

CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**An Integrated Framework for  
Antecedents and Consequences of  
Abusive Supervision; Test of  
Multilevel Model**

by

**Noureen Fatima**

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degree of Doctor of Philosophy

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**An Integrated Framework for Antecedents and  
Consequences of Abusive Supervision; Test of  
Multilevel Model**

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*Dedicated to my beloved father*

*Maher Ghulam Muhammad*

It was his vision which turned into aim of my life.



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## *List of Publications*

It is certified that following publication(s) has been accepted out of the research work that has been carried out for this thesis:-

1. My paper "**Exploring supervisor's Power Distance Orientation in service sector; Understanding how it effects employee morale via Ego Depletion and abusive supervision**" has been accepted for publication in *Journal of Managerial Science*, Vol.11, No.3, AIC Dec (2017)

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## *Abstract*

The purpose of this dissertation is to explore critical paradoxes related to abusive supervision in organizations, which is divided into two types: impulsive abusive supervision, and strategic abusive supervision. After validating these types of abusive supervision empirically, this study also investigates the impact at the individual level outcomes, i.e., employee morale. Drawing from ego depletion theory, proposed theoretical extension comprises a mediation model of a supervisors related antecedents as predictors of abusive supervision. This dissertation introduces self-regulatory resource (ego) depletion stemming from a supervisors related theoretical perspective on how and why supervisors behave abusively toward subordinates. A two-model investigation related to antecedents of abusive supervision and the employees related consequences stands in divergence to prior research, which has primarily focused on individual-related factors that affect abusive supervision. This research demonstrates in what ways ego depletion is proximally associated with abusive supervision.

In the first model, conducted at service sector of Pakistan, it was argued that a supervisors related antecedents influences them to endorse strategic abusive behaviors through less ego depletion and the predictor explored influences supervisors to enact impulsive abusive behaviors due to high ego depletion. In study 2, this dissertation investigated the impact of impulsive abusive supervision, and strategic abusive supervision on employees related outcomes (i.e. job stress) via employees morale. Data was collected through the survey based lagged design by using a purposive sampling technique and M plus for multilevel analysis. Using a sample of 503 supervisorsubordinate dyads, after receiving confirmation, both the models were tested (Multi-level modelling), both between and within level results were reported. Supervisors positive paranoia, Supervisors positive perfectionism, and Supervisors affective commitment were only found insignificant. All other variables were significant. And in study 2 all the proposed relationships related to strategic abusive supervision were proved empirically. This study opens new avenues for research and discusses practical implications for various work settings.

**Keywords:** abusive supervision, impulsive abusive supervision, strategic abusive supervision, incompetence, ostracism, paranoia, power distance orientation, ego depletion, employee morale, job stress, psychological well-being, and job engagement.

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# Chapter 1

## Introduction

### 1.1 Overview

This dissertation is based on two studies related to the Antecedents and Consequence of Abusive Supervision. This chapter covers the background, level issues, objectives, rationale and research questions related to both studies.

#### 1.1.1 Background

Research studies suggest that the interest of the research in the area of Abusive supervision has gained momentum due to the emergence of immoral leadership that has been identified in the studies that revolve around the subject of organizational behavior (Zhang & Bednal, 2015).

“[S]ubordinates’ perception [of abusive supervision] is the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact” (Tepper, 2000, p. 194) and in addition to this, it is a concept that is tremendously significant in the workplace (Tepper et al, 2006). Supervisory abuse has bad effects on attitude, performance, physical health, self-respect, and turnover of subordinates (Mehdi, Raju, & Mukherji, 2012; Khan, Qureshi, & Ahmad, 2010; Hornstein, 1996). Research on the subject of Abusive Supervision signifies that the focus of the studies that has been conducted

in this area mainly worked on the negative consequences that may result due to its presence in any organizational setting. These consequences may be individual or organizational as well. These include for instance, psychological distress, turnover, emotional exhaustion, job dissatisfaction and other counterproductive behaviors such as aggression and deviant behaviors (Martinko, Harvey, Brees, & Mackey, 2013). Because of the implications of these consequences for employee's well-being, the researcher's consideration more turned towards the antecedents of abusive supervision, so subsequently organizations can develop ways to avoid it.

Previous abusive supervision studies have used the stressor-strain approach, and an individual level analysis has been commonly used for such an analysis. Stressors such as job factors (e.g., incompetence) or interpersonal conflict are measured by employees' subjective perceptions, and it may be acceptable in that context to use an individual level analysis. It assumes that individuals are independent and there are no group effects. However, this may not accurately portray the complex phenomena of abusive supervision in organizations. Individuals are nested within a group or organization, and group effects cannot be ignored. Stapleton argues that in an analysis of nested data, "ignoring the dependencies in the data, therefore, may lead to the misidentification of statistically significant path coefficients where only random co-variation exists and may lead to inappropriate rejection of hypothesized models" (2006, p. 38) Single-level analysis may be an inappropriate method to use in abusive supervision investigations. Research studies conducted by different researchers for instance, Zivnuska 2007; Schyns & Hansbbrough 2010; Harvey et al, 2007) suggest that the one of the prominent aspects of destructive leadership is abusive supervision. When considering abusive supervision as a leadership style, multilevel analysis needs to considered because it assumes that leadership (level-2 unit) influences subordinates' behavior (level-1 unit). Yammarino and Dansereau argued that:

"When a person leads or follows, the leader and the follower inevitably become interdependent with each other in some way. As a consequence, leaders and followers move from the situation in which each party is considered as an individual to a higher level of analysis where they form at least a dyad or where the leader

links with the followers as a group. In like manner Neuman and Wright (1999) argued for the importance of examining relationships at both the individual and group levels. Thus a supervisor involves a movement from one level (person level) to a higher level (dyad level or leader–follower group level)”. (2008, p. 39)

The primary purpose of this dissertation is to simultaneously examine at individual level antecedents and ego depletion and their group level impact on subordinates. The conceptual framework, designed by using a split multilevel approach to shed light on two different aspects on one continuum. The first model based is on supervisor-related antecedents which cause impulsive abusive supervision and strategic abusive supervision via ego depletion. The second model is a continuation of the first model and sheds light on the impact of impulsive abusive supervision (IAS) and strategic abusive supervision (SAS) on individual-related outcomes by considering the role of employee morale as an interlinking mechanism. So, the first goal of this dissertation is to extend prior research on abusive supervision in two directions. First of all, the antecedents of abusive supervisory behavior are investigated from a new and different perspective. Second, it is argued that observed abuse may be associated with employee’s morale and that under distinct individual and relational characteristics, this relationship is strengthened or weakened. Examining dual reactions to observed abuse will not only extend the abusive supervision literature, but also study the impact of morale on dual types of individual level outcomes.

Research studies that has focused to find out and explore the predictors that result in abusive supervision in order to minimize and control the abusive behavior has also caused the researchers to understand the reason behind intimidating the subordinates by the leaders. The studies conducted by Yam et al, (2015) affirm this notion. However, the predictors of abusive behaviors are still not completely identified and understood. There are contextual variables, capabilities of the supervisor and the characteristics of the subordinates that are connected and cause the abuse from the supervisor. The in depth analysis of these identified predictors suggest that contextual variables include the hierarchical injustice and the coworker conflict. The capabilities of the supervisor on the other hand involve the

low self-control and the history of family abuse the emotional intelligence that may be low in this scenario. Finally the characteristics of the subordinates that facilitate such kind of behavior include low core self-evaluation, and hostile attribution style (Khan et al, 2016; Martinko et al, 2011; Burton & hoobler, 2011; Tepper et al, 2006). Research studies suggest that the instances where the subordinates face such kind of behavior in the workplace environment is approximately 13.60%. the type may differ in its form but the presence of such kind of behavior cannot be denied (Schat et al, 2006). In addition to this, the perception of workers/subordinates about the immediate supervisor or line manager is also negative. For instance, a research study shows that around 70% of the employees working in different organization demonstrate negative reaction towards their supervisors and consider their supervisor being the nastiest part of their jobs (Hogan & Kaiser, 2005). The abusive behavior by the supervisors is demonstrated in various ways for instance, humiliation and using scapegoats are some examples of such kind of behavior. The supervisors at times withheld information and give silent treatment to their subordinates in order to torment them (Tepper et al, 2009; Aryee et al, 2007; hoobler & Brass, 2006).

In spite of these current additions to the understanding related to “antecedents of abusive behaviors”, few scholars investigate the contextual variables of abusive supervision. Many studies already covered the structural and dispositional variables. According to Martinko et al. (2013) Eighty-two studies have been conducted related to abusive supervision, and 62 studies related to abusive supervision have been published since then. Recently scholars have identified a few significant limitations to the theory clarifying abusive supervisory behaviors. Research of abusive supervision (AS) and its consequences, rather than its antecedents, has been focused on by Tepper (2007), then Tepper, Moss & Duffy (2011).

Research studies suggest that there have been numerous studies conducted on the subject. Many of these studies have been published as well. However, there has been certain limitations as well that are identified during the process that hinder the detailed and comprehensive clarification of the concept under discussion in these theories. Research of abusive supervision (AS) and its consequences, rather

than its antecedents, has been focused on by Tepper (2007), then Tepper, Moss & Duffy (2011). Though the consequences of abusive behaviors are important but a good understanding of their antecedents is essential to use its managing theory to help supervisors in minimizing such kind of behaviors (Barnes, et al, 2013; Martinko et al, 2013). Therefore, it is critical to understand the way out through which such kind of behavior can be controlled and the managers could be guided to reduce the extent of abusive supervision they exercise over their subordinates (Branes et al, 2013; Martinko et al, 2013). According to some theorists such as Freud (1933), there are certain other antecedents that may also impact to agitate such kind of behaviors. These antecedents may involve certain self-regulatory resources. These self regulatory resources are considered to be the most intimate predictors that tend to cause interpersonal aggression. It is because of the fact that these are basically the psychological restraints in an individual that cause to prevent the translation of aggressive impulsion into the actual aggression. Self-regulatory resources are finite, and, when depleted, interpersonal aggression is likely to occur because the individual has lost the self-control necessary to combat aggressive impulses. Therefore, it is important that the concept of abusive supervision must be understood with the lens of two important things. Firstly that how the absence of self-regulatory resources and their depletion can contribute to the occurrence of the phenomenon. Secondly, what are the factors that cause the self-regulatory resource depletion. In this context, this research study attempt to contribute to the literature. Among these are that, first, in response to the critique that the abusive supervision literature is “more phenomenon driven than theory driven” (Tepper, 2007), and that most of the literature focuses on consequences rather than on antecedents of abusive supervision, ego depletion theory is drawn on to introduce an overlooked theoretical process which can explain the occurrence of abusive supervision, namely, self-regulatory resource depletion resulting from individual level dynamics.

This theoretical perspective differs from most others in the literature because it proposes abusive supervision to be the result of self-regulatory failure rather than intentional or mimicked behavior (Barnes, Lucianetti, Bhave, & Christian,

2015). This theoretical perspective suggests antecedents of abusive supervision that include factors outside of the work domain, a perspective severely lacking not only in the abusive supervision (AS) literature but lacking in broader leadership theories as well. Drawing on ego depletion theory, can uncover unique individual and situational boundary conditions of the abusive supervision phenomenon that, to this point, have not received attention. From a practical perspective, this research introduces family–work dynamics and ego depletion as areas of focus for interventions designed to reduce abusive supervision. It also allows organizations to target these interventions to the individuals for and situations in which they will be most efficacious. Therefore, the study attempts to find out the antecedents that may have an influence over the employees working within an organization and that may be necessary for the notion of abusive supervision to prevail within an organizational setting. In addition to finding out the antecedents of abusive supervision within an organization and the effect. It may have over the employees within the organization, there is another important consideration that suggest the adoption of static strategy during the application of the concept in the workplace environment. According to this theory, it is said that there are some supervisors who get to be involved in the abusive supervision and there are some supervisors who do not indulge in it. This excludes a major outlook of determining the extent of abusive supervision and the variation of conduct among the supervisors. This presumption is featured by "supported" in the meaning of abusive supervision (AS). Tepper expressly noticed that:

"Abusive supervision involves continuing exposure to hierarchical mistreatment — a boss who has a bad day and takes it out on his or her subordinates by exploding at them would not be considered an abusive supervisor unless such behavior became a regular feature of his or her repertoire". (2007, p. 39)

Thus, research related to this construct has established that some supervisors are abusive often, while others supervisors are generally not abusive (Barnes, Lucianetti, Bhave & Christian, 2013). In this way, this research offers a corresponding point of view to the between-people worldview of damaging administrators by inspecting injurious supervisory practices which, it can be argued, fluctuate within

an individual on a situational basis. Prior study argues that when the customer interactions tend to get challenging, in this scenario the depletion of leaders is likely to happen. This scenario requires the leaders to focus on the fulfillment of customers (Yam et al, 2016). This suggests that ego depletion can often be expected to arise in the condition of low job independence. In contrast, ego depletion is likely to be much less where job independence is high (Prem, Kubicek, Diestel & Korunka, 2016).

### **1.1.2 Abusive Supervision: Moving to a Split Approach**

Research studies have identified two types of abusive supervision. These two types are known as impulsive and strategic (Tepper et al, 2012). Where on one hand, the automatic and uncontrolled actions that may occur outside the supervisors response are known as impulsive form of abusive supervision and on the other hand, a thoughtful and deliberate expression of hostility that are performed with specific objectives in mind are known as strategic kind of abusive supervision. There are other researchers where the focus of this subject of study has been kept deliberately negative (Martinko et al, 2013). By highlighting positive aspects of abusive behaviors this dissertation opens new avenues for practitioners (Khan, 2014). Abusive supervisory behavior is theoretically and operationally dissimilar from other related concepts of unethical behaviors at work place (e.g., supervisor aggression, and supervisor undermining). In this context, this paper attempts to contribute to the literature by suggesting that there are supervisors in the organizations that tend to strategically or intentionally mistreat their subordinates (Ferris et al, 2007; Tepper et al, 2011).

Accordingly, the motivation for this investigation is to adopt an inside individual strategy to broaden the hypothesis of abusive supervision by analyzing forerunners and results. Since, as Tepper et al. state “Far less is known about the conditions that predict the occurrence of abusive supervision” (2011, p. 279), there must be more attempts to find factors that promote or lead to abusive supervisory behaviors. By investigating the antecedents of abusive supervision, researchers

may suggest how to reduce or eliminate the causes of negative acts by supervisors. Specifically, ego depletion theory is used to examine changed predecessors of abusive supervisor conduct. Furthermore, it is recommended by the proposed structure that, supervisors show abusive behavior when they are exhausted. The consequences include weaker communal work engagements and job stress. Empirical investigations to find the factors causing abusive supervision begun during the last five years (Zhang & Bednal, 2015; Liu et al., 2012; Harris et al., 2011) due to the increasing importance of this construct in the workplace (Martinko et al., 2013). There are various studies that help in determining various antecedents that are potential enough in order to investigate the question under discussion in this study. For this purpose, first of all different journals and the databases have been explored. Secondly, numerous relevant studies like Tepper (2007), Barnes, Lucianetti, Bhave and Christian (2013), Martinko et al. (2013), Zhang & Bednal, (2015) and Macckey, Frieder, Brees & Martinko (2016) were examined. Finally, a number of possible clinical and no-clinical antecedents were listed after a rigorous review of literature on the construct of abusive supervision, and the research was restricted to potential nonclinical variables causing abusive behavior after a focus group discussion.

Supervisor incompetence is one of the potential antecedents of abusive supervision, as often incompetent individuals desire that other people make them look worthy without personally having to expend much energy and effort. According to White (1959), perceived self-competence is all about an individual's perception related to their capability to tactfully interact with others and change the situation, that is, to be persuasive and influential. Drawing on this difference, it is suggested that an absence of self-competence may nurture abusive or unethical behavior among the influential people. This notion was created from the perception that supremacy enhances the extent to which an individual's desire that, they must be capable and competent (Georgeson & Harris, 2006) and further, to meet the demands and expectations that from with their supremacy roles in an organization (Fast, 2009). This is the reason that people with power who consider themselves as being incapable and observed as lacking in competence feel

challenged and threatened. In her book *Surviving Toxic Leaders: How to work for Flawed People in Churches, Schools and Christian Organizations*, Margaret Heffernan (2008) uses the word *ignorant* for toxic leaders which means lacking adequate knowledge of and skills in a particular area to deal with it satisfactorily. Many studies argue that often threat and insecurities lead to an inner state of ego defensiveness (Stone & Cooper, 2001; Pyszczynski, Greenberg, & Goldenberg, 2003; Maner et al., 2005; Carver, Lawrence, & Scheier, 1999). These ego defensive states ultimately lead power holders (supervisors) who feel less competent to show hostile behavior and become abusive, which is considered a most common reaction to ego defensiveness (Kernis, Grannemann, & Barclay, 1989; Baumeister, Smart, & Boden, 1996; Baumeister, 1998). To sum up, supervisors who consider themselves as incapable or self-incompetent display abusive behavior as a reaction to their ego defensiveness.

Supervisor power distance orientation (PDO) is another antecedent of abusive behavior and is described as “the extent to which a less powerful individual expects and accepts unequally distributed power in a social context” (Hofstede, 1991, p. 28). Yang, Mossholder, & Peng, (2007) found that, in high power distance (PD) cultures, there is an augmented societal gap at different hierarchical levels between those without or less power and those with more power and they also show deference. This means that, supervisors are more formal and autocratic in high power distance (PD) cultures. Carl, Gupta, and Javidan (2002) illustrate leadership in high power distance cultures as having, “virtually no rapport between the leader and subordinate, leaders rely[ing] almost exclusively on the formal contract with subordinates to achieve organizational goals, with the organization compensating the employee through financial remuneration” (p. 535). “This distant and formalized style of collaboration is associated with less subordinate feedback seeking attitude (de Luque & Sommer, 2000) and high power holders have been considered less cooperative (Tjosvold & Okun, 1979), which ultimately involves supervisors in impulsive abusive behavior. Similarly to social dominance, power distance has been conceptualized as a cultural variable applied at a societal level; for instance,

countries can differ in their power distance orientation, but there are also individual and group-level differences. Different studies have established that people with high PDO are expected to see leaders as having high levels of status (Bochner & Hesketh, 1994; Kirkman et al., 2009). On the other side, abusive supervision is also used to encourage subordinates to perform better (Tepper et al., 2011). This is because collectivism can also motivate subordinates to restore harmony in their social relationships with abusive supervisors. It may require varying the environment for abuse, which ultimately makes abuse or hostile behavior seem like a feasible way to tackle subordinates (Priesemuth, Schminke, Ambrose, & Folger, 2014). Chen & Aryee (2007) comment that it is very common for people with high orientation of power distance (PD) to accept status differences at the workplace, and as a subordinate, obey supervisors' commands. Likewise, many researchers have suggested that subordinates with high PD consider that their boss is elite and superior so they are encouraged to perform in the ways which meet supervisor's expectations (Javidan et al., 2006; Kirkman et al., 2009). Moreover people with high PDO are inclined to perceive greater significance in their supervisor's feedback and consider this feedback as superior expectations from their supervisors, which subordinates could rise to meet (Qian et al. 2012). Consequently, feedback given by supervisors is more effective for employees with a high PDO. Subordinates gain more benefits if they are feeling more responsible to respond to their superiors or supervisors."

This study identifies another important antecedent of abusive supervision: supervisor's perfectionism. Previously, perfectionism has been described as a uni-dimensional construct. However, many empirical results showed that perfectionism is not a uni-dimensional construct but it comprises dual underlying dimensions (Hamachek, 1978; Frost, Heimberg, Holt, Mattia, & Neubauer, 1993; Slaney, Rice, & Ashby, 2002; Grzegorek, Slaney, Franze, & Rice, 2004). Different terminologies are proposed to explain the dual dimensions and these two forms include dysfunctional and functional perfectionism, adaptive and maladaptive perfectionism (Rheume, Freeston, et al., 2000; Rice, Ashby, & Slaney, 1998), and healthy versus unhealthy perfectionism (Stumpf & Parker, 2000). Stoeber & Otto (2006)

demonstrate that adaptive (functional) forms of perfectionism are mainly related to positive characteristics, while maladaptive (dysfunctional) forms of perfectionism are mainly related to negative characteristics. Furthermore, portraying or representing a perfect self-image is of greatest significance to perfectionists. When perfectionists face challenges and dares to their sense of perfectionism, they are inclined to become worried and anxious and as a result experience lowered self-esteem (Nagel, 2002) and in order to overcome their frustration they might succumb to impulsive supervisory abuse. On the other hand, perfectionism has positive side: in that scenario it offers high standards for the perfectionist's attitude and creates the urge and motivation to struggle for excellence. In this case, the supervisor might be indulge in strategic abuse as the perfectionist has to work extra hard to complete their projects (Davis, Bissler, & Leiter, 2001; 2008) and the option to stay strategic rather than to show hostile behavior and give voice to such apprehensions is often made in an effort to avoid the destructive consequences associated with a raised voice and speaking up (Simola, 2016, 2015; Morrison, 2014; Knoll & van Dick, 2012; Detert & Trevino, 2010 ).

Supervisor ostracism is another selected antecedent of abusive supervision. There is an important role of Leaders in an organization's success. Kaiser, Hogan, & Craig, (2008) explained that subordinates are influenced and guided by their supervisors. The Supervisors also support organizations in fulfillment of its goals and objectives. Workplace ostracism is often defined as "being given the cold shoulder" or "receiving the silent treatment" from coworkers (Leung et al., 2011). Researchers argue that ostracism can be understood as a simile for death (Case & Williams, 2004) or a kind of social death, both for current tribal settings and in ancestral humans (Williams, 2012). Surprisingly, ostracizing an individual has the ability to threaten simultaneously basic four psychological needs: control, belonging, meaningful existence and self-esteem (Williams, 2009). Lyu et al. (2016) suggested that it is necessary to check the effects of workplace mistreatment such as ostracism by coworkers and supervisors (Williams, 2007; Ferris et al., 2008) and to check how they influence abusive supervision. Organizations contain different structures, so there might be different ostracized supervisors as well. In addition,

taking into consideration the well acknowledged adverse effects of ostracism (i.e. impulsive abuse), and the regularity with which it occurs, it is vital to recognize tactics that safeguard against its adverse consequences (Lyu et al., 2016). On the other hand, ostracizing supervisors can also be involved in strategic abuse. Williams and Sommer (1997) distinguished, ostracized versus non-ostracized employees and suggested that team members collectively work hard. Ferris et al. (2008) also found that ostracism in the workplace contributes significantly and positively to the psychological and social environment of organizations; for instance protecting organizational property.

There is another interesting variable which is identified as an antecedent of abusive behavior: supervisor paranoia. Paranoia is explained by Fenigstein, as “a disordered mode of thought that is dominated by an intense, irrational, but persistent mistrust or suspicion of people and a corresponding tendency to interpret the actions of others as deliberately threatening or demeaning” (1994, p. 83). The term Paranoia includes vast construct in which the paranoid personality is defined by a persistent distrust and belief of dishonesty of others. Distrust is basically one of the characteristics of paranoia. It happens in many types of psychopathologies: depression, disorder personality and social phobia (American Psychiatric Association, 1994). Furthermore, the condition of paranoia is understandable to most of the people in terms of being a normal practice towards the different forms of clinical populations. In this context the concept of sub-clinical paranoia is clearly understandable as it is a style of thinking that is obsessed by the biases that are personal or referential that an individual encounters in his/her daily course of life while interacting with other individuals. This kind of thought is categorized by comparatively consistent biases to mistrust, ill will and feelings of resentment as explained (Fenigstein & Vanable, 1992). The concept of paranoia is also posited as a reaction to the perceived interpersonal threat and it has intense and severe consequences for an individuals interpersonal relationships being employees of an organization with each other and the quality of life they aspire to have. In addition to this, according to Chadwick (1995), the unfavorable evaluations of an individual form the basis of the fears or threats in the mind of an individual. It is another

important and fundamental characteristic in the research conducted by Chadwick in this context. Influential persons use their paranoia to express themselves where and when their influence is being challenged and threatened. Morrison, Gumley & Schwannauer, (2005) suggested that optimistic views may be tangled in the enlargement of obsessed experiences, and in this study it was anticipated that it may cause strategic abusive behavior or that pessimistic views regulate whether somebody becomes upset possibly causing impulsive behavior in the supervisor.

Supervisor's affective commitment (AC) is another potential originator of abusive supervision in this dissertation. According to Meyer & Allen, AC is basically "employees' emotional attachment to, identification with, and involvement in the organization" (1991, p. 67). The paradigms of leadership have been preoccupied and enriched with identifying the leader's traits and behaviors that induce constructive work behaviors of employees and ultimately enhance efficiency and effectiveness through their presence and personal extra attention (Bass, 1990; Yukl, 2002). This "bright side" approach is also evident in a plethora of leadership theories; for instance, path-goal theory, and transformational leadership theory (House & Mitchell, 1974; Bass, 1985; House, 1996). Because of AC in supervisors, they can abuse their subordinates, as supervisors use offensive behavior to attain desired and intended results, but these results may not essentially be to cause harm (Tepper, 2007; 2000). If abusive behaviors are according to organizational policies and normative behavior may not be considered (Tepper, 2000). The field of leadership has become interested in studying the "dark side" of leader attitude and behavior that affects both leader and organizational effectiveness through its absence (Hogan & Hogan, 2001; McCall & Lombardo, 1983) and may cause impulsive abuse at workplace. Carl, Gupta, and Javidan suggest that "Leaders rely almost exclusively on the formal contract with subordinates to achieve organizational goals, with the organization compensating the employee through financial remuneration" (2002, p. 535). In case of failure, the supervisor can, unintentionally, become involved in abusive behavior.

There is one more variable that has been used as a mediator variable in order to check its relationship with the abusive supervision. This variable play the role of

a mediating variable is known as employee morale. Research studies conducted by Hornstein (1996) and Mehdi et al,(2012) suggest that the performance of the employees is affected negatively due to abusive supervision. Not only this, but there are other affects that are induced by abusive supervision over the employees working in an organization. These negative effects include adverse impact on the physical health of an employee, the degradation in the self-respect and change in the attitudes that ultimately lead to increase in the turnover within the organization. There are other studies as well that also articulate and affirm the presence of negative correlation between the two variables i.e. employee morale and the abusive supervision (Chang & Lyons, 2012). Other researcher as conducted by Koerner, 1990; Ferris et al, (2007) suggest that the notion of employee morale demonstrate the excellence with which the individuals in a society work. It involves other values that collectively form the morale of an employee. For instance, being known and appreciated, having professional knowledge and being given freedom to act.

Hill (1954) recognized three different ingredients related to employee morale: sentiment of personal status, a sense of security, and occupation satisfaction. Moreover, there is another study as well that reflects five aspects that play an important role in affecting the morale of an employee (Baehr and Renck, 1958). The present dissertation sheds light on the “effects of abusive supervision on employees’ morale with regards to different factors identified with ‘prompt supervision’, which is the second highest factor influencing employee morale after ‘material rewards’ in the five factor model of employee morale (Baehr & Renck, 1958)”. Supervisors are mostly connected with employees for top management’s sake at a workplace (Pestonjee & Singh, 1977). So, due to these close interactions, this dyadic relation it is considered that the most critical factor impacting employees’ morale (Baird & Bradley, 1978). Non-tyrant leaders efficiently affect employee morale when compared with dictator. A good leadership influences employee satisfaction positively (Falcione, 1974). Effective supervisors interact with their subordinates for good association and for the benefit of the management and vice versa. Subsequently,

supervisors' correspondence styles and the way they elucidate an employee's performance can result in high employee morale (Rizzo, House, & Lirtaman, 1970; Tosi, 1971). Chan & Lynn (1991) shed light on the important factors for organizational success: profitability, productivity, customer satisfaction and marketing effectiveness, but also employee morale. When loyalty and morale are low it is impossible to have highly motivated employees in organization.

There are different studies that affirm the notion that abusive supervision undoubtedly creates a negative impact over the subordinates within an organization. They also identify the effects that may result as a result of exercising abusive supervision over the employees. These include impact over the attitude, physical health and the self-respect of the employees that may lead to performance decline and the increase in the rate of turnover (Hornstein, 1996; Mehdi et al, 2012). There are certain research studies that consider supervisors as being the main cause of exerting abusive behavior over the employees. These studies further argue that such kind of behavior induces psychological stress and also cause the workers to get distracted and undermines their work engagement as well (Shao et al, 2011). Hobman et al. (2009) argue that interactive associations have strong impact on individual's psychological well-being and play a vital role in bad interpersonal associations between subordinates and their supervisors. They said that, if the supervisory support is high, then there is a positive association between anxiety and abusive supervision, while negative association for psychological well-being and abusive supervision.

Therefore this study believe that it is important to study the influence of abusive supervision on psychological well-being (Lyu et al., 2015), work engagement Dornyei (2007), and job stress (as outcome) in relationship to employee morale and abusive supervision and its antecedents (i.e.) ostracism and paranoia (as stressors) which would specify employee's abusive supervision (impulsive or strategic) as mediators in academia. Therefore, checking the influence of such a stressor (i.e. paranoid supervisors) in relation to abusive supervision can prove fruitful (Lyu et al., 2016).

Two studies have been conducted on whether, supervisor's characteristics influence the abusive supervision via ego depletion and the split approach of abusive supervision affect the different individual level outcomes via employee morale. Before discussing this in detail, the level issue and review current studies related to antecedents of abusive supervision will be briefly examined. In focusing on the leadership area, the dyadic rapport between supervisors and subordinates has been emphasized. Since subordinates are nested with their supervisor, subordinates are not independent in nature. Thus, multi-level issues must be addressed and considered to analyze the data correctly. This research links back to the literature regarding the construct of abusive supervision but also allows for development in a valuable direction. This should lead to more queries beyond the models tested in this dissertation.

### **1.1.3 Levels Issue**

Before discussion on the previous studies related to abusive supervision, it is important to understand the levels issue. This section briefly explains the group effects and a deconstruction of variability into levels components.

### **1.1.4 Group Effects on Individual Behavior**

Employees are embedded within a workgroup as well as an organization or industry. Individual behavior can be affected by multiple levels of nesting (i.e., a workgroup or organization). A typical group consists of one supervisor and five or six subordinates. This creates dependence among members as it is possible that subordinates in a group (or under the same supervisor) may be exposed to similar norms, practices and climate. They might have shared perceptions of leadership behaviors, certain work-related ethics or attitudes. For instance, subordinate behaviors in a same work group may be influenced by a supervisor's behaviors. Leadership can be conceptualized at macro-level unit (or level-2 unit) that affects subordinates' behaviors.

In regard to the level of the toxic triangle in destructive leadership, the features of the work setting (or the perpetrator) are macro-level units and the characteristics of victims are micro-level units (Padilla et al., 2007).

### **1.1.5 Previous Studies on the Antecedents of Abusive Supervision**

#### **1.1.5.1 Attributes of Macro-Level Units**

Research studies have asserted that in a situation where the supervisors tend to demonstrate low procedural justice they tend to indulge in high levels of depression. Not only this but the certain studies such as conducted by Aryee et al, (2007) have studied interactional justice as one of the predictors that may help quantify and measure the presence of abusive supervision within the organization. Moreover, there are different research studies that conclude that the predictor of abusive supervision that is interactional justice includes certain perceptions that are positively associated with those perceptions that the employees may form while identifying the presence of abusive supervision. As a result this behavior tends to have a stronger relationship with the supervisors that are higher in having the style of exercising dictatorial leadership.

Research established that psychological contract violations by supervisors were positively associated with their subordinates' perceptions of abusive behaviors (Hoobler & Brass, 2006). The results show that this positive relationship becomes stronger when supervisors have higher levels of aggressive attribution bias, for instance "the extent to which individuals perceive others' behavior toward them to be hostilely intended" (Temper, 2008 p. 12). Tepper et al. extended the research by studying "how the perceptions of supervisors affect abusive supervision by looking at supervisor perceptions of deep-level dissimilarity (i.e., how supervisors' attitudes and values differ from those of focal subordinates)" (2011, p. 72). The deep-level difference creates apparent relationship conflict, which ultimately leads to lower assessments of subordinate performance. Finally, this leads to a greater risk of abusive supervisory behaviors. Harris et al. discovered "how supervisor

reports of conflict with their coworkers are related to abusive behaviors toward subordinates and their resulting decreased work effort and organizational citizenship behaviors” (2011, p. 13). They reasoned that supervisors’ abusive behaviors are an overt reaction to supervisors’ subordinates relationship conflict. Restubog et al. (2011) focused on contextual reasons for abusive behaviors. Research studies further suggests that the supervisors that already contain the tendency of having hostile and aggressive attitude are more likely to practice abusive supervision towards their subordinates. Furthermore, the professions that involve increased level of interactions and are more relationship oriented occupations have increased tendency to face abusive supervision. These professions that are more of relationship oriented may include marketing, sales and customer service etc.

#### **1.1.5.2 Attributes of Micro-Level Units**

So far, the studies examining the attributes of micro-level units (i.e., subordinates) Martinko et al. (2011) explained why subordinates report more or less abusive supervision by examining the factors affecting subordinates’ perceptions (micro-level units). They argued that subordinates’ attribution style may influence their perceptions. Research studies show that the subordinates themselves react to the situations in different ways. For instance the hostile attribution styles of the employees are also closely related to the perceptions of abuse that they may have. It means that they may also relate their failures to the external sources. In that scenario they may perceive more abusive supervision (Martinko et al., 2011).

#### **1.1.5.3 Attributes of the Supervisor**

Supervisors’ social learning of aggressive behaviors, their personal traits, and their work-related stressors are three factors that may contribute to group effects on abusive supervision. Supervisors may learn aggressive and hostile behaviors from their own bosses. Leaders’ stressors (e.g. ostracism) may predict destructive leader behaviors (Wang, Sinclair, & Deese 2010), even if it is unlikely that every leader engages in negative acts towards subordinates intentionally. Based on

self-regulatory theory and resource depletion theory (Baumeister 2000), It can be argued that, supervisors' stressors such as incompetence, perfectionism, paranoid states, power distance orientations, high affective commitment towards organization, and hierarchical ostracism consume supervisors' resources in their attempt to maintain self-control. When resources are depleted, supervisors may fail to refrain from engaging in aggressive behaviors towards subordinates. As Padilla et al. (2007) suggested, supervisors' personal characteristics may contribute to leaders' destructive behaviors. Wang et al. (2010) also mentioned that a leader's qualities may bring destructive leader behavior. Aligned with these arguments, it can be argued that the supervisor's characteristics related to abusive supervision positively or negatively depend on the ego depletion state.

## **1.2 Gap/Rationale**

The present study incorporates the role of supervisor's orientation, to better understand the impact of supervisors on individual's outcomes. There are gaps in the leadership literature, and in the following paragraphs, each of these gaps is identified.

### **1.2.1 Theoretical Gap**

This dissertation has contributed theoretically to the literature of abusive supervision. The detail of this contribution is discussed in the following sections.

#### **1.2.1.1 Exploration of antecedents of abusive supervision**

Several new antecedents of abusive behavior of supervisors are identified and it is suggested that understanding how supervisor assessment is important in predicting subordinate's behaviors because the work on antecedents of abusive supervision have focused mostly on contextual variables (Martinko, Harvey, Brees & Mackey, 2013). The emergent literature on the "antecedents of abusive supervision" encouraged a desire to study how to reduce abusive supervision. It further

significantly improved an understanding of why supervisors abuse their followers. Likewise leaders in organizations can possibly positively or contrarily impact subordinate behaviors, attitudes, and their prosperity with every work environment collaboration (Michel, Newness, & Duniewicz, 2015; Yam, Fehr, KengHighberger, Klotz, & Reynolds, 2015). Correspondingly, current research studies of organizational behavior reported a growing interest in unscrupulous leadership, prompting the advancement of the construct of abusive supervision research. Zhang & Bednal (2015) directed a meta-analysis, based on an scrutiny of 74 different studies, including 30,063 contributors, in which the association between distinctive precursor categories and abusive supervision are investigated. The meta-analysis exposed strong antecedents of aggression at the workplace, like annoying events and situational restrictions (Herschcovis et al., 2007). There are certain scholars that conclude that supervisors who are low in the scale of emotional intelligence are more likely to exercise abusive supervision. Not only this, but those supervisors who are higher in the levels of being Machiavellianism are also being attracted more towards the work activities that are unfavorable (Kiazad et al., 2010; Xiaqi, Kun, Chongsen & Sufang, 2012). The general aggression model of Anderson and Bushman (2002), identify a few traits and behaviors which predispose different persons to indulge in hostile behavior. Kiazad et al. (2010) suggested that Machiavellianism of supervisor raises the approachability to biasness and aggressive beliefs, such that they show more hostile behavior toward others. Dahling, Whitaker and Levy (2008) establish that people who are high in Machiavellianism are more likely to engage in unfavorable work activities, for example, destructive interpersonal acts like abuse. Tepper, Moss & Duffy (2011) identified three elements to examine the antecedents of abusive supervision: conflict with the targets, perceived dissimilarity to targets, and the targets' usefulness (Hafer & Olson, 2003). According to Opatow, 1990, abusive supervision is positively associated to supervisor perceived relationship conflict with subordinate and to perceived deep-level dissimilarity, and negatively associated to the performance of subordinate which is evaluated by the supervisor. However, research suggests a complexity of corresponding and interrelationship predictions. Some studies focused on the workplace diversity,

which studied the impacts of supervisor-subordinate differences on individual and dyadic attitudes, well-being and behaviors (Harrison & Klein, 2007). More research on the antecedents of abusive supervision (Martinko et al., 2013) is also needed with regard to how supervisor's orientations impact supervisor's behaviors (Halevy et al., 2012). Many scholars shed light on the essence of antecedents of abusive supervision. Yam et al. (2016) revealed that supervisors with a high level of ego depletion are more abusive with their subordinates compared to those with a low level of depletion. However, this area is still understudied and requires more attention on how and what kind of behaviors of the supervisors affects subordinates performance. So, it is important to study how supervisor behavior predicts subordinate behaviors and how it influences employees individually and mutually is an important focus (Yam et al., 2016; Martinko, Harvey, Brees & Mackey, 2013). This dissertation aims to contribute to the literature by working on the reasons that may elaborate that why managers depict variation in their behaviors that are terms as abusive by their subordinates. It therefore, adds more dimensions to the basic question that literature has already explored in other contexts that questions why managers might be abusive (Tepper et al, 2011).

### **1.2.1.2 Empirical Bifurcation of the Construct of Abusive Supervision**

The suggested model empirically verified division of the concept of “abusive supervision” into two sub-types: strategic and impulsive abusive supervision, as recommended by Tepper et al. (2012). So far, the mainstream of research related to this construct has been focused only on adverse facets of supervisory abuse (Khan, 2014). However, there is greater requirement to recognize and focus on the constructive facet of supervisory abuse which is mainly supported by one competitive theory, that is organizational politics theory. Thus to confirm and authenticate the bifurcation between these two expressions empirically as recommended by Khan (2014), is yet another contribution by this study to the existing body of literature. Results of this dissertation suggest three reasons for why fluctuations in abusive conduct are theoretically essential. This bifurcation helps in understanding the supervisory strategic abuse in terms of firstly, the supervisors

who practice abuse as a device to greatest advantage of organization to take care of business and secondly those who practice abuse as a device to the greatest advantage of himself, where the supervisor interest is to gain advancement and acquire favor in an organization so that he uses abuse as a strategy to take care of business by his subordinate. Finally, the supervisor uses this device of abuse to take care of business by his subordinates in their best interest. This third characteristic of supervisor strategic abuse is alluded to by Tepper et al. (2012) as an 'Extreme Love' which has close limit relationships with the Ethical leadership.

### **1.2.1.3 Explanatory mechanisms of ego depletion and employee morale**

This study addresses the missing mechanism in the relationship of abusive supervision to subordinates by incorporating mediator "ego depletion" in model 1 and "employee morale" in study 2. The mediator of model 1 has the support of Ciarocco, Sommer, and Baumeister (2001). They suggested that there is a need to study ego depletion in the interpersonal realm. Similarly, Byrne et al. (2014) suggested that by investigating ego depletion as the predictor of abusive supervision (AS), many organizations can escape its destructive consequences. The proposed theoretical framework has concentrated on the causal mechanism of "ego depletion", and its effects on abusive supervision. Self-regulation (SR) is basically a psychological process through which anti-normative urges are controlled (Muraven & Baumeister, 2000). In addition to this, ego depletion explain the individual's capacity to regulate themselves according to circumstances. According to ego depletion framework, all types of self-regulation (SR) come from a limited and finite pool of resources (Baumeister et. al, 1998). This pool of resources is depleted when a person requires mental energy in any act. Gino et. al (2011) argue that while facing any situation, an individual's mental resources are exhausted and this exhaustion can lead to unethical behaviors such abusive supervision. Further examples of such unethical behaviors also been observed by many researchers, these includes incorporate lying (Mead et. al, 2009), conning (Christian & Ellis, 2011), trickiness (Welsh et. al, 2014), and other exploitative conduct (Barnes et al, 2011).

Also, the limit with respect to self-regulation is dynamic, and can be drained by a range of factors (Hagger, Wood, Stiff, & Chatzisarantis, 2010).

The proposed ego depletion system specifies the basic part of self-regulatory resources fundamental supervisor conduct, and line of reasoning is stretch to suggest that supporter conduct is similarly supported by inspiration and willingness to apportion self-regulatory vitality to tasks (Schyns & Schilling, 2013). Employee morale is another mediator used in study 2, which also provides the missing mechanism in the relationship of impulsive abusive supervision, strategic abusive supervision and employee's related outcomes. This mediator has been proposed by Khan (2014). The reason to use this as mediator is that the most significant factor influencing employee's morale is their immediate supervisor's behavior and supervision style (Baird & Bradley, 1978; Pestonjee & Singh, 1977). Similarly, it is observed that changes in an individual's morale affects individual reactions, for instance, an employee's low morale is related to the employee's distress, while an employee with high morale can efficiently cope with the stress situation at the work place (Ford, 2004). So, both studies make a valuable addition to the body of knowledge of abusive supervision.

#### **1.2.1.4 Related consequences to employee of abusive supervision**

This study also contributes in outcomes by considering different employee related outcomes like psychological well-being. Lyu et al. (2016) suggested that there is also a need to explore the additional individual level results like psychological wellbeing, work attitudes of employees, and some other kinds of work attitudes. Studying the effects of employees' morale on work stress has also been a valuable addition. Stress is mostly caused by external environmental factors on individuals, and through their reactions to these factors. It is argued that stress is an inner state or emotion triggered by reaction to an outer situation. If the situation is favorable and positive then it causes positive stress: if not, it creates distress or negative stress. This dissertation also considers the impact of employee's work engagement.

Research scholars have already shown that abusive supervision causes emotional exhaustion which is a symptom of stress (Xu, Loi, & Lam, 2015). Likewise, abusive supervision generates the sense of being undervalued and creates stress among such employees less engaged in work (Michel et al., 2015) and affects employee psychological well-being (Wu, & Lee, 2016). The ego depletion system specifies the basic part of self-regulatory resources as basic supervisor conduct, and this study expands this line of reasoning to suggest that supporter conduct is similarly supported by inspiration and willingness to assign self-regulatory vitality to tasks. An essential capacity of leadership is to instill inspiration and significance in their gathering of followers (Avolio, 1990), thus work engagement is thoughtfully connected to pioneer conduct (Christian et al., 2011; Macey & Schneider, 2008).

#### **1.2.1.5 Theoretical reason to use split models**

In behavioral science, relatively few studies investigate the antecedents of abusive supervision at different levels but several aspects of this construct at the single level have been addressed. Antecedents have been discussed with the help of ego depletion theory in study 1. The proposed bifurcation of abusive supervision (Khan, 2014) and its outcomes have been addressed in study 2. Anderson and Sullivan (1993) argue that every outcome can be predictor of other consequences. So, in order to check the effects separately, systematic relationships must be defined and analyzed. In this dissertation, the first model specifies which behaviors situate influence on impulsive abusive supervision and strategic abusive supervision through considering the role of ego depletion. In like manner, to study the systematic difference in outcomes of abusive supervision through considering the role of employee morale has been studied in model 2. Hence, developing understanding of the association between the antecedents and consequences of abusive supervision is important. This argument is further supported by the multilevel theory (Chen & Kanfers, 2006) which highlighted the mutual and dynamic effects of the individual and also elaborated the effect on the joint context with employee outcomes like employee work engagement or psychological wellbeing (Spreitzer et al., 2005). The objective of this dissertation is to investigate, both analytically

and empirically, the antecedents (supervisor reported) and behavioral individual level consequences. In developing such a model, both ends are brought together in a single framework but tested separately because model 1 consisted of 2 levels (supervisor and subordinates) and model 2 consisted of a single level (subordinates).

### 1.2.2 Methodological Gap

This work also contributes methodologically in the body of literature of abusive supervision. The investigation of antecedents of abusive supervision also includes multilevel concerns, which has been recommended previously by Ng et al. (2012) and Tepper (2007). Only a couple of studies have embraced a multilevel perspective to study abusive supervision (Liu et al., 2012). As a multilevel concern, abusive supervision needs more studies to move beyond individual level factors. In this dissertation this multilevel aspect is considered and empirically tested by using Mplus. As discussed above, hypotheses were tested by using multi-source data and a multi-level method of investigation in order to reduce the complications of the self-report method and theoretical overlap between dependent and independent variables. Tepper (2000) noted that such overlap creates a threat to construct validity and results in the inflation of the proportion of variance explained by abusive supervision in previous studies. In addition, Zhang and Bednall (2015) said that most studies related to abusive supervision are based on cross-sectional research design; consequently, it is problematic in understanding causal associations. Furthermore, research studies that employ a same-source and same-time research design suffer from common method bias (Podsakoff et al., 2003). Likewise, Martinko et al. (2013) argue that using longitudinal designs instead of cross-sectional study designs allow researchers to study the impact of abusive supervision more effectively. Ployhart and Vandenberg (2010) suggested that time lags help to minimize the common method bias between independent variable (X) and mediating variable (M) so, in this study, a time lagged method has been used for data collection and each lag of data collection was an interval of 2 weeks approximately (Podsakoff, MacKenzie, & Podsakoff, 2012). Ployhart & Vandenberg (2010) suggested that time lags should not be too long or too short.

### 1.2.3 Contextual Gap

In this dissertation, an attempt has been made to fill the contextual gap proposed by Kiazad et al. (2010), Khan (2014) and Tepper, Duffy et al. (2001) by conducting two studies related to antecedents of abusive supervision and its outcomes. Eastern and western countries are not quite the same as each other in setting of their social differences. To feature the transformations in the perceptions of individuals in numerous social contexts, it has been argued (Beyer, 1999; Pillai, Scandura & Williams, 1999; Dickson, Den Hartog & Mitchelson, 2003) that the management style that is fruitful in the US may not be powerful in another nation. From this point of view, it is understandable that the requirements for more research with respect to employees' perceptions of abusive supervision in another social setting is desirable, especially in a developed versus a developing nation setting. This is especially the case given that most of the work to date has been from a US and western perspective (Bowling & Michel, 2011; Tepper, 2000; Tepper et al., 2009; Tepper, Duffy, Henle, & Lambert, 2006; Tsapatsis, 2012; Tepper, Moss, & Duffy, 2011; Tepper, Henle, Lambert, Giacalone, & Duffy, 2008; Namie & Namie, 2009; Neuman & Baron, 1998). Subsequently it is argued that the work in the area of abusive supervision is mainly led by Americans, in an American and western social setting and settings, which may not be relevant in other social settings especially in under-developed countries.

