



Understanding the Despotic Leadership and Perception of Politics in relation to Employee Outcome: A Systematic Literature Review

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ARTICLE INFO

Article History:

Received: October 20, 2023

Revised: December 22, 2023

Accepted: December 23, 2023

Available Online: December 24, 2023

Keywords:

Despotic Leadership

Perception of Politics

Employee Satisfaction

Job Performance

Turnover Intention

Funding:

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

ABSTRACT

Since the turn of the millennium, the dark side of leadership is increasing scholarly attention both in general and specific contexts. Every organization may try to either reduce or exaggerate the prevalence and impact of despotic leadership and perception of politics. It is therefore pertinent to explore antecedents and outcomes of despotic leadership and POP and their relationship at the workplace. The purpose of this research is to conduct a comprehensive evaluation of the academic literature addressing despotic leadership and the perception of politics (POP) inside organizations broadly. A total of 108 papers from 99 peer-reviewed journals met the criteria after a comprehensive and methodical search. Using what they've learned about despotic leadership behavior and how people see politics in general, the researchers rely on previous work on both topics before integrating them into their own theoretical framework. As a result of their efforts, a thorough framework is established, which classifies the sources cited and describes the causes and effects of POP and despotic leadership. This research lays the groundwork for further studies in the area by offering a critical review of the existing literature on despotic leadership and how people perceive organization politics.

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1. Introduction

Within this modern era, human psychology has become an essential phenomenon in understanding an organization's overall productivity and employee performance. Because of this influence, two aspects of human psychology need to be understood in the workplace: one is the leader/manager/ boss aspect or side, and the other one is the follower/subordinate/staff aspect or side. In order to accomplish the organization's goals, Attitudes, traits, roles, and situations that allow people to generate value for themselves and their organization are all part of what it means to be a leader Erkutlu and Chafra (2018) and making decisions, communicating effectively, and rallying support are just a few of the many obstacles that effective leaders must overcome. The effects of unfavorable events in the workplace may be devastating, mainly when they are associated with the organization's figureheads. Adverse occurrences may take on various forms, ranging from bullying and ostracism to incivility and despotic leadership actions. Regardless of the precise sort of adverse incident, their damaging consequences on the workplace may be far-reaching and long-lasting. An vast amount of study has been carried out in the area of organizational leadership in order to get an understanding of the beneficial features of leadership practices while avoiding the bad aspects of leadership practices that are dishonest or dysfunctional (S. Ahmad et al., 2023). While the majority of research has concentrated on leadership's positive qualities, a small number of studies have examined leadership's negative or evil sides (Mackey, Ellen III, McAllister, & Alexander, 2021; Naseer, Raja, Syed, Donia, & Darr, 2016; Thoroughgood, Sawyer, Padilla, & Lunsford, 2018). According

to their research, bad leadership behaviors have a detrimental effect on an organization's performance as a whole.

However, it is perceived as detrimental to employee and organizational performance Mackey (2021), high levels of interest raised in the certain leadership styles may hurt businesses and their workers, for instance, tyrannical leadership which is dictatorial and authoritarian (Balwant, 2021); abusive supervision when a boss verbally or physically mistreats subordinates (Tepper, 2000); destructive leadership which involves bullying or sabotage (Camgoz & Karapinar, 2021) and despotic leadership which restricts subordinates by controlling them (Jabeen & Rahim, 2021; Schilling & Schyns, 2015). Despotic leadership, according to De Hoogh and Den Hartog (2008), exemplifies significant harmful leadership styles. Despotic leadership is characterized by a leader's propensity to establish an autocratic and domineering environment for the sake of their own self-importance, advancement, and exploitation of subordinates. This leader then manipulates and exploits these subordinates for their own benefit (De Hoogh & Den Hartog, 2008; Jabeen & Rahim, 2021; Schilling & Schyns, 2015). Despotic leaders are likelier to exhibit supremacy and dominant behavior and have low ethical standards (Nauman, Fatima, & Haq, 2018). Likewise, employees are more likely experience inevitable humiliation and insulation in the presence of their subordinates due to distinctive leadership settings, such as despotic leadership coworkers (Kramer, 2001; Zigler & Glick, 2001). Despotic leaders' unethical and unfair behavior by indulging in morally corrupt and self-serving behavior (Aronson, 2001; Jabeen & Rahim, 2020). Leaders who display despotism are more likely to be authoritarian, according to research by (Schilling & Schyns, 2015). These bosses are notorious for using violent techniques to get what they want and for demanding absolute loyalty from their employees. They often behave in an unethical and self-centered way, putting their own interests ahead of that of their company and workers, when they do this. Such actions go counter to the ideals of ethical leadership that call for a more equitable and just work environment (Aronson, 2001).

The personal lives, professional behaviors, and productivity of followers are all negatively impacted by leaders who exhibit despotism. Naseer et al. (2016) found that subordinates' work performance suffers under despotic leadership. Leaders are the face of their organization, and when they act despotically, followers take it out on them. This is bad for business and for the leaders themselves. They end up underperforming because of it. Similarly, when their leaders act despotically, they act defiantly (Erkutlu & Chafra, 2018). Moreover, Erkutlu and Chafra (2018); Naseer et al. (2016) found that followers of despots tend to behave defiantly, reduce their performance, and avoid participating in extra-role activities. A strong and significant correlation between despotic leadership (DL) and the desire to leave an organization has been discovered in earlier studies (ADIGUZEL, 2019; Albashiti, Hamid, & Aboramadan, 2021; De Clercq, Azeem, Haq, & Bouckenooghe, 2020; van Prooijen & de Vries, 2016). Workers whose leaders treat them with contempt and shame are more likely to put in mediocre effort, lose interest in finishing their work, or even leave the company completely. Reason being, DL promotes individualism over teamwork, which in turn hinders innovation, disregards workers' views and the quality of their work, and ultimately benefits the company's leaders. The personal lives of workers are impacted as much as workplace productivity when leaders exhibit despotism behavior. Dissatisfaction with life in general and problems with job and family responsibilities are possible outcomes of despotism. According to research of Nauman et al. (2018), these actions are known to be stressful for employees and may have a negative impact on their personal life outside of work.

Disconcertingly, research has linked despotic leadership to demoralization and emotional exhaustion among workers. Rather, Samad, Memon, and Ali (2021) has found in their studies that, emotional exhaustion is positively associated with DL. Stress and burnout are real problems that may arise when workers are unable to manage their stress well. Because of this, people may feel less engaged in their work and less satisfied overall (Nauman, Imam, & Basit, 2023). However, De Clercq, Rahman, and Haq (2019) found that the effects of despotic organizational leadership on workers' perceptions of their workplace status in the company are that this leadership behavior may jeopardize workers' present and future professional opportunities. Workers go to great lengths to win over by targeting the ingratulatory behavior of their supervisors. They may be able to triumph over the obstacles in their way and walk away with a rewarding outcome. Similarly, Employees who feel powerless to confront despotism of leaders in the workplace often turn their wrath on the company itself. Deviance in the workplace emerges as a consequence of this. Organizational deviance, which occurs when workers feel

mistreated or underappreciated by their tops, may have a detrimental effect on morale and output (Erkutlu & Chafra, 2018). Despotic leaders' unethical and unfair behavior by indulging in morally corrupt and self-serving behavior so workers could suffer their performance under unethical and corrupt work environment, which in turn hinders the organization's growth (Commer et al., 2018). Despotic leaders often behave in an unethical and self-centered way, putting their own interests ahead of that of their company and workers, and then unfair treatment of workers might lead to undesirable behaviors. Some examples of this kind of behavior include involve in counterproductive work behaviors, being unconcerned about its success, and reducing productivity. Mistreatment of workers may lead to their dissatisfaction, which in turn might prompt them to behave in a way that goes against the organization's ideals and values. Both morale and output in the office may suffer as a result of this (Murad, Jiatong, Shahzad, & Syed, 2021). Moreover, Workers who are subjected to despotic organizational leaders, it may destroy their feeling of belonging and worth to the company. This is because they feel unsafe and unwelcomed in the workplace since their leader doesn't care about them or what they're interested in and decreases their work meaningfulness. In this relation organizational justice plays a significant role in weakens the link between DL and employees' work meaningfulness (Kayani, Zafar, Aksar, & Hassan, 2019).

