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Impact of Exploitative Leadership on Family Incivility: Mediating Role of Negative Affectivity and Moderating Role of Locus of Control

by

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Dedicated to the people I love and admire...My Parents.

CERTIFICATE OF APPROVAL

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Acknowledgements

Abstract

The purpose of this study was to investigate the impact of Exploitative leadership on Family incivility working in different private educational sectors of Pakistan. The study also tested the mediating role of Negative Affectivity in the given relationship between Exploitative Leadership and Family Incivility. This study also explored the moderating role of Locus of Control between the relationship of Exploitative Leadership and Negative Affectivity. Data was collected from 260 employees from different private educational sectors of Islamabad and Rawalpindi, through convenience sampling technique. Exploitative Leadership was found to have a positive and significant relationship with Family Incivility. Negative Affectivity was also found to have a significant mediating effect in the relationship of exploitative leadership and family incivility as depicted by the results. Results of the study showed that locus of control were not moderating the relationship between exploitative leadership and negative affectivity in such a way that it weakens the relationship. The study has its limitations as it was conducted with a small sample size, and cross sectional method was applied for data collection. Future researchers should use a larger sample size within longitudinal time frame of data collection for the research. The findings of the study offer useful insight for the management of private sector organizations to curb the tendency of exploitative leadership.

Keywords: Exploitative Leadership, Negative Affectivity, Family Incivility, Locus of Control, Affective Event Theory (AET).

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Abbreviations

AMOS	Analysis of Moment
AET	Affective Event Theory
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
EL	Exploitative Leadership
FI	Family Incivility
GFI	Goodness of Fit Index
H	Hypothesis
IFI	Incremental Fit Index
LOC	Locus of Control
NA	Negative Affectivity
RMSEA	Root Mean Square Error of Approximation
SPSS	Statistical Package for Social Sciences
TLI	Tucker-Lewis Index

Chapter 1

Introduction

1.1 Background of the Study

Leadership plays major role at workplace and has a dynamic impact on followers; as leaders provide guidance, allocate responsibilities, manage disputes and support the team to achieve organizational goals. Leadership is considered as one of the major factors behind every organization's success (Yukl, 2012). The area of leadership has been drawn attention to the productive side of leadership during that time. Since, the beginning the dark side of leadership has earned less consideration. However, recent research has acknowledged bright side of leadership (Schyns & Schilling, 2013). Within today's environment, organizations are highly concerned about seeking ways to mitigate the influence of behavioral stressors and their negative effects at work due to the negative side of leaders (Hoobler & Hu, 2013).

Around seventeen years ago, Paulhus and Williams (2002) gave particular attention to the dark characteristics and the attributes of leadership that are now highly valued (Baron, 1999). Researchers have developed interest in negative side of leadership where several terms like, petty tyranny by (Ashforth, 1994), abusive supervision by (Tepper, 2000), despotic leadership by (Aronson, 2001), supervisor undermining by (Duffy, Gangster, & Pagon, 2002), and destructive leadership by (Einarsen, Aasland, & Skogstad, 2007), has been introduced. In an experiment,

three distinctive types of destructive leadership and its effect on followers and the consequences were evaluated moreover, their research focuses on follower-driven (abusive supervision), organizational-driven and self-interested (exploitative) destructive behaviors to distinguish between different types of negative leadership (Braun, Kark, & Wisse, 2019).

Schmid, Verdorfer, and Peus (2019), recently introduced the concept of exploitative leadership, which is truly self-seeking, like obtaining credit for followers work and using followers for personal gain. Exploitative leadership forces followers to perform their duties instead of encouraging their subordinates. An exploitative leader will use a "carrot and stick" strategy of stress, intimidation, and extrinsic rewards to help his staff achieve certain organizational goals (Schilling, 2009). Employees who have exploitative leaders may possibly learn imperious manners from their leaders through social learning and as a result bully their colleagues (Soylu, 2011). Exploitative leadership characterizes behaviors "with the primary intention to further the leader's self-interest. Such leaders exploit others by acting egoistically, exerting pressure and manipulating, overburdening followers and under challenging followers, allowing no development" (Schmid et al., 2019, p.4). These are four main key characteristics of exploitative leadership.

First, behaviors are delineated, as the way that leaders, who are highly self-interested, are likely to demonstrate egoism. One of the most distinct indicators of this is that exploitative leaders use their goals to set according to need of others and such leaders take credit from followers work (Schmid et al., 2019). Research also suggests that exploitative leaders may get credit for a project to make a profit to them, even when someone else has done the work (De Cremer & Van Dijk, 2005). Second, leaders who are egoistical and self-interested often use schemes, such as exerting excessive amount of pressure on followers or exploiting them (Schmid et al., 2019).

In the earlier interview studies, leaders place unnecessary as well as unwanted pressure on their followers to achieve the desired objectives that pays off to the self-interest of leaders which has been reported frequently (Schilling, 2009).Thirdly,

leaders who are exploitative do not stumble to distribute extra work among followers, even though followers have overload of work. Leaders may do this in an open and friendly manner to achieve their self-interested goals. Fourth, exploitative leaders may threaten followers, by assigning them with deadening work, which they do not intend to do by themselves, or impede followers' career development (Schmid et al., 2019).

From a theoretical perspective, the significance of leader self-serving behavior has been recognized recently. More specifically, Williams (2014) suggests that self-serving actions of the leaders can be interpreted as a power mechanism representing any activity that leader uses his influence with the intention of self-benefit. Research shows how leaders seem empowered to do extra for themselves even though he/she has not participated much (De Cremer & Van Dijk, 2005). Similarly, exploratory interview research revealed the significance of self-interest in destructive leadership that such leaders seek to accomplish their personal objectives at the detriment of someone else; accuse subordinates for their fault, takes credit for followers' success, and use coercion to complete tasks (Schilling, 2009).

A despotic leader deals in authoritative and coercive actions to fulfill his or her self-interest, also self-enhancement and subordinates exploitation (Aronson, 2001). Despotic leaders think less about others and do not behave in a morally constructive manner. Such leaders are self-absorbing and exploitative and are prone to be ignorant to the interest of followers and have comparatively less consideration about both the effects of their actions on the organization and followers (De Hoogh & Den Hartog, 2008). The despotic form of leadership is termed highly self-serving form of leadership as it is considered as immoral and has low moral standards (Schilling, 2009).

In a recent study, Naseer et al., (2016) described several negative impacts on employee performance by despotic leadership and suggested exploring the brighter side of despotic leadership. Schyns and Schilling (2013), figured out that only few researchers explored the role of despotic leadership in their meta-analysis on destructive leadership, so more attention is needed to explore this field of research. Studies show the negative effects of despotic leadership on employees

working results are not prevalent and results indicates that the negative impacts of despotic leadership were significantly lower (such as work performance and even non-existent that is organizational citizenship behavior) in situations where the degree of politics was considered to be weak (Naseer et al., 2016).

Same like abusive supervision. Workplace bullying relates to the persistent vulnerability of victims towards adverse commitments at workplace, but in certain situations, workplace-bullying interventions has been portrayed as emanating from seniors officers at organizational hierarchy, i.e. bosses to subordinates. The past decade has shown significant research that emphasize more on negative effects of the role of supervision and its impacts across various outcomes (Tepper, 2009). Workplace bullying has adverse effects because it affects both the victim and the observer of such behaviors at workplace (Hoel et al., 2011). In past, researchers have found that the negative effects of such leaders; who bullies, abuses, or exploits are pervasive among all fields.

As previously stated, qualitative studies will help to further analyze a concept in detail like exploitative, restrictive, dominating, and insincere leadership might stimulate theoretical development about the sub-dimensions of abusive supervision. The findings can be a starting point for conceptual development in terms of understanding dark side of leadership, how it is formed and what consequences it has (Schilling, 2009).

In a recent study, Schmid, Verdorfer, & Peus (2018), revealed a number of comon effects, especially on exploitative leadership and abusive supervision that both are correlated with greater emotions of frustation (i.e.anger) due to detrimental behaviors driven by the organization. Therefore, the term has gained much interest from scholars, especially in the context of globalized organizational structures in which interpersonal mistreatment and emotional dissatisfaction thrive.

The above mentioned types of leadership such as, destructive leadership, despotic leadership and abusive supervision have been discussed to relate it with exploitative leadership. As it is a recent construct and limited work is done till now. So we have linked these types of negative side of leadership as they are quite similar to exploitative leadership. The importance of leaders self-interest behavior has

been lately recognized. Leaders treat their followers unfairly , abuse them and exploitate them in order to achieve their personal goals and have less consideration of their actions on both the employees and the organization as well. Such leaders blame followers for their own fault , take credit for the achievement of followers, and use compulsion to complete their tasks. Exploitative leader does the same with their followers to achieve his self-interest goals. Therefore, these similar types were discusssed with exlpoitative leadership to better understand the pehnomenon.

Negative affectivity, a general aspect of emotional anxiety and unpleasant mood (Watson, Clark & Tellegen, 1988) has a long record of connection in social psychology with negative behavior and cognition. Negative affectivity refers to which individual face emotions like antagonism, anxiety and agitation (Watson & Clark, 1984). Thus (Weiss and Cropanzano, 1996) also clarify that some individuals are inclined to respond more intensely to negative events as they arise. Therefore, an individual with such a high level of negative affectivity is thus more likely to interpret a negative event (e.g. argument with their boss) and, more specifically, to respond to the incident by considering of leaving the company (Holtom, Burton, & Crossley, 2012). An individual may behave offensively when they are in the state of negative affectivity, those with high level of negative emotions may end up feeling bad more frequently (Berkowitz, 1993). Research suggests that people with high negative affectivity are far more prone to experience negative events and react assertively (Gunthert, Cohen, & Armeli, 1999).

Several researchers have assessed and implemented negative affect, but the nature of the relationship in between the two remains unclear, such as, whether negative affectivity occurs in and/or benefit from abusive supervision. However, fewer research (Tepper et al., 2006) which provided logical reasoning and tested hypotheses that directly related negative affectivity to abusive supervision. Subordinates with high negative affects may tend to have negative attitudes at workplace (Brief & Weiss, 2002), while highly negative subordinates can appear to have a negative attitudes in the workplace (Sy et al., 2005). Results show that negative affect of supervisors seems to have a detrimental effect on the domestic and family domains

(Hoobler & Hu, 2013).

Family incivility has gained attention and researchers have explored it in recent years. Family incivility applies to low-intensity deviant behaviors committed by the members of the family with obscure intentions that breach the rules of mutual understanding of the family. Family incivility is a subtle form of interpersonal behavior such as avoiding them from social activities and trying to make derogatory remarks regarding family members (Lim & Tai, 2014).

Family incivility has unclear goals. Uncivil family members necessarily cannot aim to hurt the target (Cortina, Magley, Williams, & Langhout, 2001). According to Sandy Lim (2016), it is necessary that not to bring work stress at home or on the other hand, home problems not to workplace. It is very difficult to maintain a line between home life and work life. Prior study also shows that when individuals find themselves in unpleasant practice at home, they are more likely to be agitated or distant at workplace (Cortina et al., 2001).

We may assume that if an individual has a hostile environment at workplace e.g., leader exploits you for his personal gain that will make you less pleasant or aggressive at workplace then that aggression will spill over to family. However little is known about how workplace incivility will affect family incivility. Therefore, this study will discuss how exploitative leadership will lead to family incivility and how negative affectivity (affective state) and locus of control (personality factor) can influence the relationship.

1.2 Gap Analysis

Schmid et., al (2019) have presented the idea of exploitative leadership as more of a behavioral tool to understand this concept, its effects and outcomes on followers. We encourage future researchers to examine the underlying theoretical process of exploitative leadership more thoroughly. Moreover, Schmid et al., (2019) suggest that further research should strive for a broader understanding of how and why exploitative leadership may particularly affect employees beyond abusive supervision and other destructive types of leadership. Taken together, this study enhances our

understanding of how, and to what extent, exploitative leadership affects employee outcomes especially family domain as there is no or little substantial work done with emotions and how they cope with such situations.

Therefore, this study aims to focus research gaps, which involve exploitative leadership as a new construct that needs to be studied that how exploitative leadership will affect other variables. Also family incivility, work family conflict and family work conflict is a popular topic among researchers. Many researchers observed that family incivility has harmful effects on employee but little attention is paid that how workplace stress may spill over to the family domain which also as a gap needs to be addressed. This research step forward to the literature of exploitative leadership and family incivility to explore the fact that due to incivility, conflict between these two domains (work and family) occurs or not.

Based on the findings that we are aware of so far only two empirical studies has been conducted on exploitative leadership (Schmid, Verdorfer, & Peus, 2018). Hence, there is a need of conducting more studies on the antecedents and consequences of this recent construct; exploitative leadership as it is a novel topic so it will be a thought provoking study to investigate exploitative leadership impact on family incivility, this study also identifies potential mediator and moderator.

To address these gaps, we examine the negative effects of exploitative leadership on employee's professional and personal life. Exploitative leadership may be important in societies that may be collectivistic and high-powered and contextually significant (Hofstede, 2007). The ultimate goal of present research is to extend this line of research by proposing a mediating mechansim of negative affectivity and moderating mechanism of locus of control. Therefore, this study will significantly contribute to the literature and also towards resrach study in Pakistan based organizations.

1.3 Problem Statement

The domain of leadership has been drawn attention to the productive side of leadership since beginning; little attention were paid to the negative side of leadership.