This dissertation has targeted employees of service sector of Pakistan. In Pakistan, organizations pay little attention to leader behavior towards subordinates. Because of this, negative behavior of leaders in the country is very high and the reason for this negative behavior is uncertainty, frustration, anxiety and power distance etc. among the society (Khan, 2014). Islam (2004) said that Pakistan's relatively high collectivist orientation, high power distance, high propensity toward uncertainty avoidance and masculinity largely account for many traditions and practices including strict adherence to hierarchy, corruption, centralization, nepotism and gender differentiation in administrative roles. In high power distance cultures, leaders and employers usually display negative, brutal and rude behavior (Tepper, 2000). There are some other factors which lead the leader to

behave abusively, such as surface acting which is mostly used by the employees in the service-providing organizations towards customers. Socially interacting with customers is an important part of work, and workers' daily experience in the industry which provides services (Dormann & Zapf, 2004) need to be studied. Social interaction not only fulfills the requirement of service-providing to the customers (Barger & Grandey, 2006) but is also helpful for the employees with resource gains, like self-efficacy (Brotheridge & Grandey, 2002). Though, interacting with the customers also has its disadvantages for workers, as it is considered a construct which is related to stress. Social interaction has been studied as a source of chronic stress like burnout (Dormann & Zapf, 2004; Grandey, Kern, & Frone, 2007). Song and Liu (2010) found that the relation between employees and customers is one directional and is mostly controlled by the customer.

Taken together, addressing these gaps from a supervisor perspective can contribute to an understanding of leadership theory and help researchers better understand the conditions which lead to positive forms of leadership, destructive leadership, and ultimately affect subordinates performance in the organization.

### **1.3 Problem Statement**

Abusive supervision is recognized as the dark side of leadership in previous literature and the hidden cost associated with the consequences of this type of leadership or supervisory behavior has remained a research focus in the last decade.

To deal with situations when employees face any kind of abusive supervision, individuals will have to learn new abilities and skills through which these individuals can perform well in the organization. Approximately 14 percent of US employees are victims of abusive supervision (Schat, Frone, & Kelloway, 2006), defined as nonphysical aggression exhibited by supervisors toward subordinates (Tepper, 2000). Despite being a low base-rate phenomenon, abusive supervision is costly to victims, families, and organizations. For example, abusive supervision is associated with outcomes ranging from poor performance (Peng, Schaubroeck, & Li, 2014)

and deviant work behaviors (Mitchell & Ambrose, 2007). Furthermore, corporations lose approximately \$23.8 billion annually from lost productivity, grievance procedures, and health care costs stemming from abusive supervision and related behaviors (Tepper, 2007). For these reasons, Tepper noted that “abusive supervisory behavior is a significant social problem that warrants continued scholarly inquiry” (2007, p. 262). With research having already identified negative organizational and societal consequences of abusive supervision, perhaps a more critical question at this point is why supervisors behave abusively toward subordinates. Indeed, only by identifying the antecedents of abusive supervision can scholars and practitioners hope to understand its causes and thus curtail its occurrence.

Bowling and Beehr (2006) stated that the causes of workplace bullying may come from three sources: characteristics of the work environment, the perpetrator, and the victim. The organization may be responsible for the presence of perpetrators as part of an organizational culture or norms which may encourage harassment. A perpetrator’s personal characteristics such as impulsivity, cynicism and hierarchical position may predict unethical behavior. Avictims’ negative attitudes and behaviors toward the perpetrator can also contribute to the perpetrator’s negative response. Padilla, Hogan and Kaiser (2007, p. 179) discussed this “toxic triangle” in destructive leadership. Currently, the hierarchical organizational system is disturbing almost every individual employed in organizations, especially in developing countries like Pakistan. It is essential to check how both impulsive and strategic abusive supervision being an additional organizational potential stressor is harmful for organizational outputs. By overlooking this problematic situation, more resources will be required to tackle the cascading complications. This could overlook serious interactive and behavioral actions and could result in in low work engagement, creativity, psychological well-being and increased employee job stress possibly leading to poor performance and low profitability of the organizations as an outcome. The study population selected for this study is limited to the service industry, especially frontline employees. Unlike job performance in manufacturing industries, service performance in service industries focuses on the extent to which frontline employees satisfy customer needs and achieve the overall service

goal of a business (Liao & Chuang, 2004). As the continued success of an organization depends on quality services to customers (Karatepe & Kilic, 2009), it is vital for organizations to recognize the consequences of abusive supervision, as it is experienced by frontline employees, during their services at the workplace. This approach is consistent with the recent call for the generalizability of past research findings to be considered in research on abusive supervision (Tepper, 2007). There is no doubt that service performance is important for the success of service organizations (Karatepe & Kilic, 2009). Work linking abusive supervision to service performance is lacking, an unfortunate omission, given the important role of service performance (Karatepe & Kilic, 2009) in supporting an organization's profitability (Lee, Lin, & Chen, 2010) and customer loyalty (GouldWilliams, 1999). Moreover, service performance is one of the most important components of overall employee job evaluations (Chen, 2009). In the recent fast emergent and modest service economy, a flourishing staff is vital for an organizations in order to gain competitive advantage and maintainable performance (Kubiceki, & Korunka, 2017). Thus, the potential impact of abusive supervision on service performance holds implications for both organizational and employee outcomes.

Generally, frontline employees and supervisors work in teams. The teams are comprised of a diversified workforce as the employees working in this sector come from diverse constituencies of Pakistan this might increase the generalizability of this study. In the service industry, because of direct interaction with customers, supervisors are highly alert and working under a pressurized environment but the research on abusive supervision to service performance is lacking, an unfortunate omission, given the important role of the service sector performance (Karatepe & Kilic, 2009) in supporting an organization's profitability (Lee, Lin & Chen, 2010) and customer loyalty (Williams 1999). When employees work in a dyad they definitely have direct or indirect abusive exposure, which may lead them towards psychological stress which in turn affects their job performance. Brown, Cron, and Slocum (1997) also supported this view and said that the psychological effect of emotions (i.e. antecedents of abusive supervision) results in psychological forces (i.e. abusive supervision) that can affect the behavior and performance of

individuals working in service sector.

## 1.4 Research Questions

The present study is intended to empirically test the association among few new antecedents of supervisory abuse and association between abusive supervision and organizational outcomes. The research aimed to answer the following questions:-

### Research Question 1

Does Supervisor's incompetence, Supervisor's Ostracism, Supervisor's paranoia, Supervisor's Power Distance, Supervisor's perfectionism and Supervisor's affective commitment impact ego depletion?

### Research Question 2

Does ego depletion influence impulsive abusive supervision and strategic abusive supervision?

### Research Question 3

Does Supervisor's incompetence, Supervisor's Ostracism, Supervisor's paranoia, Supervisor's Power Distance, Supervisor's perfectionism and Supervisor's affective commitment are predictors of abusive supervision via ego depletion?

### Research Question 4

Is employee's morale created as a result of impulsive abusive supervision and strategic abusive supervision which leads to different behavioral reactions?

## Research Question 5

Are job stress, employee's psychological well-being and job engagement outcomes of employee's morale?

## Research Question 6

Is employee's morale mediates the relationship between types of abusive supervision and individual level outcomes.

## 1.5 Research Objectives

The overall research objective is to test the construct of abusive supervision with antecedents (i-e Supervisor's incompetence, Supervisor's Ostracism, Supervisor's paranoia, Supervisor's Power Distance, Supervisor's perfectionism and Supervisor's affective commitment) via ego depletion and its relationship with individual level outcomes i-e (psychological well-being, Job engagement, and Creativity). The study also tests the mediated effect of employee's morale between abusive supervision and individual level outcomes. The specific objectives of the study in Pakistani context are as under:

- To understand and investigate the relationship of Supervisor's incompetence, Supervisor's Ostracism, Supervisor's paranoia, Supervisor's Power Distance Orientation, Supervisor's perfectionism and Supervisor's affective commitment with ego depletion.
- To check the effect of ego depletion on abusive supervision and also empirically authenticate the types of abusive supervision i-e impulsive abusive supervision, strategic abusive supervision.
- To check the mediated impact of ego depletion between individual level antecedents (i-e Supervisor's Ostracism, Supervisor's paranoia & Supervisor's affective commitment) and abusive supervision (impulsive abusive supervision & strategic abusive supervision.).

- To testify and know the relationship among impulsive abusive supervision, strategic abusive supervision and employee's morale.
- To investigate the impact of employee's morale on different individual level outcomes (i-e job stress)
- To understand the mediated role of employee's morale with abusive supervision and individual level outcomes (Job stress, Psychological wellbeing and employee's job engagement).
- To provide theoretical contribution to the construct of abusive supervision by focusing its antecedents, outcomes, mediators and individual level outcomes, so as to facilitate managers with practical suggestions in avoiding abusive supervision on the basis of the results of this study.

## 1.6 Significance of the study

The present study significantly contributed towards existing body of knowledge in several ways.

### 1.6.1 Theoretical Contributions

The few studies that have analyzed antecedents of abusive supervision have distinguished various business related antecedents: organizational injustice, upper-level abusive supervision, and poor subordinate execution, based on displaced aggression, social learning, and good exclusion hypothetical perspectives (Aryee, Chen, Sun, & Debrah, 2007; Liu, Liao & Loi, 2012; Mawritz, Mayer, Hoobler, Wayne, & Marinova, 2012; Tepper, Duffy, Henle, & Lambert, 2006; Tepper, Moss, & Duffy, 2011). Theorists going back to Freud (1933) have suggested that, with respect to different antecedents, self-regulatory resources are the most proximal predictors of interpersonal aggression because they serve as an inward set of psychological restraints that keep aggressive impulses from translating into genuine aggression. A behavioral impulsivity involves acting or deciding before engaging in adequate

thought, as well as impatience (Wiklund et al., 2016). The management literature has recently seen a surge of interest in the topic (Barnes, Guarana, Nauman, & Kong, 2016). Self-regulatory resources are finite, and, when depleted, interpersonal aggression is likely to occur because the individual has lost the self-control necessary to combat aggressive impulses. Thus, a more complete understanding of the antecedents of abusive supervision should consider two things: how self-regulatory resource depletion contributes to the occurrence of abusive supervision, and which factors cause self-regulatory resources to become depleted. So, firstly, this study has examined the antecedents of impulsive abusive supervision and strategic abusive supervision so that variables can be checked both in negative and positive ways.

Secondly, the results of this study will fill the gap of antecedents to outcomes relationship such as job stress, psychological well-being and job engagement. As Tepper et al. state, "Far less is known about the conditions that predict the occurrence of abusive supervision" (2011, 279), there must be more attempts to find factors that promote or lead to abusive supervision. By examining the antecedents of abusive supervision, researchers may suggest how to reduce or eliminate the causes of negative acts by supervisors.

Thirdly, to give the study impact, the antecedents-outcome body of literature has been supplemented by the proposed mediating variable in this relationship.

### **1.6.2 Contextual Contribution**

Fourthly, the current research offers evidence from an Asian context, it elaborated the generalizability of ideas established and verified in Western settings. Subordinates' perceptions of abusive supervision is higher in Asian countries such as China, Taiwan, South Korea and the Philippines than North America. It is worthwhile studying abusive supervision in a country (in this study, Pakistan) where its occurrence is relatively high and the base rate would be high enough to make studying this phenomenon feasible.

### 1.6.3 Practical Contributions

Fifthly, the results of this study are worthwhile for managers working in Pakistan, as it will benefit them in understanding how subordinates behave when they feel abused purposely (strategic abusive supervision) and unintentionally (impulsive abusive supervision). This phenomenon has detrimental impacts on the wellbeing of employees and on the organization as a whole. These variables have been identified by Khan (2014) as important to consider. All these particulars, lead to the important requirement of conducting this type of research in Pakistan.

Sixthly, the buffering capacities of employee morale will be judged also, for example, to what extent it intervenes in the interpersonal relationship in a collectivist culture like Pakistan. This study represents an important step toward better understanding why supervisors behave abusively toward subordinates. Specifically, it was found that potential antecedents related to abusive supervision and that this relationship operates through an ego depletion process. It was also found that ego depletion is more strongly associated with abusive supervision. Therefore, organizations should be aware that preventing abusive supervision means more than just improving the immediate work environment or selecting the right leaders. Overall, the proposed model enhanced the scope of the research by investigating how and to what degree the antecedents (supervisor's incompetence, supervisor's ostracism, supervisor's paranoia, supervisor's power distance and perfectionism) outcome (job stress, psychological well-being and job engagement) relationship exists at an organizational level in the cultural and situational context of Pakistan.

### 1.6.4 Theoretical Foundations of Abusive Supervision

The proposed model was supported with the help of ego depletion theory (Muraven & Baumeister, 2000) because the proposed model focuses on the causal mechanism of ego depletion, from a perspective of self-control as used by Barnes, Lucianetti, Bhavé & Christian (2013) and the other supportive theories, organization politics theory (Ferris, Zinko, et al. 2007; Khan, 2013) and social exchange theory (Blau 1964).

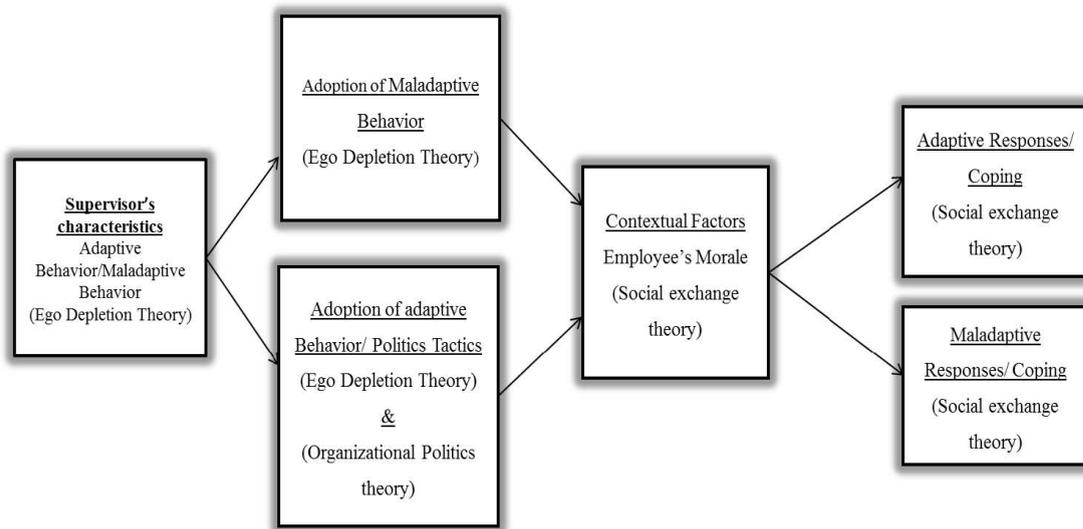


FIGURE 1.1: An Integrated Framework for Antecedents and Consequences of Abusive Supervision; Test of Multilevel Model

The major theoretical rationale for the proposed model comes from ego depletion theory for a mediated model related to characteristics of supervisors as antecedents of abusive supervision, distinction of supervisory abuse, employee morale and its outcomes. The purpose of this study is to adopt an inside person strategy to expand theory on abusive supervision by analyzing behavioral antecedents and outcomes of abusive supervision. So, it is argued that underneath specified antecedents' influences persuasive to endorse abusive behaviors on regular routine through ego depletion, and abusive behaviors which result in a lessening of subordinate work engagement, inventiveness, psychological prosperity and an increase in employment stress.

Despite individuals epitomizing a remarkable capacity for arranged conduct, they also regularly act impulsively. This insight might be critical for the study of self-control situations in which individuals are torn between their long range goals to restrain conduct and their quick impulses that promise hedonic satisfaction. These two clashing forces (i.e. impulsive and strategic) in self-control situations are being delivered, in a general sense, by distinctive psychological systems and should be studied as outcomes of self-control (Hofmann, Friese & Strack, 2009). The same things have been suggested by Ciarocco, Sommer & Baumeister (2001) who contend that there is a need to study ego depletion in the interpersonal

realm. Supervisors, sometimes find such circumstances that generate attractive impulses to behave abusive in their interpersonal interaction specifically with their subordinates. Frustration is being created with supervisor's interpersonal conflicts or poor subordinate performance. This ultimately generates impulse to shout or show an impolite attitude with subordinates (Tepper, Moss, & Duffy, 2011). Supervisors try to control these impulses many a times. Self-regulation is a major reason for supervisor's incompetence to overcome them.

A psychological process through which anti-normative impulses are managed is known as Self-regulation (SR) (Muraven & Baumeister, 2000). Additionally, ego depletion describes "how the individual's capability to exercise self-regulation fluctuates over time. In regard to ego depletion, from a limited pool of one's skills resources, all kind of self-regulation can produced" (Baumeister, Bratslavsky, Muraven, & Tice, 1998). Gino, Schweitzer, Mead & Ariely (2011) found that ego depletion leads to the failure in impulses resistance to be involved in negative activities. Unethical behavior is one of the examples of these activities (Barnes, Schaubroeck, Huth, & Ghumman, 2011). This argument is further supported by Hagger, Wood, Stiff & Chatzisarantis (2010), according to them, the self-regulation has a dynamic capacity, and it can be decreased or depleted via the ego. There is an interesting variable which is identified as an antecedent of abusive behavior: supervisor paranoia. Paranoid individuals are characterized as feeling threatened, having an inflexibility of beliefs and being suspicious. Because the concerns anticipated are exterior, indications are that paranoid individuals may suffer, for example, ego syntonic. Meissner (1995) claimed that beneath the paranoid individual's external nervousness and frustration with control and authority is little self-respect and a depressive and fearful ideation, and in escaping such emotions these individuals have a strong requirement to manage the sense of authority and control (Kiewitz et al., 2016). A model of self-control explained by Baumeister & Heatherton (2000) was that an individual's self-regulatory capability is a strength or finite resource that becomes depleted with the passage of time. It is also described as "the use of cognitive and intentional resources to override, inhibit, or alter impulses in the service of attaining personal goals or satisfying motives" (pp.

94; 214). Consistent with this logic, the effects of ego depletion on self-control depend mainly on the core aims of using the self-control, and result would be in the shape of strategic abuse as strategic abuse is used to achieve some intended objectives. On the other hand, self-control has finite resources that individuals can use, while it may vary from person to person in terms of individual's pool of resources existing for self-control, so in case of having less control an individual can become involved in impulsive abuse.

Supervisor incompetence is explored as an antecedent of abusive supervision. There may be different reasons for the leadership to be ineffective. It is not necessary and definite that the ineffectiveness is due to only the presence of negative attributes within it. There is a possibility that the absence of positive attributes and the required strengths that are desired for the good leadership may also be missing (Lombardo et al, 1988). The attributes such as the inability of the leader to control complex situations, being a poor motivator are not negative attributes they just reflect the absence of positive professional competencies. On the other hand one particular interesting area is the "depleting nature of interpersonal interactions. For example, Vohs, Baumeister and Ciarocco (2005) established that individuals who wanted to represent themselves as worthy, competent and desirable in front of others were not as able to control their feelings consequently in relationship to those people who were requested to behave naturally, which ultimately caused them to indulge in abusive behavior. Similarly, in an interpersonal interaction with a high-maintenance and difficult subordinate or confederate becomes the reason of greater ego depletion than interaction with more easy going and simple persons" (Finkel et al.,2006).

Another interesting variable identified as an antecedent of abusive behavior is supervisor AC. Although the depletion mainly diminishes person's capability to prevent impulses (Govorun & Payne, 2006; Muraven & Shmueli, 2006; Ostafin, et al., 2008), some studies also suggested that ego depletion leads to stronger impulses and emotions. Schmeichel, Harmon-Jones and Harmon-Jones (2010) claimed that ego depletion enhanced people's motivation, and consequently they became more dedicated towards accomplishment of goals, and additionally because of enhanced

AC of supervisors they can abuse their subordinates, as supervisors use offensive behavior to attain intended or unintended results (Tepper, 2007). Tepper, in numerous research studies explained that displaced feelings are possible antecedents of abusive behavior, as did Aryee, Chen, Sun & Debrah (2007), and Hoobler & Brass (2006).

An ostracized supervisor is another potential antecedent of abusive supervision. Ostracism is defined as “painful and aversive experience which causes a sense of social pain” (Eisenberger, Lieberman, & Williams, 2003, p. 291). It can happen in different ways such as leaving the area intentionally or giving a silent treatment to the particular individuals (Liu, Kwan, Lee, & Hui, 2013). It also leads to frustration, depression, anxiety (Colligan & Higgins, 2006). At a later stage, this resultant in adverse job outcomes such as abusive behavior as noted by (Ferris et al., 2008; Zhao et al., 2013). A victim of partiality also seems to be depleted, as they try to tackle the vicious emotions and actions of being a target of stigmatism (Inzlicht, McKay, & Aronson, 2007). Even more strongly, this is so for individuals who are asked to ostracize somebody by not speaking to them, or to leave the victim working on a difficult task earlier than the individuals who did not need to ostracize someone (Ciarocco, Sommer, & Baumeister, 2001). These studies suggest that self-presentation and maintaining (or ending) relationships are tasks that often require self-control. So, in the same way workplace ostracism may harm or help employee assessment, dependent on the source of ostracism (Wan, Chan & Chen, 2015), and ultimately cause unfavorable results (e.g. abusive behavior) (Lyu et al., 2016) .

Supervisor perfectionism is another antecedent of abusive supervision and can be defined as portraying or representing ideal self as important. Such people when faced with a challenge to their perfect self-expectations, their self-esteem is set off negatively and they become anxious (Nagel, 2002). In addition, these actions that necessitate the people to alter their behavior must also be depleting. Numerous studies suggest that emotionally pretending the willpower activities of other people can also be diminishing (Ackerman, Goldstein, Shapiro, & Bargh, 2009). These activities that require the individual to change his or her behavior have also

been found to be depleting; so, to overcome their frustration, they might become involved in impulsive supervisory abuse. Power distance orientation (PDO) is another cause of abusive supervision. It has been established that people with high power distance orientation are anticipated to perceive supervisors at high levels of status (Kirkman et al., 2009). Carl, Gupta & Javidan illustrate leadership in high power distance cultures as having, “virtually no rapport between the leader and subordinate, leaders rely almost exclusively on the formal contract with subordinates to achieve organizational goals, with the organization compensating the employee through financial remuneration” (2002, p. 535). High power holders have been considered less cooperative (Tjosvold & Okun, 1979). Facing mistakes committed by employees can create an urge to visibly belittle the employees. It can be argued that leaders sometimes struggle to control these impulses, and that a primary reason for their inability to overcome them is failure in self-regulation which ultimately involves individuals in unethical behaviour (e.g abusive behavior) (Barnes, Schaubroeck, Huth, & Ghumman, 2011).

It is very important to understand by what means ego depletion state shapes consequent performance which also supports the processes of self-control. The clear cut result of ego depletion is a loss of one’s self-will or self-control. Many studies found similar effects that ego depletion led to bad self-control and others as well. Similarly, Baumeister et al. (1998) recognized that depleted individuals were more inactive than non-depleted individuals, this influences psychological well-being (Lyu et al. 2015), work engagement and job stress.

Anxiety is an inner state/emotion instigated through reaction to an outer state. If individual’s supposed condition is favorable or positive, it creates constructive stress: if not, it causes distress. So it may influence psychological well-being of individual (Lyu et al., 2015), work engagement, creativity (Dornyei, 2007) and job stress because these all are based on the internal state of people. Hart and colleagues said that psychological distress and morale are basically subjectively different but both the variables are part of a continuum (Hart & Wearing, 1995; Hart & Cotton, 2003). This argument is further explained by the theory of emotions explained by Bradburn (1969), who discovered that stress and morale are

both independent concepts but both add in the same manner to the excellence of an individual's life. It might be seen as deviations in employee's morale like low morale are basically related to individual misery or distress, whereas individuals with high morale are able to efficiently handle the stressful circumstances at the work place (Ford, 2004).

In short, there are limited, yet growing studies on individual level antecedents and outcomes of abusive supervision (Barnes, Lucianetti, Bhave & Christian, 2013; Khan, 2014). The present study has here described specific characteristics of supervisors as antecedents of abusive supervision, bifurcation of supervisory abuse into two sub-types (impulsive abusive supervision and strategic abusive supervision), employee morale and its outcomes.

### 1.6.5 Supporting Theories

And the second theoretical support comes from the theory explained by Salin (2003): organization politics theory. It is one of the competitive strategies that use hostile behavior to control the environment of the workplace. At the workplace, using different emotions as a strategic behavior to achieve a desired output is a form of political behavior (Liu et al., 2006). Another supportive argument by Ferris et al. (2007) is that supervisors' political expertise affects their hostile behavior at the workplace. The supervisor's behavior (Ahearn, Ferris, Hochwarter, Douglas, & Ammeter, 2004), is to practice these skills to influence subordinates to attain personal and organizational goals. Ferris et al. (2007) claimed that "politically skilled" supervisors know better in different situations what to do, how to do it and exhibits authentic, genuine and sincere activities. Supervisors try their best to decrease adverse effects and attain favorable results. They have the abilities and skills to understand other people, and act according to them to accomplish personal and organizational goals (Ferris et al., 2005). In support of their argument, they said that abusive behavior of a political skilled supervisor is useful, especially for immature employees and those who are working in a pressurized situation and to a strict deadline. On the contrary there are studies that support the phenomenon of abusive supervision as well such as a study conducted by Ferris et al, (2007).

This study elaborates that how strategic abusive supervision seeks enhancement in victim as well as results in improved misconduct in behaviors and ultimately results in the increase productivity and the performance of the employees. Therefore, the result of such abusive supervision that has been adopted strategically also have an impact on the increase and enhancement of the employee morale.

The third theoretical support comes from social exchange theory explained by Blau (1964) “as its focus on norms of reciprocity explain employee engagement in deviant behavior in response to abusive supervision. When exchange theory is applied to an abusive supervisor-subordinate relationship, the abused employee may perceive that they have received less valuable resources from their supervisor (e.g. Intimidation, threats, or inappropriate expressions of anger) than would an employee whose supervisor demonstrates supportive leadership behaviors (i.e. Coaching or mentoring). In order to bring an abused employee’s relationship with the abusive supervisor back into steadiness, the employee may either seek to reduce the value of the intangible resources that they provide to their manager (e.g. employee morale), or may be even exhibit counterproductive behaviors that will allow them to get even (Richard et al., 2002)”. Although some subordinates may respond to abusive supervisory behavior with damaging behaviors such as job stress (Tepper et al., 2008), the power differential between supervisors and subordinates makes it unlikely that the subordinates react with identical action to their more powerful abusers (Zellars et al., 2002). Research found that subordinates reciprocate hostile behavior of their supervisors, or retaliate through deviant work behavior” (Thau, Bennett, Mitchell, & Marrs, 2009). Responses to abusive supervision based on social exchange and rules of reciprocity can come in a variety of forms, such that, at times individuals retaliate against the supervisor directly, the organizations, or other members of the organization. For example, Mitchell and Ambrose (2007) found that victims of abuse reciprocate abusive behavior by engaging in supervisor-directed deviance towards other members of the organization. Tepper et al. (2001) instead demonstrated that individuals engage in resistant behavior at work.

Work-related stress is one of the main sources of psychosocial risks in organizations. In the service sector, one of the most common forms of developing work stress is the exhaustion syndrome, which is conceptualized as a response to chronic work stress. The Social exchange theory has its origin in the deterioration of interpersonal relationships of a professional nature that are established in the work environment, preferably with the clients of the organization. It is a process characterized by a deterioration of the emotions, cognitions, attitudes and behaviors of workers. According to social exchange, people exchange material goods, but also friendship, affection, love, help and courtesy. Individuals expect these exchanges to develop with honesty, reciprocity and equity. In these exchange processes, people assign a value to their results and the results obtained otherwise. When people perceive lack of honesty, reciprocity, imbalance, or inequity in their social exchanges, they experience tension and stress, and consequently can act with aggression. Therefore, it can be concluded that anxiety and stress are significantly related to the social exchange theory. A sense of Steadiness in terms of reciprocity normally strengthens social connections between the parties and increases relationship longevity conversely, a lack of reciprocity lead to different negative consequences including more psychological distress and ultimately reduced wellbeing (Blau & Boal 1989) and employee engagement.

Social exchange theory (SET) provided clear rationale with respect to employment association. According to Cropanzano & Mitchell (2005) it is one of the most influential theories in the field of organizational behavior. Cropanzano & Mitchell (2005) suggested three types of postures to another person: (??) independence, (??) dependence, and (??) interdependence, and they stressed that complete independence and complete dependence do not imply a social exchange. According to Cropanzano & Mitchell (2005), an exchange requires a bidirectional transaction—something has to be given and something returned, which was consistent with Robinson et al.'s (2004) description of engagement as a two-way relationship between the employer and employee. Xanthopoulou, Bakker, Demerouti, & Schaufeli (2009) elaborated this tenet, as “advantageous and fair social exchanges lead to strong relationships that produce effective work behaviors and positive employee

attitudes” (p. 241) and they believed that social exchange relationships involve a series of interactions that generate unspecified obligations. Individuals feel obliged to respond in kind and repay the organization, when they receive economic and socioemotional resources from their organization (Cropanzano & Mitchell, 2005). In this context, Saks (2006) explained,

*“One way for individuals to repay their organization is through their level of engagement. That is, employees will choose to engage themselves to varying degrees and in response to the resources they receive from their organization” (p. 603).*

Employees incline to exchange their engagement for resources and benefits provided by their employer (Saks, 2006). Consequently, when employees get opportunities and receive support, they are probable to interchange by showing advanced levels of engagement. Saks (2006) considered the framework of engagement established by Kahn (1990) and Maslach et al (2001) as an exchange of economic and socioemotional resources and further explained as,

*“Employees feel obliged to bring themselves more deeply into their role performances as repayment for the resources they receive from their organization. When an organization fails to provide these resources, individuals are more likely to withdraw and disengage themselves from their roles. Thus, the amount of cognitive, emotional, and physical resources that an individual is prepared to devote in the performance of one’s work roles is contingent on the economic and socioemotional resources received from the organization” (p. 603).*

## **1.7 Definitions of Variables**

### **1.7.1 Abusive Supervision**

Abusive supervision described by Tepper, (2000) as “subordinates’ perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact” (p. 178).

### **1.7.2 Impulsive Abusive Supervision (IAS)**

Tepper et al. (2012) explained impulsive abusive as “automatic and uncontrolled actions that may occur outside the supervisor’s awareness” (p.194)

### **1.7.3 Strategic Abusive Supervision**

Tepper et al. (2012) explained strategic abuse as “thoughtful and deliberate expressions of hostility that are performed with specific objectives in mind” (p.194).

### **1.7.4 Supervisor’s Incompetence**

Self-competence state that it is a self-perception of personal capability to be influential or in other words to proficiently interacts with others and alter the situation, (White, 1959). We used this variable in the context of supervisor.

### **1.7.5 Supervisor’s Ostracism**

Workplace ostracism described by Leung et al. (2011) as “being given the cold shoulder” or “receiving the silent treatment” from coworkers. Moreover organizations contain different structures, so for this reason there might be different ostracized supervisors as well. So Supervisors can also feel ostracized at work place. This variable used in the context of supervisor.

### **1.7.6 Supervisor’s Paranoia**

It is also supervisor’s related variable. Paranoia is also defined as “a disordered mode of thought that is dominated by an intense, irrational, but persistent mistrust or suspicion of people and a corresponding tendency to interpret the actions of others as deliberately threatening or demeaning” (Fenigstein, 1994, p. 83).

### **1.7.7 Supervisor's Power Distance Orientation**

Carl, Gupta, and Javidan (2002) characterize leadership in high PD cultures as having, “virtually no rapport between the leader and subordinate. Leaders will rely almost exclusively on the formal contract with subordinates to achieve organizational goals, with the organization compensating the employee through financial remuneration” (p. 535)

### **1.7.8 Supervisor's Perfectionism**

Perfectionism is categorized by determined for soundness, flawlessnes and setting of excessively high standards for performance accompanied by tendencies for overly critical evaluations of one's behavior (Flett & Hewitt, 2002; Frost, Marten, Lahart, & Rosenblate, 1990). We used this variable in the context of supervisor.

### **1.7.9 Supervisor's Affective Commitment**

AC is basically “employees' emotional attachment to, identification with, and involvement in the organization” as explained by Meyer and Allen (1991, p.67). We used this variable in the context of supervisor.

### **1.7.10 Employee's Morale**

Morale of employees are the spirit and enthusiasm that encourages staff towards different work challenges (Agerwal, 1983)

### **1.7.11 Employee's Work engagement**

Schaufeli et al. in (2002) described “work engagement as, a positive, rewarding, work-related state of mind that is characterized by vigor, devotion, and absorption” (p. 74)

### **1.7.12 Employees' Psychological wellbeing**

Psychological wellbeing of employees is a comprehensive construct which incorporates subjective exposures and experiences such as self-efficacy, self-confidence or some other personality attributes, existence of positive/constructive emotions, nonexistence of negative/destructive emotions and universal judgment about individual's whole life (Rathi, 2011).

### **1.7.13 Job Stress**

According to Beehr (1995) job stress is defined as “a situation in which some characteristics of the work situation are thought to cause poor psychological or physical health, or to cause risk factors making poor health more likely.”

## **1.8 Summary**

To summarize, scholars have recently been interested in investigating the conditions under which the effects of abusive supervision on employee outcomes are stronger or weaker. Research found that contextual factors influence abusive relationships. However, besides examining the consequences of abusive supervision, some other trends can be also identified in the literature. These trends will be described in the next section.

# Chapter 2

## Literature Review

### 2.1 Overview

A review of previous research abusive supervision is provided in this chapter. Based on theories and previous studies, hypotheses are developed. Hypotheses examined “the antecedents and consequences of abusive supervision”. Each of these is discussed in a separate section. Before I review the previous studies on the antecedents of abusive supervision, it is important to understand the underlying theory “Ego Depletion”. This briefly explains the effects of variability into different levels components.

#### 2.1.1 Ego Depletion

It identifies a state where the self doesn't have all the resources it includes normally. I would recommend that self's capacity, which includes self-regulation as well as effortful decision and energetic activity, will depend on a constrained source of information that is used amid such activities. Ego depletion makes the self incidentally less competent and less wanting to work typically or preferably. Self-control very frequently fails. Despite individuals' best motives and considerable in contrast results, individuals regularly find yourself at the getting rid of end of resisting enticement, struggling urges, and changing their do. One reason behind

these failures might be that striving control depletes a constrained learning resource (ego-depletion) that is essential for the success of self-control. Therefore, in the wake of trying control people are less competent resist temptations, battles urges, or stop a do which results in a lack of self-control.

### **2.1.2 Urges or Impulses**

It denotes an inclination to react in a certain way in a specific situation. These terminologies recommend that a force motivates these kinds of inclinations, which occasionally individual pursue to change. These are explicit manifestations of general motives.

### **2.1.3 Self-Regulation**

It recognizes the limit of microorganisms (individuals) to abrogate and change their replies. It is the process where individuals make an effort to constrain undesired urges with a specific objective to get control of the beginning response. Regulation means change, especially change to bring perform (or different expresses) into brand with some standard such as a perfect or objective. Changing one's perform to have the ability to take after recommendations, coordinate ideals, or follow goals is thus an (extremely useful) kind of self-regulation. To boost a response won't suggest to abrogate it, albeit self-restraint can be an average kind of self-regulation (Polivy, 1998), however so is the enhancement or appealing to out of an answer. Still, the most popular kind of legislation is to supersede and stifle. Self-regulation appears to work on the building blocks of some limited tool nearly the same as vitality or electricity. Several studies also show that pursuing functions of self-regulation or certainly of any sort of volition, pursuing selfregulation is handicapped, suggesting that the real demo used this reference point (Baumeister, Bratslavsky, Muraven & Tice, 1998). Impulses, habits, and inward statements may actually have their unique specific durability; this way, the house requires almost similar power to overcome them (Muraven & Baumeister, 2000). The results of the studies suggest facilitate that the relatively disconnected and generally exceptional

works of self-regulation and volition sketch on the average, restricted resource; therefore, when that source is fatigued, an expansive opportunity of unconscious working can be hindered. Baumeister et al. (1998) advised the manifestation "ego depletion" to allude to the inner condition of experiencing fatigued a considerable way of calculating this efficient, constrained resource and for that reason being helpless against a variety of debilitated functions.

#### **2.1.4 Impulse and Self-Control**

First of all, an impulse is explicit urge or motivation that needs for instigating stimuli (Baumeister & Heatherton, 1996). Secondly, an impulse ordinarily possesses a strong motivation consisting of a simple hedonic response to the enticing stimulus (Loewenstein, 1996). Thirdly, an impulse is prompt in a sophisticated and a spatial sense that is, coordinated toward short-term gratifications—and its motivating force esteem rapidly diminishes as transient or spatial distance increases (Ainslie, 1975). Fourth, an impulse commonly carries a viewpoint to play out a explicit behavior, regularly an inclination to approach or follow up on the current temptation. On the other hand that accomplished without any resistance, behavioral implementation might run so smoothly that one is not even consciously do it (Tangney et al., 2004). Following our impulses seems to be the simplest and most characteristic thing on the planet. Our impulses would be naturally versatile that were designed to live just for now and without worry for other individuals' prosperity. Nonetheless, most unconstrained impulsive behaviors meddle with the achievement of long haul goals or create interpersonal clash at some point (Bogg & Roberts, 2004). Along these lines, the limit with regards to self-control, characterized here as the ability to supersede or hinder "undesired behavioral tendencies (such as impulses) and to avoid following up on them" (Tangney et al., 2004, p. 4), is an essential skill for regular working. Indeed, an extensive piece of socialization efforts are committed to instilling this very limit in individuals (Baumeister et al., 1994). Self-control becomes especially manifest in individuals' restraint standards that is, standards about how conduct should be managed in a given space of life. Most essential, in any case, self-control is a strenuous demonstration that needs

our consideration and puts our self-discipline or resolution to the test (Metcalf and Mischel, 1999).

### 2.1.5 Ego Depletion and Self-Control

Self-control denotes to a person's ability to restrain, supersede, or abstain from following up on his/her impulses and desires (Tangney, Baumeister & Boone, 2004; Baumeister et. al, 1994). Good self-control related to many positive outcomes such as at work, increased focus, an enhanced capacity to adapt to difficult situation and stress, and even lower separate from rates. Self-control exhaustion has been associated with negative activities, for example, theft, ambush, and animosity, and to different negative results, for example, stoutness, discouragement, and fanatical contemplations, (Hagger et. al, 2010; Tangney et al., 2004). It is hence clear that self-control has an uncommonly basic impact in a various parts of our lives. Baumeister, Vohs & Tice, 2007; Muraven & Baumeister, 2000 every one of these specialists proposed a confined quality model of self-control to represent self-control disappointments. The idea behind this model is that self-control requires mental imperativeness that is limited in its openness (Baumeister et al., 1998). More particularly, all demonstrations of self-control, for example, quelling routine reactions, draw from the same confined asset, which can wind up evidently depleted with reiterated utilize (Muraven & Baumeister, 2000). Baumeister et al., 1998 stood out self-control from a muscle, which requires quality and imperative-ness to apply constrain over some vague time span (Hagger et al., 2010). Similarly as muscles get depleted from exertion, self-control execution likewise break down after repeated utilize (Baumeister et al., 2007).

According to Baumeister et al., (1998) self-control requires a lot of mental resources and its depleted state is considered as ego depletion. In support of this acts of self-control research demonstrated that many actions of self-control depleted the pool of resources (Hagger et al., 2010). Especially vital for the present purposes, research has shown that after a demonstration of self-control, individuals are less ready to help other people (DeWall et, al. 2008) possibly cheat (Gino et, al. 2011; Mead et, al.; Ariely, 2009), and inclined to act aggressively (DeWall et,

al. 2007). Research identified many causes for resource depletion which includes less sleep (Barnes, et al, 2011), opposing allurements (Vohs & Heatherton, 2000), and push (Muraven & Baumeister, 2000). Strikingly, one prime determinant of ego depletion is settling on various decisions and choices. As noted, most hierarchical pioneers experience significant workloads, and need to settle on various decisions and choices consistently. These particular attributes of the administration part appear to outline a wellspring of resource depletion, which may make pioneers particularly slanted to self-control dissatisfaction. Attention to the ethical measurement of various personality boggling business choices is a dynamic and thought devouring procedure that requires subjective resources (Thowfeek et al., 2011). Likewise, opposing the compulsion to act in untrustworthy ways is additionally at risk to draw on these resources; this enticement may be particularly verbalized for pioneers as a result of their position of vitality (Rusbult & Van Lange, 2003; Fiske, 1993). The presumption that ethical authority draws from an indistinguishable administrative resources from exchange parts of the initiative part (choice creation, number of decisions, high workload) in this way drives us to expect that depletion of self-administrative resources can incite more hoisted measures of conniving administration direct.

Be that as it may, there might be essential limit the connection between dishonest pioneer conduct and ego depletion. Explicitly, the degree to which individuals assign esteem and significance to profound quality is probably going to impact the measure of subjective resources that leaders need to act in a moral way. That is, leaders who characterize themselves in terms of profound quality will require less psychological resources to hinder impulses and will have the capacity to support the effects of ego depletion on their moral behaviors (Aquino et al., 2009; Reynolds & Ceranic, 2007). I explicitly test this focusing on the part of supervisor's characteristics as variables that reduce the impact of ego depletion on immoral leader behaviors.

### **2.1.6 Summary of the Theory**

Generally, This dissertation established that at whatever point a person abrogates, stops, or modify a manner, or direct, it provoke depletion and resultant in poorer self-control..

The model of ego depletion with respect to self-control suggested that due to finite resources self-control must depleted as one face the difficult situation. Relevant researches as discussed above concluded in attempt to control one's self mental energy reduced but cognition process can help an individual recover these resources as human beings utilize few tactics in urging themselves to endeavor control. It initiated the idea that the mechanism of depletion might be synchronized by individual's slant, sentiments toward the self-control activity, and ability to recover lost resource". The model proposes that handling these resources is necessary to the accomplishment of self-control. Given the broad collection of practices that appeared to be affected by depletion, including high demand understanding, controlling hostility, coinciding with others, coordinating dispositions, and opposing the temptations of support, and a predominant idea of in what way self-control works is fundamental at the individual and social level.

## **2.2 Abusive Supervision**

Abusive supervision (AS) termed by Tepper, (2000) as "subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact" (p. 178). Most of the literature related to abusive behavior focused on the dark side, this facet of abusive behavior considered employees explicitly and effect the whole organization completely, for instance (life and job dissatisfaction as discussed by Tepper in 2000; dysfunctional confrontation explained in (2001) by Tepper, Duffy, & Shaw; work place deviant behavior by Mitchell & Ambrose in 2007; employee's psychological distress by Tepper et al., 2007) and decline in efficiency of firm (Hmieleski & Ensey, 2007). Epidemiological studies stated that, abusive supervision at workplace

is very common phenomena than sexual harassment or physical violence (Tepper, 2000). One out of seven employees reports about the abusive behavior of their immediate supervisors, and almost 50% of subordinates expect to face an abusive supervisor in their employed life at some point, and furthermore abusers target numerous subordinates at the same time (Tepper, 2000). Consequently, organizations faced many adverse results. Tepper (2000) claimed that cost per serious case of abuse in the workplace has been estimated at between \$17,000 and \$24,000 in terms of less work engagement, low morale, turnover, legal costs and reduced productivity, and the total cost to organizations has been estimated to be more than \$23.8 billion in the United States alone.

Moreover abusive supervision defined as subjective assessment which may varies from person to person. According to Hoff (1990) the manifestation of abusive supervision primarily based on context. As many researchers examined abusive supervision's antecedents like "organizational injustice" by (Aryee et al, 2007) violation of psychological contract considered by Hoobler & Brass (2006) and established that facets of the job context contributed to supervisor abusive behavior. Likewise in a research by Tepper, Duffy & Breaux (2012), lessened down the construct of supervisory abuse and tried to establish the causes for its existence by dividing it into two sub kinds, named as impulsive abusive supervision (IAS) and strategic abusive supervision (SAS). They claimed that impulsive supervisory abuse showed by supervisor in a regular way to employees deprived of any preplanning. Conversely, strategic abusive behavior is formally intended abuse, display by managers or supervisors for the betterment of the subordinates and organization, through improving subordinates' efficiency and performance. In addition to this in (2012) Tepper et al. said that "Abusive supervision as political activity: distinguishing impulsive and strategic expressions of downward hostility' in which Tepper and colleagues have focused on the supervisor's abusive behavior and especially the awareness and understanding of the phenomenon of 'abusive supervision' in terms of its 'impulsive and strategic expressions of downward hostility'" (p.194). Another supportive research has been done in (2007) by Ferris et al, they stated that strategic and impulsive abuse used as assertive strategic abuse and assertive

tactical abuse.

The existing writing distinguished different factors as cause of abusive behaviors at work place which might be learn through social learning procedures (Bandura, 1986), by different personality factors as said by James & Hoobler (2011), or by many social factors (Lian, Ferris & Brown, 2012), numerous organizational factors, like “abuse of energy (Vecchio & Brazil, 2007), stressful workplaces (Hauge, Skogstad & Einarsen, 2010), employees’ perceived bring down execution (Tepper et al., 2011), pioneer part trade theory (Liden & Graen, 1980; Martinko et al., 2012), and a tyrant leadership style (Aryee et. al, 2007)”. Majority of the research focused on its consequences, for instance work family conflict bring down occupation execution, bring down occupation and life satisfaction (Hoobler & Brass, 2006; Tepper et al., 2004). Furthermore self-esteem (James & Hoobler, 2006), psychological distress (Tepper, 2007) and increased unethical behavior (Mitchell & Ambrose, 2007), destructive employee’s outcomes; for example enthusiastic exhaustion and increased turnover (Khan et al., 2010), perceived supervisor’s justice (Zellars et al., 2002), emotional burnout (tepper, 2000), and abusive supervision’s effects on organizational citizenship behaviors (Rafferty & Restubog, 2011) contrarily affects outcomes of organizations in terms of absenteeism and turnover (Tepper et al., 2011).

### **2.2.1 Distinguishing Abusive Supervision from Other Similar Constructs**

A number of constructs have emerged that resemble abusive supervisory behavior in the workplace. In this section, I identify some of these constructs and outline their similarities to and differences from abusive supervision (AS).

