

**Impact of Leader Surface Acting on Abusive Supervision through
Leader Self Control Resources: Leader Job Autonomy as a
Moderator**

By

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**MASTER OF SCIENCE IN MANAGEMENT SCIENCES
(Human Resource Management)**



**DEPARTMENT OF MANAGEMENT SCIENCES
CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY
ISLAMABAD**

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**DEPARTMENT OF MANAGEMENT SCIENCES
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In The Name of ALLAH the Most Beneficent the Most Merciful



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ISLAMABAD**

CERTIFICATE OF APPROVAL

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Dedication

The dissertation is dedicated for the sake of Allah, my Creator and my Master. My great teacher and messenger, Muhammad (May Allah bless and grant him), who enlightened the purpose of our life.

To my loving mother, who never stop giving of herself in countless ways, her unprecedented prayers, and the lessons she taught me to work hard with dedication and confidence. She made me believe that my imaginations will drive, I can get anything I want, but to have firm belief behind all my ideas, to stick with my goals and have an undying faith.

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Being the MS graduate at Capital University of Science and Technology has been a magnificent as well as challenging experience to me. During the degree, I have found influential directions in shaping my academic career. Here is a humble tribute to all those people.

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Abstract

This study examines how leader's interaction with customers influences their tendency to abuse their followers. Specifically, this study drew from ego-depletion theory to suggest that Surface Acting during customer interactions depletes Leaders Self Control Resources, which results in elevated levels of Abusive Supervision among the leaders. Furthermore, this study hypothesized that the effect of Leader Surface Acting on Abusive Supervision is moderated by Leader Job Autonomy, such that leaders with high Job Autonomy will be less affected by the depleting effects of Surface Acting. Data was collected from team leaders and their subordinates working in different customer care centres of telecommunication companies at different places in Pakistan. SPSS 21 was used to test sample size of 156, regression and correlation tests were used to check the hypotheses of this study. All the three hypotheses were accepted which shows significant relationships between Leader Surface Acting and Abusive Supervision. Results showed that Leader Self Control Resources and Leader Job Autonomy both are acting like a good mediator and moderator between the variables. This research contributes to several literatures, particularly to an emerging area of study—the antecedents of leader's abusive behaviors.

Key words: Leader Surface Acting, Leader Self Control Resources, Abusive Supervision, Leader Job Autonomy.

CHAPTER 1

INTRODUCTION

1.1 Background

The topic of managerial leadership holds an essential place in the management literature and plays an essential part in the workplace. Leaders are the role model and tend to give encouragement to their followers. Therefore, behaviours of leaders and supervisors have long been popular in literature. Different studies have examined how supervisors interact with their subordinates and the consequences associated with using various supervisor behaviours (Yukl, 1999). Most of the focus of leadership studies is on the outcomes whether it is positive like transformational leadership or negative like abusive supervision (Byrne et al., 2014), but researchers are more importantly concentrating on different forms of leadership that have been found to be destructive (Krasikova, Green & LeBreton, 2013). Many researchers have used quite a lot of different variables to refer behaviours like petty tyranny, aggressive supervisor and undermining supervisor (Duffy, Ganster & Pagon, 2002). A lot of work has been conducted to date on Abusive Supervision (Tepper, 2000). Abusive supervisors are famous to use disrespectful names, intimidate, yell, humiliate and ridicule their employees (Keashly, 1997). Tepper (2000) explains abusive supervision as a perception of subordinates that supervisors engage in the sustained display of hostile verbal and non-verbal behaviours, devoid of physical contact. Bies and Tripp (1998) identified the different symptoms of abusive supervision such as rudeness, anger and loud tantrums, criticism of public, coercion and careless actions.

A study conducted in the United States estimated that more than thirteen percent of employed populations become the victim of abusive supervision or in other words nonphysical hostility (Schat, Frone & Kelloway, 2006). Abusive supervision has a wide range of negative outcomes (Tepper, 2000). For example, abusive supervision increases follower deviance (Mitchell & Ambrose, 2007), decreases follower well-being (Lian, Ferris & Brown, 2012), low level of self esteem (Burton & Hoobler, 2006),

high level of mental suffering (Tepper, Moss, Lockhart & Carr, 2007), job tension and emotional exhaustion (Harvey, Stoner, Hochwarter & Kacmar, 2007). Hobman, Restubog Bordia and Tang (2009) demonstrate that abusive supervision has a variety of negative individual outcomes, such as high level of anxiety, high work-family conflict, emotional exhaustion, lower level self esteem and mental health. Moreover, continuous exposure to abusive supervision results in serious negative outcomes for employees and victims such as psychological distress and problem drinking (Bamberger & Bacharach, 2006).

In the recent literature, merely a few studies tested the antecedents of abusive supervision. The Meta analysis presented by Hershcovis et al., (2007) exposed strong antecedents of aggression at workplace like annoying events and situational restrictions. In another study Chen and Spector (1992) describe that job stressors were positively associated with interpersonal violence at workplace. Likewise some scholars have adopted a dispositional perspective, arguing that leaders who possess certain behavior, such as high levels of Machiavellianism (Kiazad et al., 2010) and low levels of emotional intelligence (Xiaqi, Kun, Chongsen & Sufang, 2012), are most likely to abuse their followers. According to the general aggression model (Anderson & Bushman, 2002), certain traits predispose different persons to engage in hostile behavior. Kiazad et al. (2010) suggested that Machiavellianism of supervisor increases the accessibility to biasness and aggressive thoughts, such that they show more hostile behavior toward others. Dahling, Whitaker and Levy (2008) establish that individuals high in Machiavellianism are more likely to engage in unfavorable work behaviors, for instance harmful interpersonal acts like abuse.

Furthermore, Tepper, Moss and Duffy (2011) identified three factors to investigate the predictors of abusive supervision. These are conflict with the targets, perceived dissimilarity to targets, and the targets' usefulness (Hafer & Olson, 2003). According to the moral exclusion theory (Opatow, 1990), abusive supervision is positively associated to supervisor perception of relationship conflict with

subordinate and to perceived deep-level dissimilarity, and negatively associated to the performance of subordinate which is evaluated by the supervisor. However, research suggests a more complex set of corresponding and interrelationship predictions. These researches focused on the workplace diversity literature, which tested the effects of supervisor-subordinate differences on individual and dyadic attitudes, and well-being (Harrison & Klein, 2007).

These studies highlight why leaders are abusive towards their followers. There are some other factors which lead the leader to behave abusively, such as surface acting which is mostly used by the employees in the service providing organizations towards customers. Socially interacting with customers is an important part of work and workers daily experience in the industry which provides services (Dormann & Zapf, 2004) which needed to be studied. Social Interaction not only fulfills the requirement of service providing to the customers (Barger & Grandey, 2006) but is also helpful for the employees with resource gains, like self efficacy (Brotheridge & Grandey, 2002). Though, interacting with the customers has its disadvantages too for workers, as it is considered a construct which is related to stress. Social interaction has been studied before as a source of chronic stress like burnout (Dormann & Zapf, 2004; Grandey, Kern, & Frone, 2007). Song and Liu (2010) found that the relation between employees and customers is one directional and is mostly controlled by the customer. Moreover, certain rules about how employees need to control their external behavior towards customer, which is to be polite and always smiling whatever the internal feeling is, confine the reaction of employees, but has no effect on the reaction of the customers (Brotheridge & Grandey, 2002). Many employees respond to formal and informal emotional expression demand in the workplace by modifying their emotions. This modification in the emotions is known as emotional labor or emotional regulation (Grandey, 2000). There are two forms of emotional labor “Deep Acting” and “Surface Acting”. Authors have distinguished the two forms of emotional labor which are different in their timing towards showing the emotions. Surface acting is response focused while deep acting is antecedent focused emotional regulation (Grandey, 2000; Gross, 1998; Hochschild,

1983). Surface and deep acting are differentially related to strain (Cote, 2005) and both play different roles in the process of stress. In a study it has been studied that every individual has limited resources and when these resources deplete in one task, it might have an effect on the subsequent tasks (Baumeister, Bratslavsky, Muraven & Tice, 1998). Surface Acting consumes more resources as compared to deep acting, and is involved in a constant shift in displayed expressions (Goldberg & Grandey, 2007).

Past studies, including two meta-analyses, reveal that the surface acting is harmful to employee well-being (Bono & Vey, 2005; Grandey, 2003). Surface acting has been associated before with different negative outcomes like emotional exhaustion, psychological strain (Hulsheger & Schewe, 2011), physical kind of illnesses (Schanbroeck & Jones, 2000), reduced job performance (Grandey, 2003), and behaviours which is anti social (Brill, 2000). Researchers who were addressing surface acting have found numbers of negative outcomes of surface acting, one of which is increased emotional exhaustion (Grandey, 2003; Ozcelik, 2013). Emotional exhaustion describes the feelings of being overstrained and exhausted by work. It is manifested that physical fatigue and feeling emotionally and psychologically drained is a part of emotion exhaustion (Wright & Cropanzano, 1998). As emotional exhaustion is an important dimension of burnout Shirom (1989) describes that the meaning of burnout can be best explained in the form of psychological and physical depletion that distinguishes emotional exhaustion.

