

**Oops. You Caught Me Eating My Feelings: Testing the Moderated Mediation Model of
Abusive Supervision and Overeating Behavior**



Muhammad Subhan

MS-HRM 2K17

A thesis submitted to NUST Business School for the degree of Master of Science in Human
Resource Management

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DECLARATION

I hereby state that no portion of the work referred to in this dissertation has been submitted in support of an application for another degree or qualification of this or any other University or other institute of learning.

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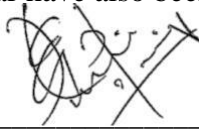
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Date: 15th April 2021

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ABSTRACT

It is a very much known fact that leaders play a very critical and significant role in shaping and building of employees' behavior in an organization. However, besides the positive role of leadership, it has also a dark side (abusive supervision) which can have a high deleterious impacts on the life of an employees within the organization and also beyond the boundaries of an organization. Abusive supervision has negative impact on multiple factors like organizational commitment, organizational citizenship behavior, employees' engagement and many more like these factors. In this study, an impact of perceived abusive supervision in relation to employees overeating behavior has been studied with the mediating role of employees' negative mood and moderating role of work recovery experiences.

The data for this study was collected from the local private commercial banks of Pakistan by adopting an experience sampling study method. The study adopted a multi wave momentary approach and a survey technique in the collection of data. In this study, SPSS V.21 was used for the analysis of the data and PROCESS macro was used for carrying out moderated mediated analysis. This study has adopted a convenience sampling method with a sample size of 1150. The results of the current study have supported all the proposed hypothesis of the study. The current study adds to the existing literature of abusive supervision that it has a positive relation with negative mood and employees overeating behavior and also recovery experiences play a significant role in the regulation of employees' negative mood.

Key words: Perceived abusive supervision, employee negative mood, employee overeating behavior and recovery experiences

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CHAPTER NO 1

INTRODUCTION

1.0 Introduction

The first chapter of this study includes a background of the study. This chapter gives a brief overview of all variables used in the study. Moreover the chapter also includes problem statement, aim of the study, research objectives and questions, significance of the study, scope of the study and research gap of the study. This chapter is ended with the brief summary of the chapter.

1.1 Background

In the past one decade, abusive supervision, that is, “subordinates’ perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact” (Tepper, 2000, p. 178) has been extensively investigated by practitioners and scholars in the organizational sciences (Harris, Kacmar, & Zivnuska, 2007; Harvey, Harris, Gillis, & Martinko, 2014). This destructive behavior of a supervisor usually includes nonphysical actions like unfair demands and expectations from employees, disrespect in public, social isolation in the organization, exposing and exploiting subordinate’s weaknesses, overburden, tight control over immediate subordinate, threat, abusive language, insulting and criticizing subordinate, name calling, etc. (Tepper, Duffy, Henle, & Lambert, 2006; Tepper, Moss, & Duffy, 2011; Tepper, Uhl-Bien, et al., 2006). Some reasons for examining abusive supervision include its deleterious impacts on individuals as well as organizational outcomes and its frequency being exhibited at the workplace (Khan, Moss, Quratulain, & Hameed, 2016; Walter, Lam, Van der Vegt, Huang, & Miao, 2015). Therefore, it is important to conduct a vast and rigorous research on this escalating phenomenon in order to mitigate the negative impacts of the destructive and dark side of leadership in the organization (Tariq & Ding, 2018; Tariq & Weng, 2018).

While investigating the outcomes of abusive supervision, organizational researchers have focused on static approach of abusive supervision, i.e., some managers are engaged in abusive supervisory behavior and others do not (e.g., see Burton, Hoobler, & Scheuer, 2012; Eissa & Lester, 2017; Hoobler & Brass, 2006; Nandkeolyar, Shaffer, Li, Ekkirala, & Bagger, 2014; Tariq & Weng, 2018). Organizational scholars have neglected the potential momentary approach of abusive supervision, i.e., some managers are frequently engaged in abusive supervisory behavior and in contrast other managers do not frequently engaged in abusive supervisory behavior (see Barnes, Lucianetti, Bhave, & Christian, 2015; Courtright, Gardner, Smith, McCormick, & Colbert, 2016 for exceptions; Tariq & Ding, 2018). In this study, a researcher will focus on the limited but growing body of research that has concentrated

