

AN INTEGRATED MODEL OF DARK SIDE OF ORGANIZATIONAL
CITIZENSHIP BEHAVIOR

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Thesis submitted to the Lahore School of Economics
in partial fulfillment of the requirements for the degree of

MPhil (Business Administration)

2019

Word count 28441

Research Supervisor: Dr. Zahid Riaz

Abstract

This research examines the formation of compulsory citizenship behavior in the employees of insurance sector through the lenses of JD-R theory and COR theory. For this purpose, active-aggressive abusive supervision, passive-aggressive abusive supervision, perceived support of coworkers, emotional exhaustion and compulsory citizenship behavior are articulated in a conceptual framework for empirical testing. Questionnaires were administered to 205 managerial level employees working in the insurance sector of Pakistan. Results showed that both aspects of abusive supervision have direct as well as indirect effects through emotional exhaustion on compulsory citizenship behavior. Active-aggressive abusive supervision, coupled with low perceived coworkers' support causes emotional exhaustion that culminates into increased compulsory citizenship behavior of employees. Interestingly, when perceived support of coworkers is high then the indirect link between active aggressive abusive supervision and compulsory citizenship behavior through emotional exhaustion decreases. These findings imply that job demands and resources along with psychological distress play crucial roles as far as development of compulsory citizenship behavior is concerned. The reason is that employees tend to exhibit this behavior primarily because of abusive supervision and depletion of their emotional resources. Therefore, it is imperative for managers to foster such organizational environment that strengthens relationships among coworkers as it can lessen the undesirable impact of abusive supervision.

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List of Abbreviations

Sr. No	Abbreviation	Full form
1	AAAS	Active-Aggressive Abusive Supervision
2	CCB	Compulsory Citizenship Behavior
3	CMV	Common Method Variance
4	EE	Emotional Exhaustion
5	NE	Negative Affectivity
6	OCB	Organizational Citizenship Behavior
7	OCB-I	Organizational Citizenship Behavior- Individual
8	OCB-O	Organizational Citizenship Behavior- Organization
9	PAAS	Passive-Aggressive Abusive Supervision
10	PCS	Perceived Coworker's Support
11	POB	Prosocial Behavior
12	TP	Task Performance
13	VIF	Variance Inflation Factor

Chapter One: Introduction

1.1) Research Background

Over the last few decades, organizational scholars have zeroed in on factors eliciting undesirable attitudes and behaviors in their employees (Griffin & Lopez, 2005; Harris, Kacmar, & Zivnuska, 2007; Tourigny, Baba, Han, & Wang, 2013). Since, contemporary work demands can potentially jeopardize emotional and mental health of their workers. The employers are keen to make extra efforts by getting their staff trained in anger management and emotional intelligence through confidential coaching, mentoring service and other human resource practices that can inhibit employees' anomalous behavior (Harris, Kacmar, & Zivnuska, 2007; Pradhan & Jena, 2018). On the other hand, organizations are disposed to exploit their staff by asking them to perform extra duties which they end up performing due to pressure from the supervisor/top management (Vigoda-Gadot, 2007; Vigoda-Godat, 2006; Zellars, Tepper, & Duffy, 2002). Sometimes they even face difficulty in discerning between those duties which they are supposed to perform and those that are discretionary in nature, consequently they end up performing those extra tasks unknowingly (Clark, Zickar, & Jex, 2014; Van Dyne, Kamdar, & Joireman, 2008; Zellars et al., 2002).

Especially, employees in the services sector, feel pressurized into doing extra work (Hongli Wang & Huang, 2019). Extant literature provides evidence of different mechanisms that propel supervisors to work towards achieving desirable organizational outcomes (Chen, Eberly, Chiang, Farh, & Cheng, 2014; Humborstad, Nerstad, & Dysvik, 2014; Liaw, Chi, & Chuang, 2010). In order to accomplish these targets, supervisors might resort to negative behaviors towards their subordinates. Apart from the negative role of supervisors (Wu, Peng, & Estay, 2018; Zhao et al.

2013), increase in market pressure (Vigoda-Godat, 2006) and pressure to indulge in citizenship behavior (Liu, Zhao, & Sheard, 2017) can induce sense of obligation to perform extra duties. In this context, citizenship behavior loses the voluntary aspect and hence it becomes a matter of compulsion rather than a choice (Bolino, Klotz, Turnley, & Harvey, 2013; Vigoda-Godat, 2006; Zhang, Liao, & Zhao, 2011). This form of behavior was termed as ‘Compulsory Citizenship Behavior’, by Vigoda-Gadot (2006).

Individuals tend to cope with these undesired circumstances by striving to work their way out of the situation. One possible coping mechanism is to rely on job and personal resources (Bakker & Demerouti, 2014). Due to serious resource constraints, the employees find themselves in a dilemma of opting for the exploitation of job and personal resources. This predicament instills constant fear of making wrong decision which gets further aggravated by non-supportive attitude of supervisors (Duffy, Ganster, & Pagon, 2002; Pradhan & Jena, 2018). This entire situation culminates to employees increasing their performance of extra duties whilst disregarding their in-role duties. Possibly, the notion of extra duties eliciting an immediate response in terms of appreciation from the coworkers influences this course of action (Halbesleben & Bowler, 2007). Thus, as a damage control measure, employees rely on social support to strike a balance in managing their performance (both in-role and extra-role) under the realm of the citizenship behaviors (Halbesleben & Bowler, 2007). Therefore, this entire process of compulsory behavior formation warrants further probing in the context of job demands and job resources.

1.2) Insurance Sector of Pakistan –Research Context

In Pakistan, a total of nine life and 41 general insurance companies are currently operating (Government of Pakistan, 2018). Non-life insurance companies offer engineering, home, motor,

fire and property, travel, health, marine, aviation, agriculture, personal accident, financial lines, liability lines, and miscellaneous insurance in Pakistan.¹

Gupta, Kumar, & Singh (2014) emphasized that the insurance sector in India has become highly competitive because of which employees are pressurized into working overtime and are expected to avail less of their leaves. Under these conditions employees experience stress and anxiety that further hinder their job performance and seriously impact social life. Similar to Indian market, employees in the Pakistani insurance sector also experience immense pressure causing burnout and subsequently high turnover intention (Rana & Javed, 2019).

Despite some economic challenges, the finance and the insurance sector shown growth of 5.14 percent during the fiscal year 2019 (Government of Pakistan, 2018). In Pakistan, top three insurance companies have 65% of the market share because of which intense competition is prevailing in this industry (PACRA, 2012). This competition is expected to become even more intense due to China-Pakistan Economic Corridor (CPEC). The long term financial outlook for this sector is upbeat as CPEC is expected to provide window of opportunities (Association of Chartered Certified Accountants, 2017) more specifically to the general insurers of Pakistan (State Bank of Pakistan, 2016). It has been estimated that up to US\$30 billion worth of projects are expected to be insured by local insurance companies, resulting in the additional premium of PK Rs. 2 billion annually (Hashemy, 2016). Recently, Chinese government has shown willingness to expand scope of CPEC which could further uplift socio-economic development of Pakistan (The Nation, 2019). Henceforward, insurance companies are striving to reap full benefit of this ‘one belt one road initiative’ since no organization would want to fall behind in this race. Therefore, it

¹ Information of non-life insurance products offered in Pakistan is taken from website of Adamjee insurance and Jubilee General Insurance.

would be absolutely pivotal for top and middle management to delegate responsibilities to lower staff and at the same time lower management will be expected to respond and step up their efforts to achieve their desired targets. In this backdrop, this study aims to investigate the impact of job demands on the extra-role performance of employees through psychological distress with job resource as a boundary condition.

1.3) Research Question and Objectives

This study aims to examine an integrated model of the compulsory citizenship behavior by investigating the role of job demands (active-aggressive abusive supervision and passive-aggressive abusive supervision) in explaining the involuntary form of organizational citizenship behavior in the insurance sector of Pakistan. Additionally, the dynamics of this association will be probed with the help of a job resource (perceived coworker support) as a contextual factor – moderator and psychological distress (emotional exhaustion) as a mediator. Through the lenses of JD-R and COR theory, this study aims to answer following the research question, *“How do job demands influence extra-role performance of Insurance sector employees of Pakistan through psychological distress in the presence of job resource as a boundary condition?”*

The aforementioned research question will be responded with the help of following research objectives.

1. To identify if compulsory citizenship behavior is prevalent in the insurance sector.
2. To examine the impact of active-aggressive and passive-aggressive abusive supervision on employee’s compulsory citizenship behavior.
3. To ascertain the role of coworker’s support in lessening the deleterious extent of abusive supervision (active-aggressive and passive-aggressive) on emotional exhaustion of employees.

4. To determine the impact of active-aggressive and passive-aggressive abusive supervision on compulsory citizenship behavior through emotional exhaustion.
5. To identify when and how both facets of abusive supervision explain compulsory citizenship behavior.

1.4) Significance of the Study

It has been about 18 years since the term abusive supervision was coined by Tepper (2000) and with the passage of time the interest shown by scholars to investigate this behavior has increased manifolds (Mackey, Frieder, Brees, & Martinko, 2017; Pradhan & Jena, 2017; Scheuer, Burton, Barber, Finkelstein, & Parker, 2016; Wang & Huang, 2019). In the last ten years, a great number of studies have explored the antecedents of abusive supervision and scholars have also emphasized to determine the outcome of abusive form of supervision (Martinko, Harvey, Brees, & Mackey, 2013; Tepper, Simon, & Park, 2017). Moreover, Tepper et al., (2017, p. 132) has strongly argued to conduct research to untangle coping strategies and different processes that associate abusive supervision with several organizations and individual outcomes.

Apart from the consequences of abusive supervision, question mark has also been raised about its dimensionality. A number of studies have considered it as a unidimensional construct in research with one cross-cultural analysis involving Taiwanese and American workers also statistically affirmed abusive supervision as a single dimensional construct (Hu, Wu, & Wang, 2011). On the other hand, two facets of abusive supervision, active-aggressive abusive supervision and passive-aggressive abusive supervision, were identified in a study conducted on jury members in USA (Mitchell & Ambrose, 2007) . To date, no study has probed into the antecedents of these dimensions (Tepper, 2007). As far these dimensions and job performance is concerned, only one study has investigated their role in explaining performance and organizational citizenship behavior

(Decoster, Camps, & Stouten, 2014). Therefore, lack of empirical evidence coupled with inconsistent findings warrants further studies to probe into the dimensionality of abusive supervision (Mackey et al., 2017).

In the similar vein, the dark side of organizational citizenship behavior has received less attention ever since it was first identified (Wang & Huang, 2019). Two opposing streams of literature have emerged over the course of time. One emphasizes on the outcomes of compulsory citizenship behavior (He, Peng, Zhao, & Estay, 2017; He, Wang, Li, Wu, & Estay, 2018; Liu et al., 2017; Peng & Zhao, 2012; Vigoda-Gadot, 2007; Zhao, Peng, & Chen, 2014) whereas other focuses on its antecedents or the mechanism of this behavior formation (Wang & Huang, 2019; Wu et al., 2018; Zhao et al., 2013). Most of the studies have explored its consequences, whereas few have looked at the mechanism through which this phenomenon occurs.

Vigoda-Gadot (2006) in his seminal paper argued that abusive supervision and increase in market pressure creates a situation in which employees are forced into performing extra tasks, thereby; causing citizenship behavior to be compulsive in nature. Also, from time to time, employees are pressurized into performing more organizational citizenship behaviors (Bolino, Turnley, Gilstrap, & Suazo, 2009). This form of pressure might be more prevalent in contemporary organizations and therefore, this avenue of research is still unexplored and requires further probing due to dearth of empirical research (Chen & Dai, 2018).

Previously, the mechanism of compulsory organizational citizenship behavior has been explained with the help of coercive persuasion theory (Vigoda-Gadot, 2007), reciprocity theory (Zhao et al., 2013), social exchange theory (Wang & Huang, 2019; Wu et al., 2018), uncertainty management theory (Shu, Chiang, & Lu, 2018) and self-determination theory (Wang & Huang, 2019). This study considers that both JD-R theory and COR theory are suitable to explicate

compulsory citizenship behavior. Thus, by incorporating job resources and demands, both JD-R and COR can be instrumental in providing unique and worthwhile insights in the dynamics of this behavior. As per the latest literature search, there is no research that has incorporated two different job demands causing variation in compulsory citizenship behavior in a single framework. Therefore, primarily with the help of JD-R theory and COR theory, this study would facilitate the ongoing research on compulsory citizenship behavior by investigating the impact caused by two dimensions of abusive supervision on CCB.

CCB has been probed in Middle Eastern (Israel) (Vigoda-Gadot, 2007; Vigoda-Gadot, 2006) and Chinese context (He et al., 2017, 2018; Liu et al., 2017; Peng & Zhao, 2012; Wu et al., 2018; Zhao et al., 2014, 2013). Empirical evidence suggests that frequency of negative supervisor behaviors is more prevalent in Asia than in USA (Mackey et al., 2017). Apart from uncertainty avoidance, all facets of Hofstede's culture yield an identical cultural orientation for both China and Pakistan. Score of power distance of both China and Pakistan, in comparison with Israel, is on the higher side, which demonstrates inequalities in society (Geert Hofstede Center, 2016). Countries that have high power distance are most likely to have organizations with supervisors who influence their subordinates to a great extent (Peng & Zhao, 2012). In high-power distance countries, the top management is considered to have final say in most, if not all of the decisions and employees feel helpless when told to render extra duties. Therefore, the context of Pakistan can be relevant for examining the impact of job demands on extra-role performance through psychological distress with job resource as a boundary condition.

1.5) Methodology

This study aims to empirically test an integrated model of compulsory citizenship behavior in employees with the help of JD-R theory and COR theory. Thus, philosophical approach adopted for his paper is positivistic with the study being quantitative and empirical in nature. Research design is cross-sectional with individual level as a unit of analysis. Data were gathered from managerial level staff employed in nine different organizations of the insurance sector and having at least three years of experience.

1.6) Delimitations of the Scope and Key assumptions

Generalizability of the finding is a major concern as per the delimitations of the scope of this research. First, this research is only conducted on employees working in Lahore, Karachi, Multan and Islamabad. Second, the data were gathered only from the employees of insurance sector of Pakistan. Final, due to variation in business operating procedures, the employees of the Takaful business were excluded in this research. It was assumed that respondents answered all questions and all responses were close depiction of their actual opinion. Respondents were able to comprehend all the questions that were part of the survey.

1.7) Key definitions

The key definitions of the terms used in this study are provided in *Table 1.1*.

Table 1.1: Conceptual Definition of Constructs

Construct	Conceptual Definition
Abusive Supervision	<p>“Sub ordinates' perceptions of the extent to which super- visors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact” (Tepper, 2000, p. 178) .</p> <p>Items of active-aggressive abusive supervision include “My supervisor ridicules me”, “My supervisor tells me my thoughts or feelings are stupid”, “My supervisor puts me down in front of others”, “My supervisor makes negative comments about me to others”, and “My supervisor tells me that I am incompetent”.</p> <p>Items of passive-aggressive abusive supervision include “My supervisor invades my privacy”, “My supervisor doesn’t give me credit for jobs requiring a lot of efforts”, “My supervisor blames me to save himself/herself embarrassment”, “My supervisor breaks promises he/she makes”, “My supervisor lies to me”. (Mitchell & Ambrose, 2007, p. 1168)</p>
<i>Perceived Coworker’s Support</i>	<p>“ The extent to which employees believe their coworkers are willing to provide them with work-related assistance to aid in the execution of their service-based duties”(Susskind, Michele Kacmar, & Borchgrevink, 2003, p. 181)</p>
<i>Emotional Exhaustion</i>	<p>“1. Emotional exhaustion refers to depletion of emotional resources. 2. Employees who are emotionally exhausted typically feel as though they lack adaptive resources and cannot give any more to their job.”(Halbesleben & Buckley, 2004, p.859)</p>
<i>Compulsory Citizenship Behavior</i>	<p>“Employees’ engagement in extra-role, but not necessary voluntary, behaviors that are conducted under duress and not as a result of the self-driven good will of the individual himself/herself.” (Vigoda-Gadot, 2007, p.11)</p>

1.8) *Organization of thesis*

This thesis is systematically organized into following chapters.

Chapter One provides an overview of this study, research questions and objectives, significance of the research, delimitations of the scope and key assumption of this research. Also, it discusses the key definitions of terms that have been used in this thesis including key constructs.

Chapter Two provides detailed discussion of theories that will help in building a theoretical framework. The literature review about key constructs is performed. Furthermore, the study hypotheses are developed with the help of in-depth review of studies.

Chapter Three explains the methodology for this research. It consists of research design, research method, sample size, measures used for study, statistical softwares and tools used for data analysis.

Chapter Four gives details of different statistical techniques adopted for preliminary analysis of data, univariate, bivariate and multivariate analyses. The last section includes final results of all hypotheses.

Chapter Five consists of overall conclusion of the research followed by detailed discussion on results and implications for managers. The last section provides the limitations and future research directions of this study.

Chapter Two: Theoretical Background and Hypotheses

2.1) Introduction

This chapter consists of literature review to develop a conceptual model that illustrates how job demands influence extra-role performance of employees through psychological distress in the presence of job resource as a boundary condition. The first section of this chapter includes theoretical justification that involves introduction, major tenets and explanation of two theories, namely; job demands-resources theory (JD-R) and conservation of resources theory (COR). Last part of this section includes discussion on the convergences and divergences of both theories that provides underpinnings for the constructs of this study and also its theoretical framework.

Section 2.2 includes explanation of research constructs in a systematic manner, starting off with an introductory passage on OCB, its extremes and explanation of the variable of interest i.e. compulsory citizenship behavior. The second construct in the theoretical framework is emotional exhaustion. A brief discussion is provided about its role as a mediator, thereby; linking job demands and performance. Next, social support along with its two forms were explained as a job resource to build onto the moderating role of perceived support of the coworkers in the theoretical framework. Last, two facets of abusive supervision were also reviewed.

The last and final section is on hypotheses development and conceptual framework. It provides detailed insights on the individual as well as the collective impact of each construct in explaining compulsory citizenship behavior in the context of the insurance sector of Pakistan.