These above conditions likely foster a dark side leadership style in which immoral tactics are more easily employed for personal advantage. According to Lewin's Principles of Topological Psychology, 1936, individuals tend to react to their perception of reality, rather than reality itself. This notion is particularly relevant to organizational politics, which ought to be gauged by people's perceptions rather than their objective interpretation. Various studies have suggested that the perception of justice and fairness can be indicative of the political climate in a workplace, and can also influence both formal and informal work performance. Hence, it falls upon the leaders to establish a workplace culture that fosters reciprocity, equity, and meets the expectations and requirements of both individuals and management, while also benefiting the organization as a whole. A harmonious connection between leaders and team members is crucial, and the equitable treatment of individuals should be regarded as an integral component of the organizational game plan. By bolstering equitable social interactions, organizational politics can be curbed, leading to a more positive impact on performance (Bashir, Abrar, Yousaf, Saqib, & Shabbir, 2019). Transformational managers possess exceptional qualities and characteristics that enable them to influence the politics within organizations (Bass, 1997). They promote ethical behavior and foster positivity, thereby reducing dependence and the perception of organizational politics. Similarly, a transactional leadership approach may foster a political climate that ultimately undermines organizational performance, as researched by (Vigoda-Gadot, 2007).

Along these lines, politically charged environments are more conducive to promoting despotic leadership styles marked by moral corruption, self-interest, and low ethical standards. Consequently, it can facilitate the use of unethical practices for personal gain. Employees who perceive politics within the organization are more inclined to detect the presence of unsavory leadership practices such as self-serving agendas and manipulative tactics by their superiors. This can result in a decrease in decision-making based on merit, unequal distribution of power, and the establishment of exclusive coalitions and in-groups. From a theoretical point of view, our knowledge of the ways in which despotic leadership and the perception of politics are related is currently rather limited. We are especially missing a unified model that can show us how these separate concepts interact with one another. It is imperative to recognize the significant knowledge gap that exists concerning the ramifications of despotic leadership and the influence of political perceptions on employee outcomes. Leadership and politics is an important subject that requires immediate attention from researchers because they have a major impact on important outcome variables that decide an organization's success: job satisfaction, job performance, and turnover intention.

Currently, there is a lack of theoretical understanding regarding the interconnectivity between despotic leadership and perception of politics. The absence of an integrating matrix hinders our ability to uncover the effects of these two concepts. Moreover, we have yet to fully comprehend the impact of despotic leadership and perception of politics on employee outcomes, which may lead to reduced workplace performance. This research gap is of utmost importance as leadership and POP have impact on important outcome variables that decide an organization's success, including job performance, turnover intention, and job satisfaction. Hence, we develop

these objectives: 1. To thoroughly evaluate the current scientific literature on despotic leadership and Perception of politics (POP). 2. To find out an overview that integrates the despotic leadership and Perception of politics to draw attention to conceptual overlap. 3. To find out the causal impact of Despotic Leadership (DL) on employee outcomes. 4. To determine how political perception (POP) affects employee outcomes.

Our investigation began with a thorough literature review. To do this, we had to undertake a comprehensive literature search to find relevant articles that discussed despotism in leadership, how people see politics, the results of their jobs at most companies, and the relationships between these issues. For the purpose of conducting a thorough and repeatable evaluation, we made sure that our methodology followed the standards established by (Tranfield, Denyer, & Smart, 2003). A total of 108 relevant academic studies have been identified and categorized in our study on despotic leadership and POP. Second, we explore the concepts of despotic leadership and POP in firms that will help us to identify overlap between the two concepts. Although originating from distinct streams of literature and employing different terminology, these both concepts can be integrated to demonstrate their impact. Third, we devised a framework which delineated the identified and potential outcomes of despotic leadership and POP in businesses. Additionally, we identify gaps in research surrounding this topic and propose a research agenda to advance our future research. Our findings will contribute to the present understanding of dark side leadership (i.e., despotic leadership) and Perception of politics (POP) by providing a current review of the nature, number, and outcomes of studies undertaken to date. When it comes to the effects of despotic leadership on employee perceptions and employee outcomes, our study is a major contribution to the literature.

2. Research Methodology

Both "despotic leadership" and "perception of politics" were examined in two independent studies after an initial literature search to determine their impacts on the job. Both research sought to illuminate how these characteristics affect workers and their workplaces. To find pertinent research on Despotic leadership and the Perception of politics, we adopted the SLR technique to follow formal protocols and a systematic search strategy for collecting and screening (Paul, Lim, O' Cass, Hao, & Bresciani, 2021; Thorpe, Holt, Macpherson, & Pittaway, 2005; Tranfield et al., 2003). By utilizing this approach, we could effectively explore the topic of interest such as dark-side leadership (specifically, Despotic leadership) and the Perception of politics, which has been widely used in business research Kraus et al. (2022); Lim, Kumar, and Ali (2022), SLR is the most appropriate choice to address the research questions of the current review.

2.1. Review Protocol Development

The review process started with the creation of a standardized review methodology, after which we established the review's scope and research questions. During this crucial stage, three important choices had to be made. So that our search would be thorough, we began by choosing the best keywords. The second step was to find the databases that have the necessary data. Finally, in order to restrict our search to studies that fulfilled our specified criteria, we established inclusion and exclusion criteria (Table 2). Based on this first finding, we included both streams individually in our literature analysis before combining them and adding pertinent keywords to identify all the relevant literature. Next, we used science direct and Google Scholar to find research which helped us to quantifying academic papers for certain styles of destructive leadership and Perception of politics to better understand them. Lastly, further we ensure quality and relevancy of the papers of selected studies based on the criteria for the inclusion/exclusion.

