CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY, ISLAMABAD

How Leader's Work Family Conflict Induces the Abusive Supervision in Leaders, Testing the Mediating Role of Negative Affectivity and Moderating Role of Trait Anxiety

by

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A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

Faculty of Management & Social Sciences
Department of Management Sciences

2021

Dedicated to my parents

CERTIFICATE OF APPROVAL

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Acknowledgement

First of all I want to thank Allah Almighty for all His blessings, who made me strong enough to deal with adverse as well as complex circumstances and conditions, who enabled me to achieve this task by providing assistance and support of all those people who facilitated me, helped me in achieving my task.

Secondly, I want to thank my respectful teachers, my supervisor **Dr. S. M. M. Raza Naqvi** who is a beacon of light for his student's, whose enthusiastic approach and support always encouraged his students to deal with tasks passionately with full dedication and commitment. His enlightened encouragement and valuable guidance helped me most to complete this work. This all happened because of his sincere efforts and the way he facilitated me.

Then I would like to thank my dear and loving Father as well as my Wife & Daughters who always encouraged and supported me in turning my dream into reality. This could not be possible without their prayers, support and motivation.

Lastly, I also would like to thank my friends and family members whose continuous support, prayers, well wishes and encouragement helped me in achieving this important milestone of life.

(Muhammad Waqas Tahir)

Abstract

This research focuses to investigate the destructive impacts of Abusive supervision, in context of a developing country like Pakistan. Impact of Work Family Conflict on Abusive Leadership is empirically tested in the current study, while analyzing Trait Anxiety as a moderating variable and Negative Affectivity as mediating variable. This study used responses of 234 employees and their supervisors from different educational institutions (within Pakistan) working on their job in their natural work environment. A questionnaire was designed for collection of the data. All the items for the variables, Work Family Conflict, Trait Anxiety, Negative Affectivity and Abusive Supervision, were filled by the respondents. Hayes (2012) process method was used for regression, mediation and moderation analysis. The results of this study found that Work Family Conflict has positive impact on Abusive Supervision, Work Family Conflict is positively related to negative affectivity in supervisor, Negative Affectivity has positive impact on the abusive supervision and Negative Affectivity will mediate the relationship between Work Family Conflict and Abusive Supervision. The implications of these findings are also discussed. Directions for future research are also mentioned.

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Chapter 1

Introduction

1.1 Background

Organizational scholars of big number of organizations, have recently been fascinated by the phenomena of impact of abusive supervision on employees. Moreover, the maximum researchers have devoted their knowledge and efforts for the finding of employees' reactions to such abuse (Tepper, 2007). Prior studies revealed that around sixty percent of workers get affected from abusive supervision (Aasland, Skogstad, Notelaers, Nielsen, & Einarsen, 2010). Abusive behavior of supervisors is a form of non-physical hostility and a harsh truth of current era. Abusive supervision effects the 13.6% workforce of the United States of America (A. C. Schat, Frone, & Kelloway, 2006).

Tepper (2007) defined Abusive Supervision as "subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact". In view of the concept of Workplace Bullying (Nielsen & Einarsen, 2012), describes abusive supervision as occurring, when employees perceive this behavior to be routine event rather than a "once-off" event. In view of the above stated definition, abusive supervision is the consequence of subordinates' perceptions of such verbal and nonverbal behaviors. The unpleasant effects of abusive supervision are well-documented and arise at the level of the organization, team and individual (Rasmussen-Torvik et al., 2014).

Current literature on the impact of assault surveillance has started to draw attention to the results of abuse at the home. For example, earlier findings on the impact of violence on the life of subordinates found that abused subordinates became more likely to perform displaced aggressions, such as weakening family members. (Hoobler & Brass, 2006). Recent research found that those employees, who get affected by the abusive behavior of their supervisor, are linked to higher marital and coexistence tensions that then affect poorer family functions (Carlson, Ferguson, Perrewé, & Whitten, 2011). In light of Tepper's initial work, which linked abusive supervision with work / family tension, abusive supervision has had an effect on both the worker and his partner's family and on their work. This has numerous well-known adverse repercussions for employee sales, abuse and financial damage (Schyns & Schilling, 2013). Abusive supervision in working areas such as decreased workplace satisfaction and increased workplace deviation has been shown (Tepper, Henle, Lambert, Giacalone, & Duffy, 2008).

Previous studies have indicated that the concept of abusive supervision could cause Workplace Citizenship Behavior by both injustices (Wang, Mao, Wu, & Liu, 2012) or resource reduction (Lian, Brown, et al., 2014). Employees who have abusive oversight can respond to injustice with more Workplace Citizenship Behavior (Mitchell & Ambrose, 2007). In the meantime, workers can have no means to escape Workplace Citizenship Behavior if abusive supervision creates tension (Wheeler, Halbesleben, & Whitman, 2013).

Recent studies suggested that employee efficiency and concentration may also be suffered by supervisor's negative behavior (Leary et al., 2013). This condition is unwelcome considering the essential role of employee participation in promoting several results relevant to work (Airila et al., 2014). In consideration of the unlikely elimination of abusive supervision from organization, researchers were called on to investigate the influences that can affect the effect of resource workers. (Martinko, Harvey, Brees, & Mackey, 2013).

At this point, however, researchers have generally overlooked, what makes an organizational supervisor to showcase abusive behavior at workplace. There are only limited number of studies are available, which studies the antecedents of

abusive supervision. The limited work available typically centered on contextual considerations such as the incredibly challenging goals of managers (Mawritz, Folger, & Latham, 2014), aggressive behavioral standards, behavioral inequality, and breaching psychological contracts and subordinate traits and attitudes (e.g. key auto-assessments, hostile attribution approaches and performance). With some improvement, study into supervisory histories is necessary for a comprehensive comprehension of the first causes which are coercive for organizational supervisors. In particular, while workers often understand that their superiors are the primary cause for abusive behaviors, evidence remains uncertain about the mechanism that initially caused abusive behavior(Mawritz, Folger, & Latham, 2014) (Mitchell & Ambrose, 2012).

Several new studies identified supervisor-level antecedents to abusive supervision, including stress and conflict levels, deep-level dissimilarity, emotional intelligence, and histories of family undermining (Burton, Hoobler, & Scheuer, 2012; Harris et al., 2011; Kiazad et al., 2010; Kiewitz et al., 2012; Tepper et al., 2011; Xiaqi et al., 2012). In order to extend the opinion, Rafferty et al. (2010) noted that Supervisor's perceptions of injustice predicted abusive supervisory behavior.

Many other researchers suggested that abusive supervision can be a leading construct in the form of antecedent to additional behaviors. Liu et al. (2012) revealed that managers who got abused by their upper management are more likely to showcase abusive behavior to their team members or subordinates. In addition, Mawritz et al. (2012), noted that high abusive behavior of managers also transmit to their team leaders who experiences their abusive behavior. More broadly, Harris, Harvey, Harris, and Cast (2013) revealed that employees who got effected from abusive supervision they became more abusive to their subordinates in reaction the abusive supervision which they had faced earlier.

In addition, workers try to compare the various characteristics of their job and family needs, typically explored by the position theory (Biddle, 1986). This theory is largely based on the hypothesis of scarcity, which suggests that people will benefit from both a brief duration and a constant quantity of resources. Therefore, the higher the role criterion, the higher the role dispute faced by people. The WFC

stands out in this context as a kind of tension between occupations and families that in some ways incompatibles the burden of employment and family events. It is historically defined as a kind of inter-roll disagreement.

In comparison, during the recent decades, buildings such as the tension between employment and family and enrichment gained great interest from scholars, eliminating conventional boundaries between working and non-working worlds (Kossek & Michel, 2011). Today, the work-family literature covers a range of work and family contexts, including communication technologies, history, stressors and expectations of encouragement from companies and managers and effects such as job success, job satisfaction and withdrawing habits (Gilboa et al., 2008; Hammer et al., 2003; Michel and Hargis, 2008). Astonishingly, aside from the broad variety of literature on the work-family (Eby et al., 2005) and philosophical interactions between work-family and management structures, there seems to be a small public study that explored ties between working-house family and leadership. Since leadership is one of the key factors for scientists in the past decades, the results have been long recorded as one of the most significant phenomena in the workplace. For example, leadership is associated with individual and follow-up results such as happiness and motivation, and more broad group and organizational results such as team learning and success (Judge & Piccolo, 2004). However, the dark side of the leadership in context of work family conflict has not been studied. Therefore, the current study aims to identify the impact of work family conflict on the leadership behavior in the light of Affective Event Theory.

In Human Resource Management Studies, conflict between job and family has been core research subject. Since tension between family and employment is associated with negative career outcomes (e.g. poor job results and low job satisfaction) (Ford, Heinen, & Langkamer, 2007), managers have concerns about this topic. Previous findings suggest that the tension between family and work has 2 directions: work-to-home (i.e. work / family interferences) and family-to - work (i.e. work interference). In this analysis the following two factors give us special interest in work-to - family conflict. First of all, work-to-home disputes are most likely to arise due to family disputes, because job difficulties are more quickly included

in the family sphere than family problems (Frone, 2003). Second, previous studies have repeatedly shown a greater correlation between work-to-family conflict and human outcomes such as psychological discomfort, absenteeism and life frustration relative to family-to-work conflicts.

Negative affectivity is defined as the extent to which individuals experience distressing emotions such as hostility, fear and anxiety (Watson and Clark, 1984). Thus (Weiss and Cropanzano, 1996) Moreover, it should be clarified that certain persons, such as those who are high in negatives, are predisposed to respond stronger to negative experiences when they occur. Thus, a person high in negatives is likely to view a traumatic incident as shock and, most notably, respond to it by worrying about leaving the organization. (e.g., a dissension with his boss) (Holtom, Burton, & Crossley, 2012).

Persons with high negative affectivity are more susceptible to the ore and prone to negative events (Douglas & Martinko, 2001). Berkowitz (1993) was of the opinion that while people are violent if they feel bad (state adverse effects), those with a high degree of negative affectivity are less likely to feel bad. A predestination for aversive mood and emotional pain. Research has shown that people with high negative affectivity can respond negatively to stressful situations. In this current study, I will study Negative Affectivity as mediator between the Work Family Conflict and Abusive Leadership and assume that it will fully mediate the relation.