However, recent research has acknowledged the dark side of leadership since 1994, however still the phenomenon has not been fully explored, which is evident from some recent studies. Schmid, Verdorfer, & Peus have recently introduced a concept of Exploitative leadership, which was unidentified before and its effects and outcomes on followers. Exploitative leadership leaves serious impact on the follower's job career, life and household affairs. Its impact does not remain at workplace only but spillover to the family. While, it is a recent concept, therefore it should be examined with other variables. To the best of our knowledge, there is yet little or no attention paid to the impact of exploitative leadership on family incivility. Employees may have a higher probability of experiencing aggression or hostility pressure at the workplace simultaneously. In addition, they face the risk of verbal aggression from their leaders that has a negative impact on the work side as well as family side. Leaders put a lot of pressure on their employees to meet their deadlines. In such environment, employees may face negative affectivity. Therefore, we will study to know how intensely employees are being affected by leader's exploitative behavior at workplace and how that leads to family incivility by the employee in the context of Pakistan.

Thus, this study tends to be helpful in identifying outcomes related to exploitative leadership in organizations and its impact on the emotional state of the employees. Along with this issue, the focus will also discover the impact of exploitative leadership on family incivility. This study focuses on locus of control to analyze how it plays vital role in addressing this problem. Negative affectivity is used as the potential mediator to establish the association between exploitative leadership and family incivility. Negative affectivity, which is a mediator, is still unexplored in order to define the impact of exploitative leadership on family incivility, and locus of control has not been used as a moderator between exploitative leadership and negative affectivity. Therefore, this is the novel domain, which should be studied along with these variables.

1.4   Research Questions

This study intends to explore the association between exploitative leadership and family incivility by using negative affectivity as mediator and locus of control is used as the potential moderator for link between exploitative leadership and negative affectivity. The current study intended to find the answer of following research questions:

Research Question 1:

What is the association between exploitative leadership and family incivility?

Research Question 2:

Does negative affectivity mediate between exploitative leadership and family incivility?

Research Question 3:

Does locus of control plays moderating role between exploitative leadership and negative affectivity.

1.5   Research Objectives

The study's general is to establish an integrative model by examining the relationship between exploitative leadership and family incivility with mediating impact of negative affectivity and the role of personality trait "locus of control" as moderator between exploitative leadership and negative affectivity will also be studied. The study attempts to pursue the following specific objectives, as stated below:

Research Objective 1:

To explore the association between exploitative leadership and family incivility.

Research Objective 2:

To explore the mediation of negative affectivity between exploitative leadership and family incivility.

Research Objective 3:

To examine the moderating effect of locus of control between exploitative leadership and negative affectivity

1.6   Significance of the Study

This study will contribute to research and literature on exploitative leadership in several important ways. First exploitative leadership has been a recent variable and yet limited studies are available. However, exploitative leadership has not been studied with family incivility. Second, negative affectivity as an emotional state has also not been studied earlier, therefore this study will contribute how exploitative leadership effect negative affectivity of the employee. Third, our study will contribute by examining the integrative model, that how exploitative leadership leads to family incivility using the role of locus of control (personality trait) as a moderator which has not been studied earlier.

This study will help the educational sector to better understand that how exploitative leaders can affect family incivility. This study will help to develop awareness regarding exploitative leadership and their behavior among employees. On further note, this study will also help leaders to keep a healthy environment where employees could show their skills and competencies and they could easily contribute to the success of organization. Present study will help educational sectors and its policy makers to deal with these destructive problems of exploitative leadership.

This research contributes to the literature of exploitative leadership and family incivility. This study is going to be novel because the variables we are using were not discussed prior, as exploitative leadership is also a new variable. Therefore, this research is going to analyze the impact of exploitative leadership on family incivility by using negative affectivity as a mediator and locus of control as a moderator.

1.7   Supporting Theory

The underpinning theory of the current study is Affective Event Theory. This theory covers all the variables of the current study.

1.7.1 Affective Event Theory

Affective event theory (AET) is a mechanism proposed by (Weiss & Cropanzano, 1996). According to this theory, the work environment provides platform where attitudes are influences through affective path, thus hassles and uplifts are transformed to either positive or negative behaviors. Thus, it is clear that any part or action of the environment within work domain has negative or positive inference on similar emotions and behavior. AET has become the definitive interpretation of the process that influences the shaping of employee attitude and behaviors in the workplace.

According to AET, affective experiences are central in the linkage of outcome with their corresponding work events i.e. exploitative leadership. AET describes that experience of working condition (e.g. exploitative behaviors) impact affective states and resultant behaviors. (Glasø & Notelaers, 2012). Workplace events have been described in affective and cognitive terms as an occurrence that triggers assessment and emotional response to a transitory or ongoing work-related agent, item, or event (Michel, Newness, & Duniewicz, 2015).

Hence, the basic affective event theory paradigm propounds personality that occurs at various points along the process by which events influences behavioral responses and reactions. It is stated that workplace events cause emotional responses on the part of the employee, which then influences attitudes and behaviors of employees in the workplace, which implies that there will be a stressful situation for the employee. Grounded on Affective Event Theory, we argue that exploitative leadership exploits employees by treating them inappropriately for his/her own self-interest through manipulation, overburdening, under challenging, exerting pressure and allowing no development. In such toxic environment, employees may feel tortured, anguished and anxious hence; such actions may enhance negative affectivity.

Affective Event Theory argues that personality factors play important role in modifying the implications of action at workplace therefore, locus of control dispositional factor that engage in the process of negative affectivity and then family incivility influenced by exploitative leadership. It is assumed that employees with

high level of locus of control will think, feel and behave in a negative way. Employees with external locus of control considers themselves as they are not able to control the external events or happenings, and will find work environment to be extreme threatening and frustrating which will further lead an employee to family incivility. According to the observations mentioned above, the current study expands affective event theory to the literature of exploitative leadership to suggest that uncivil behaviors on the part of leaders is one relation in the process of events (emotions, behaviors). Particularly, we argue that exploitative leadership (event) can contribute to negative affectivity (emotional reaction) of the employees, which eventually elicits family incivility (behavioral reaction), with the tenacity of this association rely on the aspects of employees' personality that whether it is internal or external locus of control.

Chapter 2

Literature Review

2.1 Exploitative Leadership and Family Incivility

Leadership is to lead an organization or number of individuals for any activity. Leadership plays a crucial role in decision making when it is task focused (Aunno, Alexander Jiang, 2017). Leadership presence is capable of showing power to others and superiors to help achieve organizational goals. Hence, leadership area has been ideally centered on the special effects of leadership on the organization and on their subordinates (Schilling, 2009), while, particularly avoiding the leadership's dark side.

Although the work on leaderships theoretically blackface has now seen a steady growth over the past few decades (Naseer et al., 2016). Growing interest in some areas of leadership has identified a major example that addresses the negative effect that leaders can impose on their followers. Bad leadership is not merely the lack of effective leadership skills, but rather it indicates a manner that hurts the subordinates with claims of deception, involvement in illegal acts (Schyns & Hansbrough, 2010).

The relevance of self-serving behaviors by the leader has recently been recognized. Williams (2014) states that self-serving behavior of the leader may be seen as a control system reflecting any activity that the leader utilizes his influences for

self-benefit purposes. Studies shows how leaders are motivated to do more for themselves, while not have been really interested. The self-interested leaders tend to achieve their personal objectives to the detriment of others; accuse subordinates over their fault, takes credit for the successes follower's; and use compulsion to execute tasks (Schilling, 2009).

Exploitative leadership is self-seeking, such as obtaining credit for the work of followers and using followers for his/her personal gain. Exploitative leaders manipulate others by acting selfishly, exerting pressure, and exploiting, overburdening followers and intimidating followers, without providing development (Schmid et al., 2019). Employees who have been working under the supervision of exploitative leader may possibly learn imperious manners by social learning from their leaders and therefore intimidate their colleagues (Soylu, 2011). Exploitative leaders impose pressure on followers to fulfill their responsibilities rather than inspiring their subordinates. Such leaders use carrot and stick policy to help his followers achieve certain organizational goal that pays off to the self-interest of leaders (Schilling, 2009).

Anderrson and Pearson (1999) were the first scholars defining incivility, arguing that incivility in the workplace is a limited accumulation of bizarre behavior with unknown intent to cause harms the target in breach of organizational standards of mutual respect. It is often referred to as a source of stress for sentimental maltreatment or daily hassle (Cortina et al., 2001). Victims of incivility endure malicious deeds and words. They undergo conflict and little sense of incivility and pressure (Estes & Wang, 2008). Individuals with incivility are often depressed and deeply concerned about the incivility that someone might target them again (Cortina, 2008). While, most study is simply investigating occupational incivility, it is understood that the negative effects may also be linked to family incivility.

Family incivility states that "low-intensity deviant behaviors conducted by family member with ambiguous intent that violate the norm of family mutual respect" (Lim & Tai, 2014). Family incivility is a subtle form of emotional conduct such as being insulted, ridiculed, maltreated or the family members are deliberately ignored. Families follow a basic set of rules that describe the limits of permissible

activities (e.g., anonymity, not voice raising). These expectations can therefore contribute to the perpetuation of uncivil family activities. (Lim & Tai, 2014). Family incivility has unclear purposes, which may not necessarily be intended to harm the target, but may trigger such behaviors by ignorance and surveillance (Bai, Lin, & Wang, 2016).

Family incivility is not much of a clear and obvious form of persistent activity that happens together with many people, for example, removing family members from collective actions, making negative comments regarding family members (Lim et al., 2014). A person with uncivil actions may not intentionally harm the family but an individual may unintentionally behave uncivilly by indifference or obliviousness (Cortina et al., 2001). Researchers have documented spillover effects on the family realm from workplace problems (Lim & Tai, 2014). Workplace problems usually do not vanish as soon as one leaves the workplace but spillover into the domain of the family .Another possible source of tension is that the family is unfamiliar with outside the workforce or to the degree that workers become disrespectful and deceptive towards family members. (Clercq, Haq, Azeem, & Raja, 2018).

The research provides evidence in various ways for the spillover of violence, hostile control and organizational intimidation at work. For starters, workers under co-ercive management suffer psychological distress and carry out their family anger (Restubog & Zagenczyk, 2011). The contrary-productive effects of incivility on the working life of the target suggest that the ripple effect of incivility experiences is likely to spill over into other aspects, including family incivility (Ferguson, 2011).Work and family are not distinct areas ye independent areas with workable limits. (Raja, Javed, & Abbas, 2017).

The main premise of the hypothesis is that interactions in the area of employment spill over into the world of the home, and vice versa (Staines, 1980).Another key figure leading to the impact of employee-spillover is the boss. While there are many variables in the workforce that contribute to spillover, leaders are especially important to examine, because they can determine the kinds of experiences that take place during their shifts. (Hood, 2018).

Studies indicate that if something bad happens in the field of work, it will have

a detrimental spillover effect on the realm of the home, making people depressed and unable to serve their family duties (Abubakar, 2018). For example, employees who have disclosed to high levels of work place bullying can find fewer or no resources for performing their roles in work and family. Consequently, these people may experience high familial incivility (Raja, Javed, & Abbas, 2017). We may say that individuals who are been exploited by their leaders for their personal benefits tends to trigger negative emotions which further can spillover into domain of the family and interfere with family life.

According to Affective event theory (Weiss & Cropanzano, 1996), emotions are influenced by affective path in the work environment, while hassles and uplifts are transformed into either positive or negative active responses, resulting in subsequent negative or positive behaviors. It is therefore clear that any action or behavior of the work environment has a positive or negative impact on the emotions and behaviors.

In line with AET, workplace negative events (exploitative behaviors) emerge in an organization, which triggers negative emotions (Rhee, Hur, & Kim, 2017). Therefore, employees are more likely to be stressed in an organization with an exploitative leader. The employee may suffer negative affectivity due to a stressful event and that will lead to family incivility. Thus, such employees may experience high stress in the family domain. Researchers suggest that such hostility against family members allows the individual to alleviate their distress. However, As far as we know, there is no or little attention paid to how exploitative leadership contributes to family incivility.

We may say that exploitative leadership contributes to the family domain and interfere with family life. By using, the assumptions based on affective event theory and understanding past literature the whole above discussion proposed a following hypothesis:

Hypothesis 1: Exploitative leadership is positively associated with family incivility.

2.2   Exploitative Leadership and Negative Affectivity

The marvel of leadership incorporates the ability of an individual to influence certain follower and support them achieve authoritative objectives. The domain of leadership has been idealized, since its emergence, highlighting the positive impact of leaders on their followers and on the organization a well (Schaubroeck et al., 2007). Growing interest for the pointless aspects of leadership reflects a remarkable shift in perspective that identifies the adverse effects that leaders can have on their subordinates (Karakitpoglu-Aygun & Gumusluoglu, 2013).

There have been numerous studies on leader-related thoughts, mainly follower disagree with the leader (Bligh et al., 2007) and attitudes towards the managers. The statement is that followers show conflict headed for negative leaders. Tepper, Duffy, & Shaw, (2001) suggest that resistance like avoiding demand can be a form of ongoing leaders in a manner that is rather unclear from the target's viewpoint in terms of determined and therefore a noble way to strike back to leaders. Their outcomes check that rude command is positively related to conflict. With respect to approaches headed for leaders, an example is (Duffy & Ferrier's, 2003).

The negative side of leaders' behaviors has gained considerable interest in the literature over the past decade (Martinko et al., 2013)). Many terminologies has been introduced over the past decades such as petty tyranny, workplace bullying, supervisor undermining, abusive supervision, despotic leadership and destructive leadership. However, recently Schmid et al., (2019) introduced a concept of exploitative leadership that which belongs to the negative styles of leadership and it comprises exploiting followers; such leaders are self-interested, egoistical and have very low level of ethics.