2.2. Selection of Studies

We first included pertinent studies that were published up to that time, and following keywords were contained on the DL and POP: "oppressive" "tyrant" "authority" "damaging" "tyranny" "toxic leadership" "destructive leader" and "abusive leadership/supervision" "organization Politics" and "perception of politics"

Table 1: Search Keywords, Databases, and Exclusion/Inclusion Criteria

Search string	Despotic leader and Perception of politics
Search engines	Science direct Google scholar
Exclusion criteria	- The chosen keywords not showed up in the headline, summary, keywords, or body of the text. -language other than English -repeated research -beyond the realm of corporate leadership and POP
Inclusion criteria	- at least one of the chosen keywords showed up in the headline, summary, keywords, or body of the text. -to appear in the chosen databases -the form of a theoretical or empirical journal article -be written in English

However, our final search was conducted on 15-8-2023 which resulted in the identification of 220 potentially relevant articles in science direct and Google scholar. Next, we filtered our search based on the type (i.e. articles + reviews) and language (i. e., English) resulting in a total of 108 articles. With this work, we want to provide a credible overview of the literature on Despotic Leadership and POP. To accomplish this, we have applied SLRs and restricted our attention to publications and reviews papers. Because they go through such thorough peer review procedures, these sources are seen to be reliable and respectable (Khizar, Iqbal, Khalid, & Adomako, 2022). On top of that, they provide thorough evaluations, DL and POP-related theoretical frameworks, and synthesis of previous research. In order to provide a thorough and deep knowledge of DL and POP based on trustworthy and high-quality research, we will restrict our evaluation to these sources. We restricted the search of the articles to abstract, subject terms and title to in order to increase quality assurance, and we included studies that focused on employees and their perceptions of their leaders and politics were selected. Google scholar initially found 100-220 papers, of which 108 were useful and cited throughout research formation. Afterwards, we conducted a comprehensive literature assessment of all chosen papers by downloading their entire texts. In order to ensure that no relevant publications were omitted from the full-text analysis, this procedure was reviewed by two authors. Thus far, there has been very little research on despotic leadership due to the fact that this phenomenon is still in its early stages; as a result, there are only around 40–70 papers (both quantitative and qualitative) that were downloaded that primarily dealt with despots and despotic leadership in the workplace. From the Perception of Politics subfield, about 20–38 papers were considered relevant with consensus.

2.3. Data coding and Analysis

After a thorough screening, we have chosen 108 scholarly articles for further examination. We devised a multi-dimensional classification system in order to guarantee objectivity: Publication year, techniques used, geographical setting, theories used, primary objective, key results, limits, and potential future paths in separate database in MS Excel spreadsheet for coding purposes. To ensure that the authors' subjective biases were minimized, we employed a systematic data extraction process (Tranfield et al., 2003). Using this method, we were able to evaluate the chosen papers objectively and thoroughly.

2.4. Characteristics Common to all Identified Studies

Specifically, we created a database inside of an Excel spreadsheet to facilitate coding. Even though our comprehensive search turned up the oldest article from 2001, moreover, 88% of the articles had been published after 2010 (refer to table 2). The consequences of POP and despotic leadership styles have been the subject of much contemporary research. Instead, they examine theoretical aspects that are impacted by POP and the prevailing despotic leadership philosophies in the majority of firms. On the other hand, the earlier research on this topic establishes the groundwork by recognizing prevalent POP and leadership styles in corporate organizations and offering justifications for the results in POP and leadership that are seen. The studies we identified were published across 99 different academic journals, all with a common topic centered on despotic leadership, perception of organizational politics, and employee outcomes. Among them, 41 papers (38%) made at least one particular theory reference, whereas the remaining 67 articles (62%) made no mention of a theory (refer to Table 1). Most

studies on this issue have been carried out in Asian nations, and the researchers have mostly used quantitative research methods in DL and POP study. Results from Pakistan support the idea that this country has the highest count of research publications in despotic leadership. While POP researched mostly in Pakistan, India and so on. According to the research, the conservation of resource theory (16%), social exchange theory (10%), and affect event theory (2%) were the most commonly cited theories. However, all theories addressed in the papers help us comprehend despotic leadership and workplace POP.

Table 2: The descriptive summary of the study features is provided

Aspects	# Articles with %
Time focus	
After 2010	95 (88%)
Before 2010	13(12%)
Methods	
Quantitative	99 (92%)
Qualitative	6 (5%)
Mixed methods	3 (3%)
Geography	
Single country	108(100%)
Theory	
Conservation of resource theory	17(16%)
Social exchange theory	11 (10%)
Effective event theory	02 (2%)
Other theories	11 (10%)
No theories	67 (62%)

2.3. Finding of the literature review

De Hoogh and Den Hartog (2008), Identified leadership behaviors as despotic in his seminal work that is today commonly researched in management and identified in different organizations and referred to as self-interested manner, morally corrupted, low ethical standards, reflects self-centered motives, and personal gain means. In the following, we will introduce cutting-edge research that delves into these topics, including the impact of despotic leadership on employee work outcomes and the perception of politics its impact on employee work outcomes in the workplace. Additionally, we will elaborate on the relationship of despotic leadership with the Perception of politics.

3. Understanding the Despotic Leadership

Griffin and Lopez (2005); Naseer et al. (2016); Wu and Hu (2009) identified the destructive side of leadership as the negative or dark side of leadership. This damaging behavior can adversely affect not only subordinates, but also organizations, employees' families, customers and even society at large As outlined by various researchers, destructive leadership can lead to psychological exhaustion, higher turnover intentions and reduced effectiveness (Harvey, Stoner, Hochwarter, & Kacmar, 2007; Tepper, Duffy, Henle, & Lambert, 2006), reduced organizational commitment, decreased job satisfaction, decreased organizational performance, increased psychological distress and work-family conflict among employees (Aasland, Skogstad, Notelaers, Nielsen, & Einarsen, 2010; Ashforth, 2016; Richman, Flaherty, Rospenda, & Christensen, 1992). The destructive leadership behaviors highlighted by the various researchers that can have adverse effects on the subordinates and organization as a whole have been studied and categorized using terms like destructive leadership (Camgoz & Karapinar, 2021; Samad et al., 2021); abusive supervision (Tepper, 2000); petty tyranny (Ashforth, 2016; Balwant, 2021) and despotic leadership (Aronson, 2001; Jabeen & Rahim, 2021).

However, despotic leadership has many undesirable traits. Despotic leadership is characterized by a leader's propensity to establish an autocratic and domineering environment for the sake of their own self-importance, advancement, and exploitation of subordinates. This leader then manipulates and exploits these subordinates for their own benefit (De Hoogh & Den Hartog, 2008; Jabeen & Rahim, 2021). Similarly, research has revealed that in the healthcare sector, nurse leaders, supervisors, or Managers frequently act antagonistic, make unrealistic expectations, and show little regard for their staff (Morrison & Korol, 2014). Thus, supervisor's despotism frequently distort the organization's objective by using its resources for their own benefit and also exhibit Despotic leaders' unethical and unfair behavior by indulging in morally corrupt and self-serving behavior (Aronson, 2001; Jabeen & Rahim, 2020). Furthermore, Employees who work under despotic leadership may display negative attitude toward work Jabeen and Rahim (2021), however, undesirable outcomes may not impact to employees but

organization as a whole including lowered job satisfaction, decreased organizational performance, lowered job performance, decreased organizational commitment, decreased creativity and career growth, higher organizational deviance, increased psychological distress, and increased work-family conflict, emotional exhaustion, and higher turnover intentions among employees (Aasland et al., 2010; Erkutlu & Chafra, 2018; Hershcovis & Rafferty, 2012; Naseer et al., 2016; Raja, Haq, De Clercq, & Azeem, 2020; Richman et al., 1992; Tepper, 2000; Zhou, Rasool, Yang, & Asghar, 2021).

