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The Mediating Role of Employee Voice Behaviour in the Relation between Despotic Leadership and Employee Outcomes

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Abstract
Leaders play an essential role in the success and failure of the organization. In the past, studies examined positive leadership characteristics and behavior and their impacts on employee outcomes. The purpose of this study was to investigate the impact of despotic leadership on employee creativity and turnover intention with the mediating role of employee voice behavior. The sample consisted of 344 faculty members of Teacher Training Institutions in Pakistan. SPSS-25 software was used to evaluate the collected data. The results demonstrated that despotic leadership hurts employee voice behavior and creativity and has a positive impact on turnover intention. Further, the results also revealed that the voice behavior of employees has no mediation effect in the relationship between despotic leadership and employee outcomes (creativity and turnover intention). The study highlighted the importance of the topic and explored the research gap by focusing on the dark side of leadership and examined how despotic leadership harms the creativity and turnover intention of employees.
Keywords: Despotic Leadership, Voice Behavior, Creativity, Turnover Intention.

Introduction
In today's global environment scholars tend to examine the darker side of leadership where negative characteristics of leaders have severe outcomes for organizations (Hoobler & Hu, 2013). There are two main reasons for researchers to express their interest in the dark side of leadership: First, how destructive leaders add to the cost for the organization; second, to find the impact on employees' outcomes (Schyns & Schilling, 2013). Despotic leadership is a prominent example that incorporates important characteristics of negative leadership behavior (Schilling, 2009). Despotic leaders focus on gaining dominance and supremacy, motivated by their self-interest (House & Howell, 1992). Such leaders are bossy, unforgiving, and arrogant (Howell & Avolio, 1992). They want their subordinates to carry out their duties without raising any question (Schilling, 2009). Despotic leaders are autocratic; limiting employees' participation in decision making (Aronson, 2001). Employees, perceiving the autocratic behavior from a leader, may feel fear of raising their voice and are likely to remain silent (Dyne, Ang & Botero, 2003). Employee voice is viewed as an attempt to improve organizational conditions (Hirschman, 1970). According to Detert and Burris (2007) "voice behavior is a proactive discretionary effort, providing the information that intends to improve organizational functions perceiving that this may upset or challenge the statuesque". Van Dyne and LePine (1998) stated that voice behavior refers to "giving an innovative suggestion for modification and change in procedures even when others disagree". If employees perceive negative consequences of voice, they are likely to remain silent instead of speaking up (Detert & Burris, 2007; Morrison, 2011).

Employee creativity refers to "create or build potential and new useful ideas regarding products and services or method and procedures by employees at work" (Woodman, Sawyer & Griffin, 1993). Employee creativity helps to gain a competitive advantage for organizational survival, innovation, and long-term success (Runco, 2004). Creativity is no longer viewed as an inborn characteristic that only a few individuals have (Amabile et al., 1996). Rather, it is seen as an ability to be developed or improved through appropriate training and experience (Scott, Leritz & Mumford, 2004) whereas, personal tendencies such as problem-solving style and motivation can lead to significant improvement in individual creativity (Amabile et al., 1996). Employee voice provides an

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opportunity to management for obtaining added information, which is one of the key factors to influence the creative process (De Vet & De Dreu, 2007). Employees particularly stay in the organization when they believe their voice is getting attention within the organization. When the voice of the employee is ignored, many positive outcomes may turn negative. Ignored voice of employees can lead to employee absenteeism, increased turnover intention, and leaving the job (Hirschman, 1970).

Despite the empirical relevance of despotic leadership, only a few studies explored the impact of despotic leadership on employee outcomes (Schyns & Schilling, 2013; Naseer et al., 2016). None of the studies to date examined the mediating role of employee voice behavior in the relation between despotic leadership and employee outcomes. The present study focuses on the gap by empirically testing the mediating role of employee voice behavior in the relationship between despotic leadership and employee outcomes such as creativity and turnover intention.

Theoretical Background and Hypothesis

Despotic leadership and employee voice behavior

Despotic leaders are controlling and autocratic (Nauman, Zheng & Basit, 2020). They limit employees' participation in decision making and require unquestioned compliance from employees working under them (Aronson, 2001). An employee working under despotic leadership might get afraid of unfair treatment and loss of his/her position in the organization, which eventually results in decreased optimism regarding the work environment (De Hoogh & Den Hartog, 2008). Past studies show that leader with exploiting and controlling behavior threatens the employees who want to raise a voice (Johnson et al., 2012; Li & Zhu, 2016). Employees when perceiving the negative consequences of voice, they reciprocate by lowering their overall performance and remain silent in the organization (Naseer et al., 2016).