Rorer and Widiger (1983) recently bemoaned that in the field of personality "literature reviews appear to be disparate conglomerations rather than cumulative or conclusive integrations" (p. 432). This analysis is an exception to this discouraging declaration. A distinct literary shave evolved around many unique measurements of personality that, despite different names, are still so interrelated that measurements of the same construct have to be considered. This construct, called Negative Affectivity (NA), follows (Tellegen, 1982) and offers a full view of the function combining evidence from a wide range of related studies. This large and omnipresent personality trait we are not the first one to experience. For example,

the Eysencks have done a lot of work in the field, historically called the dimension, for example (Eysenck, 1968).

Aubrey Lewis (1970) described "anxiety as a state of emotion with the subjectively perceived content of fear as a near emotion". Lewis points out that the emotion is uncomfortable, pessimistic, insufficient, is a future-oriented disorder that means both subjective and manifest metaphysical disruptions. Prior studies revealed that anxious employees are more likely to respond negatively to despotic leadership as a result decreasing life satisfaction (Nauman, Fatima, & Haq, 2018). Endler and Kocovski (2001) explain four aspects to measure trait anxiety of individual, First one is "social evaluation" where one is observed or evaluated by other which increase the state Anxiety, second is "physical danger trait Anxiety" measures individual predisposition when it may be physically hurt, Third is "Ambiguous trait anxiety" is relates with the situation that are novel to the individual. The final one is "daily routine trait anxieties" are related to the situation that involves individual daily routine and are harmless.

Followers who perceive negative behavior of leader more exploitative and unfair are high anxious (Kant et al., 2013). The previous study also shows that high anxious employee has more tendencies to respond negatively to despotic leadership, increasing work family conflict and decreasing life satisfaction (Henry & Gray, 1999) define trait anxiety as, the tendencies from individual which causes significant amount of angry or anxious feelings. Therefore, by following these statements we argue that trait anxiety will strengthen the relationship between Work Family Conflict and Abusive Leadership. Thus, trait anxiety may moderate the relationship.

Finally, but not least, in practical terms, this study also contributes. Due to its effect on subordinate behavior and reactions at work, management plays an important part in an organization's performance. This research gives employers understanding that abusive supervision represents a dark side of leadership and that its interactive impact on LMX and on employees' perceptions of injustice and subsequent silence could seriously harm their organizational well-being and success.

1.2   Problem Statement

Though Abusive Supervision is a well-documented construct in the literature, however, the impact of this phenomenon is still unexplored in academic institutions. Academic institutions are responsible to provide conducive and healthy environment to the students, in order to provide them smooth academic as well as administrative services without any interruption. Therefore, existence of stressful atmosphere as a consequence of work family conflict will definitely affected the skills of faculty as well as administrative staff of the academic institutions, who are responsible to provide flawless academic as well as administrative services to the students.

Studies have found that the consequences of abusive supervision have been projected to amount more than 20 Billion US Dollars annually to companies in the United States of America through the health care expenses, morale, and absences of workers. Given this figure, organizations should have a strong stance on the issue; however, estimated 13.6% of employees in the United States reportedly having experienced abusive supervision.

Moreover, our understanding of the abusive supervision-workplace deviance relationship has definitely been strengthened by prior study, abusive supervision study has failed to account empirically for the potentially possible reverse ordering, thereby missing a substantial void in the literature. However, researchers have largely ignored, what makes an organizational leader to exhibit abusive behavior in the workplace. Whereas, limited number of studies have examined antecedents of abusive supervision. In this backdrop, the current study aims to investigate the antecedents of Abusive Supervision such work family conflict in the light of Affecting Event Theory (AET) in context to the education industry of the Pakistan. Also addressed in the form of a theoretical framework and research hypotheses is the theoretical gap identified earlier. Results for researchers, professionals and organizations are anticipated to be significant.

1.3 Gap Analysis

The impact of abusive leadership on Work Family Conflict has been studied by many researchers. Prior studies revealed that leader's negative behaviors such as abusiveness have a negative impact on subordinates Work and Family life. Vogel and Mitcheli (2017) found that daily abusive behavior of the leaders lead a follower towards workplace deviance. When an employee gets abused by his supervisor, he felt depression and become anxious, anxiousness led him/her towards the negative behavior, which will destruct his/her work family life balance. Abusive behavior of leaders reduced the intrinsic motivation of employee (Tariq & Ding, 2018) and enhanced the turnover intentions of the employees (Tariq & Ding, 2018). The said negative situation will affect the employee's performance and physical & mental health as well.

Prior research noted that employees having abusive leaders will hide their emotional reactions at workplace and leader's abusive behavior will play a role of stressor which will lead them towards depression at workplace as well as at home. Lei, Wanyu, Chunlin, Hoafan and Xing, (2020) noted that when the leaders supervisor's level is high at workplace, work family conflict of employee's also be enhanced. Therefore, it is mandatory to control the abusive behaviors of the managers, in order to strengthen balance of work and family life of the employees (Lei, Wanyu, Chunlin, Hoafan and Xing, 2020).

Moreover, our understanding of the abusive supervision-workplace deviance relationship has definitely been strengthened by previous studies, abusive supervision studies has yet to account empirically for the logically possible reverse ordering, thereby missing a substantial gap in the literature (Lian, Ferris, Morrison, & Brown, 2014). The goal of this thesis is to establish and validate a model of antecedents of abusive supervision in the workplace. Specifically, this analysis expands emerging literature on the context of abusive leadership by suggesting that specific workplace events (e.g. tension with the working family) and attitudes (e.g. negative emotionality) may play a central role in supervisory abuses. By focusing on the job activities and emotion of the supervisor, the present thesis focuses on

the hypothesis of affective events as its foundation, suggesting that some job events and feelings are likely to contribute to abusive actions of the supervisor. Affective theory of events describes the mechanism by which this happens especially insightfully. AET claims that such work-related experiences invoke such feelings and therefore induce such actions. This thesis also suggests that the tension in the family of the boss caused a sense of aggressive behavior.

Furthermore, the literature revealed that those individuals, who are high in negative affectivity are in more sensitive and more reactive to negative events (Martinko, Harvey, Sikora, & Douglas, 2009). Volmer, (2015) found that leader's negative behavior of the manager's arise the conflicts with subordinates and increased the negative affect. Researcher suggests that individuals with high negative affectivity are likely to react adversely to stressful situations. In view of the said arguments, when a supervisor is unable to maintain balance his/her Work Family life, then he will be in great stress which will lead him towards the negative emotions and force him/her to behave negatively. Therefore, negative affectivity will mediate the relationship between Work Family Conflict and Abusive Leader.

Trait anxiety shapes the behavior of the employees. Shezan, Al-Mamoon, and Ping (2018) found anxious employee will be more sensitive to negative behavior than those who are less anxious. Tepper (2007) also stated that trait anxiety moderates between such leadership, life satisfaction and work family conflict. Based on this significant, in the current study we used Trait anxiety as moderating variable in the relationship of Work Family Conflict and Abusive Leadership, with the expectation that it will strengthen the relationship between Work Family Conflict and Abusive Leadership. The moderation effect of trait anxiety between Work Family Conflict and Abusive Leadership is also a new contribution to the study.

1.4 Research Questions

Research question define the broad problem area, which we defined in our problem statement. Based on our problem definition of the study, we derived following research questions:

Question 1: Does Work Family Conflict associates with Abusive Supervision?

Question 2: Does negative affectivity mediates the relationship between work family conflict and abusive leadership?

Question 3: Does trait anxiety moderates the relationship between work family conflict and negative affectivity?

1.5   Research Objectives

Research objectives comprise the reasons to study the particular relationships. Based on the typology of research objectives, we derived the following objectives of our research.

1. To examine the association between work family conflict and abusive supervision.

2. To examine the association between work family conflict and negative affectivity.

3. To examine the association between negative affectivity and abusive supervision.

4. To explore the mediating role of negative affectivity between work family conflict and abusive supervision.

5. To explore the moderating role of trait anxiety between work family conflict and negative affectivity.

1.6   Significance of the Study

Abusive Supervision is a global phenomenon which has adversely affected even those countries of the west that have flourished ethical culture and procedures in the organizations and formulated laws to better protect the humans from humans. The consequences of abusive supervision have been projected to cost more than 20

Billion US Dollars annually to companies in the USA by the health care expenses, efficiency, and absenteeism of workers (Tepper, Duffy, Henle, & Lambert, 2006). Given this statistic, companies may have a clear position on the topic, but Schat, Frone, and Kelloway (2006) found that 13.6 percent of U.S. workers experience coercive supervision. Tepper (2007) argues that abusive supervision costs US businesses billions of dollars a year in damages in healthcare and development. Understanding what predicts abusive supervision in the workplace will also allow organizations to reduce the cost of such destructive behavior.

In view of the above stated facts, it is important to study that how work family conflict influence leadership behavior with subordinates. This study has significance especially in Pakistan because work family conflict is common in Pakistan. This research is significant in both the context that theoretical and practical. This study aims to analyze the impact of work family conflict on abusive leadership with negative affectivity as a mediator between work family conflict and abusive leadership, the study also aims to analyze scope of trait anxiety as moderator between work family conflict and abusive leadership.

Furthermore, the theoretical contribution includes the support of Affective Event theory that is used in the study to propose the research framework. Theoretical contribution also involves the contribution in the literature of leadership.

Moreover, this study will help the researchers in future research that how leadership behavior gets affected by the work family conflict. According to literature revised, no study has been found in which has studied the direct impact of work family conflict on abusive leadership so this study will be significant for the researchers and will also contribute in the literature of leadership. Moreover, this research work will support the future researchers to further study other dimension of those variables with respect to the other sectors.

1.7 Affective Event Theory (AET)

Affective event theory was developed by two psychologists. This theory is considered to be the most common theory to explain the work place environment (Weiss

& Cropanzano, 1996). Affective event theory focuses on the emotion and mood of the employee and stated that the performance of the employee at work place depend upon its mood and emotions (Brief & Weiss, 2002).

Affective Event Theory (AET) addresses the concept of feelings and propositional judgment in the relation between the activities of a person and his or her actions (Weiss & Cropanzano, 1996). The AET emphasizes that the affective reaction of one to occupational practices primarily influences one's perceptions and resulting actions. The role of affective responses in the development of job attitudes is also stressed by AET. Although affect refers to the moods and attitudes of workers, attitude is an effect-based evaluative, cognitive judgement.