As discussed earlier, every individual has limited resources and when these resources get depleted in one task, it would have an effect on the next tasks (Baumeister, Bratslavsky, Muraven & Tice, 1998). Surface Acting consumes more resources as compared to deep acting, Surface Acting is involved in a constant shift in displayed expressions (Goldberg & Grandey, 2007). Resource that may deplete due to surface acting is self control resources. Self control is defined as “ability to override or change one’s inner responses, as well as to interrupt undesired behavioral tendencies (such as impulses) and refrain from acting on them” (Tangney, Baumeister, & Boone, 2004, p. 275). According to ego-depletion

theory, self-control is a limited resource. Muraven & Baumeister (2000) find self control as an inner capacity that depends on some limited internal resource or energy. Past research shows that people having high self control can better manage their thoughts, inhibit their impulses and regulate their emotions as compared to the people having low self control (Baumeister, Bratslavsky, Muraven, & Tice, 1998). People who possess high self control enjoy better psychological well being, interpersonal relations and academic success (Mischel, Shoda, & Peake, 1988; Shoda, Mischel, & Peake, 1990; Tangney, Baumeister, & Boone, 2004). On the other hand low self control can cause many societal problems like abuse, impulsive buying and obesity (Baumeister & Heatherton, 1996; Gottfredson & Hirschi, 1990; Patton, Stanford, & Barratt, 1995; Vohs & Faber, 2007). Furthermore self control failures are related with intellectual underachievement, interpersonal conflict, addictions and many other unfavorable out comes (Baumeister & Vohs, 2004).

According to Glass and Mcknight (1996) burn out is started when the individual has the perception of lack of control on the work and has no involvement in any decision making (Posig & Kickul, 2003). Many past studies have revealed that unfavorable job characteristics have a very deep impact on job burnout and job stress. For instance lack of autonomy and work overload (Bakker, Demerouti, & Euwema, 2005). kim and Stoner (2008) found that Job Autonomy is negatively linked with turnover intention and burnout. Demerouti et al. (2001) studied that burnout occurs when job demands are on the higher side and job control is low. Such condition results in negative job strains which ultimately lead to energy depletion and weakens employee's motivation. Kim and Stoner (2008) established in their study that Job Autonomy plays a moderating role between burnout and role stress. Similarly past studies reveal that job autonomy gives a buffering effect between burnout and job stress (Bakker, Demerouti & Euwema, 2005). It is proved that helpful conditions at work are useful in coping with job stress and as a result employees feel attachment towards their organization (Dollard et al. 2000). Greater autonomy let individuals to have greater flexibility in defining their roles which results in increased discretion in deciding how to do work (Troyer, Mueller & Osinsky, 2000). Furthermore,

employees who have more job autonomy have extra self confidence and internal motivation as compared to the employees who get less job autonomy (Saavedra & Kwun, 2000). Grandey, Fisk and Steiner (2005) found that if job autonomy is high, it generates resources and also decrease the depletion of resources which buffer the employees against strain.

Present study focuses on the buffering effect of leader job autonomy; between the leader surface acting and leader self control resources. As research suggests, Autonomy support may reduce the negative effects of resource depletion (Muraven, Gagne & Rosman, 2008). Secondly, due to the lack of literature between the relation of surface acting and abusive supervision it is important to widen this relationship, as there is hardly any work done in Pakistan regarding the negative effect of surface acting on leaders. Furthermore Pakistan has an uncertain society, and uncertain society reflects a loose culture where norms are expressed through a wide variety of alternatives and different channels, tolerating deviant behaviour and errors (Gelfand, Nishii & Raver, 2006) which is a major issue in every organization and need to be studied.

1.2 Gap Analysis

There are many studies that have been conducted on abusive supervision and on the negative behavior of the leaders towards their subordinates but there is not much literature present on the antecedents of abusive supervision. For example Aryee, Chen, Sun and Debrah (2007) examined the role of justice perception as a predictor of abusive supervision. Supervisor procedural injustices transform into depression, which results in greater incidences of abuse (Tepper, Duffy, Henle & Lambert, 2006). Furthermore, scholars have examined self-control resource depletion in a wide range of context, but few have examined its relevance for leaders. The present study therefore proposes leader self control resources as a mediator which can be depleted due to the leader surface acting.

Previously, hardly any study has tested the relationship of leader surface acting and abusive supervision, and specifically the one with moderator of job autonomy has never been tested earlier.

This study will help the organizations to deal with the negative behaviour of leaders towards their subordinates by giving them autonomy, as this study is based on team leaders so autonomy might be helpful to impede depleting resources. This study shows up importance of a self control view on abusive behavior at work, and the importance of a deeper awareness of the unexpected consequences of a depleted leader.

1.3 Problem Statement

In Pakistan organizations pay little attention to leader behaviour towards subordinates. Due to this, negative behaviour of leaders in the country is very high and the reason of this negative behaviour is uncertainty, frustration, anxiety and power distance among the society. Islam (2004) Pakistan is a relatively high collectivist orientation, high power distance, high propensity toward uncertainty avoidance and masculinity largely account for many traditions and practices including strict adherence to hierarchy, corruption, centralization, nepotism and gender differentiation in administrative roles. In high power distance cultures, leaders and employers usually display negative, brutal and rude behaviour (Tepper, 2000). This study is focusing on the telecommunication sector of Pakistan. As team leaders in the customer care centres interact with different customers, they are likely to do surface acting which is other than their actual behaviour. This surface acting adds up with the anxiety, frustration, high power distance and uncertainty among leaders which results in outcome of negative behaviour. As this study is focusing on the low level leaders (Team leaders), high level Leaders prefer to control their subordinates and give them less autonomy (Ng, Ang & Chan, 2008) which is also a big problem here in Pakistan.

1.4 Research Questions

This study intends to find answers of the following questions:

Question 1: What is the relationship between leader surface acting and abusive supervision?

Question 2: Does leader self control resources mediate the relationship between leader surface acting and abusive supervision?

Question 3: Does leader job autonomy moderates the relationship between leader surface acting and leader self control resources?

1.5 Research Objectives

The overall objective develops and tests an integrated model, which is to find out the relationship between leader surface acting and abusive supervision through the mediator leader self control resources. Another objective is that, does leader job autonomy affect the relationship of leader surface acting and leader self control resources as a moderating variable.

Precise objectives of this study are as follows:

- To find out the relationship between leader surface acting and abusive supervision.
- To find out the mediating relationship of leader self control resources between leader surface acting and abusive supervision.
- To find out the moderating relationship of leader job autonomy between leader surface acting and leader self control resources

1.6 Significance of the study

Research on the antecedents of abusive supervision is relatively new. Therefore the development of an integrated comprehensive model with the antecedents holds a great significance in the theoretical literature of abusive supervision. This study establishes the impact of leader surface acting on abusive supervision through leader self control resources which is a unique predictor of abusive supervision and will help organizations to identify the causes of negative behaviour of the leader at workplace. The relationship of surface acting and abusive supervision has hardly been studied before. Another significance of this study is that leaders in Pakistan predominantly show negative behaviour towards their subordinates which is a serious problem to address. This study will test the buffering effect of

leader job autonomy between leader surface acting and leader self control resources. Literature suggests that greater autonomy allows individuals to have greater flexibility in defining their roles which results in increased discretion in deciding how to do work (Troyer, Mueller & Osinsky, 2000).

1.7 Underpinning Theory

The underpinning theory in this study support the relationship between the variables is “Ego depletion theory”, which refers to the idea that self-control or willpower draw upon a limited pool of mental resources that can be used up. When the energy for mental activity is low, self-control is typically impaired, which would be considered a state of ego depletion (Baumeister et al. 1998). This relationship can be explained in this way that the leader self control resources are limited and when the leader does surface acting in front of the customer, the limited mental resources get used up or depleted. Therefore, under such conditions, leaders reduce their ability to exert self-control when faced with subsequent challenges. Not only there will be a reduction in self control but leader will feel mentally exhausted, stressed out and loss of psychological resources which result in the negative behavior of the leader towards subordinates, termed as abusive supervision.

CHAPTER 2

LITERATURE REVIEW

Chapter 2 discusses existing literature related to leader surface acting, leader self control resources, abusive supervision and leader job autonomy, and demonstrates studies in which researchers used these variables, relationships between them and their impact on each other.