on momentary approach of abusive supervision rather than static approach of abusive supervision. Till now, organizational scholars have paid attention to investigate the numerous consequences of abusive supervision in the workplace (see Martinko, Harvey, Brees, & Mackey, 2013; Zhang & Liao, 2015 for recent reviews). Nevertheless, to date, majority of research has focused on work-domain outcomes of abusive supervision, such as employees' creativity (D. Liu, Liao, & Loi, 2012; W. Liu, Zhang, Liao, Hao, & Mao, 2016), knowledge sharing (Wu & Lee, 2016), workplace deviance (Lian et al., 2014), job performance (Harris et al., 2007; Tariq & Ding, 2018), and organizational citizenship behaviors (Zellars, Tepper, & Duffy, 2002). Limited research has been conducted to investigate the cross-domain outcomes of abusive supervision, that is, potential deleterious influence of abusive supervision on an employee's personal and family life beyond the boundaries of an organization, for example, work-family conflict (D. Carlson, Ferguson, Hunter, & Whitten, 2012), family undermining (Hoobler & Brass, 2006; Restubog, Scott, & Zagencyk, 2011), and relationship conflict or tension with partner (D. S. Carlson, Ferguson, Perrewé, & Whitten, 2011). Therefore, the researcher will focus on one common but heretofore neglected cross-domain outcome of abusive supervision: subordinates' overeating behavior. More specifically, in this research, the researcher will answer the research question 'does an abusive supervision leads to subordinates' overeating behavior'.

Recently, the general public has shown greater concerns about healthy eating habits because of its importance to their healthy lifestyles (Hesslink, 2016; Y. Liu et al., 2017). To, date, the applied-psychology and management literatures have neglected to investigate an employee's eating behavior (see Y. Liu et al., 2017 for an exception), in particularly, overlooked to examine the relationship of workplace stressor (i.e., abusive supervision; Nandkeolyar et al., 2014; Tepper, 2000) and overeating behavior. Overeating behavior referred as anyone who is engaged in violation of eating in moderation (Herman, Polivy, & Leone, 2005; Y. Liu et al., 2017), which usually includes eating on unnecessary times or events (e.g., when an individual is taking late-night snacks) or consuming food when not needed (in this case an individual is feeling suffered rather than satisfied; Colles, Dixon, & O'brien, 2007). The researcher from the perspective of self-regulation theory (SRT), proposes two reasons based on subordinates' self-regulatory failure or impairment (Thau & Mitchell, 2010) which answer the question of 'does abusive supervision leads to subordinates' overeating behavior'.

First, as stated in self-regulation theory, every individual has a single and limited pool of regulatory resources (Baumeister, Bratslavsky, Muraven, & Tice, 1998) that are available for constraining counter-normative or undesirable behavioral intentions (Beal, Weiss, Barros, & MacDermid, 2005). According to this theory, when an individual experiences resource-demanding situation or engaged in those acts that require self-regulation (i.e., abusive supervision), then he/she suffer from self-regulatory failure or impairment (Thau & Mitchell, 2010; Wang, Liao, Zhan, & Shi, 2011), that is, an individual's

decreased capacity to exert control over his/her counter-normative or undesirable behavioral intentions (Barnes et al., 2015; Muraven & Baumeister, 2000). Thus, from the viewpoint of self-regulation impairment, the researcher proposes that when an employee experiences resource-demanding situation (i.e., abusive supervision), then he/she may find it challenging to resist his/her impulses or urges to eat unhealthy food (referred here as employees' overeating behavior) and loses control over his/her behavioral intentions towards overeating behavior.

Second, from the perspective of self-regulation impairment, the researcher also proposes an underlying mediating mechanism (i.e., subordinate's negative mood at the workplace) that has the capacity to explain the relationship of abusive supervision and employees' overeating behavior. Subordinates experience self-regulatory resource depletion and undesirable states (i.e., negative mood) when they are encountered with work-related stressors or negative event at the workplace, such as workplace incivility (Meier & Gross, 2015; Rusting & Nolen-Hoeksema, 1998). In line with this, the researcher of this study argues that abusive supervision as a negative event or workplace stressor (Nandkeolyar et al., 2014) leads toward subordinate's negative mood at the workplace due to self-regulatory resources depletion. Moreover, Tice and Bratslavsky (2000) and Tice, Bratslavsky, and Baumeister (2001) found that an individual in the presence of a negative mood is motivated for mood regulation by searching for immediate pleasure (e.g., overeating). Thus, from the perspective of self-regulation impairment, the researcher proposes that subordinate's negative mood mediates the relationship between abusive supervision and overeating behavior.

