

## Linking Despotic Leadership and Change-Related Organizational Citizenship Behavior: The Role of Resistance to Change and Emotional Intelligence

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*The paper examines the impact of the perception of despotic leadership on change-related organizational citizenship behavior (OCB) through the mediation of resistance to change. Moreover, the paper tested the role of emotional intelligence as a boundary condition to the above-mentioned mechanism. Primary data from 192 employees working in pharmaceutical organizations using a time lag research design was used to test the hypotheses. Empirical analysis showed that despotic leadership significantly relates to both change-related OCB and resistance to change. The mediation of resistance to change between despotic leadership and change-related OCB was supported by the data. Further, the moderating effect of emotional intelligence on the relationship between the perception of despotic leadership resistance to change was supported by the data. We also tested and found support for moderated mediation effect of emotional intelligence on the indirect effect of despotic leadership on OCB via resistance to change. This paper provides a distinctive insight into the consequences of despotic leadership change management under the boundary condition of emotional intelligence.*

**Keywords:** *despotic leadership; change-related OCB; resistance to change; emotional intelligence*

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In the current turbulent business scenario, change is inevitable to meet the demands of the customer. Change is essential for the organization's growth and maintaining the rival firm's position. Change is a challenging and complicated process and requires time and extensive effort. The change's main objective is to make the firm more efficient and effective in performance and enhance competitive advantages. Organizational change is very complex, as over 70 percent of the change programs fail due to a lack of trust, communication, strategic vision, resistance to change, and commitment to change (Beer & Nohria, 2000).

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Organizational change researchers primarily concentrated on organizational factors and altogether neglected person-related issues (Vakola et al., 2004). Prior studies draw attention to a wide range of individual factors that might arouse helping behaviors. These factors include prosocial motives (Moon et al., 2016), self-efficacy (Chen & Kao, 2011), agreeableness, conscientiousness (Ilies et al., 2009), cultural value (Chan & Snape, 2013), and personal values such as self-direction, compassion, and achievement (Arthaud-Day et al., 2012). Contextual factors also impact serving behavior, like organizational justice (Karriker & Williams, 2009), organizational support (Randall et al., 1999), performance appraisal processes (Zheng et al., 2012), and group cohesion (Liang et al., 2015). Personal factors include leadership; a lot of work on the positive side of leadership is available, but despotic leadership - the dark side of leadership - is largely neglected (Naseer et al., 2016).

A nerve-racking work environment might restrict employees' tendency to engage in involuntary behaviors, either because they are facing dysfunctional organizational politics (Randall et al., 1999) or excessive workloads (Pooja et al., 2016), or tackling destructive leadership like abusive leadership (Zellars et al., 2002) or despotic leadership (Naseer et al., 2016). The perception of despotic leadership is the focal point of our study. Despotic leaders are controlling, arrogant, and bossy. Despotic leaders intentionally targeted their interests rather than subordinate or follower's interests (De Hoogh & Den Hartog, 2008). This leadership style exists in many setups (Schilling, 2009). It can be visible in numerous ways, like when leaders have no compassion or consideration for followers and expect complete submission from every individual who reports to him/her or has a strong willingness to control individuals. Destructive or abusive leadership styles, containing despotic leadership, replicate a primary source of workplace difficulty that deprives employees of valuable leader characteristics like consideration, empowerment, support, and care (Naseer et al., 2016; Wu & Lee, 2016). This research is novel as the perception of despotic leadership has never been reviewed in the presence of emotional intelligence.

Social exchange theory advocates that employees' undesirable involvement in a firm matter is likely due to the leader's hostile behavior that the employee reciprocates in response to that leader's behavior (Blau, 1964). Researchers suggested that hostile behavior in a firm frequently happened during organizational change processes. Consequences of this behavior are the exhibition of negative behavior from employees or the inclination to act negatively in response to change. Employees may respond negatively due to the leader's authoritative behavior and emotional intelligence may moderate this relationship.