2.1 Leader Surface acting and abusive supervision

There are many challenges which leaders face in the service industry; of which one of the main is interaction with the customers. Leaders working in a service industry are expected to stick with the display rules which are required for expressing the positive emotions and hold back on the negative emotions when interacting to customers (Zapf & Holz, 2006). According to the literature of emotional labor, employees have a propensity to use one of two strategies deep acting or surface acting when dealing with customers (Grandey, 2000). Both are the two dramatic approaches that are used to change displays. Hochschild, (1983) studied that feelings do not start automatically or suddenly in surface and deep acting. Surface and deep actors learn to interfere either in creating outer appearance or shaping inner feelings. Both actings are internally false and require sheer efforts (Ashforth & Humphrey, 1993). When actors are engaged in deep acting they try to modify their feelings to come up with the required displays. The intention of this kind of acting is to look authentic in front of the audience, therefore deep acting is said to be faking in good faith (Rafaeli & Sutton, 1987). In surface acting employees change their display without molding inner feelings which results in emotional dissonance or tension because of the divergent feelings and expressions (Hochschild, 1983). Surface acting involves in fake emotional responses which is required by the situation to display as per the rules and regulation (Grandey, Fisk, & Steiner, 2005). Surface acting involves a faking process through which outward expressions are altered, yet internal feelings are left intact (Hochschild, 1983). Examples of outward expressions involve smiling and conveying kindness which are viewed as positive and

important outcomes (Parasuraman, Zeithaml & Berry, 1985; Pugh, 2001; Tsai, 2001) to show a positive attitude without thinking of its outcome (Bettencourt, Gwinner, & Meuter, 2001). Hochschild, (1983) found that, service employees do this for the customers to gain a positive response for their organization. To perform well, service employees have to follow a script which includes the rules about what are acceptable and prohibited expressions (Grove & Fisk, 1989).

Research further suggests that Surface Acting is connected with different negative outcomes like job burnout and depression (Brotheridge & Grandey, 2002). According to the meta-analyses, surface acting is damaging to employee well being (Grandey, 2003; Hulsheger & Schewe, 2011). As Surface Acting frequently predicts emotional exhaustion and it is defined as “State of depleted work related motivational and emotional resources” (Halbesleben, Wheeler, & Paustian-Underdahl, 2013, p. 493). In Surface Acting employees experience emotional dissonance or feel tension when feelings and expressions deviate from the original (Hochschild, 1983). Hulsheger and Schewe, (2011) found that Surface acting has been connected with different negative outcomes such as psychological strain, emotional exhaustion etc. When Acting becomes the part of one's work role, it may produce emotional exhaustion for two main reasons: one owing to the tension from emotional dissonance and the second from depletion of resources during acting (Hochschild, 1983; Wharton, 1993). Surface acting involve exerting emotional regulation due to which personal resources might deplete (Cheng, Hideg & Zweig, 2015). The loss of resource makes the individual to follow a defensive approach to protect the limited resources and to minimize further resource loss (Hobfoll, 1998). Another study confirms that surface acting can cause the depletion of personal resources at extremely high rate, leading to exhaustion in the employees who adopt the strategy of emotional labor (Hulsheger and Schewe, 2011). Further more employees who control their emotions by using surface acting might suffer from serious intrinsic tension and psychological conflict. As Ghalandari and Jogh, (2012) conclude, if someone suffers from intrinsic tension due to the use of surface acting at work, he/she will be expected to experience burnout.

Studies of medical sciences propose abusive supervision to be linked with dissatisfaction and high levels of psychological distress (Richman, Flaherty, Rospenda, & Christensen, 1992). Hershcovis et al. (2007) exposed in their meta-analysis that situational constraints and frustrating events were strong predictors of aggression at workplace. Spector, (1992) reported that cause of interpersonal aggression at work is because of job stressor. Likewise some scholars have adopted a dispositional perspective, arguing that leaders who possess certain behavior, such as high levels of Machiavellianism (Kiazad, Restubog, Zagenczyk, Kiewitz & Tang, 2010), cause abusiveness in the behavior. Abusive Supervision is defined as “subordinates perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact” (Tepper, 2000, p. 178). Other scholars posit that abuse tends to crop up when leaders feel that abuse is an organizational norm and followers do not deserve a good treatment. For instance, past research shows that leaders who abuse their followers are likely to be in a destructive organizational climate (Mawritz, Dust & Resick, 2014), where top level management is abusive (Mawritz, Mayer, Hoobler, Wayne & Marinova, 2012). Another reason is that when leaders think that followers have extreme level differences, they feel justified in using abusive behavior (Tepper, Moss & Duffy, 2011). Most of the individuals do not act aggressively without any reason, reason is always there. Berkowitz, (1989) found that supervisor aggression is due to or driven by the different aversive circumstances. Interpersonal provocations are most recognized and important antecedents of retaliatory aggression (Anderson & Bushman, 2002). According to a past research, abusive supervision which consists of behaviours such as humiliating and ridiculing subordinates publicly (Tepper, 2000), is considered as an interpersonal provocation. So abusive behaviour of supervisor should increase aggressive responses and employees start to feel unfriendly and develop often related tendencies (Berkowitz, 1989). These studies give a fair understanding of why leaders are abusive towards their followers, the literature on unethical behavior and deviance suggest that there are some other reasons that might trigger abusive

supervision like surface acting, but research has yet to relate emotional labor directly to abusive supervision.

Previous work has been done on the relation between abusive supervision and emotional labor. Yagil, Ben-Zur and Tamir (2011) Found that subordinates who have abusive leaders might engage in surface acting in response to the abusiveness by controlling negative emotions for example, frustration, fear, anger and resentment. Moreover, subordinates who are abused by the supervisor might be even more motivated to hide the emotions due to the fear of vengeance by their supervisor (Miller, 1941). Similarly, because of the fear of vengeance employees hide their negative emotions on the work and when abusive supervisor criticizes, devaluates and ridicules the subordinate, it triggers emotional reaction such as shame, fear and anger. Because of this, subordinates fake their emotions by smiling or promising to work hard to avoid further humiliation. Subordinates, who experience abusive supervision, probably engage in emotional labor to stick with the emotional display rules that shape responses which are acceptable at the work place (Carlson, Ferguson, Hunter & Whitten, 2012). However this study hypothesizes the opposite, as when the leaders fake their emotions while interacting with customers in the form of surface acting then they are likely to be more abusive towards their subordinates due to the depleting effect of surface acting. Yam et al. (2016) demonstrated that leaders who have higher level of depletion due to surface acting are more likely to abuse their subordinates than those who have as lesser amount of depletion. Therefore it is hypothesized that there is a positive relationship between leader surface acting and abusive supervision, as follows:

H1: Leader Surface Acting is positively related to Abusive Supervision.

2.2 Mediating role of Leader Self Control Resources between Leader Surface Acting and Abusive Supervision

Researchers have examined self control resources depletion in a broader context (Yam, Chen & Reynolds, 2014). Very few studies have tested the role of self control resource depletion in an organization and even less has examined it for leaders (Yam et al. 2016). Researchers have used self control and self regulation terms interchangeably to refer to changing one's responses to meet the standards of socially desirable feelings, behaviors and thoughts (Carver & Scheier, 1981). In another research Baumeister, (2002) uses self control and self regulation interchangeably, both having the capacity to change its internal states and responses. Self regulation gives an idea about the processes that are responsible for guiding individuals on how to proceed toward goals. Self regulatory processes are so important that critical functions are served by it in a variety of organizational behaviors like emotional labor (Diefendorff & Gosserand, 2003), job performance (Porath & Bateman, 2006) and learning difficult skills (Kanfer & Ackerman, 1989). Some factors can affect the effectiveness of self regulation, which is the extent of inner self regulatory resources present at a given time to an individual. Muraven and Baumeister (2000) specifically argued that self regulation depends on a limited resource which is explained as an inner strength or energy, and depletes with use. This depletion shows that the effectiveness of self regulation must decline over time. On the other hand self control is defined as the "ability to override or change one's inner responses, as well as to interrupt undesired behavioral tendencies (such as impulses) and refrain from acting on them" (Tangney, Baumeister & Boone, 2004, p. 275). Self control involves altering a main response tendency (Schmeichel & Vohs, 2009). Basically self control is mostly studied in the context of motivational urges to search for pleasure and avoid from pain. However powerful urges are difficult to control. Previous research suggests that inability to control one's urges add up to overeating (Vohs & Heatherton, 2000), reduced determination of doing difficult tasks (Schmeichel & Zell, 2007) and drinking problems (Muraven, Collins & Neinhuis, 2002). Existing theories which are well established

agree that self control can also be defined as the capacity to override or alter the dominant responses and regulate thoughts, emotions and behaviors (Vohs & Baumeister, 2004). Authors agree that focal point of self control is the efforts that people apply to stimulate desirable responses to reduce undesirable responses. Thus self control turns out to be a vital prerequisite for self regulation (Tangney et al. 2004).