Exploitative leaders are highly self-interested. One of the most distinct indicators of this is that exploitative leaders use their goals to set according to need of others and takes credit from their followers work. In a prior interview studies, it was reported that exploitative leaders who are egoistical and self-interested often use strategies that would place unwanted or excessive amount of pressure on followers

to achieve their personal goals and leaders may do this is in a friendly manner and exploiting them for their self-interest (Schmid et al., 2019).

Watson and Clark (1984) defined negative affectivity as a higher state, the one-dimensional trait of personality, defining to what degree an individual suffers relatively high levels of distressful emotions such as rage, aggression, fear and stress. Negative affectivity is the emotional tendency to feel different from negative affective states, usually described by feelings of jittery, anxiety, sorrow and irritation (Watson & Clark, 1984). Negative affectivity also involves affective states like repulsion, shame, contempt, self-dissatisfaction, and a feeling of disappointment and depression (Kodellas, Fisher, & Wilcox, 2015).

Individuals with high negative affectivity experience high level of emotional discomfort, depression and anxiety, and insecurity are subject to the feelings of frustration, hate, disgust and fear. On the other side, positive affectivity provides motivation, alertness, and empirically relevant to the characteristics of extravert personality trait (Watson et al., 1988). Individuals who are high in negative affectivity are less satisfied with themselves and their lives and are more focused on the negative side of others. A person marked by terror, anxiety, and depression is perceived to be more likely to be victims of potential perpetrators (Samnani & Singh, 2012).

In stressful situations, like workplace bulling or incivility, high negative affectivity individual show negative emotions to one who is causing the stressful situations, thus increase their own negative emotions. Therefore, to cope with negative emotions and stress, they tend to involve in uncivil behavior with family such as family incivility, work family conflict, counter productive work behaviors or workplace deviant behaviors (Douglas & Martinko, 2001). When faced with stressful events, where the intention to damage is evident, individuals high in negative affectivity will attribute more hateful drives to the perpetrator, thereby increasing their psychological arousal and subsequent negative behaviors. For individuals with low negative affectivity the opposite will apply, where the negative experience will be neutralized with positive benevolent attributions, thus their feelings to respond negatively will be restricted (Penney & Spector, 2005).

Researcher found a significant relationship between employees negative affectivity and victimization, and that victim of workplace bullying appeared to be even more neurotic and anxious (Kodellas, Fisher, & Wilcox, 2015). Such findings support the notion that changes within-person in exposure to uncivil behaviors that may result in losses and evoke negative affectivity (Hoprekstad et al., 2019). Negative affectivity has been found positively associated with role ambiguity, role conflict, workload, and interpersonal conflict. Individuals high in negative affectivity are confronted with vicious series of negative feelings, where negative emotions leads to negative outcomes and enhanced stressful conditions (Spector & O'Connell, 1994).

Grounded with Affective event theory, workplace negative events occur in an organization and further trigger negative emotions (Rhee, Hur, & Kim, 2017). Such as exploitative leadership has comprehensively negative impact on the entire organization outcomes. In decision-making, exploitative leaders have less participation, in fact take credit from followers and treat their subordinates and employees unfairly. Therefore, the employees working under an exploitative leader who is self-interested, obtains credit from their followers work and uses followers for personal gain will have an extremely negative impact on the followers, which will further trigger negative emotions. Employees will feel distressed and upset as the credit for their success has been used by their leader, guilty and ashamed of being used by their leader and may tend to be afraid for being used again for leaders personal benefit.

In this perspective, Exploitative Leadership has been portrayed in this context as a potential initiator of detrimental behaviors. In addition, the negative emotions of employee have been shown as an effective reaction to the negative workplace influences. Based on the above justifications, it is hypothesized that:

Hypothesis 2: Exploitative Leadership is positively associated with Negative Affectivity.

2.3   Negative Affectivity and Family Incivility

The wonder of leadership joins a person's capacity to influence others devotees to help accomplish authoritative goals. The area of leadership has already been idealized since its inception, accentuating the positive impacts of leaders on supporters and associations (Schaubroeck et al., 2007). Rising enthusiasm for the useless parts of leadership proposes a noteworthy change in perspective (Karakitapoglu-Aygun & Gumusluoglu, 2013) that distinguishes the negative impacts that leaders can implement over their subordinates.

The term negative affectivity was utilized by (Tellegen, 1982) and characterized by (Watson and Clark, 1984) as a temperament dispositional measurement that reacts common individual contrasts in negative emotionality and self-idea Based on a complete survey of the writing in regards to negative affectivity. Watson and Clark decided, in addition to other things that high-negative affectivity people slope to concentrate differentially on the adverse qualities of themselves, other individuals, and the world when all is said in done (i.e., they emphasize the pessimistic)and that high negative affectivity people have various characteristics.

Dispositional factors comprise of constant and regular ways of thinking, feeling, or acting shown by individuals, and these factors are shown act as a Frame for evaluating the situations. Among the traits list two affective states, which are Negative and Positive affectivity have been highlighted which are conceptually and empirically distinct from each other's and have stability over time (Watson, et al., 1988). Negative affectivity is explained as the personal propensity to sense different of negative affective states, generally characterized by sentiments that include nervousness, dread, sorrow, and annoyance (Watson & Clark, 1984).

General proof determines that two wide state of mind factors Positive Affect and Negative Affect is simply the overpowering measurements declared mindset (Watson, Clark, & Tellegen, 1984). In spite of the fact that their names may recommend that, they are inverse posts of a similar measurement, positive and negative affect are in truth unmistakable measurements that can be expressively spoken to as equal (uncorrelated) factors. Both temperament elements can be estimated either

as a state (transient fluctuations in mind-set) or as a quality (stable individual contrasts overall emotional tone. High negative affectivity individuals practice high levels of general distress, depression, anxiety, and anxiety and are predisposed to feelings of anger, dislike, disgust, and fear). A person who is characterized scared, anxious and sad is considered more prone victims to possible perpetrators (Samnani and Singh, 2012).

Recently, a study shows that family incivility is negatively associated with employee performance, which corresponds to little zeal for unpredictable activities with unclear objectives that contradicts the standards of shared respect within the family. Family incivility occurs when an individual excludes family members from common acts, makes derogatory comments regarding family members that are clearly ignored but clearly linked to other constructs (Lim et al., 2014). Family incivility breaches the norms of family respect for one another. Family obeys a specific set of rules that define the limits of permissible behaviors (e.g., confidentiality) (Lim et al., 2014). Individuals suffer from offensive words and actions from a family member and are often annoyed and constantly worried about being targeted by a family member, therefore, rude and disrespectful behaviors may happen between family members.

According to a recent research, family work conflict is one of the main predictors of abusive supervision and employees undergoing work family conflict exhibit more abusive behavior against their superiors; this ability is seen more in female leaders (Courtright, Gardner, Smith, McCormick, and Colbert, 2016). Research on destructive leadership has mainly focused on the negative consequences of this kind of supervisory actions on employees. Existing research, for instance has shown that abused employees feel reduced self-esteem (Burton & Hoobler, 2006) job tension, emotional exhaustion (Harvey et al., 2007) and higher psychological distress (Tepper, 2007). Now negative affectivity is the main factor that triggers negative emotions which is associated with poor work outcomes and then this in fact leads to family incivility.

According to affective event theory, people encounter variety of emotions at workplace, such as frustration, betrayal, joy, annoyance, pride, or even anger and each

emotion bring different behavior. Research indicates that negative emotions are positively associated with organizational conflict. Affective Event Theory (Weiss & Cropanzano, 1996) describes that experience of working condition (e.g. exploitative behaviors) impact affective states and resultant behavior. Grounded on this theory, we argue that exploitative leadership encompasses actions and events wherein employees are treated unfairly and are being exploited for leaders benefit, hence such actions may enhance negative affectivity of the victims. In such poisoned interpersonal environment, employees will feel, distressed, hostile anxious and irritable, therefore may.

Therefore, it is hypothesized that:

Hypothesis 3: Negative affectivity is positively associated with family incivility.

2.4 Mediating Role of Negative Affectivity between Exploitative Leadership and Family Incivility

Watson and Clark (1984) defined negative affectivity as a higher form, one-dimensional trait of personality defining to what extent an individual experiences high levels of traumatic emotions such as frustration, aggression, fear, and anxiety. Negative affectivity, according to authors, often involves affective states such as repulsion, guilt, scorn, self-dissatisfaction, and a sense of rejection and sorrow (Kodellas, Fisher, & Wilcox, 2015).

Negative affectivity indicates to the dispositional inclination to encounter an assortment of negative mind-set states (Watson and Clark, 1984). People high in pessimistic affectivity have been portrayed as particularly delicate to minor dissatisfactions and disturbances, and are bound to experience contrary feelings, for example, tension, blame, outrage, dismissal, bitterness, and trouble. Researchers have proposed that the reason high-negative affectivity people experience progressively antagonistic feelings is that they see the world more contrarily (Chen

and Spector, 1991). People low in negative affectivity, then again, may give the on-screen character the advantage of uncertainty and ascribe the conduct to progressively benevolent causes, empowering them to continue without wanting to react. The consistent negative behaviors of perpetrator tends to produce negative affect in victims and more susceptible individuals respond with enhanced negative emotional states, and are thus more vulnerable physical sickness and the victims generally are found with enhanced intensities of negative effect (Glaso et al., 2007). Earlier research has considered the impact of negative emotions on counter productive work behaviors and the behavioral outcomes of negative affect are argued to be the result of psychological stimulation reflecting the psychological mechanism forming linkage between events (in this case exploitative leadership), behavior, and signs for individual difference as contributing factors in the relationship, resultantly individuals are prone to negative experiences will eventually engage relatively more in un civil behaviors (Penney & Spector, 2005). Similarly, another study explained that high negative affectivity individuals will intend for revenge in the form of deviant behaviors, when they perceive that they are not treated fairly (Skarklicki et al., 1999).

Negative affectivity is generally associated with neuroticism and it has been argued that experience of undesirable events can add significantly to negative affectivity (George, 1995). Several researchers have found that individuals high in negative affectivity are more prone to stressful situations as compare to those having low negative affectivity (Stoeva, Chiu & Greenhaus, 2002). High negative affectivity individuals experience high levels of subjective distress, depression, nervousness, and anxiety and are prone to feelings of anger, contempt, disgust, and fear (Watson et al., 1988). When faced with stressful events, where the intention to damage is evident, individuals high in negative affectivity will attribute more hateful drives to the perpetrator, thereby increasing their psychological arousal and subsequent negative behaviors. For individuals with low negative affectivity the opposite will apply, where the negative experience will be neutralized with positive benevolent attributions, thus their feelings to respond negatively will be restricted (Penney & Spector, 2005).

Individuals become threatened when they perceive that another person, like leaders/boss leading those severe emotional reactions such as fear, shock and helplessness, is victimizing them due to some intentional harm. Therefore, the exposure to workplace stressful situations may contribute towards an increase in negative emotions. Furthermore, studies suggested that those who are more exposed to negative situations, such as uncivil behaviors by their leaders, tend to show symptoms like nervousness, anger, distress, anxiety and irritability (Mikkelsen, 2002). Additionally, the prolonged experience of negative situations and job difficulties increases negative affectivity in individual (Clark & Watson, 1991). Studies indicated that being victim or exposure to negative events like abusive supervision, destructive leadership or despotic leadership, is a major contributor towards high negative affectivity. The negative social interactions were found directly linked with increase in negative affectivity. When facing harassment or aggression, individuals with a lower degree of self-efficacy and self-esteem seems to be more likely to be a victim (Einarsen, 2000) and low self-esteem is due to exposure towards workplace incivility. Earlier research has stressed on studying of bullying from both perspective of perpetrator and target, which may provide unique underlying phenomenon of the concept. While the study of personality has been suggested earlier under the domain of person-situation view, it is argued that dispositional variables like negative affectivity and locus of control may be explored in further refining the relationship (Naseer et al., 2016).

According to a recent research, family work conflict is one of the main predictors of abusive supervision and employees undergoing work family conflict exhibit more abusive behavior against their superiors; this ability is seen more in female leaders (Courtright, Gardner, Smith, McCormick, and Colbert, 2016). Now negative affectivity is the main factor that triggers negative emotions which is associated with poor work outcomes and then this in fact leads to family incivility.

Affective Events Theory is based on a cognitive process of workplace events, whereby employees determine whether the event threatens their wellbeing and then evaluate the importance of that event. Workplace events have been defined in affective and cognitive terms as "an incident that stimulates appraisal of and

emotional reaction to a transitory or ongoing job-related agent, object, or event" (Michel, Newness, & Duniewicz, 2015). AET argue that exploitative leadership encompasses actions and events where employees are being exploited. Hence, such actions may enhance negative affectivity of the victims of exploitation and further leads to family incivility.

Although family incivility has not received much attention, it is important to examine such non-work behaviors, in light of recent research highlighting the negative consequences of family incivility for one's mental health and job performance (Lim & Tai, 2014).

Hypothesis 4: Negative affectivity mediates the relationship between exploitative leadership and family incivility.