2.2) Job Demands – Resources Theory (JD-R Theory)

Initially, the Job demands-resources theory formerly known as JD-R model emphasized on exhaustion and disengagement of employees (Bakker & Demerouti, 2007; Demerouti, Bakker,

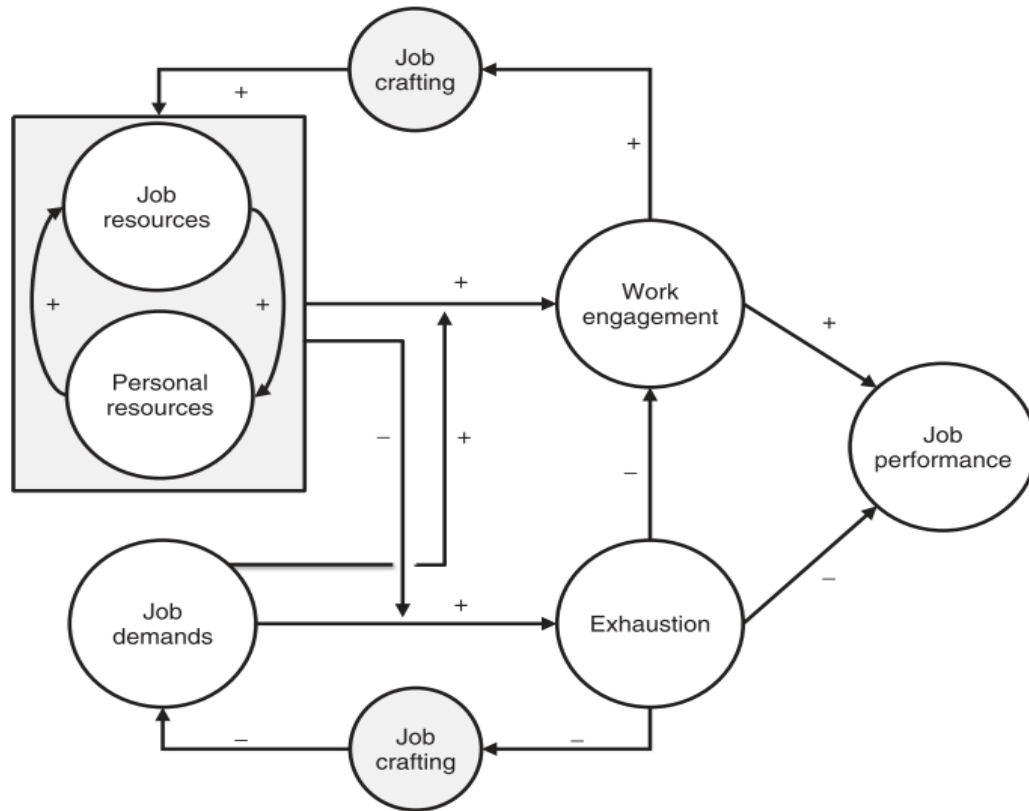
Nachreiner, & Schaufeli, 2001) and was extended to explain the performance of employees (both in-role and extra-role) as well as employee's turnover intention and physiological problems (Bakker, Demerouti, & Verbeke, 2004; Schaufeli & Bakker, 2004b). Later, personal resources were also examined to elucidate work engagement and exhaustion in employees (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). Last, reverse causal effects on motivation driven (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009) and energy driven paths were also incorporated (Demerouti, Le Blanc, Bakker, Schaufeli, & Hox, 2009). These rudimentary variants of JD-R model matured and lead to the formation of job demands-resources theory (Bakker & Demerouti, 2014).

JD-R theory, formulated by Bakker & Demerouti (2014; 2007) , is based on the premise that working conditions in organizations can be bifurcated into job demands and resources. Due to scarcity of job resources; the increase in job demand would cause diminution of energy, thus affecting wellbeing and consequently, the performance of employees. Job demands are “those physical, social, or organizational aspects of the job that require sustained physical or mental efforts and are therefore associated with certain physiological and psychological costs” (Demerouti et al., 2001, p. 501). Whereas job resources are “those physical, psychological, social, or organizational aspect of the job that may do any of the following: (1) be functional in achieving goals; (2) reduce job demand; (3) stimulate personal growth and development” (Demerouti et al., 2001, p. 501). Hindrance job demand and challenge job demand are two distinct forms of job demands. Even though both require certain efforts, but former inhibits an individual's tendency to accomplish his tasks, whereas the latter promotes personal development of the employee (Podsakoff, Lepine, & Lepine, 2007). The consequences of job demands and resources vary on the basis of their intensity. Increase in job demands culminates in exhaustion whereas fewer resources

lead to disengagement. However, in jobs that embody high demands and few resources; both exhaustion and engagement take place simultaneously (Demerouti et al., 2001).

Job demands-resources theory is largely influenced by various job stress and job design theories that include *two-factor theory*, *job characteristics model*, *demand-control model* and *the effort-reward imbalance model*. JD-R provides a unique perspective through a single framework that attempts to address limitations of previous theories. These limitations included one sided, simple and static characterization of reality and failure to incorporate the changing nature of the job (Bakker & Demerouti, 2014). Since this theory focuses on both job resources and job demands, it can be instrumental in explaining well-being and performance of employees (Bakker & Demerouti, 2014; Bakker et al., 2004; Bakker, Netherland, & Demerouti, 2018; Demerouti et al., 2009; Schaufeli & Bakker, 2004b). The JD-R theory can be explained from the *Figure 2.1*. According to this theory, both demands and resources prompt two independent processes that are driven by employee energy and motivation. Also, these processes have an interactive effect on employee well-being that led to exhaustion and work engagement. The energy driven process involves job demands, causing diminution of energy leading to exhaustion whereas motivational driven process includes job resources that employee's work engagement. These processes culminate in negative and positive job performance for energy driven and motivational driven paths respectively (Bakker & Demerouti, 2014; Bakker et al., 2018).

Figure 2.1: Job Demands-Resources Theory



Source: (Bakker & Demerouti, 2014)

Apart from independent processes, two different multiplicative paths are also triggered for both energy and motivation driven paths as shown in *Figure 2.1*. Job resources can potentially lessen the deleterious impact of job demands on exhaustion of employees. Similarly, job demands can augment the undesirable negative impact of job resources on motivation of employees. Personal resources along with job resources impact motivation driven and energy driven paths and this link is exhibited in *Figure 2.1*. The energy driven path originates from the job demands and culminates in job performance through exhaustion; whereas motivation driven path stems from resources (both job and personal) and ends in job performance through employee’s work engagement. Apart from this one-way impact, the theory also underscores the dynamic relationship in energy and

motivation driven paths. This two way association prevails through job crafting that is adaptation of an individual to the given adverse situation (Bakker & Demerouti, 2014).

Some of the job demands used in previous studies include physical workload (Bakker et al., 2003; Demerouti et al., 2001; Xanthopoulou et al., 2007) , work overload (Schaufeli & Bakker, 2004a) , emotional demand (Bakker et al., 2003; Schaufeli & Bakker, 2004a; Xanthopoulou et al., 2007), time pressure, recipient contact, shift work, physical environment (Demerouti et al., 2001), emotional dissonance, organizational changes, (Xanthopoulou et al., 2007), changes in the task, citizenship pressure (Bolino et al., 2009) and abusive supervision (Wu, Hu, & Yang, 2007).

Similarly, few of the job resources used previously include feedback (Bakker et al., 2003; Demerouti et al., 2001; Schaufeli & Bakker, 2004a; Xanthopoulou et al., 2009), supervisor support (Bakker et al., 2004; Bakker et al., 2003; Demerouti et al., 2001), supervisory coaching (Bakker et al., 2003; Schaufeli & Bakker, 2004a; Xanthopoulou et al., 2007, 2009), autonomy, opportunities for professional development, (Xanthopoulou et al., 2007, 2009), time control (Bakker et al., 2003), rewards, job control, participation and job security (Demerouti et al., 2001).

JD-R theory is celebrated regarding its role in comprehending the intricacies of organizational behavior and its fundamentals have been lauded in practice as well JD-R monitor is a significant application of this theory which provides an instant assessment of job demands, resources, well-being and performance of the employee. Other applications include, but are not limited to, organizational assessment , job crafting and personal resources interventions and master classes (Bakker & Demerouti, 2017). To further elaborate the significance of job demands and resources, the COR theory as proposed by Hobfoll (1989) is discussed next.

2.3) Conservation of Resources Theory (COR Theory)

Conservation of resources theory (COR) is a resource-based theory that integrates both internal and external environmental factors in a single model to comprehend the phenomenon of employee stress (Hobfoll, 1989, 2001). This theory is fundamentally a motivational theory which sheds light on the innate nature of humans to make every effort to accumulate and preserve vital resources for their continued existence (Hobfoll, Halbesleben, Neveu, & Westman, 2018).

The basic premise of this COR theory is that individuals attempt to preserve, protect, and build resources as they deem the loss of these resources as a major threat (Hobfoll, 1989). Resources are defined as “those objects, personal characteristics, conditions, or energies that are valued by the individual or that serve as a means for attainment of these objects, personal characteristics, conditions, or energies” (Hobfoll, 1989, p. 526). Four major forms of resources, including “object” (e.g., automobile), “condition” (e.g., job duration), “personal” (e.g., self-efficacy) and “energy resources” (e.g., knowledge) are utilized by the COR theory (Hobfoll et al., 2018). Environmental factors are often responsible for causing depletion of these valuable resources. When employees experience stress they attempt to control the diminution of these resources. Some adopt a proactive approach by accumulating current resources resulting in eustress, while others invest their remaining resources in friends or family members expecting them to reciprocate the gesture in their time of need. Another coping mechanism includes the affected employee’s interpretation of loss of resource as a challenge, leading to a reevaluation of the depleted resource (Hobfoll, 1989). An essential argument of this COR theory is that the occurrence of stress is not solely a direct consequence of subjective appraisals, but an array of objective activities that happen with the passage of time (Hobfoll et al., 2018).

According to Hobfoll (2001), there are four principles and three corollaries of COR theory. These principles are as follow: “1) The first principle – resource loss is disproportionately more salient than resource gain; 2) The second principle – people must invest resources in order to protect against resource loss, recover from losses, and gain resources; 3) The third principle – resource gain increases in salience in the context of resource loss; and 4) The fourth principle – when people’s resources are overstretched or exhausted, they enter a defensive mode to preserve the self which is often defensive, aggressive, and may become irrational.” (Hobfoll et al., 2018, p. 106). Likewise the three corollaries include: 1) First corollary explains that greater resources decrease an individual’s susceptibility of resource loss and enhances his capability of resource gain and vice versa; 2) Second corollary articulates that the diminution of resource is more powerful than resource gain causing stress and since the resources are finite the end result is a perpetual increase in momentum and magnitude of resource loss; and 3) Third corollary explicates that resource accumulation can be relatively slower than resource loss hence, the process of accumulation of resources is both time-consuming and weak (Hobfoll et al., 2018).

The presence of any of these aforementioned conditions would render employees to poor performance (Harris et al., 2007). Apart from the job performance, COR theory also describes occurrences of different phenomena, which includes abusive supervision link with work-family and family-work conflict (Carlson, Ferguson, Hunter, & Whitten, 2012), the role of emotional exhaustion in explaining employee performance (Halbesleben & Bowler, 2007; Wright & Cropanzano, 1998), citizenship behavior (Halbesleben & Bowler, 2007) and employee’s intention to quit (Wright & Cropanzano, 1998).

Recent development on COR theory includes time period involved in the context of resource exhaustion and regain, probing the mechanism through which resources are acquired and

conserved by the individuals, consequences of resource gain and loss that subsequently offers new insights on probing resource investment procedure and social relationship at the workplace that primarily involves the relationship between leadership and performance of their sub-ordinates (Hobfoll et al., 2018).

2.4) Convergences and Divergences of JD-R and COR Theory

Both JD-R theory and COR theory share several similarities. Conservation of resources theory (COR) has been extensively cited in industrial psychology and because of its broad scope it has much wider application across different disciplines (Hobfoll et al., 2018). The central theme behind COR theory is that individuals emphasize on protecting, gaining, exchanging and conserving resources (Hobfoll, 1989). This theory laid the foundation for the job demands-resources theory (JD-R) which has a relatively narrow scope (Hobfoll et al., 2018). The JD-R theory proposes that even though working conditions vary in organizations but all job characteristics can be bifurcated into job demands and resources that can influence employee's motivation and strain. Although the JD-R theory emphasizes on the employee's well-being but at the same time its primary goal is to predict employee performance and multitude of organizational outcomes (Bakker & Demerouti, 2014, 2017).

Both JD-R theory and COR theory loosely converge to the idea of employees experiencing burnout when they feel threatened in terms of losing valuable resources. COR theory suggests that this particular perception is developed because of job demands, lack of resources, or inability to generate adequate resources upon investing in them. However, according to the tenets of JD-R theory, employee's exhaustion is a consequence of stipulation of lack of resources as well as increase in demands (Bakker & Demerouti, 2014). Furthermore, these theories are parallel in relation to the role resources play in lessening the negative impact of job demands in workplace

(Xanthopoulou et al., 2007). One distinction in this aspect is that JD-R only touches upon the direct impact of job demands on employees' strain and the dynamic role that resources play to counteract that harmful effect. Recently, van Woerkom, Bakker, & Nishii (2016) utilized COR theory to support the possible explanation of coupling various forms of job demands into serious diminution of energy instigating a loss spiral. This undesired buildup of demands necessitates employees to bank on their strengths and come out of the crisis situation. This argument was further reinforced by Bakker & Demerouti (2017) while laying down the future research directions for JD-R theory.

Apart from these aforementioned similarities, social support is one such resource that has been studied extensively through the lenses of both COR theory and JD-R theory in conjunction with demands. Three major forms of resources; organizational, social, and personal resources have been made part of the JD-R theory, out of which social support has been utilized as an important job resource as evident from its usage in various studies. In a similar vein, the COR theory by Hobfoll (1989) promulgated the efficacy of both work related and non-work related social resources in relation to burnout of employees (Hobfoll, 2001) albeit it failed to address the relative importance of each of these forms of support with different burnout dimensions. A meta-analysis on burnout and various sources of social support evinced a strong impact of work-related sources on exhaustion than the other facets of burnout (Halbesleben, 2006).

In organizations, employees consider social support as a valuable resource out of which the supervisor support is perceived as more powerful and favorable compared with coworker support (Ng & Sorensen, 2008). Therefore, in the absence of supervisor support, the employee might turn to their peers/coworkers, and lack of support from them might exacerbate the situation (Pradhan & Jena, 2018). Thus, the association between job demands (abusive supervision) and strain (emotional exhaustion) is expected to be lessened in the presence of a job resource (perceived

coworker's support). Also, drawing from the conservation of resources theory, due to finite resources employees have to ensure that in their time of need they receive support from their peers thus exhibiting more citizenship behavior. This happens because employees would expect their diminished resources to be replenished through social support (Halbesleben & Bowler, 2007). Previous studies have identified abusive supervision as job demand (Wu et al., 2007) and perceived coworker's support as an important job resource (Pradhan & Jena, 2018; Wu et al., 2007). Therefore, following review of literature will include introduction and discussion on compulsory citizenship behavior as phenomenon of interest, followed by emotional exhaustion (psychological distress/strain), perceived coworker's support (job resource) and finally two forms of job demands (active-aggressive and passive-aggressive abusive supervision).

2.5) Organizational Citizenship Behavior (OCB)

Job performance has been regarded as the most significant phenomenon of interest in industrial and organizational psychology (Borman, 2004). It can be categorized into various dimensions including task performance, contextual or citizenship performance (Borman, 2004), and OCB (Smith, Organ, & Near, 1983). Task performance (TP) or in-role performance is considered as the central component of job performance (Motowidlo & Van Scotter, 1994). TP is defined as "officially required outcomes and behaviors that directly serve organizational objectives" (Bakker et al., 2004, p. 85; Motowidlo & Van Scotter, 1994). The primary distinction between these task and contextual performance is that task activities vary in different jobs whereas contextual activities remain same. Task performance is predicted by knowledge and skills of employees while motivational and personality factors predict contextual performance (Borman, 2004).

Till the 1970s, the psychologists and managers had two opposing views. Former believed that job satisfaction had no role in explaining employee's productivity and performance. However,

the opposing view came from the practitioners, who with the help of a survey claimed that job satisfaction was instrumental in enhancing productivity of employees. Organ's earlier work on OCB were driven by these aforementioned studies (Organ, 2017). He coined the term organizational citizenship behavior in reference to extra duties performed by the soldiers. Citizenship behaviors are characterized by the altruistic feature (Smith et al., 1983). With the passage of time, the scope of research broadened with several concepts identified to be influenced by OCB in different organizational settings. Over the years, many studies have defined this voluntary behavior; however, most cited definition of OCB is, "those individual discretionary behaviors which are not directly recognized by the organization but are instrumental towards an organization's success" (Organ, 1988, p4). The conceptualization of Organizational citizenship behavior (OCB) is termed as a major breakthrough in the field of industrial psychology and has successfully managed to get attention from scholars and practitioners (Ocampo et al., 2018; Peng & Zhao, 2012).

OCB has been compared with contextual performance (Chiu & Tsai, 2006) and prosocial behavior (POB). POB is broader and an all-encompassing construct in nature, whereas, OCB is limited to the workplace environment and contextual performance is more limited in terms of its scope as it emphasizes on groups within an organization (Organ, 2017). Another important distinction is that contextual performance results in formal rewards, whereas OCB doesn't result in any sort of reward.

Through organizational citizenship behavior, organizations can get benefit from the employee's willingness to render extra duties but, at the cost of employee's emotional exhaustion and work-family conflict (Deery, Rayton, Walsh, & Kinnie, 2017). There is a dark side of this behavior as well contrary to the general perception that not all OCBs result in favorable outcome

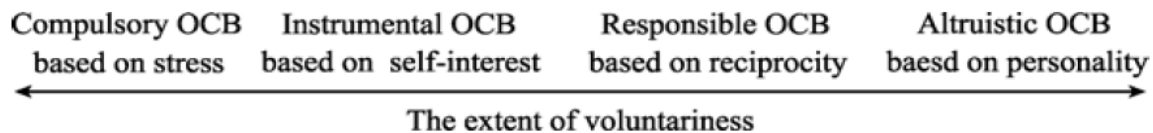
for employees and organizations. The compulsory OCB can have repercussions for both employees and organizations. (Zhang et al., 2011).

2.5.1) Extremes of Organizational Citizenship Behaviors-From discretionary to compulsory

The nature of citizenship behaviors as voluntary or discretionary has spurred debate amongst the academicians/researchers. Past researches have not emphasized on the voluntary aspect of these behaviors and are more tilted towards the consequences and outcomes of good soldier syndrome (Zhang, Liao, & Zhao, 2011 ; Vigoda-Gadot, 2007). Extreme levels of OCB can have a detrimental effect on employees, both; professionally and personally, and can be conceptualized as a distinct construct (Bolino et al., 2013).

In an attempt to categorize organizational citizenship behaviors in terms of the extent of voluntariness, four forms of OCB were placed on a continuum (*Figure 2.2*).

Figure 2.2: Organizational Citizenship Behavior Continuum

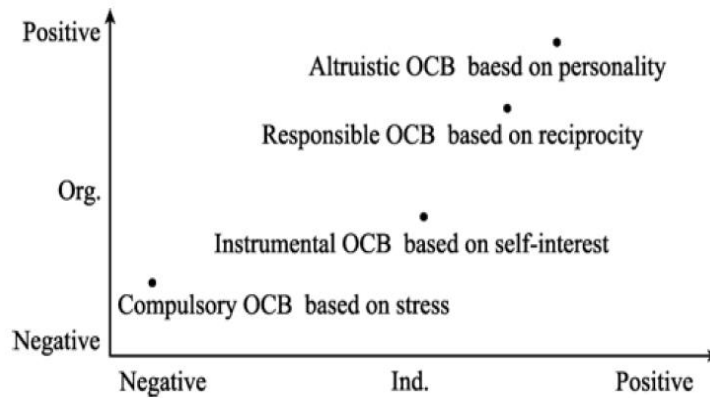


Source: (Zhang et al., 2011, p. 371)

These include *altruistic OCB based on personality* which is OCB due to employee’s voluntary behavior and is a reflection of his/her own personality traits with less or no impact from external factors; *Responsible OCB based on Reciprocity* is due to the employee’s moral obligation of rendering extra duties when receiving just treatment from their organization. Hence, there is a transition from the complete voluntary nature of OCB to reciprocity-based OCB. *Instrumental*

OCB based on self-interest is driven by motivation of employees in which they exhibit OCB in order to accomplish their personal goals; and lastly, the *Compulsory OCB based on Stress* reflects the involuntary extra duties performed by employees due to contextual factors (Zhang et al., 2011).