Various constructs showing employees' workload, for instance the number of working hours consumed in office or insights of role overload, have been among the most often studied predictors of work-to family conflict (Byron, 2005). In current study, we have proposed a research model which consist the Abusive Leadership as a consequent construct influenced by Work Family Conflict. The theory of affective events (AET; Weiss & Cropanzano, 1996) provides a relevant context from which the model suggested can be structured. This hypothesis indicates that different activities and processes at work have immediate affective effects; in other words, they cause emotional responses and shifts in the affective states of workers. In fact, affective states are related to the development of reasonably stable attitudes to work and often impact the actions of workers. AET "draws much needed attention to streams of events that can unfold in workplaces" (Brief & Weiss, 2002). Our work here is one of the first attempts to investigate the negative event (work family conflict), which create the negative emotion (negative affectivity), which led a person towards a negative behavior (Abusive Leadership). It will be a good contribution in the literature of leadership.

Thus, it is discussed that the events generate emotions which can be positive or negative, is a response to their perception of fairness (Cropanzano et al. 2000; Murphy & Tyler 2008). Thus, the current study can contribute towards the literature by considering AET theory which can provide the basis to understand the relationship of work family conflict and abusive supervision. Affective events

theory can be served as a major lens to understand that supervisor's behavior and thus helpful to determine that why supervisor's become abusive.

Chapter 2

Literature Review

2.1 Introduction

Leadership is one of the comprehensively studied themes of psychology and business studies. A significant portion of leadership research emphasizes on behaviors and managerial ways of the leaders that make them effective, for example transformational leadership (Bass, 1985), ethical leadership (Brown & Treviño, 2006), and genuine leadership (Bass & Steidlmeier, 1999).

Scholars have started focusing on the negative side of leadership over the past two decades. Destructive leadership was characterized in several types; yet, the existence of detrimental methods used by leaders to control and lead workers is a common thread that connects the different definitions (Krasikova, Green, & LeBreton, 2013).

The concept of destructive leadership describes a damaging leadership style that consist of the display of adverse nature qualities like narcissism and Machiavellianism (Paulhus & Williams, 2002) and the display of harmful leadership traits like antagonism (A. Schat, Desmarais, & Kelloway, 2006), harassment (Mikkelsen & Einarsen, 2002), social discouragement (Duffy, Ganster, & Pagon, 2002), and abuse.

A number of researches have shown that coercive management has detrimental and expensive implications for workers and organizations. For instance, misuse

of supervision is related with increasing rates of workers absence and decreasing levels of workers' efficiency (Tepper, Duffy, Henle, & Lambert, 2006). Abusive management happens with much regularity and severity to be of interest to organizations. Research (A. C. Schat et al., 2006) report that approximately 13 per cent of workers are under abusive supervision, while others consider that between 10 per cent and 16 per cent of personnel are under abusive supervision (Namie, 2000).

These undesirable consequences can result in a yearly cost of more than twenty-three billion US dollars for agencies in nonattendance, health related charges and reduced efficiency (Tepper et al., 2006), indicating that coercive management has very real adverse implications not only for workers who are its perpetrators, but also for the companies themselves.

2.2 Work Family Conflict and Abusive Leadership

Greenhaus and Beutell describe labor/family strife as a form of inter-role struggle with mutual incompatibility between labor and family pressures (Greenhaus & Beutell, 1985). Conflict between office and family may develop in two different ways; family may interfere with work (FIW) and work may interfere with family (WIF). In other words, we can explain the above-mentioned scenario with examples, i.e. family interfering with work, when a parent has to lease his/her organizational commitments because his/her child suffers from illness and needs to be taken from school.

This case of family involvement, where a person tries to meet the work deadline and is not attentive to the family, when a spouse attempts to get him or herself involved in a discussion or in any family meeting. While literature includes many facets of work-family conflict (i.e. energy, stress and comportment), there is no statistical reason to anticipate different results across the board. In brief, these

aspects will lead to frustration, provoke confrontation, and allow a supervisor to harass subalterns.

Struggles and conflicts in work and family areas make it hard because of involvement in the other role to meet the needs for one role. Owing to the extensive diversity of negative jobs, jobless work and health outcomes associated with work/family disputes (Allen, 2012), finding approaches to alleviation family tensions have been an important research and practice priority. Some studies have shown a range of outcomes, including scientifically measured risk and sleep cardio metabolic (Avendano, Berkman, Brugiavini, & Pasini, 2015), children's difficulties (Vieira, Matias, Ferreira, Lopez and Matos, 2016), which have contributed to tensions within work and the family (Wayne, Casper, Matthews, & Allen, 2013).

At large, previous work family conflict studies can usually be taken in two categories. Several researches have studied the implications of the job-family conflict in employment and the family, including occupational happiness (Boyar & Mosley Jr, 2007; Bruck, Allen, & Spector, 2002; Ernst Kossek & Ozeki, 1998; Lapierre et al., 2008), home satisfactions (Boyar & Mosley Jr, 2007; Ernst Kossek & Ozeki, 1998; Lapierre et al., 2008) , work obligation, turnover aims (Grandey & Cropanzano, 1999), and nonattendance.

Furthermore, another group of researchers discusses in organization's perspective the antecedents of Work Family conflict, which involves job difficulty (Beutell & Wittig-Berman, 2008; Carlson & Perrewé, 1999; Fu & Shaffer, 2001; Hammer, Allen, & Grigsby, 1997), stability in the work situation (Kinman & Jones, 2008), work assistance (Grandey, Kern, & Frone, 2007; Heraty, Morley, Cleveland, Kinman, & Jones, 2008), work authority (Thompson, Poelmans, Allen, & Andreassi, 2007)), work requirements (Boyar, Maertz, Mosley, & Carr, 2008), commitment and obligation to job (Kelloway & Day, 2005), effective time at job (Fu & Shaffer, 2001), and justice in organization (Judge & Colquitt, 2004).

Researchers have conducted many studies and have defined context of family, which includes support from family, family pressures, kids' numbers, social hours, marital status, jobs with partners, expectations for own family, and person involvement (Boyar et al., 2008). The demographic factors that affect work family

conflict include class, employment, tenure, and personal factors, such as skills to find out a solution when in problem (Heraty, Morley, Cleveland, Rotondo, & Kincaid, 2008), effective time management skills, temperament, and the stylistic of tracking (Blanch & Aluja, 2009; Boyar & Mosley Jr, 2007), as well as control styles.

Without any doubt, family and work are two most important elements of daily life which everyone needs to balance to live happily. This notion plays a vital role in the life of the workers of educational institutes because they interact with many students during their daily routine. Work Family Conflict (WFC) arise when the load of work or responsibilities of family overlap each other (Kossek & Lee, 2017). Work Family Conflict can occur in two ways: family to work conflict, where family responsibilities or fight with wife impede work routine and to work to family conflict, where work routine negatively affects the family responsibilities. Our present study mainly focuses on family to work family conflict, that how family difficulties instigate a leader to become abusive.

Leadership is described as an influencing and collaborating with other people in knowing and doing what needs to be done and in promoting individual and collective efforts to achieve shared goals. Employees are much more dependent on their supervisor, if the supervisor's behavior is good with their team, this will lead them towards the fulfillment of their set goals. However, in contrast if the leader is abusive with their employees and abuse them verbally or emotionally, this behavior can make difficult the achievement of goals.

Leadership of the highest levels is referred to as "Executive" (Carlson, 1951), "Senior" (Adler & Reid, 2008) and "Strategic leadership" (Phillips & Hunt, 1992). The above words talk of the same concept. Innovation that is real need of the hour is fully integrated with leadership. Excess of research says that innovation and creativity contribute to transformational and transactional management (Dupré & Barling, 2002). In Bass and Avolio's view, transformational leadership is distinguished by interest engagement, which creates improved quality of trade and a greater focus on welfare (Bass & Avolio, 1997).

Tepper (2000) defined abusive supervision as, "subordinates" perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact" (p. 178), and operationalized abusive supervision by asking employees to report the frequency with which their immediate supervisors perform various hostile acts (e.g., "tells me my thoughts or feelings are stupid", "puts me down in front of others", "blames me to save himself/herself embarrassment").

From the inception of the construct abusive supervision, many of the earlier researchers work on the outcomes of the abusive supervision. Now the researchers are focusing in the characteristics that might instigate the leaders towards abusive behaviors. For instance, researchers suggested narcissism, Theory X Orientation and histories of family violence are the hot areas to explore. Kiewitz et al. (2012) found that those supervisors showed abusive behavior often who have the history of family conflicts. Those supervisors who experiencing high level of stress have the high chances to behave abusively with their subordinates (Burton, Hoobler & Scheuer, 2012). Harros, Harvey & Kacmar (2011) studies the influence of a type of stressor, coworker conflict and revealed that supervisors who are involved in high intensity of the conflicts at their surroundings, they treat more abusively to their subordinates. Tepper at al., (2011) also investigated the supervisor-subordinates relationship and revealed that supervisors who faced more contradictions with their subordinates are more like too involved in conflict and abusive behaviors with these employees.

Prior studies in the field of work-family cover a wide variety of fields such as economics, psychology and history. For example, (Ernst Kossek & Ozeki, 1998) addressed work family conflict implementations in the areas of HR and organizational behavior. In the present time, administrators have to pay more attention to workers' family lives. Human resource systems and policies are, therefore, ideally designed to support employees and their families to fulfill their duties without the straining and stress caused by disputes within the workplace.

Prior research noted that approximately 10% of the workforce reports having an

abusive supervisor (Tepper et al., 2017) and early estimates placed the cost of abusive supervision at \$23.8 billion (Tepper, Duffy, Henle & Lambert, 20016). Most of the research related to the Abusive Supervision has examined the impact of abuse on subordinates performance and their life (Mackey, Frieder, Brees, & Martinko, 2017). Therefore, in the current study, on the basis of the above claims, we argue that Work Family Conflict will negatively instigate Abusiveness in Leadership. Therefore, we hypothesize the following:

H$_1$: Work Family Conflict is positively related to the Abusive Leadership.

2.3 Work Family Conflict and Negative Affectivity

Affect applies to a broad array of psychological experiences people encounter every day (Watson & Clark, 1984). Emotions are fairly extreme states of thinking (e.g., terror, rage, disgust) that are for a shorter time and frequently related to a particular thing or known reason (Lazarus, 1991). Moods are usually either positive (pleasant) or negative (distract) (e.g. pleased, bad, satisfied) emotions with no specific thing or reason and which typically last longer and are transient (Watson & Tellegen, 1985).

Judge et al., (1997) explained dispositional traits to add stable and consistent ways of thinking, feeling, or acting exhibited by individuals and they viewed dispositional factors as the "frame" within which situational appraisals are made. Negative affectivity and positive affectivity are two theoretically and empirically independent affective traits (Watson, Clark, & Tellegen, 1988) that are relatively stable over time. The dispositional influence essentially refers to the relatively stable inherent tenderness of people to feel and to behave in a predictable fashion in different situations and over time for example, 'He is a happy and well-informed person'. In such logic, the influence of the disposition can be considered as a stable trait which represents the "affective eye" of an individual on the environment

(Barsade & Gibson, 2007). In other words, the impact of dispositional good and bad effects is influenced by the experiences of moods and emotions in real time, as time invariant constructs (i.e. an individual high on NA experiences negative emotions more often on a daily basis).