As discussed earlier, every individual has limited resources and when these resources deplete in one task, they have an effect on the next tasks (Baumeister, Bratslavsky, Muraven & Tice, 1998). According to the ego depletion theory, self control is a limited resource which depletes the resources of individuals, like the ability to exert self control when facing challenges (Muraven, Tice & Baumeister, 1998). Therefore, just like a muscle depletes due to the continued exertion, this theory argues that the ability of individual to regulate behavior and impulses also depletes from continued exertion. Ego depletion theory gives an idea that will power or self control draw upon a limited mental resource that can be used up (Baumeister, Bratslavsky, Muraven & Tice, 1998). When the mental energy is low, self control automatically weakens, which is said to be a state of ego depletion. Individuals, who are experiencing ego depletion, damage the ability to control themselves. The task which has a depleting effect and require self control can have a negative effect on upcoming self control task (Vohs et al. 2014).

Different theories explain the phenomenon of ego depletion differently, namely process model (Inzlicht & Schmeichel, 2012), and strength model (Baumeister, Vohs, & Tice, 2007). Model of strength builds on self regulation assumption which depends on a limited resource, muscle is used as a symbol for self control. Clearly long lasting hard work results in exhaustion, while strength of self control can be improved through regular practice over the long run, whereas process model confronts the existence of a limited resource. In contrast Inzlicht and Schmeichel (2012) suggest that use of self control leads to change in attention and motivation. For example, a person who is paying attention in a

task which needs attention will be least encouraged to manage impulses on a subsequent task. On the other hand study of Koole, Jostmann and Baumann (2012) gives an idea that exertion of self regulation do not weaken the following regulatory attempts but in its place it improves the performance, which is contrary to ego depletion theory. For example the more difficult the task, the more people get involved in it and engage in subsequent tasks. Similarly, Converse and DeShon (2009) propose that people who adapt to a certain task of a certain difficulty level, carry out a better performance subsequently.

Previous study argues that leaders are most likely to be depleted when they engage in challenging customer interactions, which require them to focus on surface acting (Yam et al. 2016). As discussed earlier, every individual has limited resources and when these resources deplete in one task, they have an effect on the subsequent tasks (Baumeister, Bratslavsky, Muraven & Tice, 1998). Surface Acting consumes more resources as compared to deep acting, Surface Acting involves in a constant shift in displayed expressions (Goldberg & Grandey, 2007). Unlike deep acting, behaviors which are related to surface acting can deplete individual self control resources (Schmeichel, Vohs & Baumeister, 2003). According to past research surface acting engages the regulation of automatic response patterns, for example physical expression and mental states, which result in reduced motivation and the capability to tap mental and physical resources during the subsequent task (Hagger et al. 2010).

Past research support the idea that depleting effect of surface acting increases the behavior of abusive supervision (Yam et al. 2016). It has been argued that due to lack of self control resources individuals tend to give up their impulses for example self interest (Loewenstein, 1996), which results in deviant behaviors (Christian & Ellis, 2011) from a perspective of neuroscience. The deviant behavior is due to the decreased prefrontal cortex functioning which is located at the front side of the brain that serves as executive control and can cause of depletion in self control (Berkman & Miller-Ziegler, 2012). Furthermore self control failures are related with intellectual underachievement, interpersonal conflict, addictions and many other unfavorable outcomes (Baumeister & Vohs, 2004). Duffy, Shaw, Hoobler,

and Tepperb (2010) studied that emotional labor results in the behavior which is anti-social in the workplace. In the case of surface acting with the customers, Bushman & Baumeister (1998) suggest that surface acting is because of leaders, that they cannot react against the customers who force them to do surface acting, which results in frustration and loss of self control.

Christian and Ellis (2011) found in their study that senior business students, whose self control resources, are depleted, most likely abuse their mentees verbally. Furthermore from the study of Byrne et al. (2014), it is clear that leaders who are depressed, anxious and drink too much alcohol are most likely to abuse their subordinates due to the reduction of self control. Many researchers like Baumeister, Heatherton and Tice (1994); Muraven and Baumeister (2000); Wills and Stoolmiller (2002) found that a lot of social and behavioural problems originate from constant lapses of self control. Problems show up in the form of abuse, incapability to manage finances, fatness and often chronic diseases. By taking together all these previous findings the idea of diminished self control, due to the leader surface acting, should engage the leader in abusive supervision towards their followers. The present therefore hypothesizes that leader self control resources mediate between leader surface acting and abusive supervision.

H2: Leader Self Control Resources mediate the relationship between Leader Surface Acting and Abusive Supervision.

2.3 Moderating role of leader job autonomy between leader surface acting and leader self control resources

Job autonomy gives an idea whether an individual can decide his or her pace, methods and effort to complete the given task (Spector, 1986). Job autonomy is defined as “the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and determining the procedures to be used in carrying it out” (Hackman & Oldham, 1976, p. 258). Parker, Axtell and Turner (2001) endorse that job autonomy refers to the degree of discretion

employees have over their important decisions during work, such as the methods and timing of their tasks. Jobs which have the autonomy, promote useful and new dimensions to work tasks, while jobs which are controlled are designed to hamper such opportunities (Oldham & Cummings, 1996). The employees having high job autonomy are most likely to engage in risk taking, problem solving and alternative thinking. In other words they are more creative than the rest of the employees (Tierney & Farmer, 2002). Previous research has been done on the relationship between job autonomy and the psychological outcomes of workers. According to the authors lack of autonomy diminishes the personal achievements of an individual (Maslach, Schafeli & Leiter, 2001). Job autonomy is a classic model of work attitudes, motivation and stress (Hackman & Oldham, 1976). Past research suggest that burnout in individual is triggered due to the lack in perception of job control and involvement in decision making (Posig & Kickul, 2003). Alarcon (2011) suggested on his recent findings of meta-analysis that freedom in making decision, and job autonomy reduces job strain like emotional exhaustion, when performing immediate task within a time constraint. According to Kühnel, Sonnentag and Bledow (2012) job autonomy shows meaningful variation within person.

Some researchers argued that since job autonomy lets employees deal with the regulatory job stressors, they should be able to use better self regulatory resources (Diestel & Schmidt, 2011). Grandey, Fisk & Steiner (2005) propose that high job autonomy gives resources that help to manage the depletion of resources from emotion regulation and buffer the employees against strain. In situations where, employees face low level of job autonomy, they do not have enough freedom to deal with the regulatory job stressors. Mischel's (1977) theory of situational strength suggests that a job where autonomy is low creates substantial limitation to employees. As a result, ego depletion is more likely to occur in the situation of low job autonomy. On the other hand ego depletion is less where job autonomy is high (Prem, Kubicek, Diestel & korunka, 2016). According to many researches lack of job autonomy diminish individual achievements (Maslach, Schafeli & Leiter, 2001), and result in a depersonalized behavior towards employees (Cords & Dougherty, 1993).