Figure 2.3: The Consequence of OCB Continuum for Organization and Employees



Source (Zhang et al., 2011, p. 375)

Not much distinction remains between OCB and task performance when the extra duties are performed involuntary (Bolino et al., 2013). What might be perceived as OCB by employees might be considered as mandatory by their supervisors or vice versa. In fact, the external pressure transforms these voluntary behaviors to involuntary ones (Vigoda-Gadot, 2007). CCB's impact on organizational citizenship behavior was examined by Zhao et al., (2014). Results showed that both organizational identification and OCB had significant negative association with CCB. Also, organizational identification mediates the negative association between CCB and OCB. Hence, even those employees who have adopted compulsory citizenship behavior tend to decrease their willingness to perform discretionary duties even if they tend to identify with the organization.

2.5.2) Compulsory Citizenship Behavior (CCB)

The basic premise of citizenship behavior, that it manifests discretionary behaviors which necessitate individuals to invest their time and effort without expecting any reward, has been challenged by various studies (Bolino et al., 2013; Vigoda-Godat, 2006). Previous studies have provided support to the argument that citizenship behaviors as opposed to the earlier belief are not discretionary in nature as employees can be pressurized into performing extra duties (Bolino et al., 2009). Similarly, in different situations or due to certain dispositional factors they feel that they are expected to adopt this behavior (Bolino et al., 2013). Therefore, the voluntary aspect of citizenship behavior loses its true meaning when employees are coerced into adopting this behavior (Vigoda-Gadot, 2007).

Compulsory citizenship behavior or ‘compulsory organizational citizenship behavior’ was proposed by Vigoda-Godat (2006) as an antithesis of OCB. He argued that due to the difference in managerial positions/ranks, subordinates sometimes are expected to comply with the requests of their supervisor which fall outside their job description. Refusal, most of the time, is not an option as it leads to severe repercussions (e.g., poor appraisal etc.) and hence, this pressure results in adoption of compulsory citizenship behavior. Apart from the supervisors, other organizational stakeholders like co-workers and peers also play significant role in citizenship behaviors (Vigoda-Gadot, 2007). The notion of these behaviors as involuntary in nature and its performance as a consequence of exploitation were also backed by a study probing the role of abusive supervision in impacting citizenship behavior (Zellars et al., 2002). CCB is caused by external factors therefore, if the employee is intrinsically/ internally driven towards performing extra duties then such behavior cannot be classified as CCB (He et al., 2017). CCB is prevalent and it has now

become more of a norm than an anomaly as organizations are gaining more benefits than individual employees (Zhang et al., 2011).

There is a dearth of studies that have tested the antecedents of compulsory citizenship behavior. Few of the tested antecedents include abusive supervision (Zhao et al., 2013), destructive leadership (Wu, Peng, & Estay, 2018), citizenship pressure, (Liu et al., 2017) and feeling trusted (Wang & Huang, 2019) with results showing positive link with CCB.

Studies of compulsory organizational citizenship behavior have shown a close association with supervisory behaviors including destructive leadership (Wu et al., 2018) and abusive supervision (Zhao et al., 2013). The association between destructive leadership and CCB is fully mediated by hindrance stress and is further strengthened when the supervisor-subordinate guanxi relationship is weaker in the Chinese/Asian context (Wu et al., 2018). In another study, feeling of trust has a significant positive association with CCB, and this association is partially influenced by organizational based self-esteem and felt obligation in the services sector industry (Wang & Huang, 2019). Compulsory citizenship behavior also acts as a mediator between citizenship pressure and work family conflict; with the relationship being more pronounced when employees perceive job autonomy to be low instead of high (Liu et al., 2017).

More studies have probed into the consequences of CCB with results showing a positive relationship with job stress, organizational politics, intentions to leave, negligent behavior, burnout (Vigoda-Gadot, 2007), employee silence, moral disengagement (He et al., 2017), work-family conflict (Liu et al., 2017); and negative relationship with innovation, job satisfaction, group level-OCB, and in-role performance (Vigoda-Gadot, 2007), OCB, organizational identification (Zhao et al., 2014), contextual performance and organizational commitment (Peng & Zhao, 2012). This negative impact of CCB on contextual performance is moderated by Chinese traditionality such

that the overall association becomes weaker when the level of Chinese traditionality is on the higher side (Peng & Zhao, 2012). The positive relationship of CCB with employee silence is mediated by emotional exhaustion. However, employees with higher levels of organizational identification can mitigate the adverse impact of compulsory citizenship behavior on silence to a great extent (He et al., 2018). One of the preliminary studies on compulsory citizenship behavior reported highest variation for turnover intention when linked with compulsory citizenship behavior (Vigoda-Gadot, 2007).

2.6) *Emotional Exhaustion*

The term ‘burnout’ was first used by a psychiatrist Fruedenberger (1974) and later by a social psychology researcher Maslach (1976). In its early stages, burnout appeared as an issue that impacted society at large and gradually it gained attention of researchers. The study of burnout can be categorized in two distinct phases, the pioneer phase (*first phase*) and the empirical phase (*second phase*). The pioneer phase commenced in the middle of 1970s with the emphasis on clinical narrative of burnout. The next phase was the empirical one with inclination towards its measurement and empirical assessment (Maslach & Schaufeli, 1993).

Burnout is defined as “a psychological syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with other people in some capacity”(Maslach, Jackson, & Leiter, 1986, p. 192). Emotional exhaustion is a manifestation of employees running out of emotional resources that are essential for performing organizational tasks and as consequence of this resource depletion depersonalization ensues. Depersonalization also commonly referred to as cynicism and disengagement, depicts employees getting disengaged from their job and getting impervious to their surroundings in organization, thus having impact on both job performance and interpersonal

relationship. Reduced personal accomplishment also known as personal efficacy is a type of burnout in which employees perceive that they would not be able to perform tasks as effectively as they did before (Halbesleben & Buckley, 2004).

Burnout closely identifies with other constructs including stress, anxiety, dissatisfaction, conflict, fatigue and pressure. Burnout can be differentiated with job stress as it has been conceptualized as a form of job stress which a person is enduring for a longer duration. Similarly emotional exhaustion, a component of burnout, has strong associations with depression (Maslach & Schaufeli, 1993) and is somewhat identical to stress as both variables embodies stress experienced by employees. Therefore, similar findings are expected for both stress and emotional exhaustion. Nonetheless one might expect different results if the entire dimension of burnout is incorporated since it takes into account self-evaluation (personal accomplishment) and social relationship (depersonalization) along with stress (Maslach, Jackson, & Leiter, 1996). In nutshell, the primary differentiating factor between burnout and other related constructs is that it involves time period and is also multidimensional in nature (Maslach & Schaufeli, 1993).

Employees generally feel emotionally exhausted in the early stages of the burnout (Leiter & Maslach, 1988). Exhaustion levels in employee are elevated by work overload, work-family conflict, family work conflict (Karatepe, 2013), challenge stress and hindrance stress; whereas conscientiousness and emotional stability reduces exhaustion (Lepine, Lepine, & Jackson, 2004).

As far as consequences of emotional exhaustion are concerned, it has negative effect on job embeddedness, job performance (Karatepe, 2013; Wright & Cropanzano, 1998), voluntary turnover (Wright & Cropanzano, 1998), learning performance (Lepine et al., 2004) and organizational commitment (Banks, Whelpley, & Oh, 2012). Conversely, it has positive impact on counterproductive work behavior – interpersonally directed (CWB-I), counterproductive work

behavior-organizationally directed (CWB-O) (Banks et al., 2012) and turnover intention (Pradhan & Jena, 2018).

Role of emotional exhaustion as a mediator has been probed before. The association between job demand and health problems is mediated by burnout (Schaufeli & Bakker, 2004b). Emotional exhaustion also has mediating effect on the relationship between job demands and negative organizational outcomes (Karatepe, 2013), customer incivility and employee incivility (van Jaarsveld, Walker, & Skarlicki, 2010), surface acting and breaking character (Grandey, 2003), abusive supervision and feedback avoidance (Whitman, Halbesleben, & Holmes, 2014) and partial mediating effect on the association between abusive supervision and turnover intention (Pradhan & Jena, 2018).

2.7) Social Support

Social support includes behaviors such as being helpful and showing respect to colleagues at work place. The concept of social support is grounded on the ‘principle of reciprocity’ and is further elucidated with the help of social exchange theory. Individuals seek an equivalent level of exchanges. Receiving fairer treatment compared to what the individual has actually rendered results in feelings of being over-benefitted on the contrary, receiving less compared to the individual providing more ends in feelings of being under-benefitted (Antonucci, Fuhrer, & Jackson, 1990).

The degree of reciprocity varies for different phases in the individual’s life. Younger people tend to be more energetic and possess more energy compared to the older individuals. Their intent is to receive support in return for both short term and long term interactions (Dowd, 1984). However, social support as a resource might generate a different viewpoint. According to Antonucci (1990), support bank is the mechanism through which individuals can gain from both

short term and long term exchanges by keeping the record of support they have provided and received at the end. In this case, even being over-benefitted would be favorable for the employee. With the help of social support, employees can perform their tasks effectively in the organization (Ng & Sorensen, 2008) and it can also be instrumental in dealing with job stress (Terry, Nielsen, & Perchard, 1993; Wu & Hu, 2009). The concept of social support can further be explained with the help of buffering hypothesis according to which social support can also be defined as “mechanism through which interpersonal relationships presumably buffer one against a stressful environment”(Cohen & McKay, 1984, p. 253). The buffering hypothesis posits that people with social support will experience a reduced impact on their health and overall well-being as compared to those who are without one (Cohen & McKay, 1984).

Social support is a “meta-construct” composed of various sub-constructs (Vaux, Riedel, & Stewart, 1987). Previous studies have identified an array of these facets. Results of one study indicated that social support further consist of instrumental support (e.g. information sharing, financial support, etc.) or emotional support (e.g. being supportive, sympathizing with others, etc.) (Antonucci et al., 1990). Whereas, socializing, emotional support, practical assistance, financial assistance, and advice/guidance were identified as dimensions of social support by Vaux et al (1987). Dimensions of social support include psychological and non-psychological support (also referred to as tangible support). Psychological form of social support further consists of appraisal and emotional support (Cohen & McKay, 1984). Social support has also been bifurcated into perceived support and received support. Out of these both forms, perceived support which includes perceived support of supervisor and perceived support of coworkers, has been repeatedly associated with the well-being of an individual (Haber, Cohen, Lucas, & Baltes, 2007; Ng & Sorensen, 2008).

Perceived supervisor's support has a stronger impact on the employee's work attitudes than the support from colleagues as it is perceived to be more valuable and a consistent form of resource (Ng & Sorensen, 2008). One rationale for lack of trust in coworkers could be the political driven agenda or any other ulterior motive which is viewed suspiciously by the employees (Parker, Dipboye, & Jackson, 1995). Also, accepting help from coworkers might be deemed as a sign of incompetence as they are considered equal in terms of position they are holding in the organization (Peeters, Buunk, & Schaufeli, 1995). Nevertheless, these forms of support might elicit different work attitudes depending on the meaning derived from their support, context and organizational setting (Ng & Sorensen, 2008).

2.8) *Abusive Supervision*

Abusive supervision, a type of negative workplace behavior (Tepper et al., 2017), is a subjective perception of subordinates built on prolonged display of supervisor's abusive behavior that varies from person to person (Harris et al., 2007; Tepper, 2000). Abusive behavior of supervisor is categorized as a 'willful behavior and it is a manifestation of the actual supervisory abusive verbal and nonverbal behavior excluding the physical abuse (Harris et al., 2007; Tepper, 2007). Examples of abusive supervision include supervisors telling subordinates that their ideas are foolish or belittling them in front of other employees (Decoster et al., 2014), subjecting employees to poor treatment in order to get desired results or reprimanding subordinates for making errors (Tepper, 2007). This abusive affiliation of the supervisor with subordinates is expected to last until the supervisor or the subordinate ends this toxic affiliation or the supervisor controls his abusive behavior (Tepper, 2000).

Extant literature has identified few constructs that might appear to share a similar meaning with abusive supervision. Nonetheless, there is a fine line that sets them apart from each other. In

one of the earliest papers on abusive supervision, Tepper (2000) identified petty tyrant, tyrannical supervision and nonphysical workplace aggression to be closely linked with abusive supervision. Later, a more comprehensive study conducted by Tepper (2007) has identified additional relatively identical constructs namely: “Generalized hierarchical abuse; victimization; workplace bullying; supervisor aggression; supervisor undermine; and negative mentoring experiences”(pp. 263–264). These identical constructs were identified on the basis of four different aspects including, behavior directed toward subordinates, inclusion of physical hostility, and inclusion of content apart from hostility and the role of intention towards defining construct. Other constructs including toxic leader (Lipman-blumen, 2005) and abrasive personality (Tepper et al., 2017) also show resemblance to abusive supervision.

Petty tyrant, coined by Ashforth (1994), is defined as the person “who lords his or her power over others.” This form of behavior lowers subordinate’s self-esteem and also induces feelings of being abashed, frustrated and stressed out. This construct is distinct from abusive supervision as it may or may not incorporate hostile behavior from supervisor (Tepper, 2000). Toxic leader is an “individuals who, by virtue of their destructive behaviors and their dysfunctional personal qualities or characteristics, inflict serious and enduring harm to the individuals, groups, organizations, communities and even the nations that they lead” (Lipman-blumen, 2005, p. 2). This form of behavior is more extreme in nature as compared to abusive supervision and does not always manifest hostility towards other employees (Wu & Hu, 2009). Abusive supervision is different from supervisor bullying and undermining as it just reflects on the abusive nature of supervisor without highlighting the underlying motive (Martinko, Harvey, Brees, & Mackey, 2013).

2.8.1) *Active-aggressive and Passive-aggressive Abusive Supervision*

Aggressive behavior is a multidimensional construct and has been defined by a number of researchers with no consensus over a precise definition leading to a number of operational issues. A major issue related to aggressive behavior is about the appropriate classification of its sub-types. Broadly, this form of behavior can be expressed in either direct-indirect and active-passive form with various sub-types (*shown in Figure 2.4*) (Parrott & Giancola, 2007). Abusive supervision is a type of aggressive behavior but the evidence pertaining to its multidimensionality is insufficient. Recently, two distinct dimensions of abusive supervision were identified by Mitchell & Ambrose (2007) namely passive-aggressive abusive supervision and active-aggressive abusive supervision.

Table 2.4: Taxonomic System of Aggressive Behaviors

	Direct expression	Indirect expression
<i>Active expression</i>	Subtypes Physical Verbal Postural Damage to property Theft	Subtypes Physical Verbal Postural Damage to property Theft
<i>Passive expression</i>	Subtypes Physical Verbal Damage to property Theft	Subtypes Physical Verbal Damage to property Theft

Source : (Parrott & Giancola, 2007)

People with passive-aggressive behavior are described as those who seek out novel and stimulating situations in impulsive ways while remaining unpredictable (Cloninger, 1987). Individuals displaying this form of behavior, try to express their aggression in an obscured manner (McIluff & Coghlan, 2000). The passive aggressive behavior has been accepted as a clinical

problem for a number of years. Individuals with this form of behavior are often inefficient, unpredictable and have the tendency to be depressed and often show signs of hopelessness. As far as their relationship with other individuals is concerned, they are fond of changing their roles repeatedly resulting in others getting confused (McCann, 1988). Passive-aggression arises due to immense anxiety, an individual's inability to learn and behave in an appropriate assertive manner (Perry & Flannery, 1982), disappointment, victimization, rejection and betrayal (McIluff & Coghlan, 2000). Individuals with this form of behavior tend to be highly novelty seeking are dependent on rewards and try their best to avoid any situation ensuing harm (Cloninger, 1987). Devries (1988) notes that supervisors with passive-aggressive behavior will find it difficult to sustain their position in organizations, therefore they will try to refrain from adopting such behavior. On the other hand, subordinates tend to be more passive-aggressive in nature than their supervisors.

Passive-aggressive abusive supervision captures the passive acts of interpersonal abuse (Mitchell & Ambrose, 2007). This passive form of abuse includes “not giving credit for a job that requires a lot of effort”, “invasion of privacy” and “blaming subordinate to save himself/herself from the embarrassment” (Mitchell & Ambrose, 2007, p. 1168). Passive-aggressive abusive supervision negatively impacts organizational citizenship behavior - organization (OCB-O), organizational citizenship behavior –individual (OCB-I), leader member exchange (LMX) and performance (Decoster et al., 2014).

Active form of aggression involves perpetrator's active and intentional participation in harming the subject. It involves one on one interaction of the victim with perpetrator with the victim easily identifying the individual causing harm. There are four ways in which this form of behavior is expressed. It includes the physical and verbal, postural, damage to property and theft

(Parrott & Giancola, 2007). However, abusive form of supervision does not encapsulate physical harm (Tepper, 2000).

Active-aggressive abusive supervision encapsulates active acts of hostile behavior directed towards the subordinate (Mitchell & Ambrose, 2007). It has negative relationship with organizational citizenship behavior-individual (OCB-I), organizational citizenship behavior-organization (OCB-O), and leader-member exchange (LMX) but does not influence performance (Decoster et al., 2014). Furthermore, Baron & Neuman (2004) argued that the passive form of aggression is more prevalent in organizations than the active one.

Tepper (2000) study pertaining to outcomes of abusive supervision revealed that abusive supervision causes subordinates to form a strong opinion about prevailing in-justices in their organizations and they usually express their intent to part ways with the organization. Apart from the justice perception of employees, lack of social support from coworker (Pradhan & Jena, 2018) and employee's perception of lack of meaningful work (Pradhan & Jena, 2017) can also further reinforce intention to quit due to abusive supervision. Abusive supervision influences job tension and emotional exhaustion with the link being more prominent under high levels of accountability (Breux, Perrewé, Hall, Frink, & Hochwarter, 2008). Apart from facing issues at workplace and psychological distress, abusive supervision is also a significant contributory factor towards inter-role conflicts; including work to family and family to work conflict (Carlson et al., 2012; Tepper, 2000). Abusive supervision has serious ramifications on both individuals and organizations causing myriad of deviant behaviors in the form of supervisor-directed deviance, organizational deviance, and interpersonal deviance (Mitchell & Ambrose, 2007).