Negative affectivity was defined by Watson and Clark (1984) as a constant and all-encompassing disparity marked by a misuse of emotions. "Even if there are no apparent or clear sources of stress, high-Negative Affectivity people are more likely to experience anxiety, pain and unhappiness over time, independent of the condition". Negative Affectivity normally linked with neuroticism (George, 1992).

We tend to focus more on the negative aspects of the world in general and on their error, frustration and failure. In comparison, people with low Negative Affectivity tend to be more happy, self-confident and relaxed, less concentrated and more resilient to the everyday stresses and irritations of their lives. While negative affect have various aspects, Watson and Clark stated that "they are nonetheless a unified dimension". The literature review reveals the following three associated depressive aspects: nervousness, calmness, unhappiness, self-satisfaction and potential pessimism/optimism.

Researchers identified precisely the arrange mental characteristics, including the stable and consistent ways in which individuals think, behave or act and found dispositional considerations to be "the foundation" for performing situational evaluations (Sekerka & Bagozzi, 2007). Negative Affectivity and positive affectivity are two affective characteristics (Watson, Clark, & Tellegen, 1988) technically and empirically distinct and relatively stable over time. Neuroticism and fear about the symptoms are usually associated with Negative Affectivity. Subjective pain, depression, nervousness and anxiety are elevated in high-Negative Affectivity people. They are vulnerable to feelings of anger, disgust, dissatisfaction, and apprehension (Khursheed, 2020). PA may be defined as being positive, involved and alert and empirically linked to extraversion behavior (Richard, McKay, Garg, & Pustovit, 2019).

Watson and Clark noted that while NA indicates individual frustration, mood and cognitive differences, this is not a psychological indicator of fitness. Low

Negative Affectivity does not inherently mean mental health, while certain high-Negative Affectivity persons are ill-balanced. A high Negative Affectivity level does not forbid an individual (i.e. joy and delight) from having good emotional mood conditions. In short, high Negative Affectivity rates are related to a kind of cognitive distortion that allows people to view and perceive life experiences. This emotional propensity and cognitive style can affect people's work experience and appraisal. As Staw (1984) points out, most occupations have both positive and negative aspects, and some can attend to more than one thing.

A large part of Negative Affectivity work has focused on its role in the connections between stress and performance as a possible influencing element. Because Negative Affectivity represents a general predisposition to negative feelings, associations between self-reports of stress and job results have been assumed to flow (Costa, McCrae, & Zonderman, 1987). The emphasis on Negative Affectivity as a deceptive vector goes well beyond other potential Negative Affectivity roles, but these positions have not been so thoroughly studied although theoretical. Many studies have proposed that Negative Affectivity may indirectly affect outcomes by effect on the understanding of people of the environment (Levin & Stokes, 1989) or by a propensity of high-Negative Affectivity people to pick themselves in stressful environments (Spector, Fox, & Van Katwyk, 1999). Some researchers proposed that Negative Affectivity reduces the stress-outcome relation as high-Negative Affectivity people are more vulnerable to environmental stressors than low-Negative Affectivity individuals (Larsen & Ketelaar, 1991).

Research exploring NA's relation to working habits show that those who are elevated in Negative Affectivity set the minimum target and are more likely to be removed (Necowitz & Roznowski, 1994). Watson and Clark (1984) concluded in their analysis of empirical evidence, that Negative Affectivity-highs are tougher, more intense, and farther apart than Negative Affectivity. A research by (W. R. George, 1990) found a significant inverse link between negative affective tone and prosocial behavioral occurrence at group stage. George (1992) also proposed that high Negative Affectivity staff are more difficult to love and have worse relationships than low Negative Affectivity workers with bosses. We expect a positive

relationship between Negative Affectivity and workplace diversity based on this study.

Earlier research has started to show that the results of ER approaches are greatly moderated by different emotional characteristics. (Paulus, Vanwoerden, Norton, & Sharp, 2016) find that emotional deregulation and anxiety disorders are associated with high-profile neurotics. (Donahue, Goranson, McClure, & Van Male, 2014) discovered that the beneficial association between negative affectivity and physical aggression has been influenced by emotional deregulation, further indicating that trait Negative Affectivity plays a role in the effects of various types of emotional regulation. Several studies showed that several different approaches for the emotion control of people with elevated Negative Affectivity and life stress (Luhmann, Necka, Schönbrodt, & Hawkley, 2016) had significant effects on negative emotions. This result shows how important it is to understand the impact of traits Negative Affectivity on the emotional regulation attempts of men.

Even in a lack of objective stressors, Watson et al. (1987) shows that people with elevated Negative Affectivity levels experience great distress and negative emotion. We suggested that this phenomenon created a bias when assessing stressors and job pressures as well as other factors in organization. While Watson et al. (1987) primarily presented a biasing effect, Watson and colleagues explored other ways the probability of concrete consequences, including the chance that Negative Affectivity itself might be influenced by work pressures (e.g., Watson & Slack 1993). The differentiation from bias to substantiation is important for the proper study of personality traits in general and affective conditions like Negative Affectivity. An attribute like this Negative Affectivity must alter the evaluation of a certain constructed construct in order to be considered a discrimination (Spector and Brannick, 1995). It cannot be causally linked to either cause or effect with the true underlying structure. For example, an answer (e.g., agreement) appears to respond to objects in a specific manner, regardless of the expected variable. When biases are widespread through behavior and affect independent and dependent variables in the same direction, the associations inflate. Biases may also

mitigate associations in other contexts (Cote and Buckley, 1988; Williams and Brown, 1994).

Several researches have investigated the relation between negative affectivity and work family conflict. Individuals who are strongly affective of negative (NA) feelings are identified as being predisposed to aversive moods, depression and emotions (Watson et al., 1988). Negative Affectivity became active in the stressful work cycle. In fact, various measures of stressors and stressors have been shown to overlap substantially. Work has shown that high Negative Affectivity individuals tend to experience more stressors in circumstances (Bolger & Zuckerman, 1995).

Work family conflict and Negative Affectivity have shown that high Negative Affectivity persons tend to report greater Work Family Conflicts in the few reports. Frone et al. (1993), for instance, observed that Negative Affectivity was related to a bidirectional Work Family Conflict test. Carlson (1999) predicted Negative Affectivity to be strongly connected to all three dimensions of the Work Family Conflict, with the greatest relation to strains. Her claim was fully supported. In addition, Carlson discovered that Negative Affectivity was the best Work Family Conflict predictor among several power, condition and attitude variables. Stoeva et al. (2002) noted that negative affectivity mediates the relationship between stress and work family conflict. Studies have established that Negative Affectivity is a significant indicator of tension between work and family and job. We hope that Negative Affectivity should cover everything in the Work Family Conflict on the basis of our existing literature. Therefore, in the light of the above explained excerpt from the literature, we hypothesized the following:

H$_2$: Work Family Conflict is positively related to Negative Affectivity.

2.4   Negative Affectivity and Abusive Supervision

With regards to negative affectivity and discomfort, we conclude that negative affectivity's effect is predominantly positive on abusive supervision. Since people

with high negative impacts have more objective stressors in work (e.g., interactive clash and greater labour burden; Spector & Jex in 1998), resources that facilitate efficient work performance may become less likely to be found (e.g., collaborator support, Zellars & Perrewe, 2001). As higher Negative Affectivity is connected to chronic self-doubts (Watson & Pennebaker, 1989), it also is likely to lead to issues with successful or strong supervision (e.g., Cook, Vance, & Spector, 1995) and resulting in abusive supervision. Higher Negative Affectivity employees can also undergo a downward trend in effectiveness leading inevitably to lower outcomes and lower productivity for subsequent performances.

Penny & Spector 's research (2005) found that employees with a higher degree of Negative Affectivity are more likely to respond to slight retrograde behaviour and stimulus leading to rage, concern, remorse and frustration. Chen & Spector's (1991), Jex & Beehr's (1991) findings have found that workers who have higher level of negative affectivity lead to abusive supervision. When under pressure, workers are more likely to be detrimental, while workers with less negative affectivity prefer to console their subordinate rather than resist. Studies from Aquino (1999), Douglas & Martinko (2001), Skarlicki (1999) have highlighted that abusive supervision behavior in employees with negative affectivity is more likely to occur. Due to its predisposition to stress (Watson, 2000), higher Negative Affectivity people will feel difficult to control their subordinates efficiently.

In exchange, because of their improved sense of control and their use of more effective coping mechanisms, those higher in positive affectivity (Bowman & Stern 1995) would have more options available to support subordinates in the organization. Motowidlo et al., (1986) noted that high negative affectivity may lead the employees toward the incompetence at work place and in social interactions. Thus we can come up with the hypothesis:

H$_3$: Negative Affectivity has a positive impact on the abusive supervision.

2.5 Negative Affectivity as Mediator Between Work Family Conflict and Abusive Supervision

Several scholars reported a more detailed view of Negative Affectivity's implications through engagement (Costa & McCrae, 1980: Larsen & Ketelaar, 1991; Schaubroeck, Judge, & Taylor, 1998). In reality, personality and determination variables frequently interact in order to create dynamic patterns of outcomes (Bolger & Schilling, 1991; Cropanzano, James & Konovsky, 1993; Shaw, Duffy, Jenkins & Gupta, 1998) and Negative Affectivity was shown to mediate interactions between environment and outcomes (Abraham, 1999; Moyle, 1995; Parkes, 1990).

Parkes (1990) has, for example, found that high Negative Affectivity employees have given more drastic reactions than their low Negative Affectivity counterpart to the same degree of potential environmental need. Moyle (1995) and Parkes (1990) proposed to clarify this form of finding that a high Negative Affectivity is triggering a person fragile work famil conflict. Penny & Spector 's research (2005) found that employees with a higher degree of Negative Affectivity are more likely to respond to slight retrograde behaviour and stimulus leading to rage, concern, remorse and frustration. Chen & Spector's (1991), Jex & Beehr's (1991) findings have found that workers who have higher level of negative affectivity lead to abusive supervision. When under pressure, workers with more Negative Affectivity are more likely to be detrimental, while workers with less Negative Affectivity prefer to console their subordinate rather than to resist. Since high-Negative Affectivity employees perceive traumatic experiences in a detrimental manner, they experience an adverse impact from a certain stress level as compared to the low-Negative Affectivity employees. If a leader is unable to balace his work family responsibilities, definitely conflict will arise. When conflict arise, it will negatively affects the supervisor, which will lead a supervisor towards the abusive supervision. Therefore, in view of the above stated arguments, this study

claims indicates that high Negative Affectivity should mediate the effects of abusive supervision WFC.