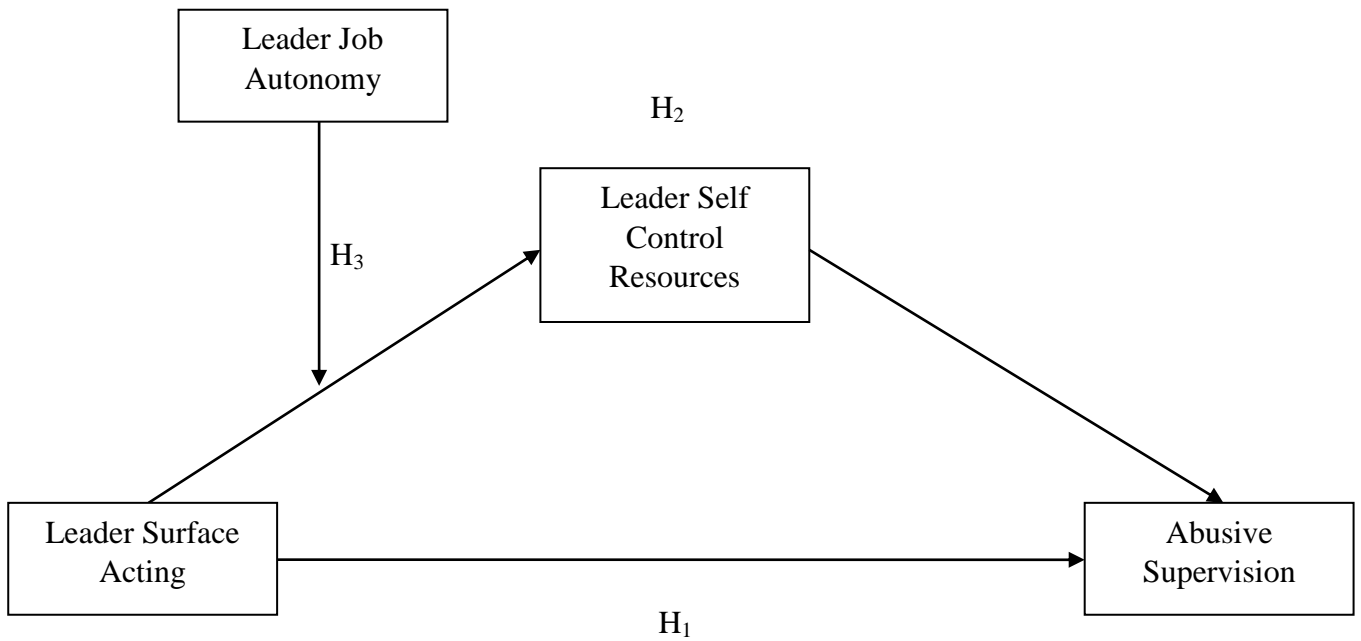
Spreitzer (1995) found that because of job autonomy, employees feel self determined and free from external constraints or control. Autonomous jobs are likely to promote higher levels of creativity as compared to controlled jobs, as job autonomy make employees feel free from external involvement or control (Deci, Connell & Ryan, 1989). This autonomous design of job promotes useful and new combinations among different dimensions of work, while controlled jobs are designed to hamper those opportunities (Oldham & Cummings, 1996). High job autonomy employees are more likely to engage in taking risk, problem solving and alternative thinking (Tierney & Farmer, 2002). Mostly leaders who have high job autonomy rise to high power positions. Job autonomy gives freedom of power to employees for the task given to them in the organization and decreases mental stress and emotional tension (Rizwan et al. 2014). Research on the psychological effects of power suggest that leaders are comparatively more protected from the depleting effects due to surface acting, similar to people with high power designations as they enjoy much more control (Magee & Galinsky, 2008), greater executive functioning (Smith, Jostmann, Galinsky & van Dijk, 2008), and more cognitive flexibility than their peers who are low powered (Guinote, 2007). Likewise, individuals in high power positions perform better during the interactions which are challenging (Lammers, Dubois, Rucker & Galinsky, 2013).

As discussed earlier, employees who have high job autonomy, are more self confident and internally motivated as compared to those who have less job autonomy (Saavedra & Kwun, 2000). Therefore, higher job autonomy gives more resources that work against the depletion of resources from emotional regulation and provide a buffering effect against the strain among employees. Though, high job autonomy may affect the emotion regulation performed, importantly it is not necessary that job autonomy reduces the need of temper control or solicit positive feelings in others (Grandey, Fisk & Steiner, 2005). For instance in one Canadian study it was found that employees who objectively had high level of job autonomy reported regulating expressions as often as in lower autonomy with the public (Brotheridge & Grandey, 2002). George (2000) found that the developing interest of managers

in emotional intelligence has revealed that even the employees who have high autonomy need to emotionally regulate. However, Grandey, Fisk and Steiner (2005) argued that job autonomy is most likely to modify the outcomes of emotion regulations to a higher level. Previously Grandey (2000) and Hochschild (1983) have proposed job autonomy as a moderator which moderates and buffers the negative effect of the strain of emotion regulation at workplace. For example, one U.S. study of hospital and bank employees, found that those who were having the emotional labor jobs, and had high control over their jobs, were satisfied and less burned out as compared to those who had less control over their jobs. This effect was weaker for those who were in less emotionally demanding jobs (Wharton, 1993). Grandey, Fisk and Steiner (2005) found that if the level of job autonomy is high, it generates resources that neutralize the depletion of resources from emotional regulation and helps employees against strain. Hence, it is hypothesized that leader job autonomy moderates between leader surface acting and leader self control resources so as to buffer the negative effect of surface acting

H3: Leader Job Autonomy moderates the relationship between Leader Surface Acting and Leader Self Control Resources so that it weakens the relationship.

2.4 Theoretical Framework



Independent Variable: Leader Surface Acting

Dependant Variable: Abusive Supervision

Mediator: Leader Self Control Resources

Moderator: Leader Job Autonomy

CHAPTER 3

RESEARCH METHODOLOGY

This chapter discusses research methods used in this study in order to test proposed hypothesis, and also provides description about population, sample, sampling techniques and methods.

3.1 Research Design

This is a quantitative study in which survey method was used to investigate the impact of Leader Surface Acting on Abusive Supervision through mediation of Leader Self-Control Resources, with moderating effect of Leader Job Autonomy.

3.1.1 Unit of Analysis

In the present study, unit of analysis was leaders (team leaders) and their subordinates, working in the customer care centres of Pakistani telecommunication sector. Hence, responses of leaders and their subordinates belonging to customer care centre of different Pakistani companies were recorded to test hypotheses.

3.1.2 Pilot Study

Pilot study was conducted so that it could be assured that questionnaires were valid and respondents easily understood them. After collecting 50 responses, reliability of the variables was assessed which showed satisfactory alpha coefficient values.

3.2 Population and Sample size

Population for the present study consists of team leaders and their subordinates working in the customer care centres of Pakistan determined sample size of 200. Accordingly two hundred questionnaires were distributed of which 156 completely filled questionnaires were received. These responses were used for data analysis. The overall response rate remained 78 per cent.

3.3 Sampling Technique

Sampling technique used in present study was convenient sampling. This sampling technique was used in order to meet time and money constraints. There is large number of customer care centres of every telecommunication company in Pakistan, so it was not possible to approach every individual centre and relevant staff working therein. Hence, convenient sampling technique was adopted and it was assumed that the data collected was representative of the whole population of leaders and their subordinates working in customer care centres of Pakistan.

3.4 Instrumentation

3.4.1 Leader Surface Acting

Instrument developed by (Grandey, 2003) was used to measure Leader Surface Acting by asking leaders these questions. The scale consists of 5 items. The sample items include “I put on an act in order to deal with customers in an appropriate way” and “I fake a good mood when interacting with customers” etc. All the items were responded by using a 5-point Likert-scale where 1 meant “strongly disagree” to 5 “strongly agree” with Chronbach alpha $\alpha=0.72$.

3.4.2 Leader Self-Control Resources

Leader Self-Control Resources was measured by using scale developed by Twenge, Muraven and Tice, (2004), which consists of 25 items, including 6 reverse items. The Sample items include “I feel mentally exhausted” and “I feel like my will power is gone” with alpha value 0.74. All the items were responded by using a 5-point Likert-scale, 1 being “strongly disagree” to 5 “strongly agree”.

3.4.3 Abusive Supervision

Tepper (2000) 15 items scale was adopted to assess the Abusive supervision with $\alpha= 0.87$. 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 with 1 “strongly disagree” to 5 “strongly agree”.

3.4.4 Leader Job Autonomy

Leader Job autonomy was measured by using scale developed by Beehr (1976). Which consists of 5 items the sample items include “I control the content of my job” and “I have the authority to initiate projects at my job” with $\alpha=0.74$. All the items were responded by using a 5-point Likert-scale with 1 “strongly disagree” to 5 “strongly agree”.

3.5 Control variables

Demographic variables i.e. gender, age, qualification, experience and organization were controlled in regression analysis because these demographic variables have a significant impact on the other variables and because of this the true impact of Leader Surface Acting on Abusive Supervision and mediation role of Leader Self-Control Resources cannot be determined as well as the moderation of Leader Job Autonomy. The tables of ANOVA 3.1, 3.2 and 3.3 show the significant impact on other variables.

Table 3.1

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.678	5	4.536	6.236	.000
	Residual	109.096	150	.727		
	Total	131.774	155			
2	Regression	85.264	6	14.211	45.525	.000
	Residual	46.511	149	.312		
	Total	131.774	155			

Dependent Variable: AS

Predictors: (Constant), Organization, Qualification, Gender, Age, Experience

Predictors: (Constant), Organization, Qualification, Gender, Age, Experience, LSA

Table 3.2

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.678	5	4.536	6.236	.000
	Residual	109.096	150	.727		
	Total	131.774	155			
2	Regression	106.104	6	17.684	102.644	.000
	Residual	25.670	149	.172		
	Total	131.774	155			

Dependent Variable: AS

Predictors: (Constant), Organization, Qualification, Gender, Age, Experience

Predictors: (Constant), Organization, Qualification, Gender, Age, Experience, LSCR

Table 3.3

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.678	5	4.536	6.236	.000
	Residual	109.096	150	.727		
	Total	131.774	155			
2	Regression	35.888	6	5.981	9.294	.000
	Residual	95.887	149	.644		
	Total	131.774	155			

Dependent Variable: AS

Predictors: (Constant), Organization, Qualification, Gender, Age, Experience

Predictors: (Constant), Organization, Qualification, Gender, Age, Experience, LJA

3.6 Data Collection Technique and Time frame

For this study quantitative technique was used and questionnaires were distributed to collect data. It is the most commonly used method in research studies. The time spent in collecting data for this study was approximately two months. The scales were adopted in this study, which were used in the

previous literature. The data was collected from customer care centres of Pakistani telecommunication companies (Warid, Zong, Telenor, Mobilink and Ufone).