2.9) *Abusive Supervision and Compulsory Citizenship Behavior*

When employees are pressurized into performing extra duties, they are more likely to exhibit citizenship behavior (Bolino et al., 2009). A study investigating the processes that create the supervisor-subordinate relationships showed when supervisors perceived extra duties performed by subordinates as part of their in role duties, they do not consider it necessary to treat employees fairly (Simon, Hurst, Kelley, & Judge, 2015). Few studies have probed the association between supervisory/leadership variables and citizenship behaviors. Charismatic leadership has a positive association with OCB-I (Horn, Mathis, Sammie, & Randle, 2015). Destructive leadership has positive relationship with CCB (Wu et al., 2018). Several studies have reported a significant relationship of abusive supervision with OCB (Aryee, Sun, Chen, & Debrah, 2007; Decoster et al., 2014; Xu, Huang, Lam, & Miao, 2012; Zellars et al., 2002). Abusive supervision diminishes the subordinate's tendency to perform organizational citizenship behaviors. Subordinates who have experienced abusive form of supervision are less likely to exhibit OCB than those whose supervisors are non-abusive. However, due to vaguely defined roles in organization, the victims of abusive supervision might continue to perform citizenship behavior as they might erroneously consider citizenship behaviors are part of their in-role duties (Zellars et al., 2002). There is a dearth of empirical evidence supporting the link of abusive supervision with CCB. Abusive supervision induces negative behaviors in subordinates (Mitchell & Ambrose, 2007) and has a significant positive relationship with CCB (Zhao et al., 2013). Therefore, based on theoretical and empirical evidence, the following hypotheses are presented:

Hypothesis 1_a = *Active-aggressive abusive supervision is positively related with compulsory citizenship behavior.*

Hypothesis 1_b = *Passive-aggressive abusive supervision is positively related with compulsory citizenship behavior.*

2.10) Abusive Supervision and Emotional Exhaustion

‘Type A behavior’ is a form of behavior exhibited by a person who is bent on getting work done on time. Both time pressure and hard driving/competitiveness are facets of ‘Type A behavior’. This extreme form of behavior can exacerbate health issues since these individuals work tirelessly towards achieving their goals. In a cross-cultural analysis conducted on Canadian and Pakistani university professors, the results showed that overall ‘Type A behavior’ and its dimensions have a significant relationship with burnout and turnover intention among professors of both nations (Jamal, 1999). When similar behavior is displayed by supervisors the subordinates face array of mental issues. Supervisor’s abusive behaviors may induce psychological discomfort in subordinates, which includes depression, anxiety, and emotional exhaustion (Tepper, 2000). Abusive supervision has a significant positive relationship with emotional exhaustion (Aryee et al., 2008; Breaux et al., 2008; Pradhan & Jena, 2018; Scheuer et al., 2016; Tepper, 2000; Tepper et al., 2007; Whitman et al., 2014; Wu & Hu, 2009; Yagil, 2006). Furthermore, results of a meta-analysis supported a moderate association of abusive supervision with emotional exhaustion (Mackey et al., 2017). One of the studies showed that both facets of active-aggressive and passive-aggressive supervision are expected to yield similar findings as a composite dimension of abusive supervision (Decoster et al., 2014).

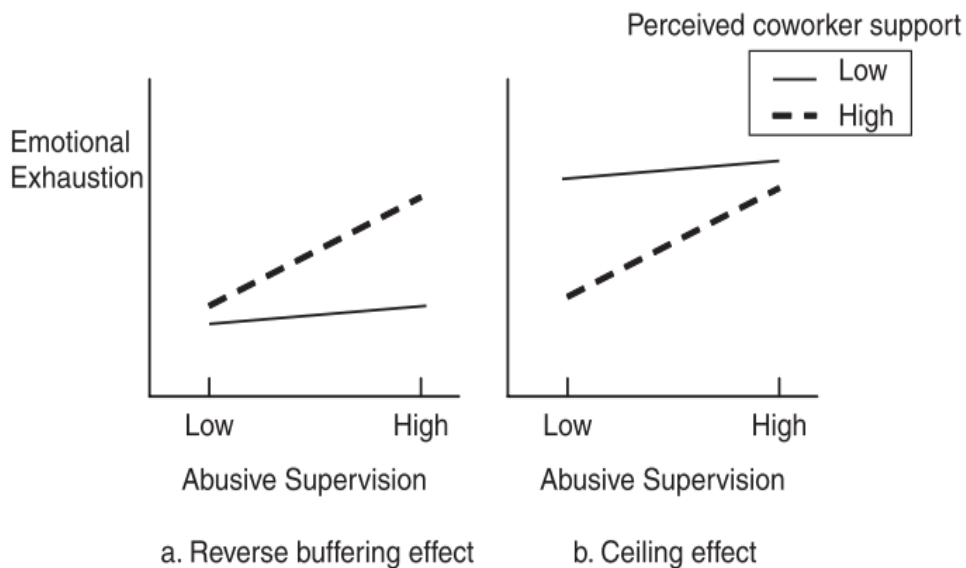
2.10.1) Role of Perceived Coworker’s Support as Moderator

In a study conducted to probe into the social undermining in organizations, both supervisor undermining and coworker undermining caused counterproductive behaviors and somatic

complaints in employees. These effects are more strengthened when the supervisor assumes dual role of both supporter and an underminer. Nevertheless, the cross domain effects somewhat supported the notion of buffering according to which the deleterious effect of the supervisor undermining on somatic complaints is alleviated by coworker’s support (Duffy et al., 2002).

Perceived coworker’s support moderates the relationship between abusive supervision and emotional exhaustion (Pradhan & Jena, 2018; Wu et al., 2007). A study conducted on healthcare professionals showed that high form of perceived coworker’s support can lessen the negative impact of abusive supervision on emotional exhaustion (Pradhan & Jena, 2018). However, the other study reported a finding contrary to proposed hypothesis. The association was only strengthened when the perceived coworker’s support is high. This phenomenon can be explained with the help of reverse buffering effect and the ceiling effect (*shown in Figure 2.5*).

Figure 2.5: Reverse Buffering Effect and Ceiling Effect



Source (Wu & Hu, 2009, p. 162)

In some instances, peers albeit showing their support, tend to enhance the victim's negative feeling towards the supervisor thus activating the reverse buffering effect. An alternate explanation is also provided by a ceiling effect, according to which employees receiving less support from their coworkers already achieve a certain stagnation in relation to their emotional exhaustion. Beyond that "ceiling point", increase in coworker's support exacerbates the situation (Wu & Hu, 2009). Thus, based on JD-R theory and empirical evidence, the following hypotheses are postulated:

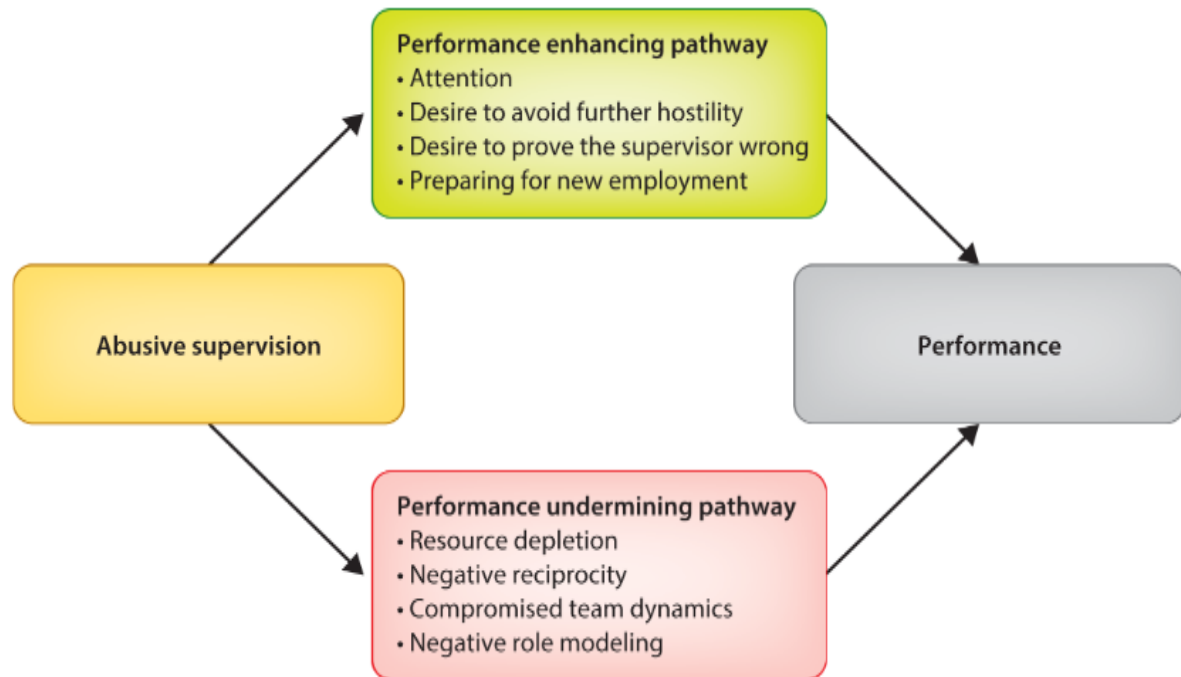
Hypothesis 2_a = Perceived support of coworkers moderates the relationship between active- aggressive abusive supervision and emotional exhaustion such that the positive relationship between active-aggressive abusive supervision and emotional exhaustion is more strengthened when perceived support of coworkers is low.

Hypothesis 2_b = Perceived support of coworkers moderates the relationship between passive- aggressive abusive supervision and emotional exhaustion such that the positive relationship between passive-aggressive abusive supervision and emotional exhaustion is more strengthened when perceived support of coworkers is low.

2.10.2) Role of Emotional Exhaustion as Mediator

Abusive supervision can impede employee performance if it involves negative reciprocity, compromise on team dynamics, negative role modeling and resource depletion. Performance undermining path emanating from abusive supervision triggers stronger impact on job performance than the performance enhancing pathway (shown in *Figure 2.6*)(Tepper et al., 2017). This depletion of resources (emotional exhaustion) decreases job performance of employees (Bakker & Heuven, 2006; Karatepe, 2013; Wright & Cropanzano, 1998).

Figure 2.6: Performance enhancing and undermining pathways from Abusive Supervision



Source (Tepper et al., 2017)

Employees, constantly part of abusive supervisor-subordinate relationship exhaust their resources resulting in emotional exhaustion. After becoming emotionally drained the subordinates lack energy to concentrate on their job with full enthusiasm (Aryee et al., 2008). Previous studies have reported that link between abusive supervision and citizenship behaviors involves mediator (Decoster et al., 2014; Xu et al., 2012). Burnout has negative association with OCB (Liang, 2012). Whereas emotional exhaustion, a type of burnout, also has a negative impact on OCB (Chang, Johnson, & Yang, 2007; Chiu & Tsai, 2006; Liang, 2012), OCB-O (Chang et al., 2007; Cropanzano, Rupp, & Byrne, 2003; Tourigny et al., 2013) and OCB-I (Chang et al., 2007). Similarly, citizenship fatigue as a construct relatively similar to emotional exhaustion also has a significant negative relationship with organizational citizenship behavior (Bolino, Hsiung, Harvey, & LePine, 2015).

Based on the conservation of resources theory (COR theory), the relationship between emotional exhaustion and citizenship behaviors can be articulated (Halbesleben & Bowler, 2007; Tourigny et al., 2013). Emotional exhaustion depicts expenditure of resources (Hobfoll, 2001). Based on this theory, the employees feel burned out when the resources required are not up to the demand, causing them to be extra vigilant in utilizing their resources (Siegall & McDonald, 2004). A study conducted on nurses revealed that even though there is a negative direct association between emotional exhaustion and OCB-O; the nature of this relationship shows employees' tendency to conserve their resources in order to maintain balance between their consumed and invested resources (Tourigny et al., 2013).

One study conducted on the employees of the Chinese manufacturing firms investigated the role of emotional exhaustion as a mediator between abusive supervision and two dimensions of contextual performance (interpersonal facilitation and job dedication) and showed both relationships are mediated by emotional exhaustion (Aryee et al., 2008). Contextual performance has been identified as a discretionary behavior and has been closely linked with organizational citizenship behavior (Organ, 2017). Since, employees can be forced into performing extra duties, therefore a positive association between emotional exhaustion and compulsory citizenship behavior in which the employees are supposedly put in auto pilot mode while rendering extra duties can be expected. Hence, this study expect emotional exhaustion to mediate the relationship between both facets of abusive supervision and compulsory citizenship behavior:

***Hypothesis 3_a**= The positive relationship between active-aggressive abusive supervision and compulsory citizenship behavior is mediated by emotional exhaustion.*

***Hypothesis 3_b**= The positive relationship between passive-aggressive abusive supervision and compulsory citizenship behavior is mediated by emotional exhaustion.*

2.10.3) Collective Role of Perceived Coworkers' Support as Moderator and Emotional Exhaustion as Mediator – First Stage Moderated Mediation

Various forms of job demands, like abusive supervision, workload demands (Wu & Hu, 2009), work overload (Karatepe, 2013) cause depletion of resources (Schaufeli & Bakker, 2004b). In order to establish a good relationship with their supervisors, the subordinates are expected to adjust their emotions (Tepper, Moss, Lockhart, Carr, & Bennett, 2007). This form of adjustment would require subordinates to take extra efforts resulting in the loss of resources and becoming emotionally exhausted (Grandey, 2000; Karatepe, 2013). These resources are further diminished in the presence of low perceived coworker's support (Pradhan & Jena, 2018). When faced with these diminished resources, employees tend to invest remaining of their energy in citizenship behaviors which would reap future benefit at the cost of the duties which they are bound to perform that is in-role performance (Halbesleben & Bowler, 2007). Citizenship behaviors are directed towards individuals (supervisors, peers, etc.) and organization as a whole. In the circumstances where the employee is already experiencing diminished emotional resources, the coworkers might step in by showing support and demanding less of the extra duties. Perhaps then the individuals might end up exhibiting less compulsory organizational citizenship behaviors and vice versa. Therefore, on the basis of aforementioned evidence and arguments provided in support of previously suggested hypotheses, the following hypotheses are proposed:

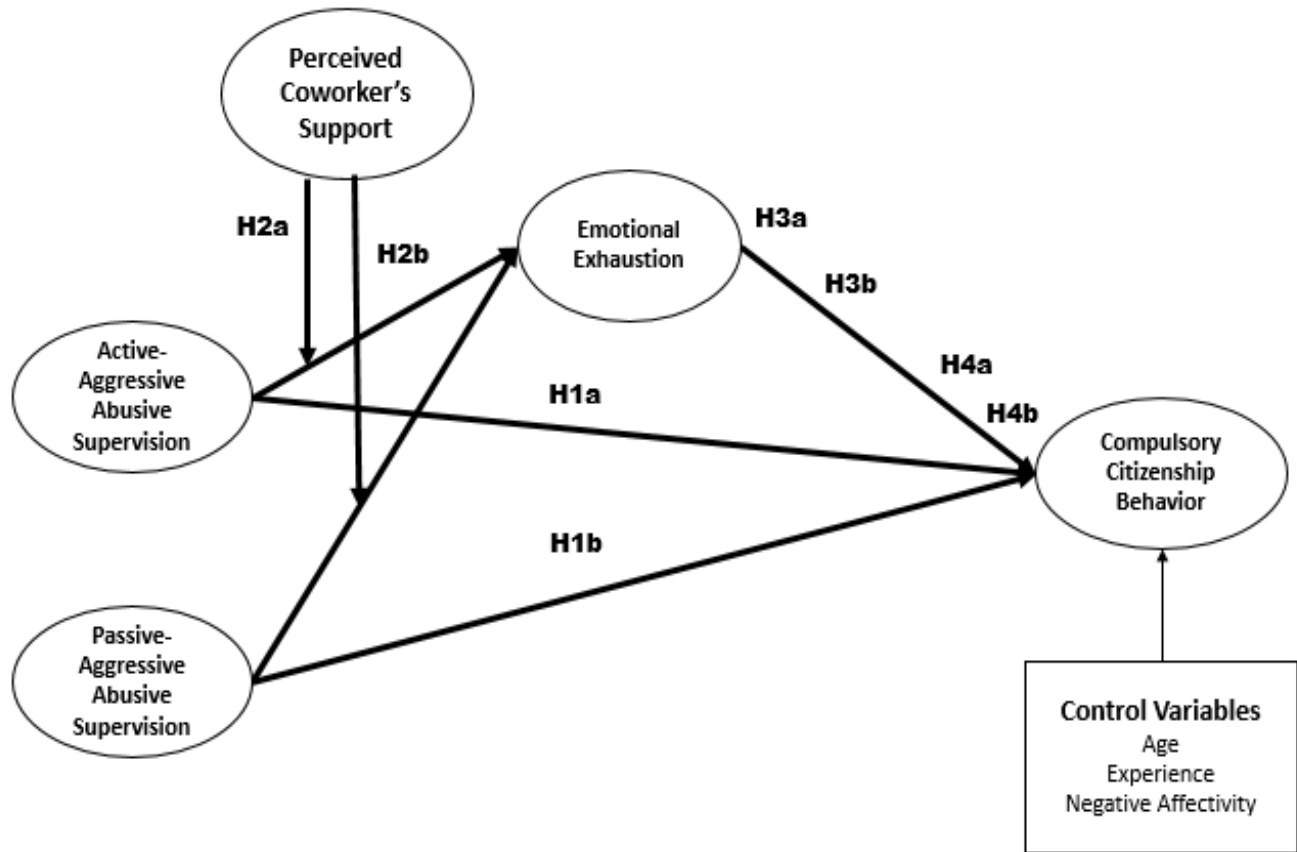
H4_a= *The indirect effects from active-aggressive abusive supervision to compulsory citizenship behavior are moderated by perceived coworker support through emotional exhaustion and these effects are more strengthened when perceived support of coworker is low rather than high.*

H4b= *The indirect effects from passive-aggressive abusive supervision to compulsory citizenship behavior are moderated by perceived coworkers' support through emotional exhaustion and these effects are more strengthened when perceived support of coworker is low rather than high.*

2.11) Conceptual Framework

With the help of JD-R theory and COR theory, the proposed conceptual framework (*shown in Figure 2.7*) encapsulates job demands and their impact on job performance of employees in the presence of psychological distress and social support as a boundary condition. Two different facets of abusive supervision (active-aggressive abusive supervision and passive-aggressive abusive supervision) can have an impact on compulsory citizenship behavior through a psychological mechanism (emotional exhaustion) and this relationship will be moderated by social support (perceived coworker's support). Abusive supervision causes depletion of resources resulting in emotional exhaustion (Pradhan & Jena, 2018; Scheuer et al., 2016; Tepper, 2000). This abusive nature of supervisor prompts employees to search for other forms of social support. Thus, employees start relying on coworker to provide all necessary support for resource (Ng & Sorensen, 2008).

Figure 2.7: Conceptual Framework



Thus, employees' would attempt to replenish resources through their coworkers. If the support from coworkers is high, then the undesirable impact between abusive supervision will be lessened; however low levels of support cause employees to be more exhausted (Pradhan & Jena, 2018). This depletion of resources along with resource constraint leaves employees with no choice but to invest remaining resources in compulsory citizenship behaviors. *Table 2.1* shows hypotheses with their respective paths in the conceptual framework

Table 2.1: Hypotheses with Paths

Hypotheses	Paths
H1a	Active-Aggressive Abusive Supervision → Compulsory Citizenship Behavior
H1b	Passive-Aggressive Abusive Supervision → Compulsory Citizenship Behavior
H2a	Active-Aggressive Abusive Supervision * Perceived Coworker's Support → Emotional Exhaustion
H2b	Passive-Aggressive Abusive Supervision * Perceived Coworker's Support → Emotional Exhaustion
H3a	Active-Aggressive Abusive Supervision → Emotional Exhaustion → Compulsory Citizenship Behavior
H3b	Passive-Aggressive Abusive Supervision → Emotional Exhaustion → Compulsory Citizenship Behavior
H4a	Active-Aggressive Abusive Supervision * Perceived Coworker's Support → Emotional Exhaustion → Compulsory Citizenship behavior
H4b	Passive-Aggressive Abusive Supervision * Perceived Coworker's Support → Emotional Exhaustion → Compulsory Citizenship Behavior

2.12) Conclusion

This chapter outlines conceptual model developed on the basis of JD-R theory and COR theory to illustrate how job demands influence extra role performance of employees through psychological distress in the presence of a boundary condition. The discussion involved theoretical justification, explanation of research constructs and the conceptual framework to test the conceptual model in the context of the insurance sector of Pakistan. Four different hypotheses were postulated that are going to be instrumental in answering the research question.

Chapter Three: Research Methodology

3.1) Introduction

Previous chapters laid the groundwork for taking this study forward and highlighted the research overview, research question and formulation of the conceptual model on the basis of relevant theories and past studies.