H1. Despotic leadership hurts employee voice behavior.

Employee voice behavior and creativity

Voice behavior of an employee is a response in terms of concern, opinion, suggestion, and idea regarding work-related issues with intentions to improve organizational processes. It denotes the employee's tendency to vigorously talk about a productive idea (Islam, Ahmed & Ali, 2019). Employee voice behavior is a critical antecedent of creativity because it improves organizational learning and group decision (Enz & Schwenk, 1991). Employees who receive positive gesture in response to voice behavior, spare more time to think of creative solutions for the organizational issues. Past studies have shown a positive relationship between employee voice behavior and creativity (Kremer, Villamor & Aguinis, 2019).

H2. Voice behavior has a positive impact on the creativity of employees.

Employee voice behavior and turnover intention

According to Hirshman (1970), when employees are provided with a voice opportunity in the organization, they particularly stay in the organization. When the voice of the employees is ignored, many positive outcomes turn into negative ones. Voice behavior improves workgroup functioning. When employees perceive that they can speak up about their suggestions and opinions, it increases their engagement at work (Holland, Cooper & Sheehan, 2017). However, when employees feel that their voice is ignored, it may harm their professional life. Employees physically remove themselves from the situation and may psychologically withdraw from their job (Joo, 2010). Voice behavior of an employee is viewed as an attempt to improve organizational conditions, rather than to escape from them (Hirschman, 1970). Moynihan and Landuyt (2008) argued that employees' loyalty and autonomy in decisions and abilities to use their constructive voice, negatively influence turnover intention. Past studies showed a negative relationship between employee voice behavior and turnover intention (Van Gramberg et al., 2020).

H3. Voice behavior harms the turnover intention of employees.

Despotic leadership and employee creativity

Leaders play a significant role in promoting or obstructing employee creativity (George, 2007). Supportive leaders are expected to enhance creative achievement, whereas leaders with negative behavior decrease the employees' intrinsic motivation (Deci & Ryan, 1987). This decrease in intrinsic motivation reduces the creative performance of employees (Liu, Liao & Loi, 2012). A despotic leader exhibits autocratic behavior that serves their self-interest and these leaders are exploitative and self-aggrandizing for others (De Hoogh & Den Hartog,

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2008). Leaders that control and limit the employees' participation negatively influence employees' creativity (Deci & Ryan, 1985). Despotic leadership is one of the negative leadership styles having an unforgiving attitude towards their employees (House & Howell, 1992). When leaders show a negative attitude towards their employees and threaten them for their mistakes; employees in such organizations may feel fearful and their creativity and performance decrease (Harris, Kacmar & Zivnuska, 2007). Past studies have shown that negative leadership styles minimize the creativity of employees (Malik et al., 2020). Thus, it can be hypothesized that:

H4. Despotic Leadership harms employee creativity.

Despotic leadership and employee turnover intention

Despotic leadership having autocratic behavior decreases the motivation and satisfaction level of employees (De Cremer, 2006). Employee's dissatisfaction with their job affects their job commitment and leads them to quit their organization mentally and physically (Sharma, Nagar & Pathak, 2012). Past studies show that despotic leadership scores low on personal commitment, ethical code of conduct, self-evaluation, responsibility for one's actions, and sensitivity towards others (Naseer et al., 2016). These further results in employees becoming less focused and having low contribution towards organizational progress. Employees may find it difficult to channel their reactions directly towards offending their leaders and exhibiting undesired behavior like workplace deviance (Erkutlu & Chafra, 2018). The study of Tepper (2000) found abusive supervision as one of the main features of despotic leadership that lead to decreased job commitment and normative behavior of followers. Further, the study also showed that due to such negative leadership behavior, employees were more likely to have intentions to leave their organization. So, it is hypothesized:

H5. Despotic leadership has a positive impact on turnover intention.