With the increasing attention on the dark side of leadership, numerous parlances have been projected to incarcerate this construct, including destructive leadership (Schyns & Hansbrough, 2010), tyrannical leadership, petty tyranny (Ashforth, 1994), abusive supervision (Tepper, 2000), and despotic leadership (Naseer et al., 2016). Despotic leadership can be defined as leader behaviors that concentrated on dominance and attaining control and are motivated by their interests. Such leaders are unforgiving, bossy, scheming, and arrogant (McClelland, 1975). Despotic leadership is a notable instance that encompasses negative leadership types (Schilling, 2009). However, regardless of its venerable occurrence in the political leadership context and its instinctive appeal, research in this field in applied psychology and broad organizational context is still in its early years. A meta-analysis of the dark side of leadership recognized only a few research studies on despotic leadership (Schyns & Schilling, 2013). They argued that even though this concept is novel, it is intensely pertinent to the leadership area and demands research consideration. This paper attempts to add empirical research on the consequences of the dark side of leadership i.e., despotic leadership by discovering its effect on OCBs during the change process.

In the change management process, the first thing to ensure is adequate employee motivation (Foster, 2010). When individuals encounter change, resistance to change is the

most natural reaction. From the employees' perspective, the prime reason for change failure is the inappropriate execution of change initiatives (Malik, & Masood, 2015). Successful accomplishment of the change process in an organization is not possible without employees' active engagement. During the change process, the employees' involvement is the prime predictor of change (Avey et al., 2008).

In such situations, where change is inevitable, and leaders need to confirm engaged employees, it is essential to recognize such circumstances. Employee behavior and personal traits render an individual to display greater recognition to change initiatives (Malik & Masood, 2015). Leaders need an employee who can expedite the change processes instead of creating change resistance. Consequently, this study discovers the contingency of a significant personal trait, i.e., emotional intelligence, most relevant under organizational change. Emotional intelligence as a moderator has not been studied in the presence of perception of despotic leadership in the organizational change process and how employees respond to the change process by change-related OCB. This makes the study more innovative and robust and makes a significant contribution to the field of management.

## Literature Review

Despotic leadership is based on authoritarian behavior and personal dominance that is self-aggrandizing, exploitative of others, and serves the leader's self-interest. Despotic leaders are vengeful, monitoring, and domineering (Howell & Avolio, 1992). Further immoral leadership styles are personalized charismatic and abusive supervision (Beu & Buckley, 2004; Tepper, 2000). Despotic leaders give little consideration to others and are far from socially constructive behavior. Despotic leaders have a low moral standard, no feeling of obligation and regard, and are at a dearth of moral values. More likely despotic leaders are insensitive and have no appreciation and rewards for followers. Additionally, despotic leaders are ego-centric, narcissistic, self-absorbing, self-center, and exploitative, which means that despotic leaders are expected to have little self-judgment and apprehension regarding the consequences of his/her behavior. Despotic leaders exert power to fulfill their own interests, are numb to employees' needs, give no or little consideration to the employees in a socially constructive setting, and anticipate that they manage the employee needs in a poor manner (De Hoogh, & Den Hartog, 2008). Despotic leadership anticipated having a destructive affiliation with perceptions of higher management team efficiency.

In management, lack of trust was considerably related to resistance to change in the organization (Oreg, 2006). Stanley et al. (2005) investigated the notions of cynicism and skepticism and their associations with trust in an organization and resistance to change. Different leadership styles impact individual behavior toward change initiatives (Szabala, 2007). Organizational strategies and their impact on resistance to change are based on the leader-member relationship (Furst & Cable, 2008). The inclination to resist change is normally observed in unconstructive ways (Hon et al., 2014). To maintain quick geopolitical changes, technology, and market styles, firms must continuously develop and execute the change practices. Resistance to change can be defined as a pessimistic individual direction toward the idea of change (Oreg, 2003). It is usually considered an impediment on the way to successful adaptation and execution. Likewise, people who possess positive traits like innovation, openness to experience, and flexibility; openness to change got high respect from the organization (Oreg & Goldenberg, 2015).

People tend to resist change and desire to sustain the current situation and stick to monotonous and ordinary behaviors (Ford et al., 2008). Many research pieces show that most employees are inclined to resist changes though it may be any sort of change because change is always linked with larger urgency, risk, and pressure than usual firm activities (Ford et al.,

2008). An investigation has shown that the people who contribute to organizational change occasionally meet the execution of planned change with resistance to change (Lines, 2004) – which consists of cognitive, behavioral, and affective domains of resistance. They portray behaviors that resist change and strive to uphold the current situation (Szabla, 2007).

While defining resistance to change, researchers assumed a diversity of approaches and conceived resistance to change as a multidirectional concept. Resistance to change refers to a three-directional attitude toward change that comprises cognitive, behavioral, and affective dimensions (Oreg, 2006). Where the cognitive dimension relates to the negative belief regarding the change. Individuals feel that change is needless, and change will not be healthier in the long run. The affective dimension encompasses negative emotions of the individuals about change like anger; and the behavioral dimension contains (negative) intention to act or action to perform in response to change.