This chapter begins by examining research strategy and design that will be helpful in answering the research question. Followed by in-depth discussion on the sampling including unit of analysis, sampling technique and the sample size. Next, data collection procedure is examined in detail with information related to the data collection period, target respondents and the process through which questionnaires were disseminated and collected. Instruments used for measurement of constructs were discussed and lastly, statistical softwares and techniques used for the testing hypotheses of this study were explained.

3.2) Research Strategy and Design

Positivism is defined as, “a deterministic philosophy in which causes probably determine the effects or outcomes” (Creswell & Creswell, 2003, p.7), and also as “an epistemological position that advocates the application of the methods of the natural sciences to the study of social reality”(Bryman, Bell, Mills, & Yue, 2011). Positivistic approach is driven by the belief that “world is external and objective” and calls for the researcher to emphasize on the facts and process of deduction rather than induction (Bryman et al., 2011). This approach is associated with quantitative modes of data gathering (Mackenzie & Knipe, 2006) with the majority of quantitative studies are confirmatory and deductive in nature (Atieno, 2009). Some examples of data collection tools aligned with positivist paradigm include experiments, quasi-experiments, tests and scale

(Mackenzie & Knipe, 2006). Since, the aim of this research is to explain the phenomena with the help of theories; thus, the philosophical approach adopted for his paper is positivistic with the study being quantitative and empirical in nature. For any study, the research design facilitates the research by providing basis for gathering and the analysis of data. Implementation of research design involves choosing a particular research method, which is the technique used for gathering data (Bryman et al., 2011; Mackenzie & Knipe, 2006). In this study, cross-sectional research design is adopted by self-administered surveys as the research method (Bryman et al., 2011).

3.3) Sampling

Population is “a collective term used to describe the total quantity of cases of the type which are the subject of the study.” (Nicholas, 2010, p. 94). Whereas sample is “the small part of a whole (population) selected to show what the whole is like” and this entire process is termed as sampling (Nicholas, 2010, p. 177).

There are 41 general insurance corporations operating in Pakistan from which three are in general Takaful business and one is owned by the government. Similarly, nine life insurers companies are functional in Pakistan out of which two are in family Takaful business and one is state owned insurer (Government of Pakistan, 2018). A total of nine companies in Lahore and Karachi were selected. Unit of analysis and target respondents for this research were individuals working with insurance companies at managerial posts with the experience of at least three years within the same sector. For these reasons the sampling technique adopted for this study was purposive sampling. Questionnaires (*shown in appendix*) were administered to respondents using pencil and paper survey method.

Kline (2005) has suggested that the complex models should have a sample size of at least of 200. However, recently Hair, Babin, & Krey (2017) have opined that for the covariance based

structural equation modelling a sample size of 100 is sufficient. A calculator for studies involving structural equation modelling was developed by Westland (2010) on the basis of statistical research and was used to ascertain a minimum sample required for this research. Therefore, based on the calculations the estimated minimum required sample was 88. Considering the minimum sample size calculated from the structural equation modelling sample size calculator and the threshold suggested by Kline (2005) the final sample size for this research was 212. Final usable responses were 205.

3.4) Data Collection Procedure

Data collection period spanned three months from January, 2019 to March, 2019. Various insurance companies were contacted over the phone to seek permission for data collection. Finally, nine companies gave their permission to collect data. For this purpose, initial meetings were scheduled with company representatives to brief them about the aim of this research. The anonymity of the respondents was guaranteed since the nature of the questionnaire was such that subjects would have felt reluctant in filling out the survey. With the help of the contact person in every organization for this study, employees with over three years of experience in the industry occupying managerial level post in the organization were selected. Each organization was visited at least 2-3 times with respondents being given an option to either fill out the survey form immediately or at the time of their convenience. Each questionnaire comprised a cover letter that included MPhil candidate's name and the supervisor, a very brief overview of the study, promise to ensure anonymity of the respondents and the organization and the usage of collected information only for research/academic purposes.

3.5) *Research Instruments*

3.5.1) *Control Variables*

Apart from the independent and dependent variables, a third variable, control variable helps to develop better comprehension of the association between them by restricting extraneous factors (Carlson & Wu, 2012). In order to attain statistical control in the model, control variables play a vital role in organizational research. However, only those control variables should be incorporated in the model that provides sound reasoning because irrelevant control variables might confound the results (Becker et al., 2016; Carlson & Wu, 2012). Studies use this statistical control in order to achieve, “purification, accounting for other useful variables and incremental improvement of the model” (Carlson & Wu, 2012, p. 415). Hence, this study would involve control variables as means to incorporate other meaningful variables and to enhance overall predictability of the model.

In this research, control variables were selected on the basis of the relationship they had with the compulsory citizenship behavior (dependent variable). A study examining the role of abusive supervision in explaining CCB used gender, age, education and job tenure as control variables (Zhao et al., 2013). Gender, age, tenure and education were also in the model as control variables in a study probing into the role of abusive supervision in influencing OCB (Zellars et al., 2002).

Therefore, age and experience were used as control variables for determining relationship between both forms of abusive supervision and compulsory citizenship behavior. Apart from these artifact control variables, one theoretical control variable namely “Negative affectivity” was also added in the model as past researches have shown its link with abusive supervision and performance (Tepper, 2007; Wu & Hu, 2009).

3.5.2) Measurement of Variables

This subsection includes detailed discussion on measurement of the control, independent, mediator, moderator and dependent variables incorporated in the model.

3.5.2.1) Control Variables

Negative affectivity was gauged through PANAS scale developed by Watson, Clark, & Tellegen (1988). Target respondents were requested to rate five emotions “*nervous, afraid, upset, irritable, and distressed*” on the scale of 1 (*very slightly or none at all*) to 5 (*extremely*). Socio-demographic control variables included age (*in years*) and experience (*in years*).

3.5.2.2) Active-Aggressive and Passive-Aggressive Abusive Supervision

Scale of abusive supervision is developed by Tepper (2000) and the scale items have been adopted in previous studies to a great extent. Around 59% of past studies have used all 15 items of the original scale, whereas few have used a shorter version of the scale with only 10 items. The original scale had frequency based scale points from 1-5². Although other studies also used agreement scales³, but a significant number of past researches have utilized frequency based scale points (Mackey et al., 2017). A study conducted in China used a brief version (10 items) of abusive supervision scale as few items of the original scale developed by Tepper (2000) were considered inappropriate in the Chinese culture (Aryee et al., 2008).

Two dimensions of this construct were extracted by Mitchell & Ambrose (2007) from the original scale of abusive supervision. Each dimension comprises of 5 items. Sample of its items include, “My Supervisor tells me I'm incompetent” and “My Supervisor tells me my thoughts or feelings are stupid.” Passive-aggressive abusive supervision's sample items include, “My

² 1 in original scale depicted “I cannot remember him/her ever using this behavior with me” whereas, 5 represented “He/she uses this behavior with me very often”

³ (e.g., strongly agree to strongly disagree)

Supervisor doesn't give me credit for jobs requiring a lot of effort”, “My Supervisor blames me to save himself/herself embarrassment.” The complete items of both constructs are shown in *Appendix*.

3.5.2.3) Compulsory Citizenship Behavior

Only one scale has been developed ever since this phenomenon was first identified by Vigoda-Gadot (2006) and has been used in the following recent studies (He, Peng, Zhao, & Estay, 2017; He, Wang, Li, Wu, & Estay, 2018; Liu, Zhao, & Sheard, 2017; Wu, Peng, & Estay, 2018). The scale consists of 5 items measured through frequency based scale points with 1 depicting ‘Never’ and 5 indicating ‘Always’. It is pertinent to mention that this scale was originally developed for identifying compulsory citizenship behavior in teachers, therefore, one of the item, “*I feel that I am forced to help other teachers beyond my formal obligations and even when I am short on time or energy*”, specifically mentions ‘teachers’ which was replaced with ‘coworkers’ in this research. Few of the items include, “*The management in this organization puts pressure on employees to engage in extra-role work activities beyond their formal job tasks*”, and “*There is social pressure in this organization to work extra hours, beyond the formal workload and without any formal rewards*”.

3.5.2.4) Perceived Coworker’s Support

Perceived support of coworkers was gauged by 3 items adopted by Wu & Hu (2009) and was developed by Staw et al., (1994). PCS was gauged on five point Likert or agreement scale. Sample items include, “*I and my coworkers share news about important things that happen at the organization*”, and “*My coworkers give me the help I need to do my job*”.

3.5.2.5) Emotional Exhaustion

The original Maslach Burnout Inventory (MBI) scale was developed to gauge burnout in service professions. However, different variants of the scale have also been formulated. Thus, the original MBI is also referred to as Maslach Burnout Inventory- Human Services Survey (MBI-HSS). Other versions of MBI include, MBI-Educators Survey (MBI-ES), MBI-General Survey (MBI-GS) (Maslach et al., 1996). The five items of emotional exhaustion were adopted from MBI-GS and has originally been measured on a 7- point likert scale; with 0 indicating ‘never’ to 6 indicating ‘everyday’ frequency rating scale (Schaufeli, Leiter, Maslach, & Jackson, 1996). However, studies have also used 5 - point agreement scale with 1 indicating ‘strongly disagree’ to 5 depicting ‘strongly agree’ (Lloyd, Boer, Keller, & Voelpel, 2015). Sample items include, “*I feel used up at the end of the workday*”, “*Working all day is really a strain for me*”.

A brief summary of the contents of these instruments are shown in *Table 3.1*.

Table 3.1: Scales and their developers

Variable Name	Nature of Variable	Items	Scale	Author(s)
Active-Aggressive Abusive Supervision	Independent Variable	5	5 point agreement scale (1 = Strongly Disagree to 5 = Strongly Agree)	Mitchell & Ambrose (2007); Tepper (2000)
Passive-Aggressive Abusive Supervision	Independent Variable	5	5 point agreement scale (1 = Strongly Disagree to 5 = Strongly Agree)	Mitchell & Ambrose (2007); Tepper (2000)
Emotional Exhaustion	Mediator	5	5 point agreement scale (1 = Strongly Disagree to 5 = Strongly Agree)	Maslach et al., (1996)
Perceived Coworker’s Support	Moderator	3	5 point agreement scale (1 = Strongly Disagree to 5 = Strongly Agree)	Staw et al., (1994) adopted by Wu & Hu (2009)
Compulsory Citizenship Behavior	Dependent Variable	5	5 point frequency scale (1= Never to 5= Always)	Vigoda-Gadot, (2007)

3.6) Data Analysis

Two softwares SPSS (version 20) and AMOS (version 23) were used for the screening of the data and conducting univariate, bivariate and multivariate analysis respectively. After data collection, the first step was to perform data screening followed by checking assumptions of parametric tests, univariate, bivariate and multivariate analysis. Assumptions/pre-requisites included checking for missing values, tests for multi-collinearity, homoscedasticity, skewness and kurtosis. Univariate tests included descriptive of variables and demographics. Bivariate analysis consists of Pearson's correlations and lastly, multivariate analysis comprise confirmatory factor analysis (CFA) and multiple regression.

CFA further involves establishing convergent validity, discriminant validity, composite reliability and model fit of the measurement model. Discriminant validity can also be assessed through model comparison (Wang, Law, Hackett, Wang, & Chen, 2005). All models subject to structural equation modeling are expected to go through model comparisons (Hutchens, 2017). Five different models shown in *Table 3.2* including the base model were tested.

Table 3.2: Comparison of Measurement models

Model	Factors
Base Model	Five factors (active-aggressive abusive supervision, passive-aggressive abusive supervision, emotional exhaustion, compulsory citizenship behavior)
Model 1	Four factors (Combined active aggressive abusive supervision and passive aggressive abusive supervision into one factor)
Model 2	Four factors (Combined compulsory citizenship behavior and emotional exhaustion into one factor)
Model 3	Three factors (Combined compulsory citizenship behavior and emotional exhaustion into one factor and aggressive abusive supervision and passive aggressive abusive supervision into one factor)
Model 4	Two factors (Combined perceived coworker's support, emotional exhaustion and compulsory citizenship behavior into one factor and aggressive abusive supervision and passive aggressive abusive supervision into one factor)
Model 5	Single factor (All factors constrained into one single factor)

Hypotheses **H1_a** and **H1_b** were tested using multiple linear regression on SPSS. All of the remaining hypotheses were tested on SPSS using model 1, 4 and 7 of the Hayes process macro. Since, control variables⁴ cannot be added in the model using process macro therefore to add to control variables, a syntax was generated through ‘custom model builder’ developed by Frank (2018). **H2_a** and **H2_b** involve moderation analysis and was tested using model 1. **H3_a** and **H3_b** were about the mediation analysis and were tested by model 4. Lastly, **H4_a** and **H4_b** were tested by model 7 which involves first stage moderated mediation.

3.7) *Summary*

This chapter discusses research strategy and design, the sampling procedure, sampling method, sample size, process of collecting data and the analysis techniques. This study is cross-sectional in nature with target respondents working at the managerial level in the insurance companies and having at least three years of industry experience. The data collection period was from January 2019 to March 2019. Variables were measured through scales developed and validated by previous studies. Univariate, bivariate and multivariate analyses were performed for the treatment/assessment of collected data and hypotheses testing.

⁴ In process macro only covariates can be added which are regressed with both mediator and dependent variable in model 4 and 7.

Chapter Four: Data Analysis and Findings

4.1) *Introduction*

This chapter includes a series of statistical tests performed in a sequence for evaluation of all four hypotheses of this research as conceptualized in the conceptual model proposed in chapter 2. First, preliminary data analysis consisting of tests for normality of the data, multicollinearity, outliers in the data set and common method variance were performed. Normality was assessed through the skewness and kurtosis whereas multicollinearity was checked through the variance inflation factor (VIF). Two different tests for common method variance (CMV) were also conducted.

Second, descriptive statistics were computed for the purpose of creating a respondents' profile that provided details of their gender, academic background, experience and marital status. Furthermore, minimum, maximum and mean values of the constructs in the model were calculated. After descriptive statistics, correlations of variables were determined through Pearson correlation coefficient.

In the last section, the results of multivariate analysis were reported which comprised tests for the measurement model and hypotheses. The base model was compared statistically with five different models to establish discriminant validity through chi-square difference test and the incremental fit indices. After the discriminant validity, the average variance extracted (AVE) for convergent validity, whereas Cronbach's Alpha and composite reliability (CR) for the reliability of all the latent constructs were also assessed. Lastly, process macro developed by Andrew Hayes (version 3.2) was used to test all four hypotheses.

4.2) *Pre-test*

Before the survey was administered to potential respondents, a pre-test of the questionnaire was done to assess the clarity of the questions and to identify any underlying problem that the respondents can experience. For this purpose 20 individuals working in insurance sector were selected with the diverse academic background, job experience and position in the company's hierarchy. The participants for the pre-test comprised one executive director, three head of departments and 16 middle level managers. Overall, feedback indicated that participants were able to comprehend and interpret the questionnaires correctly; therefore no further changes were made to the survey.

4.3) *Preliminary Data Analysis*

Out of total 212 responses received, seven contained outliers and missing responses because of which the remaining 205 were utilized for analysis of the data. Test for Skewness and kurtosis was performed for determining normality. If the value of skewness is greater than ± 2 than the normality of the data cannot be established. Similarly, for the kurtosis, the desired range is ± 7 (West, Finch & Curran, 1995). The results show that all values were within the prescribed range, hence there were no issues of normality.

Table 4.1: Skewness and Kurtosis

Constructs	Skewness	Kurtosis
<i>Emotional Exhaustion</i>	.293	-1.133
<i>Compulsory Citizenship Behavior</i>	-.003	-.924
<i>Perceived Coworker's Support</i>	-.625	-.431
<i>Passive-Aggressive Abusive Supervision</i>	.674	-.117
<i>Active-Aggressive Abusive Supervision</i>	.897	.405

To check for the presence of outliers in the data set, Cook’s distance measure was used. According to Chatterjee & Hadi (2012), values of $C_i > 1$ are considered influential. *Figure X* shows Cook’s distance on y-axis along with respondents’ ID on x-axis. All values of C_i were below the suggested cutoff value as shown in Appendix

Next, multicollinearity was evaluated by checking values of VIF. It is suggested that the value of VIF should be less than 10 to reject any multicollinearity issue (Hair, Black, Babin, & Anderson, 2010). The results shown in *Table 4.2* indicate there were no multicollinearity concerns.

Table 4.2: Multicollinearity

Variables	Variance Inflation Factor (VIF)
<i>Experience</i>	4.544
<i>Age</i>	4.504
<i>Negative Affectivity</i>	1.115
<i>Emotional Exhaustion</i>	1.593
<i>Perceived Coworker's Support</i>	1.061
<i>Passive-Aggressive Abusive Supervision</i>	2.681
<i>Active-Aggressive Abusive Supervision</i>	2.647

Common method variance (CMV) is, “variance that is attributable to the measurement method rather than to the constructs the measures represent” (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003, p. 879). Previously, Harman’s single-factor test was adopted to check whether one factor accounts for majority of variance in the data (Chang, Van Witteloostuijn, & Eden, 2010; Podsakoff et al., 2003). However, this test has been considered as necessary, but not a sufficient condition to rule out the presence of measurement error in the model. Therefore, it has been suggested that different tests ought to be performed to assess the common method variance (Chang et al., 2010).

Hence, two different post-hoc statistical tests, Harman’s single-factor test and common latent factor were used to assess whether or not CMV is an issue. The results from Harman’s single

factor test showed that a single factor only attributed to 40.85% of the variance which is less than the cutoff value of 50% (Podsakoff & Organ, 1986). Results are shown in the following *Table 4.3*.

Table 4.3: Harman's Single Factor Test for Common Method Variance

Total Variance Explained						
Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	<i>Total</i>	<i>% of Variance</i>	<i>Cumulative %</i>	<i>Total</i>	<i>% of Variance</i>	<i>Cumulative %</i>
1	7.450	43.823	43.823	6.946	40.857	40.857
2	2.233	13.133	56.956			
3	1.467	8.629	65.585			
4	1.080	6.351	71.936			
5	.711	4.182	76.118			
6	.672	3.952	80.070			
7	.536	3.155	83.225			
8	.511	3.005	86.230			
9	.423	2.490	88.720			
10	.352	2.071	90.791			
11	.310	1.824	92.615			
12	.299	1.757	94.371			
13	.254	1.493	95.864			
14	.236	1.386	97.250			
15	.198	1.166	98.416			
16	.150	.883	99.299			
17	.119	.701	100.000			

Note:
Extraction Method: Principal Axis Factoring.

For the common latent factor test, two different models (Base measurement model and measurement model with the latent construct) were compared. In the second model, the latent construct was linked with all the items in the measurement model and their paths were constrained with the variance of the latent construct fixed to 1. Next, the factor loadings of the base measurement model were compared against the factor loadings of common latent factor model as shown in Table 4.4.

Table 4.4: Common Latent Factor Analysis for Common Method Variance

Relationship	With CLF	Without CLF	Change (Without CLF – With CLF)
	Estimate	Estimate	
<i>EE4 ← EE</i>	0.615	0.737	0.122
<i>EE3 ← EE</i>	0.719	0.831	0.112
<i>CCB1 ← CCB</i>	0.57	0.652	0.082
<i>CCB2 ← CCB</i>	0.661	0.75	0.089
<i>CCB3 ← CCB</i>	0.586	0.726	0.14
<i>CCB5 ← CCB</i>	0.642	0.739	0.097
<i>PCS3 ← PCS</i>	0.635	0.812	0.177
<i>PCS2 ← PCS</i>	0.571	0.744	0.173
<i>PCS1 ← PCS</i>	0.628	0.749	0.121
<i>AS3 ← AAAS</i>	0.784	0.932	0.148
<i>AS4 ← AAAS</i>	0.746	0.888	0.142
<i>AS2 ← AAAS</i>	0.584	0.754	0.17
<i>AS9 ← PAAS</i>	0.719	0.842	0.123
<i>AS8 ← PAAS</i>	0.663	0.832	0.169
<i>EE1 ← EE</i>	0.767	0.86	0.093
<i>EE2 ← EE</i>	0.736	0.841	0.105
<i>AS7 ← PAAS</i>	0.663	0.826	0.163

Ideally, the difference between the two should be less than 0.20 (Gaskin, 2016). The results from both post-hoc statistical techniques indicate no measurement error in the model.