Table 3: Brief Overview of Despotic Leadership

Level	Consequences of Despotic leadership
Individual	Performance, and creativity (Naseer et al., 2016) Employee Performance (Jabeen & Rahim, 2021) Dissatisfaction (Islam et al., 2020) Job performance (Raja et al., 2020) Turnover intentions (De Clercq et al., 2020) Employee Family life (Nauman et al., 2018) Innovative work behavior (Mehmood et al., 2023) Upward ingratiation behaviors (De Clercq et al., 2021) Burnout (Rahmat et al., 2022) Organizational cynicism (Ahtisham et al., 2023) Subordinates' silent behavior (Ahmad et al., 2023) Employee Engagement (Akter et al., 2022)
Group	Workplace Status (De Clercq et al., 2021) Helping behavior (De Clercq et al., 2019) Turnover intentions (De Clercq et al., 2020) Organizational citizenship behaviors (Naseer et al., 2016)
Organization	Organizational deviance (Erkutlu & Chafra, 2018) Organizational Career Growth (Faiz Rasool et al., 2019) Counterproductive behavior (Norman et al., 2015)

Furthermore, Collectivistic, community cultures with a high power distance may find despotism to be an essential and contextually applicable leadership style (management & 2007, n.d.) because the ensuing situations appear to allow leaders to engage in bullying and humiliating immoral acts towards their employees, selfish, and tyrannical behavior (Syed et al., 2020).

3.1. Relationship between Perception of politics and despotic leadership relationship

People of different cultures and ethnic background consider politics and power to be nasty words in everyday life; nonetheless, politics is everywhere, like at your home, at your profit or non-profit organization, so politics is not limited to government or rulers as it is a part of our society and is one of the most significant phenomena in organizations too. In this vein, Iqbal, Khan, and Ahmed (2020) argued that no workplace can be separated from organizational politics, so every employee in today's business world must deal with Organizational Politics (OP) caused by rivalry for limited resources, disputes owing to diversity within the organization, and the drive for survival or power or status (Cacciattolo, 2015; Vredenburg & Shea-VanFossen, 2010). However, Organizational politics from workers' perspectives may not match reality since people react differently as they often take a negative form of the event and has been found to be a negative variable at the workplace based on their perceptions of reality Lewin (2013), and is termed as perceived organizational politics (POP).

Along these lines, Ferris, Harrell-Cook, and Dulebohn (2000), the term "perceived organizational politics" describes how people in an organization act when they are trying to further their own interests or gain an advantage and refers to an individual's subjective evaluation of the extent to which bosses and coworkers display such self-serving behavior in the workplace. In essence, it measures how much a person thinks their workplace has such behaviors. Organizational politics is not an objective fact, according to certain research. This view, however, is based on the assumptions made by workers as a result of political actions in the workplace such as lessens hierarchical productivity and viability; political conduct tends to establish a troublesome and unsafe workplace in the organization; rather, it is differently perceived by everyone. Therefore, it is more appropriate to use the term "perceived organizational politics" instead of "organizational politics" (Ferris, Frink, Bhawuk, Zhou, & Gilmore, 1996). Furthermore, 'Employee behaviors' and 'perceptions of organizational politics' provide evidence that perceived organizational policy are associated with worse organizational engagement, work satisfaction, increased intentions to leave the organization, reduced job

competence, and increased psychological stress (Chang, Rosen, & Levy, 2009). Furthermore, POP has had a big impact on production since it interferes with normal business processes such as decision-making, promotions, and rewards, all of which have a substantial impact on productivity and performance on both an organizational and individual level (Rim, Yang, & Lee, 2016). Fairness and justice are inextricably linked to political perceptions, which have a stronger impact on personnel satisfaction (both good and negative) but fluctuate from person to person. Hence, two negative events of the organization, such as despotic leadership and organizational politics, have an impact on personnel outcomes. As a result, leadership style is one of the most important elements influencing perceptions of organizational politics, which in turn influences employee happiness with their work, employee performance, and other job outcomes (Bashir et al., 2019). Leaders with a stronger and more successful leadership style can change and diminish perceptions of organizational politics, as well as boost employee happiness with their positions.

Transformational managers possess exceptional qualities and characteristics that enable them to influence the politics within organizations (Bass, 1997). They promote ethical behavior and foster positivity, thereby reducing dependence and the perception of organizational politics. Similarly, a transactional leadership approach may foster a political climate that ultimately undermines organizational performance, as researched by (Vigoda-Gadot, 2007). Along these lines, politically charged environments are more conducive to promoting despotic behavior of leadership marked by moral corruption, self-interest, self serving, and low ethical standards. Consequently, it can facilitate the use of unethical practices for personal gain. It is worth mentioning that developing countries like Pakistan exhibit the culture context characterized by dimensions like 'high power distance', 'collectivism' and 'strong uncertainty avoidance' Hofstede (2011), in this culture context POP will have a significant influence in establishing, legitimizing and fostering the harmful effects of despotic leaders. Employees who perceive politics within the organization are more inclined to detect the presence of unsavory leadership practices such as self-serving agendas and manipulative tactics by their superiors. This can result in a decrease in decision-making based on merit, unequal distribution of power, and the establishment of exclusive coalitions and in-groups (Drory & Romm, 1988; Drory & Vigoda-Gadot, 2010; Vigoda-Gadot, 2003). Hence, various research outcomes have shown that despotic leadership can have a negative impact on behaviors and attitudes of employees, and this impact can be exacerbated by POP. These behaviors encourage selfish and exploitative actions, which are likely to lead to even more pronounced declines in OCBs, performance, and creativity.

3.2. Despotic Leadership and Employees Work Outcomes

This section will go over how the results of autocratic leadership affected the productivity of the workforce. We found that "employee satisfaction," "turnover intention," and "job performance" were the three most researched outcomes out of the seventy-three publications we looked at.

3.2.1. Employee Satisfaction

In order to secure the success of the business as well as the well-being of the person, it is vital to place a priority on the satisfaction of the employees. Workers are more likely to put in extra effort, be loyal to the firm, and produce better results when they are happy in their jobs. When workers aren't satisfied, they are less likely to put forth their best effort, which in turn hurts the company's bottom line. Employees in the hospitality business who experience abusive behaviors are more prone to job dissatisfaction Pan, Sun, Sun, Li, and Leung (2018), depression, and a lack of workplace belonging, according to previous research (Ouyang, Chong, Ng, & Liu, 2015). However, Leadership despotism causes interpersonal tension, which will eventually result in detrimental short- and long-term strain effects, according to the stressor-strain perspective (Harris, Kacmar, & Zivnuska, 2007).

To further understand the connection between despotism supervision and work happiness, we may turn to the conservation of resources (COR) theory (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014; Hobfoll, Halbesleben, Neveu, & Westman, 2018). Workers who experience authoritarian leadership tend to protect their valuable resources by disengaging themselves from the work at hand, which may be achieved via few means (such as being silent) (Hobfoll, 2001). Long-term isolation can make people feel like they're losing control of their careers, leading to a decline in motivation and other positive attitudes about work, such

as contentment with one's career (Wang, Wang, Zhang, & Ma, 2020). Employees report lower levels of work satisfaction when their bosses exhibit abusive leadership styles, according to research Albashiti et al. (2021), Numerous researches explained the negative outcomes of despotism supervision including psychological distress (Nauman et al., 2018), lower levels of job satisfaction and self-efficacy (Klassen & Chiu, 2010), and improved turnover intentions among employees. The same holds true for workers of despotic leaders : they face an uncomfortable work environment characterized by poor Person-Environment fit marred by abusive tactics, intimidation or unjust, which in turn reduces employee performance, well-being and satisfaction of employees (De Hoogh & Den Hartog, 2008; Naseer et al., 2016). As Raja et al. (2020) predicted in their research that, Workers who lack a strong Islamic work ethic would be less inclined to come forward and speak out when their despotic boss acts in a way that goes against their own more egocentric work ethic principles, and would be prone to tolerate his actions, even if they don't officially support them.