For better understanding of the relationship between abusive supervision and subordinate overeating behavior, this research study borrows a job-recovery literature and introduces it as a contextual factor (i.e., subordinate recovery experiences at the workplace) that has the capacity to mitigate the effect of abusive supervision on subordinate overeating behavior. On the job recovery experiences refer to the extent to which an employee perceives that workplace breaks help him/her to re-establish the depleted self-regulatory resources (Demerouti, Bakker, Sonnentag, & Fullagar, 2012; Sonnentag & Natter, 2004). An employee's on the job recovery experiences, such as socializing, napping, and relaxing are related to lower level of workplace negative mood and reshape his/her behavior at the workplace (Troughakos, Beal, Green, & Weiss, 2008). Therefore, this research study proposes that subordinate's recovery experiences mitigates the negative effects of abusive supervision on subordinate's overeating behavior through subordinate's negative mood at the workplace.

1.2 Problem Statement

In this era of rapid changes, organizations across the globe are facing a huge competition from their competitors both locally and internationally. Owing to the technological advancements, it is very

difficult for organizations to compete and maintain their competitive advantage for a long time without bringing changes in their existing policies and operations accordingly. To cope up and compete in such a volatile and rapidly changing environment, organizations are required to adopt new a technology and also train and build up their human capital according to a need of the hour. The training and building of the human capital as per the requirements of the contemporary time is one of the critical factor which plays a significant role in the success of an organization. For this purpose organizations always come up with new techniques and strategies to train and retain their employees by providing them better training and great growth and career opportunities within the organization. However, sometimes employees face stressors like abusive supervision in the organization which effect their performance and also overall organizational performance.

Most of the time leaders play an important role in the development of organizational human capital. They shape them as per the requirements of the organizational needs. However, sometimes supervisors show abusive behavior towards their subordinates. Therefore those subordinates who are faced with continuous abusive supervision get affected negatively. This dark side of the leadership has started negatively effecting lives of the subordinates beyond the boundaries of organization as well. Moreover, during duty hour's mood of the employees get affected negatively when they perceive behavior of a supervisor as abusive one. Although history is full of examples of supervisors' hostile behavior towards their subordinates but very limited scholars have studied the phenomenon in the last two decades. Besides adopting various programs of human capital development by the organizations, the phenomenon of an abusive supervision still prevails within the organizations and therefore effects both the performance of employees and organizations. Therefore, this study will intends to find out that whether abusive supervision has a negative impact on the mood of employees and does a negative mood of employee get restored to a normal position and also does a negative mood effects the eating behavior of subordinates or not.

1.3 Aim of the study

The aim of this study is to investigate the impact of a daily subordinate's perception of abusive supervision on a daily subordinate's overeating behavior with the mediating role of a daily subordinate's negative mood and the impact of the daily subordinate's recovery experiences on the direct relationship of a daily subordinate's perception of abusive supervision and a daily subordinate's negative mood.

1.4 Research Objectives

The study has the following research objectives

To investigate the role of abusive supervision on subordinate's overeating behavior.

To examine whether abusive supervision leads to subordinate's negative mood or not.

To analyze the impact of subordinate's negative mood on his/her eating behavior.

To examine the impact of different recovery experiences at workplace, which can regulate subordinate's negative mood.

To investigate whether abusive supervision leads to overeating behavior via subordinate's negative mood at the value of subordinates recovery experiences or not.

1.5 Research Questions

The study is conducted to answer the following research questions in order to achieve its aim

Q1. Does subordinate's perception of abusive supervision lead to subordinate's overeating behavior?

Q2. Does abusive supervision leads to subordinate's overeating behavior?

Q3. Does an abusive supervision lead to negative mood of an employee?

Q4. What is the impact of subordinate's negative mood on his/her eating behavior?

Q5. Is there any recovery experience at work, which can regulate subordinate's negative mood?

Q6. Does any recovery experience at work regulates subordinate's negative mood?