H$_4$: Negative Affectivity mediates the relationship between Work Family Conflict and Abusive Leadership.

2.6 Moderating Role of Trait Anxiety

The notion of fear emerged in the Classical Greek culture (McReynolds, 1975) and evolved conceptually within the self-concept and self-awareness of Western thought. Anxiety "is affected by the cultural environment, in both the interpersonal meetings that produce anxiety and the manner and method of perceiving and interpreting the experience of anxiety" (Endler, 1997).

Aubrey Lewis (1970) described anxiety as "an emotional state with the consistency of afraid subjected to the experience as an emotion closely related". Lewis suggests that the feeling is uncomfortable, pessimistic, out of proportion to the danger, geared towards the future, includes both psychological factors and body disorders. Anxiety is characterized as a characteristic, a situation, a stimulus, a reaction, an impulse and a motivation.

Researchers describe two forms of anxiousness, I Traits, and state anxiety; traits show that a person has a healthy relationship, exhibiting unpleasant affectionate states or emotions such as stresses and terror, as well as a general trend which is subject to cognitive prejudiciation and reduced focus to impede work performance (J. M. George & Zhou, 2007). On the other hand, a transient state of anxiety is described by the researcher as the propensity that is likely to move out of that situation improves employee productive output as a result of such positive and negative emotional changes in anxiety in the community.

Researchers found that fear has multiple debilitating effects almost 12 years ago, and decreases employee's learning ability and efficiency. Researchers have also indicated that the anxieties have some positive results. The fear helps workers

accomplish more achievements (Elliot & McGregor, 1999) and improve their efforts to achieve goals and objectives (Jones, Hanton, & Swain, 1994).

Studies and national statistics have shown that negative emotions increase the chances of dangerous behaviors in driving and collision exposure (Dula & Geller, 2003). The United Kingdom Department of Transport has reported that in 2013, more than 5000 purchases were followed by adversely affected experiences behind the wheel. It means that anxiety reactions can be a significant risk factor for participation in road accidents.

The emotional model of the work wellbeing tension cycle by Spector and Goh (2001) indicates that negative emotions like anxiety and depression have a direct connection to distal negative results. Maertz and Campion (1998) accepted this claim and pointed out that higher levels of negative emotions are likely to generate more turnover, which suggest predicted turnover favours. Concerning the mediatory influence of negative emotions, (Le Roy, Bastounis, & Poussard, 2012) found that the association between perceived interactional justice and detrimental actions was mediated by anger and fear. In a second mediation report, Tepper (2000) showed that the sense of fairness of workers mediated the interaction between coercive leadership and distal outcomes of the subordinate, such as satisfaction with work and life, organization, tension with jobs, family and the workplace, psychological distress and voluntary turnover. As a lack of social justice, anxiety and depression, as Spector and Goh (2001) indicated, lead to work pressures (e.g. exhaustion, physical symptoms, and negative work results (e.g. workplace unhappiness, desire to leave and poor performance), are related to coercive management. Kant et al., (2013) revealed that negative behavior of the supervisor is directly linked with subordinate's anxiety. Literature also suggested that high anxiety lead the supervisor to become abusive. Therefore we hypothesize the following:

H$_{5a}$: Trait Anxiety moderates relation between Work Family Conflict and Negative Affectivity in such a way that the relation among work family conflict and negative affectivity will be strongly positive when Trait Anxiety will high.

H$_{5b}$: **Trait Anxiety will moderate the indirect effect of work family conflict on abusive supervision through negative affectivity, such that high Trait Anxiety will weaken the mediated relationship.**

2.7   Research Model

One the basis of above literature review, the study presents the following research model:

```
                    ┌──────────────────┐
                    │   Trait Anxiety   │
                    └──────────────────┘
                              │
                              ▼
┌──────────────┐    ┌──────────────┐    ┌──────────────┐
│ Work Family  │───▶│   Negative   │───▶│   Abusive    │
│   Conflict   │    │  Affectivity │    │ Supervision  │
└──────────────┘    └──────────────┘    └──────────────┘
        │                                       ▲
        └───────────────────────────────────────┘
```
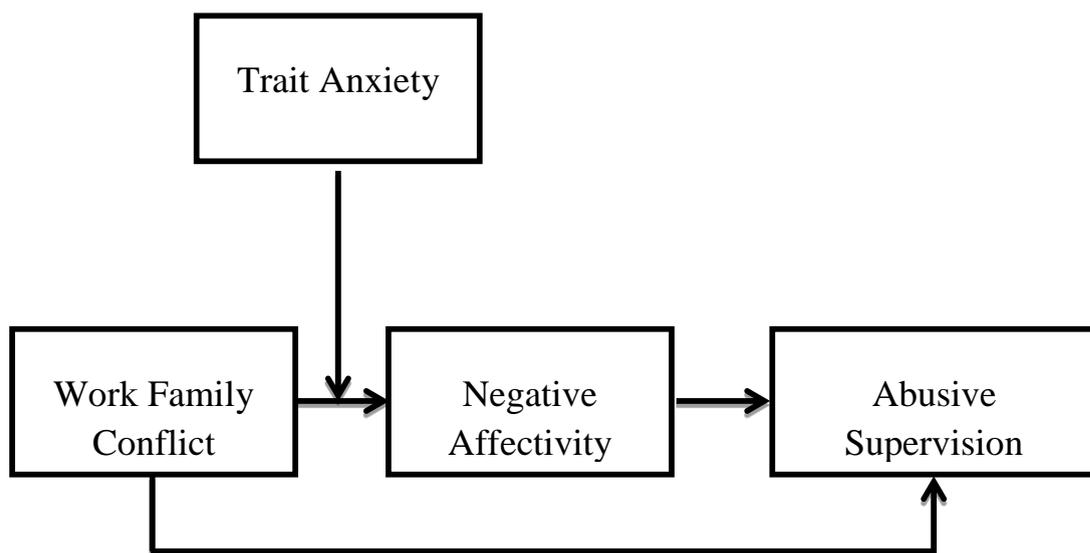
FIGURE 2.1: Research model.

Chapter 3

Research Methodology

The chapter focuses on methodology used to explore the relationship between work family conflict, abusive supervision, negative affectivity and trait anxiety. It covers research design, population and sample, instrumentation, data analysis procedure and methods associated with data analysis.

3.1   Research Design

(Selltiz, Jahoda, Deutsch, & Cook, 1965) define research design as the arrangement of conditions necessary to collect and analyze data in a way that aims to combine relevance to research objective with economy in procedure. The major objective is to plane and structure the research project in a way that increases the validity of the study (Mouton & Marais, 1996). It includes the form of research, the environment, the time and the analysis unit that are discussed below.

3.2   Type of Study

The nature of the study is causal targeted to gauge the impact of work family conflict on abusive supervision. It also gives clues of the mechanism i.e. negative affectivity and the buffering role of trait anxiety through which this link of work

family conflict on abusive supervision can be established. The research is based on self-reported view of workers about the factors.

3.3   Study Setting

The present study is an on-ground research because the respondents, i.e. staff and their supervisors of educational institutions were approached on their work and they completed the questionnaire in their normal routine working atmosphere.

3.4   Time Horizon

The method adopted for data collection for this study were cross sectional. The data collection took approximately 2 months. The reason for adopting cross sectional method is due to the shortage of time for the completion of research thesis, one must have to complete the thesis in given time.

3.5   Unit of Analysis

In any research study, the most vital feature is unit of analysis. The unit of analysis means persons or objects whose attributes and characteristics can be analyzed in the report. The researcher may gather the information from people, dyad, communities, industry, nations, organizations, or a society. For present study, workers from the educational institutions were individually asked to fill the questionnaires (self-administered survey) through HR department and through personal contacts.

3.6   Population

A research population is the collection of event, things or individuals that have similar characteristics (Castillo, 2009). The population of the current study is all the individuals/employees working in educational institutions.

3.6.1 Sampling

It is method or process of selecting representative part of population for the study. Convenience sampling technique has been used for the current study due to time and resource constraints. The said technique refers to selection of sample which is at ease to access (Cohen, Manion, & Morrison, 2007). Sample of 234 respondents was established and it was assumed that the suggested sample would represent the population.

3.6.2 Gender

Gender is one of the important component of the demographics. The component of the gender is spread over two sub components i.e male and female. Statistics speaks that the proportion of male participants is higher side as compare to females respondents:

TABLE 3.1: Frequency by Gender.

Gender	Frequency	Percentage
Male	176	75.2
Female	58	24.8
Total	**234**	**100**

Table 3.1, shows the proportional percentage of male and female respondents. The table illustrate that 75.2% of the respondents are male employees and the remaining 24.8% are female respondents.

3.6.3 Age

Age is also influential component of the demographic sample. However, some respondent seems reluctant to reveal their age. The questionnaire spread over 5 separate age groups to gather the data pertaining to the age of the respondents:

Table 3.2, shows that the maximum respondents fall between the age of 42-49 which is 34.6% of the total population of the sample. 25.6% respondents belongs

TABLE 3.2: Frequency by Age.

Age	Frequency	Percentage
18 to 25	27	11.5
26 to 33	59	25.2
34 to 41	60	25.6
42 to 49	81	34.6
50 and above	8	3.0
Total	**234**	**100**

to the bracket of 34-41 years of age. Whereas, 25.2% respondent fall under 26-33of the age bracket. While 11.5% respondents having age of 18-25 and only 3.0% respondents having above 50 years of age.

3.6.4 Qualification

Qualification is also one of essential component factor of the demographics which shows the growth and development level of any nation. Therefore, in order to gather the data pertaining to the qualification of the respondents, our questionnaire is spread over four levels of the qualifications:

TABLE 3.3: Frequency by Qualification.

Qualification	Frequency	Percentage
Bachelors	43	18.4
Masters	91	38.9
MS/M.Phil	85	36.3
PhD	15	6.4
Total	**234**	**100**

Table 3.3 revealed that maximum respondents got the qualification at the level of Master which is 38.9. Moreover, 36.3% respondents have done MS/M.Phil. 18.4% completed Bachelors while 6.4% are respondents are PhDs.