3.3.2. Turn over intention

Employee Turnover is bad for businesses since it shows that workers aren't invested in staying with the company anymore, which is a well known truth (Hwang, Lee, Park, Chang, & Kim, 2014; Standing, 2010). This is due to the fact that for any business when workers start planning to quit causes employee dissatisfaction, decreased productivity, and decreased morale. Moreover, Afzal, Arshad, Saleem, and Farooq (2019) it is essential for organizations to identify and address the underlying factors that drive turnover intention; one factor is leaders who exhibit despotism are very egocentric, and their destructive and abusive actions towards their staff are common manifestations of this trait. A worker's dissatisfaction with their employment and their intention to quit are both accelerated by such actions (De Hoogh & Den Hartog, 2008). Employees feel intimidated, humiliated, disgraced and traumatized in destructive environment (shock), their intention will be activated, and they will depart from the company based on the unfolding theory of turnover Lee and Mitchell (1994), ultimately outcome in psychological distress, mental fatigue, and burnout (Carlson, Ferguson, Hunter, & Whitten, 2012). The type of leadership known as despotic leadership is one that may be seen in a variety of contexts and over a number of different ages. In workplaces where bullying, cynicism, and exclusion are common, this style of leadership is probably prevalent. Central Anatolian white-collar workers in the public and private sectors may see a rise in turnover intentions and a decline in productivity as a result of these unfavorable impacts. In the long run, these outcomes can hurt the company's efficiency and effectiveness (ADIGUZEL, 2019). Thus, employees may feel psychological distress when they have despotic leadership so they are more likely to remain silent and think of leaving the organization (Albashiti et al., 2021; Anasori, Bayighomog, & Tanova, 2020; Mathieu & Babiak, 2016).

It's possible that nations with a large power gap, like Pakistan, are more prone to problematic leadership behaviors; in such a society, despotic leadership might take root and flourish (Hofstede, 2007; Luthans, Peterson, & Ibrayeva, 1998). Whereas Despotism in the workplace is linked to elevated levels of organizational conspiracy theories, which in turn have negative effects on the company's commitment since employees intend to resign their jobs. In particular, workers are more likely to experience emotions of job insecurity under autocratic leaders because they lack faith in their leaders' ability to fight for employees' jobs while the company undergoes transformation (Padilla, Hogan, & Kaiser, 2007; van Prooijen & de Vries, 2016). In addition, Employees may witness co-workers' desire to assist others, therefore autocratic leadership weakens co-worker support's potential that may affect lower stress and turnover intents (Aronson, 2001; De Clercq, Haq, Raja, Azeem, & Mahmud, 2018).

3.3.3. Job performance

Financial and non-financial outcomes show that labor efficiency and effectiveness significantly affect the performance of profit-driven enterprises. The employee's helpfulness, the quality and timeliness of their results, their presence at work, and their supporting behavior in the workplace were all characteristics that rated their job performance. Leadership always influenced either positively or negatively on the employee's outcome and behaviors. Gwinner, Bitner, Brown, and Kumar (2005) highlighted ethical leadership practices increase the likelihood of positive behaviors towards the recognition of organizational goals and decrease harmful behaviors among employees. Whereas a prime example of the dark side of leadership is DL (despotic leaders), whose unethical behavior has a negative impact on employees' positive (in-role and extra-role) behaviors and performance (Naseer et al., 2016). The outcome of workplace

stressor that is negative leadership is more likely decrease in their job performance and well-being (Tepper et al., 2009; Tepper, Henle, Lambert, Giacalone, & Duffy, 2008).

In line, other researchers found that despotic leaders due to lack of compassion and care for their employees' well-being, and deplete their subordinates' perceived meaningfulness in work, their tendency to humiliate and show disrespect towards team members, so that they are more likely to be inclined to disengage their overall emotional, mental, cognitive, and physical energies from their job responsibilities in response to behavior of DL Nauman et al. (2018), this work withdrawal process as highlighted by Carnevale, Huang, Crede, Harms, and Uhl-Bien (2017), ultimately contributes decreased job performance in Pakistan's manufacturing sector (Naseer et al., 2016; Nauman, Zheng, & Basit, 2021). Thus, the findings of Nauman et al. (2021) demonstrated that QWL (quality work life) can potentially mitigate personal alienation from work and employee's intention to quit, in line with prior research by Erkutlu and Chafra (2018); Sirgy, Efraty, Siegel, and Lee (2001) QWL, when considered as a boundary condition between despotic leadership-work withdrawal relationship, QWL provides insights into conditions or circumstances in which despotic leadership might've caused less detrimental impacts on subordinates. Consequently, in turn, can increase job performance by lowering the impact of unethical and unfair monitoring on employees' withdrawal from work behavior, especially when employees have access to better working conditions, as proposed by (Ibrahim KORUCA et al., 2011).

Despotic leadership is characterized by a lack of participation from subordinates and an emphasis on individualism rather than teamwork (Pfajfar, Uhan, Fang, & Redek, 2016). This type of leadership is destructive to organizations because it fosters an unethical and corrupt work environment, discourages employees from thinking creatively and outside of the box, and reduces resources. As a result, employees may struggle to meet organizational goals and may never advance in their careers (Naseer et al., 2016; Schilling & Schyns, 2015). (Commer et al., 2018) researcher highlighted that for survival in a restrictive atmosphere under a despotic leader who is authoritarian and dishonest, workers resort to impression management strategies such as flattery, ingratiation, or unquestioningly agreeing with a leader. In an effort to project an image of competence, dedication Salamon and Deutsch (2006), and willingness to go above and beyond, people may engage in self-presentational efforts based on the assumptions of Self-Motive Theory (Leary, 2007). This can lead to higher levels of impression management (Lukacik & Bourdage, 2019). U. Ahmad et al. (2021) revealed that leaders' negative behaviors in the form of Despotic Leadership creates fear and stress among subordinates due to exploitation and aggressive behavior which linked to subordinate Anxiety (Løkke Vie, Glasø, & Einarsen, 2010). Therefore, workers who have problems balancing their career and family lives tend to react negatively to despotic leaders. Feelings of criticism and discontent, as well as a general decline in life satisfaction, may result from this response Gehring (2007); Løkke Vie et al. (2010); Nauman et al. (2018), ultimately reduces employee learning and performance. Employees' feelings of anxiety are correlated with their managers' Despotic behavior, according to research. Managers' Despotic behavior in the company's hierarchy is inversely proportional to the degree to which their subordinates experience high anxiety. Islam preaches, on the other hand, introduced a quite different correlation between trait anxiety and performance in the workplace. Based on this link, it's safe to say that trait anxiety has a favorable impact on performance, offsetting any negative effects it may have (U. Ahmad et al., 2021).

