacy. By staying calm due to the self-efficacy, an employee would not be disturbed when they try to implement work-life balance policy in the private banking sector of Pakistan. On the other side of this fence, as the study is being done in the private bank area of Karachi, Pakistan, one can claim that the loss of self-belief is not the reason of disruption of work-life balance of employees due to despotic leadership but rather the offensive, shocking and haughty behavior of authorities causes such disturbance in the lives of workers.

### **Limitations & Recommendations**

This research utilizes only the private banking sector of Karachi and serves as a tool guide for those researchers who are using the same framework to explore this subject. There, the

researcher who wants to give advice to the leaders to not only blame their workers for their misguided responsibilities but rather to applaud their good ideas and defend their points of view and let them put forward theirs. Moreover, improving their self-efficacy, the bosses should also be able to see that they may happen to accept something that is wrong by the juniors. Instead of leaders, a boss can turn into agents who give directions and command how to carry out an assignment. And, to manage the work-life balance, the leaders should give their employees enough self-time to have fun with their families and give them a bonus day off as an appreciation for their endeavors for the organization.

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