2.5 Moderating Role of Locus of Control between Exploitative Leadership and Negative Affectivity

The concept perceived control has been widely studied, as it is found that control of belief is linked with a number of psychological and behavioral outcomes (to include cognitive, affective, actions) and based on personal experience, individuals have the different dispositional tendency to believe that they can control over environment. This fact has defined the way some individuals are unable to observe the linkage between their actions and outcomes (external), while others (internal), have the lasting belief that consequences are functions their actions (Ng, Sorensen, & Eby, 2006). The effects of locus of control may occur through the emotional mechanisms. Particularly, internals may be likely to positively view the work place environment where as externals may be likely to interpret the workplace environment in a negative way. The study suggests that internals will maintain stronger interpersonal relationships with their supervisors and coworkers than externals (Wang, Bowling, & Eschleman, 2010).

Locus of control is characterized as the extent to which individuals attribute causes

of events or the results of success and failure to their behaviors or outside factors (Rotter, 1966). Both the aspects are termed as internal and external locus respectively. An individual may have the tendency towards any of the two forms of control. Individual will point the causes or consequences of events towards self in the case of internal locus of control while, in case of external locus of control individual will aim to the outcomes from the perspective of external forces, like as coincidental, by luck or due to others.

Locus of control is variable of the personality, which explains the individual, that whether they can or cannot control their life events. Individuals with belief that are successful in life just because of their own efforts and hard works, are considered to have internal locus of control while people who believe external factors like luck or others are responsible for their success and failure, are considered to external locus of control (Rotter, 1966). Individuals with internal locus of control observe the actions and its consequences and they are more confident and focus on themselves, as they believe that they are responsible for their success. While externals think that, they have no part in the external environment (Thomas, Kelly & Lillian, 2006).

Individuals with external locus of control consider themselves as they cannot control the external events or happenings, will find work environment to be extreme threatening and frustrating (Payne, 1988). If locus of control infers the preferences of internality and externality, different strategies will be chosen more or less by internally versus externally focused individuals. For instance, internally based people would probably assign greater value to businesses who take full responsibility for their choices, a response that indicates that the company manages its own behaviors. Similarly, externally focused people will assign more significance to organizations that reject the responsibility for the actions, a response showing that organizations considers that perhaps the environment controlled what happened more than their own actions themselves (Claeys, Verolien, & Vyncke, 2010). Accordingly, dispositional variables and individuals differences are claimed to key influences in understanding the workplace outcomes relationship (Moreno-Jimenez et al., 2009).

Earlier studies have considered that dispositional factors are associated with workplace bullying and differences exist between victims and non-victims (Zapf & Einaresen, 2003). Detrimental behaviors at workplace therefore will depend on how the employee will perceive the negative behaviors and how employee will attribute it internally (to self) and externally (to outside forces).

Locus of control has been found associated with both physiological and psychological well-being across different aspects of human life and it is argued that locus of control have effect on job related experiences and is also effected by such experiences, and additionally has been shown to moderate the stress-strain relationship (Ng et al., 2006). Over all, a weaker relationship has been found between the existences of stressor and subsequent strain experience for individuals having enhanced levels of internal locus of control, in contrast with those having greater tendency of external locus of control (Dijkstra, Beersma & Evers, 2011).

Locus of control has been found associated with well-being, job related affective reactions, motivation, behavioral orientation and the association with attitude and behaviors is regulated through three cognitive and related processes including: self-appraisal of well-being, intrinsic motivation, and a mental exposure of keeping vigorous behavioral regulation, which are further related to social experiences and coping behaviors. Negative deduction of self-evaluation stops one from being positive about the probability of gaining the anticipated results. Positive self-evaluation on the other hand will provide motivation to affirm vigorous behavioral control through positive emotional regulations (Ng et al., 2006).

Earlier research studies have recognized the pivotal part of individual differences in explaining and determining detrimental behaviors at workplace, as shown that personal dispositional traits acts as a moderator within workplace relationships (Moreno-Jimenez et al., 2009). In this perspective, one of the key personal characteristics locus of control has gained very less attention (Rai & Agarwal, 2017). The perceived locus of control has gained much importance in research, in general stress area. Individuals with external locus of control and consider themselves as they cannot control the external events or happenings, will find work environment to be extreme threatening and frustrating. Life events can be controlled with help

of the perception of locus of control. Individuals with internal locus of control are confident enough to take blame on themselves for the failures in their lives. This gives them enough strength to divert themselves from the negative situations of the environment, thus making them to behave rationally, think and behave accordingly (Payne, 1988).

Locus of control is a belief or perception, which help in controlling the events of life and internal locus of control give individual the strength and confidence to divert the negative impacts of such situations (Connolly, 1980). Individual having internals focus on their self-efforts and abilities, also put their energies in the direction of personal goals, and subordinate employees high in internal locus of control pay lesser attention to and are less amenable of their supervisors' influence (Ng et al., 2006), thus the self- regulatory actions and emotions may act as a buffer to the negative enforcement of the supervisor.

Affective Event Theory (Weiss & Cropanzano, 1996) argues that personality factors play substantial role in modifying the implications of actions at workplace. The resultant affective states and corresponding behaviors are therefore subject to individual attitudes towards a particular negative treatment. Since exploitative leadership has negative implications (just like any stressor), locus of control may influence the relationship between exploitative leadership and negative affectivity, by buffering the negative emotions. Hence, it is assumed that individual with high level of locus of control will think, feel and behave negatively.

Hypothesis 3: Locus of control moderates the relationship between exploitative leadership and negative affectivity, such that the relationship will be weaken, when locus of control is high and strengthened when locus of control is low.

2.6 Research Model
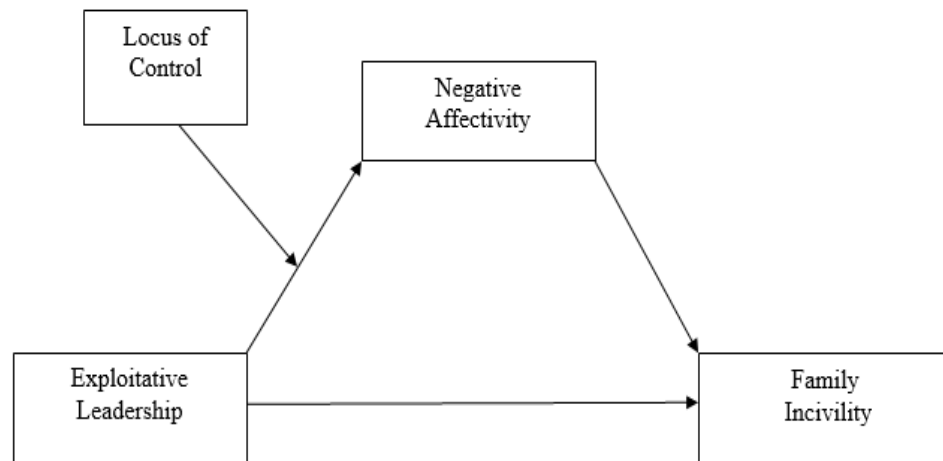
FIGURE 2.1: Research Model of Exploitative Leadership Impact on Family Incivility through Negative Affectivity: Moderating Role of Locus of Control

2.7 Research Hypotheses

H$_1$: Exploitative leadership is positively associated with family incivility.

H$_2$: Exploitative leadership is positively associated with negative affectivity.

H$_3$: Negative affectivity is positively associated with family incivility.

H$_4$: Negative affectivity mediates the relationship between exploitative leadership and family incivility.

H$_5$: Locus of control moderates the relationship between exploitative leadership and negative affectivity, such that the relationship will be weaken, when locus of control is high and strengthened when locus of control is low.

Chapter 3

Research Methodology

The following chapter provides details of all the approaches and procedures used in this analysis to achieve the expected results. This chapter specifically indicates the methodology to investigate the impact of exploitative leadership on family incivility by using the negative affectivity as a mediator and locus of control as a moderator. The discussion contains information about research design, population and sample, sampling techniques, sampling characteristics, instrumentation, statistical tool, pilot testing, and reliability analysis of all the variables and items involved in this research.

3.1   Research Design

Research design is defined as the researcher's schemes, which shows the method and procedures, used to gather and analyze information (Zikmund, 2013). This approach is used to compile, gather information and survey of questions however, research questionnaire is regarded as a tool that helps to gather the required information. A collection of procedures used for analyzing the collected data of different variables is named research design. In social sciences, two research design approaches are primarily known as 'quantitative approach' and 'qualitative approach'. Many researchers suggested that quantitative analysis is accurate and effective than qualitative research design (De Vaus and de Vaus, 2001). With the

help of quantitative research design, researchers may obtain authenticated and reliable results.

For the present study, we are getting support of quantitative research design by utilizing standardized techniques and tools. As reliable data is precipitated by transforming observable facts into numbers, which further analyzed to distinguish relationships, associations, causes and effects. It is important to know that by observable and measureable means, people have showed their level of understanding with comments that align with their behavior/personality and disagree with which they do not.

Furthermore, survey procedure was executed to collect data that involves the utilization of questionnaire comprising of demographics such as gender, age, qualification, and experience. The current study used online surveys and self-administered questionnaires for the survey. For managing the process of the research, it is a detailed process and included the study details with respect to type of study, study settings, unit analysis and time horizon explained in detail below.

3.1.1 Type of the Study

The current study is an 'explanatory study. According to (Baxter and Jack, 2008), researchers used this term when exploring answer to question, and the goal is to discuss the causal relation between the interventions. This is a causal/relational study in which the influence of exploitative leader on family incivility by using negative affectivity as a mediator and locus of control as a moderator has assessed based on the respondent self-perception about these variables. This is a co-relational study, as it evaluated the variables in same year on various respondents. This research was conducted as a part of the academic requirement and because of time constraint, convenience-sampling technique was used. The target population for this study includes employees working in private based educational sectors of Islamabad and Rawalpindi. Initially 350 questionnaires were distributed among the target respondents but only 260 authentic responses were gathered. In these 260 questionnaires, 94 questionnaires were filled online and the rest 166 were filled from organizations. The sample, which was selected for this research, depicts

the entire population of Pakistan. This will aid to generalize the results obtained from sample on whole population.

3.1.2 Study Setting

The present study is a field study because participants (employees) of private based educational sectors were approached on their job and they were required to fill out the questionnaire in their normal work environment. Respondents were ascertained about the confidentiality of their responses, which enabled them to provide their responses with honesty and comfort. Variables included in this study were neither manipulated, nor controlled, and no artificial setting has produced for the study.

3.1.3 Unit of Analysis

The most vital feature in any research study is unit of analysis. The unit of analysis means individuals or objects whose characteristics and features are to be analyze in the study. It may be individual, dyad, group, industry, organization, country, or a culture from where the researcher collected the data. The present study is designed to see the influence of exploitative leadership on family incivility therefore; the unit of analysis is individuals who are working in private organization from Rawalpindi and Islamabad.

3.1.4 Time Horizon

The method adopted for data collection was cross sectional. The data collection took approximately two months (Nov-Dec2019). The reason for adopting cross sectional method is due to due to shortage of time because in thesis, the time is short and one must have to complete the thesis in required time

3.1.5   Data Collection Process

Despite the fact that a large number of research has been conducted having influential findings and different exposure are conducted in the country, still data collection is highly problematic because respondents are not well aware of how to respond, and how to fill the questionnaire. However, during data collection we have explained the measurement and purpose of the study in front of respondents so that they can fill data. Data were gathered from educational sectors by references of teachers, relatives and friends. In fact, without connection data collection is very difficult specifically in Pakistan. Therefore, to approach maximum respondents every possible effort was utilized. The respondents were requested to help and provide consent in data collection. Respondent were made sure that the information provided by them would be kept confidential so that respondents might not feel hesitation to fill the questionnaire decisively. Employees usually refuse to share their opinions also for research purpose. In such conditions, conducting a quality research remains as an obstacle for the researchers. Hence, data collection process from employees of private based educational sectors took substantial efforts.

3.2   Population and Sample Size

3.2.1   Population

Population is set of events, things, people linked with interest that the researcher ought to explore. A population of research is considered as the group of characters or items that holds individualities of comparable nature (Castillo, 2009). The population utilized in this study includes employees working in private educational sectors of Rawalpindi and Islamabad. About 350 questionnaires were distributed in the educational sectors. Participants were ensured of the confidentiality about the information that they will provide for the research purpose. Out of 350 questionnaires, 302 questionnaires were returned but 260 genuine responses were collected. The technique in this for data collection was survey method. This

method of data collection is simple and easy as compared to other methods because it helps to collect data at the same time from number of respondents. This method has mostly been used in research studies, in order to generalize the result on entire population. Questionnaires were also distributed online to the websites of private sector organizations for the quick response.

According to past research, online data collection is more convenient way of collecting data, as respondents have ease to fill the questionnaires as compared to the process of filling questionnaires through paper-pen procedure and regardless of the method of collection of data there is no significant impact on the quality of data while using any of the two methods mentioned above (Church, Elliot and Gable, 2001). Considering the time and resource constraints, the above-mentioned techniques has been very effective for data collection in the present study.

3.2.2 Sample and Sampling Technique

Sample is the representative of population. The process in which a researcher selects an example of participant for a study from a population, in which he is interested, is known as sampling (Leary, 2004). Similarly, in quantitative research, the sampling objective is to acquire group of individuals who represents of a large group of individuals, or who bestow particular information required. In social sciences research, sample usage is recommended strongly as compared to study overall population. The reason is in sampling fewer resources, money, and time is utilized, and possibility of data reliability is high. In contrast, it is demanding, expensive, time ingesting and exhausted to include entire population. Hence, a sample should be sufficient to represent the entire population.