1.6 Significance of the study

The multidimensional nature of the topic of the study enhances its significance and importance. The current study will be significant because it will study the cross-domain outcome of an abusive leadership i.e. overeating behavior of employees as suggested by Liu et al., (2017). This study will cover employee's perception of daily abusive supervision and its impact on the employee's negative mood and behavior within the organization and also beyond its boundaries. The focus of the study would be shedding light on the abusive supervision and its effects on overeating behavior of employees during the job and also after their working hours outside of the organization. Moreover, most of the studies till now have adopted static research approach whereas this study will adopt a momentary research approach suggested by Eissa & Lester, (2017) and Tariq & Weng, (2018) which will further enhance its significance. The study is based on self-regulatory theory. According to the theory, every person has some self-regulatory resources through which he/she can regulates his/her behavior during unfavorable circumstances. The study would also focus on the subordinate's daily recovery experiences that how much a subordinate can recover his mood by adopting different ways both during on the job and off the job. Furthermore, the study will be conducted in Pakistan and its results will provide some new insights in the field of an abusive supervision and its impacts from the contextual point of view as data will be collected from the local private commercial banks of Pakistan.

1.7 Scope of the study

Leaders or supervisors play an important and critical role in directing the behavior of employees working under their supervision. Behavior of a supervisor directly effects a subordinate's behavior both psychologically and physically. Bad or good treatment by a leader has a long term impact on the behavioral patterns of employees. Therefore, it is very important to analyze the impact of an abusive supervision over the performance of subordinates at workplace. In the banking sector, both employees and leaders play an important role and drive an organization towards the achievement of predetermined goals. Their performance can enhance or lower the performance of an organization as a whole. For the success of an organization both supervisors and subordinates are required to act and perform their duties responsibly. But the most important thing is that the supervisors are required to acknowledge an importance of employees' contribution in the achievement of organizational goals on a regular basis. Because appreciating employees can heighten the level of their performance and loyalty towards organization. Whereas, in contrast to a satisfied employee, an abused employees show a low level of energy at workplace. They show a negative attitude and behavior both at workplace and beyond the premises of the organization in their social lives. Because abusive supervision directly hits a mood of employees negatively due to which it becomes very difficult for employees' to utilize all their mental strength in achieving an organizational goals. But there are certain activities both at workplace and outside of the organizational boundaries which can regulate an employees' negative mood and restore their internal psychological resources.

Based on the nature of the study, the researcher will conduct this study on the banking sector of Pakistan. The banking sector of Pakistan is one of the largest sector which is playing a critical role in the development of economy and also in the generation of employment in the country. Further, the banking sector is expanding its operation to the far flung areas of the country. In Pakistan total 33 banks operates of which 5 are public sector commercial banks, 4 are specialized banks, 15 are local private commercial banks, 5 are Islamic banks and 4 are foreign commercial banks. Almost all these banks invest too much on the development of their human capital in order to attract and retain them and also adopt new technologies and practices following across the globe. Moreover, this sector is a very formal sector of Pakistan and it adopts and applies most of the formal Human Resource Practices and policies which are very clear and evident in their operations. Further, most of the studies on this topic are conducted in the developed and western countries, therefore, this study will provide new insights from the perspective of a developing world where organizations strive to achieve international standards.

1.8 Research gap

Liu et al., 2017 have suggested in their paper that in future researcher should study some cross-domain outcomes of an abusive leadership including overeating behavior of employees. Similarly, till date most of the studies are done on the basis of static approach, so, different organizational scholars have suggested that in future researchers should try to conduct research studies by following a momentary approach (e.g., Eissa & Lester, 2017; Tariq & Weng, 2018).

1.9 Summary

The chapter is started with the background of the study leading to the problem statement of the study which the researcher will address at the end of the study. Furthermore, the chapter includes a research gap which will be filled by conducting this research study. Moreover, the chapter also includes aim of the study, research questions and objectives. Likewise, the scope and significance of the study are explained in the last part of this chapter. This chapter is ended with a very brief summary of the chapter.

Chapter No 2

Literature Review & Hypothesis Development

2.0 Introduction

This chapter is based on the literature review. It includes a detail discussion on all the variables which are included in this study. It starts with the detail discussion on abusive supervision, its definition, its nature and its impact on the life of subordinates. Abusive supervision in relation to overeating behavior and negative mood of employees is also discussed in this chapter. Second, abusive supervision is discussed in relation with the recovery experiences of employees with in the workplace and also beyond the boundaries of an organization. In this chapter, it is intended to build a relationship between the variables and development of hypothesis. The chapter ends with a brief summary of the chapter and the proposed theoretical framework of the study.