Perception of despotic leadership is anticipated to hurt employees' hopefulness related to the future. Employees are more liable to be frightened of their place in the firm throughout the process of change (De Hoogh, & Den Hartog, 2008). They may develop a perception that their organization or employees are behaving unjustly or demoralized by their leader and perceived the firm's climate as an aggressive one. As a result, employees resist the change process as they have pessimistic emotions about the change process and the organization.

*Hypothesis 1:* Despotic leadership is positively related to resistance to change.

Discretionary employee behaviors in helping colleagues are effective and efficient to achieve the organizational objective according to future demand (Chou & Stauffer, 2016; Hartmann et al., 2014; Podsakoff et al., 1997). These individual discretionary behaviors mirror employee-oriented OCB; in this scenario, individuals willingly listen to the problems of their colleagues in implementing the change and remove hurdles by assisting them, even if there is no formal compulsion of doing this (Deckop et al., 2003; Li & Chen, 2012). Target colleagues and individual employees both benefit from such discretionary behavior because this discretionary behavior increases coworkers' capability to meet future needs (Podsakoff et al., 1997) and promotes helpers' potential (Hui et al., 2000). Furthermore, these behaviors increase other employees' well-being by increasing the sense of meaningfulness and recognition (Lemoine, Parsons, & Kansara, 2015). In comparison to in-role behavior or task performance, OCB refers to the more discretionary behavior of the employees towards their job, is less liable or associated with organizational incentive, and contributes to the firm by enhancing a constructive psychological and social climate (Organ et al., 2006). Researchers usually concentrated on how OCB is valuable for the organization and employees.

Employees go beyond their responsibilities by mentoring and helping colleagues, communicating knowledge and relevant information to the employees, willingly accepting extra responsibilities, getting involved and encouraging others, and so forth. Employees' loyalty is assessed more positively by their leader (Whiting et al., 2008). Similarly, frequent OCB practices at the workplace make the firm an attractive place to work (Organ et al., 2006). Organizations gain an advantage from OCB, as such behavior lubricates the social mechanism of interaction among the employees and helps develop social capital for the organization's efficient functioning (Organ et al., 2006). Social exchange theory advocates that diverse kinds of exchange relationships gauge individual employee behaviors (Song et al., 2009). Like other social contacts, relationships are fabricated at the workplace and founded on the standard of reciprocity. In firms, individual employees reimburse encouraging work environments and circumstances through discretionary behaviors.

On the other hand, individual employees also regulate their attitudes and behaviors when they observe they are behaving negatively (Liu & Wang, 2013; Robinson, 2008). When

employees observe that their superiors are ill-treating them, they may pursue to reimburse the exploitation with adverse behavior; likewise, it is not probable to assume them to accomplish OCB towards their leader (Liu & Wang, 2013). Based on these arguments:

*Hypothesis 2:* Despotic leadership is negatively related to change-related OCB.

An evaluation of the literature discloses that resistance to change has more undesirable results than desirable ones, not only for the organization but also for employees. Resistance to change is a crucial variable that affects change decisions and consequences for organizational change failure (Regar et al., 1994). Resistance to change can lead to dysfunctional behavior, such as acting out (Galpin, 1996), reduction in performance (Bazerman, 1982), and withdrawal (Abramson et al., 1978). Resistant behaviors lead to the loss of motivation, a slowdown of the work processes, loss of trustworthiness, and consistency in the organization. Resistance to change leads to mistakes, errors, and absenteeism (Robbins, 2008). A research study found that resistance to change was interconnected to minor altitudes of commitment, job satisfaction, and intent to leave (Wanberg & Banas, 2000). Resistance to change negatively influences the behavior of the employees, such as change-related OCB. Recent research on resistance to change focused on an outcomes variable (Van Dam et al., 2008). In comparison, we focus on resistance to change as a mediator between despotic leadership and change-related OCB.

*Hypothesis 3:* Resistance to change mediates the relationships between despotic leadership and the change-related OCB.