3.7 Data Analysis Tools

For the analysis of the collected data bootstrapping was used in SPSS 21. Different statistical tests were used to examine the reliability of the data, correlation among the variables, regression and also the descriptive statistics.

3.8 Sample Characteristics

Following table shows demographic characteristics of the respondents.

Table 3.4 Frequency of Gender

Gender	Frequency	Percentage
<u>Male</u>	102	65.4
<u>Female</u>	54	34.6
<u>Total</u>	156	100

Frequency of gender analysis shows that majority of the respondents were male. Total number of male respondents was 102, while females were 52 with percentages of 65.4 and 34.5 respectively.

Table 3.5 Frequency of Age

Age	Frequency	Percent
<u>18-25 years</u>	42	26.9
<u>26-33 years</u>	72	46.2
<u>34-41 years</u>	30	15.4
<u>42-49 years</u>	20	19.2
<u>Total</u>	156	100

The above table states that most of the respondents were from the age group of 26 to 33 years having a percentage of 46.2%. The second highest age group was 18 to 25 years with percentage of 26.9%. It means majority of the respondents were young but mature enough to manage the whole centre.

Table 3.6 Frequency of Qualification

Qualification	Frequency	Percent
<u>Bachelors</u>	60	38.5
<u>Masters</u>	48	30.8
<u>M.phil</u>	48	30.8
<u>Total</u>	156	100

The survey of this study also collected data on the qualification of the leaders. The highest number of respondents held the bachelors qualification i.e. 60 (38.5%). For masters, the total numbers of respondents were 48 percentage and was 30.8%. The data for M.phil degree showed the same numbers i.e., 48 (30.8%). There was no one in the collected data with an intermediate or PhD degree. This shows that leaders at the customer care centres are mostly well educated in Pakistan.

Table 3.7 Frequency of Experience

Tenure(Years)	Frequency	Percent
<u>1-5</u>	77	49.4
<u>6-10</u>	52	33.3
<u>11-20</u>	18	11.5
<u>21-30</u>	6	3.8
<u>31-40</u>	3	1.9
<u>Total</u>	156	100

The study also examined the experience level of the leaders working in their respective customer care centres. Highest number of respondents i.e., 77 out of 156 respondents had tenure of 1 to 5 years making it 49.4% while 33.3% respondents reported of 6 to 10 years of working experience. It shows that majority of the leaders in customer care centres are relatively new and fresh at their career.

Table 3.8 Frequency of Organization

Organization	Frequency	Percent
<u>Warid</u>	36	23.1
<u>Telenor</u>	36	23.1
<u>Mobilink</u>	24	15.4
<u>Zong</u>	33	21.2
<u>Ufone</u>	27	17.3
<u>Total</u>	156	100

Highest number of data was gathered from Warid and Telenor which came out the same to 23.1% and the total numbers of respondents were 36 each. Lowest number of data was received from Mobilink consisting of 24 respondents (15.4%) of the whole data.

3.9 Reliability Analysis

Cronbach's Alpha shows how much the data is consistent and reliable. Under the rules value of coefficient alpha must be equal to or greater than 0.70 otherwise a variable is not considered reliable.

Table 3.2 shows the reliability of all variables

Table 3.9 Reliability Analysis

Constructs	No. of items	Cronbach's Alpha
Surface Acting	5	0.728
Self Control Resources	25	0.742
Abusive Supervision	15	0.874
Job Autonomy	4	0.740

The value of Cronbach's alpha for Surface Acting, Self Control Resources, Abusive Supervision and Job Autonomy was 0.728, 0.742, 0.874 and 0.740. This shows that all the variables are reliable and valid.

CHAPTER 4

RESULTS

This chapter gives detail about the findings of the study. It includes different tests such as regression and correlation analysis which was used to test the proposed hypotheses. These tests provide the answer about the acceptance and rejection of hypotheses and its summary is given at the end of this chapter.

The main purpose of this study was to test the integrated model of Leader Surface Acting, Leader Self Control Resources, Abusive Supervision and Leader Job Autonomy.

4.1 Descriptive Statistics

Descriptive statistics section tells about minimum and maximum values, sample size, mean value and standard deviation of the collected data. The detail of collected data for present study is given in the following Table 4.1.

Table 4.1 Descriptive Statistics

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Gender	156	1.00	2.00	-	-
Age	156	1.00	5.00	-	-
Qualification	156	1.00	5.00	-	-
Experience	156	1.00	6.00	-	-
Organization	156	1.00	5.00	-	-
LSA	156	1.00	5.00	3.82	0.98
LSCR	156	1.00	5.00	3.32	0.40
AS	156	1.00	5.00	3.84	0.92
LJA	156	1.00	5.00	4.02	0.49

In first column of table 4.1 display variables name, second column indicates the sample size of the study, whereas third and fourth columns show the minimum and maximum values of the collected data. Fifth and sixth columns give the information about the mean and standard deviation.

The fifth column includes mean values for example, mean value for gender is 1.34 which show that majority of the respondents were male as 1 is for male and 2 is for female. Similarly the value of mean for age is 2.07 which signify that most of the respondents were between 26 to 33 years, where 1 represents the age between 18 to 25 and 2 represent the age from 26 to 33. Likewise mean value for qualification is 1.93 which shows that most of the respondents got bachelor degree because it is close to 2, whereby 2 represents the qualification of bachelor. The mean value of the experience is 1.65 and 1 represents the experience between 1 to 5 years, and the mean value of organization is 2.86. Leader Surface Acting has a mean of 3.82 and a standard deviation of 0.98 which shows that most of the respondents agreed with the scale items of Leader Surface Acting where, Abusive Supervision showed a mean of 3.84 and standard deviation of 0.92 which shows that most of the respondents agreed with the scale items. The mediator and moderator of this study, Leader Self Control Resources and Leader Job Autonomy turned up a mean of 3.32 and 4.02 with a standard deviation of 0.40 and 0.49 respectively, which shows that most of the respondents in agreement with the scale items.

4.2 Correlation Analysis

Correlation analysis is a measure of association between two variables in terms of strength and direction. The Pearson correlation ranges from -1 to +1. The magnitude indicates the strength of relationship between the variables whereas the positive or negative signs state the nature or direction of association. The magnitude increases as it approaches from zero to 1. The higher the distance is from zero, the greater is its magnitude.

Table 4.2 Correlations among Variables

Variables	1	2	3	4	5	6	7	8	9
1 Gender	-								
2 Age	-.20*	-							
3 Qualification	-.07	-.43**	-						
4 Experience	-.18*	-.50**	-.53**	-					
5 Organization	.32**	-.11	.05	-.13	-				
6 LSA	.06	.39**	.23**	.20	.10	-			
7 LSCR	.15	.17*	.23**	.09	.30**	-.67**	-		
8 AS	.17*	.18*	.22**	.10	.23**	.56**	-.69**	-	
9 LJA	.01	.01	-.15*	.00	.00	.27**	-.26**	-.35**	-

(LSA= Leader Surface Acting, LSCR= Leader Self Control Resources, AS= Abusive Supervision and LJA= Leader Job Autonomy)

Correlation analysis showed that Leader Surface Acting is negatively correlated with Leader Self-Control Resources ($r = -.67$) and Leader Surface Acting is positively correlated with Abusive Supervision ($r = .56$). The correlation between Leader Self-Control Resources and Abusive Supervision is negative ($r = -.69$) whereas Leader Job Autonomy has shown, negative correlation with Leader Self-Control Resources ($r = -.26$). The correlation between Leader Surface Acting and Leader Job Autonomy is positive and low ($r = .27$). Correlation between Abusive Supervision and Leader Job Autonomy is negative ($r = -.35$). Although correlation analysis indicates strength and direction of relationship between variables; it does not identify the causal and predictive power of a variable on the other which is recognized with the help of regression analysis.