#### **2.2.1.1 Petty Tyranny**

Petty tyranny is defined as a “manager’s use of power and authority oppressively, capriciously, and vindictively” (Ashforth, 1997, p. 126). Petty tyranny comprises on six sub-dimensions included belittling subordinates, arbitrariness and

self-importance, a forcing style of conflict resolution lack of consideration, conditional punishment and discouraging initiative.

Likewise abusive supervisory behavior, petty tyranny also involves superior wrongdoing towards subordinates (Tepper, 2007). However, in contrast with abusive supervision (AS), petty tyranny examines behavior that might not essentially be considered as aggressive at all times but can be regarded as being inconsiderate or unfriendly. This shows that the construct of petty tyranny seems more ambiguous in how employees' perceive the level of hostility and supervisor wrongdoing at times.

### **2.2.1.2 Workplace Aggression and Violence**

Workplace aggression denotes behavior of employee that is anticipated to damage others employees at work place, whereas workplace violence is defined as a direct physical assault (Neuman & Baron, 1998). Neuman & Baron (1998) distinguish between three types of aggressive behaviors which involve hostility (e.g., verbal aggression), obstructionism (e.g., actions designed to impede individuals to perform a job), and overt aggression (e.g., assault). On the other hand, Anderson & Bushman (2002) differentiate between hostile and instrumental aggression. The later notion refers to harming an individual to attain an ultimate goal.

When examining aggression and violence at the supervisory level, the construct captures similar content as abusive supervision, for example the frequency with which a supervisor yells at a subordinate. However, aggression does not exclude physical hostility between parties whereas Tepper (2000) specifically states that abusive supervision (AS) excludes physical contact.

### **2.2.1.3 Workplace Bullying**

According to Zapf & Einarsen (2001, p. 369) workplace bullying happens when an employee "persistently over a period of time, is on the receiving end of negative actions from one or several others, in a situation where the one at the receiving end may have difficulty defending him or herself against these actions." In most

cases of bullying, a powerful target abuses individuals with less power because it is more difficult for them to defend themselves. Hence, 75% of incidents within the workplace are perpetrated by superiors (Tepper, 2007). Similar to workplace aggression, the construct of bullying differs from abusive supervision as it does not only refer to destructive acts of a superior towards subordinates. Instead, bullying can be committed by any employee (Hershcovis, 2011). However just like abusive supervision workplace bullying contains frequent experience to aggressive activities at work (Hoel, Rayner, & Cooper, 1999).

#### **2.2.1.4 Supervisor Undermining**

Social undermining was first examined by Duffy et al, (2002) and is described as “behavior intended to hinder, over time, the ability to establish and maintain positive interpersonal relationships, work-related success, and favorable reputation” (p. 332). Overall, supervisor undermining is closely linked to that of abusive supervision. Like abusive supervision, supervisor undermining excludes physical hostility (Tepper, 2007). Moreover, Hershcovis (2011) states that both constructs show that the mistreatment stems from a person (supervisor) in a higher power position directed toward employees. Tepper suggests that items that measure undermining are similar to those of abusive supervision. However, it seems as if abusive supervision is a more direct or overt hostile behavior towards employees, whereas undermining can be done behind someone’s back as some items of the supervisor undermining scale reveal. Thus, in contrast with abusive supervision, supervisor undermining seems to be a more covert, hostile behavior that can hinder subordinates’ success or reputation at work.

#### **2.2.1.5 Interactional Justice**

Interactional justice (IJ) describes to the socialization which people receive from authorities and other members of the organization (Colquitt et. al 2001). Additionally, interactional justice contains two dimensions named; interpersonal justice and informational justice. Interpersonal justice explain the extent to which

individuals deal with dignity, politeness and respect by other individuals of the organization. Informational justice is all about explanations delivered to individuals about why certain processes were used and why outcomes were allocated in a certain way (Greenberg, 1993).

Tepper (2000) stated that interactional justice is a particularly important concept when examining abusive supervision. In essence, abusive supervision captures the negative interpersonal treatment of authority figures towards employees such that an abusive supervisor is rude and disrespectful toward a subordinate. This shows that both constructs are very similar because they deal with negative interpersonal treatment.

However, one distinction between justice and abusive supervision is that the notion of interpersonal justice can be experienced by employees as positive or negative. That is, people can receive fair or unfair treatment by others. In turn, the absence of abusive supervision may not trigger perceptions of fair treatment but create a neutral state instead. Furthermore, abusive supervision focuses on supervisors and their misdemeanor against subordinates only whereas interactional justice can also be present between coworkers or other parties besides supervisors and employees.

### **2.2.2 Abusive Supervision and Ego Depletion**

This dissertation examines the influence of ego depletion in the context of limited resource, model of self-control in numerous domains. Surrendering one desire with a specific end goal to pursue the other goal is more difficult when the early response is strongly propelled, a thought that showed the struggle amongst restraints and urges. Ego depletion can be used as adapting tactics in various setting, specifically when the clash between behaviors and selfish motives occurred. As we discussed earlier that self-regulation (SR) is the individual's ability for altering his/her behavior according to situation. It extremely raises the flexibility and adaptability of individual conduct and gains benefits because it empowered people to adjust their behaviors as per the demand of situation and maximize his/her benefits. This is a critical foundation for the initiation of socially required behavior. It not only

offers benefits and paybacks to human beings but also to the society; for instance excessive self-control leads towards a great number of desirable results, including work success, task execution, emotional wellness and great interpersonal relationships modification, (Duckworth and Seligman, 2005; Shoda, Mischel, & Peake, 1990; Tangney, Baumeister & Boone, 2004). Self-control can be used as assertive tactics and defensive tactics as well.

As per this argument, when individuals encounter stressful events (stressors), they go through two processes, namely primary assessment and secondary assessment. These two processes mediate the relationship between stressors and both immediate and long-term outcomes. Primary assessment involves a cognitive appraisal process in which individuals evaluate whether stressful events (stressors) affect their well-being or not. In secondary assessment, individuals evaluate options or coping strategies to overcome or prevent the stressful situations (Lazarus & Folkman, 1986). Coping refers to “the person’s constantly changing cognitive and behavioral efforts to manage specific external or internal demands that are assessed as taxing or exceeding the person’s resources” (Folkman et al. 1986). Facing negative acts by supervisors because of any stressors (i-e paranoia or self-incompetence, subordinates evaluate their situations and choose coping strategies to overcome the inabilities. In like manner facing negative acts from supervisors, subordinates evaluate their situations and choose coping strategies to overcome the abuse and if they fails to do so then they involve in negative activities. Self-regulation is curse or blessing depends on the person who is facing the situation. Self-regulation (SR) is the most beneficial for human being to regulate their impulses. The reason to regulate this could be a motivation to gain intended results. In some cases these intended results might be not that much beneficial due to their immediate nature or short term gains. So, basic usages of self-regulation (SR) are unfavorable to some anticipated outcomes. Majority research recognized self-regulation as the capacity to stop impulses/urges to behave in a certain way. in spite of the fact that, not all self-regulation can be used as self-stopping; for instance “The health food nut refrains from eating, the recouping junkie refrains from drinking, smoking, or medication use, the outrage chief holds his or her tongue and refrains from

accomplishing something that will be lamented later, et cetera” (Baumeister et al., 1994; Polivy, 1998),

### 2.2.3 Ego depletion and Impulsive Abusive Supervision

There are certain instances in the workplace environment where the supervisors are bound to interact with their subordinates. These situations tend to generate the impulse that the supervisors are being engaged in the abusive supervision during their interpersonal interactions. This kind of situation on either side, for instance by the supervisor through his abusive supervision or by the employee due to his poor performance results in frustration. As a result the impulse to shout or to show discourteous attitude automatically arrives (Tepper et al 2011). There are times when the supervisors intentionally attempt to curb such impulses. However, the lack of self-regulations at times result in incompetence. Research studies also affirm the important role of self-regulation being played in this context. For instance Maurvan & Baumeister (2000) consider self-regulation as one of the main psychological procedures to control the anti-normative impulses. However, there are studies that show that how the self regulation capability of an individual fluctuates over time. When an individual establishes the limited pool of ones skills along with the ego depletion he then becomes successful in producing any kind of self-regulation (Baumeister, 1998). Thus, the pool of skills is mandatory to exercise the self-regulation. When an individual engages in actions that demand the exercise of self-regulation, it diminishes the pool created to utilize the sufficient levels of self-regulation by an individual. Therefore, an individual need a reserve for all the emotional pool of resources in order to exercise self-regulation in all those engagements in the actions that demand self-regulation (Gino, Schweitzer, Mead, & Ariely, 2011; Hagger, Wood, Stiff, & Chatzisarantis, 2010 and Barnes et. al, 2011). Hence, based on the above-mentioned literature review the following hypothesis has been developed.

**H<sub>1(a)</sub>:** Ego depletion is positively related to impulsive abusive supervision.

### 2.2.4 Ego Depletion and Strategic Abusive Supervision

Numerous researches suggested that usage of abusive supervision (AS) can be productive and helpful to improve efficiency of an organization and used as strategic intention (Walter et al., 2015; Krasikova et al., 2013; Tepper, 2007). Tepper, et al. (2011) recommended some purposes that supported the strategic abusive behavior towards a subordinate. One of those objectives is to deal with their impressions to invigorate their picture as a figure of expert and status.

In addition, As per Baumeister et al., (1994) self-regulation (SR) highlighted four major ingredients of self-regulation (SR) process. The first ingredient is “standards”. As per the definition of this ingredient, “regulation means a change to line up with some standard”; consequently, powerful self-regulation (SR) needs a realistic and all considered standard. Ambiguous, clashing and inconsistent standards create trouble for self-regulation. Higgins, 1987 highlighted how unexpected “standards” can resultant in passionate responses and behavioral procedures. Secondly, self-regulation (SR) entails observation. It is very difficult, but not impossible to behave in a certain way without understanding the situation. Self-regulation (SR) theory affected by the influential research of Carver & Scheier (1998). Major part of their work which was influential for SR was to regulate the “criticism circle theory” which was related to self-regulation of human beings. The person completes an experiment by observing at the self as per prescribed standard. In that process the self-starting to exhaust, and then a point comes where self-regulation (SR) needs some action to alter the person to make developments. Moreover tests evaluate development toward attaining the objective and finally it confirm that the person moving towards to meet the standard.

The third ingredient of self-regulation is “strength”. To control the emotions some actions are required which create trouble for the individual. In this process to control the emotions few people depleted as earlier than other. (Muraven & Baumeister, 2000) Later on few researches has established that “blood glucose, which is the cerebrum’s chief source of fuel, is a critical segment of this resource: Acts of self-control consume substantial quantities of glucose, resulting in bring down levels of it in the bloodstream (Gailliot et al., 2007)”. The fourth major

ingredient of self-regulation (SR) is “inspiration” Precisely, inspiration to achieve the desired results which basically related to inspiration to regulate one’s emotions. Irrespective to whether the one’s standards are flawless and clear, and the individual’s resources are overflowing, he/she might still unaware to self-direct due to the nonexistence of inspiration to attain the goals. In this way, we guarantee that the pool of resources will be drained less to accomplish the desired results, as self-regulation enables a person to keep up his resources. As we noted above, leaders are often faced with situations that may tempt them to involve in abusive supervisory behavior towards their subordinates, specifically when they indulge in stressful situations, difficulties and frustration at workplace. Avoiding those temptations/urges and acting in an ethical manner needs self-regulation. Thus, we contend that ego depletion influence abusive supervisory behavior in a strategic way. So, we hypothesized that;

**H<sub>1(b)</sub>:** Ego depletion is negatively related to strategic abusive supervision

### **2.3 Antecedents of Abusive Supervision**

Bowling & Beehr (2006) stated that the causes of workplace unethical behaviors may come from three sources: characteristics of the work environment, the perpetrator, and the victim. The organization may be responsible for the presence of perpetrators as part of an organizational culture or norms may encourage harassment. A perpetrator’s personal characteristics predict unethical behaviour. Padilla, Hogan & Kaiser (2007, 179) discussed this “toxic triangle” in destructive leadership. In addition, surroundings contribute to unethical leadership such that high instability or perceived threat may promote negative behaviors from leaders. So, in this study our main focus is on the perpetrators’ characteristics which are the core element of such behaviors. The ego depletion theory (Muraven & Baumeister, 2000) was used as a support for our model because the proposed theoretical framework emphasizes on the contributing underlying mechanism of “ego depletion”, from the viewpoint of self-control, as applied by Barnes, Lucianetti, Bhawe & Christian (2013). Therefore, we argued that some antecedents influence

abusive behaviors through ego depletion and that abusive supervisory behaviors eventually result in variations in the morale of subordinates.

### **2.3.1 Supervisor's Incompetence, Ego Depletion, And Abusive Supervision**

#### **2.3.1.1 Supervisor's Incompetence and Ego Depletion**

One particularly interesting part is the “depleting nature of interpersonal interactions”. For example, Vohs, Baumeister & Ciarocco (2005) established that individuals who wanted to represent themselves as worthy, capable, competent and desirable in front of others but were encouraged to believe otherwise were not able to control their feelings, and people who were requested to behave naturally ultimately became involved in abusive behavior. Similarly, in an interpersonal interaction involving a high-maintenance and difficult subordinate or colleague greater ego depletion occurs than in interactions with more easygoing and simple individuals, according to Finkel, et al., (2006). On the bases of given arguments we hypothesized that;

**H<sub>2</sub>:** Supervisor incompetence is positively related to leader ego depletion.

#### **2.3.1.2 Supervisor's Incompetence and Abusive Supervision**

Self-perceived competence is a self-perception of a personal capacity to be influential or to proficiently interact with others and alter the situation (White, 1959). Often, incompetent individuals, and especially those in authoritative positions, want other people to make them look worthy without personally expending much effort or enhancing their skills. When they are unable to do so, they use other tactics to hide their inabilities. Therefore, we suggested that perceived self-incompetence nurtures abusive behavior among supervisors. This dissertation generate this distinction based on the belief that authority enhances the level to which employees feel they must be competent (Georgeses & Harris, 2006) and

achieve the expectations and demands that are attached to their influential roles. This is a reason why people in positions of power who rate themselves as incompetent feel especially threatened. Furthermore, Margaret Heffernan, in his book “Surviving Toxic Leaders: How to Work for Flawed People in Churches, Schools and Christian organization”, uses the word “ignorant” to describe toxic leaders, which suggests that they have insufficient knowledge of a specific area to address it satisfactorily. Many studies suggest that threat often leads to an inner state of ego defensiveness (Higgins, 1987; Stone & Cooper, 2001; Pyszczynski, Greenberg, & Goldenberg, 2003; Maner et al., 2005). This state of ego defensiveness causes people in power who consider themselves to be incompetent in some way to become unethical/abusive, which is a common reaction stemming from ego defensiveness (Kernis, Grannemann, & Barclay, 1989; Baumeister, Smart, & Boden, 1996; Baumeister, 1998). In summary, supervisors who assessed themselves as incompetent display abusive behavior as a reaction to the mechanism of ego defensiveness. Additionally, the self-assessment of incompetence by a supervisor also plays a vital role because supervisors can use their power in hostile ways when it is combined with perceived self-incompetence. They demonstrate violent behaviors to intimidate subordinates (Morrison et al., 2009; Georgesen & Harris, 2006), but such work was extended by proposing that people in power positions are defending not only their power but also their egos.

On the other hand, if supervisors comprehend depletion effects as adaptive patterns, conserving what remains of a valuable and limited resource by knowing their incompetence in one or more areas, then through learning from others and understanding the organizational benefits, self-regulation could persuade the person to spend that resource more effectively. This justification is further supported by the Keltner et al. (2003) behavioral approach system, which sheds light on an individual’s method of avoiding probable threats by focusing on the positive vibes. Anderson & Galinsky (2006) said that authoritative individuals who have strong control of their regulatory sense are usually more responsive towards the rewarding parts of their organizational environment and ignore probable threats. Hence, we claim that these viewpoints indicate that responsiveness towards threats through

motivation, high standards, self-monitoring and strong willpower decrease the intensity to which an individual feels threatened by their personal incompetence and linked perceived incompetence with strategic abusive behavior. As we discussed above in Hypothesis 2, we expect a supervisor's incompetence to influence ego depletion. Furthermore we also noted above in Hypothesis 1a and Hypothesis 1b, leaders are often faced with situations that may tempt them to involve in abusive supervisory behavior towards their subordinates, specifically when they feel stress, tension, frustration, and experience problems at work place. Suppressing those urges & temptations and acting in a civilised manner needs self-regulation, and if people fail to control themselves it leads towards impulsive abusive supervision and if they do so they move towards strategic abusive behavior. Thus, this study contend that individual's incompetence influence abusive supervisory behavior via ego depletion. Accordingly, drawing from an ego depletion approach, this dissertation hypothesizes the following relationships:

**H<sub>3(a)</sub>:** Supervisor incompetence is positively related to impulsive abusive supervision.

**H<sub>3(b)</sub>:** Supervisor incompetence is negatively related to strategic abusive supervision.

**H<sub>4</sub>:** Ego depletion mediates the combined effects of (a) supervisor incompetence and impulsive abusive supervision and (b) supervisor incompetence and strategic abusive supervision.

## **2.3.2 Supervisor's Ostracism, Ego Depletion and Abusive Supervision**

### **2.3.2.1 Supervisor's Ostracism and Ego Depletion**

Ostracized supervisor is another potential antecedent of abusive supervision. As a victim of partiality also appear to be depleting (emotions), as individuals normally try to tackle with vicious actions and emotions of being stigmatized victim/target

(Inzlicht, McKay, & Aronson, 2007). More intensely even at workplace to compel the individuals to do task by using any tactics required self-regulation like “if a persons who requested to ostracize another by not talking to them or left working on a difficult task earlier than the individuals who did not need to ostracize someone (Ciarocco, Sommer, & Baumeister, 2001)”. These studies recommended that maintaining or ending relationships and self-presentation are tasks that need self-control.

So we can say that, in the same way workplace ostracism may harm or help employees’ assessment, dependent on the source of ostracism as said by Wan, Chan and Chen (2015), and ultimately cause unfavorable results as said by Lyu, et al. (2016) i-e abusive behavior. Employees spend much of their time in their organizations and are influenced by people with whom they have repeated contact. The behavior of superiors who have high power or status in the organizational hierarchy is likely to be modeled by individuals. When supervisors observe or experience abusive supervision from their bosses, they may learn aggressive behaviors. They may be more likely to treat their own subordinates in a similar way.

Supporting this notion is the finding that children who have been abused by their parents are more likely to be abusive parents themselves (Haj-Yahia and Dawud-Noursi 1998). They are likely to use the same tactics or aggressive behaviors that they themselves experienced earlier in life. Aggressive behavior is often reinforced by family members, by people who are repeated contacts in various subcultures, and by the media. Aggression also proposes that aversive experiences trigger emotions and emotions in turn may lead to aggression. In like manner receiving the silent treatment is certainly aversive. Researchers have started to examine the construct of ostracism. As Williams & Sommer in 1997 said that it can be utilized in research as facility strategy to evaluate the crippling and distressing effects that “ostracism” has on the target. Sommer et al (1998) ordered individual ostracism that linked it to association harm /problems, as well as detection of how few effects were engaged by quality self-esteem. Williams, Shore & Grahe (1998) shed light on “how victims of the silent treatment announced threats to basic psychological needs”. Williams, Wheeler & Harvey (1998) concluded extensive validation about

the types of ostracism and the scope of its harmful consequences related to victims. From these researches, the conclusion has been drawn that it is inescapable that being ostracized is profoundly aversive. Likely Tepper, Duffy, Henle & Lambert (2006) found that a supervisor's aversive experience may result in depression, in turn leading to abusive supervision. Abusive supervision is likely a much more aversive experience and thus abusive supervision (AS) will tend to trigger more intense emotions and lead to a greater risk of abusive supervision for subordinates. On the bases of above literature we hypothesized that;

**H<sub>5</sub>:** Supervisor's Ostracism is positively related to leader ego depletion.

### **2.3.2.2 Supervisor's Ostracism and Abusive Supervision**

Supervisors play a vital role in organizational effectiveness. Leaders guide and influence employees, and support organizations to accomplish their performance goals (Kaiser, Hogan, & Craig, 2008). In the same way workplace ostracism may harm or help employees' assessment, dependent on the source of ostracism as said by Wan, Chan & Chen (2015). In addition to this workplace ostracism described by Leung et al. (2011) as "being given the cold shoulder" or "receiving the silent treatment" from coworkers and we know that every organization contains different structures, so there might be different ostracized supervisors as well. Additionally numerous scholars claimed that ostracism is a simile for death as highlighted by Case & Williams in (2004) or a kind of social death, both for in current tribal settings and ancestral humans (Williams, 2012). In 2009, Williams said that surprisingly ostracisms is powerful in its capability to concurrently intimidate four elementary psychological needs: self-esteem, belonging, meaningful existence and control So, keeping in mind the well-established adverse impacts of ostracism, it might cause abusive behavior unintentionally, and the frequency with which it occurs, can also explained its intensity and it is vital to recognize tactics that safeguard against its hostile and unfavorable results (Lyu,Y et al. 2016) i-e impulsive abusive behavior of supervisors. Moreover ostracized supervisors involved in strategic abuse as Williams and Sommer's in (1997) conducted research and

observed that ostracized versus non-ostracized participants in a ball game work much harder together with other people. In like manner Ferris et al. in (2008) found that ostracism at workplace adds constructively to the psychological and social environment of organization. In essence Lyu, Y et al. (2016) suggested that research in the workplace mistreatment such as ostracism from coworkers and supervisors are important phenomenon (Ferris et al., 2008; Williams, 2007) and to check how do they cause abusive supervision should be conducted. In the light of above literature we hypothesized that;

As we debated above in Hypothesis 5 that supervisor's ostracism has impact on ego depletion. Moreover in this dissertation I also claimed above in H (1a) and H (1b), supervisors repeatedly tackled with circumstances that may lure them to involve in abusive supervisory behavior towards their subordinates, specifically when they feel stress, tension and experience difficulties at work place. Conquering those urges & temptations and performing in an ethical and civilized manner needs self-regulation (SR), and if supervisors fail to control themselves it ultimately leads in the direction of impulsive abusive supervision (IAS) and if they manage themselves they move towards strategic abusive behavior (SAS). Thus, we contend that incompetence predict abusive behavior via ego depletion. Therefore, considering an ego depletion framework, this study hypothesizes the following relationships:

**H<sub>6(a)</sub>:** Supervisor's Ostracism is positively related to impulsive abusive supervision

**H<sub>6(b)</sub>:** Supervisor's Ostracism is negatively related to strategic abusive supervision

**H<sub>7</sub>:** Ego depletion mediates the combined effects of (a) supervisor ostracism and impulsive abusive supervision and (b) supervisor ostracism and strategic abusive supervision.

### **2.3.3 Supervisor's Paranoia, Ego Depletion and Abusive Supervision**

#### **2.3.3.1 Supervisor's Paranoia and Ego Depletion**

The term "Paranoia" theorized as cascading effects of interactive risk and has substantial consequences for individuals' self-satisfaction and interactive working. Significant characteristic of paranoia is defined by Trower & Chadwick, 1995 he said that the foundations of hazard majorly exclusively interpersonal contrary assessment. As the process is considered dynamic and might respond to the changes of situations. Fenigstein (1984), found that self awareness enhanced the degree to which participants saw another's conduct as being coordinated towards them and that the inclination to oversee oneself as an objective is a robust wonder, which is affected by the propensity to act naturally conscious or at the end of the day, is improved by the process of guiding consideration regarding the self (Fenigstein & Venable, 1992). Morrison, Frame et al., 2003 emphasizes the theoretical relevance of paranoia-work dynamics as a key driver of self-regulatory resource depletion. This is because the stress involved with facing competing work demands causes individuals to expend more energy "focusing attention on the self and exercising self-control, which consumes energy, a process that psychologists refer to as ego depletion" (Rothbard, 2001) P, 659.

Paranoia might be conceptualized as a strategy all the more much of the time used by many people who have positive beliefs regarding their paranoia such as positive beliefs about paranoia means that it is a survival strategy or paranoia as a method for making life all the more interesting (Morrison et. al, 2003). Distress might develop when a state of ego depletion is instigated by the performing of negative beliefs about the person's paranoia. Both paranoia and stressing can be seen as strategies for overseeing danger. Stressing and paranoia vary, in that particular paranoia is worried about relational danger (Fenigstein & Venable, 1992), whereas stress is worried about a scope of topics such as outer every day events and inside events that are non-psychological such as real sensations (Wells, 1995). As with stress, it is proposed that the beliefs that an individual holds about paranoia

assume an urgent part in the selection of paranoia in reaction to relational risk and whether grief follows as a upshot of neurotic reasoning.

Frame et al., 2003 also said that paranoia might be employed as a strategy for managing interpersonal danger, alike to the usage of stress for more threats. Furthermore negative beliefs of paranoia predicted distress. In addition to this positive beliefs might be engaged with the advancement of suspicious exposure for both non-patients and service users and that is basically co-event of negative and positive beliefs that regulates whether somebody becomes worried. The emergent of negative opinions “(possibly as a result of a diminishment responsible for the experiences or negative social consequences)” might, along these lines, decide help seeking and(at last, tolerant status). So, it is exciting to put focus on the the effects of paranoia being considered as an approach for handling interpersonal threat through self-regulation (Morrison, Gumley & Schwannauer, 2005). So on the bases of above arguments we theorized that;

**H<sub>8(a)</sub>:** Supervisor’s negative paranoia is positively related to ego depletion

**H<sub>8(b)</sub>:** Supervisor’s positive paranoia is negatively related to ego depletion

### **2.3.3.2 Supervisor’s Paranoia and Abusive Supervision**

Paranoia has been described as “a disordered mode of thought that is dominated by an intense, irrational, but persistent mistrust or suspicion of people and a corresponding tendency to interpret the actions of others as deliberately threatening or demeaning” (Fenigstein, 1994, p. 83). Paranoia transpires crosswise to an ample variety of psychopathologies, for example social phobia, depression, psychosis, and misconduct in personality (American Psychiatric Association, 1994). Thus, we can say that it is a common exposure, non-unique to experimental inhabitants; sub-clinical paranoia is elaborated as a way of thinking evident by embellished personal-referential prejudice that becomes a part of common, routine actions (Fenigstein & Venable, 1992). Such a thought leads to reasonably dependable partiality to, antipathy approach, suspiciousness, mistrust and animosity (Fenigstein & Venable, 1992). Paranoia taken as reaction consideration responds negatively

to interpersonal hazard and face insightful consequences about people's interpersonal functioning and quality of life. Trower and Chadwick (1995) identified the most basic characteristic of paranoia as; one starts to become threatening to oneself by interpersonal unenthusiastic assessment. Therefore, the process is tacit to be vibrant and a quick responder to change in circumstances. Paranoia is also sometimes used by supervisors and managers when they feel that their power has some kind of threat. On the contrary, Morrison, Gumley & Schwannauer (2005) suggested sometimes positive convictions can also result into the development of paranoid practices; cautious paranoia is usually occupied by productive distrust related to the plans and actions of certain population or organization. Sensibly paranoid individuals assess each move of their colleagues, and dissect and analyze each second in specification. While their prudent paranoia alarms them about endagerous situation, they search for the people and information that can be possible future threat to them and can raise conflicts in present and future that's why we propose that it may cause strategic abusive behavior and on the other hand, pessimistic beliefs that leads to a person's distress may cause impulsive supervisory behavior. So, It was specifically hypothesized that, positive beliefs about paranoia (paranoia as a safety strategy) would be associated with higher frequency of paranoid thinking which leads towards intended objectives, and that negative beliefs about paranoia would be associated with less self-control arising from paranoia thinking. As we discussed above in Hypothesis 8a Hypothesis 8b, we expect a supervisor's paranoia's both types to effect self-regulation and ultimately resultant in ego depletion. Additionally as mentioned above in Hypothesis (1a) and Hypothesis (1b), subordinates are mostly tackle with circumstances that might compel supervisors to show abusive behavior, explicitly when they feel stress, tension and experience problems at work place. Conquering those urges and performing in a sophisticated way needs self-regulation, and if they unable to manage themselves it leads towards impulsive abusive supervision (IAS) and if they succeeded in that they involve in strategic abusive behavior (SAS). Thus, this dissertation claimed that paranoia predict abusive behavior via ego depletion. Therefore, considering an ego depletion framework, this study hypothesizes the following relationships:

**H<sub>9(a)</sub>**: Supervisor's negative paranoia is positively related to impulsive abusive supervision

**H<sub>9(b)</sub>**: Supervisor's positive paranoia is positively related to strategic abusive supervision

**H<sub>10</sub>**: Ego depletion mediates the combined effects of (a) Supervisor's negative paranoia and impulsive abusive supervision and (b) Supervisor's positive paranoia and strategic abusive supervision.

### **2.3.4 Supervisor's PDO, Ego Depletion and Abusive Supervision**

#### **2.3.4.1 Supervisor's PDO and Ego Depletion**

Supervisors who have high level of power distance orientation might be display unethical behavior as a result of ego depletion. Similarly, awareness regarding this orientation by supervisors also play an essential role because supervisors became hostile if someone challenge this orientation. Morrison et al., (2009) stated that high power distance orientation create hostile attitude and behavior but integrates such kind of work activities which helps power holders to safeguard their emotional resources.

Excessive usage of authority by influential is harmful for relationship of supervisor-subordinate. For instance, Lawrence and Robinson (2007) stated that power has four different aspects which includes force (physical abuse), domination (discrimination), discipline (surveillance) and influence (manipulation and negotiation).

Result of high PDO may result in any kind of above mentioned power like less self-control etc. In like manner Detert, Trevio, Burris & Andiappan (2007) contended that

People with High PDO whenever faced a threat to loose authority it triggers tension and ultimately ego depletes and individual involved in unethical activities.

Dupre & Barling (2006) examined the association between workplace aggression and supervisor control.

The researchers instigated that tight control over subordinates may result in feelings of personal injustice which also may trigger aggressive behavior. Few subordinates might consider this act of monitoring as negative activity at the workplace. As an alternative, the managers might want to get the best results and this kind of behavior might be used as a tactic. On the other hand abusive behavior, which reveals a hostile conduct from the manager toward an individual over a passage of time, may create stronger insights of injustice among subordinates. So in the light of above mentioned literature we hypothesized that;

**H<sub>11</sub>:** Supervisors' power distance orientation positively related to ego depletion

#### **2.3.4.2 Supervisor's PDO and Abusive Supervision**

This is very important phenomenon that "how supervisor interact with his subordinates" in any high power distance culture (Erdogan & Liden, 2002) as Vidyarthi, Anand & Liden, 2014 stated that since the date no research inspected the impact of supervisors on unethical behavior. Hofstede defines power distance as, "it is the extent to which a less powerful people accepts and expects unevenly distributed power in a social context" (1991, p. 28). For many decades there has been debate about the broad relationship of economic, legal, political and historical systems with the culture of a country, and the whole fabric that this generates over time. However, the relationship between culture and business creation is a novel subject in the field of research and only since the late 1980s has it been positioned as a real concern among academics and researchers in the creation of companies. At the same time, these studies on culture and entrepreneurship have been enriched by the inclusion of other groups of variables related to characteristics of the personality, behavior and socioeconomic aspects of individuals. Researchers have focused on the different behaviors which can lead to the destructive leadership in an organization which later on causes abusive supervision (Kwok, Au, & Ho, 2005). Individual's authority, power and values of status in an organization

can be observed with certain levels of power distance orientation and hence have different observations on abusive supervisions of managers and therefore diverse reactions can be observed (Lazarus & Folkman, 1984). Primary appraisal should be influenced by power distance orientation rather than secondary abusive supervision appraisal. When the employees believe that leaders are elite and superior they deserve their deference and respect because the individuals have high orientation of power distance. The workers with high power distance orientation don't bypass their seniors because they think that their leaders are more reliable and their decision making will be good (Javidan, Dorfman, de Luque, & House, 2006). There are some typical behaviors of the employees with high power distance orientation which includes instructions with question, avoiding disagreements with the managers, or submissive behavior with the managers are all characterized in the typical employees behavior. The abusive supervision is negatively correlated with the confidence of the employees. Therefore the abusive behavior will be weaker with the power distance orientation. The degree to which the employee believe that the societal and organizational power should be distributed irregularly is called power distance orientation which is also a cultural value. Some approaches, such as institutional, assume that the socio-cultural environment is what conditions the decision of individuals to create a company and, in that sense, it is not illogical to think that some cultures favor more entrepreneurial activity than others (Hayton, George and Zahra, 2002). The employees are unlikely to observe the abusive treatment as violating and unlawful interpersonal bonds (Tyler et al., 2000). Such employees think that these supervisors are their role model and hence may reduce the effect of the abusive behavior. People with high power distance orientation consider themselves superior (Yang, Mossholder, & Peng, 2007) and with respect to this they tackle individuals accordingly. It ultimately create greater social distance among different levels of organization (Javidan, Dorfman, de Luque, & House, 2006).

It shows that supervisors are more autocratic and formal in high PD cultures. Carl, Gupta & Javidan (2002) considered leadership in high PD cultures as having, "virtually no rapport between the leader and subordinate. Leaders will rely

almost exclusively on the formal contract with subordinates to achieve organizational goals, with the organization compensating the employee through financial remuneration” (p. 535) This formalized and distant mode of interaction associated with less subordinate feedback and high power differentials have been shown to relate to less cooperation (Tjosvold & Okun, 1979; de Luque & Sommer, 2000), which eventually involves supervisors into impulsive abusive supervision. Power distance is also considered as cultural variable just like social dominance construct and it is relevant to societal level (Kirkman et al., 2009). People in high PD cultures accept the status difference and consider their seniors at high level (Bochner & Hesketh, 1994). Moreover Cole et al. (2013) described that the perception of supervisor’s PDO and subordinate’s PDO effects team performance. They further established that these perceptions mediated the effect of PDO correspondence on team.

Often many supervisors used hostile behavior as tactics to motivate their subordinates and achieve intended objectives (Tepper et al., 2011). Collectivism motivates people to reestablish synchronization in their personal and social relations with rude supervisors. It may require altering the atmosphere for hostile behavior, which makes abuse look like a reasonable technique to tackle subordinates (Chen & Aryee 2007). At the place of work it is usual that employees standing at highest levels of power distance has to cope with differences in status and to follow the instructions of supervisors (Priesemuth, Schminke, Ambrose, & Folger, 2014). “Following a line of investigations recommended that employees who stand high on power distance have orientation inclined to think that the supervisor is elite, superior, so they feel very enthusiastic to achieve the set goals so that they can make their supervisor happier (Kirkman et al. 2009; Javidan et al. 2006)”. These type of employees take supervisor’s instructions more seriously (Qian et al. 2012). Subsequently, when these employees consider pleasing their supervisors as obligation, the feedback they get from supervisors is also relatively high on power distance. This variable is also proposed by Khan (2014) as a potential predictor of abusive supervision. As we discussed above in Hypothesis 11, we expect a supervisor’s POD to influence ego depletion. Furthermore we also noted above in

Hypothesis 1a and Hypothesis 1b , leaders are often faced with situations that may tempt them to involve in abusive supervisory behavior towards their subordinates, specifically when they feel stress, tension, frustration, and experience problems at work place. Suppressing those urges & temptations and acting in a civilized manner needs self-regulation, and if they fail to regulate themselves it leads towards impulsive abusive supervision and if they do so they move towards strategic abusive behavior”.

Thus, we contend that PDO predict abusive behavior via ego depletion. Therefore, considering an ego depletion framework, this study hypothesizes the following relationships:

**H<sub>12(a)</sub>:** Supervisor’s power distance orientation (PDO) is positively related to Impulsive abusive supervision

**H<sub>12(b)</sub>:** Supervisor’s power distance orientation (PDO) is negatively related to Strategic abusive supervision

**H<sub>13</sub>:** Ego depletion mediates the combined effects of (a) Supervisor’s power distance orientation and impulsive abusive supervision and (b) Supervisor’s power distance orientation and strategic abusive supervision.

### **2.3.5 Supervisor’s Perfectionism, Ego Depletion and Abusive Supervision**

#### **2.3.5.1 Supervisor’s Perfectionism and Ego Depletion**

Individuals with high levels of perfectionism have high expectations for success and accomplishments (McFarlin & Sweeney 2010) and appear to be confident and attractive. Individuals with high levels of perfectionism are more likely to see themselves as a leader, and their peers also consider them to be a leader (Judge, LePine & Rich 2006). The combination of overconfidence and self-enhancement bias due to negative perfectionism may be a “liability in jobs where a realistic conception of one’s talents and abilities is critical” (Judge et al., 2006, 772). So

we argued that there is a positive relationship between negative perfectionism and hostility. Such people expend resources to preserve their favorable view of themselves. When they feel threats toward their ego and get negative feedback, they respond negatively with hostile behaviors (Bushman & Baumeister 1998; Kernberg 1975).

Moreover, they may engage in counterproductive work behaviors. Fox et al., (2001) stated that counterproductive work behaviors have been conceptualized in many different ways such as aggression, antisocial behavior, deviance, and retaliation and bullying. Maladaptive standards of work deplete the resources more and adaptive behaviors regarding work help to restore these resources. So, in the light of above mentioned literature we hypothesized that;

**H<sub>14(a)</sub>**: Supervisor's maladaptive perfectionism is positively related to ego depletion

**H<sub>14(b)</sub>**: Supervisor's adaptive perfectionism is negatively related to ego depletion

### **2.3.5.2 Perfectionism, Ego Depletion and Abusive Supervision**

Supervisors may have the intention to harm subordinates, but that would be an extreme case of aggression. Most supervisors have the capacity to overcome their aggressive impulses and refrain from destructive leadership behaviors. Self-regulation (also called self-control: I will use these terms interchangeably) may be an important factor that keeps supervisors refraining from negative acts based on their impulses toward subordinates (DeWall et al. 2007). Self-regulation refers to "the exertion of control over the self by the self" and involves "inhibiting competing urges, behaviors or desires" (Muraven & Baumeister, 2000, p. 247). There are studies that have looked at the relationship between self-control and criminal behaviors and found supporting results that people with a lack of self-control are likely to behave aggressively (Cochran et al. 1998; Martijn et al. 2007; Smith 2004).

The argument of how stressors influence abusive supervision is based on the regulatory depletion model. This suggests that individuals who have low levels of

self-regulation are more likely to act aggressively when aggressive impulses are stimulated. Baumeister and his colleagues claim that individuals have self-control strength or resources that are limited and are expended in the process of self-control (Baumeister et al. 1998; DeWall et al. 2007; Gailliot et al. 2007; Muraven, Tice & Baumeister 1998; Stucke & Baumeister 2006). Baumeister et al. (1998) found that there is a temporary reduction in cognitive resources when people engage in the process of self-regulation. In their study, students suppressing emotion performed poorly at solving anagrams. Moreover, Muraven & Baumeister (2000) found that after an initial self-regulatory effort, later attempts at other self-regulatory tasks are more likely to fail in field settings. For example, when employees engage in emotional labor (i.e., “the act of displaying the appropriate emotion” (Ashforth & Humphrey 1993) and use up their regulatory resources, they perform more poorly in their tasks (Grandey, Fisk & Steiner 2005).

Similarly perfectionism encompasses both physical and psychological aspects of the job that require substantive physical and cognitive efforts. The impact of job perfectionism on strain becomes stronger without accompanying job control or resources (Theorell & Karasek 1996; Nahrgang, Morgeson & Hofmann 2011). Perfectionism may require expending self-control strength. As level of perfectionism increase, supervisors may reach the point that their self-control capacity to override their aggressive impulses is depleted and they fail to refrain from aggressive behavior. Hambrick, Finkelstein & Mooney (2005) proposed that supervisors may place more pressures on subordinates as level of perfectionism increase.

Dealing with the increases in the level of perfectionism, supervisors may bully or threaten subordinates who do not meet their standards (Hambrick, Finkelstein, and Mooney 2005). Similarly, Hoel & Cooper (2000) stated that with growing pressures, supervisors may take their stress out on their subordinates. Also, DeWall et al. (2007) found that individuals with a depleted capacity for self-control behaved more aggressively after an insulting provocation. Thus, as supervisors spend their cognitive resources dealing with subordinates, those resources may become depleted. They may not have much capacity left to exert self-control and may respond to impulses negatively.

Perfectionism is considered as determined for soundness and deciding high benchmarks or standards for individual's performance complemented by propensities for excessively critical assessments of employee's behavior (Flett & Hewitt, 2002). Previously, perfectionism is defined as a one-dimensional construct. However, many empirical findings showed that perfectionism is not uni dimensional construct but it comprises two underlying dimensions (Frost et, al 1993; Grzegorek et al, 2004; Slaney, Rice, & Ashby, 2002; Slaney et al, 2001). Different terminologies have been proposed to explain the two dimensions and these terminologies include functional and dysfunctional perfectionism (R.heahme, Freeston, et al., 2000), adaptive perfectionism and maladaptive perfectionism (Rice, Ashby, & Slaney, 1998), and healthy versus unhealthy perfectionism (Stumpf & Parker, 2000). Stoeber & Otto's, 2006 validates that adaptive perfectionism are majorly linked with positive characteristics, while maladaptive perfectionism are concerned with negative characteristics.

Positive perfectionism shows the behaviors and cognitions which motivate people to attain complex goals by constructive reinforcement and readiness to get success, whereas destructive perfectionism shows that people determined for unrealistic performance bench marks and it includes destructive/ negative reinforcement and a distress of failure (Stoeber & Rambow, 2007; Kung & Chan, 2014). Therefore, it is supposed that negative and positive perfectionism which ultimately affect people's work and their social life from many different viewpoints lead negative and positive results both for organizations and employees as well (Ram, 2005). Thus, empirical and theoretical research about perfectionism and its results grown significantly over the previous decade (Bieling et al., 2004)

Furthermore, to a perfectionist portraying or representing ideal self is important. Such people when face a challenge to their perceived perfect self- expectations, their self-esteem set off negatively and they become anxious (Nagel, 2002) so, to overcome their frustration they might be involved in impulsive supervisory abuse. In order to control their fear of failure and exposition of their failure in front of others they give great importance to even smallest things. Their belief that if they would fail they would loosen their worth becomes strong. Nagel (2002) states that,

“Since perfectionists tend to place a value on any action, they catastrophes any outcome which they perceive as a failure or a threat to their self-esteem, therefore, perfectionists strive to reach high standards to validate their ego” (Nagel, p. 328).

And on the other hand perfectionism if taken as a standard for excellence to boost motivation and keep one’s morale high can be used positively. For that purpose supervisor might involve in strategic abuse as they would know that such employees with perfections will work hard to complete their tasks (Davis, Bissler & Leiter, 2008). In addition to this Stoeber and Otto (2006) pointed out that despite the variety of proposed labels for these dimensions, there is significant contract that perfectionism comprehends both positive and negative aspects.

As we discussed above in Hypothesis 14a and Hypothesis 14b, we expect a perfectionism types to influence ego depletion. Furthermore we also noted above in Hypothesis 1a and Hypothesis 1b , leaders are often faced with situations that may tempt them to involve in abusive supervisory behavior towards their subordinates, specifically when they feel stress, tension, frustration, and experience problems at work place. Suppressing those urges & temptations and acting in a civilized manner needs self-regulation, and if they fail to regulate themselves it leads towards impulsive abusive supervision and if they do so they move towards strategic abusive behavior. Thus, we contend that incompetence will influence abusive supervisory behavior and that ego depletion will mediate this effect. Accordingly, drawing from an ego depletion approach, On the basis of above literature we hypothesized that;

**H<sub>15(a)</sub>:** Maladaptive Supervisor’s perfectionism is positively related to Impulsive abusive supervision

**H<sub>15(b)</sub>:** Adaptive Supervisor’s perfectionism is positively related to Strategic abusive supervision

**H<sub>16</sub>:** Ego depletion mediates the combined effects of (a) Maladaptive Supervisor’s perfectionism and impulsive abusive supervision and (b) Adaptive Supervisor’s perfectionism and strategic abusive supervision.

## **2.3.6 Supervisor's Affective Commitment, Ego Depletion and Abusive Supervision**

### **2.3.6.1 Supervisor's Affective Commitment and Ego Depletion**

Employees have commitment towards their organization, this state of mind represent intention towards work. There are various mechanism through which levels of commitment can be determine, like task and performance related to that, employee satisfaction with the task, turnover and withdrawal (Cooper-Hamik & Viswesvaran, 2005; Mathieu & Zajac, 1990; Meyer et. al, 2002). For better understanding about the dimensionality of commitment much work has been dedicated (Meyer & Herscovitch, 2001). No wonder there are several reasons for employee commitment, like employees assume that their individual level goals are linked with organizational success or attachment of employer stability is otherwise has relation with the members. Despite the fact that these debates started more than thirty years back (Meyer and Allen, 1984; Mowday, Steers, and Porter, 1979), they have persisted. In past decade or so this view has been considered by the scholars that commitment has inspiration based variables (Meyer et. al, 2004 and Meyer& Herscovitch, 2001). Commitment of employees with the work is the direct outcome of employee motivation and mostly kind of motivation which is involved in this case is known as intrinsic motivation, as employees are self-motivated (O'Reilly & Chatman, 1986) but different factors at work are the ingredients for the better level of commitment. Most of the time employees are psychologically connected with their work and this phenomenon is associated with their task and interest towards this and regularly it is a social element. Commitment to social entities like organizations and supervisors is ordinarily conceptualized as a multidimensional construct consisting of various forms (Jaros, Jermier, Koehler & Sincich, 1993; O'Reilly & Chatman, 1986). Affective commitment (AC) is one of the forms, where recognition and disguise of the emotions are the concerned factors. Other gathering's goals and values, a willingness to apply exertion for that gathering's sake, and a strong enthusiastic connection to that gathering (Allen & Meyer, 1990).

Self-decided motivations form the basis for this commitment (Meyer et al., 2004), reflecting autonomous propensities to participate in objective coordinated behaviors because they are accepted to be vital all by themselves (Deci & Ryan, 1985). These objective coordinated behaviors are not performed solely because of outer controls and influences (e.g., money related bonuses) henceforth the name self-decided. Gagne' and Koestner (2002) checked that self-decided motivations anticipated AC. Specific self-decided motivations that underlie AC are recognizable proof and disguise (Becker et al., 1996). As indicated by Deci & Ryan (1985) and O'Reilly & Chatman (1986), it reflects a desire for association, which causes actors to adjust their self-character to the objective party and carry on in ways that are consistent with the gathering's expectations because the actors acknowledge the merits of such behaviors. Disguise occurs when actors' values and goals wind up plainly harmonious with those of the objective party because actors have coordinated them into their self-concepts (Pratt, 1998). In spite of the fact that recognizable proof and disguise are separate, they are profoundly associated because of their self-decided nature.