Perception of despotic leadership denotes leader behaviors dedicated to dominance, controlling, and attaining supremacy. These behaviors are inspired by the self-centeredness of despotic leaders (Naseer et al., 2016). Such leadership is Machiavellian, unforgiving, bossy, and arrogant in nature (Howell & Avolio, 1992). Despotic leadership is a projecting specimen that incorporates the most significant negative leadership style (Schilling, 2009). What differentiates a leader is the amalgamation of heart and head, the capability to apprehend and efficiently apply emotions employing linking and impact (Modassir, & Singh, 2008). Hence we are studying the effect of emotional intelligence on despotic leadership and its relationship with change-related OCB. Individuals' emotional dynamics are associated with the success and failure of the change program (Huy, 1999). According to Huy (1999), emotional dynamics can be defined as the emotional state that an individual demonstrates in the organization. Emotion and intelligence are the two components of EI. Emotion refers to the feeling that an individual possesses, and intelligence refers to a person's ability to do something with the reason (Mayer et al., 2008). Emotional intelligence refers to an individual ability to understand one's emotions and those of others around you like family members and colleagues and adapt according to changing climate.

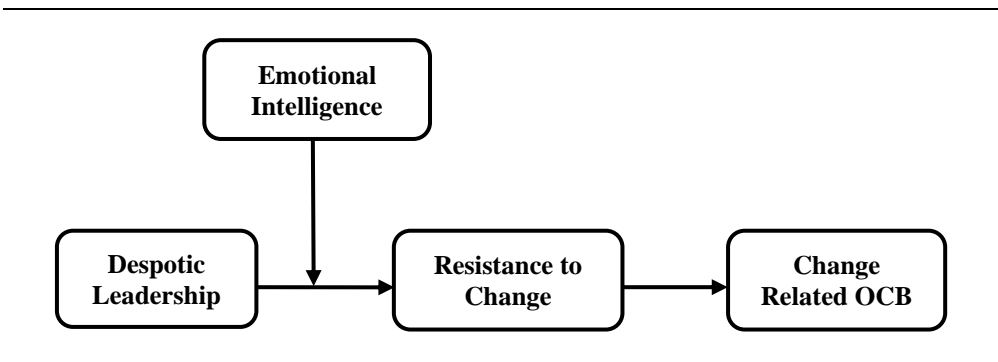
Emotional intelligence should not be confused with individual ability until its similarity cannot be defined empirically. Unlike general intelligence, emotional intelligence is applicable to the emotional component of life. Emotional intelligence can be developed throughout an individual life via learning and training sessions. Emotional intelligence is the specific capabilities of an individual to identify, realized, recognize, and manage their own emotion and those of other individuals around them (Palmer et al., 2000). The research proposes that employees with an elevated echelon of emotional intelligence practice more career success (Weisinger, 2006), lead more successfully (Prati et al., 2003), and experience low job uncertainty (Jordan et al., 2002). There are more efficient in team performance (Rice, 1999), and individual performance and are highly flexible to nerve-racking events (Slaski &

Cartwright, 2002), with superior managing strategies (Bar-On et al., 2000) than those employees with little emotional intelligence. Significant growth in emotional intelligence is also related to the increase in organizational vitality and change. Since organizational change is often linked with emotional conflict (Downing, 1997), within the change management circumstance, facts are proposing that focusing on emotional intelligence can add to competitive advantage (Cooper & Sawaf, 1997; Goleman, 1998). The perception of despotic leadership has a negative relationship with OCBs (Liu & Wang, 2013) as employees are emotionally demotivated to involve in extra-role behavior. Therefore, this paper proposes that emotional attitude like emotional intelligence is likely to moderate the relationship between the perception of despotic leadership and resistance to change.

*Hypothesis 4:* Emotional intelligence moderates the relationship between the perception of despotic leadership and resistance to change.

*Hypothesis 5:* Emotional intelligence moderates the indirect effect of despotic leadership on change-related-OCB through the mediation of resistance to change, and the effect is weaker when emotional intelligence is high rather than when it is low.

**Figure 1**  
**Theoretical Model**



## Methodology

### *Participants*

Full-time employees working in the pharmaceutical organization of Pakistan were enrolled in the survey. The predictor and outcomes variables data were collected three weeks apart, at two points in time, for minimizing common method biases (Podsakoff et al., 2012). It is recommended that there should be an appropriate gap between data collection, and the same-time measurement gap was successfully implemented in leadership research (Demirtas & Akdogan, 2015; Zohar & Polachek, 2014). Initially, 370 questionnaires were circulated to full-time employees of the pharmaceutical organization of Pakistan. The reason to select the pharmaceutical industry is that old molecules have generated resistance among patients, and new research investigations and changes are required in the pharmaceutical industry. Of these, 237 (64%) employees accomplished the 2nd survey after three weeks. We removed questionnaires reflecting unengaged respondents, unmatched codes at the two points in time (T1 and T2), and missing data. Overall, 45 rows were deleted. Consequently, the final useable

sample comprises 192 respondents for the two surveys at T1 and T2. Of the 192 participants, 88.3% were male, and 11.7% were female.