2.1 Subordinate perception of Abusive supervision, Subordinate overeating behavior and Subordinate negative mood

Earlier, most of the research scholars have conducted vast number of research studies on the bright side or a constructive side of the leadership attitude and behavior, but from the last one decade a significant increase has been observed in studies related to the dark side which is a destructive nature of the leadership in organization (Wu, 2008). One of the destructive side of leadership is abusive supervision. Many research studies have found that abusive supervision has multiple negative impacts on the employees. Due to such a negative thoughts provoking behavior of a supervisor, sometime employees just want to quit organization (Schyns & Schilling, 2013). Multiple previous research findings have identified various reasons behind employees quitting their existing jobs but one of the most recent and serious cause is identified as strained bonding between supervisors and subordinates (Bockerman & Ilmaknna, 2009; Griffeth et al., 2000, Pradhan & Jena, 2017). As defined earlier by Tepper (2000), abusive supervision is “subordinates’ perceptions of the extent to which their supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact” (p. 178). Abusive supervisor basically do not harm their subordinates physically but target them via their abusive behavior like dragging them into others discussions or abuse them verbally in front of others e.g. calling them bad names etc. giving subordinate a difficult and risky assignments and tasks intentionally, continuously intimidating subordinates, withholding information related to the completion of tasks or intentionally with holding subordinates promotion (Keashly, 1998; Tepper, 2000; Tepper et al., 2006).

Furthermore, abusive supervision depicts the level of supervisor’s engagement in non-verbal and

verbal but not a physical hostility towards subordinates like ridiculing publically, calling inappropriate names, over burdening subordinates, behaving rudely with subordinates etc. (Tepper, 2000; Tepper., 2006). Abusive supervision is a behavior of a supervisor where his/her psychological resources are highly drained and are highly engaged in a destructive behavior. When supervisors' self-regulatory resources are depleted, their self-control over their behavior and attitude is highly compromised (Wang et al., 2010). Psychologically impaired supervisors are usually engaged in an inappropriate social and work interactions (Von Hippel & Gonsalkorale, 2005). Multiple negative outcomes are linked with abusive supervision (see Tepper, 2007; Hoobler & Brass, 2006; DeWall et al., 2007). Moreover, various research studies have shown that abused subordinates show negative behavior and do not give their best performance at their workplace. In addition, employees who are faced with abusive supervisor do not think positively for the benefits of organization and also do not think creatively for high level of organizational productivity (Zellers et al., 2002).

Similarly, in the workplace, one of the major cause of those employees who faces undesirable emotional states and a rapid depletion of the self-regulatory resources is their vulnerability to work related stressors such as abusive supervision (Harris, Kacmar, & Zivnuska, 2007). Abusive supervision is the continuous display of hostile behavior including verbal and non-verbal by a supervisor towards a subordinate except physical contact (Tepper, 2000, P. 178). Abusive supervision is considered to be a salient work stressor, which harms an individual's work life as well as personal life like family issues, abusive relationship with a partner etc. (D. S. Carlson, Ferguson, Perrewé, & Whitten, 2011). According to different scholars, employees faced with abusive supervision sometime become psychologically impaired (Restubog, Scott & Zagenczyk, 2011), owing to a continuous depletion of self-regulatory resources (Muraven & Baumeister, 2000). Portrayed by scolding, socially isolating, undermining, ridiculing and yelling at subordinates, abusive supervision usually threatens their psychological resources through which they regulate their behaviors (Tepper, Duffy, Henle, & Lambert, 2006; Tepper, Moss, & Duffy, 2011; Tepper, Uhl-Bien, et al., 2006). It also causes harm to the other resources of subordinates like self-efficacy and self-esteem. Usually, abused subordinates spend most of their time in their self-regulation as compared to their non-abused counterparts in the organization. Abusive supervision taxing on the employees' resources and left them with in a distress condition and ill mind (Thau & Mitchell, 2010).

Likewise, abusive supervision can weaken a dyadic relationship between a dominating abusive supervisor and a submissive subordinate. According to a victim precipitation theory, a dyadic relationship between a dominating perpetrator and a submissive passive subordinate will go to a high level of institutionalized victimization (Aquino & Lamertz, 2004) and this kind of victimization is a pattern of interaction between a dominating perpetrator and a submissive victim where both persons

behaviors mutually reinforces one another's roles. According to Ashforth and Humphrey (1997) in such an institutionalized victimization both the dominating perpetrator and a submissive victim buildup an interaction pattern based on a reciprocal relationship of a behavior. A dominating perpetrator aspires to exploit and control a submissive person by adopting different ways like coercive techniques, punishments, making unacceptable comments, making fun in front of colleagues, exploiting some weakness in front of coworkers, always criticizing subordinate's initiatives and work etc. (Ashforth, 1997). This kind of attitude and behavior of a supervisor in organization is very closely related and tied to abusive supervision.