Activity based on self-regulatory motivations produces ideal accomplishment levels in performance domains because individuals ordinarily set forth more noteworthy exertion when they are intrinsically inspired (Deci & Ryan, 1985), which explains why AC has stronger relationships with task performance and citizenship behaviors than do different forms of commitment (Meyer et al., 2002). Not exclusively is exertion higher for employees with strong AC, however their personal goals also covering with organization goals, which produces more elevated amounts of performance as well. On the bases of above mentioned literature we hypothesized that;

**H<sub>17</sub>:** Supervisor's affective commitment is positively related to ego depletion

### **2.3.6.2 Supervisor's Affective Commitment and Abusive Supervision**

Tepper (2000) described the construct of abusive supervision as subjective perception of the employees towards abusive behavior instead of actual measurement of

abusive behavior objectively. Hence employees may face different level of perceptions of abusive supervision under the same supervision (Wu & Hu, 2009). Derivatively, we can say that employee's perception leads to their subsequent attitudes, behaviors and employee's affective commitment (AC) defined as "an emotional attachment to, identification with, and involvement in the organization" (Meyer & Allen, 1991, p. 67), that most of the times gets in to a relationship with that is based on organizational identity (Johnson & Chang, 2006; Johnson, Chang, & Yang, 2010). Affective commitment is usually hypothesized to have positive relationship with performance. Likewise the leadership literature enriched with recognizing the forerunner traits and their behaviors that induce positive employee attitudes and their behaviors and make the most of effectiveness by their presence (Yukl, 2002). This "bright side" approach is also evident in a plethora of leadership theories. Because of AC of supervisors they can abuse their subordinates as supervisors perform abusive behavior to achieve an intended outcome, but this outcome may not necessarily be to cause harm (Tepper, 2007) and furthermore abusive supervision may not be considered deviant if it conforms to organizational policies and normative behavior (Tepper, 2000).

On the other hand the field of leadership has become interested in understanding the "dark side" of leader behavior that affects both leader and organizational effectiveness through its absence (Hogan & Hogan, 2001; McCall & Lombardo, 1983) and may cause impulsive abuse at workplace because Carl, Gupta & Javidan (2002) said that "Leader rely almost exclusively on the formal contract with subordinates to achieve organizational goals, with the organization compensating the employee through financial remuneration" (p. 535) and in case of failure supervisor can involve in abusive behavior unintentionally.

As we discussed above in Hypothesis 17, this dissertation claimed that supervisor's AC influence ego depletion. Furthermore it is also noted above in Hypothesis (1a) and Hypothesis (1b), supervisors often tackle the situations that compel them to involve in IAS towards their subordinates, precisely when they feel stress, tension and experience difficulties at work place. Suppressing those urges acting in a civilized manner needs self-regulation, and if they unable to manage themselves it

ultimately leads them towards IAS and if they do so they move towards (SAS). Thus, this dissertation claimed that AC influence abusive behavior via ego depletion. Therefore, considering an ego depletion framework, this study hypothesizes the following relationships:

Accordingly, drawing from an ego depletion approach, therefore, in the light of above literature we theorized that;

**H<sub>18(a)</sub>:** Supervisor's Affective commitment is negatively related to Impulsive abusive behavior

**H<sub>18(b)</sub>:** Supervisor's Affective Commitment is positively related to Strategic abusive behavior

**H<sub>19</sub>:** Ego depletion mediates the combined effects of (a) high affective commitment and impulsive abusive supervision and (b) low affective commitment and strategic abusive supervision.

## 2.4 Study 2

### 2.4.1 Overview

Study 2 basically conducted in continuity of study 1. Basic aim is to shed light on the employee's related consequences of abusive supervision at work place.

### 2.4.2 Impulsive Abusive Supervision (IAS) and Employee Morale

In a work situation, administrators generally cooperate with employees for top administration's benefit and the other way around (Pestonjee & Singh, 1977). An essential factor affecting employee's morale is their quick administrator's conduct (Baird and Bradley, 1978). Employee satisfaction is one of the factors of employee morale, as most of the investigations led in the area of abusive behavior

discovered satisfaction is an employee's state of mind towards his job (Brief, 1998), and is negatively related with abusive supervision (Breux, Perrew, Hall, Frink & Hochwarter, 2008). Ahmad, Khattak & Ahmad (2016) considered the effect of abusive supervision, job satisfaction, turnover intention and power distance and discovered negative impacts of abusive supervision on job satisfaction. Abusive supervision is negatively connected with employees' morale (Chang & Lyons, 2012). Employees' morale is connected with supervisor's intimidation and hostility; less bonding of this relationship resultant in decreased employees morale as said by Chang & Lyons (2012). Abusive supervision has been found to negatively affect employees' steadfastness to their work group (Mitchell & Ambrose, 2007), Abusive behavior influences employee's satisfaction negatively and it brings down job satisfaction (Tepper, 2000). Recently, an exact investigation has discovered that workplace harassing negatively identifies with employees' job satisfaction (Arenas et al., 2015). As indicated by social identity theory, when pioneers treat their employee's hostility, employees' feeling of having a place with the association will be diminished and employees are probably going to feel discouraged (Ouyang et al., 2015). Without a doubt, past research has proposed that contrasted and non-abused employees, employees under abusive supervision encounter less great mentalities (Keashly & Jagatic, 2000).

It is eminent that maltreatment or other forms of mistreatment in the place of work, can affect employees' routine and output as said by Tepper, Henle, Lambert, Giacalone & Duffy (2008) and ultimately can influence organization's competitive edge (Rahimi & Kovaevi, 2009). Impulsive abusive supervision degrades the organizational outcomes and it not only in terms of performance low level but also impacts on other aspects of the morale of the employee. Such conducts motivate subordinates for deviant work behavior the cost of which is in the form of demeaning of organizational performance. Supervisory abusive acts create intimidation and hostile environment that lead towards lack of interest at work pace. It must be considered that the stimulus for workplace discrimination and aggression may differ from employee to employee due to their traits differences, hierarchical levels, administrative center conditions, and type of industry where a particular worker

is doing work. Employee morale conditions are one of the vital importance of HR. Morale of an employee is eagerness, willingness, and spirit that motivates the employee to work. In presence of supervisor impulsive abuse, it is far impossible to attain these traits. An employee with high morale condition adds significance contributions towards organization while a worker with low morale condition cannot fulfill objectives of his/her task and assignment. Unwanted, psychological or physical abuse from one worker towards other workers at workplace negatively enhances employee morale (Duschek, 2004). This further tends to flare up multiple behavior disorders. Aggression committed by colleagues has direct negative effects on employee's turnover intention, while supervisory aggression results in an employee's turnover intention through a pathway of decreased employee morale. Supervisory abusive behavior and morale of employee go with each other. Abusive hostile intimidates and fearful conditions of a workplace are responsible for low performance and negative morale of the workers. It is impracticable to maintain conducive work environment when there is supervisory abusive at a workplace. A high morale condition with no abusive condition enhances competitive advantage and organizational outcomes.

The work relationship implies a set of reciprocal obligations where the presumption of good faith of both parties generates the necessary confidence in order to make the productive relationship viable. Probity and morality at work are the ways in which this necessary trust is expressed, since the parties expect a certain behavior from one another according to the moral rules of coexistence prevailing in a particular place and time. Failure to comply with these moral standards that are an essential requirement of any employment relationship, enables the other party to unilaterally end this relationship that becomes unsustainable due to the loss of confidence. In the case of the lack of probity or immoral conduct on the part of the worker, these suppositions constitute a cause of justified dismissal enshrined in the substantive labor law, and that is why its analysis and understanding are pertinent in the light of nature and is only legal but axiological that they behave. In environments that are considered competitive, the value of companies is not only measured in terms of their economic or financial results, but also in terms

of their image, reputation and ability to retain highly qualified human resources in the organization. Both the academic literature and managerial practice show a growing concern for the organizational climate, as a means to understand the factors that affect the trust, commitment and performance of employees in the organization. A dark side that negatively affects the organizational climate is the existence of abusive behaviors, understanding as such the dysfunctional behavior of workers that affect, or have the potential to affect, the effective functioning of the organization. These behaviors include both those who seek to harm the organization (theft, sabotage, absenteeism, tardiness, decreased productivity) and those that affect individuals, whether they are workmates, employees or supervisors (jokes), isolation, lack of respect, intimidation, physical aggression). Initially, the study of abusive behaviors was limited to the field of industrial plants and almost exclusively focused on those that could be classified as severe behavior, including theft, absenteeism (Johns, 1994) or physical aggression (Chen and Spector, 1992). The approximations of how certain organizational contexts are more or less prone to promote abusive behaviors have been little developed, remaining in too generic concepts such as low morality.

Tepper et al., defines impulsive abusive supervision (IAS) as “automatic and uncontrolled actions that may occur outside the supervisor’s awareness” (2012, P.194) Slightly differing to Tepper’s definition of AS, Ferris, Zinko, et al. (2007) discussed impulsive abusive supervision as “assertive tactical abuse’ states that such behaviors demonstrates individual’s distinctiveness not to respond to contextual features, with specific and obvious short-term intended objectives of employees”. In addition to this, stress has been considered as a powerful tactic of assertive abuse (Sadler, Hunger, & Miller, 2010). Intimidation and hostile actions are primarily impression management tactics identified by Jones and Pittman (1982) that generates hazard and fright. Jones and Pittman (1982, p.236), illustrated it as a tactic “whereby individuals seek to be viewed as intimidating by threatening or bullying others”. These behaviors encompassed bullying, aggressiveness, threatening and intimidation, (Bolino & Turnley, 1999). Abusive supervision has been considered as negative construct by many researchers (Adams, 1992) that is reinforced by

its absence to be assumed as a strategic behavior. Hence, it can be determined due to lack of clarity of strategic abuse all these terminologies such as bullying, abuse, intimidation and hostile behavior considered as replacements of each other. Thus, it is argued that all these terminologies like aggression, abuse, intimidation and bullying are identical with each other. Hornstein, (1996) & Mehdi et al, (2012) contended that abusive behavior has negative influence on employee's mental and physical health, attitude and turnover. In like manner "abusive supervision effect the employee's morale as Change & Lyons (2012) said that abusive supervision has a negative correlation with employee's morale. Employees' morale is connected with supervisory aggression low nature of this relationship results in decreased employees 'morale (Chang & Lyons, 2012)". Chang & Lyons (2012) advance contended that aggression executed by colleagues has coordinate negative effects on employee's turnover goal, while supervisory aggression results in an employee's turnover aim through a pathway of decreased employee morale. Employee work satisfaction is a factor in and source of employee morale, as most of the studies led in the space of abusive supervision have discovered occupation satisfaction is an employee's state of mind towards his activity (Brief, 1998), and is negatively connected with abusive supervision ( Breaux et. al, 2008). Emotion created by abusive supervision at work, have severe effects on job satisfication (Richman, Flaherty, Rospenda, & Christensen, 1992) and feelings and frustrations significantly affects job satisfaction particularly when one has low job mobility (Tepper, 2000). In addition to this unethical behavior extracts a significant human cost: Employee performance, morale, and well-being are all impacted by such deviant behaviors (Robinson & Greenberg, 1998; Lian, Ferris, Brown, 2012). However, some factors such as leadership, morale, and unit cohesion may help to reduce this risk. Furthermore Change & Lyons (2012) said that the accountability process hurt the morale of the employee because subordinates interpreted the accountability process negatively. So, by concluding above mentioned arguments we can say that unconsciously exhibited hostile behavior of supervisors will reduce the employee's morale. Therefore, based on the above mentioned literature review developed the below mentioned hypothesis.

**H<sub>1</sub>:** Impulsive abusive supervision is negatively related to employee's morale.

### **2.4.3 Relationship of Strategic Abusive Supervision (SAS) and Employee Morale**

On the bases of literature review ideally it is recognized that strategic abusive supervision (SAS) has positive consequences. However our study may establish that strategic abusive supervision has some negative consequences. Strategic abuse is explained by (Tepper et al 2012) as “thoughtful and deliberate expressions of hostility that are performed with specific objectives in mind” (p.194). Strategic abuse has been used as a strategy to accomplish the set targets and organizational goals by supervisors (Ferris, Zinko, et al., 2007). It can be used as an efficient management tool. Moreover, they elaborated it as “leader bullying represents strategically selected topics of influenced by leaders designed to convey a particular image and place targets in a submissive, powerless position whereby they are more easily influenced and controlled in order to achieve, personal and/or organizational objectives” (Ferris et al., 2007, p.197).

Abusive supervision is a typical organizational wonder, proactive conduct in the workplace is ending up progressively alluring due to the unpredictable and quick changing nature of the present working situations (Belschak, Den Hartog & Fay, 2010). In the support of strategic abusive supervision Treadway et. al, (2007) argued that such kind of skillful and strategic abuse not only controls the targets but also the audience who observe the bullying. Tepper (2000) found that subordinates' procedural equity discernments clarified the impacts of abusive supervision on subordinates' job satisfaction, organizational commitment, and strife amongst work and family. As indicated by social identity theory, when pioneers treat their employee's hostility, employees' feeling of having a place with the association will be decreased and employees are probably going to feel discouraged (Tajfel and Turner, 1985; Ouyang et al., 2015). In reality, past research has recommended that contrasted and non-manhandled employees, employees under abusive supervision encounter less great states of mind (Keashly & Jagatic, 2000). Abusive

supervision likewise constitutes a wellspring of stress that is harming to employees' full of feeling loving for their jobs.

In the favor of strategic abuse bullying, Treadway et al. (2007) argued that such kind of skillful and strategic abuse not only controls the targets but also the audience who observe the bullying. Politically skilled supervisor's strategic abuse is beneficial for the employees who are not mature enough to understand and come up with the work expectations of supervisor. Strategic abuse supervision maneuvers the behaviors of the employee strategically and tends them to align themselves with specific work outcomes. This is the supervisory tool for the enactment of workers as per the desired results. This strategic abuse is not intended to create hostile, intimidate or negative environment for workers but this is a treatment that meditates on unachievable to achievable. Such strategic supervisory skill modifies personality traits including motivation, work attention, morale and inner willingness to carry out particular work. This is a way to maximize negative consequences and enhances positivity for work outcomes. Politically skilled manager/supervisor takes his assignments and work in a way that a nonpolitical skilled manager demeans. This type of behavior is basically used in the situation that is basically appropriate for subordinates as well it boost ups their inner motivation morale, confidence, and spirit. Strategic abuse supervision has the positive relation to employee morale. A strategically skilled supervisor enhances employee morale conditions that are beneficial for working conditions. It is important to note that such abuses do not mean to demean the work environment or creation of bad environment but this is a skillful way to make sure that employers are having high moral standards. Strategic abuse has a positive relationship with employee morale and it is an important trait of a manager that not only enhances the morale of the employee but also increase the performance of the organization.

According to Salin, (2003) organizational politics is one of the competitive strategies and it could be used to control bullying behavior at workplace environment. In addition, tactical behavior in organization is to achieve preferred goals that come in the area of type of political behavior as explained by Liu et al., (2006). There are certain studies that assert the use of abusive supervision by the supervisors is

due to the reason that the need to exert influence over their subordinates by using it as a tactic at the workplace (Zinko et al, 2007). Other research studies found that the use of strategic behavior can be useful for the leaders in order to attain personal or organizational goals effectively and efficiently (Ahearn et al, 2004). Moreover, the political skills of the leaders are also considered as an important tool by different research studies in order to get their objectives. It is further believed that those supervisors/leaders who are politically skilled know that how to handle the diverse situations in the most efficient and effective way. It also allows them to remain more productive by taking right actions in such situations (Ferris et al, 2004). It is affirmed in different studies that the leaders/supervisors strive to minimize the negative outcomes and to achieve the organizational goals at the same time. In this effort, it is necessary for them to be equipped with the strategic abusive supervision (Ferris et al, 2005). Furthermore they gave the arguments that strategic abusive supervision is needed to help employees with their maturity level and to let them know how to deal with strict deadlines. On the contrary it is pertinent for the supervisor to have adequate knowledge of the strategic behaviors that are useful in handling the diverse situations. Otherwise he may get indulged in the traditional ways of getting things done and that may cause to give rise to the negative perceptions by the employees and lead to increase in the negative impacts. Researchers found that the strategic abusive supervision tends to facilitate the supervisors to improve the level of work among the employees and the misconduct in their behavior but also it impacts positively over the productivity and performance of the employee (Khan, 2104). By morale, we mean how much individuals are comfortable at work settings. It is different from the concept of inspiration, which means that willingness to perform (Lawler, 1973). Employees morale is morale deeper feelings of inspiration which compel them to give their optimum (Hackman and Oldham, 1975). In this dissertation positive aspect of abusive behavior used to motivate employees and get intended objectives. Hence, based on the above mentioned literature developed we develop the below stated hypothesis.

**H<sub>2</sub>:** Strategic abusive supervision is positively related to employee's morale.

#### 2.4.4 Relationship of Employee's Morale and Job Stress

According to Ganster & Perrew, (2011) stress triggered because of external effects on people, and due to their reactions to these distresses. We denoted these external effects (environmental) as psychological stressors which upset persons through a process of psychosomatic stress. In this psychological stress process, environmental effects are stated as “stressors” and the people reactions referred as “strain” by Griffin & Clarke (2011). Lazarus in 1993 discussed about this concept and said this idea is originally resultant from the concept of engineering related to strain and stresses, and mechanism as a motivation. He explained stress as “an external load of demand on a biological, social or psychological system” (Lazarus, 1993, p. 2). Furthermore (Sanders, 1983) claimed that stress is basically state of mind which disproportions the energy supply and it is problematic to reestablish. Stress is considered as a responsive strategy that is injected in the natural work done by Selye (1976). He claimed that stress is considered as a psychological reaction to external stressors based on all body parts which ultimately in long run deteriorates the body's defensive mechanism and it is revealed in emotional responses, e.g., anger, anxiety, inability to concentrate and depression (Selye, 1976; Hart, Wearing, & Headey, 1995; Hart & Wearing, 1995; Hart & Cotton, 2003). Selye (1976) distinguished between both which shows that positive stress is related to positive emotions and distress or negative stress related to negative feelings which ultimately encourage people towards their great achievements (Selye, 1976; Coon & Mitterer, 2008). Further Selye explained it as “the non-specific response of the body to any demand” (Selye, 1976, p. 63). Likewise Ganster and Rosen welldefined stress as “the process by which workplace psychological experiences and demands (stressors) produce both short-term (strains) and long-term changes in mental and physical health” (2013, p. 1088)

As indicated by recent examinations, work related stress represents 50– 60% of all lost working days (Golubic et. al, 2009). Work-related stress is thought to be unsafe when physical and enthusiastic reactions happen when there is a confound

between job prerequisites and the workers' capacities, assets, or necessities (Mursali, Basuki, and Dharmono, 2016). Most researchers concur that workplace variables can cause work-related stress (Clegg, 2001). These components are isolated into physical and psychosocial risks. Presentation of physical dangers in the workplace can be related with nervousness that, thus, drives encountering workrelated stress. Psychosocial perils incorporate components identified with work outline, association, and administration, together with workplace social structure that can effectively affect people (Cox & Rial-Gonzalez, 2002). Work-related stress more often than not impacts individual and organizational issues including behavioral, mental, and additionally physical results, execution, job satisfaction, and organizational commitment (Beheshtifar et al, 2011). Dale and Fox (2008) in an examination inspected the connection between leadership style and organizational commitment affected by stress inferred that there is no connection amongst stress and commitment. Chu, Lee, and Hsu (2006) came at the conclusion that the stress impacted organizational commitment which thus influenced how people carry on in associations. As indicated by Robbins and Sanghi (2006) "A dynamic condition in which an individual is gone up against with an opportunity, requirements, or request identified with what he or she wants and for which the result is seen to be both dubious and imperative." stress is an expanding issue in associations and frequently cause unfavorable impacts on execution. According to Luthans (2002) other than the potential stressors that occurred outside the association, there were moreover those that were identified with the association. In spite of the way that an association is comprised of groups of individuals, there are likewise more full-scale level measurements, excellent to an association that contains potential stressors. Hoboubi, Choobineh, Ghanava Keshavarzi & Hosseini (2017) researched the activity stress, work satisfaction, and workforce productivity levels, and perceived variables related with effectiveness decrement among employees of an Iranian petrochemical industry. Blumenthal (2003) proceeded to battle that excess stress is unsafe, harming and negative to human prosperity and productivity. Stress can influence a person's prosperity by causing brokenness or intrusion in numerous ranges. This brokenness stretches out into the organizational world and

prompts diminished productivity. Garrison and Bly (1997) expressed that companies have ended up being intensely aware of the issues caused by stress. The ailments identified with stress are over the top, and they can injure an imperative specialist. Exactly when stress isn't managed well, non-appearance, turnover, and restorative pay addition and effectiveness diminish. Garrison and Bly (1997) also expressed that the working environment is unprecedented simply because such a lot of our possibility is spent at work. Thompson and Mc Hugh (1995) are of the supposition that when especially in regards to stress in the work environment, contemporary records of the stress 'process' routinely take after stress as occurring because of an agitator between an individual and their specific condition, where internal or external components push the general population versatile limits past his or her farthest point.

Employee morale is a force that instigates an employee to do the particular task. An employee with high morale is always good performer if we compare with an employee of low morale. In relation to job stress, employee morale is negatively influenced. Employee stress is a barrier created for organization performance. An employee with stress situation cannot fulfill the assigned objectives. Stress has greatly an effect on efficiency and performance of organizations. physical environment, workload, career advancement, management style, working relationships, organizational support, work itself, rewards, job security, job independence, role clash and vagueness about a task. An employee with boosted morale and with low stress presents much higher commitment and attention towards work. High moral standards mean willingness to work, the motivation for task and energy to do something. It is basically an inner force that coerces an employee to work at the highest level of performance that one can do. It is noted that high morale conditions with low stress generated extraordinary results. While an employee with job stress can not present exceptionally high morale conditions that result in performance dilapidation of the organization. So it is imperative to keep in account that firm outcomes are only achievable if employees are with high morale conditions and with low job stress. Thus, it is claimed that anxiety is an inside

state or emotion instigated by reaction to an outside state. If the individual's perceived condition is favorable or positive, it creates eustress or positive stress. And if not, then it becomes the reasons of distress. So we can argue that it may influence job stress because it is based on internal state of people. Likewise in support of this argument we used "theory of emotions" given by Bradburn (1969), who discovered that stress and morale both are independent concepts but both add in the same way to the excellence of life. It might be comprehended as deviations in employee's morale; low morale is related to employee's misery, whereas high morale of employees can efficiently handle the stressful circumstances at work as said by Ford (2004). Hence, on the above mentioned literature review we developed below mentioned hypothesis;

**H<sub>3</sub>:** Employee's Morale is negatively related to employee's job stress.

#### **2.4.5 Relationship of Employee Morale and Employee's Psychological Well-Being**

Psychological well-being itself is a moderately new idea in the exploration domain. All through history, the possibility of "happiness" has charmed thinkers and theoreticians, yet the scan for a superior comprehension of the reasons for satisfaction has increased in the course of recent decades, as (in the Western world in any event) socially acknowledged objectives have moved.

In philosophy, individual that faces contentment of his/her desires for self-sufficiency, relatedness, competence, will be tangled and experience a more sense of comfort and safety, and more encouraged in whatsoever field they feel the contentment in. In this situation, focusing particularly on the execution of all these requirements and consequences practiced at the workplace. In (2011) a research by Milyavskaya & Koestner established that fulfillment needs basically closely connected to individual's well-being in numerous ways, including relationships, work activities and family. Other scholars have also established the connection among well-being, self-determination and needs satisfaction (Reis, Sheldon, Gable, Roscoe, & Ryan, 2000).

As indicated by Diener et al. (1995), they want to be upbeat is the most well-known goal among individuals in Western societies; surely, they have discovered that in the present focused world, individuals have a pronounced inclination for a cheerful life more than one that is monetarily secure. Job satisfaction includes a few fundamental segments, for example, particular convictions about one's job, conduct propensities as for it, and sentiments about it (Isen & Baron, 1991). The positive impacts of accomplishment at work may overflow into a person's close to home life and increment general satisfaction (life satisfaction) (Bessokirnaia & Temnitskii, 2002). One segment that improves these positive impacts of achievement at work is job satisfaction. At the point when an individual encounters job satisfaction, it might prompt larger amounts of commitment and along these lines more prominent accomplishment at work (Hui & Lee, 2000). The level of job satisfaction can act as a determinant of a person's health and wellbeing. On the other hand, decreased job satisfaction may likewise influence an employee's profitability and can prompt poor organizational results (Faragher, Cass & Cooper, 2005), which thus influence society's economic success (Faragher, Cass & Cooper, 2005). Furthermore, the expanding number of females who work outside of the home has changed ladies' roles inside society. Presently, ladies are dynamic members in economies around the world, and in spite of the way that ladies spend an extensive bit of their chance in the working environment, they are as yet considered the fundamental guardian at home (Abbott, Tyler & Wallace, 2006). Existing examination reliably displayed positive associations between organizational commitment to the association and guides of worker wellbeing, including general general well-being (Bridger, Kilminster & Slaven, 2007), physical well-being (Siu, 2002), positive effect (Thoresen, Kaplan, Barsky, Warren & de Chermont, 2003), job-related well-being (Epitropaki & Martin, 2005). Well-being is a dynamic idea that incorporates subjective, social, and psychological measurements and also well-being related practices. Psychological well-being is about lives going well. It is the mix of resting easy and working adequately (Huppert, 2009). As to Saari & Judge (2004), that talked about the employee demeanor and job satisfaction, the paper was distinguished how to quantify the job satisfaction and impact the employee

attitudes. From this exploration, the specialist presumed that the individual's job satisfaction is in such a great amount of control by the association, for the employee, the satisfaction of a job is an outcome from their execution and could influence to their life satisfaction. Be that as it may, proceeding to take activities to address low job satisfaction isn't imperative for organizational adequacy, yet by not doing as such, associations can cause an overflow of employees, low job satisfaction into their life satisfaction and well-being.

Higher employee productivity is related to the psychological well-being of the employee. There is the relationship between employee well-being on one hand and organizational performance on another hand. An employee with better psychological state performs exceptionally well and leads organizational towards the better output. Psychological well-being of the employee is self-alignment towards goal achievement. Psychologically sound employee exhibits desired behavior necessary for organizational performance. The facts describe that makes an undeniable requirement for taking action to raise individuals' well-being at work. Doing so not only paybacks individuals and makes organizations better places to work in, the confirmation also shows that people who attain good standards of well-being at work are more likely to demonstrate a range of skills that will also benefit their employers. In workplaces that are set up to promote well-being, people have a propensity to be more inspired, more loyal, more productive, and execute better in terms of customer pleasure. Employee morale and Psychological well-being are positively related to each other. An employee with high morale and psychological well in all respect tend to exhibit an extraordinary manner. It is important to note that high morale conditions of the employee in face driving force for organizational performance. There is the positive association between employee morale and psychological well-being. If an employer prefers that at workplace employees should have high morale and in a psychological well-being state, high performance may be expected from this particular organization. So we hypothesized that;

**H<sub>4</sub>:** Employee morale has positive and significant employee's psychological well-being

### **2.4.6 Relationship of Employee Morale and Employee's Job Engagement**

The concept of work engagement was presented by Kahn (1990) first time, he said that it's a self-destruction which is all about emotional physical, and cognitive labors (Rich et al., 2010). According to Kahn's (1992) used terminology influential work for this, furthermore Schaufeli et al. in (2002) described "work engagement as, a positive, rewarding, work-related state of mind that is characterized by vigor, devotion, and absorption" (p. 74). All these scholars, gave three dimensions of work engagement named as absorption, vigor and enthusiasm. Vigor represents the readiness to utilize energies at work, and determination when confronted with problems (Schaufeli et al., 2002). Dedication refers to the urge of enthusiasm interrelated to work and inspiration, challenge and importance as described by (Salanova et al., 2005). Absorption is categorized by deep addiction, complete attention and detailed obsession in the work (Salanova et al., 2005).

Employees' binding to their associations uncommonly influences their execution and furthermore the association's execution. It is how much the employee is associated with his/her work and is reliable to his/her association (Ajibade & Ayinla, 2014). Organizational commitment is affected by numerous unmistakable and indistinct elements, including outside, internal, around the world, individual, political and business condition factors (Nasir et al., 2014). Engaging employees to their work represents to the underlying step towards building a submitted organizational condition where employees will be asked to apply more effort (Field & Buitendach, 2011). The discoveries demonstrated a basic positive association between affective organizational commitment and work engagement, where bliss and work engagement have the prescient motivator for enthusiastic organizational commitment (Field & Buitendach, 2011). Occupation satisfaction has a colossal part in organizational commitment, which demonstrates that employee engagement can be updated through satisfied employees, in this way ensuring higher gainfulness in associations and higher objective to stay in that association (Abraham, 2012). Troughs and HR specialists should contemplate the association amongst

delight and work engagement which prompts higher employment satisfaction and thus more unmistakable possible outcomes for organizational commitment (Field and Buitendach, 2011). Fachrunnisa and Adhiatma (2014) mulled over the Role of Workplace Spirituality and Employee Engagement to update Job Satisfaction and Performance. The outcomes showed that workplace supernatural existence and creative process engagement was required to make work satisfaction which by then prompts employee execution. The examination's discoveries demonstrated that the innovative procedure engagement was positively identified with employee execution. Henryhand (2009) led an exploration to ponder the Effect of

Employee Recognition and Employee Engagement on Job Satisfaction and Intent to leave in the Public Sector. The examination found that the impression of employee recognition and employee engagement significantly affected the general job satisfaction and goal to leave the association. The examination showed that employee acknowledgment and employee engagement are the key factors in holding the present specialists. This examination concentrated on the present situation of employment satisfaction factors in the investigation association, the role employee engagement plays, and its effect on dynamic employees.

Engaged employees are more likely to continue with the business, execute tasks in a better way than their contemporaries and perform as the promoter of the business. Engagement can develop foundation-line profit and facilitate organizational dexterity and better competence in driving change initiatives. Engagement levels can be different according to different biographical and individual characteristics. Younger employees may be positive when they first join an organization, but can promptly become disconnected. Highly gregarious person and adaptable individuals find it easier to engage. Engagement is a choice; dependent upon what the employee considers is worth investing themselves in. Engaged individuals advance themselves fully in their work, with increased self-efficacy and a positive impact on health and well-being, which in turn induce an increased employee support for the organization. An employee with sound morale condition tends to acts in the more desirable way rather than a person with unsound morale conditions. There is the positive association between employee engagements and moral condition of

the employee. The HR department and sections should create such environment where employee engagement should be achieved through the high moral condition of the employee. The firm should take this face into account that an engaged employee definitely exhibits high morale that works together to perform successful organization. In the corporate world, small or big organization are adopting practices that keep their employee in high morale condition and it further links with organization engagement. For better output of the firm, the employee should be engaged through high moral standards. It is important to note that there is the positive relationship between employee's commitment to workplace and morale condition of the employee. Managers should hire individuals with higher morale and that is desirable for firm's commitment.

Based on the COR theory by Hobfoll, (1989), we said that the organizational commitment mediates the relation-ship between customer-oriented (OCB) and abusive supervision. The theory said that people in chaotic circumstances seeking to obtain, retain and protect all resources that cherished by them and that assist as a ways to achieve what they people value (Hobfoll, 1989). In (1988) Hobfoll stated that stressful conditions occurred when the actual loss or threat of loss of resources happened, or when any discrimination between resource gain and resource investment exists. The emotional strain instigated by stressful states which buffered when people considered that they have adequate resources to tackle it (Hobfoll, 2001). Therefore, coping is extremely vital when fronting stressors, and furthermore it may demonstrate that key factor that intervene the relationship between stress and optimal functioning (Hobfoll, 1989). To protect against the loss of resource generally need investment and other resources (Hobfoll, 2001). Though, it is emotionally injurious for persons to recognize the damage of means than its gain (Hobfoll, 2001). In this way, persons suppress resource investment when observing resource loss in some circumstances. As a serious inducer of employee's psychological stress, abusive supervision and interruption of work, demoralizes workers' work engagement (Shao et al., 2011; Mitchell and Ambrose, 2007; Ash forth, 1997). In the same way Morale is the spirit and enthusiasm that encourages subordinates towards work challenges as said by (Agerwal, 1983). So, that we

theorized that employees morale predicts work engagement.

**H<sub>5</sub>:** Employee morale has positive and significant relationship with job engagement.

#### **2.4.7 Mediated Relationship of Impulsive Abusive Supervision and Job Stress**

The term stress comes from physics, refers to the pressure exerted by one body on another, being the one that receives the most pressure that can be destroyed and was adopted by psychology, now called the set of psychophysiological symptoms such as: fatigue, loss of appetite, weight loss and asthenia, among others. Many use the word stress as a synonym for fear, anxiety, fatigue, depression, but it is difficult for both researchers and scientists to clearly define what they are talking about, what is the meaning, scope and consequences of these concepts. Fear is a central concept in stress as in anxiety, but it is reserved to name a sensation of fear, with anticipated activation throughout the organism, that appears before a situation or external stimulus that can be accurately identified. Anxiety, in general, refers to a state of activation or exaggerated agitation that appears in the individual as a reaction to external events or associated with thoughts or feelings of the individual. It is a kind of irrational fear, not justified. Clinical or psychopathological anxiety is harmful, it is not adaptive as there is no objective threat and it is persistent. It has symptoms such as palpitations, muscle tension, headache, difficulty breathing. It prevents the person from facing situations that trigger it, so that it tends to isolate itself, thus harming work performance and interpersonal life, both social and family. When psychopathological anxiety is linked to an external agent that provokes or triggers it, and it is prolonged or intense, we talk about stress. As we said earlier, fatigue is often confused with stress, although both can be distinguished. Fatigue is relieved by a change in activity and dissipates with rest, which is not the case with stress. However, continued fatigue at work is another factor in stress and cause for job dissatisfaction. This can lead to stress if there are a series of circumstances such as long working hours,

little rest, high demand for work and monotony. Fatigue itself is a subjective and physiological state that is characterized by a lack of interest in the task that is being done, by a feeling of discomfort and a reduction in efficiency.

The other reason of job stress is the abusive supervision by the managers. This behavior will lead to the low organizational performance. When the two make a career, this implies, in the best of cases, mutual sacrifices. It is crucial the importance that each one gives to work, and to other issues relevant to life such as having children, forming a traditional family or caring for close relatives who are disabled. The incorporation of the two spouses into working life decreases the time of dedication to the family. The increase in competitiveness and insecurity in employment contribute to aggravate the problem. Working hours and excessive demands affect family life; Promotions and promotions are often accompanied by more responsibilities and sometimes less free time, along with more pressure. Reciprocally, conflicts and personal and family problems affect work life, negatively affecting performance and job satisfaction.

Work stress is characterized by an employee's response to attributes at the workplace that appear to be rationally and physically undermining (Jamal, 2005). An irregular state of work stress could make employees undesirable, ineffectually moved, less productive, and less sheltered at work (Arshadi & Damiri, 2013). Work stress influences their prosperity as well as their work execution, provoking absences or turnover. Work stress is comprehensively seen as one of the affecting variables of employment satisfaction. A progression of studies revealed that work stress was negatively identified with work satisfaction, Lu et al. (2016) through a couple of examinations divulged that work stress positively influenced turnover point (Liu & Onwuegbuzie, 2012). Abusive supervision not just harms focused on employees and their associates, as well as identifies with the accomplishment and survival of the associations themselves (Martinko et al., 2013). Past research revealed that, abusive supervision can be mostly cleared up by, for instance, abuse by the administrator's own specific boss (Bardes Mawritz et al., 2012), working environment stress (Burton et al., 2012), low execution levels of their subordinates (Tepper et al., 2011) and how directors were treated with their parents in

the midst of adolescence (Kiewitz et al., 2012). Employees report more hoisted amounts of abusive supervision when their supervisor encounters work environment stress (Burton et al., 2012), procedural/interactional injustice (Tepper et al., 2006), psychological contract rupture (Hoobler & Brass, 2006) or when their administrator was presented to family undermining in the midst of adolescence (Kiewitz et al., 2012). Effective commitment is specifically related to conspicuous verification and enthusiastic association with the association (Panaccio & Vandenberghe, 2009). Such connections give employees the conviction to request imperative assets and apply imperativeness towards their jobs, which consequently brings about more raised amounts of employee prosperity (Panaccio & Vandenberghe, 2009). Social exchange theory (SET) recommends that a feeling of commitment is developed in employees who get esteemed exchange content from their bosses, and that this outcome in response to attitudes and practices of significant worth to the business (Cropanzano & Mitchell, 2005). Compelling commitment is straightforwardly identified with recognizable proof and enthusiastic connection to the association. Such connections give employees the certainty to request essential assets and apply vitality towards their jobs, which consequently brings about more elevated amounts of employee well-being (Meyer et. al, 2004). “Job satisfaction” depicts how much an employee likes/hates his/her job and different parts of it (Locke 1976). Job satisfaction mirrors an employee’s sentiments and convictions and creates through subjective, passionate and emotional responses to the job itself and its measurements (Locke, 1976; Rich et al., 2010). Effective commitment is specifically related to the identification and enthusiastic connection to the association. Such connections give employees the certainty to request vital assets and apply vitality towards their jobs, which consequently brings about larger amounts of employee well-being (Meyer, Becker & Vandenberghe, 2004; Panaccio & Vandenberghe, 2009).

Employee morale is negatively associated with impulsive abuse supervision. It meditates between impulsive abuse supervision and job stress. Employee morale also negatively related to job stress. Employee morale is negatively related to IAS and Job stress. The morale of an employee is basically high spirits to perform

the particular job. The employees with high spirits feel less impulsive abuse supervision. The managers normally treat in a fair manner that's why they exhibit high performance. Furthermore, low spirit employees feel high impulsive abuse supervision and their performance is not up to the mark. It is important to note the relation between employee morale and job stress, as also employee morale mediates with job stress. Job stress consists of multifarious unwanted thwarts faced by employees at work. It may be of a different kind depending upon the working environment and psychological aspects. An employee with high-stress level feels low efficiency and exhibits low performance. Job stress is negatively related to employee morale. As morale of the employee meditates between IAS and job stress, it is important to take into account that job stress and employee morale are converses with each other. Increasing one shall lower other and vice versa. An employee with high spirits and high moral condition feels lower stress and vice versa. Performance of the firm uplifts itself when the employee comes with high morale and low job stress levels. It is necessary to mention that HR managers should make arrangements where an employee feels high morale conditions and lower stress. It enhances performance and brings fruitful results as per requirements.

In a work environment, supervisors mostly interact with employees on top management's behalf and vice versa (Pestonjee & Singh, 1977). Due to their high level of interaction with employees, usually to the worker his supervisor in his company (Harrell, 1985). On the bases of above literature we hypothesized that;

**H<sub>6</sub>:** Employee's morale mediates the relationship between Impulsive abusive supervision and job stress.

#### **2.4.8 Mediated Relationship of IAS and Job Engagement via Employee Morale**

Abusive supervision gravely influences subordinates' impression of organizational equity, which at last influence their execution, job satisfaction, life satisfaction, organizational commitment, organizational citizenship behavior, strife amongst work and family-life and psychological distress (Kang & Jensen, 2009; Tepper, Duffy,

Hoobler, and Ensley, 2004; Tepper, Moss, Lockhart, and Carr, 2007). At the point when employees feel as if they are liable to abusive supervision, managers engage in the sustained display of hostile verbal and non-verbal behaviors, barring physical contact (Tepper, 2000) will hurt their work dispositions, emotional wellness or physiological illness aberrant effect and even outcome in circumstances where job inclusion sees a negative effect. In the light of Social Exchange Theory Blau (1964), when employees make commitments to an association, in view of a comprehension of correspondence, when they see that negative leadership connections exist, they will feel that the association is uncalled for, that they are not being focused on or that they are not being regarded, and it will hurt their feeling of identity and feeling of having a place with the association; in this way, they will lose their motivation to work aggressively (Blau, 1964) — or they may even take part in negative behavior (Liao, 2014). Past research has uncovered that when employees are engaged in their work, it will impact job satisfaction and increment work execution (Vroom, 1962). Along these lines, numerous organizations have started offering thought to the vital inquiry of how to get employees associated with the jobs. As indicated by past research, when employees feel just as they are liable to abusive supervision, there will be a decrease in levels of voice behavior because of dread of awful reports from their bosses and potential loss of advantages (Li, Ling & Fang, 2010).

Employee morale meditates between IAS and job engagement. It strengthens relationship with job engagement positively while weakens relationship with IAS. Employee morale is positively associated with job engagement as high spirit employee is always engaged in work. Employee work engagement is the ability of an employee to keep up strong commitment to his work. An engaged employee with work exhibits high morale and spirits while low morale employees are not committed to work at all. Likewise Supervisory abuse significantly and positively associated with job strain for employee's and employee's turnover intention (Wu & Changya Hu, 2009; Harvey, Stoner, Hochwarter, & Kacmar, 2007). Low morale employees always exhibit low performance that ultimate causes low organizational outputs. Today in corporate sectors and good firms are in habit of boosting up

employee morale so that they could present better job engagement. Such opportunities may be created where employee feel high morale and spirits for the betterment of the organization. Employee morale on another hand negatively associated with impulsive abuse supervision. Employee morale here weakening the relationship with IAS, it implies that High morale employee is nourished in the fear-free environment. The abusive supervision lowers the efficiency of the employees and hence lowers the organizational outcomes (Wu & Changya Hu, 2009). It is important to consider that organizations should have an environment free of impulsive abuse supervision. Doing so high morale conditions supports employee and work efficiency and performance is increased. While this kind of abuse not only damages the morale of employee but it also creates hostile and intimidates environment. In the light of above discussion, an employee should be engaged in high morale and low impulsive abuse supervision. In this way, we can maximize our competitive advantage and can minimize the fear of low performance of the organization. So, we can hypothesize that;

**H<sub>7</sub>:** Employee's morale mediates the relationship between Impulsive abusive supervision and job engagement.

#### **2.4.9 Mediated Relationship of IAS and Employee's Psychological Well-Being via Employee Morale**

As indicated by Andrews & Withey (2012), well-being incorporates positive feeling, bring down negative feeling and higher life satisfaction. Diener, Suh, Lucas, and Smith (1999) condensed the three attributes of well-being. (1) The "subjective well-being", from individual subjective feeling (Campbell, Converse & Rodgers, 1976); (2) higher positive feeling and lower negative feeling; and (3) the rating of life quality. Along these lines, when an individual has higher life satisfaction, positive feelings and sound will ready to raise well-being. The role that more extensive working environment condition or relevant components play in abusive supervision has been underemphasized in respect to manager attributes (Garcia, Restubog, Kiewitz, Scott & Tang, 2014). As indicated by Schneider & Reichers

(1983), the climate is an arrangement of shared observations with respect to the approaches, practices, and methodology that an association rewards, bolsters, and anticipates. Kuenzi & Schminke (2009) made an essential qualification between psychological versus organizational atmosphere. The impacts of abusive supervision atmosphere on assembling level wonders, for example, collaboration and aggregate viability (Priesemuth, Schminke, Ambrose & Folger, 2014), at an exhibit, there is almost no work that observationally interfaces parts of the atmosphere and abusive supervision at the individual level. Various researchers have hypothesized about the part that organizational setting may play in the recurrence of abusive supervision and forceful behavior (Salin and Hoel, 2011; Tepper, 2007). Cooper-Thomas et al. (2013) found that anti-bullying activities in associations prompted less bullying behavior, and Giorgi (2010) detailed a negative connection between general work environment atmosphere and reports of bullying. Lian et al. (2012) found that the negative impacts of abusive supervision on employee aberrance were exacerbated, instead of debilitated, under abnormal levels of leader-member exchange. These creators contemplated that negative treatment from a director would have an all the more intense impact when the behavior happened as a component of a by and large strong relationship than when it happened with regards to a for the most part unsupportive relationship.

Employee morale mediates between IAS (Impulsive Abuse Supervision) and Psychological well-being of the employee working in any organization. It is worth noticing that employee morale makes the positive association with psychological well-being while it is negatively related with IAS. It infers that an employee with high morale is psychological well. Psychological well-being of an employee increases with high morale. In many organizations there is dire need of creation of such environment where the employee could feel psychological well because it is related to high morale. The high morale of an employee is a guarantee of good results. It is recommended to implement such HR practices where employee's psychological well-being is address and high morale conditions should be made. Impulsive abuse supervision is hostile intimidate threat and fearful environment where the employee feels unsafe and their will to work at this particular place

decrease with the passage of the time. High Impulsive abuse supervision intimates employee, decreases courage and will to work, that ultimately reduces morale. In modern era companies are making sure that all facilities and perks should be entitled to those who are working day and night for the organizational performance. For this purpose, managers are being trained and companies are spending the major part of the budget on research and development. Managers should be trained for better and professional treatment with their employees. This practice yields good results as it enhances firm performance. In the light of above discussion, it is necessary to note that firm should take care of employee morale, psychological wellbeing and managers should be trained to refrain them from impulsive abuse supervision.

**H<sub>8</sub>:** Employee's morale mediates the relationship between Impulsive abusive supervision and employee's psychological well-being.

#### **2.4.10 Mediated Relationship of SAS and Job Stress via Employee Morale**

Strategic abuse is a system utilized by bosses to accomplish their own and organizational objectives which could be utilized as a viable administration apparatus in an association. Politically skilled pioneers comprehend what to do in various circumstances and display earnest, real and bona fide activities. They endeavor to limit negative results and accomplish positive results (Ferris, Zinko et al., 2007). They have the right stuff and capacities to comprehend others and act as needs be to accomplish individual as well as organizational objectives (Ferris et al., 2005). People endeavor to maintain (or even increment) their assets, for example, time and vitality, and dangers to these assets can bring about anxiety (Hobfoll, 1989). Workplace stress is frequently identified with the outline of the job, the way of life and condition of the working environment setting, connections that exist in the working environment, or some blend of these (Yoo, Eisenmann & Franke, 2009). Job demands, for example, working long hours and the related expanded view of time weight, can make it troublesome for administrators to psychologically

disconnect from their job (Sonnetag, Kuttler & Fritz, 2010), which can impact affect bosses' disposition and behavior (Sonnetag & Zijlstra, 2006). What's more, when one encounters certain job requests, for example, working longer hours and the individual can not anticipate to what extent this will proceed with, stretch outcomes (Meurs & Perrew, 2011). The capacity to recoup from job demands throughout the end of the week, or even overnight, has been appeared to be identified with more noteworthy levels of execution (Binnewies, Sonnetag, & Mojza, 2010), general well-being (Fritz & Sonnetag, 2005), positive states of mind and low weariness (Sonnetag, Binnewies & Mojza, 2008). Great leadership is the use of passionate knowledge aptitudes that pioneers must figure out how to utilize adequately (Hess & Bacigalupo, 2013). The new bearing of leadership hypotheses is imperative while tending to leadership abilities of pioneers and how employees' job satisfaction and motivation are affected (DeRue, Barnes & Morgenson, 2010).