4.3 Regression Analysis

Regression analysis helps to determine the predictive power of a predictor variable for the dependent variable and to measure the extent to which one variable cause variance in the other. The acceptance or rejection of hypotheses is based on the results of regression. The tests of hypotheses that are carried out through regression analysis are shown below:

Table 4.3.2 Mediation Analysis Results for Abusive Supervision

Effect of IV on M (a path)		Effect of M on DV (b path)		Indirect effect of IV on DV (c path)		Direct effect of IV on DV (c' path)		Bootstrap results for indirect effects	
B	t	B	t	B	t	B	t	LL 95% CI	UL 95% CI
-.31**	-15.0	-.73**	-13.6	.722**	14.92	.183**	3.57	.45	.63

n=156, IV= Leader Surface Acting, M = Leader Self Control Resources, DV = Abusive Supervision

Hypothesis 1 presented in the present study was Leader Surface Acting has a positive impact on Abusive Supervision. The results in the above table provide a strong justification for this hypothesis, as there is no zero present between the LL 95% confidence interval and UL 95% confidence interval (.45, .63) and the c' path i.e. direct effect of Leader Surface Acting on Abusive Supervision has a significant relationship with the value of beta is .183. Hence the first hypothesis of the study is accepted

Hypotheses 2 of the study predict Leader Self Control Resources to mediate the relationship between Leader Surface Acting and Abusive Supervision. From Table 4.3.2, it can be observed that a, b and c paths are significant with $p < 0.05$. The c' path i.e. direct effect of Leader Surface Acting on Abusive Supervision has a significant relationship but the strength is weak with low beta value i.e. 0.183, and has lower and upper limits of 0.45 and 0.63 respectively, while zero is not present in the 95% confidence interval. It can be seen that strength of c' path is decreased as compare to c path (indirect effect of IV on DV). Thus it can be concluded that Leader Self Control Resources mediates the Leader Surface Acting-Abusive Supervision relationship. Hence the mediation hypothesis (H2) is accepted. The overall model is also highly significant where $F=23.81$ and $p=.0000$

This is important to note that when the mediator is excluded from the IV-DV relationship, the strength of the relationship between Leader Surface Acting and Abusive Supervision decreases. That proves that mediator links this relationship between IV and DV, and provides a strong support to the acceptance of hypothesis 2.

Table 4.3.3 Moderation analysis results for Leader Job Autonomy between Leader Surface Acting and Leader Self Control Resources

Variables	B	SE	t	p	LL	UL
					95%CI	95%CI
Constant	1.220	.288	4.23	.003	.6534	1.7873
LSA × LJA → LSCR	-.1342	.0410	-3.273	.0001	-1.01	-.155

(LSA= Leader Surface Acting, LSCR= Leader Self Control Resources and AS= Abusive Supervision)

Hypothesis 3 of the study predicts that Leader Job Autonomy moderates the relationship between Leader Surface Acting and Leader Self Control Resources; such that if Leader Job Autonomy is high

than the relationship between Leader Surface Acting and Leader Self Control Resources would be weakened. From Table 4.3.3, it can be observed that interaction term of Leader Surface Acting and Leader Job Autonomy moderates the relationship of Leader Surface Acting and Leader Self Control Resources has the upper and lower limits of -1.01 and -.155 and zero is not present in the 95% confidence interval, thus we can conclude that Leader Job Autonomy moderates Leader Surface Acting and Leader Self Control Resources relationship. The negative sign indicates that moderator changes the direction of the relationship such that if Leader Job Autonomy is high than the relationship between Leader Surface Acting and Leader Self Control Resources relationship would be weakened and ultimately would weaken the relationship of Leader Self Control Resources and Abusive Supervision. Overall model is also significant where $F=21.81$ and $p=.000$.

4.3.1 Hypothesis Summary

Table 4.3.4 Hypothesis Summary

Hypothesis	Statements	Results
H1	Leader Surface Acting is positively related to Abusive Supervision.	Accepted
H2	Leader Self Control Resources mediate the relationship between Leader Surface Acting and Abusive Supervision.	Accepted
H3	Leader Job Autonomy moderates the relationship between Leader Surface Acting and Leader Self Control Resources so that it weakens the relationship.	Accepted

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Discussion

This study aimed to test the proposed research framework drawn with the help of previous literature to clarify the probable associations between Leader Surface Acting and Abusive Supervision through the mediation of Leader Self-Control Resources and moderating role of Leader Job Autonomy. This chapter discusses findings of the study according to the research questions. It also provides the justification of the results and offers insights for practitioners and theorists.

Present study examined three hypotheses regarding the impact of Leader Surface Acting on Abusive Supervision through Leader self-control resources with the buffering effect of Leader Job Autonomy. First, the association between Leader Surface Acting and Abusive Supervision was tested. Second, the mediating role of Leader self-control resources between Leader Surface Acting and Abusive Supervision was analyzed and moderating role of Leader Job Autonomy was tested on Leader self-control resources. Demographics were controlled while testing these associations. Generally, a good support for most of the proposed hypotheses is observed through empirical analyses.

Question 1: What is the relationship between Leader Surface Acting has on Abusive Supervision?

The first hypothesis which is “Leader Surface Acting is positively related to Abusive Supervision” proposed a positive association of Leader Surface Acting and Abusive Supervision. This study found a positive and significant relationship between them and the results of regression analysis provide a strong justification for the hypothesis 1 of the study. According to the past study, social interaction of customers is an important part of work and employees daily experience in the service providing industry (Dormann & Zapf, 2004). Social interaction has been studied before as a source of chronic stress like burnout (Dormann & Zapf, 2004; Grandey, Kern, & Frone, 2007). Surface Acting is

connected with different negative outcomes like job burnout and depression (Brotheridge & Grandey, 2002). According to the meta-analyses, Surface Acting is damaging to employee well being (Grandey, 2003; Hülshager & Schewe, 2011). In Surface Acting employees experience emotional dissonance or feel tension when feelings and expressions deviate from the original (Hochschild, 1983). Studies of medical sciences propose abusive supervision to be linked with dissatisfaction and high levels of psychological distress (Richman, Flaherty, Rospenda, & Christensen, 1992). Same is the case in this study, when team leader interact with customers, they are bound to give service with a smile which results in emotional exhaustion and ultimately leads to abusive supervision. As number of users increasing day by day, leader-customer interaction is also increasing which is another reason of leader emotional exhaustion and depleting self control resources. Khan, Qureshi and Ahmed (2010) confirmed the positive relationship in a context like Pakistan, that higher the abusive supervision higher the emotional exhaustion, job tension and turnover intention. Yagil, Ben-Zur and Tamir (2011) Found that subordinates who have abusive leaders might engage in surface acting in response to the abusiveness by controlling negative emotions for example, frustration, fear, anger and resentment. Moreover, a study held in Pakistan found that both emotional labour strategies; deep acting and surface acting positively and significantly influence burnout (Kosar, Ahmed & Naqvi, 2016).

Question 2: Does Leader Self Control Resources mediate the relationship between Leader Surface Acting and Abusive Supervision?

The second hypothesis “Leader Self Control Resources mediate the relationship between Leader Surface Acting and Abusive Supervision” also tested significant which means the mediator plays a mediating role between Leader Surface Acting and Abusive Supervision. The result shows that due to Leader Surface Acting, Leader Self-Control Resources is depleting and because of this depleting effect leaders are most likely to abuse their subordinates as the literature also support these findings. Yam et al. (2016) demonstrated that leaders who have higher level of depletion due to surface acting are more

likely to abuse their subordinates than those who have as lesser amount of depletion. Surface acting engages the regulation of automatic response patterns for example physical expression and mental states, which results in reduced motivation and the capability to tap mental and physical resources during a subsequent task (Hagger et al. 2010). (Khan, 2012) in his study on the hospitality industry of Pakistan found that emotional labour has a positive and statistically significant effect on emotional exhaustion, whereas abusive supervision was positively related to emotional exhaustion (Wu & Hu, 2009). As discussed earlier, number of mobile users increasing day by day, leader-customer interaction is also increasing in customer care centres and causes a hectic routine for the leaders. This turned out to be a reason of leader emotional exhaustion and depleting self control resources. Christian and Ellis (2011) found in their study that senior business students, whose self control resources are depleted, are most likely to abuse their mentees verbally. It has been argued that due to lack of self control resources, individuals tend to give up their impulses, for example self interest which results in deviant behaviors (Loewenstein, 1996).

Question 3: Does Leader Job Autonomy moderate the relationship between Leader Surface Acting and Leader Self Control Resources?

Study used Leader Job Autonomy as a moderator between Leader Surface Acting and Leader Self Control Resources. Result showed that Leader Job Autonomy moderate the relationship, because there is no zero present between lower and the upper limit in 95% confidence interval. Results showed that moderator is changing the direction of the relationship between Leader Surface Acting and Leader Self Control Resources and the negative relationship between them is weakened. Literature also has support with these findings for example Diestel and Schmidt (2011) found that job autonomy let employees to deal with the regulatory job stressors able them to use better self regulatory resources. Research on the psychological effects of power suggest that leaders are comparatively more protected from the depleting effects due to the surface acting, similar to people with high power designations as

they enjoy much more control (Magee & Galinsky, 2008). Another past study of Prem, Kubicek, Diestel & Korunka (2016) suggest that ego depletion is less where job autonomy is high. Naqvi, Kanwal, Ishtiaq and Ali (2013) Observation about the job autonomy was that in Pakistani society the structure of organizations is bureaucratic, that is why employees cannot be empowered on a job and cannot deliver creative ideas for the organization. The lack of room given to them becomes the reason of leaving their job and job dissatisfaction. Satisfaction among employees only comes when they are given the full authority to do work according to their way and usually satisfaction leads towards discretionary behaviour. Top management of Pakistani organizations should stop this bureaucratic environment so that employees could feel free and work better. Just like in this study leaders in customer care centres who have more autonomy at work in a shape of flexible timing and their own way of dealing the customers have more self control resources and work better as compare to those who have less job autonomy.