Sampling has two types. One is probability sampling and another is non-probability sampling. In probability sampling, every event has equal possibility to be picked as sample while, it is pre-decided in non-probability sampling, which event would represent as sample of population. Probability sampling is effective and suitable when researcher has complete information about population otherwise non-probability sampling should be utilize for sampling. Data from whole population could not

be collected due to time and resource limitations. Therefore, sampling is the commonly used procedure to collect data. For this purpose, specific groups of people are chosen that are the true representatives of the required population. Generally, only those educational sectors were approached who have extra workload, because of that supervisor some time show exploitative behavior towards their subordinates to compel them to meet deadlines, and takes credit of their followers work. Hence, the sample selected for the research represents all the elements needed to get the required results and is a true representative of the required population.

For the current research, convenience sampling were used and it comes under non probability sampling. Since, the present study is going to contribute towards the novel aspects in enhancing the justice in the workplace, so the focus would be the private educational sector of Pakistan. Generally, well-known educational sectors were being approached and the employees reported the data on all four variables including, independent, dependent, moderator and mediating variable of the study (i.e., impact of exploitative leadership on family incivility using negative affectivity as a mediator and locus of control as a moderator).

The sample consists of employees of different private educational sector; hence, data is collected through self-reported questionnaires. Participants were made assured of the confidentially about the information that they will provide for the research purpose only and will not be disclosed or published anywhere with specified name. All of them were asked to provide relevant and accurate answers to all questions including in the survey. Almost 350 questionnaires were distributed; out of which only 302 responses were returned however only 260 complete responses were collected.

3.3 Sample Characteristics

For the current research, only one questionnaire was designed for conducting this study, containing the different items of four variables and it includes demographic section as well which contains the gender, age, qualification, and work experience of the respondents. The detailed characteristics of the sample are following:

3.3.1 Gender

Gender is an element, which remains in highlights for the purpose to maintain gender equality, so it is also considered as the important element of the demographics because it differentiates between male and female in a given population sample. Males and females are given equal priority in this study but still it has been seen that the ratio of males are greater than females.

TABLE 3.1: Frequency by Gender

Gender	Frequency	Percent
Male	145	55.8
Female	113	43.5
Total	260	100

Table 3.1, depicts the ratio about male and female respondents, table revealed that 55.8% of the respondents were male employees and the rest 43.5% were female employees.

3.3.2 Age

Age is considered as one of the demographics, to which respondents sometimes feel uncomfortable to disclose openly. First demographic is age and sometimes respondents do not feel fair to show their ages.

TABLE 3.2: Frequency by Age

Age	Frequency	Percentage
18-25	127	48.8
26-33	120	46.2
34-41	12	4.6
42-49	1	1
Total	260	100

The **Table 3.2** delineates that maximum respondents age were between 18-25 as it constituted for about 48.8%, 46.2% were those respondents having age range between 26-33, furthermore, 4.6% of the respondents had an age between 34-41, 1%

were the respondents having age range among 42-49 and there was no respondent having an age range between 50 and above.

3.3.3 Qualification

Education is the vital element that accords towards prosperity and success of entire country as well as for competing globally. Therefore, after gender, education is essential element of demographics.

TABLE 3.3: Frequency by Qualification

Qualification	Frequency	Percentage
Inter	13	5
Bachelor	71	27.3
Master	76	29.2
MS/M.Phil	91	35
PhD	9	3.5
Total	260	100

Table 3.3 represents information regarding qualification of the respondents. Majority of the respondents had an education of MS/M.Phil comprised of 35.0%, 29.2% of the respondents having qualification of masters, 27.3% of the respondents had education of bachelors and 5.0% of the respondents were those who had qualification of inter and 3.5% of the respondents were having qualification of PhD.

3.3.4 Experience

This particular contains information related to the respondent's experience. To collect information regarding the experience of the respondents, different ranges of experience time period were developed so that every respondent can easily sport out the specific tenure of their experience in the relevant field.

Table 3.4 shows information regarding employee's experience. Majority of the respondents had an experience of 1-5 years constituted for 72.7%, 20.8% of the

TABLE 3.4: Frequency by Experience

Experience	Frequency	Percent
1-5 years	189	72.7
6-10 years	54	20.8
11-16 years	14	5.4
17-22 years	2	0.8
23-28 years	1	0.4
Total	**260**	**100**

respondents were those having qualification ranging from 6-10 years and 5.4% of the respondents were those who had experience between 11-16 years.

3.4 Instrumentation

3.4.1 Measures

To measure all the variables of this study, the data were collected through questionnaires adopted from different credible sources. Employees filled questionnaires while rating their respective opinions according to the nature of the questionnaire items, relating to exploitative leadership, negative affectivity, locus of control and family incivility. All the responses were analyzed by using five-point likert scale, individual has to indicate their level of agreement with each given statement whereas in the given scales. Responses on exploitative leadership have been obtained with a five- point scale where scale ranges from (1 for not at all, 2 for sometimes, 3 for neutral, 4 for many times, and 5 for frequently, if not always). Negative affectivity has also been marked with a five -point scale where scale ranges from (1 for very slightly or not at all, 2 for a little, 3 for moderately, 4 for quite a bit, and 5 for extremely). Response on locus of control has also been obtained on a five-point scale where scale ranges from (1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree). Response on family incivility has also been marked with a five-point likert scale where scale ranges from (1 for not at all, 2 for once or twice, 3 for sometimes, 4 for often, and 5 for many times). All these scales were approved by passing them through reliability test. As a standard, the

questionnaires also have four demographic factors to obtain information about the respondents' gender, age, qualification and experience.

The questionnaire includes 47 questions in total having 5 sections i.e., demographics, exploitative leadership, negative affectivity, locus of control and family incivility questionnaires. Demographic information, which includes the variables Gender, Age, Qualification and Experience, will also be collected in order to make the results more accurate and authentic by making it sure that information provided by the participants will be kept confidential. Total 360 questionnaires were distributed. Out of which only 302 questionnaires were received. The actual numbers of questionnaires used for data analysis for demonstrating the results were 260. The discarded questionnaires were those, which were not having the complete information hence making them inappropriate for the study.

3.4.2 Exploitative Leadership

From (Schmid, Verdorfer, & Peus, 2019) 15 items were used to measure this variable. These six items covered the five dimensions of exploitative leadership (i.e., egoism, taking credit, exerting pressure, undermining development, manipulating). Respondents were asked to rate their immediate supervisors/leaders in terms of exploitative leadership behaviors on the newly developed 15-item scale on a 5-point frequency scale ranging from 1 (not at all), 2 (sometimes), 3 (neutral), 4 (many times), and 5 (frequently, if not always). Sample items are "Takes it for granted that my work can be used for his or her personal benefit, Sees employees as a means to reach his or her personal goals, Puts me under pressure to reach his or her goals, Uses my work for his or her personal gain"

3.4.3 Negative Affectivity

The ten-item negative affectivity scale of the Positive and Negative Affect Schedule (Watson et al., 1988) was used to assess negative affectivity. All items were measured using a five-point Likert scale ranging from 1 (Very Slightly), 2 (a little),

3 (moderately), 4 (quite a bit) and 5 (extremely). Sample items are "Distressed, Upset, and Guilty".

3.4.4 Locus of Control

(Spector, 1988) used 16 items to measure work locus of control. All items used in this questionnaire are set on five-likert scale ranging from 1 (Strongly Disagree), 2 (disagree), 3 (Neutral), 4 (Agree), and 5 (Strongly Agree). Sample items are "A job is what you make of it, On most jobs, people can pretty much accomplish whatever they set out to accomplish, Getting the job you want is mostly a matter of luck, The main difference between people who make a lot of money and people who make a little money is luck."

3.4.5 Family Incivility

A 5-point Likert-type scale of workplace incivility by Cortina et al. (2001) was adapted to measure family incivility (dependent variable). Respondents were asked to rate six items on a response scale from 1 (not at all) to 5 (most of the time). Sample items for this measure included "Put you down or was condescending to you, Ignored or excluded them (family) from social activities, Made demeaning or degrading comments about you".

TABLE 3.5: Instrumentation

Variables	Sources	Items
Exploitative Leadership (IV)	Schmid, Verdorfer, & Peus, (2019)	15
Negative Affectivity (Med)	Watson, (1988)	10
Family Incivility (DV)	Cortina et al., (2001)	6
Locus of Control (Mod)	Spector, (1988)	16

3.5   Statistics Tool

Firstly, single linear regression was carried out in other to study the casual relationship between the Independent variable (Exploitative Leadership) and Dependent variable (Family incivility). Regression analysis is generally used when we have to study the impact of multiple factors on the dependent variable under the study. Regression analysis will make it assure that the previous study regarding the variables is still supporting the acceptance or rejection of the opposed hypothesis or not.

In this study "Statistical Program for Social Sciences (SPSS)" version 21 has been used to run and execute the relevant statistical tests. Preacher and Hayes mediation and moderation method process was used to carry out the mediation and moderation analysis.

3.6   Pilot Testing

A trial test orchestrated before going to perform main tests, known as pilot testing. Pilot testing is vital to test the usefulness of a questionnaire as this give precious information about considerable abnormalities in questionnaire design. Pilot testing is considered as very effectual approach, before performing something extensively. The importance of pilot testing as it helps in indicating equivocal questionnaire items in disclosing imperfections in measurement procedures. It will also help to refrain from different risks including the wastage of money, time and effort. Primarily to administer the pilot study, the researcher of the study should be clear about the topic and about those tools and techniques, which are relevant in order to re-work on them in order to understand that how, will they go to perform practically.

Consequently, to ratify that whether the results intimate and in accordance with the proposed hypothesis of the study or not, almost 40 questionnaires were conducted for the purpose to validate, if results are in line and familiar with the suggested hypothesis or not. After administering pilot testing it was deduced that

there was no significant issue in the studying variables and the measurement scales were completely reliable as the threshold value for Cronbach alpha is 0.7 and all the scales have matched the threshold value.

3.7 Reliability Analysis

Reliability is a process of showing harmonious results, whenever the particular items are being tested repeatedly in different times and is same for the scales. The reliability of the scales represents the capability of scale in order to provide similar results whenever being tested for different periods. So that to check reliability we have conducted a test through Cronbach alpha, it will notify the internal reliability of all variables and shows that whether there is a link between variables or not. Besides, this also it measures single construct.

According to Cronbach (1951), the range from 0 to 1 is significant, the higher the value the more reliable scale will be to measure any construct. Scale is reliable when the values are higher than 0.7 and if the value is less than 0.7 it means that selected set of measures or scale is less reliable. The table given below shows the values of Cronbach alpha of selected scale for the collection of data.

TABLE 3.6: Scale Reliability

Variables	Items	Reliability
Exploitative Leadership	15	0.868
Negative Affectivity	10	0.802
Locus of Control	16	0.713
Family Incivility	6	0.819

The **Table 3.6** depicts information about the reliability of all the scales. It represents the results of Reliability analysis after the complete collection of required data. The results revealed that the reliability of exploitative leadership was 0.868, which was greater than threshold value. The reliability of negative affectivity was 0.802, which is also greater than the threshold value. Furthermore, the reliability

of locus of control was 0.713 that is also a greater value than the threshold value. The reliability of family incivility was 0.819, which was greater than the threshold value. Overall, all the measures have good reliability and values are greater than the threshold value.

3.8 Data Analysis Procedure

In social sciences, for producing the statistical outcomes, various statistical tools has been used. These techniques have different pros and cons. However, the selection of authentic and accurate tools and techniques are strongly linked with research model, objectives of study, with the study type and with the nature of data. The researchers to use correlation to check the links in between variables and regression test is used to analyze the effects of independent variable on the dependent variable. Structural equation modeling or process macros used to test the links in between multiple dependent and independent variables. After relevant data collection for conducting study form maximum 260 respondents, this data was analyzed through SPSS and through AMOS.

At the time of data, analyses specific procedure is used which includes the following:

• Only accurately filled questionnaires by the respondents were selected for data analysis.

• The items of the variables in questionnaire were properly coded and that coded variables were utilized for analysis.

• To explain the characteristics of sample, the frequency tables were generated.

• Then descriptive statistics was carried out through different numerical values.

• The reliability test was conducted for each variable to check the reliability of all variables through Cronbach's Alpha.

• For the justification of measurement model, confirmatory factor analysis was used in this regard.

• To check the significant relationship existing among particular variables, a correlation analysis was conducted in this study.

• The single linear regression for dependent and independent variable was carried out in order to modify the proposed relationship.

• The Preacher and Hayes model was used in order to identify the roles of moderator and mediator in between dependent variable and independent variable.

• Moreover, by using correlation and the Preacher and Hayes model, the intended hypothesis of this study was analyzed so to check the acceptance, rejection of all the proposed hypothesis of the study.

Chapter 4

Results

To investigate association among all theoretical variables, descriptive statistics, Pearson correlation, moderation and mediation was performed by using different software such as SPSS. Furthermore confirmatory factor analysis was conducted for checking the model fitness utilizing Amos.

4.1 Descriptive Analysis

Descriptive statistics depicts the summarized details of observation that are drawn from the data by use of various statistical tools. Descriptive statistics of all variables such as exploitative leadership, negative affectivity, locus of control and family incivility are shown in the table below. For the purpose of descriptive statistics of all variable mean and standard deviation were calculated by using SPSS, mean and standard deviations are shown in the table 4.1 below. The mean values show the response of respondents towards agreements and disagreements with questions. Higher mean values exhibit respondents propensity toward agreement side and lower value depicts tendency of respondents towards disagreement.

Table 4.1, shows the descriptive statistics of all variables used in the current study. For each of these variables, the minimum, maximum and average values of all variables are mentioned with respective mean and standard deviation.