Employee morale mediates between Strategic Abuse Supervision (SAS) and Job stress. Employee morale is positively associated with Strategic Abuse Supervision (SAS) and it is negatively related to job stress. Strategic abuse supervision is the politically skilled tool designed to purposely modify the behaviors of the individual that is deviant from work. This tool created good working practices without the creation of fear threat or intimidation. Employee morale has been seen uplifted with the injection of SAS technique. Employee morale is enhanced with the inculcation of Strategic Abuse Supervision (SAS). High morale employee performs in a good manner and that leads to organizational good performance. Today in a corporate world where firms are spending the handsome budget on HR policies and practices they are well aware of this fact and investing over the means to increase employee morale and focusing on Strategic Abuse Supervision (SAS) wherever required, depending upon the situation. Employee morale is enhanced with the increase in Strategic Abuse Supervision (SAS). Conversely, employee morale is negatively related to job stress. Job stress is basically pressure and anxiety in the workplace that is created due to different reasons. This job stress impacts adversely on many things that are important for employee performance.

Employee morale is one of them. Organizations are in a profound urge to establish a conducive environment where employees do not feel stress and hence their morale is high. Such steps lead towards the betterment of the organization and enhance firm performance. In the light of above literature we hypothesized that;

**H<sub>9</sub>:** Employee's morale mediates the relationship between Strategic abusive supervision and job stress.

#### **2.4.11 Mediated Relationship of SAS and Job Engagement via Employees Morale**

The term engagement alludes to a "person's contribution and satisfaction with and also excitement for work" (Harter, Schmidt, and Hayes, 2002). Based on crafted by Kahn (1990), engagement portrays the close inclusion with and structure of the work involvement. At the point when employees are locked in, they are sincerely associated with others and psychologically cautious to the heading of the group (Harter et al., 2002). Those who set the tone and culture are the individuals known as pioneers. Any effective pioneer may cause his or her adherents to accomplish the objectives of the association. Among the pioneers and supervisors it is an unmistakable capability. While talking about changes, pioneers deal with them and supervisors are concerned about sending the requests and deal with the consistency. Furthermore it is very much important for the pioneers to build association with the adopters and it required much effort, because to satisfy any individual it might took time and lot of concern and focus (Bass, 1985). Hypotheses were progressed with reference to diverse leadership to portray the attributes, characteristics, and styles of various pioneers and leadership styles (Bass, 1985). To attract the employees internally from any association, leaders can play a vital role but on the other hand; engagement levels of the employees can be influenced by the pioneers specifically (Nohria, Groysberg & Lee, 2008). They can fulfill the need of the employees at work and it can bring positive change. To build a submitted organizational condition, it is necessary to engage the employees with the work in positive manners and employees are motivated to put more efforts in this

regard (Field & Buitendach, 2011 and Cohen, 2014). For employee engagement and achieving effective employee commitment it is keen objective that administration should be the largest factor to leads towards this outcome. As supervisors can play the vital role in this whole scenario where they have direct communication with the members and they can help them to enhance the commitment level or engagement with the work. So the factor which is more highlighting is the role of supervisor towards the employee commitment with positive influence, psychological attraction, motivation and talking care of employees while performing the tasks (Harter et al., 2002).

Employee morale mediates between Strategic Abuse Supervision (SAS) and job engagement. It is positively related to Strategic Abuse Supervision (SAS) and job engagement. It strongly supports and creates the strong positive relationship between Strategic Abuse Supervision (SAS) and employee engagement. Employee morale and Strategic Abuse Supervision (SAS) supports this fact that high spirits and morale of employee can be enhanced through Strategic Abuse Supervision (SAS). Strategic Abuse Supervision (SAS) is technique designed to minimize the mistakes and behavioral amendments of the employee through politically skilled abuse. Such kind of abuse does not mean to create hostility or intimidation but the purpose of this Strategic Abuse Supervision (SAS) is a positive alteration in habits and attitudes of the employees. Enhancing Strategic Abuse Supervision (SAS) yield high moral grounds and values that lead towards better performance of the employee as the well better performance of the organization. On the other hand employee morale also positively mediated with employee engagement. It is evident that high morale and high spirits of the employee ensures good commitment and engagement with work and commitment to an organization. Organizational commitment is basically association with work and assignment assigned by the manager or supervisor. A motivated employee with high morale and spirit efficiently performs the assignment and hence increases the organizational performance. It is suggested to create such opportunities where an employee may feel morally high and should be well engaged with work. Similarly, Strategic Abuse Supervision (SAS) increases employee morale. Strategic Abuse Supervision (SAS)

may be deployed depending upon the situation and requirements of the organization. Strategic abusive supervision is a tactic used by managers to attain organizational and personal objectives (Ferris, et al., 2007) furthermore it used as a tool for effective controlling in an organization. To support the strategic abuse, Ferris, Treadway, et al. (2007) further claimed that this kind of intimidation not merely controls the victim but also the viewers who watch the intimidation, and therefore in many cases it enhanced the performance and workers' productivity. This kind of behavior is mostly used in a situation that corresponds to his employees as well, which ultimately supports the employee's morale and confidence, which consequently improves their performance (Khan, 2014). In the similar way employee's morale is spirit and enthusiasm that encourages employees towards work and challenges (Agerwal, 1983) which can enhance employee's job engagement, and reduce the pressure of work and vice versa. Hence, based on the above mentioned literature review we developed the below mentioned hypothesis.

**H<sub>10</sub>:** Employee's morale mediates the relationship between Strategic abusive supervision and job engagement.

#### **2.4.12 Mediated Relationship of SAS and Employee's Psychological Well-Being via Employee Morale**

Employee health and well-being considerably affect organizational execution. Poor psychological wellbeing can influence an association's main concern as far as lessened job execution and efficiency (Donald et al., 2005), expanded non-attendance (Cartwright, 2000), and expanded business related wounds (Salminen, Kivimaki, Elovainio & Vahtera, 2003). Psychological well-being is viewed as a marker of individual emotional well-being status (Keyes, 2002). Gilbreath & Benson (2004) explored the impact of supervisory behavior on employee well-being (conceptualized as mental aggravation) utilizing a structure versus thought conceptualization of supervisory behavior. Discoveries demonstrated that positive supervisory behavior influenced a factually critical commitment to an employee to well-being far beyond the impacts of age, lifestyle, social help from associates and at home, and

stressful work and life occasions. Van Dierendonck et al. (2004) examined a comparable conceptualization of pioneer behavior and the impacts of this on both job-related affective well-being and context-free psychological well-being, proposing that fantastic leadership behavior was related with expanded employee well-being. At the point when an individual encounters job satisfaction, it might prompt more elevated amounts of commitment and along these lines more noteworthy accomplishment at work (Testa, 2001). Job satisfaction includes a few fundamental roles, for example, particular convictions about one's job, behavior inclinations (goals) concerning it, and emotions about it (Isen and Baron, 1991). It is conceptualized and operationalized as both a worldwide build and a multifaceted develop (Hirschfeld, 2000). As per Hirschfeld (2000), job satisfaction is the degree to which individuals like their job. It is a response to a job, which comes from the incumbent's correlation of actual results with the expected results (Cranny, Smith, and Stone, 1992; Rothmann & Agathagelou, 2000).

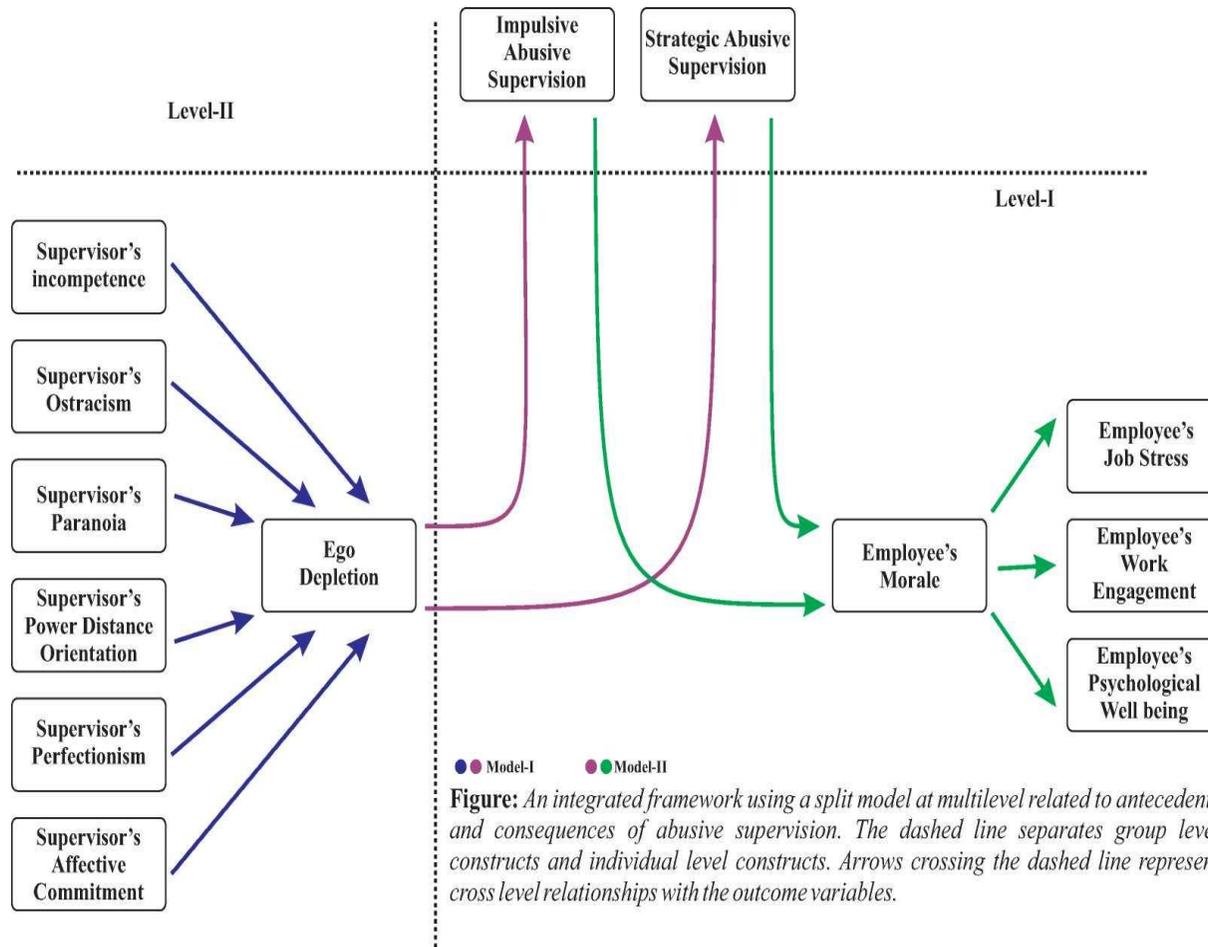
Employee morale mediates between Strategic Abuse Supervision (SAS) and employee's psychological well-being. Employee morale is positively associated with psychological well-being of the employee while it also positively supports Strategic Abuse Supervision (SAS). Employee psychological well-being is the state of mind where an employee works with sound mind and health conditions. The performance of the employee is high when it is done under the well mental state. Due to this fact organizational performance also increases. Psychological well-being is positively related to employee morale. It is worth noting that a sound psychological well employee exhibits high morale and it adds up good performance of the employee. It is suggested to create opportunities where the employee could come up with minimum psychological issues and with high morale conditions. Doing this performance of the organization may be enhanced in a better way. On the other hand, it is evident that Strategic Abuse Supervision (SAS) is also supporting the fact that use of strategic abuse increases employee morale. In the presence of Strategic Abuse Supervision behavior of most of the problematic employees may be amended and thus morale of the employees may be uplifted for good organizational performance and firm's profitability. Employee morale is a

bridge between psychological wellbeing and Strategic Abuse Supervision (SAS), which is supporting both these facts. Organizations should make arrangements for the creation of opportunities for psychological wellbeing of the employee and nurture of employees' morale through Strategic Abuse Supervision (SAS). Thus, we contend that:

**H<sub>11</sub>:** Employee's morale mediates the relationship between Strategic abusive supervision and employee's psychological well-being.

### **2.4.13 Summary**

Because my dissertation attempts to cover new grounds in established literatures. This chapter covers all the possible relevant literature regarding the proposed relationships of variables. Next section covers the methodology section of both studies.



**Figure:** An integrated framework using a split model at multilevel related to antecedents and consequences of abusive supervision. The dashed line separates group level constructs and individual level constructs. Arrows crossing the dashed line represent cross level relationships with the outcome variables.

FIGURE 2.1: Conceptual Framework

# Chapter 3

## Research Methodology

### 3.1 Introduction

The aim of this section is to explain the design of “how the researcher moved for achievements of the desired objectives”. As Sekaran (2003) said that “having identified the variables in a problem situation and developed the theoretical framework the next step is to design the research in a way that the requisite data can be gathered and analyzed to arrive at a solution” (p.117). So, overall research design along with description, data collection procedure and all relevant details regarding analysis tools has been discussed.

### 3.2 Research Design

Research design explains the procedure of research from all aspects. According to Wiersma&Jurs, (2005) well defined research design help scholars to get tremendous results and also provide assistance in enhancing the efficiency of the conducted study. Basic aim of this dissertation is to discover relationship between all variables used hereby with respect to the service sector of Pakistan. This portion of chapter entails study type, study setting, time horizon, unit of analysis, data collection process and sampling units etc.

### **3.2.1 Type of Study**

In social sciences generally there are two common methods of research known as “qualitative research” and “quantitative research”. The current dissertation follows quantitative approach. Generally, quantitative research is preferred by researchers considering it more effective and reliable as it quantifies and measures the nature and strength of proposed relationships as explained by De Vaus (2013). According to Chase et al. (2016) “one can obtain trustworthy and authenticated results with the help of quantitative research design. Thus, we can establish a clear association and connection between variables with the help of quantitative research”. This dissertation explored few new antecedents of abusive supervision in study one and checked the impact of impulsive abusive supervision and strategic abusive supervision on individual level outcomes in study two. In study 1, ego depletion has been used as mediator and in study 2 employee morale as mediator.

### **3.2.2 Purpose of Study**

Descriptive research mostly conducted when certain phenomena or certain features of studied variables needs to be described comprehensively. This dissertation shed light on descriptive purpose as both studies are descriptive in nature.

### **3.2.3 Study Setting**

This research has been conducted in natural environment, like to fill the questionnaires; contact was made with all respondents at their workplaces. They were all assured regarding confidentiality of their responses enabling them to honestly share responses as study setting was non-contrived (natural environment).

### **3.2.4 Time Horizon**

Data for both models of this dissertation has been collected from service sector organizations working in Rawalpindi & Islamabad. It took almost eight months to collect data from the respondents as it was time lagged study.

### **3.2.5 Research Interference**

No research related intrusion to affect findings has been observed in this study.

### **3.2.6 Unit of Analysis**

As per Sekaran (2003) the “unit of analysis refers to the level of aggregation of the data collected during the subsequent data analysis stage” (p.132). The unit of analysis could be an organization, it might be an individual or a group, and it could be country. As current research is descriptive in nature therefore unit of analysis is group of persons working in service sector of Pakistan.

### **3.2.7 Population and Sampling**

#### **3.2.7.1 Population**

According to Sekaran (2003), population refers to “the entire group of people, events, or things of interest that the researcher wishes to investigate” (p.265). Keeping in view the resource limitations, time constraints, and especially the design of the study, it was not possible to study complete population. So we drew our participants of Pakistan by using convenient sampling technique. The primary data collected for this study was from full time employees of service sector of Pakistan especially the frontline supervisors and employees. Furthermore in service industry because of direct interaction with customers, supervisors are highly alert and working under pressurize environment however the research on abusive supervision to service performance is lacking, an unfortunate omission , given the important role of service sector performance (Karatepe&Kilic, 2009) in supporting an organization’s profitability (Lee, Lin & Chen, 2010) and customer loyalty (Guard-Williams 1999). When employees are working in dyads they definitely have a direct or indirect abusive exposure, which may lead them towards psychological stress which in turn affects their job performance. Brown, Cron, and Slocum (1997) also supported the view and said that psychological effect of emotions (i.e., antecedents of abusive supervision) result in psychological forces (i.e.,

abusive supervision) that can affect the behavior and performance of individuals working in service sector. One of the reasons that we chose Pakistan samples is that we have access to organizations in Pakistan. The other reason, however, is that previous studies have shown that the prevalence of abusive supervision differs depending on the country studied. The average scores of subordinates' perceptions of abusive supervision is higher in Asian countries such as China, Taiwan, South Korea and the Philippines than North America. It is worthwhile studying abusive supervision in a country (in this study, Pakistan) where the occurrence of it is relatively high and the base rate would be high enough to make studying this phenomenon feasible (Khan, 2014)

### **3.2.7.2 Sampling Technique**

In this dissertation one of non-probability sampling technique has been used, that is convenient sampling technique.

### **3.2.7.3 Sample**

The primary data collected for this study was from full time employees of service sector of Pakistan especially the frontline supervisors and employees. Targeted employees were frontline supervisors and their subordinates. Frontline employees have the direct exposure of dealing with customer and they mostly work in teams. The teams are comprised of diversified workforce as the employees working in service sector comes from diverse constituencies of Pakistan as they have to serve all kinds of customers, this might increase generalizability of this study.

The data collected through personal and peers contacts, obtain self and supervisory responses of questionnaires. I contacted different managers of selected organizations and informed them all details about my research. After getting the consent from managers I asked for the lists of different teams of employees along with the names of their immediate supervisors to avoid inconvenience as the study was based on lagged survey, I informed employees of these organizations via e-mail about the project and invited them to fill the questionnaires individually for the

study. I also offered to share to provide results of the research after completion of study as an encouragement for participation. Participants were mostly from Telecom sector. 101 supervisors gave their consent to conduct the surveys, and finalized it. Their workgroups ranged from 5-11 members, with a mean of 5.61 per group. We distributed 164 questionnaires to supervisors and 1150 questionnaires to employees in different time lags.

From supervisors responses, females respondents were 25% of total and 75% were males; 23.8% of supervisors were between (20 years old to 30 years old), 61.4% of supervisors age ranged between 31 to 40, 14.9% of supervisors were ranged between (41 and 50) and 8% of supervisors were elder than 51. Twenty seven percent of supervisors worked within the current position for less than 2 years, 52% between 2 and 4 years, 12% between 4 and 6 years, and 10% worked more than 6 years in the current positions. 47.5 percent of supervisors were married, 51% were single and 2% were separated. 5% respondents were intermediate, 23% were graduates, 62% did master and 10% did Mphil/PhD.

20% of subordinates (respondents) were female; 14% of subordinates ranged between 20 years to 30 years old, 58% of subordinates respondent ranged between 31 to 40 years old, 20% of respondents fall in the category of 41 to 50 years old and 1% of respondents were elder than 51. 32 % of subordinates worked with their current immediate supervisors for lesser than one year, 58% subordinates ranged 2 to 4 years, 5% fell in the category of 4 to 6 years, and finally 5% subordinates worked with their current supervisors more than 6 years. 54 percent of subordinates were married, 40% were single and 6% was separated. 4% of subordinates done matriculation, 31% were intermediate, 28% were graduates, 32% did master and 5% did Mphil/PhD.

### 3.3 Demography of Sample Supervisors and Subordinates

	Supervisor	Subordinate
Age	20 - 30: 23.8%	20 - 30: 14%
	31 - 40: 61.4%	31 - 40: 58%
	41 - 50: 14.9%	41 - 50: 20%
	Older than 51: 0%	Older than 51: 8%
Gender	Male: 75.2%, Female: 24.8%	Male: 80%, Female: 20%
Marital status	Married: 47.5%	Married: 40%
	Single: 50.5% Divorced/Separated: 2%	Single: 54% Divorced/Separated: 6%
Education	Matric: 0%, Intermediate 5%, Graduation:22.8% Master: 62.4%	Matric: 4%, Intermediate 31%, Graduation: 28% Master: 32%
	Mphil/PhD: 9.9%	Mphil/PhD: 5%
Experience	less than 2 years: 26.7%	less than 2 years: 32%
	2 - 4 years: 51.5%	2 - 4 years: 58%
	4 - 6 years:11.9%	4 - 6 years:5%
	More than 6 years: 9.9%	More than 6 years: 5%

#### 3.3.0.4 Sample Size

For sample size I followed Cohen (1969) and Krejcie and Morgan (1970) “sample size table”. For the current study sample size is 503. Cohen (1969) and Krejcie and Morgan (1970) said that if the “population size” is 2,50,000 and at 95% confidence interval along with five% “margin of error” the sample size of 503 is sufficient.

Organization	Total Number of Employees
Ufone	16,000
Mobilink	11,000
Telenor	35121
Zong	78,031
Nayatel	1500
PTCL	34000

### **3.3.1 Procedures**

Respondents were selected through different links with their organizations. Employees who showed interest in giving their responses were presented questionnaires. This provided all the relevant guidelines for the research, also assurances of confidentiality.

#### **3.3.1.1 Data Collection in Four Time Lags**

For this research study the data has been collected from the supervisors. The data collection has been made in four different time lags of two weeks keeping in view the processes that has been used in other research studies and that are most relevant to this study as well. It has been done in order to fetch most reliable data and to capture the effects of the variables that may reflect the real time situations effectively and so that the common method biases could have been avoided. The time period for data collection that is asserted earlier of been taken in two weeks is also consistent with the research study conducted by Reis and Wheeler (1991). In addition to this Podsakoff et al. (2003) recommended that data collected at different time lags can help to alleviate such bias and expect that the common method variance has little or no effect on results. Numerous meta-analyses showed that effects can be clearly captured when the time lagged survey has been used (Atkinson et al., 2000; Griffeth, Hom, & Gaertner, 2000; Hulin, Henry, & Noon, 1990; Ricketta, 2008). As discussed above model 1 contains following variables; supervisor's incompetence, supervisor's ostracism, supervisor's PDO, supervisor's perfectionism, supervisor's paranoia and supervisor's AC, ego depletion, impulsive abusive supervision and strategic abusive supervision. And data regarding these variables collected in TL1, TL2 and TL3. Model 2 contains the following variables; impulsive abusive supervision and strategic abusive supervision employee's morale, job stress, work engagement and psychological wellbeing. Data related to model 2 variables has been collected in TL3 and TL4. Further details are as follows;

### **3.4 Time Lag 1**

Data on Supervisor's incompetence, Supervisor's ostracism, Supervisor's PDO, Supervisor's perfectionism, Supervisor's paranoia and Supervisor's AC were supervisory reported and collected in first time lag.

### **3.5 Time Lag 2**

Data on ego depletion was supervisory reported and collected in second time lag.

### **3.6 Time Lag 3**

Data on Impulsive Abusive supervision and Strategic Abusive supervision collected from employees in third time lag.

### **3.7 Time Lag 4**

Data on Employee's morale, job stress, work engagement and psychological well-being collected in last time lag from employees.

The first survey assessed all explored antecedents of abusive supervision. After the completion of first survey, four weeks interval has been taken, and the questionnaire regarding ego depletion were floated to same respondents in time lag 2 and requested to fill the questionnaires. Again four weeks interval has been taken after the second survey. In Time lag 3, subordinates of same supervisors were requested to complete questionnaires regarding impulsive abusive supervision (IAS) and strategic abusive supervision (SAS). In the time lag 4, the same subordinates were required to fill questionnaires relating to employees morale, job stress, work engagement and psychological well-being. Hence, time period of 08 months approximately' (from March 2016 to October, 2017) was consumed for data collection, which was based on four time lags.

In first phase of data collection, 164 questionnaires circulated and 137 filled questionnaires were received back. In phase two again 137 questionnaires were distributed to same supervisors and 129 questionnaires were received back after second phase. 116 responses were properly filled and usable responses. The response rate was 70.07%.

In third phase total of 1150 questionnaires circulated, and 877 filled questionnaires were received back. In phase four again 875 questionnaires distributed to same subordinates and 647 questionnaires were received back after second phase. 580 responses were properly filled and usable responses.

Subsequently the received back surveys of subordinates were matched with supervisor obtained surveys, and aggregated to “supervisor-level”. So finally it generated a sample of 503 subordinates surveys nested with 103 their immediate supervisors. The response rate was 64 %.

Appropriate representation of prescribed employees ensured in the survey, in proportion to the percentage of each group in each organization of service sector. All questionnaires marked with a unique number to make sure that the questionnaires from each supervisor and subordinate could be harmonized.

The exclusion criterion for respondents included (a) employment with the respective organization for less than 6 months (ensuring that the supervisor had done performance appraisal of the subordinate at least once); (b) have qualification less than matric (to ensure that they could easily understand and fill a questionnaire).

## **3.8 Instruments**

### **3.8.1 Data Collection Instruments (Model 1)**

In order to test the hypothesis of proposed research study, primary data received from employees and their supervisors. The data has been collected through adopted questionnaires from different sources. Employees filled questionnaires rating their supervisors/leaders according to the nature of the questionnaire items,

relating to all studied variables. All items have been responded to by the employees on a five points Likert scale where 1= strongly disagree to 5=strongly agree.

See Appendix at the end for all scales.

### **3.8.1.1 Abusive Supervision**

To measure the constructs of impulsive abusive supervision (IAS) and strategic abusive supervision (SAS) I adapted the scale of abusive supervision developed by Tepper (2000). I adapted the scale as Mitchell and Ambrose (2007) did in their research, to measure impulsive abusive supervision and strategic abusive supervision and I used those items which had the strongest factor loadings of Tepper's original measure. Sample items for IAS are (i) "If my supervisor were to ridicule me, it would be because he/she would be trying to hurt my feelings", (ii) "If my supervisor were to tell me my thoughts or feelings were stupid, it would be because he/she would be trying to harm me". Sample items for SAS are (i) "If my supervisor were to ridicule me, it would be because he/she would be trying to light a fire under me to work harder", (ii) "If my supervisor were to tell me my thoughts or feelings were stupid, it would be because he/she would be trying to motivate me to work harder", Responses for these items given on a five-point scale, ranging from 1 = "Strongly disagree" to 5 = "strongly agree."

### **3.8.1.2 Supervisor's Ostracism**

For ostracism this study used 12 items scale of (Ferris et al. 2008) used to measure ostracism. Respondents answered on a five point likert scale ranged from "1 = strongly disagree" to "5= strongly agree". A sample question is, "My supervisor explicitly interrupted my presentation and disapproved my views at work". The scale demonstrated good internal consistency Cronbach's alpha reliability is 0.97 for this scale.

### 3.8.1.3 Supervisor's Affective Commitment

A 6 items scale designed by Rhoades et al., 2001 has been used to capture the effect of affective commitment. Sample items for this scale include: "I feel a strong sense of belonging to my organization" and "I am proud to tell others I work at my organization." The alpha reliability for is .90. Responses for these items were given on a five point likert scale, ranged from 1 =

"Strongly disagree" to 5 = "strongly agree."

### 3.8.1.4 Supervisor's Power Distance Orientation (PDO)

To measure the construct "PDO", this study used the 8-items scale developed by Earley and Erez (1997) based on Hofstede's (1980) conceptual description of power distance. Respondents responds on a 5-point Likert scale (1 = "strongly disagree"; 5 = "strongly agree"). Sample questions include: "Rules should not be broken—not even when the subordinate thinks it's in the best interest of the group". The alpha reliability of this scale is .81.

### 3.8.1.5 Supervisor's Perfectionism

23 items "Almost Perfect Scale" (APS) of Slaney, Rice, & Ashby (2002) used to measure supervisor's perfectionism.

The relevant research of perfectionism recognized three facets of perfectionism. Those facets are a; high standards, b; order, and c; discrepancy. Many examinations conducted on this and the results established that these facets of perfectionism are alike adaptive and maladaptive (Slaney et. al 2001). The "high standards" and "order" are equivalent to adaptive features and the "discrepancy" dimension matches to maladaptive features. The alpha reliability of this scale is .86. Respondents answered on a five point Likert scale "1 = strongly disagree; 5 = "strongly agree)". Sample item include: "I think things should be put away in their place".

### **3.8.1.6 Supervisor's Incompetence**

For supervisor's incompetence, we used the 12-items measure of (Leary, 1983). Respondents gave answer on a five point Likert scale ranged from (1 = "strongly disagree"; 5 = "strongly agree"). The alpha reliability of the scale is .94. Sample item for this scale is "I worry about what other people will think of me even when I know it doesn't make any difference".

### **3.8.1.7 Supervisor's Paranoia**

In this study 20-items scale has been used, designed by Fenigstein & Vanable, (1992) to measure supervisor's paranoia. Respondents answered on a five point Likert scale (1 = "strongly disagree"; 5 = "strongly agree"). The alpha reliability of this scale is ranged from .81. Sample question for this scale is "I often wonder what hidden reason another person may have for doing something nice for you".

### **3.8.1.8 Ego Depletion**

5 items adapted from "Twenge and colleagues (2004)" and Christian and Ellis (2011) were used to measure resource depletion (i-e., "My mind feels unfocused right now" and "Right now, it would take a lot of effort for me to concentrate on something"). Respondents answered on five point scale (from 1= strongly disagree) to (5 = strongly agree). The average coefficient alpha.91.

## **3.8.2 Data Collection Instruments (Model 2)**

### **3.8.2.1 Employee Morale**

For employee's morale, we used the 16-items based on the previously conducted studies related to employee's morale; the details are as follows;

1. "Satisfaction of the employees is assessed in terms of feelings of safety, colleagues and perception of the company, based on Dimitriadis, Papalexandris

(2011) and Hetherington (1997), sample questions are; I enjoy going to work every day, I have positive feelings about the safety of my position”.

2. “Employee commitment is explored by the following questions based on Dimitriades & Papalexandris (2011) and Hetherington (1997), sample questions are; I enjoy discussing my organization with people outside it, I feel valued as an employee”.
3. “Employee remuneration, also relative to amount of work, it assessed by using the following items, samples are; I think my workload is too demanding, I think my pay is adequate, considering my work responsibilities”.
4. “Questions regarding employee perceptions of team spirit and morale based on the questions suggested by Dimitriades & Papalexandris (2011) as adopted from Young (2000), sample items are I go about my work with enthusiasm, “I take pride in my organization”.

Respondents marked their responses on five point Likert scale “(1 = strongly disagree; 5 = strongly agree). The coefficient alpha reliability of this scale is .94.

### **3.8.2.2 Work Engagement**

A scale developed by Schaufeli et al. (2006) was used to capture the employee’s work engagement. Scale is based on 9 items. For this scale item responses ranged from 1= strongly disagree to 5= strongly agree. Sample items include: “My job inspires me” and “At my job, I feel strong and vigorous.” The coefficient alpha reliability of this is .92.

### **3.8.2.3 Psychological Well-Being**

17 items scale were used to measure the construct of “Psychological well-being measured. The scale originally designed by Ryff (1989), and picked from the study of Springer and Hauser’s (2006). Though this study considered all proposed dimensions of “Psychological well-being” given by Ryff (1989), but analyze collectively. The Cronbach’s alpha reliability is 0.83. Respondents responded on a

five point Likert scale i-e “(1 = “strongly disagree”; 5 = “strongly agree”)”. Sample item include: “I am not afraid to voice my opinions, even when they are in opposition to the opinions of most people”.

#### **3.8.2.4 Job Stress**

This study used the 13 items scale was used to capture the effects of job stress. This scale was designed by Parker and DeCotiis (1983). Respondents answered on a five point Likert scale “(1 = “strongly disagree”; 5 = “strongly agree”)”. The alpha reliability of this scale is .86. Sample question include “Sometimes when I think about my job I get a tight feeling in my chest”.

### **3.9 Control Variables**

Numerous control variables have been incorporated in this dissertation at both levels (individual and group). Age, education gender, and team tenure of the employees included as control variables because these have been controlled statistically in many studies of abusive supervision (Aryee et al., 2007). Age of respondents measured in years. In this study education measured on a scale that ranged from “Matriculation” (1) to “Mphil/Phd’s degree (4)”. Gender is treated as dummy variable and coded as “0 = for male and 1= for female”. Experience with same organization has also been asked and measured in years ranged from less than 1 year to more than 6 years.

### **3.10 Data Analysis Procedure**

In this study, SPSS 21 and Mplus have been used to perform following procedures/tests:

- 1. Data Screening**
- 2. Missing Data**

3. **Multivariate Normality**
4. **Outliers**
5. **Linearity**
6. **Homoscedasticity**
7. **Heteroscedasticity**
8. **Structural Equation Modeling**

### **CFA in Mplus**

**Absolute fit index: chi square, RMSEA, SRMR**

**Incremental fit index: CFI and TLI**

**AVE discriminant validity and CR**

1. **Multicollinearity and Singularity**
2. **Reliability Analysis**
3. **Multilevel Analysis**

#### **3.10.1 Data Screening**

Examination and resolving any issues of the data prior to running the main analyses is fundamental to an honest data analysis. (Hair et al 2006; Tabachnick & Fidell, 1996; Kline, 2005) Based on these suggestions, the data analyzed in order to identify missing data, checked accuracy, multivariate & univariate normality, linearity, outliers, multicollinearity and singularity in this dissertation. Accuracy is the major and basic issue in the data screening concerns the accuracy of the data. Data entered into the data file may incorrectly represent the original data and produce distorted correlations and regressions. The good way to guarantee the accuracy of collected data file is proof reading of original data beside the punched data. However, since it is not always possible to proofread the large data

file, I chose to examine the graphic presentations and descriptive statistics of the studied variables for the data screening in the study (Tabachnick & Fedell, 1996). The examination of the descriptive statistics of the all variables indicated the data entered in the data file were accurate.

### **3.10.2 Missing Data**

In the analysis of data “How to handle missing data is one of the most popular issues?” Typically, missing data occurs because of factors beyond the researchers ‘control: The issue happens when study participants do not answer all survey questions; study participants quit their job or leave their organization; or study equipment stops functioning after the study started. Missing data can influence the results of the data analysis depending on their pattern and amount of missing data (Tabachnick & Fedell, 1996). The pattern of missing data is more important than how much is missing. The presence of at least (10%) missing data needs researchers to pay special attention to the data (Cohen and Cohen, 1983). A small amount of missing data is ignorable, especially in a big sample size (Hair et al., 2006). List-wise deletion or pair-wise deletion can be used for dealing with missing data. For the current study, list wise deletion used to keep same amount of cases in analyses.

Forty nine cases (out of 580) with “missing data” were identified in this study sample. However, I did not detect a specific pattern of missing data in cases. Those 41 cases were removed by listwise deletion from the final study sample to remain with those numbers of cases in the following data analyses. The portion of the deleted respondents was 8.44% (49/580) and meant that less amount of “missing data” was acceptable (<10%) as per Cohen & Cohen (1983). Therefore, the 580 cases were identified as complete response and after data nesting the final sample size for the study was 503.

### 3.10.3 Multivariate Normality

Underlying procedures in Structural equation modeling is based on multivariate normality (MN) assumption. It means that all the “univariate distributions”, “the joint bivariate distributions of any pair of the variables” and “the linear combinations of the variables” are distributed normally. Though it is not possible to analyze all facets of multivariate normality (MN), Therefore, univariate normality was utilized for the multivariate normality inspection in the study as many studies detected it by this (Kline, 2005).

According to Bollen (1989) Univariate Normality could be checked by skewness and kurtosis. Skew suggests that the figure of a “unimodal distribution is asymmetrical about the mean of a variable. Positive skewness indicates that most of the scores are below the mean, and negative skew shows that mostly scores are beyond the mean (Thomson, 2004)”. Kurtosis represents the peakedness of the distribution (Thomson, 2004). “For the unimodal, symmetrical distribution, positive kurtosis indicates a higher peak and heavier, short tails, and negative kurtosis indicates a lower peak and thin, long tails. The positive kurtosis is described as leptokurtic and the negative kurtosis is described as platykurtic (Tabachnick & Fidel, 1996).” The data distribution of variables can be significant skew, kurtosis, or both. The standardized skew index equals 3.0 (z-score); greater than 3.0 ( $>3.0$ ) indicates positive skew; and less than -3.0 ( $<-3.0$ ) indicates negative skew (Tabachnick & Fidell, 1996). Normality of variables can be assessed by the graphical method as well as the statistical method. In this study sample, no significant skew and kurtosis were detected. Each of the variables has been normally distributed and under the prescribed range.

### 3.10.4 Outliers

An “outlier” is a case with a score which is very different from the rest of cases (Barnett & Lewis, 1985). Outliers are basically against the normality assumption and can change the results. A univariate outlier is a case if it has an extreme score on a single variable. A multivariate outlier is a case with an extreme score on two

or more variables. Outliers can be detected by utilizing box plots. For this study, the examination of box plots was used for the inspection of univariate outliers. Box plot is basically a “graphical representation” of the data dispersion embracing the lower quartile and the upper quartile of the data with the median. Any case outside the box is considered as a potential outlier (Barnett & Lewis, 1985). The box plot can run even when the data are not normally distributed, because it is based on the median. The hypothesized model was run with and without multivariate outlier cases; however, the results indicated that the multivariate outliers had no significant effect on the decision of the goodness-of-fit of the model. Small amount of outliers is normally exists in a large sample size. The original metric can be more meaningful rather than the transformed metric for the interpretation of authentic results (Kline, 2005). Therefore, the relatively small amount of outliers was retained for the future analyses. No data transformation was performed in the study.

### **3.10.5 Linearity**

Multivariate normality entails that associations among the variables are linear. The random spot check on a few plots (Tabachnick & Fidell, 1996) was utilized for the study. I conducted a random spot check to determine if the relationships among the variables were linear in the study sample. The results of the random scatterplot inspection implied that the linearity assumption was met in the study sample.

### **3.10.6 Multicollinearity and Singularity**

When variables are highly associated with each other then Multicollinearity and singularity occur (Bollen, 1989; Kline, 2005). In the case of multicollinearity, the variables are extremely highly correlated (greater than .90;  $>.90$ ) and in the case of singularity, the variables are redundant (equal 1.0;  $= 1$ ). Either bivariate or multivariate correlations can create multicollinearity or singularity. Bivariate multicollinearity (BMC) and singularity can be detected by the inspection of the

correlation matrix. On the other hand, detecting multivariate multicollinearity and singularity is more difficult, since multivariate statistics are needed to find the offending variable. One method is to use a “squared multiple correlation (SMC)” among variables. SMC scores greater than .90 ( $>.90$ ) indicate multivariate multicollinearity or singularity (Kline, 2005). A related method is tolerance, which is  $1 - \text{SMC}$ . Tolerance scores less than .10 ( $<.10$ ) indicate multicollinearity (Kline, 2005). AMOS 16.0 was used to screen multicollinearity and singularity. The examination of the correlation matrixes indicated there was neither multicollinearity or singularity identified. All SMC scores were less than .90, and all tolerance scores were greater than .10. In addition, the bivariate correlation matrix had no correlation value greater than .90. The results of this study showed that all variables were not too highly correlated.

### **3.10.7 Reliability Analysis**

Reliability analysis was used to determine if the results of using the selected instruments for the study are stable and replicable. According to Walsh & Betz (1995), reliability is the correlation of an item, and is a necessary condition of validity although not sufficient. Since the true measurement is not available, reliability is estimated by “internal consistency, split half reliability, test-retest reliability, or inter-rater reliability”. Internal consistency was used for estimates of reliability for the study. Cronbach’s alpha technique was utilized to examine the internal consistency of the seven instruments. Cronbach’s alpha value should be greater than .70 for the internal consistency of the instruments (Kline, 2005).

### **3.10.8 Structural Equation Modeling**

SEM is basically used to test the theoretical model and hypothesized relationships in the current research. SEM is a multivariate technique for the data analysis in order to determine conceptualization of model is supported by the collected data or not (Diamantopoulos & Siguaw, 2000). Kline (2005) recommended the procedures of the SEM analysis. The six steps involved in the study were:

1. Model specification, which means setting hypotheses in the form of SEM
2. Model identification means it is possible theoretically that the computer SEM software obtains estimates of the parameters in the structural equation model
3. Measures selection and data collection
4. Estimation of the model
5. Model re specification if necessary
6. Analysis report. Two additional future steps can be
7. Replication of the results and 8) Application of the results.

**First**, the structural equation model can be specified by two types of variables: an exogenous variable which is an independent variable that does not have any explicit, casual variable and an endogenous variable which is a variable that has a clear cause variables and it can be a mediation variable as well as a dependent variable (Bollen, 1989). Model specifications were conducted in the M Plus, as well. **Second**, Bollen (1989) recommends the two-step rule for structural equation model identification: 1) to respecify the structural equation model as a CFA measurement model and 2) to view the structural components as a path model. If both components of the structural measurement models are identified respectively, the whole structural equation model is identified. In the current dissertation, structural equation model (SEM) identified two components level of the measurement and the structural models. Two-step modeling was conducted to validate the measurement model and to fit the structural model, in that order (Anderson & Gerbing, 1998; Kline, 2005). There was no alternative structural equation model tested or compared to the original model in this study. **Third**, the MPlus (7.0) software was used to test the hypothesized model. Hu & Bentler (1998) recommended utilizing fit indexes or tests which have different measurement properties. Jaccard and Wan (1996) suggested the use of at least three fit tests and Kline (2005) suggested the use of four or more fit tests. “In this study, four fit tests were

selected to determine the adequacy of hypothesized model fit to the sample data: Relative chi-square ( $\chi^2/\text{df}$ ; CMIN/DF in the MPlus outputs), which is the most fundamental, overall fit index and is sensitive to the sample size (Byrne, 2001; Kline, 2005); CFI, which is one of the baseline fit indexes and measures the degree of fit between null measurement models and the hypothesized model ;incremental fit index (IFI), which is one of the baseline fit indexes and relatively independent to the sample size (Hu & Bentler, 1998); and root mean square error of approximation (RMSEA), which is a parsimonyadjusted index that means given two models with similar overall explanatory power the simpler model will be preferred and establishes a hypothesis of close fit between the model and the population (Kline, 2005).”

The following criteria were used in judging the significance and goodness-of-fit of the hypothesized model. “A relative chi-square value of 3 or less ( $<3$ ) indicates the acceptable goodness-of-fit of the hypothesized model (Bollen, 1989; Kline, 2005); in addition, a non-significant chi-square ( $\chi^2$ ) score ( $p > .05$ ) leads to accepting the hypothesized model and indicates the overall goodness-offit of the hypothesized model to the sample data (Byrne, 2001). CFI and IFI scores greater than .90 ( $>.90$ ) are considered as indicating the adequate goodness-of-fit of the hypothesized model (Bollen, 1989; Hu & Bentler, 1998; Kline, 2005). An RMSEA score .08 or less ( $<.08$ ) is used to indicate the acceptable goodness-of-fit of the hypothesized model to the sample data (Browne & Cudeck, 1993). After estimations of the goodness-of-fit of the theoretical model, the proposed hypotheses regarding structural relationships or paths were examined by multilevel analysis. A p-value less than .05 used as the criterion score for coefficient of regression to define if the results are significant or not”.

### **3.10.9 Analytic Techniques**

#### **3.10.9.1 Clarifying the Research Question**

In data analysis first of all clarification of research question is important, which is necessary for multilevel model. As Aguinis, Gottfredson, Culpepper, 2013 said

that clarification of research question help in decision making related to analysis steps. Generally, scholars are mostly concerned in research questions (RQ) that emphasis mostly on level one variable, and on level-2 variables. Research questions (RQ) at level two address the influences of individual related variables on group level feedback. And likewise research questions related to level two involve the effect of supervisor to subordinates' ratio. According to Peugh (2010) this seemingly straightforward analysis a requires multilevel modeling in both scenarios. In this dissertation, individual-level (level 1) variables are reported by subordinates and level two variables are reported by supervisors. Subordinates are grouped or "nested" according to their supervisors. Further clarification of multilevel analysis has been established in the next headings.

### **3.10.9.2 Is Multilevel Modeling Needed?**

Before conducting multilevel analysis, one should identify the need to conduct the multilevel analysis. Nested data not necessarily need multilevel modeling. If no variation has been found in responses crosswise in level-2, then this type of data should analyzed by using " OLS multiple regression" (Peugh, 2010). So, for multilevel modeling variation of responses in level two is necessary. And in order to check the variation in responses of level two, calculation of ICC is essential. ICC can be defined as "the proportion of science achievement score variation that occurs in level-2 units and as the expected correlation among group of people (i.e., level-1 units). However, a non-zero ICC estimate alone does not necessarily indicate the need for multilevel analyses" (Aguinis, Gottfredson, Culpepper, 2013).

### **3.10.9.3 Reason to use Multilevel Analysis with Respect to Literature**

Previous abusive supervision studies have used the stressor-strain approach, and an individual level analysis has been commonly used for such an analysis. Stressors such as job factors (e.g., incompetence) or interpersonal conflict are measured by employees' subjective perceptions, and it may be acceptable in that context to use an individual level analysis. It assumes that individuals are independent

and there are no group effects. However, this may not accurately portray the complex phenomena such as abusive supervision in organizations. Individuals are nested within a group or organization, and we cannot ignore group effects. Also, Stapleton (2006) states that in an analysis of nested data, “ignoring the dependencies in the data, therefore, may lead to the misidentification of statistically significant path coefficients where only random co variation exists and may lead to inappropriate rejection of hypothesized models”. Single-level analysis may be inappropriate methods to use in abusive supervision investigations. Moreover, recently researchers have begun to view abusive supervision as one aspect of destructive leadership (Harris, Kacmar&Zivnuska 2007; Harvey et al. 2007 and Schyns & Hansbrough 2010). If we look at abusive supervision as a leadership style, we need to consider multilevel analysis because it assumes that leadership (level-2 unit) influences subordinates’ behavior (level-1 unit). As Yammarino & Dansereau (2008) state “When a person leads or follows, the leader and the follower inevitably become interdependent with each other in some way. As a consequence, leaders and followers move from the situation in which each party is considered as an individual to a higher level of analysis where they form at least a dyad or where the leader links with the followers as a group. Thus leadership involves a movement from one level (person level) to a higher level (dyad level or leader–follower group level).”

The simplest way to measure leadership is to ask subordinates to rate the leadership styles (or behaviors) of supervisors. At the individual level, subordinates ratings represent the individual subordinates’ perception of the supervisors’ behaviors. Scores aggregated to the group level reflect perceptions of the shared supervisors’ behaviors. Researchers aggregate subordinate-level ratings of supervisor’s behaviors to the unit (or group) level by calculating the mean score among multiple subordinates of each unit (Zhang, Tsui, & Wang 2011). It assumes that every subordinate provide exactly the same score on leader’s behavior such that the responses of subordinates in the same group would be interchangeable. To determine whether aggregated subordinate-level ratings of variables were reliable indicators, researcher often assess the withingroup agreement by using ICC1, and

ICC2 (Bliese 2000; Bliese, Halverson & Schriesheim 2002). These indices have been used to support aggregation of variables to the unit level. The intraclass correlation (ICC) type 1 can be interpreted in two ways. First, it shows the proportion of the total variability that can be attributed to variability between the groups. ICC (1) is zero if the data are independent. Conventionally, if the intraclass correlation is less than 0.05, there is little justification to perform a multilevel analysis. For example, ICC (1) for abusive supervision is 0.11 and it means that about 11% of variability can be attributed of group-level variability in other words it is attributable to unit membership. We can explain about 11% of group variability of abusive supervision by the attributes of supervisors. Second, it is an “index of interrater reliability (the extent to which raters are substitutable)” (Bliese 2000, 355). Value of 0.05 and above for ICC (1) can be viewed as justification for aggregation (Frenzel et al. 2009). ICC (2) indicates an estimate of the reliability of the group mean rating (Ldtke et al. 2006). ICC (2) values of 0.70 are regarded to show sufficient reliability of class-level aggregated scores (Frenzel et al. 2009; LeBreton and Senter 2008). If abusive supervision is viewed as leadership (unit-level or level-2 construct), we need to aggregate subordinate-level data to the unit level and justify aggregation by ICC1, and ICC2.