Furthermore, according to various organizational scholars abusive supervision is associated with high level of emotional exhaustion (Wheeler et al., 2013), decrease in the level of affective well-being, organizational commitment and job satisfaction (Kernan et al., 2011), and low level of leader member exchange (Lian et al., 2012b). Perception of abusive supervision in the organization also have positive association with subordinate's dysfunctional and negative behavior and attitude at workplace (e.g., low organizational citizenship behavior ; Mitchell & Ambrose, 2007) and also at home e.g. work – family conflicts (Carlson et al., 2011). Moreover, abused subordinates do not show a high level of energy at their work and perform their task with low level of dedication and enthusiasm (Xu et al., 2012) and according to Harris, Kacmar and Zivnuska (2007) they are appraised very poorly for their performance by their supervisors. Also, abused subordinates are considered those employees who show a low level of organizational citizenship behavior than their coworkers who do not take their supervisor behavior much abusive (Zellars, Tepper & Duffy, 2002). It is very much evident from different research studies that abusive supervision is positively related and leads to multiple negative organizational outcomes.

In order to avoid the destructive impacts of abusive supervision on the organizational outcomes and their mood and feelings, subordinates' always try to preserve and utilize their internal psychological resources. Based on the conservation of a resources theory, according to Hobfoll (2002) individuals always want to gain, preserve and safeguard all their valuable resources including their psychological resources and always try to lessen the threat of resource loss. When employees work under a continuous stressful conditions prompted by low supervisor subordinate interactions, they may undergo through a low level of energy and mental stress and fatigue. As a consequence of a consistent exhaustion of emotions, individuals are continuously faced with the depletion of coping psychological resources which are needed for the regulation of a behavior at workplace (Maslach et al., 2001). Once employees' psychological resources are consumed violently and they fail to regenerate resources by taking some regulatory breaks, they may face a severe psychological and emotional distress (Wright & Cropanzano, 1998; Tepper, 2000). Those employees who are chronically abused by their supervisors,

they show a higher level of emotional resources exhaustion at workplace. Subordinates' perception of abusive supervision inflicts a high level of emotional stress on their emotional resources and restrains them from regaining their psychological regulatory resources via friendly and genial interactions with their supervisor. This leads to a complete loss of significant resources and a need for coping supplementary resources. Emotional resources depletion happens when there is imbalance between the overwhelming demands of a supervisors and subordinates lack of ability and resources to meet those demands. Research studies have already found that abusive supervision and psychological suffering and distress are positively related (Tepper, 2000; Tepper, 2007; Wu & Hu, 2009). Therefore, those employees who are continuously experiencing abusive supervision may face a high level of emotional depletion and distress at workplace which may lead to a negative mood.

According to many organizational scholars, work stressors (i.e. abusive supervision) induce a negative mood in a subordinate (Meier & Gross, 2015; Rusting & Nolen-Hoeksema, 1998). Subordinate adopt a negative mood when faced with internal resource depletion (Meier & Gross, 2015). In such a state, a subordinate cannot regulate his/her negative mood which ultimately leads to different kinds of unexpected and strange behaviors (Nandkeolyar et al., 2014). Based on a self-regulatory approach, abused subordinates take too much food when they fail to modulate their behavior (Hesslink, 2016; Y. Liu et al., 2017). As stated by Colles, Dixon, & O'brien (2007) that eating food is sometime used as a tool to regulate someone's behavior and mood. Specially, the existence of a negative mood invoke and create an internal desire to control and regulate a mood. Because people usually want to override negative feelings and adopt a positive and desirable feelings. Tice and Bratslavsky (2000) have argued that individuals who are faced with such kind of work stressors, prioritize to regulate their mood through immediate achievement of pleasure (like taking unhealthy food) rather than focusing on long term pleasure and achievement. Therefore, subordinates experiencing undesirable conditions and negative mood are more engaged in eating too much unhealthy food because such kind of strange behavior can satisfy their need for mood regulation (Tice et al., 2001).