TABLE 4.1: Descriptive Statistics

Variables	Sample	Min.	Max.	Mean	Std
Exploitative leadership	260	1.13	4.47	2.5731	0.71671
Negative affectivity	260	1.2	4.9	2.3977	0.73987
Locus of control	260	1.47	5	3.8723	0.63581
Family incivility	260	1	4.5	2.4051	0.90412

Table 4.1, depicts information regarding variables minimum and maximum values of means and standard deviations. Higher mean values are the indication of respondent's propensity towards agreement side and lower mean values are the indication of respondent's tendency towards disagreement side. The independent variable (Exploitative leadership) has the mean value of 2.5731 and standard deviation is 0.71671. The mean value of mediator (Negative Affectivity) is 2.3977 with standard deviation of 0.73987. The moderator (Locus of control) has mean value 3.8723 and standard deviation is 0.63581. The mean value of dependent variable (Family incivility) is 2.4051 with standard deviation of 0.90412.

4.2 Validity Analysis

To validate theoretical model, confirmatory factor analysis was conducted.

4.2.1 Confirmatory Factor Analysis

To analyze the measurement model IBM AMOS was utilized. The models were checked through fit statistics. These statistics involve multiple indices, such as chi square, Root Mean Square Error of Approximation (RMSEA), Comparative Fit Indices (CFI), and Adjusted Goodness of Fit Indices (AGFI). The measurement model has value of chi-square static and degree of freedom also.

Comparative fit indices assume that there is no correlation between all latent variables and compare single covariance matrix with null model. The acceptable

range between 0 and 1 and for good model fit, the value should be close to 1. Value above 0.90 exhibits god model fit and below indicates poor fit model.

4.2.2 Measurement Model

For validating the measurement model, confirmatory factor analysis were conducted following (Anderson and Gerbing, 1988). The proposed model consists of four latent variables, exploitative leadership, negative affectivity, locus of control and family incivility. The fusion of different fit indices such as model, comparative fit index (CFI), Tucker-Lewis index (TLI), incremental fit index (IFI) and the root mean square of approximation (RMSEA).

TABLE 4.2: Confirmatory Factor Analysis of the Measurement Model

Model	CMIN/DF	CFI	TLI	IFI	RMSEA
Initial Values	1.477	0.865	0.855	0.868	0.04
Modified Values	1.301	0.928	0.923	0.929	0.034
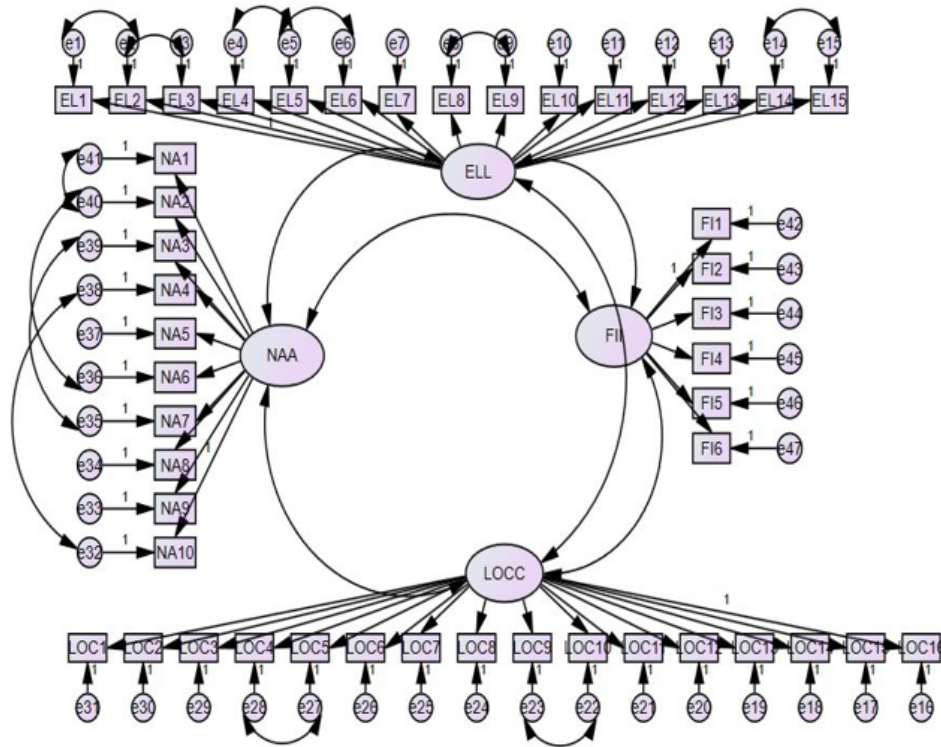
FIGURE 4.1: Measurement Model

The confirmatory factor analysis of four-factor model represented a good fit as shown in table (4.2). Before going ahead for interpretation of the above figure, it is important to know about the variables of the above figure. The ELL latent variable indicates exploitative leadership. The NAA latent variable indicates negative affectivity. The LOCC latent variable indicates locus of control and, FII depicts family incivility. For getting good model fitness, certain changes were made to the model like linking certain error terms. Since, original model was not meeting the criteria of model fitness. Hence, modified model fits the data better because all values are meeting the threshold.

Incremental fit index (IFI) value is greater than 0.90 that was 0.929, which depicts excellent fit, comparative fit index (CFI) value, should be greater than 0.90 that was 0.928, which again illustrates good model fit, root mean square of approximation value should be less than 0.07 that was 0.034, which exhibits good model fit. Similarly, the value of Tucker-Lewis index (TFI) should also be greater than 0.90 that was 0.923, which also represents good model fit. Last but not the least the value of chi-square for model fit should be less than 3 and that was 1.301 which represents good model fit. Overall, the four factor model results in good and excellent model as the values provide evidence.

4.3   Control Variable

For control variables, one-way ANOVA test was run in SPSS. The main aim of conducting one-way ANOVA is to see that whether the demographic variables have any impact on dependent variable, which is family incivility. Hence, our main purpose is to see the relationships, which were proposed in the model and their influence.

The **Table 4.3**, revealed information regarding control variables. As results exhibits different values of demographics like, gender (F= 1.594, p= 0.205), age (F= 2.140, p= 0.096), qualification (F=0.163, p= 0.957), and experience (F= 2.950, p= 0.021). Hence, only employees experience sows significant values and other demographics values showed insignificant relationships, it means that there is no need

TABLE 4.3: Control Variables

Control Variables	F-Value	Significance
Gender	1.594	0.205
Age	2.14	0.096
Qualification	0.163	0.957
Experience	2.95	0.021

of controlling any insignificant values because no demographic effect the dependent variable except experience, so only experience demographic will be controlled during further analysis.

4.4 Correlation Analysis

Correlation analysis is used to discover the link between variables. The purpose of correlation analysis for current research is to determine the correlation among exploitative leadership and family incivility, with the mediating role of negative affectivity, and moderating role of locus of control. To know the nature of variation between two variables correlation analysis was carried out to see that the variables vary together or not. Pearson introduced correlation analysis to determine the nature and strength of relationship through correlation range that is from -0.1 to 0.1. Positive signs exhibit that the variables are moving in same direction and negative variable depicts that variables are moving in opposite direction. Furthermore, "r" value shows the strength of the association of variables. Value of correlation coefficient exhibit different consequences like, if the value of Pearson Coefficient range between .1 to .3 it means there is weak correlation, the value range of coefficient is .3 to .5 signifies moderate correlation and the value greater than.5 represents high correlation. While, zero value of coefficient indicates that there is no correlation between variables. The table below indicates the correlation between hypothesized variables.

Table 4.3, exhibits the information regarding correlation between these variables. As the results shows that exploitative leadership has significant positive relationship with negative affectivity (r= .338**, p < 0.01) and family incivility (r= .287**,

TABLE 4.4: Correlation

Variables	EL	NA	LOC	FI
Exploitative Leadership (EL)	1			
Negative Affectivity (NA)	.338**	1		
Locus of Control (LOC)	0.086	0.096	1	
Family Incivility (FI)	.287**	.355**	0.01	1

p <0 .01), and locus of control (r= .086, p <0 .01).

From the above table, it could be observed that there is an insignificant link among negative affectivity and locus of control, where (r= .096, p < 0.01) and there is a significant relationship between negative affectivity and family incivility, where (r= .355**, p < 0.01). As it can be seen, that correlation between locus of control and family incivility were insignificant. The research is evident that moderator variable must not have the correlation with dependent variable.

4.5   Regression Analysis

Correlation analysis was carried out to find the link between variables. Correlation analysis does not show casual relationship between variables it only shows existence between two variables. For causal relationship between variables, we had done regression analysis to predict and estimate the relationship between the variables. From the value of variable X regression analysis, predict the value of Y. It helps to understand that when one unit change occurs in independent variable then how much variation occurs in the dependent variable. Hence, we have performed regression analysis to get accurate results of dependence among variables. Regression analysis has two types, one is simple regression and the other is multiple regressions. Simple regression or linear regression has conducted, when there are two variables and the purpose is to establish causal relationship. Multiple regressions has conducted when more than two variables are included such as mediation and moderation.

For regression analysis, different methods and tools are used, in previous studies Baron & Kenny (1986) method is used, but in this study we will use the Preacher

& Hayes (2013) macro by using SPSS for analysis of mediation and moderation. According to Preacher & Hayes (2013), the Baron & Kenny (1986) method is outdated, because it tells about condition only of fully mediation of variable, while other researcher Preacher and Hayes (2013) mediation can also be partially, medium level mediation because there must be variables that can mediate the relationship between two variables.

According to Preacher and Hayes (2013), mediation can also exist even direct relation between independent and dependent variable does not exist. As in the social sciences, research data is always problematic because we collect data from different condition, situation, and nature of respondents. Further added, So in Preacher and Hayes (2013) method boot strapping techniques is used, in which the data is divided into small pieces and bits which increase the relative accuracy of the data. In current study, Negative affect is as a mediator among exploitative leadership (IV) and Family incivility (DV).

TABLE 4.5: Regression Result for Hypotheses 1-4

	β	SE	t	R^2
Mediator Variable: Negative Affectivity				0.1167
Constant	1.586**	0.19	8.328	
Exploitative leadership	.3452**	0.06	5.69	
Experience	-0.567	0.066	0.8558	
Dependent Variable: Family Incivility				0.1703
Constant	0.6894	0.254	2.706	
Exploitative leadership	.2452**	0.076	3.209	
Negative affectivity	.3635**	0.074	4.91	
Experience	0.1574	0.078	1.998	
	Effect	**SE**	**LL 95% CI**	**UL 95% CI**
Indirect effect of exploitative leadership on family incivility	0.1255	0.0373	0.0619	0.2079

*N= 260. Unstandardized regression coefficients are reported. Bootstrap sample size= 5000 LL lower limit, CI confidence interval, UL upper limit *p < 0.05;*

p < 0.01.

H1: Exploitative leadership is positively associated with family incivility

Hypothesis 1 enunciates that exploitative leadership has a positive link with family incivility as exhibited by the regression coefficient (β=.2452**, with p < 0.001). The first hypothesis is accepted because both the variables are moving in same direction. When increase the effect of exploitative leadership then family incivility will be also increased. Hence, hypothesis H1 is proved, that: there is a positive association between exploitative leadership and family incivility.

H2: Exploitative leadership is positively associated with negative affectivity

Hypothesis 2 states that exploitative leadership has a positive influence on negative affectivity. For the mentioned hypothesis the results in above table gives strong justification. Results depicts that negative affectivity has positive and significant relationship with family incivility as indicated by regression coefficient (β= .3452**, with p < 0.001). Hence, Hypothesis H2, which proposed that exploitative leadership has positive impact on negative affectivity, is accepted.

H3: Negative affectivity is positively associated with family incivility

Hypothesis 3 states that negative affectivity has a positive link with family incivility. For the mentioned hypothesis the results in above table gives strong justification. Results depicts that negative affectivity has positive and significant association with family incivility as exhibited by the regression coefficient (B= .3635**, with p < 0.001). Hence, hypothesis H3, which proposed that negative affectivity has positive relationship with family incivility is also accepted.

H4: Negative affectivity mediates the relationship between exploitative leadership and family incivility

Hypothesis 4 enunciates that negative affectivity will mediate the relationship between exploitative leadership and family incivility. The results shown in the table 4.5 depicts that indirect effect of exploitative leadership on family incivility has a lower level of confidence of interval and upper level of confidence interval, 0619 and 0.2079. Both the ULCI and LLCI has same positive sign and there was no zero present between these two. Hence, we can conclude from here that mediation occurs. Therefore, hypothesis 4, is also accepted, that negative affectivity mediates the relationship between exploitative leadership and family incivility.

TABLE 4.6: Moderation Analysis

Variables	Coefficient	SE	T	P	LLCI	ULCI
Constant	1.3904	1.0019	1.3877	0.1664	-0.5827	3.3635
Int-term	-0.517	0.1011	-0.5115	0.6094	-0.2508	0.1474

*N= 260. Unstandardized regression coefficients are reported. Bootstrap sample size= 5000 LL lower limit, CI confidence interval, UL upper limit *p < 0.05; p < 0.01*

For Moderation hypothesis, hypothesis 5 states that locus of control does not moderates the link between exploitative leadership and negative affectivity. Table 4.6, results depicts that the reason is interaction term of exploitative leadership, negative affectivity has the lower level and upper level confidence interval of -.2508 and .1474, and both have different signs which indicates that locus of control does not moderates relationship between exploitative leadership and negative affectivity. Hence, we conclude that hypothesis 5 was not supported.