Despotic leadership, employee voice behavior & creativity

Despotic leaders are ethically weak and do not feel an inner obligation for doing better actions and activities within or outside the organization. They develop high power distance relationships with their subordinates (De Hoogh & Den Hartog, 2008). The relation between leader and follower is purely on a transactional basis (Brown & Trevino 2014). Numerous studies have shown that social exchange relation encompasses a sequence of a reciprocal relationship between leader and follower, creating mutual duties and obligations (Emerson, 1976). Despotic leadership style scores low on ethical code of conduct, sensitivity, personal commitment (De Hoogh & Den Hartog, 2008). The poor treatment by leadership violates the social exchange relation between leader and follower (Thau et al., 2009). Employees may choose to respond to the negative treatment of their leaders by reducing their contribution with voice behavior and likely to remain silent (Rafferty & Restubog, 2011). Employee silence likely harms the creative process as employees having creative ideas may remain silent rather than discussing with leaders (Guo et al., 2018).

H6. Employee voice behavior mediates the relation between despotic leadership & employee creativity.

Despotic leadership, employee voice behavior & turnover intention

Despotic leadership uses the authoritative rule by persuading a mental and emotional fear towards their followers, exercising power without restraint, and using power for their benefits (Wager, Fieldman & Hussey, 2003). Employees assess the cost of voice behavior regarding the complaints and issues in the organization. When they consider their voice is not attended, it may harm their professional life. Employees facing such a situation may physically remove themselves from the situation and may psychologically withdraw from their job (Wagner & Hollenbeck, 2005). According to the social exchange theory, employees build a reciprocal relationship with leaders and their behavior in the organization is liable for the behavior received from their leaders (Cropanzano & Mitchell, 2005). Employees reciprocate positive leadership behavior by showing trust and commitment. Poor treatment and abusive behavior of leaders, force employees to feel insignificant and disrespected in the organization (Thau et al., 2009). According to the theory of Hirschman (1970), employees may respond in the form of absenteeism, withdrawal, and turnover when their voice is ignored.

H7. Employee voice behavior mediates the relation between despotic leadership and turnover intention of employees.
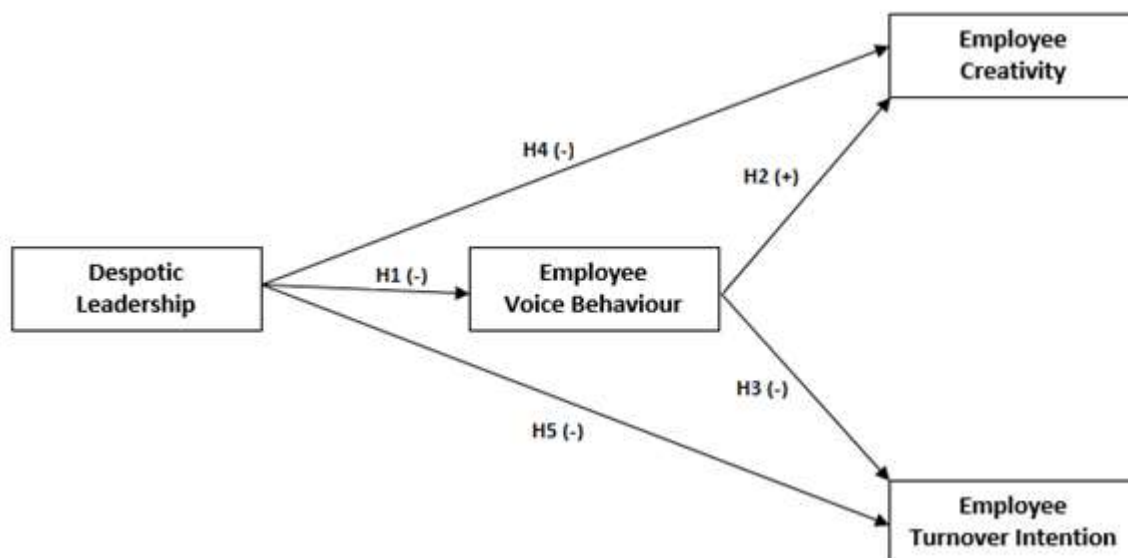
Figure 1. Research Model

Methodology

The study is quantitative and using a positivist philosophy of research that involves data collection through experimentation, observation, and survey (Malik, Awan & Nisar, 2020). The non-probability convenience sampling technique was used for the collection of data, where respondents were selected according to the ease of accessibility for data collection (Etikan, Musa & Alkassim, 2016). The population of the study was the faculty of the education department in Higher Education Commission recognized universities and the faculty of elementary colleges (Teacher Education & Training Institutes) in Pakistan. The questionnaires were distributed to 510 faculty of teacher's education and training institutions in Pakistan. The individuals who expressed their availability for the research were approached to collect data using adopted instruments. The questionnaires were distributed in hard copy and weblink of soft copy questionnaire. For soft copy data collection, an online data collection platform was used to collect the data from teachers. A total of 349 questionnaires was returned of which five were incomplete, and 344 questionnaires were selected for the study having no outlier. The SPSS-25 software was used to assess the demographics, descriptive (means standard deviation), regression analysis (direct and indirect effect), and mediation analysis.