Furthermore, past studies have found that abusive supervision as a high level of work stressor is positively linked with subordinate's emotions and mood. Abusive behavior of a supervisor depicts a loss of supervisor's support in organization (Tepper, 2000; Harvey et al., 2007; Aryee et al., 2008). Facing abusive supervision and a continuous depletion of the internal behavior regulatory resources leave abused subordinates with having low level of mood regulatory resources and therefore unable to cater a stressful situation easily (Tepper, 2000; Lee & Ashforth, 1993). Various research findings suggest that an interpersonal problems between supervisor and subordinate and continued attacks on the self-efficacy and self-respect of a subordinate give rise to an abusive supervision relationship between supervisor and subordinate which ultimately negatively hit subordinate's mood (Harvey et

al., 2007). Due to a sustained abusive supervision, subordinates may lead to the position where they cannot easily cope up with the surrounding situation and environment and get indulged in negative emotions (Wright & Hobfoll, 2004). Therefore, without having proper internal behavior regulatory resources, an abused subordinates will not show interest in their official work and get involved in negative activities.

Similarly, subordinates who are faced with too much abusive supervision, which is comprised of multiple kind of unacceptable supervisor behavior start feeling highly humiliated and are more inclined towards negative thoughts about organization and their supervisor (Keashly & Harvey, 2005). They may start perceive organization's approach very unsupportive and irresponsible towards their contribution in the organizational success. Owing to this kind of frustrating situation, an abused employees would further feel highly unsatisfied in the organization and start thinking about quitting (Rafferty & Restubog, 2011; Tepper, 2000). In addition, Liu et al., (2012) have found that subordinates who are faced with abusive supervisor do not give proper attention to their job responsibilities and always take a very meager interest in their work. Due to such a challenging work environment for an abused employees, they usually do not take initiatives owing to a low level of intrinsic motivation during their task performance. They do not come up with new and unique ideas and also do not adopt a proactive approach while doing their work.

Moreover, employees' cordial connection with their organization may turn into negative relation by abusive supervision. As other people behavior towards employees influenced their self-knowledge (McAllister & Bigley, 2002), similarly, at workplace their understanding level and behavior is significantly influenced by their supervisor's behavior (Tepper 2002). A hostile and harsh attitude of supervisors like mocking in front of coworkers or accusing them in public negatively effects employees' behavior. Therefore, when subordinates are constantly abused by their supervisors, they will think that their presence and contribution at workplace are not welcomed by their supervisors and their efforts are useless (Jian et al., 2012). Abused subordinates may start feeling doubtful about their capabilities that they are not capable of meeting their work targets and may feel alone. Owing to this, abused employees perceive lack of belonging in their organization and show less interest in their work and sharing feelings with other.

Likewise, an abusive supervision hits employees' emotionally which ultimately have negative impact on the motivational level of employees'. Employees' get demotivated when they perceive that they are not treated properly by their supervisors as compared to their coworkers. Their motivational outcomes such as job engagement instead of going upward starts going downward and get disengaged from their work. As employees' always want to allocate their internal psychological resources to accomplish their tasks but when they are mistreated by their supervisor, their attention get diverted from doing their job

to thinking about showing some kind of retaliation (e.g see Schyns & Schilling, 2013). Employee work engagement is a state where he/she utilizes all his/her cognitive, physical and emotional resources in his/her work (Rich et al., 2010; Kahn 1992; Christian et al., 2011). Bakke (2014) has noted that employees work engagement shows rise and fall on routine basis and most of the time this rise and fall in work engagement is driven by the negative experiences employees' come across at workplace (Breevaart et al., 2014; Lanaj et al., 2014; Sonnentag, 2003; Sonnentag et al., 2012). Therefore, employees' who are working under a supervision of an abusive leader try to withdraw instead of properly and highly engaging themselves in work. Moreover, a negative attitude of employees' have also an impact on coworkers because when they observe and perceive that their colleagues are not treated properly, they start developing a collective negative attitude towards their supervisor which leads to a low level of unit and organizational performance (Bhave et al., 2010; Duffy et al., 2000; Felps et al., 2009).