### *Measure*

The 1st survey (T1) measure comprises perception of despotic leadership, resistance to change, and emotional intelligence. The 2nd survey (T2) measure contains change-related OCB, and resistance to change. Thus, the mediator resistance to change was measured in both research survey questionnaires and took the average of both time point responses (selected as  $T1\frac{1}{2} + T2\frac{1}{2}$ ). To avoid too much bias, we used to collect data two times, three weeks apart. Regarding the temporal point of view, the intervening variable should impact the predictor and the outcome variable, which recommends a three-time lag data collection process. But in research, each data collection period causes sample attrition. To avoid this sample, attrition researchers collect two-time data points three weeks apart but collect the mediator data both times to estimate scores between those time points. The average of both T1 and T2 intervening variable scores were estimated to predict the results. In this way, we support one of the statistical assumptions that mediator data changed over time in the first and second-time mediator data. Furthermore, Podsakoff et al. (2012) recommended that to reduce common method bias, effect predictor, and criterion variable data should be measured separately.

Perception of despotic leadership was measured by a 6-item ( $\alpha = .91$ ) of the despotic Leadership scale (Hanges & Dickson, 2004). Example items are "My supervisor is punitive; has no pity or compassion," and "My supervisor is vengeful; seeks revenge when wronged." Fifteen items measured resistance to change ( $\alpha = .71$ ), the resistance to change scale developed by Oreg, (2003). An example item is "I had a bad feeling about the change." Emotional intelligence was measured by using the 16-item scale (Wong & Law's, 2002;  $\alpha = .94$ ); example items are "I really understand what I feel" and "I always know whether or not I am happy." OCB was assessed by using Podsakoff et al. (1990) 12-item ( $\alpha = .73$ ) scale. An example item is "I always cooperate with others in the team." To measure the responses, a 5-point Likert scale (1 strongly disagree, to 5 strongly agree) was used. Personal characteristics including age, gender, and experience were controlled variables.

## **Data Analysis and Results**

SPSS statistical package was used for data analysis and to test the study hypothesis. Descriptive statistics of the study variables are described in terms of their standard deviation and mean. Correlation analysis was executed to estimate the correlation among study variables (Table 1). The statistical analysis result shows that the correlations of the main variables were significant except for the control variables. The correlation between despotic leadership and change-related OCB ( $r = -.20$ ) was statistically significant. The same was the case for emotional intelligence ( $r = -.64$ ), and resistance to change ( $r = .687$ ), and resistance to change is significantly correlated with change-related OCB ( $r = -.37$ ), and emotional intelligence ( $r = -.42$ ), change-related OCB is correlated with emotional intelligence ( $r = .19$ ). Particularly, the control variables (age, gender, and experience) were not related to the main study variables. According to the recommendations of Becker (2005), researchers dropped control variables for further analysis. To evade enhanced type II error and reduction in statistical power uncorrelated control variables with a dependent variable should be excluded (Becker, 2005). All relationships are shown in Table 1.

We used a linear regression model to test the direct impact of despotic on the change-related OCB. To check the moderation, mediation, and moderated mediation effect researcher used the Preacher et al. (2007), model. Regression analysis results show that model is significant ( $R^2 = 0.47$ ,  $\beta = 0.68$ ,  $p < 0.01$ ) (Table 2). Hypothesis 1 was statistically substantiated as an independent variable (perception of despotic leadership) brought 47%

change in the mediator variable (resistance to change). Hypothesis 2 was supported statistically as the relationship of despotic leadership with change-related OCB ( $R^2 = .04, \beta = -0.20, p < 0.01$ ) was significant as shown in Table 2. The relationship of resistance to change with change-related OCB ( $R^2 = .135, \beta = -0.46, p < 0.01$ ) was also statistically significant. Data Analysis results shown in Table 2 depicted that the perception of despotic leadership is negatively associated with change-related OCB; further, the relationship between despotic leadership and the resistance to change (Mediator) was significant. The resistance to change is significantly associated with change-related OCB (dependent variables). Hayes & Scharkow (2013) model was used to assess the mediation impact of resistance to change of despotic leadership on employee change-related OCB and found it was statistically significant (effect = .10,  $Z = 4.37, p < .001$ ) and mediate the relationship with change-related OCB result shown in Table 2. Thus, hypothesis 3 of the study was statistically supported.