3.7   Instrumentation

All the items for the variables, Work Family Conflict, Trait Anxiety, Negative Affectivity and Abusive Supervision, were filled by the supervisors. The response to all items in the questionnaire was a five-point likert scale in which 1 (in Strongly Disagree) to 5 (in Strongly Agree).

3.7.1   Work Family Conflict

Work Family Conflict is the independent variable and measured with the 5-items developed by (Netemeyer, Boles, & McMurrian, 1996). The sample items include "The amount of time my job takes up makes it difficult to fulfill family responsibilities". "My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime". All the items were responded by using a 5-point Likert-scale with 1 = strongly disagree to 5 = strongly agree.

3.7.2   Abusive Supervision

Abusive Supervision is the dependent variable and measured with the 15-items developed by Tepper (2000). The sample items include "My leader ridicules me" and "My leader reminds me of my past mistakes and failures". All the items were responded by using a 5-point Likert-scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

3.7.3   Negative Affectivity

Negative Affectivity is the mediator variable and measured with the 10-items developed by (Augustine et al., 1992). All the items indicate that at extent respondent felt a particular feeling or emotion within the last two weeks. The sample items include "Distressed" and "Afraid". All items were measured using a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree.

3.7.4   Trait Anxiety

Trait Anxiety is the moderator variable and measured with the 4-items developed by (Lehrer & Woolfolk, 1982). The sample items include "I picture some future misfortune" and "I have to be careful not to let my real feeling show". All items were measured using a five-point Likert scale ranging from 1 = Strongly disagree to 5 = Strongly Agree.

3.8   Reliability Analysis

The following table shows the alpha value of Cronbach; it is the degree of internal coherence and consistency. The value alpha coefficient shall exceed 0.70 levels in order to provide good estimates for the retention of items (Orme & Combs-Orme, 2009).

TABLE 3.4: Reliability measurement.

Variables	No. of Items	Cronbach's alpha (α)
Work Family Conflict	05	.737
Abusive Supervision	15	.906
Negative Affectivity	10	.899
Trait Anxiety	04	.713

The reliability test of full data are presented in Table 3.2. The Cronbach alpha values are above 0.7 for each variable. Cronbach's alpha assessment for Work Family Conflict is 0.737, the alpha rating for Cronbach 's abusive surveillance is 0.906, the alpha value for negative affect is 0.899, the anxiety value of Cronbach's alpha for negative affect was calculated at 0.713. All these values are above 0.7 and these values suggest that the scales for this analysis are strongly accurate.

3.9   Data Collection

The data were collected through structured close ended questionnaire via self-administered sessions. Around 350 survey forms were distributed and 289 were

received back. So the response rate remained 82%. Out of the total collected surveys, 55 were discarded due to extensive missing data leaving 234 usable responses.

Chapter 4

Results

Various software such as SPSS (Version-21) and AMOS have been developed for data analysis. For the fitness test using AMOS, confirmatory factor analysis was performed. In addition, the Pearson correlation and mediation and moderation analyses SPSS (version-21) were used to study the relationships between variables, descriptive statistics.

4.1 Confirmatory Factor Analysis

To analyze the measurement model IBM AMOS was utilized. The model was checked via fit statistics. These statistics involve multiple indices, such as chi square, Root Mean Square Error of Approximation (RMSEA), Comparative Fit Indices (CFI), Goodness of Fit Index (GFI) and Adjusted Goodness of Fit Index (AGFI). Comparative Fit Index assumes that there is no correlation between all latent variables and compares sample covariance matrix with null model. The appropriate range is between zero and one and the value should be closest to 1. for good model fitting. Number over 0.90 shows good fit and shows bad fit below this number. Furthermore, according to (Byrne, 1998) Root Mean Square Error of Approximation (RMSEA) evaluate model goodness with population covariance matrix. For RMSEA different authors suggest different threshold values. The appropriate scope of the model was to be 0.06-0.08 (Hu and Bentler , 1999) while the

range was to be less than 0.05 in a reasonable model fit (Schumacker and Lomax, 2004). (MacCallum, Browne, & Sugawara, 1996) proposed that the appropriate value should be equal to 0.10 or less than 0.10. for a reasonable model match.

4.2 Measurement Model

For validating the measurement model, confirmatory factor analysis was conducted following (Anderson and Gerbing, 1988) suggestions that composed of four latent variables, Work Family Conflict, Negative Affectivity, Trait Anxiety and Abusive Supervision. The fusion of different fit indices such as model chi-square, comparative fit index (CFI), Tucker-Lewis Index (TLI), incremental fit index (IFI), and root mean square of approximation (RMSEA).

TABLE 4.1: Confirmatory factor analysis of the measurement model.

Model	CMIN/DF	CFI	TLI	IFI	RMSEA
Baseline Hypothesized Model	1.687	.909	.90	.911	.054

The PROO latent variable indicates Work Family Conflict, EEE indicates Negative Affectivity, TCC exhibits Trait Anxiety and PSII depicts Abusive Supervision. The results for model fit were shown in Table 4.1. Any improvements to the model have been made, such as relating certain error states, to a successful model. This is why the table shows that both values follow the Hair et al (2009) threshold values. Incremental fit index (IFI) value is greater than 0.90 which is 0.911, which exhibits excellent fit, comparative fit index (CFI) value, should be greater than 0.90 which is 0.909, which again illustrates good model fit, root mean square error of approximation value, should be less than 0.07 which we got .054, which depicts good model fit. Similarly, the value of Tucker-Lewis index should be greater than 0.90 which is 0.90, which represents good model fit. Last but not the least the value of chi-square for model fit should be less than 3 we got 1.687 which represents good model fit. Overall, the four factor model results are good and excellent model as the values provide evidence.

4.3   Descriptive Statistics

Descriptive statistics of all variables such as Work Family Conflict, Negative Affectivity, Trait Anxiety and Abusive Supervision are show in the Table 4.2. The means and standard deviations of all variables are also depicted. The mean value shows the response of respondents towards agreements and disagreements with the questions. Higher mean values exhibits respondents propensity toward agreement side and lower value depicts tendency of respondents towards disagreement.

TABLE 4.2: Descriptive and normality analysis.

Variables	Sample	Minimum	Maximum	Mean	Std
Work Family Conflict	234	1.20	5.00	3.05	0.77
Negative Affectivity	234	1.40	5.00	3.87	0.67
Trait Anxiety	234	1.00	5.00	3.41	0.54
Abusive Supervision	234	1.47	4.87	3.87	0.80

Table 4.2 depicts information regarding variables minimum and maximum values and 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. As the mean value of work family conflict in the table is 3.05 and standard deviation was 0.77 shows that supervisors agreed that they are facing work family conflict. The mean value of negative affectivity is 3.87 and standard deviation was 0.67 reveals that supervisors agreed that they get negatively affect to their work. The mean value of time trait anxiety is 3.41 and standard deviation was 0.80 exhibits that the most of the supervisors have high element of anxiety. The mean value of Abusive Supervision is 3.87 and standard deviation was 0.54 represents that employees are agreed that their supervisor showcase abusive behaviors at workplace.

4.4   Reliability Analysis

Consistency of scale is referred to in psychometrics as reliability. The measure that results in comparable conditions is regarded as a reliable scale (Carlson et al

. 2009). According to the study, Internal reliability research was done to anticipate the size. Cronbach alpha value ranges from 0 to 1. Cronbach alpha's high value means good reliability and Cronbach's low value means poor reliability and poor scale. Cronbach alpha is more than 0.7 in an acceptable value.

TABLE 4.3: Reliability analysis.

Variables	Reliability	Items
Work Family Conflict	.737	5
Negative Affectivity	.899	10
Trait Anxiety	.713	4
Abusive Supervision	.906	15

The detail on the reliability of the scales is given in Table 4.3. The findings show the reliability, which is higher than threshold, of work family Conflict at 0,737. Furthermore, the reliability was 0.899, which was also higher than the threshold and the reliability of the Trait Anxiety was 0.7713, which also exceeds the threshold value. The trustworthiness of coercive oversight, even higher than threshold keep, is 0,906, as seen in Table 4.3.

4.5 Correlation Analysis

Correlation analysis is conducted to differentiate the links among variables. The current research prime objective is to carry out correlation analysis to ascertain the correlation among work family conflict and abusive supervision, the mediating role of negative affectivity and moderating role of trait anxiety, in order to make proposed hypothesis valid. To know the essence of variance between two variables correlation research was carried out to see if the variables differ together or not. The existence and frequency of the association across the correlation spectrum of –0.1-0.1 defines by the study of Pearson correlation. Positive sign indicates that variables shift in the same direction and that negative variables move in the opposite direction. In addition, the value "r" shows the association strength. If the coefficient value of Pearson is from the range of 1.1 to 1.3, that means that there

is a small association, so the coefficient is between .3 and .5 and the value larger than.5 means high. The following table illustrates the association of variables assumed.

TABLE 4.4: Correlation analysis.

Variables	Work Family Conflict	Negative Affectivity	Abusive Supervision	Trait Anxiety
Work Family Conflict	1			
Negative Affectivity	.162*	1		
Abusive Supervision	.188**	.359**	1	
Trait Anxiety	-.063	.103	.143*	1

Correlation is significant at the 0.05 level (2-tailed)
**Correlation is significant at the 0.01 level (2-tailed)

Table 4.4 exhibits the information regarding correlation between these variables. As the result shows that work family conflict has significant positive relationship with the variables. Like the correlation of work family conflict with negative affectivity is ($r = .162$, $p < 0.05$), which positive and weak relationship, abusive supervision ($r = .188$, $p < 0.05$) is also positive and a weak relationship. The correlation value between work family conflict and trait anxiety is ($r = -.063$, $p < 0.05$), which shows a negative and moderate relationship between the stated variables. The value of correlation of negative affectivity with abusive supervision is ($r = .359$, $p < 0.05$) which is positive and moderate value and trait anxiety is ($r = .103$, $p < 0.05$) is also positive but shows weak relationship. Furthermore, the correlation of abusive supervision with trait anxiety is ($r = .143$, $p < 0.05$), which indicates positive but weak relationship.

4.6 Testing Theoretical Relationships

To test the mediation and moderation effects, the study uses the PROCESS macros tool given by Hayes 2012. The PROCESS Macros use the bootstrapping method, in which the random samples are generated from the data and to assess the required statistic in each resample (Preacher & Hayes, 2004; Shrout & Bolger, 2002). Model 4 was used to test the mediation analysis of Negative Affectivity between Work

Family Conflict and Abusive Supervision, while Model 7 was used to test the moderating effect of Trait Anxiety.