4.6 Summary of Hypotheses

TABLE 4.7: Summary of Hypotheses

Hypotheses	Statement	Results
H1	Exploitative leadership is positively associated with family incivility.	Accepted
H2	Exploitative leadership is positively associated with negative affectivity.	Accepted
H3	Negative affectivity is positively associated with family incivility.	Accepted
H4	Negative affectivity mediates the relationship between exploitative leadership and family incivility.	Accepted
H5	Locus of control moderates the relationship between exploitative leadership and negative affectivity, such that the relationship will be weaken, when locus of control is high and strengthened when locus of control is low.	Rejected

Chapter 5

Discussion and Conclusion

This portion of the study includes the overall discussion of the study and the relevant questions that were needed to address during this research. Moreover, this chapter will also discuss the hypothesis acceptance, and rejection based on the results. This chapter will also discuss the future implications, limitations, recommendations and conclusions.

5.1 Discussion

Using affective event theory (Weiss and Cropanzano, 1996), the central objective of the study was to analyze the relationship between exploitative leadership and family incivility. Moreover, the mediating role of negative affectivity and moderating role of locus of control was also the focus of this investigation. For this purpose, data for the suggested hypothesis is collected from the educational sectors of Rawalpindi and Islamabad.

This part of the study will observe the results testified in chapter 4 as highlighted earlier on the basis of different statistical procedures and analysis with the use of SPSS. Principally, this chapter will emphasis to assess and clarify the reported results and consequent relationships. As anticipated, the findings of the study were in congruous with hypothesized model. Particularly, the findings showed that the exploitative leadership and negative affectivity are the antecedents of family

incivility. As the first hypothesis H1, which depicts that exploitative leadership is positively and significantly associated with family incivility approves to be accepted. When leaders exploit employees for their own self-interest, takes credit of followers work then it will leave a negative impact on followers, and will further lead to negative affectivity. Hence, Hypothesis H2, is accepted that exploitative leadership is positively and significantly associated with negative affectivity. Negative affectivity is also positively and significantly associated with family incivility. Hence, Hypothesis H3 is also accepted.

Moreover, Negative Affectivity acts efficiently as a mediator between the relationship of exploitative leadership and family incivility; hence, the fourth hypothesis H4 is also accepted. After conducted analysis, it was concluded that locus of control is not acting as a moderator, so hypothesis H5 was rejected. That means the moderator (locus of control) do not affect the relationship between exploitative leadership and family incivility. The detail discussion of each hypothesis is following:

5.1.1 Discussion on Research Question No.1

Question 1: Does exploitative leadership affect family incivility?

For finding the answer of to the first question

H1: Exploitative leadership is positively and significantly associated with family incivility.

The findings of this study supported that first hypothesis, proposed that Exploitative leadership is positively and significantly associated with family incivility. The results in table 4.5 provide a strong reasoning for the hypothesis of H1 of the study, which is driven by the results (B= .2452, t= 5.690, p= .000).

Exploitative leadership has the t value of 5.690, which shows high significance level of the relationship. As the value that is greater than two shows that, the results are significant. Hence, in this hypothesis the value of t 5.690 indicates statistically significant relation of exploitative leadership and family incivility. The co-efficient (B) value is .245, which indicates that if there is a one-unit change in exploitative leadership then there is a probability that family incivility would be increased by

24%.

An advancing stream of examination demonstrates that dark side of negative leadership is connected to overflow on colleague's family life and in addition, life form connected to higher phases of work family conflict (Tepper, 2000) and family demoralization performances (Hoobler & Brass, 2006). Based on the affective event theory, employees take all the grudges and negativity in their mind from work due to exploitative behavior of their supervisor/leader, and later they are not able to eliminate these feelings and emotions from their normal course of action at home. Therefore, it is not easy for employees to set limits between home and work, because these two domains are part of his life and both have conflicting demands. At work, employees are not in the position in front of exploitative leader to resist, so employee sacrifices the demands of family, which ultimately results in dissatisfied family relations.

As there are many evidences that could be found against dark side of leadership and family, incivility but there has not been any result found between relationship of exploitative leadership and family incivility. Therefore, the above-mentioned results are the latest contribution to the field or literature of the leadership styles. Although the manager or leader plays an important role to guide or lead any activity, in some organization, leaders could enhance or boost up the reputation of the employees and organizations but in the current research, leader such as exploitative leader will diminishes the reputation of the employees and organization as well. Hence, if there is an exploitative leadership in any organization where leader leads with authority in order to exploitation of the employees in the manner that he will take credit of followers works and uses them for his personal gain. Therefore, there will be high level of family incivility as an output, because employees will take out that anger on their families.

5.1.2 Discussion on Research Question No.2

Question 2: Does exploitative leadership affect Negative affectivity?

For finding the answer of to the first question

H2: Exploitative leadership is positively and significantly associated with negative

affectivity. The above hypothesis has been accepted. There is a positive and significant relationship between exploitative leadership and negative affectivity which is driven by the results (B = .3452, t =5.690, p .00).

Exploitative leadership has t value of 5.690, which shows high significance level of the relationship. As the value of p specify the significance level of the values which is an enough reason to accept the hypothesis. The value of t that is greater than two shows that, the results are significant. Hence, in this hypothesis the value of t 5.690 indicates statistically significant relation of exploitative leadership and family incivility. The co-efficient (B) value is .345, which reflects that when there is a one-unit change in exploitative leadership then there is a probability that negative affectivity would be increased by 34%.

Exploitative behavior raise negative states, and if perceived challenging over a period of time, may results in unwanted behaviors and attitudes (Rai & Agarwal, 2017). Several researchers have found that negative affectivity impacts thinking pattern of individuals towards the given environment and individuals in high negative affectivity are more prone to stressful situations (Stoeva, Chiu & Greenhaus, 2002). It has also been found that individuals are characterized scared, anxious, and sad are more prone to victims to possible perpetrators (Samnani & Singh, 2012) and that experiences of undesirable events can add significantly to negative affectivity (George, 1995).

Earlier researchers have highlighted that existence of negative behaviors and interpersonal mistreatment (Sakurai & Jex, 2012). The recent past has shown considerable studies focusing more on negative aspects of supervision roles and its impact on employees (Tepper, 2009). Results of negative leadership on dissimilar groups studied in previous research contain affectivities, strain, welfare and performing. In the background of rude understanding and results, affectivities is normally used as a control variable (Breaux, Perrewe, Hall, Frink, & Hochwarter, 2008). Harsh leadership is commonly originate to be totally related to negative affectivity (Tepper et al., 2004) and adversely related to positive affectivity (Wu & Hu, 2009). However, very little attention is paid by researchers the emotional states of negative affectivity in relationship with exploitative leadership. Therefore, the

above-mentioned results are the latest contribution to the field or literature.

5.1.3 Discussion on Research Question No.3

Question 3: Does Negative affectivity affect family incivility?

For finding the answer of to the first question

H3: Negative affectivity is positively and significantly associated with family incivility.

The above hypothesis has been accepted. There is a positive and significant relationship between exploitative leadership and negative affectivity, which is driven by the results (B = .3635, t =4.910, p .00).

Family incivility has the t value of 4.91, which means that there is a huge significance level of the relationship. The value of t is greater than 2 which is clearly shows that there are significant results. Therefore in the current hypothesis the value of t = 4.910 shows significant and positive relationship of negative affectivity with family incivility. The value of B co-efficient is .363, which reflects that when there is a change of one unit in negative affectivity then there would be 36% increase in family incivility.

Past researchers have shown that imperious behaviors are translated to high level of negative emotions, which resultantly lead to detrimental outcomes for the exposed victims (Ursin and Eriksen, 2004). The consistent negative behaviors of perpetrators tends to produce negative affect in victims and more susceptible individuals respond with enhanced negative emotional states, and are thus more vulnerable to physical sickness (Watson, 2000). It has been also found that individuals who are characterized scared, anxious, and sad are more prone victims to possible perpetrators (Samnani and Singh, 2012) and that experiences of undesirable events can add significantly to negative affectivity (George, 1995).

It was found that employees experiencing negative affectivity and such negative affectivity then become a cause of family incivility by employees among family. High negative affectivity is associated with high family incivility. Therefore, when there will be high level of negative affectivity, because employees will take out that anger on their families, which will cause family incivility.

5.1.4 Discussion on Research Question No.4

Question 4: Does Negative affectivity mediates the relationship between exploitative leadership and family incivility.

For finding the answer of to the first question

H4: Negative affectivity positively mediates the relationship between exploitative leadership and family incivility.

The above hypothesis has been accepted. There is a significant relationship of negative affectivity as a mediator among exploitative leadership and family incivility, which is driven by the results (B = .1255, p .00).

The above results clearly reflects that there is a significant relationship of negative affectivity as a mediator among exploitative leadership and family incivility, and the lower and upper limits values were by the unstandardized regression coefficient (.0619, .2079), both the values are positive and there is no existence of zero in the bootstrapped 95% interval about the relationship of the exploitative leadership and family incivility through negative affectivity around the indirect effect.

From the above results of fourth hypothesis, it could be clearly seen that negative affectivity has the positive relationship between exploitative leadership and family incivility. It could be seen that there are some studies of negative affectivity with other types of dark side of leadership and with work family conflict but there is little attention paid to how exploitative leader trigger emotional states of employees which is negative affectivity and then how negative affectivity leads to family incivility.

The leader or supervisor actually makes an environment best in any organization, so if leader does not cooperate or does not appreciate the work or any ideas by their employees then definitely it will create a stressful situation for employees through which employees negative affectivity will be high, therefore employees will further misbehave with their family, which causes family incivility. Hence, the results provide justification for the acceptance of hypothesis that negative affectivity act as a mediator between exploitative leadership and family incivility. So, hypothesis H4 is accepted. As when there will be exploitative leadership, employees will feel

in a certain negative way such as negative affectivity and this behavior will result in high family incivility.

5.1.5 Discussion on Research Question No.5

Question 5: Does locus of control moderates the relationship between negative affectivity and family incivility.

For finding the answer of to the first question

H5: Locus of control moderates the relationship between exploitative leadership and negative affectivity, such that the relationship will be weaken, when locus of control is high and strengthened when locus of control is low.

In the hypothesis 5 of this study it is proposed that locus of control moderates the relationship between exploitative leadership and negative affectivity such that were high locus of control improves the relationship then it is strengthened, and it is weakened when locus of control is low and the moderating effects has been studied in this particular study. The findings were not in the support of our hypothesis. Thus, the results of this last hypothesis showed insignificant values, which are not acceptable statistically. The value of p>0.05, Coefficient is = -0.517 and t is -.5115 which means that this relationship is negative and not significant. Thus, our proposed hypothesis is rejected. As the findings of hypothesis claimed that, locus of control does not have any significant impact between the relationship of exploitative leadership and negative affectivity.

Earlier research studies have recognized the pivotal part of individual differences in explaining and determining detrimental behaviors at workplace, as shown that personal dispositional traits acts as a moderator within workplace relationships (Moreno-Jimenez et al., 2009). In this perspective, one of the key personal characteristics locus of control has gained very less attention (Rai & Agarwal, 2017). The concept of perceived control has been widely studied, as it is found that control of belief is linked with a number of psychological and behavioral outcomes (to include cognitive, affective, actions) and based on personal experience, individuals have the different dispositional tendency to believe that they can control over environment. This fact has denied the way some individuals are unable to

observe the linkage between their actions and outcomes (external), while others have the lasting belief that consequences are functions of their actions (internal) (Ng, Sorensen, & Eby, 2006).

Locus of control as been found associated behavioral orientation, and a mental exposure of keeping vigorous behavioral regulation, are further related to social experiences and coping behaviors. Those with high internal locus of control observe high linkages between actions consequences; and having the approach that they are the masters of their fate are assertive, attentive, and are commanding position to regulate their external environments (Ng, Sorensen, & Eby, 2006).

Prior studies highlighted the importance of personality traits and their implications on job related aspects (George, 1990). Employees should have potential positive personality traits to deal with negative behaviors at work and the company should have the framework to identify these traits. Psychological evaluation is a very valuable tool for assessing the personality traits of potential job candidates regarding their suitability for retention in the organization. The selection criteria do not really have the desired psychological evaluation process in nearly all private sector organizations. Lack of organizational interventions also exacerbates the problem and, in simple terms, employees with a lower level of personal attribute becomes perpetrators of negative behaviors and then such organizations suffer the form of delinquent behaviors and resulting low performance.

5.2 Research Implications

5.2.1 Theoretical Implications

There are many theoretical implications of the current study, which are discussed below: Firstly, the present study investigated the relationship between exploitative leadership and family incivility. Earlier, limited studies are available related to behavioral outcomes and family incivility. This study contributes to the literature by exploring the process by which experiences to exploitative leadership effects family incivility. Therefore, this is a new era of study and contribution of

our study.

Secondly, the role of negative affectivity as an emotional state and exploitative leadership has not been earlier studied in the Pakistani context with specific consideration of private sector employees; therefore, this study has contributed as how exploitative leadership leads employees to negative affectivity.

Thirdly, the role of locus of control as moderator between exploitative leadership and negative affectivity, we found no studies in general and therefore, it is also the contribution of our study.