In this study, to accommodate the need to model relations among variables at two levels, data were analyzed in Mplus (7.0) (Muthn Muthn 1998-2010). Mplus accommodates the MLC approach (or ML-SEM). We used multilevel path models. It is a type of multilevel SEM model which used only observed variables (not latent constructs). It does not include error terms for the constructs in the model so that measurement error may bias the estimated parameters. “In the multilevel path model measurement error in outcome variables will affect precision, where measurement error in the input variables will affect the accuracy of the estimates” (Heck 2001, 115). So, in this dissertation nature of proposed model is multilevel. To analyze the model data has been nested, as the data gathered from both individuals and groups. Multilevel analysis has been conducted that didn’t fulfil the assumptions regarding the independence of observations which is required for OLS regression analyses. Accordingly, overall analysis has been done by using

Mplus (Muthen & Muthen, 1998-2010). Moreover, to check the mediation, I did multilevel (ML) path analysis (Preacher, Zyphur, & Zhang, 2010).

### **3.10.10 Pilot Testing**

For newly developed or adapted scales it essential to establish their validity and reliability Cooper & Schindler (2006). So before conducting pilot study, all constructs were analyzed; nevertheless increased feedback of major study were also examined and concluded accordingly. Analysis was done in detail with the investigation and confirmation of dimensionality of studied constructs. “A good instrument is that which perfectly indicate for what a researcher is interested in assessing or measuring”. It is very essential for research to conduct the reliability analysis for all scales. The pilot study direct the research for main study.

For pilot study, 100 questionnaires were distributed to subordinates and 15 questionnaires distributed to supervisors. These selected professionals of service sector also the valued respondents of main survey. The developed/adapted questionnaires having dependent variables and independent variables of study 1 and study 2 were analyzed. Questionnaire based on five points likert scale with coded “range of Strongly agree=5, Moderately agree=4, Neither agree/Nor disagree =3, Moderately disagree =2, Strongly disagree = 1”. All the survey instruments were collected back by personal visiting the offices of said professionals. Total 80 out of 100 were received from subordinates and 10 out of 15 received from supervisors which nested in 10 paired responses. For analysis, I punched the data in SPSS software version (21.0) of the software. Model was tested followed by the series of statistical tests for validity and reliability. Results of “pilot study” established the reliability and validity of all the scales to be used in actual study. Further details have been mentioned in detailed study.

### **3.10.11 Summary**

In Chapter III, the design of the study was discussed. The population and sample of the study, the procedures used for data collection, and instruments utilized

to collect data were explained. Further, a detail description of the methods and techniques used in the study to test the hypothesized theoretical model and structural relationships was provided. In Chapter IV, the results of the data analyses conducted in this study will be presented.

Research design is complete road map for data collection. More sophisticated the research design more valuable the study outcomes are. Good research design that answer in a better way the research questions, has at least these three main purposes. i) Completed data collection process ii) instrument development and adoption techniques iii) population and sampling techniques.

# Chapter 4

## Results

### 4.1 Introduction

This chapter provides analytical basis to study the **Antecedents and Consequences of Abusive Supervision**. After collection of data it was entered in the software version (21.0) of SPSS and in MPlus (7.0) by proper coding process. Furthermore data preparation, its reliability & validity, analyzed demographic characteristics and hypotheses testing was also conducted and checked by applying the multilevel analysis for both proposed models separately.

### 4.2 Data preparation

According to Cooper & Emory (1995), that “first is data preparation, which includes the processes of editing, coding, and tabulation” (p.369). Data collected back from the respondents was keenly checked to ensure that errors if any have been removed and data quality is marked up to the defined standards for the study. Version (21.0) of SPSS was selected for analysis of the collected data. Each questionnaire was checked and coded before entry into the SPSS (Leech, Barrett, & Morgan, 2005).

### 4.3 Analysis

In order to analyze the data model was tested followed by the series of statistical tests for validity, reliability, normality, multicollinearity and multilevel analysis. I performed the following steps. First, I measured the convergent validity, discriminant validity, and reliability of the instruments with confirmatory factor analysis (CFA). We used the model re specification technique to establish convergent validity and discriminant validity (Anderson and Gerbing, 1988).

### 4.4 Normal Distribution:

But before assessing the measurement model the collected data was screened in order to get credible results (Gaskin, 2014), for this purpose normality and Multicollinearity was assessed and Skewness and Kurtosis were used in order check the normality and it was found that all the constructs were in acceptable rang. The values of variables must be in ranged between -1 and +1 for Skewness and must in ranged between +3 and -3 for kurtosis as recommended by Gaskin (2014). Results of table 1 showed that all values are in recommended range.

TABLE 4.1: Model 1: Normality (N=503)

Variable	Min	Mix	M	SD	Skewness		Kurtosis	
	Statistics	Statistics	Statistics	Statistic	Statistic	S.E	Statistics	S.E
OST	1	5	3.17	1.23	-0.26	0.11	-1.05	0.22
DEPL	1	5	2.85	1.23	0.27	0.11	-1.12	0.22
INC	1.22	4.89	3.23	1.11	-0.37	0.11	-0.97	0.22
COMIT	1.25	5	3.95	0.6	-0.93	0.11	1.27	0.22
POW	1	5	2.67	1.12	0.31	0.11	-0.95	0.22
PPF	1.17	5	3.36	0.96	-0.26	0.11	-0.75	0.22
NPF	1	4.67	3.15	1.06	-0.47	0.11	-0.83	0.22
PPR	1	5	2.72	0.87	0.65	0.11	0.24	0.22
NPR	1	4.71	2.79	1.18	0.04	0.11	-1.34	0.22
IAS	1	5	2.42	1.057	1.09	0.11	0.34	0.22
SAS	1	5	3.52	1.064	-1.04	0.11	0.06	0.22

## 4.5 Validity and Reliability

Table - 2 shows the values of IV (independent variable) and DV (dependent variable) regarding Cronbach's alpha were retrieved by applying the analysis. It is very clear from the data analysis reflected in the table that instrument has the reliability aspect and all the values are within the acceptable range which suggest that it is ready for further processing and no one item is there which can be excluded from the main data file. Reliability is for internal consistency, cronbach's alpha value must be in ranged between 0.70 and 0.90, which affirms that the scale is internally consistent. The results (table2) of this dissertation showed that all the values were in recommended range by the authentic scholars such as James Gaskin – Gaskin (2011) and Hair et al., (2010). Few variables contained high reliabilities as few previous studies have also the same. For instance; reliability of paranoia reported by Freeman (2007) was 0.92, reported Cronbachs alpha of Abusive Supervision was 0.98 (Rafferty , 2011) reported reliability of ostracism by Wang and Sung (2016) was 0.95, reported reliability of PD by Weber, Shenkar, & Raveh (1996) was 0.97 and reliability of incompetence by reported by Murphy et. al (2012) was 0.95.

## 4.6 Multicollinearity

Similarly using variance inflation factor (VIF) and tolerance, the multicollinearity between the independent constructs was also assessed. According to Hair et al., (2010) VIF must be less than 4, whereas tolerance must be less than 1. Dissertation results (Table 3) showed that all values are less than 4 for VIF and less than 1 for tolerance.

## 4.7 Confirmatory Factor Analysis

This dissertation adapted scales in a new work setting (South Asia), so it was essential to assess reliability and validity of measures. Thus I performed CFA to

measure the discriminant validity, convergent validity and reliabilities tests for all variables.

For the discriminant validity analysis, we used the method proposed by Fornell and Larcker (1981); the AVEs of all factors were compared with the squared correlations of all factors, and the AVE values were greater than their squared correlations. Likewise, discriminant values also suggest that there is a weak correlation exist between the predictors which can be confirmed through AVE if it is greater than 0.5 and if its square root is greater than the correlation coefficients between the predictors. In order to assess AVE following steps were followed:

1. After modifications content validity was also done. For this purpose a panel was invited comprises of academicians and practitioners from industry and asked to do the validity on scale essentials= 1, useful but not essentials= 2, not necessary=3 (Lawshe, 1974). Few items were dropped. The retained items were checked again from the relevant literature in order to affirm their significance.
2. After getting the validation of data and scale, and satisfied the underline assumptions led us to run conduct CFA using Mplus Editor 7.0.
  - Confirmatory fit index - CFI (must be greater than 0.90), Tucker Lewis Index
  - TLI (must be greater than 0.90), root mean square error of approximation – RMSEA (must be less than 0.08), and standardized root mean square residual – SRMR must be less than 0.08 were assess in order to check absolute and incremental fit indexes. In our case CFI and TLI were found less than 0.90 but as per Gaskin (2011) if it is greater than 0.70 it is permissible that the model is good fitted. However RMSEA and SRMR were less than 0.08. Which affirmed that the model is good fitted.

## 4.8 CFA Model 1

The below figure shows the Confirmatory Factor Analysis of Model 1. Model 1 consist of six variables named as: Supervisor's incompetence, Supervisor's paranoia (Positive paranoia, Negative paranoia), Supervisor's perfectionism (Positive perfectionism, Negative Perfectionism), Supervisor's power distance orientation, Supervisor's affective commitment, Supervisor's ostracism. The values mentioned on each items is loading of that item against variable. Any item having factor loading 0.40 (Cua et al., 2001) will be included for further analysis, if the value of any item is less than 0.40 we will exclude from the study analysis.

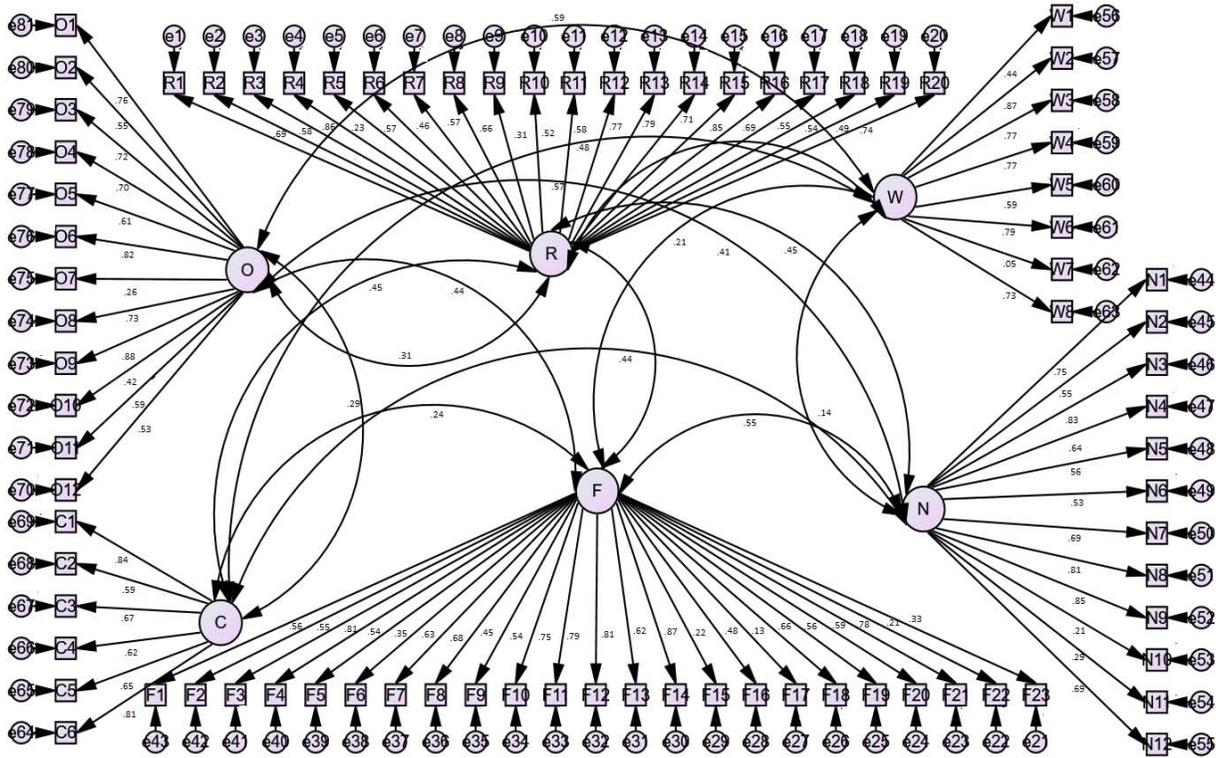


FIGURE 4.1: Model 1: Confirmatory Factor Analysis (N= 503)

TABLE 4.2: Model 1: Factor loadings, reliability, and validity of measurement model (N= 103)

Name of Variable	Items	Factor Loading	Item Decision	AVE Score	CR Values	DV Values
<b>Supervisor's Ostracism</b>				0.57	0.87	0.75
	O1	0.76	Included			
	O2	0.55	Included			
	O3	0.72	Included			
	O4	0.7	Included			
	O5	0.61	Included			
	O6	0.82	Included			
	O7	0.26	Excluded			
	O8	0.73	Included			
	O9	0.88	Included			
	O10	0.42	Included			
	O11	0.59	Included			
	O12	0.53	Included			
<b>Supervisor's Positive Paranoia</b>				0.53	0.82	0.73
	R1	0.69	Included			
	R2	0.58	Included			
	R3	0.86	Included			
	R4	0.23	Excluded			

R5	0.57	Included			
R6	0.46	Included			
R7	0.57	Included			
R8	0.66	Included			
R9	0.31	Excluded			
R10	0.52	Included			
<b>Supervisor's Negative Paranoia</b>			0.52	0.84	0.72
R11	0.58	Included			
R12	0.77	Included			
R13	0.79	Included			
R14	0.71	Included			
R15	0.85	Included			
R16	0.69	Included			
R17	0.55	Included			
R18	0.54	Included			
R19	0.49	Included			
R20	0.74	Included			
<b>Supervisors Positive Perfectionism</b>			0.55	0.86	0.74
F1	0.56	Included			
F2	0.55	Included			

F3	0.81	Included			
F4	0.54	Included			
F5	0.35	Excluded			
F6	0.63	Included			
F7	0.68	Included			
F8	0.45	Included			
F9	0.54	Included			
F10	0.75	Included			
F11	0.79	Included			
<b>Supervisor's Negative Perfectionism</b>			0.51	0.77	0.71
F12	0.81	Included			
F13	0.62	Included			
F14	0.87	Included			
F15	0.22	Excluded			
F16	0.48	Included			
F17	0.13	Excluded			
F18	0.66	Included			
F19	0.56	Included			
F20	0.59	Included			
F21	0.78	Included			

	F22	0.21	Excluded			
	F23	0.33	Excluded			
<b>Supervisor's power distance orientation</b>				0.52	0.8	0.72
	W1	0.44	Included			
	W2	0.87	Included			
	W3	0.77	Included			
	W4	0.77	Included			
	W5	0.59	Included			
	W6	0.79	Included			
	W7	0.05	Excluded			
	W8	0.73	Included			
<b>Supervisor's Incompetence</b>				0.51	0.74	0.71
	N1	0.75	Included			
	N2	0.55	Included			
	N3	0.83	Included			
	N4	0.64	Included			
	N5	0.56	Included			
	N6	0.53	Included			
	N7	0.69	Included			
	N8	0.81	Included			

N9	0.85	Included			
N10	0.21	Excluded			
N11	0.29	Excluded			
N12	0.69	Included			
<b>Supervisor's Affective Commitment</b>			0.54	0.79	0.73
C1	0.84	Included			
C2	0.59	Included			
C3	0.67	Included			
C4	0.62	Included			
C5	0.65	Included			
C6	0.81	Included			

*Measurement model fit statistics:*

*Absolute fit indices*

$\chi^2 = 297.59$ ,  $P = 0.000$ ,  $RMSEA = 0.053$ ,  $SRMR = 0.068$ ;

*Incremental fit indices*

$CFI = 0.85$  and  $TLI = 0.825$ .

The above table show the loading of each items of each variable. The value of item  $<0.40$  is excluded from further analysis, only those items were selected for analysis and computation of variables which loading was  $>0.40$ . The value of AVE, CR and DV was calculated and found all values are within accepted range. The values of model fit statistics are improved after deleting the items with low factors loading. The initial values were  $\chi^2 = 3242.451$ ,  $P = 0.000$ ,  $RMSEA = 0.153$ ,  $SRMR = 0.099$ ,  $CFI = 0.751$  and  $TLI = 0.512$ . The final improved statistics are presented at the end of the table 4.2

TABLE 4.3: Summary of Items Deleted during CFA

Name of Variable	No of Items before CFA	No of Items Deleted
Supervisor's incompetence	12	1
Supervisor's paranoia	20	2
Supervisor's perfectionism	23	5
Supervisor's power distance orientation	8	1
Supervisor's affective commitment	6	2
Supervisor's ostracism	12	0

## 4.9 CFA Model 2

The below figure shows the Confirmatory Factor Analysis of Model 2. Model 2 consist of only one variable (EGO Depletion), the values mentioned on each items is loading of that item against variable. Any item having factor loading  $0.40$  (Cua et al., 2001) will be included for further analysis, if the value of any item is less than  $0.40$  we will exclude from the study analysis.

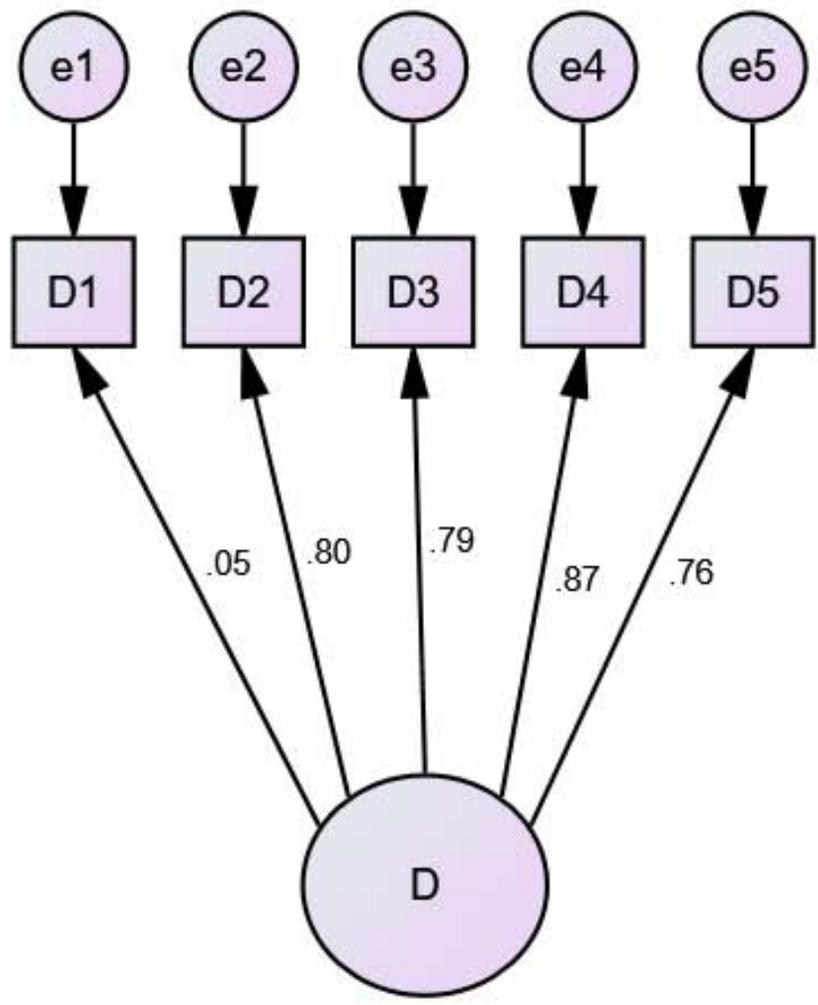


FIGURE 4.2: Model 2: Confirmatory Factor Analysis (N= 503)

TABLE 4.4: Model 2: Factor loadings, reliability, and validity of measurement model (N= 103)

Name of Variable	Items	Factor Loading	Item Decision	AVE Score	CR Values	DV Values
<b>EGO Depletion</b>				0.65	0.88	0.81
	D1	.05	Excluded			
	D2	.80	Included			
	D3	.79	Included			
	D4	.87	Included			
	D5	.76	Included			

*Measurement model fit statistics:*

*Absolute fit indices*

$\chi^2 = 246.59$ ,  $P = 0.000$ ,  $RMSEA = 0.041$ ,  $SRMR = 0.049$ ;

*Incremental fit indices*

$CFI = 0.925$  and  $TLI = 0.901$ .

The above table show the loading of each items of each variable. The value of item  $<0.40$  is excluded from further analysis, only those items were selected for analysis and computation of variables which loading was  $>0.40$ . The value of AVE, CR and DV was calculated and found all values are within accepted range. The values of model fit statistics are improved after deleting the items with low factors loading. The initial values were  $\chi^2 = 25.197$ ,  $P = 0.000$ ,  $RMSEA = 0.090$ ,  $SRMR = 0.073$ ,  $CFI = 0.895$  and  $TLI = 0.891$ . The final improved statistics are presented at the end of the table 4.4

TABLE 4.5: Summary of Items Deleted during CFA

Name of Variable	No of Items before CFA	No of Items Deleted
EGO Depletion	5	1

## 4.10 CFA Model 3

The below figure shows the Confirmatory Factor Analysis of Model 3. Model 3 consist of only two variables (Impulsive abusive supervision, Strategic abusive supervision), the values mentioned on each items is loading of that item against

variable. Any item having factor loading 0.40 (Cua et al., 2001) will be included for further analysis, if the value of any item is less than 0.40 we will exclude from the study analysis.

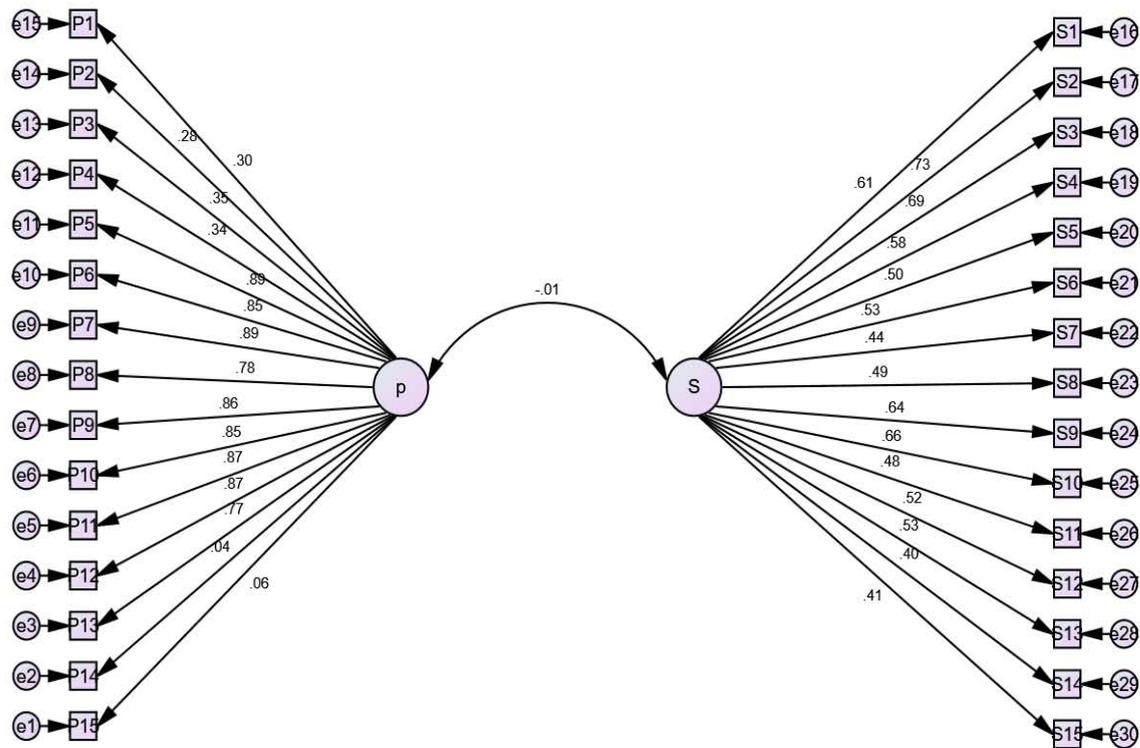


FIGURE 4.3: Model 3: Confirmatory Factor Analysis (N= 503)

TABLE 4.6: Model 3: Factor loadings, reliability, and validity of measurement model (N= 503)

Name of Variable	Items	Factor Loading	Item Decision	AVE Score	CR Values	DV Values
<b>Impulsive Abusive Supervision</b>				0.61	0.85	0.78
	P1	.30	Excluded			
	P2	.28	Excluded			
	P3	.35	Excluded			
	P4	.34	Excluded			
	P5	.89	Included			
	P6	.85	Included			
	P7	.89	Included			
	P8	.78	Included			
	P9	.86	Included			
	P10	.85	Included			
	P11	.87	Included			
	P12	.87	Included			
	P13	.77	Included			
	P14	.04	Excluded			
	P15	.06	Excluded			
<b>Strategic Abusive Supervision</b>				0.50	0.72	0.71
	S1	.61	Included			

S2	.73	Included
S3	.69	Included
S4	.58	Included
S5	.50	Included
S6	.53	Included
S7	.44	Included
S8	.49	Included
S9	.64	Included
S10	.66	Included
S11	.48	Included
S12	.52	Included
S13	.53	Included
S14	.40	Included
S15	.41	Included

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*Measurement model fit statistics:*

*Absolute fit indices*

$\chi^2 = 359.59$ ,  $P = 0.000$ ,  $RMSEA = 0.053$ ,  $SRMR = 0.062$ ;

*Incremental fit indices*

$CFI = 0.919$  and  $TLI = 0.904$ .

The above table show the loading of each items of each variable. The value of item  $<0.40$  is excluded from further analysis, only those items were selected for analysis and computation of variables which loading was  $>0.40$ . The value of AVE, CR and DV was calculated and found all values are within accepted range. The values of model fit statistics are improved after deleting the items with low factors loading. The initial values were  $\chi^2 = 3506.003$ ,  $P = 0.000$ ,  $RMSEA = 0.124$ ,  $SRMR = 0.098$ ,  $CFI = 0.669$  and  $TLI = 0.644$ . The final improved statistics are presented at the end of the table 4.6.

TABLE 4.7: Summary of Items Deleted during CFA

Name of Variable	No of Items before CFA	No of Items Deleted
Impulsive Abusive Supervision	15	6
Strategic Abusive Supervision	15	0

## 4.11 CFA Model 4

The below figure shows the Confirmatory Factor Analysis of Model 4. Model 4 consist of four variables (Employee's morale, Job stress, Job engagement and Psychological well-being), the values mentioned on each items is loading of that item against variable. Any item having factor loading  $0.40$  (Cua et al., 2001) will be included for further analysis, if the value of any item is less than  $0.40$  we will exclude from the study analysis.

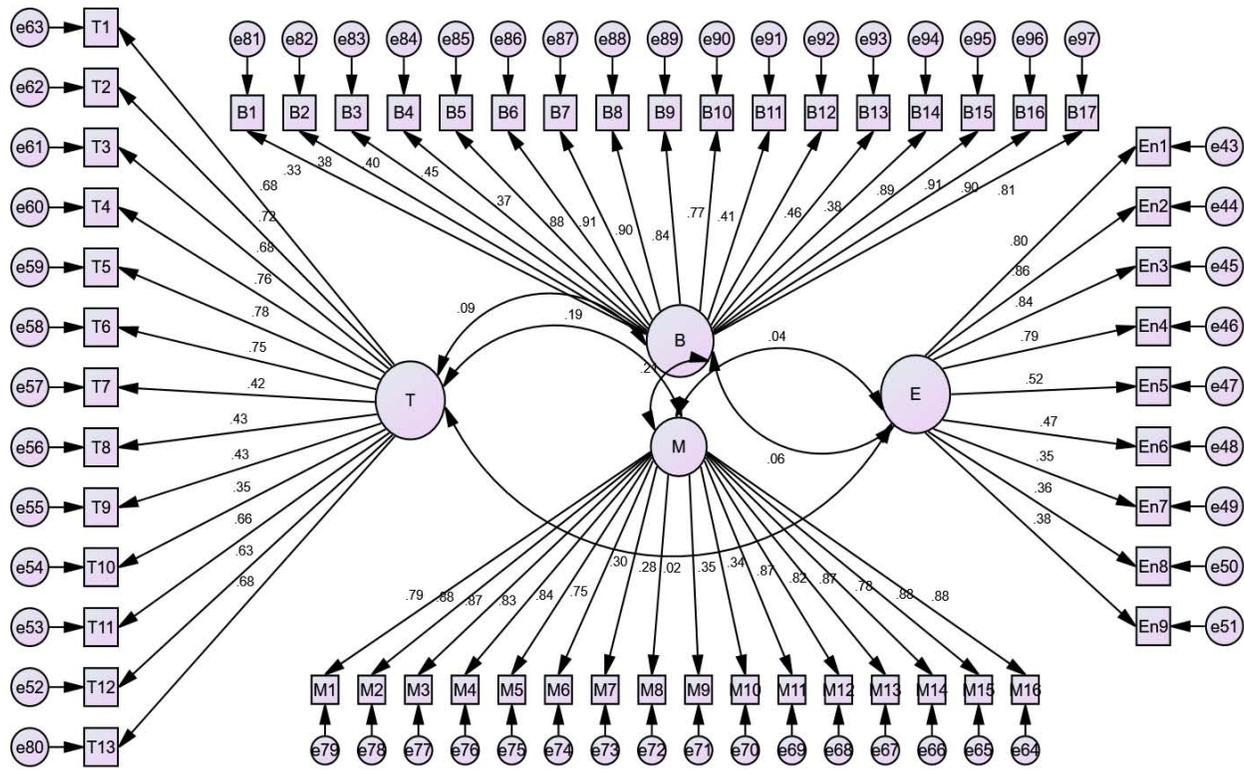


FIGURE 4.4: Model 4: Confirmatory Factor Analysis (N= 503)

TABLE 4.8: Model 4: Factor loadings, reliability, and validity of measurement model (N= 503)

Name of Variable	Items	Factor Loading	Item Decision	AVE Score	CR Values	DVValues
<b>Job Stress</b>				0.57	0.87	0.75
	T1	.68	Included			
	T2	.72	Included			
	T3	.68	Included			
	T4	.76	Included			
	T5	.78	Included			
	T6	.75	Included			
	T7	.42	Included			
	T8	.43	Included			
	T9	.43	Included			
	T10	.35	Excluded			
	T11	.66	Included			
	T12	.63	Included			
	T13	.68	Included			
<b>Employee's Morale</b>				0.53	0.82	0.71
	M1	.79	Included			
	M2	.88	Included			
	M3	.87	Included			
	M4	.83	Included			
	M5	.84	Included			
	M6	.75	Included			

M7	.30	Excluded			
M8	.28	Excluded			
M9	.02	Excluded			
M10	.35	Excluded			
M11	.34	Excluded			
M12	.87	Included			
M13	.82	Included			
M14	.78	Included			
M15	.88	Included			
M16	.88	Included			
<b>Job Engagement</b>			0.53	0.82	0.71
En1	.80	Included			
En2	.86	Included			
En3	.84	Included			
En4	.79	Included			
En5	.52	Included			
En6	.47	Included			
En7	.35	Excluded			
En8	.36	Excluded			
En9	.38	Excluded			
<b>Psychological Well-being</b>			0.53	0.82	0.71
B1	.33	Excluded			

B2	.38	Excluded
B3	.40	Included
B4	.45	Included
B5	.37	Excluded
B6	.88	Included
B7	.91	Included
B8	.90	Included
B9	.84	Included
B10	.77	Included
B11	.41	Included
B12	.46	Included
B13	.38	Excluded
B14	.89	Included
B15	.91	Included
B16	.90	Included
B17	.81	Included

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*Measurement model fit statistics:*

*Absolute fit indices*

$\chi^2 = 211$ ,  $P = 0.000$ ,  $RMSEA = 0.057$ ,  $SRMR = 0.051$ ;

*Incremental fit indices*

$CFI = 0.902$  and  $TLI = 0.894$ .

The above table show the loading of each items of each variable. The value of item  $<0.40$  is excluded from further analysis, only those items were selected for analysis and computation of variables which loading was  $>0.40$ . The value of AVE, CR and DV was calculated and found all values are within accepted range. The values of model fit statistics are improved after deleting the items with low factors loading. The initial values were  $\chi^2 = 1253.231$ ,  $P = 0.000$ ,  $RMSEA = 0.086$ ,  $SRMR = 0.073$ ,  $CFI = 0.861$  and  $TLI = 0.824$ . The final improved statistics are presented at the end of the table 4.8.

TABLE 4.9: Summary of Items Deleted during CFA

<b>Name of Variable</b>	<b>No of Items before CFA</b>	<b>No of Items Deleted</b>
Employee's Morale	12	5
Job Stress	12	1
Job Engagement	9	3
Psychological Well-being	17	4

## 4.12 Correlation Analysis

TABLE 4.10: Correlation Matrix (Study 01)

	OST	DEPL	INC	COMIT	POW	PPF	NPF	PPR	NPR	IAS	SAS
OST	1										
DEPL	.234**	1									
INC	.228**	.436**	1								
COMIT	.096*	-.010	-.115**	1							
POW	.164**	.441**	.400**	-.030	1						
PPF	-.267**	.152	.232**	-.079	.105*	1					
NPF	.068	.184	-.038	.149**	-.263**	-.193**	1				
PPR	.035	-.226	-.013	-.150**	.386**	.229**	-.082	1			
NPR	.034	.248**	.154**	-.101*	.112*	-.040	.169**	-.016	1		
IAS	.092*	.468**	.231**	.155	.285**	-.058	.085	.064	.067	1	
SAS	.205**	.503**	.299**	.452	.192**	.062	.003	-.002	.179**	.315**	1

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

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

*OST: Supervisor's ostracism, DELP: EGO Depletion, INC: Supervisor's incompetence, COMMIT: Supervisor's affective commitment, POW: Supervisor's power distance orientation, PPF: Supervisor's Perfectionism Positive perfectionism, NPF: Supervisor's Perfectionism Negative perfectionism, PPR: Supervisor's Paranoia Positive Paranoia, NPR: Supervisor's Paranoia Negative Paranoia, IAS: Impulsive abusive supervision, SAS: Strategic abusive supervision.*

Table 4.6 reports the correlations among studies variables. We note that supervisor's incompetence was positively associated with IAS ( $r = .231, p < .01$ ), while it was positively correlated with SAS ( $r = .299, p < .01$ ). Supervisor's ostracism was positively associated with IAS ( $r = .092, p < .05$ ), while it was positively correlated with SAS ( $r = .205, p < .01$ ). Supervisor's negative paranoia was positively associated with IAS ( $r = .067, p > .05$ ), while positive paranoia was negatively correlated with SAS ( $r = -.0002, p > .05$ ). We note that supervisor's POW was positively associated with IAS ( $r = .284, p < .01$ ), while it was positively correlated with SAS ( $r = .192, p < .01$ ). Supervisor's maladaptive perfectionism was negatively associated with IAS ( $r = -.058, p > .05$ ), while adaptive perfectionism was positively correlated with SAS ( $r = 0.062, p > .05$ ). Supervisor's COMMIT was positively associated with IAS ( $r = 0.155, p < .01$ ), while it was positively correlated with SAS ( $r = .452, p < .01$ ).

Supervisor's incompetence was positively related to leader ego depletion ( $r = .468, p < .01$ ). Likewise supervisor's ostracism was positively related to leader ego depletion ( $r = .234, p < .01$ ). Negative paranoia was also positively related to leader ego depletion ( $r = .184, p < .05$ ) whereas positive paranoia was positively related to leader ego depletion ( $r = .152, p < .05$ ). Supervisor's POW was positively related to leader ego depletion ( $r = .441, p < .01$ ). Adaptive perfectionism was negatively related to leader ego depletion ( $r = -.226, p < .01$ ) whereas maladaptive perfectionism was positively related to leader ego depletion ( $r = .248, p < .01$ ). Supervisor's COMMIT was not significantly related to leader ego depletion ( $r = -0.010, p > .05$ ). Ego depletion was positively related to leader IAS ( $r = .468, p < .01$ ) whereas ego depletion was positively related to leader SAS ( $r = .503, p < .01$ ).

TABLE 4.11: Correlation Matrix (Study 2)

	IAS	SAS	EM	JS	WE	PW
IAS	1					
SAS	.315**	1				
EM	-.110*	.108*	1			
JS	.156*	-.005	-.041	1		
WE	-.178**	.132*	.282**	.020	1	
PW	.439**	.156**	.216**	.097*	.016	1

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

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

*IAS: Impulsive Abusive Supervision, SAS: Strategic Abusive Supervision, EM: Employee Morale, JS: Job Stress, WE: work Engagement, PW: Psychological wellbeing.*

Impulsive Abusive Supervision was negatively associated with employees morale ( $r = -.110, p < .05$ ) whereas strategic abusive supervision was positively associated with employees morale ( $r = .108, p < .05$ ). Employees morale was negatively associated with job stress ( $r = -.041, p > .05$ ) and positively associated with employee work engagement and psychological wellbeing ( $r = .282, p < .01$ ) ( $r = .216, p < .01$ ) respectively. Impulsive abusive supervision was positively associated with job stress ( $r = 0.156, p < .05$ ) whereas strategic abusive supervision was negatively associated with job stress ( $r = -.005, p > .05$ ). Impulsive abusive supervision was positively associated with employee work engagement ( $r = -.178, p < .01$ ) whereas strategic abusive supervision was positively associated with employee work engagement ( $r = .132, p < .05$ ). Impulsive abusive supervision was positively associated with psychological wellbeing ( $r = .439, p < .01$ ) whereas strategic abusive supervision was positively associated with psychological wellbeing ( $r = .156, p < .01$ ).

### 4.13 Multilevel Analysis

I tested the hypothesized model using the multilevel, calculating direct and indirect effects. Given the multilevel nature of our model, the data collected to test our

model included nesting that violates assumptions of independence of observations required for ordinary least squares regression analyses. Accordingly, we conducted our analyses in multilevel format using Mplus (Muthen&Muthen, 2010).

For model one data was collected from two different levels of respondents such as supervisors and employees. Supervisors responded against incompetence, ostracism, positive and negative paranoia, power distance, positive and negative perfectionism, affective commitment and ego depletion, whereas employees responded against impulsive and strategic abusive supervision. Therefore in order to assess supervisors' perspective predictors on impulsive and strategic abusive supervision (both employees and supervisors perspective) the multilevel modelling in Mplus was used that how the impulsive and strategic abusive supervision at both levels are explained by the single level of predictors. Similarly the mediating role of ego depletion only responded by the supervisors was also examined between the relationship of predictors and impulsive – strategic abusive supervision. We test and report mediation through a test of the statistical significance of the indirect effect and its associated confidence interval (MacKinnon, 2008). The data consisted of 2 levels. The lowest level (Level 1) comprised IAS and SAS, which were nested with supervisor.

TABLE 4.12: Results of hypotheses (N=103 Supervisors, 503 Employees)

Independent Variables	IV → MV		IV → DV	
			MV → DV	
		ED Mediator (B/W Level)	IAS (B/W Level, Within Level)	DAS (B/W Level, Within Level)
<i>Hypothesized direct &amp; indirect effects</i>				
<i>Between Level</i>				
Supervisors Incompetence	0.218**		0.065*	-0.096*
Supervisors Ostracism	0.128*		-0.080*	0.101*
Supervisors paranoia (+ive)	-0.136*		-	0.024
Supervisors paranoia (-ive)	0.139*		0.076*	-
Supervisors Power distance	0.421*		0.106*	-0.115*
Supervisors Perfectionism (+ive)	0.063		-	0.038
Supervisors Perfectionism (-ive)	0.172*		0.077*	
Supervisors Affective Commitment	-0.012		0.005	0.066*
Ego Depletion (ED)	-		0.432**	0.475**
<i>Within Level</i>	-		0.672*	0.592*
R-square	-		0.243	0.284

\*p0.05, \*\*p0.01

In order to empirically justify aggregation of subordinate ratings of a given supervisor and aggregation of subordinate ratings to unit ratings, we conducted ICC analyses. This analysis indicates what proportion of the variance is accounted for by the group level, and whether or there is significant nesting. For impulsive abusive supervision  $ICC(1) = .483$  ( $p < .01$ ) and  $ICC(2) = .519$ . Strategic abusive supervision,  $ICC(1) = .421$  ( $p < .01$ ) and  $ICC(2) = .473$ . These values all support the aggregation we indicated in our conceptual development.

As table 4.8 depicts that supervisors incompetence ( $\beta = 0.065$ ,  $p < 0.05$ , between level), ostracism ( $\beta = -0.080$ ,  $p < 0.05$ , between level), negative paranoia ( $\beta = 0.076$ ,  $p < 0.05$ , between level), power distance orientation ( $\beta = 0.106$ ,  $p < 0.05$ , between level), and negative perfectionism ( $\beta = 0.077$ ,  $p < 0.05$ , between level) positively significantly predicted IAS (between level) [ $\mathbf{H}_{3a}$ ,  $\mathbf{H}_{6a}$ ,  $\mathbf{H}_{9a}$ ,  $\mathbf{H}_{12a}$ ,  $\mathbf{H}_{15a}$ ] whereas Supervisor's AC is negatively predicted to IAS ( $\beta = .005$ ,  $p > 0.05$ , between level) [ $\mathbf{H}_{18a}$ ]. Supervisor's incompetence ( $\beta = -0.096$ ,  $p < 0.05$ , between level), ostracism ( $\beta = 0.101$ ,  $p < 0.05$ , between level), power distance orientation ( $\beta = -0.115$ ,  $p < 0.05$ , between level), and negatively significantly predicted SAS (between level) [ $\mathbf{H}_{3b}$ ,  $\mathbf{H}_{6b}$ ,  $\mathbf{H}_{12b}$ ] Positive paranoia ( $\beta = 0.024$ ,  $p > 0.05$ , between level), adaptive supervisor's perfectionism ( $\beta = 0.038$ ,  $p > 0.05$ , between level) and Supervisor's AC ( $\beta = 0.066$ ,  $p < 0.05$ , between level) positively significantly predicted SAS (between level) [ $\mathbf{H}_{9b}$ ,  $\mathbf{H}_{15b}$ ,  $\mathbf{H}_{18b}$ ].

Furthermore supervisor's incompetence ( $\beta = 0.218$ ,  $p < 0.05$ , between level), ostracism ( $\beta = 0.128$ ,  $p < 0.05$ , between level), negative paranoia ( $\beta = 0.152$ ,  $p < 0.05$ , between level), power distance ( $\beta = 0.139$ ,  $p < 0.05$ , between level), and negative perfectionism ( $\beta = 0.172$ ,  $p < 0.05$ , between level) positively significantly predicted ego depletion (between level), and supervisor's positive paranoia ( $\beta = -0.136$ ,  $p < 0.05$ , between level), perfectionism ( $\beta = 0.063$ ,  $p > 0.05$ , between level), and affective commitment ( $\beta = -0.012$ ,  $p > 0.05$ , between level) not significantly predicted ego depletion (between level). Whereas ego depletion significantly predicted impulsive supervision ( $\beta = 0.432$ ,  $p < 0.05$ ) and strategic abusive supervision ( $\beta = 0.475$ ,  $p < 0.05$ ) at both employees and supervisors level. Similarly impulsive abusive supervision ( $\beta = 0.672$ ,  $p < 0.05$ ) and strategic abusive supervision ( $\beta = 0.592$ ,

$p < 0.05$ ) were found significant on both supervisors and employees level. Similarly 24.3% of variation was explained by the supervisor's incompetence, ostracism, positive and negative paranoia, power distance, positive and negative perfectionism, and affective commitment in ego depletion, whereas 28.4% of variation was explained by ego depletion in impulsive and strategic abusive behavior.

TABLE 4.13: Model 1: Indirect Effects

<b>Model 03 Indirect Effects</b>	<b>Estimates</b>	<b>LLCI</b>	<b>UCLI</b>
Supervisor's Incompetence → IAS (Via Ego Depletion)	0.100**	0.121	0.174
Supervisor's Incompetence → SAS (Via Ego Depletion)	0.108**	-0.31	-0.12
Supervisor's Ostracism → IAS (Via Ego Depletion)	0.059*	0.102	0.37
Supervisor's Ostracism → SAS (Via Ego Depletion)	0.063*	-0.27	-0.13
Supervisor's Negative Paranoia → IAS (Via Ego Depletion)	0.064*	0.13	0.34
Supervisor's Positive Paranoia → SAS (Via Ego Depletion)	-0.067*	-0.07	-0.14
Supervisor's PDO → IAS (Via Ego Depletion)	0.193**	-0.24	-0.20
Supervisor's PDO → SAS (Via Ego Depletion)	0.208**	0.01	0.120
Supervisor's Negative Perfectionism → IAS (Via Ego Depletion)	0.080*	0.13	0.122
Supervisor's Positive Perfectionism → SAS (Via Ego Depletion)	-0.067*	-0.14	-.110
Supervisor's Affective Com → IAS (Via Ego Depletion)	-0.006	-0.12	0.005
Supervisor's Affective Com → SAS (Via Ego Depletion)	-0.009	0.12	-0.138

Notes.  $N = 541$ . LLCI = lower level of the 95% confidence interval. UCLI = upper level of the 95% confidence interval. The model was estimated simultaneously. Standardized estimates are reported.

\*  $p < .05$ , \*\*  $p < .01$ , two-tailed

## 4.14 Results of Mediated Relationships

Table 4.9 reported the following results. Hypothesis 4 posited that ego depletion mediate the relationship between (a) supervisor's incompetence & IAS (b) supervisor's incompetence & SAS. Hypothesis 4 both parts were supported ( $ab = 0.10$ ,  $p < .05$ ; 95% CI [0.121, 0.174]) ( $ab = 0.108$ ,  $p < .05$ ; 95% CI [-0.31, -0.12]).

Hypothesis 7 showed that ego depletion mediates the combined effects of (a) supervisor ostracism and impulsive abusive supervision and (b) supervisor ostracism and strategic abusive supervision. Hypothesis both parts were supported: the indirect effect of supervisor's ostracism on IAS via ego depletion was significant ( $ab = 0.059$ ,  $p < .05$ ; 95% CI [0.102, 0.37]) ( $ab = 0.063$ ,  $p < .05$ ; 95% CI [-0.27, -0.13]).