3.4. Understanding the Perception of politics

People of different cultures and ethnic background consider politics and power to be nasty words in everyday life; nonetheless, politics is everywhere, like at your home, at your profit or non-profit organization, so politics is not limited to government or rulers as it is a part of our society and is one of the most significant phenomena in organizations too. In this vein, Iqbal Khan, Kaewsang-on, Hassan Zia, Ahmed, and Khan (2020) argued that no workplace can be separated from organizational politics, so every employee in today's business world must deal with Organizational Politics (OP) caused by rivalry for limited resources, disputes owing to diversity within the organization, and the drive for survival or power or status (Cacciattolo, 2015; Vredenburg & Shea-VanFossen, 2010). However, Organizational politics from workers' perspectives may not match reality since people react differently as they often take a negative form of the event and has been found to be a negative variable at the workplace based on their perceptions of reality Lewin (2013), and is termed as perceived organizational politics (POP).

Along these lines, Ferris et al. (2000), the term "perceived organizational politics" describes how people in an organization act when they are trying to further their own interests or gain an advantage and refers to an individual's subjective evaluation of the extent to which bosses and coworkers display such self-serving behavior in the workplace. In essence, it measures how much a person thinks their workplace has such behaviors. Organizational politics is not an objective fact, according to certain research. This view, however, is based on the assumptions made by workers as a result of political actions in the workplace such as lessens hierarchical productivity and viability; political conduct tends to establish a troublesome and unsafe workplace in the organization; rather, it is differently perceived by everyone. Therefore, it is more appropriate to use the term "perceived organizational politics" instead of "organizational politics" (Ferris, Frink, Bhawuk, et al., 1996).

As Aggarwal, Goyal, and Nobi (2018) found that in-group workers had a more favorable impression of organizational politics and a less favorable impression of organizational justice than out-group workers. When employees feel like there is a lot of office politics, they may not feel like they are getting their fair share of benefits in Indian setting and this could be mitigated by leaders who avoid using political conduct within the firm to build high-quality connections with more people. This would create good impressions of organizational fairness among employees. Similarly, Employees who have good rapport with their supervisors are more likely to be politically savvy, according to the research. Workers outside of the in-group are less likely to be aware of the power dynamics at play in the workplace. One possible explanation is that in-group personnel have a leg up when it comes to navigating political circumstances because they know the ins and outs of the organization's internal politics. In the end, these results imply that employees may better traverse the complicated social environment of the workplace if they have good connections with leaders, which in turn increases their understanding of organizational politics. Perception of Organizational politics is less likely to be seen adversely by those who demonstrate characteristics of openness to experience, conscientiousness, and extraversion. On the contrary, they are more likely to agree that organizational justice is important. On the other side, those who score high on the neuroticism scale are more likely to see organizational justice favorably than they are to view organizational politics negatively (Aggarwal, Nobi, Mittal, & Rastogi, 2022). The research indicated that two types of organizational citizenship behavior—individual and organizational—and perceived organizational politics (POP) both negatively affected workers' ability to complete tasks in south Asian context. While POP did have a detrimental impact on task performance and the two forms of organizational citizenship behavior, the findings also demonstrated that servant leadership (SL) was critical in reducing this impact (Khattak, O'Connor, & Muhammad, 2023).

Intention to quit, engagement, job satisfaction, and unproductive behaviors on the job are just a few of the outcomes that this research hoped to shed light on by exploring the complex link between workers' perception of organizational politics and these factors in service setting such as higher education institutes. According to the research, job satisfaction and employee engagement are negatively affected by the existence of POP while positively associated with turnover intentions and counterproductive work. Based on these findings, it seems that workers' perception of organizational politics can make it hard for workplaces to hold on to their motivated and happy workers, who are less prone to act out on the job (Rana, Mahmood, Riaz, Ameen, & Gul, 2020). There is a stronger correlation between how people in countries that value individuality see politics and how committed towards organization and empowered they feel in their work, according to by (Nazarian, Zaeri, Foroudi, Afrouzi, & Atkinson, 2022). This provides further evidence that how people in these cultures see the political climate at work may significantly affect how invested they are in their job. In companies where employees perceive organizational politics are prevalent, the research indicated that perceived organizational support play a crucial role in encouraging commitment. More specifically, the study found that emotional commitment was less negatively correlated with perceived organizational politics when perceived organizational support was included. Yet, the correlation between perceived organizational politics and their organizational citizenship behavior was unaffected by one's perception of organizational support in Pakistani cellular and banking organizations (Bukhari & Kamal, 2015). Research found that individuals who perceived little control in their work environment were the ones most negatively affected by perceived workplace politics. When workers who felt they had little control in their work environment got more stress on the job, they were more likely to state their desire to quit when the atmosphere was politically heated compared to coworkers who reported greater levels of perceived control in Malaysia (Poon,

2003). While in Filipino nurses working in private and government-owned hospitals perceive organizational politics are more prone to burnout, stress on the job, and intentions to quit and work satisfaction is inversely related to their POP (L. Labrague et al., 2017).

A company's productivity levels are greatly affected by how its employees perceive the politics inside the company. Individuals' felt of organization politics may cause frustration, stress, and depression, according to research (Cho & Yang, 2018; Ferris & Kacmar, 1992; Landells & Albrecht, 2017; Schneider, 2016). According to Ferris, Ellen III, McAllister, and Maher (2019), perceptions of organizational politics might also impede workers' proactive action and creativity. In order to maintain a positive work atmosphere and encourage employees to give their all, it is essential for businesses to deal with and lessen the impact of workplace politics.

Table 4: Brief Overview of Perception of organization Politics

Nature	Consequences of Perception of Organizational Politics
Attitudes	Turnover Intention (Bhattarai, 2021a) Job Satisfaction (Ellen et al., 2022) Cynicism (Davis & Gardner, 2004) Commitment (Utami et al., 2014) Affective commitment (Kimura, 2013) Continuance Commitment (Hu, 2010) Involvements (Delle, 2013)
Behavior	Work engagement (Bhattarai, 2021b; Byrne et al., 2017) Job Performance (Ellen et al., 2022) Creativity and proactive behavior (Femis et al., 2019) Absenteeism (Gilmore et al., 1996) Turnover (Gupta et al., 2021) Employee Productivity (Schneider, 2016) Withdrawal (Gaji et al., 2022) Counter-Productive Work Behavior (Rana et al., 2020) Task Performance (Khattak et al., 2023)
Perceptual	Trust (Utami et al., 2014) Work Control (Poon, 2003) Job Empowerment (Nazarian et al., 2022) Support (Bukhari & Kamal, 2015) Leader-member Exchange (Aggarwal et al., 2018) Organizational Justice (Aggarwal et al., 2022) Procedural Justice (Shafiq et al., 2017) Distributive Justice (Shafiq et al., 2017) Interactional Justice (Aggarwal et al., 2018)
Psychological	Strain (Rosen & Levy, 2013) Anxiety/Depression (Cho & Yang, 2018) Job tension (Shahani et al., 2019) Frustration (Landells & Albrecht, 2017) Mood (Cho & Yang, 2018) Burnout (Labrague et al., 2017)

3.5. Perception of politics and employees work outcomes

The following section focuses on the Perception of politics influenced employees work outcomes. We selected three categories of relevant outcomes that have been addressed by earlier research based on the analysis of the 108 articles: "employee happiness," "turnover intention," and "job performance."