Research Instrument

The questionnaire was used as a data collection tool which was consisted of the demographic section along with numerous adopted instruments to measure the research variables of the study. The targeted participants were requested to provide demographic information regarding age, gender, organization, and province.

Despotic leadership style was measured using a five-point Likert scale (1-Strongly Disagree to 5-strongly Agree) item 6 items instrument developed by Hanges and Dickson (2004). Previously, the scale was used and adopted by De Hoogh and Den Hartog, (2008). The sample items of the scale were "My leader expect unquestioning obedience of those who report to him/her" and "My leader is unforgiving; seeks revenge when wronged".

Employee voice behavior was measured by a five-point Likert scale (1-Strongly Disagree to 5-strongly Agree) using 6 items instrument developed by Van Dyne, Graham, and Dienesch (1998). Previously, the scale was used and adopted by Janssen (2015). The sample items of the scale were "I develop and make recommendations concerning issues that affect this workgroup" and "I speak up and encourage others in this group to get involved in issues that affect the group".

Employee creativity was measured using 4 items instrument with a 5-point Likert scale (1-Never to 5-Always) developed by Farmer et al. (2003). Previously, the scale was used and adopted by Houghton and DiLiello (2010). The sample items of the scale were "I seek new ideas and ways to solve problems" and "I generate ground-breaking ideas related to the field".

Employee turnover intention was measured by a five-point Likert scale (1-Always to 5-Never) with 6 items developed by Mowday et al. (1984). Previously, the scale was used and adopted

by Bozeman and Perrewe (2001). In the present study, only four items were adopted to measure turnover intentions. The sample items of the scale were "How often have you considered leaving your job?" and "To what extent is your current job satisfying your personal needs?"

Data Analysis

In the demographic analysis, the nature and characteristics of the respondents are described. From the data, it was observed that (40%) were college education department faculty and 60 % were faculty of the education department in universities. 57% of respondents were female and 43% were male. The age group of respondents were classified 20-35 (27 %), 36-50 (57%), 51-65 (11%), 66 and above (5%). The data was collected from all provinces of Pakistan including Azad Kashmir and capital territory. The respondents from Balochistan were (30%), Khyber Pakhtunkhwa (26%), Sindh (24%), Punjab (12%), Islamabad (Capital territory) (4%), and Azad Kashmir (4%).

Table 1. Demographics Frequency Analysis

		Frequency	Percentage
Organization	College teaching faculty	138	40%
	University teaching faculty	206	60%
	Total	**344**	**100%**
Gender	Female	197	57%
	Male	147	43%
	Total	**344**	**100%**
Age of respondents	20-35	93	27%
	36-50	196	57%
	51-65	38	11%
	66 and above	17	5%
	Total	**344**	**100%**
Province	Punjab	40	12%
	Balochistan	99	30%
	Khyber Pakhtunkhwa	91	26%
	Sindh	84	24%
	Azad Kashmir	15	4%
	Islamabad (Capital territory)	15	4%
	Total	**344**	**100%**

Reliability was assessed by Cronbach alpha values (Table 2) while validity was assessed through confirmatory factor analysis (Table 3).

Table 2. Descriptive and Correlations

	Mean	Standard Deviation	Despotic Leadership	Voice Behaviour	Creativity	Turnover Intention
Despotic Leadership	2.88	.78	*.81*			
Voice Behaviour	3.58	.67	-.02	*.73*		
Creativity	3.49	.78	-.03	.49	*.60*	
Turnover Intention	3.01	.85	.21	.13	.09	*.66*

Correlations analysis showed that despotic leadership was positively associated with turnover intentions ($r = .21$, $p < .01$) and voice behaviour was positively associated with creativity ($r = .49$, $p < .01$) and turnover intentions ($r = .13$, $p < .01$) (Table 2).