4.4) Descriptive Statistics and Correlations

4.4.1) Univariate Analysis

The majority (around 92%) of the respondents were male, whereas only 8.3% were female employees. Married employees comprised 80% of the total respondents. As far as the academic qualification is concerned, approximately 64% of the respondents had done Masters and remaining 36 % hold a bachelor’s degree. Complete demographic description of respondents is shown in *Table 4.5*.

Table 4.5: Demographics

Gender		
	<i>Frequency</i>	<i>Percent</i>
Male	188	91.7
Female	17	8.3
Marital Status		
	<i>Frequency</i>	<i>Percent</i>
Single	41	20.0
Married	164	80.0
Academic Background		
	<i>Frequency</i>	<i>Percent</i>
Bachelors	74	36.1
Masters	131	63.9
Total	205	100.0

The minimum work experience of respondents in the insurance sector was three years and a maximum of 30 years. Low mean was reported for negative affectivity (M= 3.82, SD = 0.831) Perceived coworker's support had the highest mean (M= 3.82, SD = 0.831), followed by that of compulsory citizenship behavior (M= 2.93, SD = 1.015). Out of all the variables (excluding the control variables), passive-aggressive abusive supervision (M= 2.14, SD =0.809) and active-aggressive abusive supervision (M=2.23, SD = 0.955) had relatively lowest means. The details of variable descriptive are reported in Table 4.6.

Table 4.6: Means and Standard Deviations of Variables

Variables	Min	Max	Means	Standard Deviation
Age	-	-	36.7	6.82
Experience (<i>Control Variable</i>)	-	-	10.9	6.55
Education (<i>Control Variable</i>)	4	5	-	-
Negative Affectivity (<i>Control Variable</i>)	1	5	2.21	0.832
Emotional Exhaustion	1	4.75	2.57	1.148
Compulsory Citizenship Behavior	1	4.75	2.93	1.015
Perceived Coworker's Support	1.67	5	3.82	0.831
Passive-Aggressive Abusive Supervision	1	4.33	2.14	0.809
Active-Aggressive Abusive Supervision	1	4.67	2.23	0.955

Note:
Education is a categorical variable with 1= Diploma Holder, 2= Matriculation/O-levels, 3= F.Sc./F.A/I.Com/A-Levels, 4= B.A/B.B.A/B.Sc. , 5=MBA/M.Sc./M.Phil. and 6= PhD.
Experience and *Age* are continuous variable measured in years.
 All remaining variables were measured on a 5-point Likert scale , ranging from 1 (Strongly Disagree) to 5 (Strongly Agree)

Principal component analysis was performed with direct Oblimin method rotation technique to answer the question of presence of compulsory citizenship behavior in Pakistan. This method was previously used by Peng & Zhao (2012) to prove the existence of compulsory citizenship behavior in the context of China.

Results reported in Table 4.7 show that the sample size of 205 was adequate with Kaiser-Meyer-Olkin's (KMO) value of 0.727. Furthermore, Bartlett's test of sphericity depicted χ^2 value of 410.894 (df=10, p < 0.01). The factor loadings of all five items were greater than 0.70 and the unidimensional structure explained 59.8% of the total variance. Hence, overall results supported the occurrence of CCB in insurance sector of Pakistan.

Table 4.7: Factor Analysis Results for Compulsory Citizenship Behavior

KMO and Bartlett's Test						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy					.727	
Bartlett's Test of Sphericity					410.894	
df					10	
Sig.					.000	
Total Variance Explained¹						
<i>Component</i>	<i>Initial Eigenvalues</i>			<i>Extraction Sums of Squared Loadings</i>		
	<i>Total</i>	<i>% of Variance</i>	<i>Cumulative %</i>	<i>Total</i>	<i>% of Variance</i>	<i>Cumulative %</i>
1	2.992	59.849	59.849	2.992	59.849	59.849
2	.791	15.811	75.659			
3	.575	11.491	87.150			
4	.408	8.151	95.301			
5	.235	4.699	100.000			
Component Matrix²						
<i>Items³</i>				<i>Loadings</i>		
CCB1				.790		
CCB2				.827		
CCB3				.716		
CCB4				.744		
CCB5				.786		
Note:						
¹ Extraction Method: Principal Component Analysis.						
² One component extracted.						
³ All five items of compulsory citizenship behavior.						

4.4.2) *Bivariate Analysis*

The correlations among emotional exhaustion and both facets of abusive supervision (active-aggressive and passive-aggressive) were 0.556 and 0.567 respectively (both $p < 0.01$). Whereas the correlation between CCB and EE was strong and positive ($r = 0.607$, $p < 0.01$). PCS had positive but weak correlation with EE ($r = 0.178$, $p < 0.05$). Both active-aggressive ($r = 0.60$, $p < 0.01$) and passive-aggressive abusive supervision ($r = 0.59$, $p < 0.01$) were significantly correlated with CCB. Complete Pearson correlations coefficients are reported in *Table 4.8*.

Table 4.8: Pearson Correlation Coefficients

	EE	CCB	PCS	PAAS	AAAS	NE	E	A
EE	1							
CCB	.607**	1						
PCS	.178*	.087	1					
PAAS	.556**	.598**	.189**	1				
AAAS	.567**	.600**	.096	.765**	1			
NE	.095	.387**	.077	.284**	.245**	1		
SE	-.041	-.084	-.043	-.047	-.059	-.089	1	
SA	-.033	-.066	-.024	-.022	-.025	-.037	.883**	1

EE = Emotional Exhaustion, CCB = Compulsory Citizenship Behavior, PCS = Perceived Coworker's Support, PAAS = Passive-aggressive abusive supervision, AAAS = Active-aggressive abusive supervision, NE = Negative Affectivity, E = Experience, A = Age.

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

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

4.5) *Multivariate Analysis:*

4.5.1) *Measurement Model*

Number of CFAs were conducted using AMOS (version 23) to determine whether respondents were successfully able to distinguish all constructs in the hypothesized model. For this purpose, sequential chi-square difference test was performed with five alternative measurement models

(James, Mulaik, & Brett, 1982). In order to establish overall discriminant validity, the hypothesized model is compared with the single factor model (Bagozzi & Phillips, 1982). Alternative models include 4-factor model A in which all items of active-aggressive abusive supervision and passive-aggressive abusive supervision were constrained into one factor. In the second 4-factor model B, all items of compulsory citizenship behavior and emotional exhaustion were loaded into one factor. The 3-factor model comprised of all items of compulsory citizenship behavior and emotional exhaustion loaded into one factor and all items of active-aggressive abusive supervision and passive-aggressive abusive supervision loaded into one. The 2-factor model consists of two separate latent constructs with all items of perceived coworker's support, emotional exhaustion and compulsory citizenship behavior constrained to one factor and all items of active-aggressive and passive-aggressive abusive supervision constrained into another. The final model was a one factor model with all items constrained into single latent factor. Results of model comparison are shown in *Table 4.9*.

Table 4.9: Model Comparison

Measurement Models	χ^2	$\Delta\chi^2$	CFI	IFI
Five Factors (<i>Base model</i>)	293.623***	-	0.912	0.914
Four Factors - A (<i>Combined AAAS and PAAS into one factor</i>)	373.354***	79.731***	0.882	0.883
Four Factors - B (<i>Combined CCB and EE into one factor</i>)	457.20***	163.577***	0.844	0.846
Three Factors (<i>Combined CCB and EE into one factor and AAAS and PAAS into one factor</i>)	493.148***	199.525***	0.829	0.831
Two Factors (<i>Combined PCS, EE and CCB into one factor and AAAS and PAAS into one factor</i>)	688.359***	394.736***	0.742	0.744
Single Factor	913.498***	619.875***	0.641	0.643
Note : *** $p < 0.01$				

The five factor model showed substantial improvement in χ^2 (*four factor model – A*, $\Delta\chi^2 = 79.73***$, $p < 0.01$; *four factor model – B*, $\Delta\chi^2 = 163.577***$; *Three factor model*, $\Delta\chi^2 = 199.525***$, $p < 0.01$; *two factor model*, $\Delta\chi^2 = 394.736***$, $p < 0.01$; *single factor model*, $\Delta\chi^2 = 619.875***$, $p < 0.01$;

0.01). CFI and IFI of the five factor model were relatively better than the alternative models and above the cutoff value of 0.90 (Hair et al., 2010). Absolute and incremental fit indices of the base model are shown in *Table 4.10* along with their suggested thresholds. Overall, results suggested that the five factor model (hypothesized model) fits the data relatively better than all the remaining nested models. Model fit indices of the base model are shown in *Table 4.10*.

Table 4.10: Model Fit Indices of Five Factor Model

Model Fit Indices	Recommended	Actual	Reference	
Absolute Fit Indices				
χ^2	-	293.623***	-	
<i>CMIN/df</i>	< 3	2.93	Hair et al. (2010)	
Incremental Fit Indices				
IFI	> 0.90	0.914		
CFI	> 0.90	0.912		
*** $p < 0.01$				

Reliability and Validity Analysis:

According to Hair, Babin, & Krey (2017) the standardized factor loadings should preferably be ≥ 0.70 . However, a less strict measure suggested by Hair et.al (2010) requires factor loading to be at least ≥ 0.50 . Therefore, all items with factor loadings of less than 0.50 were dropped from the model. *Table 4.11* shows items and their corresponding factor loadings.

Table 4.11: Latent Constructs with Standardized Factor Loadings

Constructs	Items	Standardized Factor Loadings
<i>Active-Aggressive Abusive Supervision</i>	AS1	Dropped
	AS2	0.754
	AS3	0.932
	AS4	0.888
	AS5	Dropped
<i>Passive-Aggressive Abusive Supervision</i>	AS6	Dropped
	AS7	0.826
	AS8	0.832
	AS9	0.842
	AS10	Dropped
<i>Perceived Coworker's Support</i>	PCS1	0.749
	PCS2	0.744

	PCS3	0.812
<i>Emotional Exhaustion</i>	EE1	0.86
	EE2	0.841
	EE3	0.831
	EE4	0.737
	EE5	Dropped
<i>Compulsory Citizenship Behavior</i>	CCB1	0.652
	CCB2	0.75
	CCB3	0.726
	CCB4	Dropped
	CCB5	0.739

Fornell & Larcker (1981) suggested that the convergent validity holds for the latent construct if the average value extracted (AVE) comes out to be greater than 0.5. In order to establish discriminant validity of constructs, the value of AVE should be greater than the value of the shared variance. For the reliability, two different diagnostic measures Cronbach's Alpha and composite reliability were used with values of ≥ 0.70 generally considered reliable (Hair et al., 2010). The results shown in *Table 4.12* indicate that there were no reliability and validity concerns in the model.

Table 4.12: Reliability and Validity

Variables	Items	Reliability		Convergent Validity	Discriminant Validity
		Alpha	CR	AVE	ASV
Passive-Aggressive Abusive Supervision	3	0.830	0.872	0.694	0.397
Active-Aggressive Abusive Supervision	3	0.882	0.895	0.742	0.396
Perceived Coworker's Support	3	0.805	0.812	0.591	0.037
Emotional Exhaustion	4	0.902	0.890	0.670	0.337
Compulsory Citizenship Behavior	4	0.807	0.809	0.515	0.373

4.5.2) Hypotheses Testing

Hypotheses 1_a was tested using multiple linear regression in SPSS (version 20). In the first step all control variables (*negative affectivity, experience, and age*) were entered in the model and in second the independent variable (*active-aggressive abusive supervision*) along with the control variables were used for the regression analysis. *Table 4.13* shows regression results with active-aggressive abusive supervision.

The first step of the regression analysis show that the overall model was statistically significant ($F(3,201) = 12.085, p < 0.01$) with value of R^2 (*co-efficient of determination*) showing that 15.3% of the variation in the dependent variable (*compulsory citizenship behavior*) is caused by all three control variables collectively. However, only one control variable, negative affectivity, had statistically significant relationship with compulsory citizenship behavior ($\beta = 0.384, p < 0.01$). Step 2 of the regression analysis depicts that overall model was again statistically significant ($F(4,200) = 36.73, p < 0.01$) with R^2 indicating that all variables (*control and independent*) accounted for 42.4% of the variation in the dependent variable i.e. compulsory citizenship behavior. Regression results show that active-aggressive abusive supervision ($\beta = 0.53, p < 0.01$) significantly predicted compulsory citizenship behavior in employees. Therefore, hypothesis 1_a was supported.

Table 4.13: Regression Analysis with Active-Aggressive Abusive Supervision

Dependent Variable		
Variable(s)	Compulsory Citizenship Behavior	
	Step 1	Step 2
Control Variables		
<i>Negative affectivity</i>	0.384***	0.256***
<i>Experience</i>	-0.020 (n.s)	0.040 (n.s)
<i>Age</i>	-0.033 (n.s)	-0.078 (n.s)
Independent Variable		
<i>Active-aggressive abusive supervision</i>		0.538***
R²	0.153	0.424
Adjusted R²	0.140	0.412
F	12.085***	36.731***
ΔR²	-	0.271
ΔF	-	93.909***
*** $p < 0.01$		

Hypotheses 1_b was tested in a similar sequence. The overall model fit for the first step of the regression was statistically significant ($F(3,201) = 12.085, p < 0.01$) with value of R^2 indicating that 15.3% of the variation in the dependent variable (*compulsory citizenship behavior*) is caused by all three control variables collectively. The second step of the regression analysis again showed significant model fit ($F(4,200) = 34.89, p < 0.01$) with R^2 indicating that all variables (*control and independent*) accounted for 41.1% of the variation in compulsory citizenship behavior. Regression results from *table 4.14* show that passive-aggressive abusive supervision ($\beta = 0.530, p < 0.01$) significantly predicted compulsory citizenship behavior in employees. Therefore, hypothesis 1_b was supported.

Table 4.14: Regression Analysis with Passive-Aggressive Abusive Supervision

Dependent Variable		
Variable(s)	Compulsory Citizenship Behavior	
	Step 1	Step 2
Control Variables		
<i>Negative affectivity</i>	0.384***	0.235***
<i>Experience</i>	-0.020 (n.s)	0.05 (n.s)
<i>Age</i>	-0.033 (n.s)	-0.050 (n.s)
Independent Variable		
<i>Passive-aggressive abusive supervision</i>		0.530***
R²	0.153	0.411
Adjusted R²	0.140	0.399
F	12.085***	34.895***
ΔR²	-	0.258
ΔF	-	87.688***
*** $p < 0.01$		

Hypotheses 2_a and 2_b were tested using model 1 of the Hayes process macro in SPSS (version 20). The results for H2_a show that active-aggressive abusive supervision has a significant impact on emotional exhaustion ($\beta = 0.602$, $p < 0.01$) whereas the interaction effect of active-aggressive abusive supervision and perceived coworker's support on emotional exhaustion also came out to be statistically significant ($\beta = -0.1331$, $p < 0.10$)

Table 4.15: Moderation Results with Active-Aggressive Abusive Supervision

Relationship	Standardized Coefficient β	SE	t	p-value
<i>Active-Aggressive Abusive Supervision</i> → <i>Emotional Exhaustion</i>	0.6023***	0.0625	9.63	0.000
<i>Perceived Coworker's Support</i> → <i>Emotional Exhaustion</i>	0.1272**	0.0572	2.22	0.027
<i>Active-Aggressive Abusive Supervision</i> X <i>Perceived Coworker's Support</i> → <i>Emotional Exhaustion</i>	-0.1331*	0.706	-1.8855	0.060
*** $p < 0.01$ ** $p < 0.05$ * $p < 0.10$				

Similarly, for H2_b, the results show that passive-aggressive abusive supervision has a positive impact on emotional exhaustion ($\beta = 0.5803$, $p < 0.01$) and the interaction effect of passive-aggressive abusive supervision and perceived coworker's support on emotional exhaustion was also statistically significant ($\beta = -0.1066$, $p < 0.10$).

Table 4.16: Moderation Results with Passive-Aggressive abusive supervision

Relationship	Standardized Coefficient β	SE	t	p-value
<i>Passive-Aggressive Abusive Supervision → Emotional Exhaustion</i>	0.5803***	0.0633	9.1622	0.000
<i>Perceived Coworker's Support → Emotional Exhaustion</i>	0.077	0.0591	1.33	0.1941
<i>Passive-Aggressive Abusive Supervision X Perceived Coworker's Support → Emotional Exhaustion</i>	-0.1066*	0.0626	-1.7063	0.0895
*** $p < 0.01$ ** $p < 0.05$ * $p < 0.10$				

Table 4.17 shows impact of both active-aggressive and passive-aggressive abusive supervision on emotional exhaustion across different levels of perceived coworker's support. For both forms of abusive supervision, when the perceived coworker's support is low the impact on emotional exhaustion is more strengthened whereas high support lessens their impact on emotional exhaustion. Thus, both Hypotheses 2_a and 2_b were supported.

Table 4.17: Moderation Results with Active-Aggressive and Passive-Aggressive abusive supervision for Different Levels of Coworker's Support

Perceived Coworker's Support	Effect of Active aggressive abusive supervision on Emotional Exhaustion	Effect of Passive aggressive abusive supervision on Emotional Exhaustion	p-value
<i>Low</i>	0.7353***	0.6868***	0.00
<i>Med</i>	0.5729***	0.5568***	0.00
<i>High</i>	0.4717***	0.4757***	0.00
*** $p < 0.01$			

Hypotheses 3_a and 3_b were tested using model 4 of the Hayes process macro. The mediation analysis involved the computation of direct and indirect effects from active aggressive-abusive

supervision to compulsory citizenship behavior through emotional exhaustion for testing H3_a. In a similar vein, H3_b was tested by calculating direct and indirect effects from passive-aggressive abusive supervision to compulsory citizenship behavior through emotional exhaustion.

Various statistical approaches for the estimation of indirect effects have been used in the past, including normal theory approach, bootstrap confidence interval, Monte Carlo confidence interval and distribution of the product approach. However, the percentile confidence interval is the most extensively used method for calculation of indirect effects (Hair et al., 2010). Therefore, for calculation of indirect effects, the percentile confidence interval estimation method was used in Hayes process macro.

Results of mediation analysis are shown in *Table 4.18* and *Table 4.19*. The direct effects from both active-aggressive abusive supervision and passive-aggressive abusive supervision to compulsory citizenship behavior were statistically significant. The standardized indirect effect from active-aggressive abusive supervision to compulsory citizenship behavior through emotional exhaustion was statistically significant (Indirect effect= 0.2325, Boot CI [0.1538, 0.3241]). Similarly, the indirect effect from passive-aggressive abusive supervision to compulsory citizenship behavior through emotional exhaustion was also statistically significant (Indirect effect= 0.2338, Boot CI [0.1490, 0.3384]).