Drawing from the Affective Event Theory (Weiss & Cropanzano, 1996), we established the linkage between the emotional experience of exploitative leadership through negative affectivity and its consequences in the form family incivility. The present study extended and supported the underlying theoretical assumptions of Affective Event Theory describing that work actions and environment affect the sentiments of employees and these feelings further lead them to perform and counter. Work environment provides the platform where attitudes are influenced through affective path, thus hassles and uplifts are translated to either positive or negative affective responses, which resultantly lead to corresponding negative or positive behaviors. Hence, it is obvious that any component or action of the environment within work domain has positive or negative implication on corresponding emotions and subsequent behavior. The findings of our investigations, therefore has alignment and support to the theoretical foundations of Affective Event Theory.

The study also extended the earlier assumptions of the theory, citing that personal dispositional factors modify the implications of negative actions at workplace. Internal locus of control is influential in providing the victim with a strength to apply psychological adjustments, emotional regulations and behavioral orientation (Ng, Sorensen, & Eby, 2006). On the other hand, in case of external locus of control he or she will aim to the outcomes from the perspective of external forces, like as coincidental, by luck or due to others.

Beyond theoretical advancements to research of exploitative leadership, present

study also expands the emotions literature by asserting that certain work situations behave as negative affect events (i.e. exploitative leadership) and these events probably trigger negative emotions (i.e. negative affectivity) which eventually instigate negative behavioral reactions (i.e. family incivility). Therefore, the present study delineates theoretical contribution to the emotions research by manifesting support for hypothesized associations. The consequences of exploitative leadership are generalized across Pakistani organizations; however, it will be fruitful to test the implications in actual organizational context with suitable interventions.

5.2.2 Practical Implications

The current study has some important implications for private educational sectors in Pakistan. The concept of exploitative leadership has gained very little attention until now; despite the fact that exploitative leadership exists at all level of educational sectors and private organizations. The main factors that may be such events are not properly reported due to various factors. Given that consequences of exploitative leadership at workplace include several detrimental effects, organizations may take actions to curb its tendency. A typical measure, which may be adopted to include, policies and procedures to handle the reported negative behaviors. Employees may be encouraged to report incidents of exploitative behaviors of leaders at appropriate forums to highlight the issues and perpetrators, with the assurance to safeguard the interest of the victims.

Secondly, given the fact that personal dispositional and affective states of the individuals molds the outcomes of exploitative leadership at either positive or negative directions, it is imperative for the organizations re-visit the selection criteria. Investigating and establishing the fact that employees with low level of internal locus of control under the state of enhanced negative affectivity are more prone to negative impacts of exploitative leadership, this study is of particular importance.

Educational sectors may focus on the selection of candidates that are psychologically and emotionally fit so that they can avoid many of the workplace maledictions from both the perspective of the perpetrator and victims. For instance, such educational sectors may imply the yardstick of personal traits by assessing

through psychological evaluation, while selecting potential candidates (supervisors/employees) for employment as per nature of job and working environment.

For the existing employees the educational sectors may adopt intervention strategies to minimize the effects of negative behaviors. Moreover, educational sectors may also take up several interventions strategies and advance level training programs for supervisors and employees to develop their personal capabilities of handling negative experiences and behaviors. Generally, the occurrence of bullying and detrimental behavior by leaders/boss has the downward orientation and therefore, appraisal measures (like 360-degree approach) may be helpful tool in gaining the assessment of leaders/boss in terms of behaviors towards subordinate staff. Additionally counselling desk at HR departments will help in positive orientations of both leader/boss and subordinate staff, with respect to creating conducive work environment.

5.3   Limitations of the Research

In every research or study, there exits some reservations, in the current research there are also some limitations which we have faced while conducting this particular research, besides the fact that within available resources all necessary efforts were made to meet the desired standards of professional research.

Firstly, the limitation is mainly of time and resources. Due to time limitations, the study has been conducted with cross-sectional frame of time horizon instead of longitudinal frame, which requires more time and resources. There exits ample possibility that level of experience and exposure by employees may have different levels according to the time frame. The cycle of repeated observations would be suitable to test the trend of exposure to exploitative leadership. The application of time lag for six months or more would be more suitable as exploitative leadership consist of repeated negative actions over a period of time.

Secondly, due to resource limitations, convenience-sampling technique was used for data sampling because of time constraint this technique was applied as it was

feasible to reach with in short time. Additionally, the sample size was not comprehensive, and may not represent all the exploited employees in educational sectors of Pakistan. Therefore, the results could not be generalized widely. Future research should use other type of sampling techniques with large sample size because results might change if sample size is increased. Large sample size increases the generalizability of the results and its applicability in a broader scenario. Moreover, due to time constraint, only one mediator and moderator was tested with exploitative leadership.

Thirdly, the scope of the current study was limited to individuals serving in private educational sector of Pakistan. This limitation in scope may reduce the application of the findings of the study with respect to the other key employment sectors. Addition of other major private businesses and private/public both organizations for example, banking sector, telecommunication sector and hospitality domain, may enhance the testing and significance of the results. It is obvious that type of organization will affect the results due to difference in working environment. For instance, the level of exploitative exposures in service industries having challenging and deadline specific activities will be more as compare to a manufacturing unit where routine work does not involve public dealings or strict deadlines.

5.4   Future Research Directions

There are always some gaps because research is never ended thing in the world of competitiveness, which provide us way for future directions. The current study was conducted to check the impact of exploitative leadership on family incivility with negative affectivity as a mediator for creating stronger link between them. The study has also tested the moderating effect of locus of control. The present study was done in private based educational sector; this actually gives directions to conduct research in other sectors also, such as public sector, and hospitality sector. Moreover, the present research deals with a smaller sample size however; a larger sample size can be used to generalize the findings of the current research.

The current study utilized cross sectional method for data collection, future research should utilize different research designs like longitudinal designs that could bestow predictive validity to the present study (Shadish et al., 2002).

Moreover, the impact of exploitative leadership on family incivility could also be used with other mediating variables. Future research can also focus on the moderating variable. As this study results depicts that the moderator, which is locus of control, does not show significant results between exploitative leadership and negative affectivity. Therefore, future research should focus on other types of personality factors instead of locus of control like, neuroticism, and consciousness, to study the relation between exploitative leadership and family incivility. Future studies can also add cultural effects on the relationship between above variables to enhance the generalizability of the outcomes in larger domain. Future researchers can also explore that either this relationship is applicable in cross culture or not.

5.5 Conclusion

Leadership plays significant role in organizational existence and evolution in terms of its effect on subordinate responses and performances in the workplace, however now organizations are also concerned that how leadership affects employees' personal life (family life). The concept of dark side of leadership has gained much attention over a period of time due to its detrimental effects over employees and organizations. Due to its universal nature and costly impact of exploitative leadership on individuals and organizations, it is essential for the researchers to start research in order to completely examine and apprehend the causes that make leaders to delineate such exploitative behavior. The purpose of this study was to investigate the relationship between exploitative leadership and family incivility within an integrative framework under the underpinning assumptions of AET theory. It also investigated the mediating role of negative affectivity between exploitative leadership and family incivility. Furthermore, the moderating effect of locus of control was investigated between exploitative leadership and negative affectivity.

Questionnaires survey was adopted to see that whether exploitative leadership and negative affectivity are the possible causes and antecedents of family incivility. Approximately 350 questionnaires were distributed in the educational sectors of Islamabad and Rawalpindi, out of which 260 questionnaires were utilized for the data analysis because they had the most appropriate results and were completely filled. The results of statistical analysis show that reliability, validity of the model is highly significant, and the model is fit. Furthermore, the results of the study indicated that exploitative leadership and negative affectivity is positively related to family incivility. Moreover, the mediating role of negative affectivity, the results delineated that negative affectivity mediates the relationship between exploitative leadership and family incivility. However, the role of locus of control as a moderator was also tested. The results exhibited that locus of control does not moderate the relationship between exploitative leadership and negative affectivity.

The main contribution of this work is to study the effect of exploitative leadership on family incivility with negative affectivity as a mediator and locus of control as a moderator. In the current study, 5 hypotheses were tested and analyzed according to the context of Pakistan. Moreover, H1, H2, H3, and H4 were accepted, in the context of Pakistan along with the support of past literature. Hence, H5 was rejected in our study. Anyhow, our research work contributes in literature of exploitative leadership and family incivility. As exploitative leadership is a recent variable introduced, so these findings would further produce the boulevards for the leadership research .Our study gives various practical as well as theoretical implications and also provide new ways to other researchers for future studies.

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Appendix-A

Questionnaire

Dear Respondent

I am a student of MS (HR) Management Sciences at Capital University of Science and technology Islamabad. I am intending to conduct a survey on the "Impact of Exploitative Leadership on Family Incivility using Negative Affectivity as a mediator and Locus of Control as a moderator". In this regard, I have prepared the following questionnaire and request you to spare some of your time and provide answers to the following questions. This information is helpful for my research and academic purpose only. Your contribution towards this research will be highly appreciated and I assure you that your responses will remain strictly confidential. Thank you for your kind cooperation!

Sincerely,

Zunaira Khursheed,

Faculty of Management and Social Sciences,

Capital University Science and Technology, Islamabad.

Section 1: Demographics

Gender	1- Male 2- Female
Age	1 (18-25), 2(26-33), 3 (34-41), 4 (42-49), 5 (50-above)
Qualification	1 (Matric), 2 (Intermediate), 3 (Baschelor), 4 (Master), 5 (MS/M.Phil.), 6 (PhD)
Experience	1 (0–5), 2 (6–10), 3 (11-16), 4 (17-22), 5 (23-28), 6 (29 and above)

Section 2: Exploitative Leadership

The scale ranges from 1= not at all, 2=Sometimes, 3=Neutral, 4=Many times, 5= frequently, if not always.

My Leader/boss:

1	Takes it for granted that my work can be used for his or her personal benefit.	1	2	3	4	5
2	Sees employees as a means to reach his or her personal goals	1	2	3	4	5
3	Values the achievement of his or her own goals over the needs of the employees	1	2	3	4	5
4	Puts me under pressure to reach his or her goals	1	2	3	4	5
5	Increases my workload without considering my needs in order to reach his or her goals	1	2	3	4	5
6	Does not consider my workload when new tasks need to be assigned	1	2	3	4	5
7	Gives me tedious tasks if he or she can benefit from it	1	2	3	4	5
8	Does not give me opportunities to further develop myself professionally because his or her own goals have priority.	1	2	3	4	5
9	Gives me boring routine tasks when he or she can benefit from it	1	2	3	4	5

10	Uses my work to get himself or herself noticed.	1	2	3	4	5
11	Passes the team's work off as his or her own.	1	2	3	4	5
12	Uses my work for his or her personal gain	1	2	3	4	5
13	Plays my colleagues and me off against each other to reach his or her goals	1	2	3	4	5
14	Manipulates others to reach his or her goals	1	2	3	4	5
15	Does not hesitate to manipulate or deceive employees in order to reach his or her goals.	1	2	3	4	5

Section 3: Negative Affectivity

The scale ranges from 1=Very slightly or not at all, 2= A Little, 3=Moderately, 4=Quite a bit, 5= =Extremely.

Please indicate to what extent you had felt a particular feeling or emotion within the past few days, weeks or generally as given below:

1	Distressed	1	2	3	4	5
2	Upset	1	2	3	4	5
3	Guilty	1	2	3	4	5
4	Scared	1	2	3	4	5
5	Hostile	1	2	3	4	5
6	Irritable	1	2	3	4	5
7	Ashamed	1	2	3	4	5
8	Nervous	1	2	3	4	5
9	Jittery	1	2	3	4	5
10	Afraid	1	2	3	4	5

Section 4: Locus of Control

Please indicate the response that describe your belief about jobs in general The scale ranges from 1= Strongly Disagree, 2= Disagree, 3= Neither Agree/nor Disagree, 4= Agree, 5= Strongly Agree.

1	A job is what you make of it.	1	2	3	4	5
2	On most jobs, people can pretty much accomplish whatever they set out to accomplish	1	2	3	4	5
3	If you know what you want out of a job, you can find a job that gives it to you	1	2	3	4	5
4	If employees are unhappy with a decision made by their boss, they should do something about it	1	2	3	4	5
5	Getting the job you want is mostly a matter of luck	1	2	3	4	5
6	Making money is primarily a matter of good fortune	1	2	3	4	5
7	Most people are capable of doing their jobs well if they make the effort	1	2	3	4	5
8	In order to get a really good job, you need to have family members or friends in high places	1	2	3	4	5
9	Promotions are usually a matter of good fortune	1	2	3	4	5
10	When it comes to landing a really good job, who you know is more important than what you know	1	2	3	4	5
11	Promotions are given to employees who perform well on the job	1	2	3	4	5
12	To make a lot of money you have to know the right people	1	2	3	4	5
13	It takes a lot of luck to be an outstanding employee on most jobs	1	2	3	4	5
14	People who perform their jobs well generally get rewarded	1	2	3	4	5
15	Most employees have more influence on their supervisors than they think they do	1	2	3	4	5

16	The main difference between people who make a lot of money and people who make a little money is luck	1	2	3	4	5

Section 5: Family Incivility

The scale ranges from 1= Not at all, 2= Once or twice, 3=Sometimes, 4= Often, 5= Many times.

In the past few days/weeks, have you put any of your family member in a situation where

1	You put them down or was condescending to them	1	2	3	4	5
2	You paid little attention to their statement or showed little interest in their opinion	1	2	3	4	5
3	You made demeaning or degrading comments about them	1	2	3	4	5
4	You ignored or excluded them from social activities	1	2	3	4	5
5	You doubted their judgment on a matter over which they have responsibility	1	2	3	4	5
6	You made unwanted attempts to draw them into a discussion of personal matters	1	2	3	4	5