Exploratory factor analysis, with varimax rotation, was used to test the discriminant validity of the scales (Bagozzi & Yi, 1988). As can be seen in Table 3, all items loaded highly on their respective scales. Furthermore, results indicated that all item loadings were higher than .40, indicating convergent and discriminant validity of the scales.

Table 3. Convergent and Discriminant Validity of the Scales

	Despotic Leadership	Voice Behavior	Creativity	Turnover Intention
Despotic Leadership 1	.61			
Despotic Leadership 2	.76			
Despotic Leadership 3	.79			
Despotic Leadership 4	.74			

Despotic Leadership 5	.64			
Despotic Leadership 6	.72			
Voice Behaviour 1		.48		
Voice Behaviour 2		.72		
Voice Behaviour 3		.74		
Voice Behaviour 4		.73		
Voice Behaviour 5		.60		
Voice Behaviour 6		.64		
Creativity 1			.79	
Creativity 2			.71	
Creativity 3			.72	
Creativity 4			.75	
Turnover Intention 1				.65
Turnover Intention 2				.66
Turnover Intention 3				.78
Turnover Intention 4				.67

Hypotheses Result

Hypothesis 1: Despotic leadership hurts employee voice behavior.

Linear Regression analysis was performed to find out the direct relation between Despotic leadership and employee voice behavior. Results of regression analysis highlighted statically insignificant and very small variance in employee voice behavior caused by despotic leadership ($R^2 = .00$). Therefore, despotic leadership is a statically insignificant predictor of employee voice behavior, whereas, the beta coefficient of regression also showed a negative insignificant effect ($\beta = -.05$, $p > .27$).

Hypothesis 2: Employee voice behavior has a positive impact on employee creativity.

The relation of employee voice behavior and employee creativity was tested with simple linear regression. The results demonstrated that employee voice behavior creates variance ($R^2 = .24$) in employees' creativity. The regression coefficient value confirmed a statistically significant relation, the beta coefficient of regression showed a positive significant effect ($\beta = .56$, $P > .00$).

Hypothesis 3: Voice behavior hurts employee turnover intention.

The relation of employee voice behavior and employee turnover intention was tested. The results stated that the variance in turnover intention ($R^2 = .01$) was caused by employee voice behavior. The regression coefficient value showed a statistically significant relation, the beta coefficient of regression has also shown a positive significant effect ($\beta = .17$, $p > .01$).

Hypothesis 4: Despotic leadership hurts employee creativity.

The relation of employee voice behavior and employee creativity was tested. Results of regression analysis stated that variance in employee creativity ($R^2 = .00$) was caused by despotic leadership. The regression coefficient value showed a statistically insignificant relation, the beta coefficient of regression exhibited a negative effect ($\beta = -.03$, $p > .54$).

Hypothesis 5: Despotic leadership has a positive impact on the turnover intention of employees.

The relation between despotic leadership and employee turnover intention was tested. Despotic leadership caused variance ($R^2 = .04$) in turnover intention. Results of linear regression showed positive relation between despotic leadership and employee turnover intention ($\beta = .23$, $p > .00$).

Hypothesis 6: Employee voice behavior mediates the relation between despotic leadership and employee creativity.

To test the mediating effect of employee voice behavior between despotic leadership style and employee creativity relation, PROCESS MACRO was used. Results illustrated the regression coefficient between despotic leadership and employee creativity (X to M) was ($\beta = -.05$, $p > .27$) while, the regression coefficient value between employee voice behavior and creativity (M to Y) was ($\beta = -.25$, $p < .000$). The regression coefficient between despotic leadership and employee creativity was (X to Y) ($\beta = .07$, $p > .07$). The indirect effect between despotic leadership and employee creativity was (IE= .01, SE= .01) (Tested using 5000 bootstrap samples with 95% CI = -.01, .03). These results showed that Employee voice behavior has no mediation effect on the relation between despotic leadership and employee creativity.