Hypothesis 10 posited that ego depletion mediates the combined effects of (a) Supervisor's negative paranoia and impulsive abusive supervision and (b) Supervisor's positive paranoia and strategic abusive supervision. Both parts were supported ( $ab = 0.064$ ,  $p < .05$ ; 95% CI [0.13, 0.34]) ( $ab = -0.067$ ,  $p < .05$ ; 95% CI [-0.07, -0.14]).

Hypothesis 13 posited that ego depletion mediates the combined effects of (a) Supervisor's power distance orientation and impulsive abusive supervision and (b) Supervisor's power distance orientation and strategic abusive supervision. Hypothesis both parts were supported: the indirect effect of supervisor's PDO on IAS via ego depletion was significant ( $ab = 0.193$ ,  $p < .05$ ; 95% CI [-0.24, -0.20]) ( $ab = 0.208$ ,  $p < .05$ ; 95% CI [-0.01, 0.12]).

Hypothesis 16 theorized that ego depletion mediates the combined effects of (a) Maladaptive Supervisor's perfectionism and impulsive abusive supervision and (b) Adaptive Supervisor's perfectionism and strategic abusive supervision. Hypothesis both parts were supported: the indirect effect of maladaptive supervisor's perfectionism on IAS via ego depletion was significant ( $ab = 0.08$ ,  $p < .05$ ; 95% CI [0.13, 0.12]) ( $ab = -0.067$ ,  $p < .05$ ; 95% CI [-0.14, -0.11]).

Hypothesis 19 showed that ego depletion mediates the combined effects of (a) high affective commitment and impulsive abusive supervision and (b) low affective

commitment and strategic abusive supervision. Hypothesis both parts were not supported.

<b>Hypothesis</b>	<b>Statement</b>	<b>Result</b>
<b>H<sub>1(a)</sub></b>	Ego depletion is positively related to impulsive abusive supervision	Supported
<b>H<sub>1(b)</sub></b>	Ego depletion is negatively related to strategic abusive supervision	Supported
<b>H<sub>2</sub></b>	Supervisor incompetence is positively related to leader ego depletion.	Supported
<b>H<sub>3(a)</sub></b>	Supervisor incompetence is positively related to impulsive abusive supervision.	Supported
<b>H<sub>3(b)</sub></b>	Supervisor incompetence is negatively related to strategic abusive supervision.	Supported
<b>H<sub>4</sub></b>	Ego depletion mediates the combined effects of (a) supervisor incompetence and impulsive abusive supervision and (b) supervisor incompetence and strategic abusive supervision.	Supported
<b>H<sub>5</sub></b>	Supervisor's Ostracism is positively related to leader ego depletion.	Supported
<b>H<sub>6a</sub></b>	Supervisor's Ostracism is positively related to impulsive abusive Supervision	Supported
<b>H<sub>6b</sub></b>	Supervisor's Ostracism is negatively related to strategic abusive Supervision	Supported
<b>H<sub>7</sub></b>	Ego depletion mediates the combined effects of (a) supervisor ostracism and impulsive abusive supervision and (b) supervisor ostracism and strategic abusive supervision.	Supported
<b>H<sub>8(a)</sub></b>	Supervisor's negative paranoia is positively related to ego depletion	Supported
<b>H<sub>8(b)</sub></b>	Supervisor's positive paranoia is negatively related to ego depletion	Supported
<b>H<sub>9(a)</sub></b>	Supervisor's negative paranoia is positively related to IAS	Supported

<b>H<sub>9(b)</sub></b>	Supervisor's positive paranoia is positively related to SAS	Not Supported
<b>H<sub>10</sub></b>	Ego depletion mediates the combined effects of (a) Supervisor's negative paranoia and impulsive abusive supervision and (b) Supervisor's positive paranoia and strategic abusive supervision.	a. Supported b. Supported
<b>H<sub>11</sub></b>	Supervisors' power distance orientation positively related to ego Depletion	Supported
<b>H<sub>12(a)</sub></b>	Supervisor's power distance orientation (PDO) is positively related to IAS	Supported
<b>H<sub>12(b)</sub></b>	Supervisor's power distance orientation (PDO) is negatively related to SAS	Supported
<b>H<sub>13</sub></b>	Ego depletion mediates the combined effects of (a) Supervisor's power distance orientation and impulsive abusive supervision and (b) Supervisor's power distance orientation and strategic abusive supervision.	Supported
<b>H<sub>14(a)</sub></b>	Supervisor's maladaptive perfectionism is positively related to ego Depletion	Supported
<b>H<sub>14(b)</sub></b>	Supervisor's adaptive perfectionism is negatively related to ego Depletion	Not Supported
<b>H<sub>15(a)</sub></b>	Maladaptive Supervisor's perfectionism is positively related to IAS	Supported
<b>H<sub>15(b)</sub></b>	Adaptive Supervisor's perfectionism is positively related to SAS	Not Supported
<b>H<sub>16</sub></b>	Ego depletion mediates the combined effects of (a) Maladaptive Supervisor's perfectionism and impulsive abusive supervision and (b) Adaptive Supervisor's perfectionism and strategic abusive supervision.	Supported
<b>H<sub>17</sub></b>	Supervisor's affective commitment is positively related to ego depletion	Not Supported
<b>H<sub>18(a)</sub></b>	Supervisor's AC is negatively related to IAS	Not Supported

<b>H<sub>18(b)</sub></b>	Supervisor's AC is positively related to SAS such that higher the Supervisor's	Supported
<b>H<sub>19</sub></b>	Ego depletion mediates the combined effects of (a) high affective commitment and impulsive abusive supervision and (b) low affective commitment and strategic abusive supervision.	a. Not Supported b. Not Supported

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## 4.15 Overview of Model 2

**Model 2** shed light on the impact of impulsive abusive supervision and strategic abusive supervision on employee's outcomes (i-e job stress, employee's work engagement and psychological wellbeing) via employee's morale.

## 4.16 Data Preparation

For model 2 data collected back from the respondents was checked carefully to ensure that errors if any have been removed and data quality is marked up to the defined standards for the study. Version (21.0) of SPSS and MPlus (07) were selected for analysis of the collected data. Each questionnaire was checked and coded before entry into the SPSS (Leech, Barrett, & Morgan, 2005).

## 4.17 Analysis

In order to analyze the data of model 2 was tested followed by the series of statistical tests for validity, reliability, normality, multicollinearity and multilevel analysis. I performed the following steps. First, we measured the convergent validity, discriminant validity, and reliability of the instruments with confirmatory factor analysis (CFA) (Anderson and Gerbing, 1988).

## 4.18 Normal Distribution

But before assessing the measurement model the collected data was screened in order to get credible results (Gaskin, 2014), for this purpose normality and Multicollinearity was assessed. A total of 503 useful observations were left and then again Skewness and Kurtosis were used in order check the normality and it was found that all the constructs were in acceptable rang. Results showed that all values are in recommended range. Please see Table 4.10.

## 4.19 Multicollinearity:

Similarly using variance inflation factor (VIF) and tolerance, the multicollinearity between the independent constructs was also assessed. According to Hair et al., (2010) VIF must be less than 5, whereas tolerance must be less than 1. Dissertation results (Table 3) showed that all values are less than 5 for VIF and less than 1 for tolerance.

## 4.20 Validity and Reliability

Table – 4.10 shows the values of IV (independent variable) and DV (dependent variable) regarding Cronbach's alpha were retrieved by applying the analysis. It is very clear from the data analysis reflected in the table that instrument has the reliability aspect and all the values are within the acceptable range which suggest that it is ready for further processing and no one item is there which can be excluded from the main data file. The results of this dissertation showed that all the values were in recommended range by the authentic scholars such as James Gaskin – Gaskin (2011) and Hair et al., (2010).

TABLE 4.15: (Model 2): Normality (N=503)

Variables	Min	Max	M	SD	Skewness	Kurtosis
IAS	1.00	5.00	2.42	1.05	1.09	.34
SAS	1.00	5.00	3.52	1.06	-1.04	.06
MOR	1.00	5.00	2.78	1.09	.24	-.96
STR	1.14	5.00	3.23	1.07	-.29	-.88
ENG	1.00	5.00	2.90	1.14	-.02	-1.18
WELB	1.00	5.00	2.88	.97	.161	-.691

## 4.21 Multilevel Analysis

This study analyzed the hypothesized model using the multilevel, calculating direct and indirect effects. Nature of proposed model is multilevel so analysis of data

ignore “the assumptions of independence of observations”, which is obligatory for OLS analyses. Accordingly, this study conducted analyses in multilevel format using Mplus (Muthen&Muthen, 2010).

For Model 2 data was collected from employees. Employees responded against impulsive abusive supervision, strategic abusive supervision, employees morale, job stress, work engagement and psychological wellbeing. Therefore in order to assess the effects of proposed relationships Mplus was used. Similarly the mediating role of ego depletion only responded by the supervisors was also examined between the relationship of predictors and employees level outcomes. We test and report mediation through a test of the statistical significance of the indirect effect and its associated confidence interval (MacKinnon, 2008).

TABLE 4.16: Results of hypotheses (N=503)

Independent Variables	Model 1		Model 2		Results
	Employee Morale	Employee Job Stress	Employee's Work Engagement	Employee's Psychological Well Being	
Hypothesized direct & sequential effect H1. Impulsive Abusive Supervision	0.039	-	-	-	Not Supported
H2. Strategic Abusive Supervision	0.156*	-	-	-	Supported
H3. H4. H5. Employee Morales	-	0.096*	0.122*	0.216*	Supported
R-square	0.296	0.073	0.091	0.123	

\* $p < 0.05$ , \*\* $p < 0.01$

Measurement model fit statistics: a. Absolute fit indices  $\chi^2 = 10.401$ ,  $df = 6$ ,  $P > 0.05$ ,  $RMSEA = 0.037$  b. Incremental fit indices  $CFI = 0.988$  and  $TLI = 0.971$

As table 4.11 depicts the results of model 2. Hypothesis 1 showed that Impulsive abusive supervision (IAS) has insignificant relationship with employee morale ( $\beta = -0.039$ ,  $p > 0.05$ ). Hypothesis 2 depicts that Strategic abusive supervision (SAS) has positive and significant with employee morale ( $\beta = 0.156$ ,  $p < 0.05$ ). Hypothesis 3 posited that Employee's morale has positive and significant relationship with job stress ( $\beta = 0.096$ ,  $p < 0.05$ ). Hypothesis 4 depicts that Employee morale has positive and significant employee's psychological well-being ( $\beta = 0.122$ ,  $p < 0.05$ ). Hypothesis 5 shows the Positive relationship of employee morale and employee's job engagement ( $\beta = 0.216$ ,  $p < 0.05$ ).

TABLE 4.17: Model 2: Indirect Effects

<b>Model 03 Indirect Effects</b>	<b>Estimates</b>	<b>LLCI</b>	<b>UCLI</b>
Impulsive Abusive Supervision → Job stress	0.12	-.084	-0.022
(Via Employee Morale) Strategic Abusive Supervision → Job Stress	-0.116**	-.036	-.050
(Via Employee Morale) Impulsive Abusive Supervision → Work engagement	-0.128**	-0.227	-0.080
(Via Employee Morale) Strategic Abusive Supervision → Work engagement	0.099**	0.001	0.039
(Via Employee Morale) Impulsive Abusive Supervision → Psychological wellbeing (Via Employee Morale)	0.032	-.022	0.017
Strategic Abusive Supervision → Psychological wellbeing (Via Employee Morale)	0.084*	0.04	0.008

## 4.22 Results of Mediated Relationships

Hypothesis 6 stated that employee's morale mediates the relationship between IAS and job stress, hypothesis was supported ( $ab = 0.12$ ,  $p < .05$ ; 95% CI [-.084, 0.002]). Hypothesis 7 stated that employee's morale mediates the relationship between IAS and job engagement, hypothesis was supported ( $ab = 0.128$ ,  $p < .05$ ; 95% CI [.227, 0.080]). Hypothesis 8 stated that employee's morale mediates the relationship between IAS and psychological wellbeing, hypothesis was not supported. Hypothesis 9 stated that employee's morale mediates the relationship between SAS and job

stress ( $ab = 0.116$ ,  $p < .05$ ; 95% CI  $[-.036, -0.050]$ ), hypothesis was supported. Hypothesis 10 stated that employee's morale mediates the relationship between SAS and job engagement, hypothesis was supported ( $ab = 0.099$ ,  $p < .05$ ; 95% CI  $[.001, 0.039]$ ). Hypothesis 11 stated that employee's morale mediates the relationship between SAS and psychological wellbeing, hypothesis was supported ( $ab = 0.097$ ,  $p < .05$ ; 95% CI  $[.04, 0.008]$ ). See table, 4.12

Hypotheses	Statement	Result
H <sub>1</sub>	Impulsive abusive supervision (IAS) has negative and significant relationship with employee morale	Not Supported
H <sub>2</sub>	Strategic abusive supervision (SAS) has positive and significant with employee morale	Supported
H <sub>3</sub>	Employees morale has negative and significant relationship with job stress	Supported
H <sub>4</sub>	Employee morale has positive and significant employees psychological well-being	Supported
H <sub>5</sub>	Employee morale has positive and significant relationship with job engagement	Supported
H <sub>6</sub>	Employees morale mediates the relationship between IAS and job stress	Supported
H <sub>7</sub>	Employees morale mediates the relationship between IAS and job engagement.	Supported
H <sub>8</sub>	Employees morale mediates the relationship between IAS and employees psychological well-being	Not Supported
H <sub>9</sub>	Employees morale mediates the relationship between SAS and job stress	Supported
H <sub>10</sub>	Employees morale mediates the relationship between SAS and job engagement.	Supported

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<b>H<sub>11</sub></b>	Employees morale mediates the relationship between SAS and employees psychological well-being	Supported
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## 4.23 Chapter Summary

This chapter represents and consists of discussion on results obtained after data analysis of the study; which are also displayed by the figures as well.

Both studies was conducted with aim to find out that how much explored antecedents caused abusive supervision and how much it effects employee's related outcomes. From the results it has been observed that Supervisor's paranoia (+ive), Supervisor's Perfectionism (+ive), and Supervisor's Affective Commitment were only found insignificant. Rest of all variables were significant for model 1. Results of model 2 which showed that impulsive abusive supervision has insignificant relationship with employees 'psychological wellbeing in the presence of employee morale, rest of all relationships were found significant.

# Chapter 5

## Discussion and Conclusion

### 5.1 Overview

This chapter consists of debate related to theorized relationships of different variables of model 1 and model 2. It also shed light on those proposed relationships which has not been supported empirically. Future implications, limitations and conclusion of this dissertation has also been included.

### 5.2 General Discussion

To understand the construct of abusive supervision, this dissertation proposed a multilevel theoretical integrated framework of antecedents and consequences of abusive supervision by using a split multilevel approach. As Yammarino & Dansereau, 2008 said that “When a person leads or follows, the leader and the follower inevitably become interdependent with each other in some way. As a consequence, leaders and followers move from the situation in which each party is considered as an individual to a higher level of analysis where they form at least a dyad or where the leader links with the followers as a group. In like manner Neuman & Wright (1999) argued for the importance of examining relationships at both the individual and group levels. Thus leadership involves a movement from one level (person level) to a higher level (dyad level or leader–follower).” Our

conceptual framework which is designed by using split multilevel approach shed light on two different aspects on one continuum. First model based on supervisor related antecedents which cause impulsive abusive supervision and strategic abusive supervision via ego depletion. Second model is continuation of the first model; which shed light on the effect of impulsive abusive supervision (IAS) and strategic abusive supervision (SAS) on employee related outcomes by considering the role of employee morale as in interlinking mechanism. By considering the effects of AS service organizations can tackle the undesirable effects by reevaluating on service with a smile policies. However encouraging these kinds of policies help organizations to develop better image in the short run, but in the long run there will be a risk of compromise on the quality of supervisor and their follower interactions.

As we discussed above, availability of self-regulatory resources is important compelling force to indulge in abusive behaviors. So this study claims that one can reduce these abusive behaviors by replenishing self-regulatory resources. For instance, by allowing short breaks during work, organizations can help their employees to restore their self-regulatory resources organizations (Troughakos, Beal, Green, & Weiss, 2008). Likewise, past research showed that individuals can restore their depleted resources thorough self-affirmation training (Schmeichel & Vohs, 2009). So organization has to understand the antecedents and consequences of the Abusive supervision and make, their managers realize the worse consequences of this dark side of Abusive Supervision. Management should take initiatives regarding elimination of such behaviors and arrange special trainings and seminars for awareness purpose. In addition to this proper rules and regulations, particular policies should be introduced including penalties to the abusive managers/supervisors.

In addition to this, by giving preference to organizational interest, supervisors admitting their mistake could consider as a preemptive attempt to maintain their relations with their employees. And furthermore by offering an apology and confessing their mistakes rather than discouraging their subordinates or experience the damaging effects of unfair social exchange relationships. As discussed above, This dissertation examines hypotheses using a multi-level mode of analysis and

multisource data, in order to reduce the problems of self-serving biasness and theoretical connection between dependent and independent variables. Fox & Spector (2005) developed a model that gives emotions a central importance in response to work stressors. Although the most studied sources of stress have been work overload and those linked to conflict and role ambiguity, researchers have begun to recognize the importance of stressors from the social environment of work, such as interpersonal conflicts. Moreover the attributions regarding the reason of abusive supervision. In this sense, Bruk-Lee & Spector (2006) observed that conflicts with the supervisor (seen as a representative of the organization) lead to demotivation, such as very long breaks and the lack of collaboration at work. O'Brien and Allen (2008) reported that victims of abusive supervision, characterized by hostile verbal and nonverbal behaviors, restore their emotional balance by engaging in healthy cultural activities. While Belschak & Den Hartog (2009) found that negative feedback from managers or supervisors generates a greater willingness to embark on the performance of the employees and their attitude in the workplace.

### **5.3 Discussion for Model**

First study examines the relationships among Supervisor's incompetence, Supervisor's Ostracism, Supervisor's paranoia, Supervisor's Power Distance, Supervisor's perfectionism and Supervisor's affective commitment, succeeding supervisory abusive behaviors towards subordinates via ego depletion. After getting confirmation the model was tested (Multilevel modelling), both between and within level results were reported. Supervisor's positive paranoia with SAS, positive perfectionism with ego depletion and SAS were only found insignificant. The remaining variables remained significant. Therefore, the results of the study reflect support for the hypotheses in terms of the mediating relationships. To sum, the hypothesis regarding the mediating relationships has been supported positively. The hypothesis focusing strategic as well impulsive abusive supervision playing the role of mediating variables between supervisor incompetence via ego depletion. Results of this dissertation contained numerous practical and theoretical implications. To

initiate, I test the prevailing viewpoints that consider that supervisors are abusive either to some extent or not hostile/abusive entirely. While many researchers considered this construct “abusive supervision” to be an enduring factor, alike to a human characteristic or a trait and style. This dissertation recommends that every supervisor differ in their intended abusive behavior at the work setting. Findings of this dissertation contribute to the body of literature by proposing that to exactly explain abusive supervisory behaviors, research and theory should emphasis greatly on the optimistic aspect of abuse such as it obligates on “sustained” abuse. Therefore, this study changes the literature of abusive behaviors and more generally leadership, accelerative by indicating the significance of dual viewpoints in understanding behaviors of a leader. Additional, results recommended two causes of why variations in abusive behavior are important theoretically.

**First of all**, Research studies suggest that firstly, there are two types of abusive supervision. These include impulsive and strategic abusive supervision. The study one also affirms the same notion and the division of the construct has also been authenticated by it (Tepper et al, 2012; Khan, 2014). Furthermore, the research study suggest that there are fluctuations in the antecedents that are more related to the supervisors. In this context, this research aims to pay less attention to the body of research that focuses more on the antecedents of the phenomenon of abusive supervision (Martinko et al, 2013). Secondly, the research study also attempts to explain the reasons of inconsistency the leaders may exercise while exhibiting abusive behaviors. It contributes to fill the gap by investigating the reasons and understanding the cause behind the abusive behaviors of the managers (Tepper et al, 2011).

### 5.3.1 Research Question 1

For study 1 of this dissertation enclosed the research question that was “Does ego depletion influence impulsive abusive supervision and strategic abusive supervision?” Hypothesis 1(a) also, 1(b) posited that ego depletion is positively identified with impulsive abusive supervision and ego depletion is negatively identified with strategic abusive supervision, our results supported these hypotheses as

well. Byrne et al., (2014) said that supervisory abuse also reveals different behaviors of leadership that arise when resources depleted. These resources are essential to their capability to regulate their emotions and behavior, and when this pool of resources exhausted, leaders shows counterproductive and harming interactions with their subordinates (Byrne et al., 2014). Self-control has been shown to be a controlled resource that can wind up by simply exhausted, subsequently increased in aggressive responses. Limited self-control damages the capacity to indulge in suitable social interactions, and the depletion of official working resources indulge in like abusive behaviors (Kahn-Greene, Lipizzi, Conrad, Kamimori & Killgore, 2006; Von Hippel & Gonsalkorale, 2005; DeWall, Baumeister, Stillman, & Gailliot, 2007). One basic thing that organizational supervisors must do is to remain attentive to exhibit moral conduct at work place with their subordinates even when they have energetic days or disorderly working days. Over the past decade numerous ethical failures inside the work place that risen in the mass media, like threats and violation, obviously the requirement for leaders to behave in an ethical way. Obviously if the leader displays ethical behavior then for sure they will be the role model for their employee to behave in an ethical way (Walumbwa et al., 2011; Brown, Trevio, & Harrison, 2005). On the other hand Mayer, Kuenzi, Greenbaum, Bardes & Salvador (2009) said that when leaders behave unethically, mostly employees go with the same pattern. However, behaving ethically is not certainly easy task for supervisors because of requesting and busy work schedules. Supervisors are accountable for an unbelievable collection of difficult actions and decisions that, range from more insignificant ones (minor) to multi-million dollar decision (major); therefore, they continuously must select which decisions are worthy according to their consideration and which are not (Hambrick, Finkelstein & Mooney, 2005 and Ganster, 2005).

According to ego depletion theory, self-control always contains limited pool of resource. According to Baumeister (2000) the limited resources posits that draining self-control negatively influence future efforts related to self-control. The basic aim of the current dissertation is to study the role of ego depletion and how it is affected by discussed antecedents and how that may impact the abusive behaviors. Results

showed suggested effects for depletion. Individuals, who were exhausted, exhibit more noteworthy impulsive abusive behavior than individuals' whose resources were not depleted or less depleted. Given the foundations of each variable, mostly findings of this dissertation are in accordance with prior research. Self-regulatory behaviors strongly depends on controlled and effortful processing of information and are intended to enlarge long term interests (Baumeister 2002 and Khan 2014). Ego depletion disturbs individual's capacity to participate in more cognitive processing, then which would be able to prompt lesser desirable outcomes. Likewise in this dissertation, I contend that the continuous pressure that organizational leaders face can limit the self-control which is essentially required to behave morally. This nonexistence of mental energy can possibly resultant in destructive consequences, such as impulsive abusive conduct towards subordinates. By getting support from ego depletion literature, I contend that when leaders need to settle on various decisions and capacity in requesting situations, they are less liable to keep up the psychological vitality (cognitive resources) obligatory for other controlled, vitality requiring processes (Vohs et al., 2008). Also, because moral behaviors may rely upon cognitive resources (Usouf-Thowfeek, Janoff-Bulman & Tavernini, 2011), ego depletion might enhance the chance to display supervisor unethical conduct.

This dissertation additionally argues that, this expected impact of ego depletion on immoral supervisor conduct might have limit conditions. One critical point of confinement might be the degree to which individuals assign esteem and significance to planned long haul objectives. This thing is expected relevant because it might impact the measure of cognitive resources that supervisor s need to carry on in a moral way.

Explicitly, strategic abusive supervision is expounded by Tepper et al. (2012) as "insightful and ponder expressions of hostility that are performed on account of specific objectives" (p. 194). For those who characterize themselves in terms of respectability, the display of moral conduct will be all the more much of the time executed and, subsequently, more disguised and programmed; as such, they utilize less cognitive resources and keep up their self-control (Aquino and Reed, 2002; Reynolds & Ceranic, 2007; Aquino, Freeman, Reed, Lim & Felps, 2009). One can

expect that supervisors who are more interested in long objectives are less incapable than leaders low in moral character to the effects of ego depletion on their display of moral behaviors i.e strategic abusive conduct. So, the link between positive and negative forms of abusive supervision and leaders' resource depletion emphasizes the prerequisite for organizational initiatives and interventions that support leaders (Byrne et al., 2014). Given the connection between resource depletion and abusive supervision, organizations should foster conditions that support resource acquisition, especially to employees who have exhausted their resources. These resources could incorporate decreasing work over-burden, offering preparing, and giving supplies to leaders, which are resources that assistance them perform well as well as help cushion the negative effects of psychological resource depletion. By analyzing resource depletion as a precursor to abusive supervision, organizations can pick up insight into what should be possible to anticipate or address this sort of leadership (Byrne et al., 2014). Trougakos, Beal, Green & Weiss, 2008 suggested that majorly organizations can enable its employees to recover their (cognitive) self-regulatory resources by advising them to refresh themselves by taking short breaks at work. Research also showed that self-assertion can empower employees to reload their exhausted regulatory resources (Schmeichel & Vohs, 2009).

### 5.3.2 Research Question 2 & 3

For study 1 of this dissertation checked the research questions that were "Does Supervisor's incompetence, Supervisor's Ostracism, Supervisor's paranoia, Supervisor's Power Distance, Supervisor's perfectionism and Supervisor's affective commitment impact ego depletion?"

"Does ego depletion influence impulsive abusive supervision and strategic abusive supervision?"

The emerging literature related to antecedents of abusive supervision, prompted by a desire to reduce abusive supervision, and has considerably improved our understanding of "why leaders abuse their followers". Leaders have the potential to negatively or positively influence their subordinate behaviors, attitudes, and their

well-being with every workplace interaction (Yam, Fehr, Keng-Highberger, Klotz, & Reynolds, 2015; Michel, Newness, & Duniewicz, 2015). It means that, at workplace every interaction of employees is critically important. Regardless of whether that workplace employee's interaction of negative or positive displays of leadership behaviors is considerably more essential. Hypothesis (2) Hypothesis 3(a), Hypothesis 3(b) and Hypothesis 4 are related to first explored antecedent "Supervisor's incompetence" which showed that supervisor incompetence is positively related to leader ego depletion and impulsive abusive supervision, negatively related to strategic abusive supervision and also showed the combined effects, also proved by the results of this dissertation. Results of this dissertation also contribute to literature related to incompetence in numerous ways. By using an ego depletion framework, I theorized that there is no doubt in the fact that the competency of the supervisors is an important element within an organizations success. Research studies conducted by Vohs et al, (2005) also affirms the same notion. It asserts that in defining the behaviors within an organization the role of competencies in the supervisors cannot be ignored. This study discusses the role of self-regulation where the supervisors tend to control their impulses through self-regulation however when they are encountered with the situations where the challenges require an adequate level of competency and the lack of competency in the manager may also fail them in self-regulation as well. The same situation applies on the subordinate side as well. The research study further elaborates that when the supervisors fail to regulate their emotions they indulge in impulsive abusive supervision. On the other hand if they are able to regulate themselves then their ego depletion shall be less. In this case they are in a position to use abusive supervision as a strategic tactics that may result in positive outcomes instead of creating negative consequences.

This study demonstrates the results regarding the hypothesis that narrates the association of supervisor incompetence with the abusive behaviors via ego depletion and shows support towards this proposition. It asserts that the employee morale tends to decline as a result of impulsive abusive supervision. In addition to the decline in the morale of the employees, the fluctuations can also occur in the

determination of an employee within the organization. These fluctuations within the organization tend to cause a huge loss for an organization in different ways. The adverse effects of such behaviors by the supervisors gain more visibility when the same feelings contaminate the optimism among the employees, different work units, association of plenty of years and in the high reliability contexts. In such circumstances, the presence of low morale and the fluctuation in the determination level of the employees may cause devastating results.

Hypothesis 5, Hypothesis 6(a), Hypothesis 6(b) and Hypothesis 7 are related to second explored antecedents of this dissertation in which I theorized that supervisor's ostracism is positively related to leader ego depletion and impulsive abusive supervision negatively related to strategic abusive supervision and also showed the combined effects via ego depletion also proved empirically. This dissertation also contributes to body of literature on ostracism in organizations in numerous ways. By using an "ego depletion framework", I posited that "both would affect leadership behavior and relationships that have not been proposed previously. Moreover, the results indicate that ostracized state of supervisors might play significant role in defining behavior (Vohs, Baumeister & Ciarocco, 2005) in the workplace. I discuss that sometimes supervisors struggle to regulate impulses or urges when they are faced with challenging situations in terms of their competency or if they feel threatened to disclose, then they may become overwhelmed by their ostracism and fail at self-regulation. Engaging in actions demanding self-regulation diminishes an individual's pool of resources and their ability to self-regulate may be diminished until they are able to recover their resources. Consequently, people who fail to resist impulses or temptations involving negative activities (Gino, Schweitzer, Mead, & Ariely, 2011) and are unlikely to have the capacity to regulate, can use this quality as a tactic to control the behaviors of others to achieve desired results. This is the same case with ostracized individuals, when they fail to regulate their emotions then they involve in impulsive abusive supervision (IAS) as a result of ego depletion and if they able to regulate themselves then ego depletion will be less and consequently, they can use it as a strategic tactic. Although I theorized the effects of the antecedent of abusive supervision via ego depletion. For

instance, when impulsive abusive supervision occurs, a significant decrease in employee determination is seen, but strategic abusive supervision leads to a positive change in employee optimism and determination as it is done tactfully. Nevertheless, we posit that fluctuations in employee optimism can cause considerable amounts of lost value to organizations. This becomes much more evident when one begins to total across numerous days of low employee optimism, numerous work units, numerous organizations, and numerous years, or when one examines high dependability contexts in which a snapshot of low optimism can create disastrous consequences”.

Given that there is considerable difference in each of the studied outcomes, it is reasonable to expect that there can be commonly in which a supervisor suffers insensible conduct from specific source over and over again, will result in abusive supervision and impact optimism of his/her subordinates. Obviously, correct level of ostracism is hard to estimate, given that these constructs fluctuate continuously and that there are also between-singular differences that also impact these frequencies. Hypothesis 8(a) and Hypothesis 9(a) and Hypothesis 9(b) showed that supervisor’s negative paranoia is positively identified with ego depletion, impulsive abusive supervision and strategic abusive supervision respectively, Hypothesis 8(b) showed that supervisor’s positive paranoia is negatively identified with ego depletion and hypothesis 10 showed the consolidated effects by means of ego depletion, demonstrated experimentally. This study also contributes to research on paranoia in organizations in several ways. Using an ego depletion structure, I speculated that both would influence leadership conduct and relationships that have not previously been proposed. Negative beliefs/thoughts that controls whether somebody becomes upset caused impulsive supervisory behavior and moreover supervisory abusive or hostile behavior has adverse impact on subordinates’ self-respect, attitude, physical health, performance, and turnover (Mehdi et al., 2012; Hornstein, 1996) and it has negative association with morale of employees’ as stated by change & Lyons in (2012) Therefore, established on these arguments I can say that IAS mediates the relationship between supervisor’s negative paranoia. Paranoia has been described as “a disordered mode of thought that is dominated by an intense,

irrational, but persistent mistrust or suspicion of people and a corresponding tendency to interpret the actions of others as deliberately threatening or demeaning” (Fenigstein, 1994, p. 83). Paranoia transpires crosswise to an ample variety of psychopathologies, for example social phobia, depression, psychosis, and misconduct in personality (American Psychiatric Association, 1994). Thus, I can say that it is a common exposure, non-unique to experimental inhabitants; sub-clinical paranoia is elaborated as a way of thinking evident by embellished personal-referential prejudice that becomes a part of common, routine actions (Fenigstein & Venable, 1992). Such a thought leads to reasonably dependable partiality to, antipathy approach, suspiciousness, mistrust and animosity (Fenigstein & Venable, 1992). Paranoia taken as reaction consideration responds negatively to interpersonal hazard and face insightful consequences about people s’ interpersonal functioning and quality of life. Trower & Chadwick (1995) identified the most basic characteristic of paranoia as; one start to become threatening to oneself by interpersonal unenthusiastic assessment. Therefore, the process is tacit to be vibrant and a quick responder to change in circumstances. Paranoia is also sometimes used by supervisors and managers when they feel that their power has some kind of threat. On the contrary, Morrison, Gumley & Schwannauer (2005) suggested sometimes positive convictions can also result into the development of paranoid practices; cautious paranoia is usually occupied by productive distrust related to the plans and actions of certain population or organization. Sensibly paranoid individuals assess each move of their colleagues, and dissect and analyze each second in specification. While there prudent paranoia alarms them about endagerous situation, they search for the people and information that can be possible future threat to them and can raise conflicts in present and future that’s why I propose that it may cause strategic abusive behavior and on the other hand, pessimistic beliefs that leads to a person’s distress may cause impulsive supervisory behavior

Unlikely predicted positive effects of positive paranoia with abusive supervision {H9 (b)} were generally not supported. It is difficult to assess that whether it is due to the sampling error or not. The creation of Type II error reflects the presence of the adequate levels of sampling error. It is because of the fact that the

positive paranoias p values did not surpass the conventional cutoffs.

There may also be another reason for such a situation. For instance, the lack of awareness by the managers/supervisors regarding the paranoid conditions may cause such situation to happen. In this situation, there is a possibility that the supervisors rely more on the identification in order to monitor the behavior carefully rather than relying on the contextual understanding of the paranoid condition.

Moreover, the deprivation of the supervisor for few factors may result in playing a more power role as compare to the paranoid situation in order to predict the abusive supervision. However, this question needs to be answered in the future researches as there is a need to have measures that could explain enduring paranoid deprivation.

The results obtained after testing the Hypothesis 11 and 12 (a) suggest that constructs of ego depletion and the impulsive abusive supervision are positively related to the power distance orientation of the supervisors. Furthermore, the constructs of ego depletion and strategic abusive supervision are related negatively with the power distance orientation of the supervisors. The empirical results also affirm the same notion. There are also several other ways in which the study contribute to the supervisors power distance orientation within the organizations. The research further asserts that in the context of ego depletion structure, the impulsive and the strategic abusive behavior both also impact the leadership conduct of the supervisors. Not only this, it also impacts the relationships as described in the study that has been done by Khan (2014). However, the research study conducted by khan (2014) only gives proposition for the same and do not observationally confirm it. It also do not check the double effects caused by abusive supervision over the power distance orientation. Research study conducted by (den Hartog et al, 1999 and Hofsete, 2001). Research studies suggest that the observation of an employee in an organization is entirely and independently responsible for the subjective assessment. It is because of the fact that it vary from employee to employee, the way he/she perceives his/her supervisors abusive or not abusive (Harris et al, 2011). However, it is important to understand that the notion of subjective assessment is one of the four characteristics that are included in abusive supervision. Moreover,

it also equally important to understand that the style of leadership also play a pivotal role in this regard and the perceptions that employees made about due to different power distance introduction also differ extensively. It is further argued the style that has been successful and is being followed in one nation for instance United States may not be work the same way in other nations. Therefore it becomes crucial from this point of view, to study the perceptions of the employees with respect to abusive supervision in other social settings that may add value and contribute to the literature. Not only this, but the need to further the research in order to investigate the underlying subject in contrasting environment for instance, created versus creating nation setting also becomes important.

The importance and the need for additional research on this subject further aggravates because the already available work that has been done in this area belongs to US and narrates western perspective (Ashforth, 1994, 1997; Bowling and Michel, 2011; Namie and Namie, 2009 and Tsapatsis, 2012). Thus, it can be concluded that the work in this area is mostly dominated by the Americans describing mostly the western perspective, which is surely not applicable to other settings such as the one under which this study is going to be executed/conducted. There is a study that has depicted positive relationship between the view of the subordinate regarding the abusive supervision and the high power distance (Kang and Jensen, 2009). Thus, it means that the cultures where the high power distance prevails result in more abusive supervision and the subordinates working in such environments consider such conduct by their supervisors as ordinary. It has been observed that the cultures having high power distance often drive the supervisors to follow a tyrant management style. It is because of the fact that they often have greater experts with them. Therefore, these supervisors follow the basic routine that incorporates and reflect dictator management style which gradually becomes the part of their culture. Research study conducted by Cheng et al, (2004) elaborate tyrant management style as a conduct by the supervisor in which he tends to control his subordinates, asserts absolute specialist and demands for his subordinates to unquestionably become docile. And control over subordinates and demands unquestionable submission from subordinates. Tepper (2007) found that

the countries that exercise high power distance, the notion of abusive supervision gets a legitimate position and the subordinates also get accustomed to it. On the contrary, other studies suggest that the subordinates tend to see less abusive conduct by the supervisor due to the high power distance cultures (Lian et al, 2012). Therefore, they respond less negatively towards this style of supervision (Lin et al, 2013). There are studies that also examine the other side of the picture and suggest that in a powerful distance culture, the abused employees less interactional injustice Wang et al, 2012). According to Tjosvold & Okun, (1979), high power differences related to less support and cooperation, which ultimately involves supervisors into impulsive abusive behavior. In a meanwhile supervisor's intimidation or hostile behavior has adverse impact on subordinates' self-respect, attitude, physical health, performance, and turnover (Mehdi et al., 2012; Hornstein, 1996) and it has negative association with morale of employees' as stated by change & Lyons in (2012). Therefore, established on these arguments we can say that IAS mediates the relationship between supervisor's high PDO and employee's morale.

H14 (a) and Hypothesis 15(a) posited that Supervisor's maladaptive perfectionism is positively related to ego depletion and IAS and Hypothesis 16 showed the combined effects of maladaptive perfectionism IAS, SAS via ego depletion also proved empirically but H14 (b), Hypothesis 15 (b) didn't get empirical support. This study also contributes to research on perfectionism in organizations in several ways. Using an ego depletion system, I hypothesized that both would influence leadership conduct and relationships that have not previously been proposed. Another imperative point of the present research was to analyze whether perfectionist orientations would be associated with the pursuit of duality of abusive supervision and the regulations overseeing their behaviors.

I focused on perfectionism as a potential precursor of abusive behaviors because a focal characteristic of perfectionism involves the setting of high personal standards for performance and accomplishment (Blatt 1995; Shafran and Mansell 2001). As such, this personality characteristic is exceedingly significant to the study of abusive behaviors. Previously, perfectionism has been described as a uni-dimensional

construct. There are research studies that demonstrate that the domain of uni-dimensional construct does not involve the notion of perfectionism in it. However, it comprises dual underlying dimensions (Hamachek, 1978; Frost et al, 2002; Grzegorek et al, 2004). Versatile perfectionism refers to the setting of exclusive requirements, and studies have discovered that, in the wake of expelling the fluctuation shared with maladaptive perfectionism, versatile perfectionism was identified with positive outcomes such as self-esteem, low depression (Soenens et al. 2005), positive influence when taking exams (Bieling et al. 2003), and higher grades (Bieling et al. 2003; Rice and Slaney 2002). Despite the fact that the setting of exclusive requirements is not in itself neurotic, it might turn out to be more maladaptive when it is joined by negative self-evaluative tendencies and at last leads towards negative consequence like impulsive abusive conduct. Maladaptive perfectionists are exceptionally self-basic and normally encounter disappointment as a hit to their self-worth. Because their self-worth is at stake amid movement engagement, maladaptive perfectionists have a tendency to persistently question their actions, to feel anxious about committing errors, and to ruminate about their mistakes (Frost et al. 1997), which renders them defenseless against disguising problems (Blatt 1995), test uneasiness (Mills and Blanstain 2000), negative influence when taking exams (Bieling et al. 2003), feelings of scholarly ineptitude, and lower grades (Grzegorek et al. 2004). In accordance with previous research (Ommundsen et al. 2005),

I hypothesized that the two types of perfectionism would relate positively to the pursuit of organizational goals, as the setting of elevated standards for oneself—the basic theoretical element of the two types of perfectionism—is probably going to make one more inclined to putting an incentive on outperforming others. Additionally, in accordance with Miquelon et al. (2005), I hypothesized that, whereas versatile perfectionism would be associated with IAS, maladaptive perfectionism would be associated with SAS. Because versatile perfectionists would see outperforming others as a test and a possibility for increased learning, they would pursue impulsive abusive conduct basically for self-overseeing reasons. In

contrast, because of the strong self-basic tendencies that portray maladaptive perfectionism, maladaptive perfectionism is probably going to be associated with a pressured pursuit of planned objectives cause strategic abuse. When perfectionists faced challenges to their sense of perfectionism, they inclined to become anxious and desperate and experienced lowered self-esteem (Nagel, 2002) and in return they can involve in impulsive supervisory abuse. Otto (2006) pointed out that perfectionism incorporates both negative and positive facets. In that situation perfectionism delivers and set high standards and benchmarks for one's own behavior and inspiration to put more struggle for excellence, and supervisors might involve in strategic abuse as these perfectionist people have to do work extra hard to complete their projects (Davis, Bissler, and Leiter, 2001; 2008). Furthermore in favour of strategic abusive supervision, Ferris, Treadway, et al. in (2007) claimed that this form of intimidation not only tackle the victim but also help to control the viewers who observe the intimidation, and therefore in certain situations enhances the employee's efficiency and performance. This type of actions is mostly used in such circumstances that are suitable for the dependents as well, which ultimately increases employee's morale and confidence, and consequently enhances their productivity.

Given that there is considerable variance in each of the outcomes I studied, it is reasonable to expect that there can be many times in which a supervisor suffers undesirable behaviors from surroundings, will result in abusive supervision and influence morale of his/her subordinates. Obviously, exact level of perfectionism is difficult to estimate, given that these constructs vary continuously and that there are also between-individual differences that also influence these frequencies.

H<sub>17</sub>, H<sub>18(a)</sub>, H<sub>18(b)</sub> and H<sub>19</sub> theorized that supervisor's affective commitment is negatively related to ego depletion and IAS, positively related to SAS and combine effects via ego depletion. H<sub>18(b)</sub> proved empirically only. The contribution of this study lies in the in-depth analysis of affective commitment by the employees in the organization through multifarious ways. This dissertation has been used a framework of ego depletion and has theorized that the proposition regarding the fact that the affect leadership and relationships are impacted by the both affective

commitment and ego depletion and this has neither been proposed nor been studied earlier.

It is pertinent to note that the work attitude that results from the commitment that an employee has towards his/her organization and the other constituents of commitment are critical for an organization. There are various criteria that can describe different levels of commitment. These may include turnover, contextual performance, cognitive withdrawal, satisfaction and turnover (Cooper-Hamik & Viswesvaran, 2005; Matheieu & Zajac, 1990; Meyer & Allen, 1996; Meyer et al, 2002). It is also important to note that the dimensionality of commitment is also necessary to be understood (Meyer & Herscovitch, 2001). There may be different reasons for which employees in the organization may show commitment. It is possible that in some of the employees may identify with the goals communicated by the organization or the job security may also cause to increase in the commitment level of the employees. There are instances where it becomes difficult for the researches to differentiate between different types of commitment. For instance some forms of commitment may include, effective, normative, continuance commitment etc. (Hackett et al, 1994; Meyer et al, 2002). The debate over the classification of the commitment has been in the process since twenty years (Meyer & Allen, 1984; Mowday et al, 1979). Commitment can be defined in a work setting as a psychological bond that an employee perceives within an organization in which an employee associates some target with their job. Commitment to social entities like organizations and supervisors is commonly conceptualized as a multidimensional construct consisting of multiple forms (Allen & Meyer, 1990; Jaros, Jermier, Koehler, & Sincich, 1993; Meyer & Herscovitch, 2001; O'Reilly & Chatman, 1986). One form is affective commitment (AC), which entails an acceptance and internalization of the other party's goals and values, a willingness to exert effort on that party's behalf, and a strong emotional attachment to that party (Allen & Meyer, 1990; Mowday et al., 1979). Self-determined motivations form the basis for this commitment (Gagne & Deci, 2005; Meyer et al., 2004), reflecting autonomous propensities to engage in goal-directed behaviors because they are believed to be important in and of themselves (Deci & Ryan, 1985). These

goal-directed behaviors are not performed solely because of external controls and influences.

People typically put forth greater effort when they are intrinsically motivated (Deci & Ryan, 1985), which explains why AC has stronger relationships with task performance than do other forms of commitment (Meyer et al., 2002). Not only is effort higher for employees with strong AC, and for this purpose they might abuse strategically and vice versa, which produces higher levels of performance as well. Because of AC of supervisors they abuse their subordinates as supervisors perform abusive behavior to achieve an intended outcome, but this outcome may not necessarily be to cause harm (Tepper, 2000, 2007).and furthermore abusive supervision may not be considered deviant if it conforms to organizational policies and normative behavior (Tepper, 2000). In favor of supervisory strategic abuse Ferris, Treadway, et al. (2007) claimed that this form of intimidation not only tackle the victim but also help to control the viewers who notice the intimidation, and therefore in certain circumstances enhances the employee's efficiency and performance. This kind of actions is mostly used in such circumstances that are suitable for the dependents as well, and this ultimately increases employees' confidence, and consequently enhances their productivity.

Carl, Gupta & Javidan (2002) said that "Leaders rely almost exclusively on the formal contract with subordinates to achieve organizational goals, with the organization compensating the employee through financial remuneration" (p. 535) and incase of failure supervisor can involve in abusive behavior unintentionally and moreover supervisor's intimidation or hostile behavior has adverse impact on subordinates' self-respect, attitude, physical health, performance, and turnover (Mehdi et al., 2012; Hornstein, 1996). Unlikely predicted effects of supervisor's AC as an antecedent of abusive supervision via ego depletion were generally not supported. The distance of P value of AC from the values of the conventional cut off suggest that the sampling error is available at a considerable error in order to create Type II error. The results further signify that the job satisfaction of an employee is increase as a result of increase in the affective commitment. It is because of the fact that the employees feel that they are being treated fairly

by the organization. Not only this, but they may also agree with the objectives and principles of the organization (Hakins, 1998). In addition to this, tenure also play a pivotal role in increasing the commitment level of the employees. For instance the employees who have spent longer time and progressed in their careers with the organization depict more commitment as compared to those who join the organization along the way. It is also pertinent to understand that by organizational commitment it does not mean company loyalty only. The literature basically suggest that by organizational commitment, also includes the employees intrinsic desire to defend his/her organization to defend it against any internal or external criticism (Business Daily review, 2008). There may be the possibility that the supervisors become more vigilant about the level of commitment their employees show towards their organization and they monitor the same carefully. Further, there may be few other factors that could become more powerful that the enduring affective commitment in the course of predicting abusive supervision. This study suggest that the future researcher must aim to answer the question that what shall be the measures in order to understand enduring AC deprivation. It is to be noted that in times when the supervisors may get less support from their subordinates and the considerable variance that may occur in the outcomes, leading towards the exercise of abusive supervision. It also add to impact the level of his commitment at the same time though gradually and that these frequencies may also be influenced by individual differences. With research having already identified negative organizational and societal concerns of abusive behaviors. Supervision, perhaps a more critical question at this point is why supervisors behave abusively toward subordinates. Indeed, only by identifying the antecedents of abusive supervision can scholars and practitioners hope to understand its causes and thus curtail its occurrence. The few studies that have examined antecedents of abusive supervision have identified various work-related antecedents, such as organizational injustice, upper-level abusive supervision, and poor subordinate performance, based on displaced aggression, social learning, and moral exclusion theoretical perspectives (Aryee, Chen, Sun, & Debrah, 2007; Liu, Liao & Loi, 2012; Mawritz, Mayer, Hoobler, Wayne, & Marinova, 2012; Tepper, Duffy, Henle,

& Lambert, 2006; Tepper, Moss, & Duffy, 2011).