**Table 1**  
**Mean, Standard Deviation, Correlations, and Reliability**

	Mean	SD	1	2	3	4	5	6	7
1. Gender	0.38	0.62							
2. Age (Year)	36.4	3.89	0.06						
3. Exp. (Year)	7.11	1.99	0.13	0.04					
4. DL_mean	2.73	1.07	0.06	-0.04	-0.05	0.91			
5. RTC_mean	3.19	0.28	0.04	-0.08	-0.04	.69**	0.71		
6. EI_mean	3.44	0.82	0.05	0.07	0.06	-.64**	-.42**	0.94	
7. OCB_mean	3.6	0.37	0.2	0.08	0.05	-.20**	-.37**	.19**	0.73

Note \*\*P < 0.01; \*P < 0.05; DL= Despotic leadership, RTC = Resistance to Change; OCB = Change-related OCB; EI = Emotional Intelligence.

According to the study's 4th hypothesis, the moderation effect of emotional intelligence was evaluated between the perception of despotic leadership and resistance to change. To measure moderation and moderated mediation effect (Preacher et al., 2007), the perception of despotic leadership must be associated with change-related OCB ( $R^2 = .04, \beta = -0.20, P < 0.01$ ) that is gauged and proved a significant association with each other as shown in Table 2. Researchers measured the interaction between the perception of despotic leadership and emotional intelligence and found it significant. ( $\beta = -.06, \Delta R^2 = .02, p < 0.01$ ) as there was no zero value between LLCI and ULCI shown in Table 2. Therefore, hypothesis 4 of the study also got statistical support.

**Table 2**  
**Regression Results**

	R2	$\beta$	Effect	Z	$\Delta R^2$	Index
H1: DL → RTC	0.47***	0.68***				
H2: DL → OCB	0.04**	-0.2**				
H3: DL → RTC → OCB			0.1***	4.37***		
H4: DL * EI → RTC		0.06**			0.02**	
H5: DL * EI → RTC → OCB			-0.03			0.03

Note \*\*\* p < 0.001, \*\* p < .05; \* p < .01; DL = Despotic leadership, RTC = Resistance to Change; OCB = Change-related OCB; EI = Emotional Intelligence.



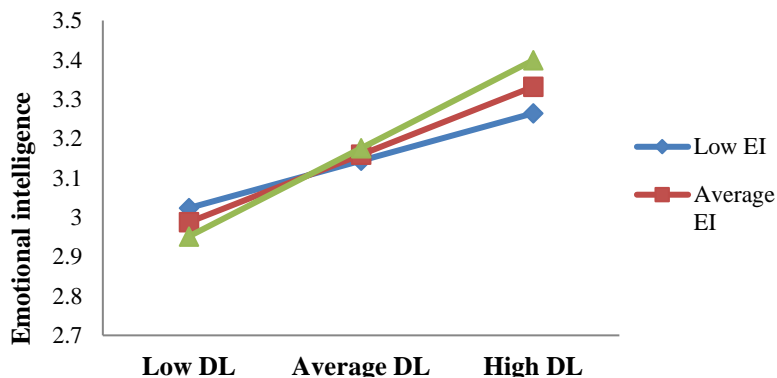
A direct effect of despotic leadership (independent variable) with change-related OCB (dependent variables) was found ( $R^2 = .041$ ,  $\beta = -0.20$ ,  $p < 0.01$ ) and found significant as shown in Table 2. Researchers measured the interaction between despotic leadership and emotional intelligence in the presence of a mediator (resistance to change) and its impact on dependent variables (change-related OCB) and found it significant (index = .03, effect = -.03); similarly, there was no zero value between LLCI and ULCI. The results are shown in Table 2. Therefore, hypothesis 5 of the study also got statistical support.