Table 4.18: Mediation Results with Direct Effects

Path	Direct Effects	SE	t	p
<i>Active-Aggressive Abusive Supervision → Compulsory Citizenship Behavior</i>	0.3001***	0.0603	4.978	0.000
<i>Passive-Aggressive Abusive Supervision → Compulsory Citizenship Behavior</i>	0.2884***	0.0607	4.7491	0.000
*** $p < 0.01$				

Zhao, Lynch, & Chen (2010) suggested that the significance of total effects does not signify existence or absence of mediation. Thus, mediation can still be proved with the help of indirect

effect regardless of the significance of the total effect. Based on this, three different forms of mediations were identified, namely “complementary mediation, competitive mediation and indirect-only mediation.”(p. 200). In complementary mediation the mediated effect (a x b) along with the direct effect (c) is significant and are in the same direction. Competitive mediation involves a significant mediated and direct effect, but in the opposite direction. Lastly, indirect-only mediation takes place when direct effect is insignificant, but the mediated effect is significant.

Based on this classification, both H3_a and H3_b are supported with type of mediation to be complementary in nature.

Table 4.19: Mediation Results with Indirect Effects

Path	Indirect Effects	BootLLCI	BootULCI
<i>Active-Aggressive Abusive Supervision → Emotional Exhaustion → Compulsory Citizenship Behavior</i>	0.2325	0.1538	0.3241
<i>Passive-Aggressive Abusive Supervision → Emotional Exhaustion → Compulsory Citizenship Behavior</i>	0.2338	0.1490	0.3384

Hypotheses 4_a and 4_b were tested through model 7 of Hayes process macro (version 3.2). The process of moderated mediation and the index of moderated mediation has been explained by Hayes (2015) as, “a mediation process can be said to be moderated of the proposed moderator variable has a nonzero weight in the function linking the indirect effect of X on Y through M to the moderator. This weight is a product of at least two regression coefficients. A test as to whether this weight—what I call the index of moderated mediation—is different from zero serves as a formal test of moderated mediation” (Hayes, 2015, p. 3). He further elaborated that even if the initial tests such as moderation and mediation are statistically significant, the moderated mediation cannot be established. Similarly, insignificant moderated indirect effects would again not reject moderated mediation in the given model. Therefore, in order to support the moderated mediation, it is pertinent to have a statistically significant index of moderated mediation.

Table 4.20 shows index of moderated mediation for H4_a and H4_b. The results show that for H4_a, the index of moderated mediation was statistically significant because the confidence interval does not include zero. It indicates that the indirect effect of active-aggressive abusive supervision on CCB through emotional exhaustion is negatively moderated by perceived coworker's support. However, for H4_b the index was statistically insignificant because of which the results cannot be further interpreted. Therefore, H4_b was not accepted.

Table 4.20: Index of Moderated Mediation

Paths	Moderator	Index	Boot SE	Boot LLCI	Boot ULCI
<i>Active-Aggressive Abusive Supervision → Emotional Exhaustion → Compulsory Citizenship Behavior</i>	Perceived Coworker's Support	-0.0546	0.0262	-0.1068	-0.0034
<i>Passive-Aggressive Abusive Supervision → Emotional Exhaustion → Compulsory Citizenship Behavior</i>	Perceived Coworker's Support	-0.0449	0.0272	-0.1021	0.0066

For three different levels of perceived coworker's support, the conditional indirect effects are shown in Table 4.21. These levels were generated by process macro on the basis of 16th, 50th and 84th percentile for low, mean and high values respectively. The results show that as the level of perceived coworker's support increases the employees' tendency to engage in compulsory citizenship behavior decreases. Therefore, Hypotheses 4_a was supported.

Table 4.21: Conditional Indirect Effects from Active-Aggressive Abusive Supervision to Compulsory Citizenship Behavior for Different Levels of Perceived Coworker's Support

Moderator	Level	Conditional Indirect Effect	Boot SE	Boot LLCI	Boot ULCI
<i>Perceived Coworker's Support</i>	Low	0.3016	0.0519	0.2079	0.4122
	Mean	0.2350	0.0418	0.1594	0.3246
	High	0.1935	0.0469	0.1146	0.2983

Summary of all hypotheses results are shown in table 4.22

Table 4.22: Hypotheses Results Summary

Hypotheses	Status
H1_a = Active-aggressive abusive supervision is positively related with compulsory citizenship behavior.	Supported
H1_b = Passive-aggressive abusive supervision is positively related with compulsory citizenship behavior	Supported
H2_a = Perceived support of coworkers moderates the relationship between active-aggressive abusive supervision and emotional exhaustion such that the positive relationship between active-aggressive abusive supervision and emotional exhaustion is more strengthened when perceived support of coworkers is low.	Supported
H2_b = Perceived support of coworkers moderates the relationship between passive- aggressive abusive supervision and emotional exhaustion such that the positive relationship between passive-aggressive abusive supervision and emotional exhaustion is more strengthened when perceived support of coworkers is low.	Supported
H3_a = The positive relationship between active-aggressive abusive supervision and compulsory citizenship behavior is mediated by emotional exhaustion.	Supported
H3_b = The positive relationship between passive-aggressive abusive supervision and compulsory citizenship behavior is mediated by emotional exhaustion.	Supported
H4_a = The indirect effects from active-aggressive abusive supervision to compulsory citizenship behavior are moderated by perceived support of coworkers through emotional exhaustion and these effects are more strengthened when perceived support of coworkers is low rather than high.	Supported
H4_b = The indirect effects from passive-aggressive abusive supervision to compulsory citizenship behavior are moderated by perceived support of coworkers through emotional exhaustion and these effects are more strengthened when perceived support of coworkers is low rather than high.	Not Supported

4.6) Conclusion

In this chapter, a series of statistical tests were performed that comprised of preliminary data analysis, descriptive statistics, bivariate and multivariate analysis for evaluation of hypotheses in this research. A significant number of the target respondents were male, married and had done their Masters. Average work experience of respondents was approximately 11 years. Univariate analysis indicates that employees in insurance sector tend to engage in more compulsory citizenship behavior and perceive their coworkers to be extremely supportive. High correlations

were reported for emotional exhaustion with both facets of abusive supervision and CCB. On the other hand, the correlation between perceived coworker's support and emotional exhaustion was weak. Bivariate analysis was followed by multivariate analysis in SPSS and AMOS. The model comparison results showed that the five-factor model (base model) depicted somewhat better fit than the remaining models. Results of reliability and validity analysis of the five-factor model showed no concerns. Hypotheses results depicted that both facets of abusive supervision have positive impact on CCB. Whereas, EE plays a major role in linking both facets of abusive supervision and CCB. Perceived support of coworkers moderates the relationship between both forms of abusive supervision and emotional exhaustion such that individuals experience more exhaustion when they receive less support from their coworkers. Conditional indirect effects from active-aggressive abusive supervision to compulsory citizenship behavior were also statistically significant through emotional exhaustion across all levels of perceived coworker's support. However, these indirect effects were relatively stronger for the low level of coworker's support. Overall, the results show that all of the hypotheses were supported except for the H4_b.

Chapter Five: Conclusions and Implications

5.1) Introduction

The final chapter comprise of five different sections. The first section presents the discussion of findings for concluding the research question and the conceptual model. Second section sheds light on the theoretical contributions of this research. The third section provides an overview of the implications for the managers. The fourth section explains limitations of this study and the last section discusses possible future research directions.

5.2) Concluding the Research Problem and the Conceptual Framework

The aim of this research is to expand the current understanding on formation of the dark side of organizational citizenship behavior through the JD-R theory and COR theory. To study this complex phenomenon, the indirect impact of job demands on compulsory citizenship behavior through psychological distress with social support as a boundary condition was investigated. As discussed previously, there is a dearth of studies that have empirically tested facets of abusive supervision regarding compulsive citizenship behavior. Similarly, compulsory citizenship behavior has received less attention (He et al., 2017; Vigoda-Gadot, 2007)

For this purpose, active-aggressive and passive-aggressive abusive supervision (job demands), perceived coworkers' support (job resource), emotional exhaustion (psychological distress) and compulsory citizenship behavior were examined as an integrated framework. In so doing, the key antecedents of compulsive citizenship behavior along with boundary condition and underlying process were examined. Questionnaires were administered to 205 managerial level employees working in the insurance sector of Pakistan with at least three years of working experience. Survey was carried out from January 2019 to March 2019. A non-probability sampling technique, purposive sampling was adopted. Data analysis comprised univariate, bivariate and

multivariate analysis. After performing CFA, the hypotheses were tested using different models available in Hayes process macro (version 3.2) for moderation, mediation and moderated mediation.

The compulsory citizenship behavior has changed the outlook of the citizenship behaviors since it is reported that this behavior leads to negative outcomes for individuals (Liu et al., 2017) and organizations (Peng & Zhao, 2012; Vigoda-Gadot, 2007). Even though organizations might get benefit from these extra duties rendered by employees (Zhang et al., 2011) but little is known as to *when and how* individuals opt for CCB. The results of this study showed that the presence of low perceived coworkers' support reinforces the positive impact of both facets of abusive supervision on emotional exhaustion of employees. In addition, these aspects of abusive supervision have both direct as well as indirect effects (through emotional exhaustion) on compulsory citizenship behavior. Active-aggressive abusive supervision, coupled with low perceived coworkers' support causes emotional exhaustion that culminates in increased level of compulsory citizenship behavior. When employees received more support from their coworkers', the indirect link between active-aggressive abusive supervision and compulsory citizenship behavior through emotional exhaustion becomes abated. However, similar conditional indirect effects were insignificant for passive-aggressive abusive supervision.

Moderated mediation results further provided interesting insights regarding coworkers who play major role in curbing the compulsory citizenship behavior in employees. It has been found that lack of support from coworkers can further amplify emotional exhaustion in employees, caused due to active and passive forms of abusive supervision. Interestingly, even when coworkers are very supportive, the employee continues to be emotionally drained. However, as the abusive

form of supervision increases, the employee with more support from colleagues or peers would still feel less emotionally exhausted compared to the one receiving less or no coworkers support.

5.3) *Theoretical Implications*

A challenging issue related to abusive supervision has been its dimensionality (Mackey et al., 2017). Using scales of both dimensions of abusive supervision adopted by Mitchell & Ambrose (2007) from Tepper (2000), the results from this research offers compelling evidence for the multidimensionality of abusive supervision. The findings further exhibited the relevance of job-demands-resources theory regarding the multidimensional antecedents of compulsory citizenship behavior. Furthermore, this research outlines a different approach to probe into the complex phenomena of formation of compulsory citizenship behavior. Though increasing number of studies has examined this extreme form of organizational citizenship behavior as a variable of interest (Liu et al., 2017; Wang & Huang, 2019), this study explicates compulsory citizenship behavior with the integrated lens of JD-R and COR theory.

JD-R theory primarily focuses on employee performance through the juxtaposition of job demands and resources. Very recently, a study has explained the occurrence of compulsory citizenship behavior through JD-R by examining the link between destructive leadership and CCB (Wu et al., 2018). This study takes makes an important contribution by taking this discussion forward and examined the impact of different supervisory behaviors (active-aggressive and passive-aggressive abusive supervisions) on the dark side of the employee performance. Also, it extends the emerging debate *when and how* different supervisory behaviors can influence compulsory citizenship behavior. As per the findings of this study, both dimensions of abusive supervision impact CCB of employees.

It is pertinent to mention that previously the link between abusive supervision (*single-dimensional construct*) and CCB has been probed, but the authors Zhao, Peng, Han, Sheard, & Hudson (2013) established that relationship on the basis of reciprocity theory. The reciprocity theory explains reciprocal actions of individuals by taking into account outcomes and the underlying intentions (Falk & Fischbacher, 2006) and it only captures one aspect of the underlying mechanism behind the exhibition of compulsory citizenship behavior. Conversely, the JD-theory is well suited to explicate the dark side of employee performance as it can holistically represent the collective dynamics of job demands and resources in the contemporary organizational setting.

5.4) *Practical Implications*

Preliminary analysis showed that CCB is prevalent in the insurance sector of Pakistan. Existence of compulsory citizenship behavior was studied in Israel (Vigoda-Gadot, 2007) and China (He et al., 2017, 2018; Liu et al., 2017; Peng & Zhao, 2012; Wu et al., 2018; Zhao et al., 2014, 2013). Compulsory citizenship behavior's occurrence in Pakistan is relatively less as compared to Israel and China. The findings in the Pakistani context are compared with other contexts in Table 5.1.

Table 5.1: Mean Values of Compulsory Citizenship Behavior in Previous Studies

Country	Means	Authors	Industries
Israel	3.02	Vigoda-Gadot (2007)	Schools
Chinese	3.37	He et al., (2017)	Manufacturing firms
Chinese	3.67	Liu et al., (2017)	Organizations
Chinese	3.82	Peng & Zhao (2012)	Clients of rental company
Chinese	3.81	Zhao et al.,(2014)	Diversified company
Chinese	3.82	Zhao et al.,(2013)	Service company
Chinese	3.81	Wu et al.,(2018)	Organizations
Chinese	2.75 & 3.50	Wang & Huang (2019)	Hotels and healthcare service providers
Chinese	3.36	He et al., (2018)	Manufacturing firms
Taiwanese	2.54	Shu et al.,(2018)	Manufacturing, service and financial industries
Pakistan	2.93	Authors' calculations	Insurance

Since performance of this behavior is linked with a multitude of negative consequences such as employee silence (He et al., 2017) occupational stress (Vigoda-Gadot, 2007) amongst many others; it is pivotal for organizations to change perceptions of employees pertaining to extra duties from being compulsory to voluntary ones. One way of accomplishing this is by taking care of the well-being of their employees and showing support in their time of need (Peng & Zhao, 2012).

Both forms of abusive supervision causes employees to be emotionally drained and also enhances their tendency to perform more duties compulsorily. This provides support to the notion that organizational citizenship behavior loses its voluntary aspect when abusive supervisors coerce their subordinates to render extra duties (Vigoda-Gadot, 2007). Employees who fear a major backlash in failure of doing more on the job would succumb to this pressure and are more prone to this form of behavior (Zhao et al., 2013). To protect the employees from any mistreatment from their supervisors, it is imperative for organizations to ensure proper background check is being done prior to their recruitment to curb this menace. Those with a troubled past or having a tendency to exhibit aggression should not be hired (Pradhan & Jena, 2018).

Low perceived coworker's support can further amplify emotional exhaustion in employees, caused due to active and passive forms of abusive supervision. Interestingly, even when coworker's support is high, the employee continues to be emotionally drained. However, as the abusive form of supervision increases, the employee with more support from colleagues or peers would still feel less emotionally exhausted compared to the one receiving less or no coworkers support. Thus, coworkers act as an important resource in the absence of a supportive supervisor.

The findings of this study further implies that coworkers can play major role in curbing the compulsory citizenship behavior in employees. Active-aggressive form of abusive supervision

results in emotional exhaustion in employees, which further culminates in performance of compulsory citizenship behavior, albeit the degree of those extra duties performed is dependent on support received from the coworkers. In a situation where peers are more supportive, emotionally drained employees would still perform compulsory citizenship behavior, but to a lesser extent. Hence, the organizations should foster such organizational practices that can develop mutual trust and stronger relationship among coworkers as coworkers can be the perfect source of psychological support (Beehr, 1976; Mathieu, Eschleman, & Cheng, 2019).

5.5) *Limitations and Future Research Directions*

Every research has a few shortcomings, and this research is no exception. This study has relied on the cross-sectional research design but other studies have adopted longitudinal research design to capture the formation of compulsory citizenship behavior (Bolino et al., 2015; Deery et al., 2017; He et al., 2017, 2018; Liu et al., 2017; Wang & Huang, 2019; Wu et al., 2018; Zhao et al., 2014). There are several avenues for the future research that demands attention. This research can be replicated in other industries and cultures with both high and low power distance to validate and compare current findings. Also, other forms of psychological distress, job demands and resources can be utilized in similar framework. Citizenship pressure, another type of job demand can be integrated in this model to provide further insights into the formation of compulsory citizenship behavior. For now, this study has demonstrated an integrated model of compulsory citizenship behavior by investigating when and how active aggressive and passive aggressive abusive supervisions can influence compulsory citizenship behavior. According to Tepper (2000), employees can experience two major forms of psychological distress i.e. anxiety and depression due to abusive supervision. Future studies can empirically test the role of these forms of psychological distress as mediators. This framework utilized perceived coworker's support as a

moderator between facets of abusive supervision and emotional exhaustion. Future studies can probe into the role of other job resources such as perceived support of supervisor and perceived support of organization in lessening undesirable impact of job demand on the wellbeing of employees.

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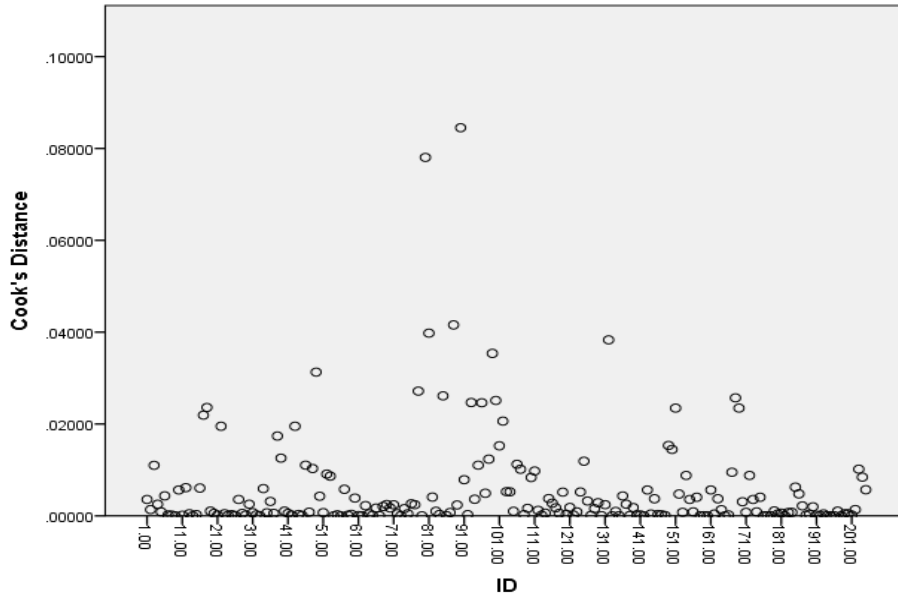
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Appendices

Figure A: Cook's Distance Test



Results (Hypothesis H2a)

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
 Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 1
 Y : EE_1
 X : AAAS_1
 W : PCS_1

Sample
 Size: 205

OUTCOME VARIABLE:
 EE_1

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.5902	.3483	.6614	35.8045	3.0000	201.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.0127	.0572	.2222	.8244	-.1001	.1255
AAAS_1	.6023	.0625	9.6358	.0000	.4790	.7255
PCS_1	.1272	.0572	2.2238	.0273	.0144	.2401
Int_1	-.1331	.0706	-1.8855	.0608	-.2723	.0061

Product terms key:

Int_1 : AAAS_1 x PCS_1

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0115	3.5551	1.0000	201.0000	.0608

 Focal predict: AAAS_1 (X)
 Mod var: PCS_1 (W)

Conditional effects of the focal predictor at values of the moderator(s):

PCS_1	Effect	se	t	p	LLCI	ULCI
-.9992	.7353	.1115	6.5935	.0000	.5154	.9551
.2206	.5729	.0580	9.8762	.0000	.4585	.6873
.9809	.4717	.0722	6.5317	.0000	.3293	.6141

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

W values in conditional tables are the 16th, 50th, and 84th percentiles.