3.5.1. Employee satisfaction

Employee satisfaction is an element of great significance for an organizational success, therefore, employees' feelings regarding various aspects of their jobs that they enjoy or dislike. Therefore, job satisfaction of employees could be influenced by the presence of politics. Furthermore, organizational politics is an unpleasant reality in practically every organization, as people exploit connections for their own benefit at the expense of others' interests (Ferris et al., 2000). If a worker denies or overlooks "bad politics" (for example, favoritism) that may occur around him or her, he or she may waste time grieving while others get unfair benefit, demonstrating that politics is an unavoidable part of the workplace (Abbas, Raja, Darr, & Bouckenooghe, 2014). Furthermore, various researches demonstrated that workers believed they were discriminated against in politics and that resources and entitlements were distributed inequitably (Abbas et al., 2014). Employees who perceived politics within the organization may experience unequal treatment, lower job satisfaction, lower motivation, decreased commitment level, increased stress and burnout levels, negative emotions and disgust with superiors' misdeeds (Abbas et al., 2014; Atinga, Domfeh, Kayi, Abuosi, & Dzansi, 2014; Faye & Long,

2014; Hochwarter, Ferris, Laird, Treadway, & Coleman Gallagher, 2010; Kodisinghe, 2010; L. J. Labrague, Gloe, McEnroe, Konstantinos, & Colet, 2018; Meisler & Vigoda-Gadot, 2014; Vigoda-Gadot, 2003). High IWE workers follow the Islamic principles did not worry about politics because they were patient and focused on hard work so they think that Islamic principles teaches them to be loyal, cooperate, give respect, be kind, follow the equality, increased tolerance and devoted towards the work in order to buffer him or herself from "bad politics"; ultimately weaker the negative relationship of POP with job satisfaction (Dappa, Bhatti, & Aljarah, 2019; Javed, Bashir, Rawwas, & Arjoon, 2017). Similarly, Organization environment prefer teamwork over individual work within the organization so that collaborative learning and social exchange environment may mitigates the negative relationship between perceived organizational politics and job satisfaction of the employees (Butt, Imran, Shah, & Jabbar, 2013).

3.5.2. Turnover intention

Employee Turnover is bad for businesses since it shows that workers aren't invested in staying with the company anymore, which is a well known truth Hwang et al. (2014); Qiu, Haobin Ye, Hung, and York (2015); Standing (2010) found that workers who are working in political climate may experience career growth barriers since they feel helpless in protecting their interest as facing obstacles to achieving their desired goals, ultimately tended to abandon their organization (increased turnover intention) (Kacmar, Bozeman, Carlson, & Anthony, 1999). Therefore, organizations lose its competitive edge and the workers' creativity when managers engage in political conduct by denying them chances to showcase their unique skills. This makes valued employees more inclined to quit the company (Abbas et al., 2014; Chang et al., 2009; Ferris et al., 2000; Harris et al., 2007; Javed et al., 2017; Kacmar et al., 1999; Meisler & Vigoda-Gadot, 2014; Valle & Perrewew, 2000; Vigoda-Gadot, 2003). As Javed et al. (2017) found that high Islamic Work Ethics Workers are less likely to quit their jobs when there is high perceived organization politics since they stayed loyal to their organization, showed affirmed commitment, expressed special interest in work (Khan Marri, Mahmood Sadozai, Fakhar Zaman, Yousufzai, & Ramay, 2013).

Shazia Khalid and Sadia Ishaq., (2015) found that perceived organizational politics predicted turnover intentions positively, but organizational commitment has greater impact on turnover intentions when employees have Lower level of commitment that leads to the turnover intentions (i.e. negatively related to each other). As (Khushk et al., 2021) found that Stress caused by organizational politics among workers are associated with burnout and anxiety L. Labrague et al. (2017), which leads to a desire to leave. In addition, employee politics causes high achievers to lose interest in their work, lose motivation, and feel unsafe in their own positions, which in turn leads them to seek chances elsewhere. The majority of employees start planning to quit their current job where they perceived higher political climate but two dimensions organizational trust (i.e. interpersonal and organization trust), perceptions of training and development, and perceived compensation practices to be reasonably fair were negatively related to turnover intentions (Ashar, Ghafoor, Munir, & Hafeez, 2013; Dysvik & Kuvaas, 2008; Joarder & Sharif, 2011; Rahman & Nas, 2013).

3.5.3. Job performance

Performance represented employees' adherence to and completion of formal job duties (Katz, 1964). Productivity, efficiency, effectiveness, quality and profitability measures are the units to measure the performance. Satisfied and happy employees will have higher job performance, and thus supreme job retention than those who are not satisfied and happy employees. Employees, who experienced, perceived organization as political in nature, unequal, or promoting only the aspirations of the powerful members may be encouraged to leave it physically and also psychologically. Workers whose attention and participation are distracted by perceived Organization politics may experience disengagement or psychological withdrawal. Previous researchers also found that emotional state of an employee (e.g., job anxiety, job tension, and burnout) affected the work outcomes as employees political behaviors may distract employees and develop feelings of unfairness and injustice in the work environment (Bozeman, Hochwarier, Perrewew, & Brymer, 2001; Ferris, Frink, Bhawuk, et al., 1996; Ferris, Frink, Galang, et al., 1996). Therefore, workers who develop intention to leave their current employers are less invested in their work because they are preoccupied with finding a new position, which increases their vulnerability to workplace stress and makes it harder for them to concentrate on their current responsibilities, ultimately all these factors may cause a decline in job performance. It is anticipated that there would be a negative correlation between how one

perceives organizational politics and their performance on the job. This association has not been investigated thus far as far as we are aware (Gutpta, Singhal, & Chauhan, 2021; Vigoda, 2000), with the exception of the work by (Hochwarter, Perrewé, Ferris, & Guercio, 1999).

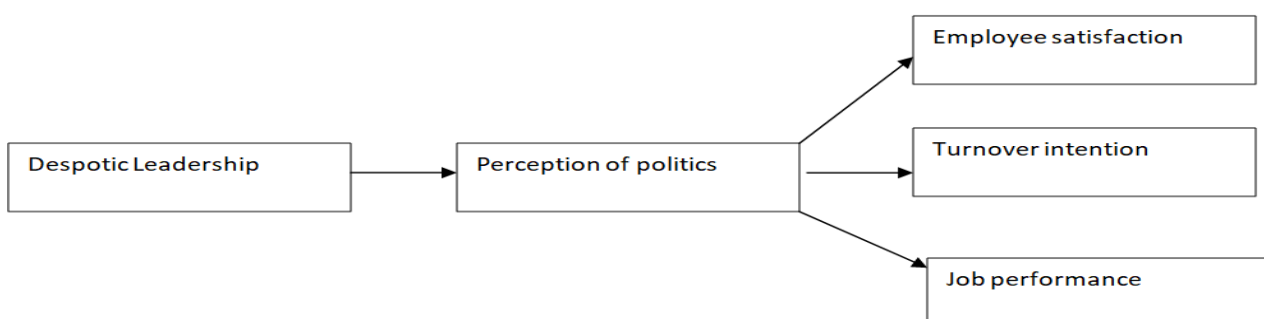
However, Bhattarai (2021) study's finding contradicts the result of Hochwarter et al. (2010), who concluded that there is positive relationship between how one perceive organizational politics and their performance on the job. Furthermore, he concluded that employees see politics within the organization, the perception of organizational politics has a rather substantial unfavorable relationship with their job performance for those employees who were not very good at managing their impression management by flattery and self-promotion and vice versa (impression management taken as moderating variable between POP and job performance). This means that employees who are good in impression management are less likely affected by the perceived political working environment. According to research conducted by Shrestha (2021), a high level of organizational politics is prevalent in Nepalese government offices. This type of politics has a detrimental effect on employees' ability to do their jobs well, as it encourages them to play the game in order to advance in their careers.