Hypothesis 7: Voice behavior positively mediates the relation between despotic leadership and employee turnover intention.
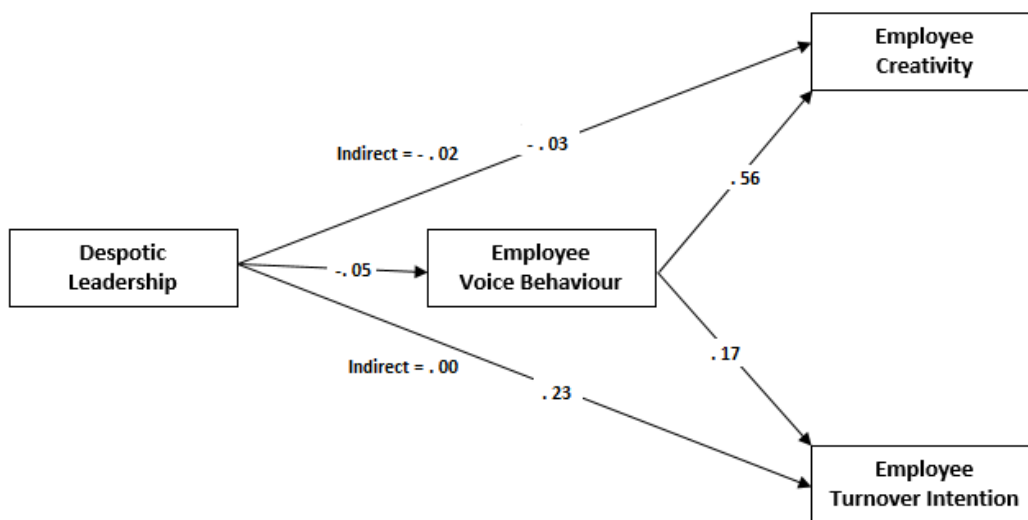
The hypothesis tested with PROCESS MACRO model 4 and results illustrated as, **t**he regression coefficient between despotic leadership and employee voice behavior (X to M) was (β = -.05, *p* >.21) while, the regression coefficient between employee voice behavior and turnover intention (M to Y) was (β = -.23, p > .000). The regression coefficient between despotic leadership and employee turnover intention is (X to Y) (β =.01, p> .83). The indirect effect between despotic leadership and employee turnover intention is (IE= .12, SE= .01) (Tested using 5000 bootstrap samples with 95% CI = -.01, .03). These results suggested that, Voice behavior has no mediation effect in the relation between despotic leadership and employee turnover intention

Table 4. Path coefficients

	Creativity	Turnover Intention	Voice Behaviour
Despotic Leadership	-.03	.23	-.05
Voice Behaviour	.56	.17	
Creativity			
Turnover Intention			

Table 5. Specific indirect effect

Indirect effect(s) of SC on EP				
	Effect	Boot SE	Boot LLCI	Boot ULCI
Despotic -> Voice -> Creativity Leadership Behaviour	-.02	.03	-.09	.03
	Effect	Boot SE	Boot LLCI	Boot ULCI
Despotic -> Voice -> Turnover Leadership Behaviour Intention	.00	.01	-.03	.01

Figure 2. Hypothesis Result

Discussion

This study aimed to explore the mediating effect of employee voice behavior in the relationship between despotic leadership and employee outcomes (creativity and turnover intention) in Teacher Training Institutions in Pakistan. The results of the study supported the first hypothesis, as the results showed a negative relation between despotic leadership and employee voice behavior. Employees remain silent and avoid to express voices due to the fear of humiliation or some other reason. A previous study by Li, Ling, and Liu (2009) also found that abusive supervision is the main characteristic of despotic leadership and hurts employee voice behavior.

The results of the study showed a positive relationship between employee voice behavior and the creativity of employees. Employees, when provided a safe environment to express their voice are more likely to be creative and share new and novel ideas in the organization. Past studies have also shown when employees are encouraged to share their novel suggestions in the organization, they are more likely to be creative and take part in the creative process (Ganjali & Rezaee, 2016).

The results of the study did not support the fourth hypothesis that employee voice behavior would hurt the turnover intention of employees. It can be argued that when employees are more loyal towards their organization, it reduces the turnover intention. The study of Hirschman (1970) also indicated that those employees who are loyal towards their organization are less likely to have turnover intention even if the voice is also ignored. Loyalty does not mean employee's unwillingness to leave their organization rather showing optimistic behavior and looking for change if the organization is moving in the wrong direction (Dowding et al., 2000).

The results of the study showed a negative relationship between despotic leadership and the creativity of employees. Despotic leaders show dominating behavior towards their employees and have little concern for them. Employees, when perceives their leader show negative behavior towards them are more likely to reciprocate by disengaging themselves from the creative processes. Past studies also revealed that when leaders show aggression and humiliation towards subordinates harm the creativity of employees (Liu, Liao & Loi, 2012).