----- END MATRIX -----

Results (Hypothesis 2b)

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 1
 Y : EE_1
 X : PAAS_1
 W : PCS_1

Sample
Size: 205

OUTCOME VARIABLE:

EE_1

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.5693	.3241	.6860	32.1208	3.0000	201.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.0201	.0590	.3400	.7342	-.0963	.1365
PAAS_1	.5803	.0633	9.1622	.0000	.4554	.7052
PCS_1	.0770	.0591	1.3030	.1941	-.0395	.1934
Int_1	-.1066	.0625	-1.7063	.0895	-.2298	.0166

Product terms key:

Int_1 : PAAS_1 x PCS_1

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0098	2.9113	1.0000	201.0000	.0895

Focal predict: PAAS_1 (X)
 Mod var: PCS_1 (W)

Conditional effects of the focal predictor at values of the moderator(s):

PCS_1	Effect	se	t	p	LLCI	ULCI
-.9992	.6868	.1038	6.6193	.0000	.4822	.8914
.2206	.5568	.0598	9.3178	.0000	.4390	.6746
.9809	.4757	.0704	6.7534	.0000	.3368	.6146

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

W values in conditional tables are the 16th, 50th, and 84th percentiles.

----- END MATRIX -----

Results (Hypothesis H3a)

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
 Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : CUSTOM
 Y : CCB_1
 X : AAAS_1
 M : EE_1

Covariates:
 NE_1 SE_S Sub_Age

Sample Size: 205

Custom
 Seed: 1234

OUTCOME VARIABLE:
 EE_1

Model Summary	R	R-sq	MSE	F	df1	df2	p
	.5668	.3212	.6821	96.0767	1.0000	203.0000	.0000

Model	coeff	se	t	p	LLCI	ULCI
constant	.0000	.0577	.0000	1.0000	-.1137	.1137
AAAS_1	.5668	.0578	9.8019	.0000	.4528	.6808

OUTCOME VARIABLE:

CCB_1

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.7330	.5373	.4744	46.2109	5.0000	199.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.2638	.4102	.6431	.5209	-.5451	1.0728
AAAS_1	.3001	.0603	4.9782	.0000	.1812	.4190
EE_1	.4102	.0586	6.9947	.0000	.2946	.5259
NE_1	.2749	.0501	5.4857	.0000	.1761	.3737
SE_S	.0040	.0157	.2538	.7999	-.0269	.0349
Sub_Age	-.0084	.0150	-.5586	.5770	-.0379	.0212

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

	Effect	se	t	p	LLCI	ULCI	c'_ps
c'_cs	.3001	.0603	4.9782	.0000	.1812	.4190	.3001

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
EE_1	.2325	.0433	.1538	.3241

Partially standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
EE_1	.2325	.0430	.1556	.3236

Completely standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
EE_1	.2325	.0425	.1548	.3221

***** MODEL DEFINITION MATRICES *****

FROM variables are columns, TO variables are rows.

BMATRIX: Paths freely estimated (1) and fixed to zero (0):

	AAAS_1	EE_1
EE_1	1	
CCB_1	1	1

CMATRIX: Covariates (columns) in (1) and not in (0) the models of M and Y (rows):

	NE_1	SE_S	Sub_Age
EE_1	0	0	0
CCB_1	1	1	1

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

10000

NOTE: Total effect model and estimate generated only when all covariates are specified in all models of M and Y.

----- END MATRIX -----

Results (Hypothesis H3b)

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : CUSTOM
Y : CCB_1
X : PAAS_1
M : EE_1

Covariates:
NE_1 SE_S Sub_Age

Sample
Size: 205

Custom
Seed: 1234

OUTCOME VARIABLE:
EE_1

Model	R	R-sq	MSE	F	df1	df2	p
	.5556	.3087	.6947	90.6541	1.0000	203.0000	.0000

Model	coeff	se	t	p	LLCI	ULCI
constant	.0000	.0582	.0000	1.0000	-.1148	.1148
PAAS_1	.5556	.0584	9.5212	.0000	.4406	.6707

OUTCOME VARIABLE:
CCB_1

Model	R	R-sq	MSE	F	df1	df2	p
	.7298	.5326	.4791	45.3546	5.0000	199.0000	.0000

Model	coeff	se	t	p	LLCI	ULCI
constant	.2111	.4120	.5124	.6089	-.6013	1.0235
PAAS_1	.2884	.0607	4.7491	.0000	.1686	.4081
EE_1	.4208	.0585	7.1948	.0000	.3055	.5362
NE_1	.2645	.0510	5.1816	.0000	.1638	.3651
SE_S	.0010	.0157	.0633	.9496	-.0300	.0320
Sub_Age	-.0060	.0150	-.4020	.6881	-.0357	.0236

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y	Effect	se	t	p	LLCI	ULCI	c'_ps
c'_cs	.2884	.0607	4.7491	.0000	.1686	.4081	.2884

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
EE_1	.2338	.0480	.1490	.3384

Partially standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
EE_1	.2338	.0476	.1507	.3367

Completely standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
EE_1	.2338	.0460	.1504	.3323

***** MODEL DEFINITION MATRICES *****

FROM variables are columns, TO variables are rows.

BMATRIX: Paths freely estimated (1) and fixed to zero (0):

	PAAS_1	EE_1
EE_1	1	
CCB_1	1	1

CMATRIX: Covariates (columns) in (1) and not in (0) the models of M and Y (rows):

	NE_1	SE_S	Sub_Age
EE_1	0	0	0
CCB_1	1	1	1

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
10000

NOTE: Total effect model and estimate generated only when all covariates are specified in all models of M and Y.

----- END MATRIX -----

Results (Hypothesis H4a)

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : CUSTOM
Y : CCB_1
X : AAAS_1
M : EE_1
W : PCS_1

Covariates:
NE_1 SE_S Sub_Age

Sample
Size: 205

Custom
Seed: 1234

OUTCOME VARIABLE:
EE_1

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.5902	.3483	.6614	35.8045	3.0000	201.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.0127	.0572	.2222	.8244	-.1001	.1255
AAAS_1	.6023	.0625	9.6358	.0000	.4790	.7255
PCS_1	.1272	.0572	2.2238	.0273	.0144	.2401
Int_1	-.1331	.0706	-1.8855	.0608	-.2723	.0061

Product terms key:

Int_1 : AAAS_1 x PCS_1

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0115	3.5551	1.0000	201.0000	.0608

Focal predict: AAAS_1 (X)
Mod var: PCS_1 (W)

Conditional effects of the focal predictor at values of the moderator(s):

PCS_1	Effect	se	t	p	LLCI	ULCI
-.9992	.7353	.1115	6.5935	.0000	.5154	.9551
.2206	.5729	.0580	9.8762	.0000	.4585	.6873
.9809	.4717	.0722	6.5317	.0000	.3293	.6141

Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.

DATA LIST FREE/

AAAS_1	PCS_1	EE_1	se	LLCI	ULCI	.
-.9504	-.9992	-.8132	.1270	-1.0637	-.5627	
-.2456	-.9992	-.2950	.0828	-.4583	-.1317	
.8070	-.9992	.4789	.1265	.2295	.7283	
-.9504	.2206	-.5037	.0805	-.6624	-.3450	
-.2456	.2206	-.0999	.0603	-.2189	.0190	
.8070	.2206	.5031	.0750	.3553	.6510	
-.9504	.9809	-.3108	.1113	-.5302	-.0913	
-.2456	.9809	.0217	.0841	-.1441	.1875	
.8070	.9809	.5182	.0937	.3334	.7029	

END DATA.

GRAPH/SCATTERPLOT=

AAAS_1 WITH EE_1 BY PCS_1 .

OUTCOME VARIABLE:
CCB_1

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.7330	.5373	.4744	46.2109	5.0000	199.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.2638	.4102	.6431	.5209	-.5451	1.0728
AAAS_1	.3001	.0603	4.9782	.0000	.1812	.4190
EE_1	.4102	.0586	6.9947	.0000	.2946	.5259
NE_1	.2749	.0501	5.4857	.0000	.1761	.3737
SE_S	.0040	.0157	.2538	.7999	-.0269	.0349
Sub_Age	-.0084	.0150	-.5586	.5770	-.0379	.0212

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.3001	.0603	4.9782	.0000	.1812	.4190

Conditional indirect effects of X on Y:

INDIRECT EFFECT:

AAAS_1	->	EE_1	->	CCB_1
PCS_1	Effect	BootSE	BootLLCI	BootULCI
-.9992	.3016	.0519	.2079	.4122
.2206	.2350	.0418	.1594	.3246
.9809	.1935	.0469	.1146	.2983

Index of moderated mediation:

	Index	BootSE	BootLLCI	BootULCI
PCS_1	-.0546	.0262	-.1068	-.0034

***** MODEL DEFINITION MATRICES *****

FROM variables are columns, TO variables are rows.

BMATRIX: Paths freely estimated (1) and fixed to zero (0):

	AAAS_1	EE_1
EE_1	1	
CCB_1	1	1

WMATRIX: Paths moderated (1) and not moderated (0) by W:

	AAAS_1	EE_1
EE_1	1	
CCB_1	0	0

CMATRIX: Covariates (columns) in (1) and not in (0) the models of M and Y (rows):

	NE_1	SE_S	Sub_Age
EE_1	0	0	0
CCB_1	1	1	1

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

10000

W values in conditional tables are the 16th, 50th, and 84th percentiles.

NOTE: The following variables were mean centered prior to analysis:

PCS_1 AAAS_1

----- END MATRIX -----

Results (Hypothesis H4b)

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.2 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : CUSTOM
Y : CCB_1
X : PAAS_1
M : EE_1
W : PCS_1

Covariates:
NE_1 SE_S Sub_Age

Sample
Size: 205

Custom
Seed: 1234

OUTCOME VARIABLE:

EE_1

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.5693	.3241	.6860	32.1208	3.0000	201.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.0201	.0590	.3400	.7342	-.0963	.1365
PAAS_1	.5803	.0633	9.1622	.0000	.4554	.7052
PCS_1	.0770	.0591	1.3030	.1941	-.0395	.1934
Int_1	-.1066	.0625	-1.7063	.0895	-.2298	.0166

Product terms key:

Int_1 : PAAS_1 x PCS_1

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0098	2.9113	1.0000	201.0000	.0895

Focal predict: PAAS_1 (X)
Mod var: PCS_1 (W)

Conditional effects of the focal predictor at values of the moderator(s):

PCS_1	Effect	se	t	p	LLCI	ULCI
-.9992	.6868	.1038	6.6193	.0000	.4822	.8914
.2206	.5568	.0598	9.3178	.0000	.4390	.6746
.9809	.4757	.0704	6.7534	.0000	.3368	.6146

Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.

DATA LIST FREE/

PAAS_1 PCS_1 EE_1 se LLCI ULCI .

```

BEGIN DATA.
  -.9997      -.9992      -.7434      .1204      -.9808      -.5060
  -.1785      -.9992      -.1794      .0820      -.3411      -.0178
  1.0565      -.9992      .6688      .1496      .3738      .9637
  -.9997      .2206      -.5195      .0854      -.6880      -.3511
  -.1785      .2206      -.0623      .0615      -.1836      .0590
  1.0565      .2206      .6253      .0870      .4538      .7968
  -.9997      .9809      -.3800      .1186      -.6138      -.1462
  -.1785      .9809      .0106      .0861      -.1591      .1804
  1.0565      .9809      .5982      .1001      .4007      .7956

```

```

END DATA.
GRAPH/SCATTERPLOT=
  PAAS_1 WITH EE_1 BY PCS_1 .

```

```

*****
OUTCOME VARIABLE:
  CCB_1

```

```

Model Summary
      R      R-sq      MSE      F      df1      df2      p
      .7298      .5326      .4791      45.3546      5.0000      199.0000      .0000

```

```

Model
      coeff      se      t      p      LLCI      ULCI
constant      .2111      .4120      .5124      .6089      -.6013      1.0235
PAAS_1      .2884      .0607      4.7491      .0000      .1686      .4081
EE_1      .4208      .0585      7.1948      .0000      .3055      .5362
NE_1      .2645      .0510      5.1816      .0000      .1638      .3651
SE_S      .0010      .0157      .0633      .9496      -.0300      .0320
Sub_Age      -.0060      .0150      -.4020      .6881      -.0357      .0236

```

```

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

```

```

Direct effect of X on Y
      Effect      se      t      p      LLCI      ULCI
      .2884      .0607      4.7491      .0000      .1686      .4081

```

```

Conditional indirect effects of X on Y:

```

```

INDIRECT EFFECT:
  PAAS_1 -> EE_1 -> CCB_1
      PCS_1      Effect      BootSE      BootLLCI      BootULCI
      -.9992      .2890      .0570      .1904      .4148
      .2206      .2343      .0469      .1529      .3374
      .9809      .2002      .0515      .1151      .3170

```

```

Index of moderated mediation:
      Index      BootSE      BootLLCI      BootULCI
PCS_1      -.0449      .0272      -.1021      .0066
---
```

```

***** MODEL DEFINITION MATRICES *****

```

```

FROM variables are columns, TO variables are rows.

```

```

BMATRIX: Paths freely estimated (1) and fixed to zero (0):
      PAAS_1      EE_1
EE_1      1
CCB_1      1      1

```

```

WMATRIX: Paths moderated (1) and not moderated (0) by W:
      PAAS_1      EE_1

```

```
EE_1      1
CCB_1     0      0
```

CMATRIX: Covariates (columns) in (1) and not in (0) the models of M and Y (rows):

```
          NE_1      SE_S Sub_Age
EE_1      0          0          0
CCB_1     1          1          1
```

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
10000

W values in conditional tables are the 16th, 50th, and 84th percentiles.

NOTE: The following variables were mean centered prior to analysis:
 PCS_1 PAAS_1

----- END MATRIX -----

Annexures

Instruments

Active- Aggressive Abusive Supervision	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree
My Supervisor ridicules me					
My Supervisor tells me my thoughts or feelings are stupid					
My Supervisor puts me down in front of others					
My Supervisor makes negative comments about me to others					
My Supervisor tells me I'm incompetent					
Passive- Aggressive Abusive Supervision	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree
My Supervisor invades my privacy					
My Supervisor doesn't give me credit for jobs requiring a lot of effort					
My Supervisor blames me to save himself/herself embarrassment					
My Supervisor breaks promises he/she makes					
My Supervisor lies to me					
Emotional Exhaustion	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree
I feel emotionally drained from my work					
I feel used up at the end of the workday					
I feel tired when I get up in the morning and have to face another day on the job					
Working all day is really a strain for me					
I feel burned out from my work					

Compulsory Citizenship Behavior	Never	Rarely	Sometimes	Very Often	Always
The management in this organization puts pressure on employees to engage in extra-role work activities beyond their formal job tasks					
There is social pressure in this organization to work extra hours, beyond the formal workload and without any formal rewards					
I feel that I am expected to invest more effort in this job than I want to and beyond my formal job requirements					
I feel that I am forced to help other coworkers beyond my formal obligations and even when I am short on time or energy					
I feel that I am forced to assist my supervisor against my will and beyond my formal job obligations					

Negative Affectivity	Very Slightly or not at all	A little	Moderately	Quite a bit	Extremely
Nervous					
Afraid					
Upset					
Irritable					
Distressed					

Perceived Coworker's Support	Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree
My coworkers give me the help I need to do my job					
I and my coworkers share news about important things that happen at the organization					
I and my coworkers stick together					

Survey

Dear Participant,

I am completing my Master of Philosophy (MPhil) degree at Lahore School of Economics under the supervision of Dr. Zahid Riaz.

I would like your help in this study, which is aimed at determining the impact of supervisor's role in the wellbeing and job performance of employees.

The following questionnaire will require approximately **5 - 7 minutes** to complete. In order to ensure that all information will remain confidential, please do not include your name. If you choose to participate in this project, please answer all questions as honestly as possible and return the completed survey. Participation is strictly voluntary and you may refuse to participate at any time. A report on the findings of this study will be made available to all participants upon request. No findings will be published which could identify any individual participant. The access to data is restricted as per the guidelines of the school.

I realize that your time is a very scarce resource, and I appreciate any time devoted to this study. If you have any queries or would like to be informed of the aggregate research finding, please contact me by email.

Thank you for taking the time to assist me in my educational endeavors. Completion and return of the questionnaire will indicate your willingness to participate in this study.

Once again, I am grateful for your kindness and support.

With best regards,

Ali Taimur Baig

MPhil (Candidate)

Lahore School of Economics

Email: alitaimurbaig@gmail.com

Please use the rating scale to indicate the extent to which you agree with the following statements		Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree
1	I feel emotionally drained from my work	1	2	3	4	5
2	I feel used up at the end of the workday	1	2	3	4	5
3	I feel tired when I get up in the morning and have to face another day on the job	1	2	3	4	5
4	Working all day is really a strain for me	1	2	3	4	5
5	I feel burned out from my work	1	2	3	4	5
6	My supervisor ridicules me	1	2	3	4	5
7	My supervisor tells me my thoughts or feelings are stupid	1	2	3	4	5
8	My supervisor puts me down in front of others	1	2	3	4	5
9	My supervisor makes negative comments about me to others	1	2	3	4	5
10	My supervisor tells me I'm incompetent	1	2	3	4	5
11	My supervisor invades my privacy	1	2	3	4	5
12	My supervisor doesn't give me credit for jobs requiring a lot of effort	1	2	3	4	5
13	My supervisor blames me to save himself/herself embarrassment	1	2	3	4	5
14	My supervisor breaks promises he/she makes	1	2	3	4	5
15	My supervisor lies to me	1	2	3	4	5
16	My supervisor gives me the silent treatment	1	2	3	4	5
17	My supervisor reminds me of my past mistakes and failures	1	2	3	4	5
18	My supervisor expresses anger at me when he/she is mad for another reason	1	2	3	4	5
19	My supervisor is rude to me	1	2	3	4	5
20	My supervisor does not allow me to interact with my coworkers	1	2	3	4	5
21	My coworkers give me the help I need to do my job	1	2	3	4	5
22	My coworkers and I share news about important things that happen at the organization	1	2	3	4	5
23	My coworkers and I stick together	1	2	3	4	5

Please use the rating scale to indicate the extent to which you agree with the frequency of following		Never	Rarely	Sometimes	Very Often	Always
24	The management in this organization puts pressure on employees to engage in extra-role work activities beyond their formal job tasks	1	2	3	4	5
25	There is social pressure in this organization to work extra hours, beyond the formal workload and without any formal rewards	1	2	3	4	5
26	I feel that I am expected to invest more effort in this job than I want to and beyond my formal job requirements	1	2	3	4	5
27	I feel that I am forced to help other coworkers beyond my formal obligations and even when I am short on time or energy	1	2	3	4	5
28	I feel that I am forced to assist my supervisor against my will and beyond my formal job obligations	1	2	3	4	5

Indicate to what extent you “generally” feel this way		Very Slightly Or not at all	A little	Moderately	Quite a bit	Extremely
29	Nervous	1	2	3	4	5
30	Afraid	1	2	3	4	5
31	Upset	1	2	3	4	5
32	Irritable	1	2	3	4	5
33	Distressed	1	2	3	4	5

Company Information:

* **Company Name:** _____

* **Type of Insurance Company** Life Insurance Non-Life Insurance

Employee Information:

* **Gender** Male Female

* **Marital Status** Single Married

* **What is your highest educational qualification?**

Diploma Holder Matriculation/O Levels FSc/FA/I Com/A Levels
 BA/BBA/BSc MBA/MSc/MS/MPhil PhD

* **How long have you worked in insurance sector?** _____ (in years)

* **How long have you worked in your current organization?** _____ (in years)