3.6. Theorizing Model

As long as members of an organization work to bring their diverse interests into harmony, organization politics will always be there. In this vein, Iqbal Khan et al. (2020) argued that no workplace can be separated from organizational politics, so every employee in today's business world must deal with Organizational Politics (OP) caused by rivalry for limited resources, disputes owing to diversity within the organization, and the drive for survival or power or status (Vredenburg & Shea-VanFossen, 2010). However, organizational politics from workers' perspectives may not match reality since people react differently as they often take a negative form of the event and has been found to be a negative variable at the workplace based on their perceptions of reality (Lewin, K., 1936), and is termed as perceived organizational politics (POP). Along these lines, Ferris et al. (2000), the term "perceived organizational politics" describes how people in an organization act when they are trying to further their own interests or gain an advantage and refers to an individual's subjective evaluation of the extent to which bosses and coworkers display such self-serving behavior in the workplace. In essence, it measures how much a person thinks their workplace has such behaviors. Organizational politics is not an objective fact, according to certain research.

This view, however, is based on the assumptions made by workers as a result of political actions in the workplace such as lessens hierarchical productivity and viability; political conduct tends to establish a troublesome and unsafe workplace in the organization; rather, it is differently perceived by everyone. Therefore, it is more appropriate to use the term "perceived organizational politics" instead of "organizational politics" (Ferris, Russ, & Fandt, 2013). Leadership conduct of managers impacts organizational politics, which in turn affects workers' attitudes and actions inside the company. Managers' actions establish standards for what is considered suitable behavior, which in turn impacts employees' ethical behavior.

Figure 1: Theorizing Model



While the Despotism leaders' unethical and unfair behavior by indulging in morally corrupt and self-serving behavior (Aronson, 2001; Jabeen & Rahim, 2020) found that when leaders with despotism act unethically and self serving, it promotes perception of politics (POP) within the company are common indicator of pessimism ultimately creates hostile work atmosphere. To

rephrase, this kind of conduct has the potential to sow seeds of favoritism, which in turn have the potential to dampen employee performance and satisfaction. In last, they develop the intention to leave the organization under the despot leaders. Three interconnected indicators that make up the framework for examining organizational outcomes and employee behavior and attitudes are job performance, satisfaction, and turnover intention. Researchers may get a complete picture of how employee behavior and attitudes affects company results by combining these three metrics.

4. Discussion and Implication

Scholarly study on the positive and negative aspects of leadership and negative events has grown in prominence among scholars and professionals worldwide in recent years. In light of the results of a comprehensive analysis of 108 scholarly papers, the main goal of this review was to enhance the understanding of despotic leadership and Perception of politics and their influence on the employee's outcome. We discussed the despotic leadership and its relation with Perception of politics. Furthermore, we discussed in detail the outcomes of despotic leadership and Perception of politics. There are a number of unanswered questions and restrictions that could inform future empirical and theoretical studies. This review paper provide future research agenda would work together to guide scholars in this field for further knowledge developments in table 5.

Table 5: Knowledge gaps in current DL and POP literature and future agenda

Gaps/ limitations in current DL and POP	Future Research Direction	Potential Research Questions (PRQ)
Effects of DL on Employee attitudes and behaviors of employees are mostly studied in one country.	Future studies should investigate how DL yields positive outcomes for employees by applying distinct mediator such as "facades of conformity" and "status striving". Employees' behaviors such as upward ingratiation behaviors should be investigated in Cross-country comparison.	PRQ1a) how DL could create pleasant outcomes for employees' growth and development in the organization through the various mediation-moderation variables. PRQ1b) how upward ingratiation behaviors may enhance workplace status, as rated by peers, in collectivism-individualism continuum. PRQ1c) What will be the impact of DL on job performance in individualistic cultures?
More Quantitative research is available on this topic, however, a lack of Qualitative research was found.	Employees' behaviors such as job performance should be investigated in individualistic cultures	PRQ2) How employee reacts to DL in service compared to non service settings.
Most of the studies focused on leader-follower, therefore various Positive and negative aspects of leadership styles are less studied.	Qualitative research could investigate the role of despotic leadership behaviors in service and non service settings.	PRQ3) what will be impact of positive and negative leadership styles on employee engagement?
Limited research is available on the effect of POP and DL on the employee outcomes	Future research should focus on Positive and negative aspects of leadership styles such as peacemaking and narcissistic leadership on employee engagement across different cultural contexts.	PRQ4) how despotic leadership in conjunction with POP might lead to negative employee outcomes such as the creation of dysfunctional team norms, increased social loafing, and follower retaliatory behaviors.
More cross-sectional research design found to establish causality of DL with outcomes, limited researches available on a longitudinal design.	Future studies should focus on the effects of pop and DL on various employee outcomes such as the creation of dysfunctional team norms, increased social loafing, and follower retaliatory behaviors.	PRQ5) What are the benefits of longitudinal research methods over cross-sectional approaches?
	The causes and effects of DL may change over time, thus researchers should plan longitudinal studies to track these changes.	

4.1. Theoretical Implications

Our analysis sheds light on the literature and theory around despot leadership (DL) perception of organizational politics (POP). Our findings demonstrate the increasing relevance of DL and POP research across disciplines and the abundance of academic and industry interest in the topic. In addition to illuminating several important elements of DL and POP and opening the way for future research, our paper makes a substantial theoretical contribution to the domain. Here we provide a comprehensive and thorough systematic literature review (SLR) on Deep Learning (DL). The purpose of this review is to build a body of knowledge by synthesizing the key findings and conclusions from previous research on the subject. Findings from this research provide important context for understanding both the consequences of DL and POP. The paper concludes by discussing the gaps in our understanding of DL and POP. It suggests

that more variables, circumstances, and settings should be investigated by future scholars in order to deepen our theoretical grasp of this leadership style and POP.

4.2. Limitations of this review

This systematic literature review does have certain drawbacks. Most importantly, despite our goal to include all relevant studies on despotic leadership style and POP in business firms, we may have overlooked relevant publications due to our database selection focus on high-quality journals that chose to emphasize in this study.

5. Conclusion

We found that POP and despotic leadership behavior are distinct and related to different organization results. When companies have a clearer picture of the consequences of POP and despotic leadership style, they may be better equipped to guide the direction of their own leadership and view of politics. The strategic decision-making process can be shaped to better meet the needs of employees by understanding the consequences of despotic leadership styles and POP. Furthermore, politics is perceived through the lens of despotism. Despotic leaders create an environment of fear and mistrust by abusing their position of absolute power and disregarding their followers' beliefs and needs. This leads to a need for more transparency and accountability in the political process. This study has shed light on hitherto undiscovered aspects of despotic leadership and POP in the workplace, which may profoundly affect the atmosphere there. The study used a systematic literature review approach to thoroughly examine previous work on despotic leadership and POP, yielding useful findings for theory and practice alike. This research's results may assist businesses in recognizing and resolving instances of despotic leadership and POP, as well as in fostering a good and healthy work culture.

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