However, theorists dating back to Freud (1933) have suggested that, relative to other antecedents, self-regulatory resources are the most proximal predictors of interpersonal aggression because they serve as an inner set of psychological restraints that prevent aggressive impulses from translating into actual aggression. Self-regulatory resources are finite, and, when depleted, interpersonal aggression is likely to occur because the individual has lost the self-control necessary to combat aggressive impulses. Thus, a complete understanding of the predictors of abusive supervision should consider two things: (1) how self-regulatory resource depletion contributes to the occurrence of abusive supervision, and (2) which factors cause self-regulatory resources to become depleted. Our study is intended to make a number of contributions to theory and research. Among these are that, first, in response to the critique that the abusive supervision literature is “more phenomenon driven than theory driven” (Tepper, 2007: 285), and the fact that most of the literature focuses on consequences rather than on antecedents of abusive supervision, I draw on ego depletion theory to introduce an overlooked theoretical process whereby the occurrence of abusive supervision can be explained—namely, self-regulatory resource depletion resulting from competing inner commitment.

This theoretical perspective differs from most others in the literature because it proposes abusive supervision to be the result of self-regulatory failure rather than intentional or mimicked behavior (Barnes, Lucianetti, Bhave, & Christian, 2015). Second, our theoretical perspective suggests antecedents of abusive supervision that include factors outside of the work domain, a perspective severely lacking not only in the abusive supervision literature but also lacking in broader leadership theories as well. Third, by drawing on resource drain theory, we uncover unique individual and situational boundary conditions of the abusive supervision phenomenon that, up to this point, have not received attention. Finally, from a practical perspective, this research introduces abusive behavior dynamics and ego depletion as areas of focus for interventions designed to reduce abusive supervision. Furthermore, it allows organizations to target these interventions to the individuals and situations for which they will be most efficacious.

## 5.4 Discussion Related to Model 2

Study 2 basically conducted in continuity of study 1. Basic aim is to shed light on the employee's related consequences of abusive supervision at work place.

In the second model of this dissertation I theorized the negative relationship of impulsive abusive supervision (IAS) and employee morale which did not prove empirically. Research studies suggest that when the supervisor treats their subordinates in the bitter way, it may result negatively on the routine and output of the employees (Hornstein, 1996; Tepper, 2000, Tepper et al, 2008). In addition to this, the competitive advantage of the firm may also get affected due to this reason (Barney, 1991; Duschek, 2004; Rahimi & Kovaevi, 2009). The impulsive supervision results in the adversely as it cause the employee to return with the deviant work behavior. This deviant behavior by the employees may cause to impact the performance of the employees negatively. It is because of the fact that such abusive behavior by the employee creates a hostile and aggressive environment in which the pace of work by the employees is affected due to the lack of interest by them. Employee morale conditions are one of the vital importance in HR. Morale of an employee is eagerness, willingness and spirit that motivates employee to work. In presence of supervisor impulsive abuse it is far impossible to attain these traits. An employee with high morale condition adds significance contributions towards organization while a worker with low morale condition cannot fulfill objectives of his/her task and assignment. It is to be noted that the employee morale becomes negative when the employee faces undesirable behaviors that may be physical or psychological. It may also cause to aggravate different types of disorders that relate to multiple behaviors. It also play an important role over the turnover intention of the employees as the morale of the employees decline. Supervisory abusive behavior and morale of employee go with each other. Abusive hostile intimidate and fearful conditions of workplace are responsible for low performance and negative morale of the workers. It is impracticable to maintain conducive work environment when there is supervisory abusive at workplace. A high morale condition with no abusive condition enhances competitive advantage and organizational outcomes. But surprisingly our results did not authenticate

our theorized relationship. First of all, it might be because of sampling error. Secondly, It is important to note that behavior that is considered intimidation by one person may be considered acceptable by another. For instance, legitimate, constructive and fair feedback on a member of staff's performance or behavior at work is not intimidation. Isolated incidents of unreasonable behavior such as abruptness, sharpness or rudeness whilst unacceptable, will generally not be considered to amount to bullying. However, individuals may want to let the other person know how their behavior has made them feel in order to avoid a repeat of such behavior. Thirdly, if a person is self-determined and his/her priorities might be different which help him/her to maintain morale. Fourthly, might be there are few other factors which makes environment more conducive like co-workers support etc. Lastly economic conditions (i-e unemployment, poverty) of our country could be a reason for revitalization of employees' morale.

There are research studies that support the strategic abuse for instance by Ferris et al, 2007. The hypothesis 2 also revolves around the same proposition. The research studies suggest that strategic abuse is basically a skill that helps the supervisors to control bullying. It is also beneficial for the supervisors who are politically skilled. It is equally beneficial for the employees who are not competent enough to understand the work expectations that their supervisors want them to fulfill. Strategic abuse supervision maneuvers the behaviors of the employee strategically and tends them to align themselves for specific work outcomes. This is supervisory tool for enactment of workers as per the desired results. This strategic abuse is not intended to create hostile, intimidate or negative environment for workers but this is a treatment that meditate on unachievable to achievable. Such strategic supervisory skill modifies personality traits including motivation, work attention, morale and inner willingness to carry out particular work. This is a way to maximize negative consequences and enhances positivity for work outcomes. Politically skilled manager/supervisor takes his assignments and work in a way that a non political skilled manager demeans. This type of behavior is basically used in the situation that is basically appropriate for subordinates as well it boost ups their inner motivation morale, confidence and spirit. Strategic abuse supervision has

positive relation with employee morale. A strategically skilled supervisor enhances employee morale conditions that are beneficial for working conditions. It is important to note that such abuses do not mean to demean the work environment or creation of bad environment but this is a skillful way to make sure that employees are having high moral standards. Strategic abuse has positive relation with employee morale and it is an important trait of a manager that not only enhances morale of the employee but also increase the performance of the organization.

Hypothesis 3 showed negative Relationship of employee's morale and job stress. Employee morale is a force that instigates an employee to do particular task. An employee with high morale is always good performer if we compare with an employee of low morale. In relation with job stress, employee morale is negatively influenced. Employee stress is a barrier created for organization performance. An employee with stress situation cannot fulfill the assigned objectives. Stress has greatly an effect on efficiency and performance of organizations. physical environment, workload, career advancement, management style, working relationships, organizational support, work itself, rewards, job security, job independence, role clash and vagueness about task. An employee with boosted moral and with low stress presents much higher commitment and attention towards work. High moral standards mean willingness to work, motivation for task and energy to do something. It is basically an inner force that coerces an employee to work at the highest level of performance that one can do. It is noted that high morale conditions with low stress generated extra ordinary results. While an employee with job stress can not present exceptionally high morale conditions that results in performance dilapidation of the organization. So it is imperative to keep in account that firm outcomes are only achievable if employees are with high morale conditions and with low job stress.

Hypothesis 4 showed the positive relationship of employee morale and employee's psychological well-being. Higher employee productivity is related to psychological well-being of the employee. There is relationship between employee well-being on one hand and organizational performance on other hand. An employee with better psychological state performs exceptionally well and leads organizational towards

better output. Psychological well-being of the employee is self-alignment towards goal achievement. Psychologically sound employee exhibits desired behavior necessary for organizational performance. The facts describes that makes an undeniable requirement for taking action to raise individuals' well-being at work. Doing so not only paybacks individuals and makes organizations better places to work in, the confirmation also shows that people who attain good standards of well-being at work are more likely to demonstrate a range of skills that will also benefit their employers. In workplaces that are set up to promote well-being, people have a propensity to be more inspired, more loyal, more productive, and execute better in terms of customer pleasure. Employee morale and Psychological well-being is positively related with each other. An employee with high morale and psychological well in all respect tend to exhibit in extra ordinary manner. It is important to note that high morale conditions of the employee in face driving force for organizational performance. There is positive association between employee morale and psychological well-being. If an employer prefers that at work place employees should have high morale and in a psychological well-being state, high performance may be expected from this particular organization.

This research study also proposes that there is a positive relationship between the job engagement of the employee and the employee morale. The study suggests that the employees who are sufficiently engaged turn out as good resource as compared to their counterparts. Employee engagement can help the organization in different ways. For instance, it can facilitate the organization to excel in competence and in driving the change initiatives. It is to be noted that the level of engagement could vary according to differences that may be biographical or individual. It is possible that the level of engagement of the young employees is more in the beginning and may decline later on. On the other hand, those who are gregarious may be more adaptable. In addition to this, it depends on the employee that whether he/she wants to engage or not. If the employee considers that it is worth indulging in the work, he/she may get involved in the work. When the employees feel it worthy and consider that engagement is necessary, they get into it and it result in the well-being of the employees. This ultimately benefits the

organization as the support of the employee for the organization increases as a result of employee engagement. An employee with sound morale condition tends to act in more desirable way rather than a person with unsound morale conditions. There is positive association between employee engagements and morale condition of the employee. The HR department and sections should create such environment where employee engagement should be achieved through high morale condition of the employee. Firm should take this fact into account that an engaged employee definitely exhibits high morale that work together to perform successful organization. In corporate world, small or big organization are adopting practices that keep their employee with high morale condition and it further links with organization engagement. For better output of the firm, employee should be engaged through high morale standards. It is important to note that there is positive relationship between employee's commitment at work place and morale condition of the employee. Managers should hire individuals with higher morale and that is desirable for firm's commitment.

Hypothesis 6 showed that employee's morale mediates the relationship between IAS and job stress. Employee morale is negatively associated with impulsive abuse supervision. It mediates between impulsive abuse supervision and job stress. First path of this mediated hypothesis did not prove empirically. Reasons for this unusual result could be contextual. Might be there are few other factors which makes environment more conducive like co-workers support etc. Lastly economic conditions (i.e. unemployment, poverty) of our country could be a reason for revitalization of employees' morale. Employee morale also negatively related with job stress. Employee morale is negatively related with IAS and Job stress. The morale of employee is basically high spirits to perform particular job. The employees with high spirits feel less impulsive abuse supervision. The managers normally treat in a fair manner that's why they exhibit high performance. Furthermore low spirit employees feel high impulsive abuse supervision and their performance is not up to the mark. It is important to note the relation of employee morale and job stress, as also employee morale mediates with job stress. Job stress consists of

multifarious unwanted thwarts faced by employees at work. It may be of different kind depending upon the working environment and psychological aspects. An employee with high stress level feels low efficiency and exhibits low performance. Job stress is negatively related with employee morale. As morale of the employee meditates between IAS and job stress, it is important to take into account that job stress and employee morale are converse of each other. Increasing one shall lower other and vice versa. An employee with high spirits and high moral condition feels lower stress and vice versa. Performance of the firm uplifts itself when employee comes with high morale and low job stress levels. It is necessary to mention that HR managers should make arrangements where employee feels high morale conditions and lower stress. It enhances performance and brings fruitful results as per requirements.

Hypothesis 7 showed that, employee's morale mediates the relationship between IAS and job engagement. It strengthen relationship with job engagement positively while weakens relationship with IAS. Employee morale is positively associated with job engagement as high spirit employee is always engaged in work. Employee work engagement is ability of an employee to keep up strong commitment with his work. An engaged employee with work exhibits high morale and spirits while low morale employees are not committed with work at all. Low morale employees always exhibits low performance that ultimate causes low organizational outputs. Today in corporate sectors and good firms are in habit of boosting up employee morale so that they could present better job engagement. Such opportunities may be created where employee feel high morale and spirits for the betterment of the organization. Employee morale on other hand negatively associated with impulsive abuse supervision. Employee morale here weakening the relationship with IAS, it implies that High morale employee are nourishes in fear free environment. The abusive supervision lowers the efficiency of the employees and hence lowers the organizational outcomes. But astonishingly our results do not support proposed relationship of IAS and employee morale. It is important to note that behavior that is considered intimidation by one person may be considered acceptable by another. For instance, legitimate, constructive and fair

feedback on a member of staff's performance or behavior at work is not intimidation. Isolated incidents of unreasonable behavior such as abruptness, sharpness or rudeness whilst unacceptable, will generally not be considered to amount to bullying. However, individuals may want to let the other person know how their behavior has made them feel in order to avoid a repeat of such behavior. And if a person is self-determined and his/her priorities might be different which help him/her to maintain morale. Might be there are few other factors which makes environment more conducive like co-workers support etc. Lastly economic conditions (i-e unemployment, poverty) of our country could be a reason for revitalization of employees' morale. But still it is important to consider that organizations should have an environment free of impulsive abuse supervision. Doing so high morale conditions supports employee and work efficiency and performance is increased. While this kind of abuse not only damages the morale of employee but it also creates hostile and intimidate environment. In the light of above discussion employee should be engaged through high morale and low impulsive abuse supervision. In this way we can maximize our competitive advantage and can minimize the fear of low performance of the organization.

Hypothesis 8 showed that employee morale mediates between IAS (Impulsive Abuse Supervision) and Psychological wellbeing of the employee working in any organization. Although it is worth noticeable that IAS negatively related with employee morale and employee morale makes positive association with psychological wellbeing. But surprisingly our results do not support proposed relationship of IAS and employee morale. It is important to note that behavior that is considered intimidation by one person may be considered acceptable by another. For instance, legitimate, constructive and fair feedback on a member of staff's performance or behavior at work is not intimidation. Isolated incidents of unreasonable behavior such as abruptness, sharpness or rudeness whilst unacceptable, will generally not be considered to amount to bullying. However, individuals may want to let the other person know how their behavior has made them feel in order to avoid a repeat of such behavior. And if a person is self-determined and his/her priorities might be different which help him/her to maintain morale. Might be there are few

other factors which makes environment more conducive like co-workers support etc. Lastly economic conditions (i-e unemployment, poverty) of our country could be a reason for revitalization of employees' morale.

We supposed that an employee with high morale is psychological well. Psychological wellbeing of an employee increases with high morale. In many organizations there is dire need of creation of such environment where employee could feel psychological well, because it is related with high morale. The high morale of an employee is guarantee of good results. It is recommended to implement such HR practices where employee's psychological wellbeing is address and high morale conditions should be made. Impulsive abuse supervision is hostile intimate threat and fearful environment where employee feel unsafe and their will to work at this particular place decrease with passage of the time. High Impulsive abuse supervision intimates employee, decreases courage and will to work, that ultimately reduces morale. In modern era companies are making sure that all facilities and perks should be entitled to those who are working day and night for the organizational performance. For this purpose managers are being trained and companies are spending major part of the budget on research and development. Managers should be trained for better and professional treatment with their employees. This practice yields good results as it enhances firm performance. In the light of above discussion still it is necessary to note that firm should take care of employee morale, psychological wellbeing and managers should be trained to refrain them from impulsive abuse supervision.

Hypothesis 9 showed that employee morale mediates between Strategic Abuse Supervision (SAS) and Job stress. Employee morale is positively associated with Strategic Abuse Supervision (SAS) and it is negatively related with job stress. Strategic abuse supervision is politically skilled tool designed to purposely modify the behaviors of the individual that are deviant from work. This tool created good working practices without creation of fear threat or intimidation. Employee morale has been seen uplifted with the injection of SAS technique. Employee morale is enhanced with the inculcation of Strategic Abuse Supervision (SAS). High morale

employee performs in a good manner and that leads to organizational good performance. Today in corporate world where firms are spending handsome budget on HR policies and practices they are well aware about this fact and investing over the means to increase employee morale and focusing on Strategic Abuse Supervision (SAS) wherever required, depending upon situation. Employee morale is enhanced with the increase in Strategic Abuse Supervision (SAS). Conversely employee morale is negatively related with job stress. Job stress is basically pressure and anxiety at work place that is created due to different reasons. This job stress impacts adversely on many things that are important for employee performance. Employee morale is one of them. Organizations are in a profound urge to establish conducive environment where employees do not feel stress and hence their morale is high. Such steps lead towards betterment of the organization and enhance firm performance.

Hypothesis 10 showed that employee morale mediates between Strategic Abuse Supervision (SAS) and job engagement. It is positively related with Strategic Abuse Supervision (SAS) and job engagement. It strongly supports and creates strong positive relationship between Strategic Abuse Supervision (SAS) and employee engagement. Employee morale and Strategic Abuse Supervision (SAS) supports this fact that high spirits and morale of employee can be enhanced through Strategic Abuse Supervision (SAS). Strategic Abuse Supervision (SAS) is technique designed to minimize the mistakes and behavioral amendments of the employee through politically skilled abuse. Such kind of abuse does not mean to create hostility or intimidation but the purpose of this Strategic Abuse Supervision (SAS) is positive alteration in habits and attitudes of the employees. Enhancing Strategic Abuse Supervision (SAS) yield high morale grounds and values that leads towards better performance of the employee as well better performance of the organization. On the other hand employee morale also positively mediated with employee engagement. It is evident that high morale and high spirits of the employee ensures good commitment and engagement with work and commitment with organization. Organizational commitment is basically association with work and assignment assigned by the manager or supervisor. A motivated employee with high morale

and spirit efficiently performs the assignment and hence increases the organizational performance. It is suggested to create such opportunities where employee may feel morally high and should be well engaged with work. Similarly Strategic Abuse Supervision (SAS) increases employee morale. Strategic Abuse Supervision (SAS) may be deployed depending upon the situation and requirements of the organization.

Hypothesis 11 showed that employee morale mediates between Strategic Abuse Supervision (SAS) and employee's psychological wellbeing. Employee morale is positively associated with psychological wellbeing of the employee while it also positively supports Strategic Abuse Supervision (SAS). Employee psychological wellbeing is the state of mind where an employee works with sound mental and health conditions. The performance of the employee is high when it is done under the well mental state. Due to this fact organizational performance also increases. Psychological well-being is positively related with employee morale. It is worth noting that a sound psychological well employee exhibits high morale and it adds up good performance of the employee. It is suggested to create opportunities where employee could come up with minimum psychological issues and with high morale conditions. Doing this performance of the organization may be enhanced in a better way. On the other hand it is evident that Strategic Abuse Supervision (SAS) is also supporting the fact that use of strategic abuse increases employee morale. In the presence of Strategic Abuse Supervision behavior of most of problematic employees may be amended and thus morale of the employees may be uplifted for good organizational performance and firm's profitability. Employee morale is a bridge between psychological well being and Strategic Abuse Supervision (SAS), which is supporting both these facts. Organizations should make arrangements for the creation of opportunities for psychological well being of the employee and nurturing of employees morale through Strategic Abuse Supervision (SAS).

## 5.5 Limitations and Future Research

Although this study has a strong methodological contribution and data was collected from different sources (subordinates and supervisors) over time, facilitating to deviate inflated correlations normally identified in matched data sources (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). This study has few limitations as well and firstly manipulated variables were not used further more random task techniques were not included in this study, because it can inferences clearer cause. This study focuses on supervisor's related antecedents so its impact on subordinates (either as predictors or consequences) was not measured. With the help of theoretical possibilities in future research can measure this relationship. To foresee the clear outcome or better results, better sampling techniques can explicitly leads towards that mark.

It is to be noted that the individual differences are important to be examined in the future research. It is because of the fact that these differences can play a moderating role between abusive supervision and ego depletion. In contrast to this study that has focus on ego depletion from the perspective motivated by self-control. The causal mechanism is also pivotal and can be worth studying in the future research that has been recommended by the underlying study. It shall add in the understanding and shall definitely make positive contribution in the subject area.

Future researcher can conduct research on those theorized relationships which did not prove empirically in proposed studies. Martinko et al., (2013) suggested that of impact of abusive supervision on different industries should also be studied. Future studies should give attention to above mentioned gaps. Earlier research showed significant interest in the research related to consequences of abusive supervision, which is a critical part of abusive supervision inquire about, however it ought not be the main thought. Mostly literature on abusive supervision has showed numerous destructive consequences which should be sufficient to influence organizations and that is a major problem. Scholars can now give more attention to the most ignored parts of this literature – such as “understanding the

experiences of the supervisor that correspond to the enactment of abusive behaviors toward subordinates – in order to shift the focus from understanding abusive supervision to preventing it”.

Majority of the research related to abusive supervision was cross sectional (Tepper, 2007) and almost major respondents of those researches were single source either supervisors or subordinates. According to Tepper (2007), mostly research occurred inside the United States, implying that but there is still much to find out about how the nomological system of damaging supervision may contrast cross-wise over cultures (Martinko et al., 2013). Research has additionally proposed that authoritative standards and hierarchical atmosphere may advance or lessen harsh inclinations in supervisors; however this is another part of injurious supervision that has gotten little consideration (Tepper, 2007). In this way, multifaceted investigation can likewise be led by future analysts for comparative examination. Future researcher can get benefit by focusing on implementing training programs in different organizations that encourage subordinates to report abusive behaviors in the work setting and how to prevent abusive behaviors from happening there. A lot of material available with respect to the practical suggestions of this examination and how it can be connected to different organizations, however it is helpful to begin testing these hypothesis empirically in a real organizational setting. Research on making an abuse lessening atmosphere by means of “aggression-preventive supervisor behaviors” will be fruitful (Yang & Caughlin, 2016)

## 5.6 Practical Implications

The application of the recommendation given by this study in practical environments, adequate limitation can be exercised in order to control and limit the abusive supervisor conduct at the work place. The method of supervisory conduct offered by this study can ameliorate the supervisory mechanism within the organizations and the managers/supervisors can make their conduct better. The static approaches by the supervisors can be avoided that assume that the managers are instinctively rigid and abusive. Moreover, the exogenous factors such as ostracism

may assist in recognizing the abusive conduct within a workplace environment. Not only this, but this research study suggest that the inward factors are equally important in controlling the levels of abusive supervision conduct. It is also argued that the treatment of abusive supervision through ways makes it less scary to deal with and it can be dealt more sensibly. The results of the study further suggest that it is not only ostracism that is the only exogenous factor causing abusive supervision. There may be other external factors as well that may cause it to occur. The factors may vary from organization to organization and supervisor to supervisor. However, the leaders therefore, must understand the triggers that may lead them for adopting such conduct. Furthermore, the results also exhibit that ego depletion although a construct that play a significant role in generating abusive supervision yet it may at times becomes unable to result in abusive behavior. It is because of the fact that the supervisors perceptions regarding the sanctions they might going to face as a result also drive them to behave accordingly. In addition to this, the increase in awareness of the leaders due to multiple and different sort of trainings may help the leaders to reduce the distance between the ostracism and abusive supervision they tend to exercise towards subordinates.

Given the deleterious consequences of abusive supervision, organizations have a vested interest in preventing its occurrence. Our findings have significant practical implications for organizations desiring to prevent abusive supervision because they suggest another set of interventions that, until now, have not received attention, yet may serve to reduce abusive supervision. Our findings also identify the individuals for whom these interventions may be most beneficial and why they should be most useful for them. Leaders mindset should be changed in such a way that they should try to hear silence of the employees in daily routine and try to dig out the things that may be 57 pop up after a light push by the supervisor (Haskins & Freeman, 2015). This requires detailed concentration of the supervisor towards employees.

Mostly subordinates who faced abusive supervision hardly report it due to different reasons. Might be because their job security and any promotional opportunities mostly lies in the hands of their immediate supervisor (Xu, Loi, & Lam, 2015).

Instead of, they adopt passive or avoidant coping strategies, in order to escape themselves from any stress (Xu et al., 2015).

In that vein, prior studies on antecedents to abusive supervision would suggest that organizations should focus solely on improving the work environment to mitigate the occurrence of abusive supervision, or selecting only certain leaders with traits that do not dispose them to such behavior (Tepper, 2007). However, our findings suggest that an important element of preventing abusive supervision may be helping supervisors to effectively manage their intrapersonal issues. Organizations that change employee attitudes towards their work and the organization will have employees who are more satisfied. They will “go the additional mile,” be grinding away when they are supposed to be, complete their work quality, and stay with the organization. This, thus, will deliver substantial results for the organization as increased profitability (and a decrease in extra time required), decreased turnover and associated enlistment costs to fill the vacant position, decreased safety incidents and associated costs, and higher sales volumes. As is the case of significance of supervisor’s connected antecedents, correspondence is imperative to keeping employees occupied with their work and faithful to the organization. Another vital component to boosting successful work commitment is incorporating top management in any downsizing or strategic organizational changes (Evans et al. 2009).

The organization increased efficiency by 70% out of one plant and saved \$8.8 million every year because of decreased absenteeism, turnover, and extra time. This was the immediate result of an exertion the organization started to increase employee engagement and organizational commitment. Notwithstanding the cost savings and efficiency increases associated with employee engagement and morale strategies, organizations can receive different rewards as well. The efforts someone places on their relationship with a given organization and how they consider their organization can substantially affect turnover, absenteeism, generation, and different areas as well. Abusive supervision has developed as a primary theme and has been studied in regards to its relationship with absenteeism, turnover, burnout, work satisfaction, and employment performance in the work environment. With

a specific end goal to improve organizational result, they have to encourage an employee's confidence in the organization's objective's and values, a willingness to apply considerable exertion for the benefit of the organization, and an unequivocal desire to keep up organizational membership, in addition to other things (Porter et al., 1973).

One approach to inspire positivity in employees and increase employee's morale in employees is to create empowerment and empowered employees. Empowerment means giving employees the expert, skills, and self-control to perform their tasks (Park and Rainey, 2007). Empowerment has been associated with increased inspiration, satisfaction, organizational commitment, and, eventually, work performance. As indicated by Park & Rainey (2007), Empowered employees should have more elevated amounts of occupation engagement, psychological prosperity and decrease in work stress. There are several ways a business can empower their employees in the work environment. These include: Assigning tasks that will enable your subordinates to develop and go up against extra responsibilities, clarifying the reason for the task being given, giving clear and concise directions, permitting and empowering questions from employees, demonstrating that you trust your employees, soliciting suggestions from your employees as to better ways of finishing tasks, and things of this nature that directly affect the work being finished and the activity itself (Bowden & Lawler, 1995). In conjunction with empowerment employers also need to focus on making significant, testing, and interesting work. Abusive supervision is a serious phenomenon that is being faced by the organizations and its members. The organizations can overcome this problem through prevention and managing the abuse. It can be averted by fostering civilized culture within the organization by implementing 360-degree feedback programs and trainings for employees and managers. This will help organizations in obtaining the required skills to openly receive constructive feedback. In addition, disciplinary action is also a good tool to manage the abuse. Direct coping is yet another fruitful method to control abusive behavior. Organization should train its managers to point out some of the indicators for abusive behavior like, withdrawal behaviors, low morale, and distrust. This research is applicable to the different

role models at every level of the organization as well as the organization as a whole. Managers and employees should be conscious of the fact that they may be serving as role models to others and their subordinates may be observing and simulating their behavior. This can be seen while interacting less experienced individuals or lower level employees who often idealize the appropriate behaviors. Therefore, all members of an organization should act as positive role models to others especially to the receptive individuals.

To sum, it is important that both the employees and the supervisors are in a position to maintain their self-regulatory resources. Research studies offer different options for instance, leisure activities (Derric, 2013), sleep, positive perfectionism and many others. For instance, partaking in leisure activities (Derrick, 2013) and sleep (Lanaj, Johnson, & Barnes, 2014), positive use of paranoia, positive perfectionism, less PDO and positive use of ostracism have been shown to restore self-regulatory resources. These variables may be used according to the circumstance faced by both i.e. the employees and the supervisors in order to prevent the abusive supervision. For instance, by utilizing leisure activities the managers/leaders may be encouraged to avoid abusive supervision (Troughakosetal, 2008).

It is important to understand the abusive supervision and the resulting impact that it may cause on the employees have increased potential to cause adverse effects over the organizations that are providing direct services to the customers. In such customer service organization, this situation may cause a huge dip in the service quality perceptions by the customers.

## **5.7 Conclusion**

In a nutshell, this study aims to connect the ostracism by the supervisor to the abusive supervisor conduct. It asserts that this connection results adversely for the subordinates. Further, there is a significant impact of events that must be considered by the organization that aim to create an workplace environment that is more motivational and productive. It is also equally important and a precursor for boosting the employee morale and other imperative motivational factors as well.

the events could be both non-work and amid work. Non work events include for instance ostracism and amid work events for instance include abusive supervision conduct.

The environments that support aggressive behaviors often finds strong relationship and strong support between ego depletion and abusive supervision. Therefore, it is necessary for the organization to focus more on preventing the means that may lead towards abusive supervision rather than focusing only on ameliorating the work environment or may be choosing the right leaders. The support to employees in order to maintain their morale also comes under this ambit.

This study shows that abusive supervision varies within a person, not just between people, creating a complicated, but increasingly complete, picture for organizational scholars, managers, and workers.

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# Appendices

## APPENDIX I

### Questionnaire

I am student of PhD (Management Sciences) at Capital University of Science & Technology Islamabad. I am conducting research on **An Integrated Framework for Antecedents and Consequences of Abusive Supervision; Test of Multilevel Model** You can help me by completing the attached questionnaire; you will find it quite interesting. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes. For each item of the statements below, please indicate the extent to which you agree or disagree with the following statements by ticking (✓) the appropriate number.

Sincerely,

**Noureen Fatima**

<b>SCALE</b>				
The response scale is as below				
1 →	2 →	3 →	4 →	5 →
Strongly disagree	Disagree	Natural	Agree	Strongly Agree

<b>Ostracism</b>						
1	My supervisor ignored me when I came to the office.	1	2	3	4	5
2	I had to take initiative to say something in order to catch my supervisors attention.	1	2	3	4	5
3	My supervisor always seemed to rush to end our conversation.	1	2	3	4	5
4	My supervisor seldom took initiative to share working experiences with me.	1	2	3	4	5
5	My supervisor seldom looked at me when I reported my work.	1	2	3	4	5
6	In general, I feel being ignored by my supervisor.	1	2	3	4	5
7	My supervisor often explicitly criticized my opinions/- suggestions in the meeting.	1	2	3	4	5
8	My supervisor often disagreed with my suggestions at work.	1	2	3	4	5
9	My supervisor always uses Busy as the excuse to turn down my lunch invitation.	1	2	3	4	5
10	My supervisor explicitly interrupted my presentation and disapproved my views at work.	1	2	3	4	5
11	My supervisor refused to talk too much to me at work.	1	2	3	4	5
12	In general, I feel being rejected by my supervisor.	1	2	3	4	5
<b>Perfectionism</b>						
13	I have high standards for my performance at work or at school.	1	2	3	4	5
14	I am an orderly person.	1	2	3	4	5

15	I often feel frustrated because I cant meet my goals.	1	2	3	4	5
16	Neatness is important to me.	1	2	3	4	5
17	If you dont expect much out of yourself you will never succeed.	1	2	3	4	5
18	My best just never seems to be good enough for me.	1	2	3	4	5
19	I think things should be put away in their place.	1	2	3	4	5
20	I rarely live up to my high standards.	1	2	3	4	5
21	I like to always be organized and disciplined.	1	2	3	4	5
22	Doing my best never seems to be enough.	1	2	3	4	5
23	I set very high standards for myself.	1	2	3	4	5
24	I am never satisfied with my accomplishments.	1	2	3	4	5
25	I expect the best from myself.	1	2	3	4	5
26	I often worry about not measuring up to my own expectations.	1	2	3	4	5
27	My performance rarely measures up to my standards	1	2	3	4	5
28	I am not satisfied even when I know I have done my best.	1	2	3	4	5
29	I try to do my best at everything I do.	1	2	3	4	5
30	I am seldom able to meet my own high standards for performance	1	2	3	4	5
31	I am hardly ever satisfied with my performance.	1	2	3	4	5
32	I hardly ever feel that what Ive done is good enough.	1	2	3	4	5
33	I have a strong need to strive for excellence.	1	2	3	4	5
34	I often feel disappointment after completing a task because I know I could have done better.	1	2	3	4	5
<b>Affective Organizational Commitment (AC)</b>						
35	I feel a strong sense of belonging to my organization.	1	2	3	4	5
36	I feel personally attached to my work organization	1	2	3	4	5
37	I am proud to tell others I work at my organization.	1	2	3	4	5

38	Working at my organization has a great deal of personal meaning to me	1	2	3	4	5
39	I would be happy to work in my organization until I retire.	1	2	3	4	5
40	I really feel that problems faced by my organization are also my problems.	1	2	3	4	5
<b>Power Distance Orientation</b>						
41	In most situations, leaders should make decisions without consulting their subordinates.	1	2	3	4	5
42	In work-related matters, leaders have a right to expect obedience from their subordinates.	1	2	3	4	5
43	Subordinates who often question authority sometimes keep their leaders from being effective.	1	2	3	4	5
44	Once a leader makes a decision, subordinates working for the leader should not question it.	1	2	3	4	5
45	Subordinates should not express disagreements with their leaders.	1	2	3	4	5
46	Leaders should be able to make the right decisions without consulting with others.	1	2	3	4	5
47	Leaders who let their subordinates participate in decisions lose power.	1	2	3	4	5
48	Rules should not be broken not even when the subordinate thinks its in the best interest of the group.	1	2	3	4	5

**My Education Level is**

- Graduate     Masters     MS/ PhD or Equivalent

**My current job Experience is**

- Less than 2 years     2 years to 4 years  
 4 years to 6 years     More than 6 years

**My age is**        ----- years



**APPENDIX II****Questionnaire**

Dear Participant, I am student of PhD (Management Sciences) at Capital University of Science & Technology Islamabad. I am conducting research on **An Integrated Framework for Antecedents and Consequences of Abusive Supervision; Test of Multilevel Model** You can help me by completing the attached questionnaire; you will find it quite interesting. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes. For each item of the statements below, please indicate the extent to which you agree or disagree with the following statements by ticking (✓) the appropriate number.

Sincerely,

**Noureen Fatima**

<b>SCALE</b>				
The response scale is as below				
1 →	2 →	3 →	4 →	5 →
Strongly disagree	Disagree	Natural	Agree	Strongly Agree

<b>Perceived Incompetence</b>						
1	I worry about what other people will think of me even when I know it doesn't make any difference.	1	2	3	4	5
2	I am unconcerned even if I know people are forming an unfavorable impression of me.	1	2	3	4	5
3	I am frequently afraid of other people noticing my shortcomings.	1	2	3	4	5
4	I rarely worry about what kind of impression I am making on someone.	1	2	3	4	5
5	I am afraid others will not approve of me.	1	2	3	4	5
6	I am afraid that people will find fault with me.	1	2	3	4	5
7	Other people's opinions of me do not bother me.	1	2	3	4	5
8	When I am talking to someone, I worry about what they may be thinking about me.	1	2	3	4	5
9	I am usually worried about what kind of impression I make.	1	2	3	4	5
10	If I know someone is judging me, it has little effect on me	1	2	3	4	5
11	I often worry that I will say or do the wrong things.	1	2	3	4	5
12	Sometimes I think I am too concerned with what other people think of me.	1	2	3	4	5
<b>Paranoia</b>						
13	Someone has it in for me	1	2	3	4	5
14	I sometimes feel as if I'm being followed.	1	2	3	4	5
15	I believe that I have often been punished without cause.	1	2	3	4	5

16	Some people have tried to steal my ideas and take credit for them.	1	2	3	4	5
17	My parents and family find more fault with me than they should.	1	2	3	4	5
18	No one really cares much what happens to you.	1	2	3	4	5
19	I am sure I get a raw deal from life.	1	2	3	4	5
20	Most people will use somewhat unfair means to gain profit or an advantage, rather than lose it.	1	2	3	4	5
21	I often wonder what hidden reason another person may have for doing something nice for you.	1	2	3	4	5
22	It is safer to trust no one	1	2	3	4	5
23	I have often felt that strangers were looking at me critically.	1	2	3	4	5
24	Most people make friends because friends are likely to be useful to them.	1	2	3	4	5
25	Someone has been trying to influence my mind.	1	2	3	4	5
26	I am sure I have been talked about behind my back.	1	2	3	4	5
27	Most people inwardly dislike putting themselves out to help other people.	1	2	3	4	5
28	I tend to be on my guard with people who are somewhat more friendly than I expected.	1	2	3	4	5
29	People have said insulting and unkind things about me.	1	2	3	4	5
30	People often disappoint me	1	2	3	4	5
31	I am bothered by people outside, in cars, in stores watching me	1	2	3	4	5
32	I have often found people jealous of my good ideas just because they had not thought of them first.	1	2	3	4	5
<b>Ego Depletion</b>						
33	My mind feels unfocused and it would take a lot of effort for me to concentrate on something	1	2	3	4	5

34	I feel drained, I feel worn out.	1	2	3	4	5
35	I would want to quit any difficult task I was given.	1	2	3	4	5
36	I feel lazy and I feel like my willpower is gone.	1	2	3	4	5
37	I need something pleasant to make me feel better.	1	2	3	4	5

**My Education Level is**

Graduate     Masters     MS/ PhD or Equivalent

**My current job Experience is**

Less than 2 years     2 years to 4 years

4 years to 6 years     More than 6 years

**My age is**        ----- years

**Gender**                 Male     Female

**Marital status**         Married     Unmarried

**My present monthly income is**        Rs.-----

**My Email ID is:**        -----

**My Contact No:**        -----

*I am very grateful to you for giving your precious time to fill this questionnaire.*

**APPENDIX III****Questionnaire**

Dear Participant, I am student of PhD (Management Sciences) at Capital University of Science & Technology Islamabad. I am conducting research on **An Integrated Framework for Antecedents and Consequences of Abusive Supervision; Test of Multilevel Model** You can help me by completing the attached questionnaire; you will find it quite interesting. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes.

**Subordinate instructions:**

The items were prefaced with the statement, "My boss . . ." Respondents used a five-point response scale where: For each item of the statements below, please indicate the extent to which you agree or disagree with the following statements by ticking (✓) the appropriate number.

Sincerely,

**Noureen Fatima**

SCALE				
The response scale is as below				
1 →	2 →	3 →	4 →	5 →
Strongly disagree	Disagree	Natural	Agree	Strongly Agree

Impulsive Abusive Supervision						
1	My supervisor ridicules me, it would be because he/she would be trying to hurt my feelings	1	2	3	4	5
2	My supervisor tells me my thoughts or feelings are stupid, it would be because he/she would be trying to harm me	1	2	3	4	5
3	My supervisor gives me the silent treatment, it would be because he/she trying to led down me	1	2	3	4	5
4	My supervisor puts me down in front of others, it would be because he/she would be trying to hurt my feelings	1	2	3	4	5
5	My supervisor invades my privacy, it would be because he/she would be trying to hurt my feelings	1	2	3	4	5
6	My supervisor reminds me of my past mistakes and failures, it would be because he/she would be trying to degrade me	1	2	3	4	5
7	My supervisor doesnt give me credit for job requiring a lot of effort consciously	1	2	3	4	5
8	My supervisor blames me to save himself/ herself embarrassment, it would be because he/she would be trying to harm me	1	2	3	4	5
9	My supervisor breaks promises he/she makes	1	2	3	4	5
10	My supervisor expresses anger at me when he/she is mad for another reason, it would be because he/she would be trying to hurt my feelings	1	2	3	4	5

11	My supervisor makes negative comments about me to others, it would be because he/she would be trying to hurt my feelings	1	2	3	4	5
12	My supervisor is rude to me, it would be because he/she would be trying to hurt my feelings	1	2	3	4	5
13	My supervisor does not allow me to interact with my coworkers, it would be because he/she would be trying to hurt my feelings	1	2	3	4	5
14	My supervisor tells me Im incompetent, it would be because he/she would be trying to harm me	1	2	3	4	5
15	My supervisor Lies to me, it would be because he/she would be trying to hurt my feelings	1	2	3	4	5
<b>Strategic Abusive Supervision</b>						
1	My supervisor ridicules me, it would be because he/she would be trying to light a fire under me to work harder	1	2	3	4	5
2	My supervisor tells me my thoughts or feelings are stupid, it would be because he/she would be trying to motivate me to work harder	1	2	3	4	5
3	My supervisor gives me the silent treatment, it would be because he/she would be trying to light a fire under me to work harder	1	2	3	4	5
4	My supervisor puts me down in front of others, it would be because he/she would be trying to light a fire under me to work harder	1	2	3	4	5
5	My supervisor invades my privacy, it would be because he/she would be trying to light a fire under me to work harder	1	2	3	4	5
6	My supervisor reminds me of my past mistakes and failures, it would be because he/she would be trying to light a fire under me to work harder	1	2	3	4	5

7	My supervisor doesnt give me credit for job requiring a lot of effort, it would be because he/she would be trying to motivate me to work harder	1	2	3	4	5
8	My supervisor blames me to save himself/ herself embarrassment, it would be because he/she would be trying to light a fire under me to work harder	1	2	3	4	5
9	My supervisor breaks promises he/she makes, it would be because he/she would be trying to light a fire under me to work harder	1	2	3	4	5
10	My supervisor expresses anger at me when he/she is mad for another reason, it would be because he/she would be trying to light a fire under me to work harder	1	2	3	4	5
11	My supervisor makes negative comments about me to others, it would be because he/she would be trying to light a fire under me to work harder	1	2	3	4	5
12	My supervisor is rude to me, it would be because he/she would be trying to motivate me to work harder	1	2	3	4	5
13	My supervisor does not allow me to interact with my coworkers, it would be because he/she would be trying to motivate me to work harder	1	2	3	4	5
14	My supervisor tells me Im incompetent, it would be because he/she would be trying to motivate me to work harder	1	2	3	4	5
15	My supervisor Lies to me, it would be because he/she would be trying to motivate me to work harder	1	2	3	4	5

**My Education Level is**

- Graduate     Masters     MS/ PhD or Equivalent

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- Less than 2 years     2 years to 4 years

4 years to 6 years       More than 6 years

My age is            ----- years

Gender                       Male       Female

Marital status               Married       Unmarried

My present monthly income is      Rs.-----

My Email ID is:            -----

My Contact No:            -----

*I am very grateful to you for giving your precious time to fill this  
questionnaire.*

**APPENDIX IV****Questionnaire**

Dear Participant, I am student of PhD (Management Sciences) at Capital University of Science & Technology Islamabad. I am conducting research on **An Integrated Framework for Antecedents and Consequences of Abusive Supervision; Test of Multilevel Model** You can help me by completing the attached questionnaire; you will find it quite interesting. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes.

For each item of the statements below, please indicate the extent to which you agree or disagree with the following statements by ticking ( ) the appropriate number.

Sincerely,

**Noureen Fatima**

<b>SCALE</b>				
The response scale is as below				
1 →	2 →	3 →	4 →	5 →
Strongly disagree	Disagree	Natural	Agree	Strongly Agree

<b>Job Stress</b>						
1	Working here makes it hard to spend enough time with my family.	1	2	3	4	5
2	I spend so much time at work; I cant see the forest for the trees.	1	2	3	4	5
3	Working here leaves little time for other activities.	1	2	3	4	5
4	I frequently get the feeling I am married to the company.	1	2	3	4	5
5	I have too much work and too little time to do it in.	1	2	3	4	5
6	I sometimes dread the telephone ringing at home because the call might be job-related.	1	2	3	4	5
7	I feel like I never have a day off.	1	2	3	4	5
8	Too many people at my level in the company get burned out by job demands.	1	2	3	4	5
9	I have felt fidgety or nervous as a result of my job.	1	2	3	4	5
10	My job gets to me more than it should.	1	2	3	4	5
11	There are lots of times when my job drives me right up the wall.	1	2	3	4	5
12	Sometimes when I think about my job I get a tight feeling in my chest	1	2	3	4	5
13	I feel guilty when I take time off from job.	1	2	3	4	5
<b>Work engagement</b>						
14	At my work, I feel bursting with energy.	1	2	3	4	5
15	At my job, I feel strong and vigorous.	1	2	3	4	5
16	When I get up in the morning, I feel like going to work.	1	2	3	4	5
17	I am enthusiastic about my job.	1	2	3	4	5

18	My job inspires me	1	2	3	4	5
19	I am proud of the work that I do	1	2	3	4	5
20	I feel happy when I am working intensely.	1	2	3	4	5
21	I am immersed in my work.	1	2	3	4	5
22	I get carried away when I am working.	1	2	3	4	5
<b>Psychological well being</b>						
23	I enjoy making plans for the future and working to make them a reality	1	2	3	4	5
24	My daily activities often seem trivial and unimportant to me	1	2	3	4	5
25	I am an active person in carrying out the plans I set for myself	1	2	3	4	5
26	I tend to focus on the present, because the future nearly always brings me problems	1	2	3	4	5
27	I dont have a good sense of what it is I am trying to accomplish in life	1	2	3	4	5
28	I sometimes feel as if I have done all there is to do in life	1	2	3	4	5
29	I used to set goals for myself, but that now seems like a waste of time	1	2	3	4	5
30	I feel like many of the people I know have gotten more out of life than I have	1	2	3	4	5
31	In general, I feel confident and positive about myself	1	2	3	4	5
32	When I compare myself to friends and acquaintances, it makes me feel good about who I am	1	2	3	4	5
33	My attitude about myself is probably not as positive as most people feel about themselves	1	2	3	4	5
34	I made some mistakes in the past, but I feel that all in all everything has worked out for the best	1	2	3	4	5
35	The past had its ups and downs, but in general, I wouldnt want to change it	1	2	3	4	5

36	When I look at the story of my life, I am pleased with how things have turned out	1	2	3	4	5
37	When I look at the story of my life, I am pleased about how things have turned out	1	2	3	4	5
38	When I look at the story of my life, I am pleased with how things have turned out so far	1	2	3	4	5
39	I like most aspects of my personality	1	2	3	4	5

**My Education Level is**

Graduate     Masters     MS/ PhD or Equivalent

**My current job Experience is**

Less than 2 years     2 years to 4 years

4 years to 6 years     More than 6 years

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**Gender**                 Male     Female

**Marital status**         Married     Unmarried

**My present monthly income is**        Rs.-----

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**My Contact No:**        -----

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**APPENDIX IV****Questionnaire**

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Sincerely,

**Noureen Fatima**

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1 →	2 →	3 →	4 →	5 →
Strongly disagree	Disagree	Natural	Agree	Strongly Agree

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1	Working here makes it hard to spend enough time with my family.	1	2	3	4	5
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35	The past had its ups and downs, but in general, I wouldnt want to change it	1	2	3	4	5

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Graduate     Masters     MS/ PhD or Equivalent

**My current job Experience is**

Less than 2 years     2 years to 4 years

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**My age is**        ----- years

**Gender**                 Male     Female

**Marital status**         Married     Unmarried

**My present monthly income is**        Rs.-----

**My Email ID is:**        -----

**My Contact No:**        -----

*I am very grateful to you for giving your precious time to fill this questionnaire.*