### Discussion of Results

This research has analyzed the association between despotic leadership and change-related OCB through resistance to change and the moderating role of emotional intelligence on this mechanism. Five hypotheses were tested in this research. According to Hypothesis 1, despotic leadership positively related to resistance to change is significantly supported ( $R^2 = .47$ ,  $\beta = 0.68$ ,  $p < 0.01$ ) results are shown in Table 2. Per Hypothesis 2, despotic leadership negatively related to change-related OCB is also supported ( $R^2 = .13$ ,  $\beta = -0.46$ ,  $p < 0.01$ ). The results of the research showed that there was a negative relationship between despotic leadership and change-related OCB. In pharmaceutical organizations, sales incentives are on the higher side, and authoritative leaders' behaviors are common to achieve their allocated targets. In the presence of despotic leadership, some employees might have a reluctance tendency to report such negative leadership behaviors due to fear of revenge and or gaining a complainer's status (De Clercq et al., 2018).

Hypothesis 3 suggested the mediation of resistance to change between despotic leadership and change-related OCB. Hypothesis 3 was supported as the indirect effect was found to be significant (effect = .10,  $p < 0.05$ ) results are shown in Table 2. Studies in Pakistan already confirmed that organization identification (John et al., 2019), work engagement (Qadeer et al., 2016), and psychological climate (Qadeer & Jeffery, 2014) serve to increase OCB. In contrast, we have focussed on the mechanism (i.e. resistance to change) that can decrease OCB. Hypothesis 4 suggested the moderation of emotional intelligence in the despotic leadership-resistance relationship. Hypothesis 4 was fully supported ( $\beta = .06$ ,  $\Delta R^2 = 0.03$ ,  $p < 0.01$ ), as shown above. The graphical representation shows that resistance to change increased with the increase in emotional intelligence (Figure 2).

**Figure 2**  
**Moderation Relationship Plot**



Researchers in the Pakistani context have considered the boundary conditions of anticipated guilt and gratitude (Qadeer & Arshad, 2014) in predicting performance. OCB being a contextual performance, may also be explained further under these contingencies and work-life areas (Leiter & Maslach, 1999; Qadeer et al., 2016). This study aimed to discover the consequences of despotic leadership in change management. The results of the study also have several practical and theoretical implications.

The research results underscored the nature of the relationship between perception of despotic leadership style and employee change-related OCB. The results suggest that the perception of despotic leadership has a substantial influence on change-related OCB of the employees with or without mediating the role of resistance to change and moderating emotional intelligence. These results add further to the literature by investigating the effect of a new leadership style on employee behaviors (Martin et al., 2013). On the verdicts of this study, it is concluded that the perception of despotic leadership can negatively influence change-related OCB employees.

## Conclusion

The existence of the perception of despotic leadership emphasizes leader advantages at the cost of follower welfare creates substantial stress in employees, and the firm should take necessary action to discourage its presence (De Clercq et al., 2018). Resistance to change intervenes between despotic leadership and change-related OCB. The study also indicates that despotic leadership decreases change-related OCB. The research outcomes predict multiple practical implications. Employees' resistance to change can be reduced by decreasing the perception of despotic leadership. Organizations can implement multiple techniques to discourage the abusive behavior of leaders. The organization's best investment in this area is the training and development of the leaders and employees to prepare them for change in this rapidly changing environment.

First, to some extent, a low response rate might create biases in the findings. Non-respondents might have differences from the respondents; therefore, some carefulness is needed to generalize the findings. Secondly, data is collected from the pharmaceutical organization; authoritative leadership is every day in pharmaceutical organizations not to generalize the result. Secondly, pharmaceutical organizations are mostly male; approximately 88% population, i.e., female, is almost neglected in this study; thus, we cannot get generalized the findings. Results are unlikely in the study because predictor, criterion, moderator, and mediator variables data were not collected simultaneously, which may also cause common method biases in the data.

In this study, the researcher measures the employee's perception regarding their perception of despotic leader behavior towards them instead of the leader's objective measure. For future research, an experimental manipulation study must be conducted to evaluate despotic leadership's objective behavior in an operationalized setting. Furthermore, future researchers need to encourage examining the type or level of leader behaviors to induce emotional intelligence in the employees that increase the OCB. In the future, other leadership styles, for example, ethical leadership (Saleem et al., In Press) may be useful to be investigated. We analyzed how the perception of despotic leadership may affect employee behaviors towards change-related OCB, and resistance to change mediates this relationship in the presence of emotional intelligence. Perception of despotic leadership is based on authoritarian behavior and personal dominance that is self-aggrandizing, exploitative of others, and serves the leader's self-interest.

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