5.2 Theoretical Implications

This study contributes to the previous literature on abusive supervision by drawing a special attention to a new mechanism through which leaders are expected to abuse their followers. Present study argues that abuse triggers from leaders' inability to exhibit self-control. Though the focus was on surface acting, when leaders are interacting with the customers, the identification of self control resource depletion as a key factor to cause abusive supervision highlights the importance for the leaders to maintain Self Control Resources. Normally, ego depletion theory holds a significant promise as another perspective in understanding many abusive supervision antecedents. For instance, past research suggests that, abuse itself is depleting to its victims (Thau & Mitchell, 2010). So, it is likely that abuse from upper management may influence lower level manager's abuse. Thus ego depletion theory can give a complimentary understanding of current study antecedents of abusive supervision. This study used Leader Job Autonomy as a moderator which is helping to reduce the depletion of Self Control Resources caused from the Leader Surface Acting while interacting with the customers.

5.3 Practical Implications

Present model of Leader Surface Acting and Abusive Supervision has a number of practical implications. In terms of practice, self-control perspective of abusive supervision open up the door to interventions, that may use to reduce the potential negative effects of surface acting on leadership. For instance, this study is suggesting that service organizations give their leaders autonomy at work by giving substantial, independence, freedom and discretion to the individual in scheduling the work and determining the procedures to be used to accomplish a given task. Another thing that service organizations can do to cope the negative effects of surface acting by reconsidering on “service with a smile” policies. Whereas encouraging emotion control might help an organization’s image in the short run, there will be a risk on compromising the quality of leader-follower relationships in the long run. Additionally, Self Control Resource availability is an essential underlying driver of Abusive Supervision, this study suggests that Abusive Supervision can also be reduced by replenishing Leader’s Self Control Resources. For example, organizations can help their employees to regain Self Control Resources by allowing them to take short breaks at work (Trougakos, Beal, Green, & Weiss, 2008). Similarly, past research has shown that self affirmation training can facilitate individuals to regain depleted resources (Schmeichel & Vohs, 2009). All these streams of research point to a wide range of interventions through which organizations can reduce Abusive Supervision.

5.4 Limitations

Although present study has pronounced theoretical and practical implications, but still it has some limitations:

Firstly, present study is cross sectional instead of longitudinal, longitudinal studies usually include more resources and time period which presents a comparatively clearer picture. Therefore, this study is unable to find the impact of Leaders Surface Acting on Abusive Supervision in a time continuum.

Secondly, limitation of the study includes the common method technique to data collection that is through survey questionnaire while detailed interviews may be useful for detailed responses.

Thirdly the data is collected only from the customer care centres, whereas it can be collected from the call centres of Pakistani telecommunication sector as well, which may help to make the study more authentic.

Population of the study is specifically five telecommunication companies in Pakistan, thus limiting the scope of the study and implacability of its results to other service providing companies for example Nayatel, Qubee, PTCL etc.

5.5 Future Research Directions

Although this research examined Self Control Resource depletion due to Surface Acting when leaders are interacting with the customers, behaviours other than Surface Acting can possibly deplete Leaders Self Control Resources and lead to Abusive Supervision. For instance, impression management requires leaders to behave in a socially desirable way and give up their true desires when interacting with top management (Bolino, 1999). Moreover, future researchers may use different moderator to buffer the negative effect of Surface Acting, like Social Support, as a structural support from a mixture of relationships such as family, friends, colleagues, supervisors etc. Individuals with higher level of social support have much more choices to cope the stress than those who have low Social Support (Pilcher & Bryant, 2016), so it is possible that high Social Support leads to high Self Control Resources and should conduct this study under some other theory like conservation of resource theory.

5.6 Conclusion

Leaders work can be demanding. In a given day, leaders are likely to face many difficult tasks that can deplete their Self Control Resources. In this study, it is established that the resource depleting task of surface acting during interaction with customer can have adverse effects on Abusive Supervision, depriving leaders of the resources they would otherwise have to control their abusive behaviour. This study also demonstrated the buffering effect of Job Autonomy which helps leaders to regain their Self

Control Resources. This study highlighted the importance of a Self Control perspective on abusive behaviour at work, and the importance of a deeper awareness of the unforeseen consequences of a depleted leader.

6. References

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Appendix I

Questionnaire

Dear Respondent,

My name is Umer Sarfraz. As a research scholar at Capital University of Science & Technology, Islamabad, I am collecting data for my research paper. Title **The impact of Leader Surface Acting on Abusive Supervision through Leader Self Control Resources: Leader Job Autonomy as a moderator**. It will take your 15-20 minutes to answer the questions and to providing the valuable information. I assure you that data will be strictly kept confidential and will only be used for academic purposes. To ensure anonymity, you are not supposed to write your name or name of organization anywhere in the questionnaire.

Section 1

Gender	1	2
	Male	Female

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

Qualification	1	2	3	4	5
	Intermediate	Bachelor	Master	MS/M.Phil	Phd

Experience	1	2	3	4	5	6
	1-5 years	6-10 years	11-20 years	21-30 years	31 -40 years	40 and above

Organization	1	2	3	4	5
	Warid	Telenor	Mobilink	Zong	U-Fone

Section II

The following statement is about **Surface Acting**. For each item of the statements below, please indicate the extent of your agreement & disagreement by ticking the appropriate number.

1= Strongly Disagree 2= Disagree 3= Neither Agree/nor Disagree 4= Agree 5= Strongly Agree

SECTION II: SURFACE ACTING	1	2	3	4	5
I put on an act in order to deal with customers in an appropriate way.					
I fake a good mood when interacting with customers.					
I put on a “show” or “performance” when interacting with customers.					
I just pretend to have the emotions I need to display for my job.					
I put on a “mask” in order to display the emotions I need for the job.					

Section III:

The following statement is about **Self Control Resources**. For each item of the statements below, tick one of the indicated choices of the following.

1= Strongly Disagree 2= Disagree 3= Neither Agree/nor Disagree 4= Agree 5= Strongly Agree

SECTION III: Self Control Resources	1	2	3	4	5
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I feel mentally exhausted					
Right now it would take a lot of effort for me to concentrate on something.					
I need something pleasant to make me feel better.					
I feel motivated.					
SECTION IV: ABUSIVE SUPERVISION	1	2	3	4	5
If I were given a difficult task right now, I would give up easily.					
I feel drained.					
I have lots of energy.					
I feel worn out.					
If i were tempted by something right now, it would be difficult to resist.					
I would want to quit any given task I was given.					
I feel calm and rational.					
I can't absorb any information.					
I feel lazy.					
Right now I would find it difficult to plan ahead.					
I feel sharp and focused.					
I want to give up.					
I feel like my will power is gone.					
My mind feels unfocused right now.					
I feel ready to concentrate.					
My mental energy is running low.					
A new challenge would appeal to me right now.					
I wish I could relax for a while.					
I am having a hard time controlling urges.					
I feel discouraged.					
This would be a good time for me to make an important decision.					

Section IV:

The following statement is about **Abusive Supervision**. For each item of the statements below, tick one of the indicated choices of the following.

1= Strongly Disagree 2= Disagree 3= Neither Agree/nor Disagree 4= Agree 5= Strongly Agree

1	My leader Ridicules me.					
2	My leader Tells me my thoughts or feelings are stupid.					
SECTION V: Job Autonomy.			1	2	3	4 5
3	My leader Gives me the silent treatment.					
4	My leader Puts me down in front of others.					
5	My leader Invades my privacy.					
6	My leader Reminds me of my past mistakes and failures.					
7	My leader Doesn't give me credit for jobs requiring a lot of effort.					
8	My leader Blames me to save himself / herself embarrassment.					
9	My leader Breaks promises he/she makes.					
10	My leader Expresses anger at me when he/she is mad for another reason.					
11	My leader Makes negative comments about me to others.					
12	My leader Is rude to me.					
13	My leader Does not allow me to interact with my coworkers.					
14	My leader Tells me I'm incompetent.					
15	My leader Lies to me.					

Section V:

The following statement is about **Job Autonomy**. For each item of the statements below, tick one of the indicated choices of the following.

1= Strongly Disagree 2= Disagree 3= Neither Agree/nor Disagree 4= Agree 5= Strongly Agree

I control the content of my job.					
I have a lot of freedom to decide how I perform assigned task.					
I set my own schedule for completing assigned task.					
I have the opportunity to initiate projects at my job.					