The results of the study supported our hypothesis that a despotic leader has a positive impact on employee turnover intention. Despotic leaders have an unforgiving attitude towards their employees and avoid to listen to their concerns. Employees, when not allowed to express their voice or having a fear of the negative impact on their career, may likely to remain silent and think about leaving their organization. The past study of Mathieu and Babiak (2016) also shows that leaders with negative characteristics have a positive impact on the turnover intention of employees.

The results of the study revealed that employee voice behavior has no mediating effect on the relationship between despotic leadership and employee creativity. Despotic leadership shows a negative attitude and behavior towards their employees and discourages voice behavior. Employees are likely to remain silent when they experience a negative response from their leader that also harms employee's participation in the creative process. The study of Guo et al. (2018) also showed that authoritarian leadership, one of the negative leadership styles, inhibits creativity by encouraging defensive silence behavior.

The result of the study revealed that employee voice behavior has no mediation effect on despotic leadership and turnover intention of employees. Despotic leaders not only behave in socially unconstructive, unethical ways but also act against the legitimate interest of the organization by engaging in morally incorrect and fraudulent behavior (De Hoogh & Den Hartog, 2008). Employees working under such leadership have low job satisfaction and high deviance (Lian, Ferris & Brown, 2012). Employees are likely to reciprocate themselves by remaining quit and having a high turnover intention.

Limitations and Future Recommendation

The study has few theoretical limitations. First, the population of the study was limited to faculty of Teachers Training Institutions in Pakistan. Second, the self-evaluated questionnaire was used for data collection that may cause employee self-bias. Third, the data were collected only from those faculty whose personal information and email addresses were available on their (official) university and college web site. Fourth, the study only focussed only some outcome variables for Despotic Leadership.

Based on the finding of the present study, the following recommendation is suggested for further research. First, examining the role of organizational culture as a moderator between despotic leadership and employee creativity and turnover intention. Second, other variables related to job outcome can be added in future studies such as employees' job engagement, commitment, and stress-related to work. Third, future studies can investigate other industries and participants to determine whether the results are similar or differ from this study. Fourth, the method to collect the data was convenience sampling, other methods of research and sampling techniques can be used to collect data. Similarly, the quantitative method technique was applied in the study, qualitative or mixed methodology may explore the true subjective picture of the model.

Practical Implication

Leaders play an important role in the success and failure of the organization, leaders having a negative attitude and behavior towards employee can harm their productivity. Despite the harmful effects of despotic leadership on the voice behavior of the employees, it would be useful for the organization to include employees' feedback and provide a culture where employees feel safe and can express their

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voice. When employees feel that their voice would not harm their professional career can increase creativity and decrease turnover intention.

In today's competitive environment if skilled and competent employees intend to leave the organization, this may harm the organizational performance. It is essential to detect early signs of employee turnover intention to retain them in the organization (Suifan et al., 2020). Organizations should have a monitoring system to observe and control leadership's negative consequences on their employee. Whereas, employees should be given an environment where they can express their creative ideas rather than to remain silent. According to the study by Hirshman (1970), when employees are provided with a voice will result in more commitment towards their organization and less turnover intention.

Conclusion

Leadership plays an important role in individual and organizational outcomes. Keeping in mind the importance of leadership, the main objective of the study was to focus on the dark side of leadership and explore the mediating role of employee voice behavior in the relation between despotic leadership and employee outcomes (creativity and turnover intention). The study concludes that despotic leadership is negatively associated with voice behavior and creativity of employees, while, despotic leadership is positively associated with turnover intention. The mediating effect of voice behavior in the relation between despotic leadership and employee outcomes (creativity and turnover intention) was statistically non-significant. The results suggested employees working under despotic leadership are less satisfied with their job. According to the theory of Hirschman (1970) employees may respond to their dissatisfaction by remaining silent and intend to leave their job. Organizations need to discourage leadership that shows negative attitudes and behavior towards their employees. Further, Organizations need to encourage employees to express their voice. Employees, when feel safe to express their voice, are more likely to participate in the creative process and have less turnover intention, which further saves costs by retaining loyal employees and increase the worth of the organization. This practice will also help organizations to gain competitive advantages by improved employee voice behavior in an organizational setting.

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