4.7 Mediation Analysis

Model 4 consists of three steps. In first step, we see effect of independent variable on dependent variable, without the inclusion of mediator in between them (path c). In second step, path-a calculated which is the effect of independent variable on mediator. In third step, independent variable and mediator together predicts the dependent variable. This step further consists of path-b and path-c.

As below mentioned table indicate that, work family conflict is a significant predictor of abusive supervision and it accounts for 0.9-units change in abusive supervision (path c), further work family conflict was also a significant predictor of negative affectivity which brought 0.14-units change in negative affectivity (path-a). The path-b which is from mediator to dependent variable is also significant, as negative affectivity brings 0.27-units change in abusive supervision. The direct effect is significant as it brings 0.13-units change in Abusive Supervision. The overall indirect effect of work family conflict on abusive supervision through negative affectivity is significant as values of UPCI and LLCI are 0.0867 and 0.0057 respectively. As we can see that both signs of UPLCI and LLCI are same, and there is no zero in between hence mediation is present. Furthermore, there is partial mediation, as direct effect and indirect are both significant. Hence, the hypothesis 4 i.e. negative affectivity will mediate the relationship between work family conflict and abusive supervision, is accepted.

The below mentioned table shows that work family conflict is significant predictor of abusive supervision, with one-unit increase in work family conflict it accounts 0.13 units change in abusive behavior. Also, the positive sign indicates the positive relationship that increases in work family conflict will also increase the abusive behavior among employees. So, the first hypothesis of the study i.e. "Work family conflict will have positive impact on abusive supervision", is accepted. The table shows that work family conflict is also a significant predictor of negative affectivity,

the positive sign indicates the positive relationship, with increase in work family conflict from supervisor, the negative affectivity in supervisors will also increase. Hence, the second hypothesis of our study which was "Work family conflict is positively related to negative affectivity", is accepted. Negative affectivity is also a significant predictor of abusive supervision and the coefficient sign is "Negative affectivity will have positive impact on the abusive supervision" is also accepted.

TABLE 4.5: Negative affectivity as a mediator between Work-family conflict and Abusive Supervision.

	Predictors	β	SE	t	p	R^2	F
1	**Path a**						
	Work Family Conflict to Negative Affectivity	0.1408	0.0564	2.49	0.01	0.0261	6.22
2	Path b						
	Negative Affectivity to Abusive Supervision	0.2703	0.049	5.48	0.000	0.146	19.8
3	**Path C**						
	Work Family Conflict to Abusive Supervision	0.1306	0.044	2.90	0.004	0.035	8.45
4	**Path c'**						
	Work Family Conflict to Abusive Supervision	0.092	0.042	2.15	0.03	0.146	19.8

Bootstrap for indirect effect	β	SE	LLCI (95%)	UPCI (95%)
Negative Affectivity	0.038	0.020	0.0057	0.0867

X = Work-family conflict, Y = Abusive supervision, M =Negative affectivity, LL = lower limit; CI = confidence interval; UL = upper limit. N = 234; Unstandardized regression coefficients are reported.

4.8 Moderation Analysis

Model 7 was used to analyze the moderating role of trait anxiety between work family conflict and abusive supervision, the above table explains that the trait anxiety is insignificant moderator, as p > 0.05 and LLCI and UPCI don't have matching signs. Hence, the hypothesis 5a, i.e. "Trait anxiety will moderate the relationship between work family conflict and negative affectivity such that, high

TABLE 4.6: Trait anxiety as moderator between WFC and negative affectivity.

	β	SE	t	p	LLCI (95%)	UPCI (95%)
Constant	2.712	0.832	3.257	0.001	1.0720	4.3538
Int-term	-0.0355	0.073	-0.4851	0.6281	-0.1799	0.1088

N = 234, WFC × negative affectivity = int-term

quality trait anxiety will strengthen the relationship of work family conflict and negative affectivity in supervisor", is not supported.

TABLE 4.7: Index of moderated mediation.

Mediator	Index	SE	LLCI (95%)	UPCI (95%)
Negative affectivity	-0.0096	0.0217	-0.0617	0.0239

N = 234

The above table explains the index of moderated mediation, as LLCI and UPCI have opposite signs and doesn't contain zero in between so our hypothesis 5b, i.e. "Trait anxiety will moderate the indirect effect of work family conflict on abusive supervision through negative affectivity, such that high trait anxiety will strengthen the mediated relationship", is not supported.

TABLE 4.8: Hypothesis result summary.

Hypothesis	Statements	Results
H_1	Work Family Conflict will have positive impact on Abusive Supervision	Accepted
H_2	Work Family Conflict is positively related to negative affectivity in supervisor	Accepted
H_3	Negative Affectivity will have positive impact on the abusive supervision	Accepted
H_4	Negative Affectivity will mediate the relationship between Work Family Conflict and Abusive Supervision	Accepted

H$_{5a}$	Trait Anxiety moderates relation between Work Family Conflict and Negative Affectivity in such a way that the relation among work family conflict and negative affectivity will be strongly positive when Trait Anxiety will high.	Rejected
H$_{5b}$	Trait Anxiety will moderate the indirect effect of work family conflict on abusive supervision through negative affectivity, such that high Trait Anxiety will weaken the mediated relationship	Rejected

Chapter 5

Conclusions and Recommendations

This chapter gives an overview of the research process and discusses the findings of the research and its theoretical and practical implications. The impacts of the results and the strengths and weaknesses of the study are then examined. Finally, we discuss ways to expand our knowledge of the area.

5.1 Discussion

Research is a multi-phase, inter-phase mechanism focused on observations that help to improve ideas (Saunders et al., 2009). This review provides an outline of the research process.

The present study aimed to examine the relationship among work family conflict and abusive supervision, through mediating role of negative affectivity and moderating role of trait anxiety. Six hypotheses were developed to empirically test the said relationships. A Survey Questionnaire was developed to test these hypotheses from the relevant respondents. A total of 234 respondents gave their feedback. Various statistical techniques were used to present an in-depth analysis of the study in the form of results. Results of the study show that out 6 hypotheses, 4 were supported and 2 were not supported.

Consistent with the recent study conducted, results of our study also highlight that work family conflict positively impacts the abusive supervision. Employees Work Family Conflict enhanced with the consistency of abusive behavior of supervisors (Lei, Wanyu, Chunlin, Haofan & Xin, 2020. Daily abusive behavior of the supervisor decrease the intrinsic motivation of the employees (Tariq & Ding, 2018) and daily work engagement (Barnes et al., 2015) and increase employees turnover intentions (Tariq & Ding, 2018). Furthermore, the employees may show incivility towards their supervisor against the incivility they received (Meier & Gross, 2015). Admissibly, our findings also suggest that clashes between work and family are related to various consequences including facing problems in fulfilling family duties and responsibilities resultantly giving a continuous stress. (Lei et al) 2020 also found that relationship with the supervisor can be an important stressor. So our first hypothesis of the study got strong support from the data gathered which revealed that those supervisors who displayed negative behaviors such as loud voice, ignoring, verbal abuse and disruption, lead their subordinates towards the frustration and tension. One more study noted that the employee's performance and outcome is totally depended on the strategy and behavior of their supervisor. The supervisors who are abusive with their employees, their abusive behavior instigate the subordinates to showcase negative actions at workplace. Frustration, tension and stress of workplace, disrupt the personal life of the employees. Employees also showed negative behavior at home due to the workplace stress and tension which lead them towards work family conflict. On other hand, those employees, who are successful and have good repute at their workplace is also in result to the effective supervision and proper guidance of their managers. Supervisors need to develop high skills to effectively manage employees at work. (Valle et al) 2018, noted that supervisors who are lack in management skills and other leader's characteristics may involve in embarrassing situation in front their employees and others, pass unbearable comments, yell at them for no big reason or may use sarcastic jokes to humiliate employees. These supervisors are abusive in nature, and their abusive behavior will highly affect their relationship with their employees. Employee become threaten, anxious, feeling of nervousness increases

and employee realizes that they are unfairly treated at the work (Zhanget al., 2019). Similar findings have also been presented in other studies that concluded that clashes between work and family are related to various consequences that contain accurately evaluated cardio metabolic threat and sleep (Berkman et al., 2015), youngsters' problem activities (Vieira, Matias, Ferreira, Lopez, & Matos, 2016), and spouse approaches toward the worker's office program (Wayne, Casper, Matthews, & Allen, 2013). This factor has an adverse implication on the output of organization's employees. This is the duty of organization to successfully address such problem by taking into account assessment of leadership style for the persons being screened for managerial roles. Managers should be briefed and trained to identify and respond to such conduct in a rational way.

On other hands, family life of the supervisor also has a great impact on its behavior. Courtright et al., (2016) noted that a supervisor's previous day family to work family and previous night sleep quality (Barnes et al, 2015) may enhanced the supervisor's ego resources, which lead him towards more abusive behavior next day. In context to the Pakistan and based on the data which revealed that disturbed family life of the supervisor is one of the biggest antecedent of its abusiveness. If the supervisor had fight with his spouse in the morning, he would definitely show his angriness towards his subordinate. On other hand, those supervisor who are nice with their workforce, also have a great family life at their home.

Our study also contributes towards affective events theory, which explains that employee tend to react in a negative way towards a negative situation. They tend to react in a negative way such as indulging themselves in deviant behavior, when they perceive that they are not treated well at the organization (Mitchell & Ambrose, 2007). Vogel & Mitchell (2017) noted that daily abusive behavior of supervisor lead the employees towards the deviance behavior at workplace due to lack of their self esteem. Conflict episodes between supervisor and employees have been found a source of negative affect (Volmer, 2015). Moreover, work family conflict leads the supervisor to display abusive behavior at workplace which eventually becomes a biggest source of creating the gap between the employees and their supervisors.

Another finding of the study states that Work Family Conflict (WFC) is positively associated with negative affectivity in supervisor. Prior research supports the linkage between work family conflict and negative affectivity. Negative Affectivity was favourably linked to family job disputes as responsibilities, position differences, employment burden, operational limitations and interpersonal conflicts (Chen & Spector, 1991; Spector & O'Connell, 1994). There are certain perspectives that can explain why Negative Affectivity may relate positively to work family conflict. One perspective holds that high- Negative Affectivity employees find themselves in stressful situations or create situations that become stressful (George, 1992; Motowidloet al., 1986; Spector et al., 1995, 1999, 2000). There is some evidence that Negative Affectivity affects the nature of a person's job by influencing either employability or job selection (Spector et al., 2000). For example, high Negative Affectivity employees tend to be in low-autonomy jobs of limited scope (Spector et al., 1995) that tend to be stressful. In addition, the emotional distress experienced by high Negative Affectivity employees may lead them to perform incompetently on work-related tasks (Motowidlo et al., 1986) and in social interactions, thereby producing high levels of stress and workfamily conflict. Alternatively, high Negative Affectivity individuals, who tend to view the world negatively, may perceive high levels of stress in a particular situation whether or not the situation is stressful in an objective sense (Shavit & Shouval, 1977; Watson & Clark, 1984).Watson and Clark (1984) argue that High Negative Affectivity Individuals suffer negative emotions and feelings over and above the specific stimulus and appear to concentrate differently on the negative aspects of themselves, other entities, circumstances and events, and the environment in general which result in a conflict in work-family life. High Negative Affectivity persons are therefore more likely than low Negative Affectivity individuals to respond with anxiety and nervousness as compared to being wishful of the view that different challenges and experience substantial levels of distress.

Results of the study also suggest that Negative Affectivity will mediate the relationship between Work Family Conflict and Abusive Supervision. Several other researchers have suggested that an interactional perspective can provide a more

complete understanding of the consequences of Negative Affectivity (Costa & Mc-Crae, 1980; Larsen & Ketelaar, 1991; Schaubroeck, Judge, & Taylor, 1998). Indeed, personality and commitment factors also combine with situational factors to create complex outcomes trends (Bolger & Schilling, 1991), and NA has recently been shown to moderate Work family conflict and abusive leadership relationships (Abraham,1999; Moyle, 1995; Parkes, 1990). For example, Parkes (1990) found that high-NA individuals showed more extreme responses to the same level of perceived environmental demands than their low-NA counterparts. To explain this type of finding, Moyle (1995) and Parkes (1990) speculated that a high level of NA makes an individual vulnerable to stress in the environment. Because high-NA individuals place a negative interpretation on stressful events, they experience more deleterious consequences from a given level of stress than do low-NA individuals. In the context of the present study, this reasoning suggests that NA should moderate the relationship of work family conflict and abusive leadership.

5.2 Theoretical Contributions

The current study contributes towards literature by discussing how work family conflict induces the supervisor to become abusive. The study findings show that work family conflict effect the leaders and they abuse their subordinates. As already discussed, that previous studies of abusive supervision focused on the outcomes and mentioned that how abusive supervision leads to negative consequences. Our study on abusive supervision focused on the aim of looking for the other side of equation, that what actually instigate the supervisors to become abusive. Although previous studies had discussed abusive supervision in in-depth detail, however, still gaps are there. Current study focused on developing new theoretical framework by drawing linkage that how Work Family Conflict instigates the supervisor to showcase abusive behavior. Furthermore, our study considered negative affectivity as a mediator and Trait Anxiety as moderator to describe the relationship of Work Family Conflict on Abusive Supervision.

Drawing from perspective of affective events theory (Weiss & Cropanzano, 1996), we know that, events or situations can trigger the emotions of individuals which further leads to their attitudes and behaviors. Here in our study we took Work Family Conflict as a negative event which leads to negative emotions such as Negative Affectivity, which further results in behavioral outcome such as abusive supervision. The behavior of the managers always reflects in the attitude and performance their employees. When supervisor's unable to handle their employees effectively, they embarrass employees in front of others, rude towards them or lies to them or takes credit for employee's work. This mistreatment here is called abusive supervision, which eventually leads the organization towards loss. Thus, leaving employees in situation of helplessness, anxiety and nervousness. This leads them to develop negative emotions and trust level will be affected, so they involve in deviant behaviors to get balanced. Furthermore, our research mentioned trait anxiety as moderator. Connecting it to affective events theory, it was deliberated that employees whose anxiety level is high will definitely showcase negative behavior. Our findings do support the literature, hence leading us to understand negative events or situations do cause negative emotions and results in negative behavioral response. Workplace events provides a platform to employees where attitudes are influenced by the emotions hence leading them to involve in either positive or negative behavior accordingly. Therefore, any activity or event inside work environment will result in positive or negative behaviors depending upon the feelings of employees. So, the findings of study are aligned and provide support to theoretical foundations of affective events theory.

5.3 Managerial Implications

The results presented in this study show the importance of work family conflict and leadership behavior on organizations' overall environment. This study has suggested some very significant recommendations for organizations and practitioners to bring an overall improvement. The findings of the research that work

family conflict results in negative affectivity, that further arouses abusive leadership should caution organization management to take special care of the matter, and never allow abusive leadership to prevail in the organization. Organization management should devise strategies to address and overcome this issue.

Strategies can be devised taking into consideration the circumstances because of which these problems are occurring. One of the prime reasons for work family conflict is strict working hours. Some employees have to sit late even after the office hours to manage the work load. It is recommended that leniency in working hours should be offered to employees for their psychological wellbeing. Organization can fix minimum monthly working hours, and whenever an employee needs to leave office early for some private engagement, he can leave and complete his required hours any other day, in the same month.

Financial pressure is another major cause for work family conflict and abusive leadership. Organization management should take special care that regular incentives should be offered to employees to motivate them towards their work. Financial support can help an employee involved in work family conflict to spend some quality time outstation with his/her family. This will help reduce the problems related to work family conflict and abusive leadership.

HR office has a significant position in all organizations. They have the record of all the employees working in organization, including their annual performance reports and feedback regarding their output. It is recommended that HR office should pay special attention to employees whose performance has been observed to decline. HR office my contact colleagues, sectional head and sub-ordinates of such employee in a way that they are able to reach the root cause of the problem in a way that is not derogatory or disrespectful for the employee. Once the root cause is on the table, HR office can conduct counseling sessions with the employee to bring back his positive energies towards work. This will eliminate the factor of abusive leadership, resulting in an overall improvement in the organization's working environment.

5.4   Limitations

Though it has been taken care that all the aspects required for a research are addressed and completed properly, however, there are still some limitations in this research.

First, the questionnaire designed for this study is developed taking into consideration the socio-economic culture and organizational conditions of Pakistan. Secondly, the sample space for this study was various educational intuitions only in Pakistan. A broader sample space covering additional countries might have provided us with better understanding of the relationships tested in our study. This study gives the findings as a whole on the basis of data collected only from the education institutions in Pakistan. Study findings might have been different in case of studying various other sectors/ organizations. As this study has only been conducted in one country (Pakistan); therefore, we may not generalize these findings to the other parts of the world because of socio-economic-cultural differences.

5.5   Future Research Directions

In conclusion, this research demonstrates that abusive supervision and work-family conflict are positively related with negative affectivity as a mediator between two factors. For future research, researchers may find out other paths for abusive supervision to work-family conflict. Abusive supervision can lead to emotional contagion and eventually lead to work-family tension. Violence may lead to low emotions. Around the same time, researcher will expand inquiries into how coercive surveillance impacts the behavior and comportments of workers like the voices of workers and reprisals.

Secondly, in this study limited geographical region of educational institutions in Pakistan has been selected. Similar research can be conducted and educational institutions and other organizations from other developed and developing countries can also be included to extend our knowledge and give the findings that can be generalized for all the countries. Further, research can be steered taking different

sectors independently to give specific and independent recommendations for all of them and to identify similarities and difference, if any.

5.6 Conclusion

Success of any organization is very much dependent on the leadership style of its leader. A good leader supports his/her employees to work freely and innovatively, without having a pressure of being ridiculed or treated with hostile verbal or non-verbal behavior. Whereas, Abusive Supervision has a detrimental impact on the home life of subordinated individuals, such as marital stress, poorer family functioning and family conflict. The current study investigates the impact of work family conflict on abusive leadership in Pakistan. Moreover, the impact of negative affectivity as a mediator, and trait anxiety as moderator has also been investigated in this research. The results showed that Work Family Conflict has positive impact on Abusive Supervision. When a supervisor is unable to balance his/her work family life, this is the instigating factor for a supervisor to become abusive. Current study also revealed in the light of affective event theory that when negative event will happen it will lead towards negative emotion which eventually create negative behavior. Those supervisor who successfully create balance between their work and family, can work happily with their teams and expectedly, they and their teams perform well as compare to those supervisor who behaved abusively with their teams.

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Appendix

Questionnaire

Dear respondent,

I hope you will be doing well. I am a student of MS Management Sciences at Capital University of Science and Technology, Islamabad. I am conducting research on a topic titled "How Leader's Work Family Conflict induces the Abusive Supervision in Leaders, testing the mediating role of Negative Affectivity and moderating role of Trait Anxiety". You can help me by completing the attached questionnaire; it will take only 5-10 minutes and I am sure that you will find it quite interesting. I appreciate your participation in my study and I assure you that your responses will be held confidential and will only be used for education purposes.

Section-1

	1	2
Gender	Male	Female

	1	2	3	4	5
Age	18- 25	26–33	34-41	42-49	50 and above

	1	2	3	4	5	6
Qualification	Metric	Inter	Bachelor	Master	MS/M.Phil	PhD

	1	2	3	4	5	6
Experience	$5-10$	$11-16$	$17-22$	$23-28$	$29-35$	36 and above

Section-2

Work Family Conflict

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Work Family Conflict	1	2	3	4	5
The demands of my work interfere with my home and family life.					
The amount of time my job takes up makes it difficult to fulfill family responsibility.					
Things I want to do at home do not get done because of the demands my job puts on me.					
My job produces strain that makes it difficult to fulfill family duties.					
Due to work-related duties, I have to make changes to my plans for family activity.					

Text Anxiety

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Text Anxiety	1	2	3	4	5
I picture some future misfortune.					
I can't get some thoughts out of my head.					
I keep busy to avoid uncomfortable thoughts.					
I have to be careful not to let my real feeling show.					

Negative Affectivity

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

This Scale consists of words and phrases to describe different feelings and emotions. Please rate the following to indicate to what extent you felt a particular feeling or emotion within the last two weeks:

Negative Affectivity	1	2	3	4	5
Distressed					
Upset					
Guilty					
Scared					
Hostile					
Irritable					
Ashamed					
Nervous					
Jittery					
Afraid					

Abusive Supervision

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

My Supervisor	1	2	3	4	5
Ridicules me.					
Tells me my thoughts or feelings are stupid.					
Gives me the silent treatment.					
Puts me down in front of others.					
Invades my privacy.					

Reminds me of my past mistakes and failures.					
Doesn't give me credit for jobs requiring a lot of effort.					
Blames me to save himself/herself from embarrassment.					
Breaks promises he/she make.					
Expresses anger at me when he/she is mad for another reason.					
Makes negative comments about me to others.					
Is rude to me.					
Does not allow me to interact with my coworker.					
Tells me I'm incompetent.					
Lies to me.					