As, a positive attitude of employees is diminished due to a continuous abusive supervision and development of a negative attitude among the subordinates, the psychological relationship between employees and organization becomes bleak. With negative thoughts in mind, abused employees' do not put their efforts for the attainment of collective organizational goals due to a low level of internal motivation. Moreover, abused employees having negative attitude do not come up with new suggestions and opinions in order to improve the existing organizational processes just because of a low level of organizational commitment (Van Knippenberg & Sleebos, 2006). With such a weak psychological contract with organization, abused employees do not care about hindrances and hurdles effecting organizational production and progress. They do not take interest in removing those obstacles in order to improve organizational performance. Also, abused employees do not put their efforts in order to avoid potential risks which can cause high level of organizational failure and can have negative effects on their capabilities. Resultantly, these employees show less creativity in their work and abusive supervision has negative impact on the creativity of employees in long run.

Furthermore, a research study conducted has suggested that those employees' who are victimized show a continuous aggressive, hostile and destructive behavior (Aquino & Thau, 2009). It has been suggested that abusive supervision may provoke such kind of feelings in subordinates. Research scholars have also found that abused subordinates face fear and psychological distress (Restubog et al., 2011) and the impact of abusive supervision has been also found beyond the boundaries of organization. Those employees who are abused show a very strange behavior outside of an organization e.g. imbalanced personal life. Tepper (2002) have found that those workers who are continuously abused, their family life also get disturbed due to the perceived organizational injustice. Similarly, abused employees may deviate from their normal routine social life to some abnormal way

of life. Their relation with their family members get worsened due to spillover from working boundaries to the family life (Hoobler & Brass, 2006). Restubog and colleagues (2011) have found that abusive supervision has negative impacts not only within the premises of organization but also has a significant destructive effects outside of the organization.

Similarly, it has been found that abusive supervision has a multiple non work outcomes like abused subordinates are more likely to be engaged in family problems e.g. problems with spouse or other relatives etc. (Tepper, 2000). Scholars have explained that employees having bad interactions with supervisors lead to negative interaction with people outside organization like family members. Abusive supervision has deep negative impact on spousal relationship. It can lead to a destruction of a social life of a person. When a family life of an employees' get disturbed, they become more vulnerable to some other job related stressor as well (Restubog et al., 2011; Montgomery et al., 2006; Seery et al., 2008). Owing to this, organizational scholars have suggested that incumbent faced with abusive supervisors experience a loss of internal behavior regulatory resources and their behavior further get worsened. Repetti et al., (2009) have found that abysmal regular stressors have an accumulative impact on the dynamics of a family and also behavioral patterns of an employee.

Second, a research study conducted has suggested that subordinates experiencing undesired work demands can also face bleak self-regulating capacity. Therefore, sometimes employees urge for overeating overrides their weak state of self-regulation capacity (Adriaanse et al., 2011). As according to self-regulatory theory, every person has a finite level of self-regulation resource (Baumeister, Bratslavsky, Muraven, & Tice, 1998), which enables people to restrain themselves from indulging in any kind of unhealthy activity (e.g. overeating) intentions (Beal, Weiss, Barros, & MacDermid, 2005). Therefore, when subordinates are faced with such kind of undesirable situation, they use their self-regulatory resource, which lead to a depletion of this resource (Barnes et al., 2015; Tice, Bratslavsky & Baumeister (2001). Muraven & Baumeister (2000) have investigated that owing to such a demanding situation (e.g. abusive supervision) and depletion of the self-regulatory capacity, employees' suffer from a psychological impairment (Nandkeolyar et al., 2014) which leads to a negative mood and ultimately leads to an overeating. Consequently, in the light of the previous investigative research studies, it is supported that abusive supervision (work stressor) is positively related to overeating behavior of an employees. Similarly, it is also supported that a negative mood of an employees' owing to an abusive supervision positively mediates a relationship between abusive supervision and overeating.

Hypothesis 1: Subordinate's perceptions of abusive supervision is positively related to subordinate's overeating behavior

Hypothesis 2: Subordinate's negative mood mediates the relationship of subordinate's perceptions of abusive supervision and subordinate's overeating behavior.

2.2 Subordinate Perception of Abusive supervision, Subordinate recovery experiences and Subordinate negative mood

Till date, various research scholars and practitioners have studied and stated that abusive supervision induces a negative state of mood in subordinates (Nandkeolyar et al., 2014) which divert subordinates' attention from work and leave them in a psychologically miserable condition (Thau & Mitchell, 2010). However, numerous scholars have also studied a concept of a recovery (Kahn, 1990; Westman & Etzion, 2001; Lorist et al., 2000). Mood regulation and effectiveness at work can be influenced by a positive mood experience at home and also in the absence of a conflict between family and work life (Netemeyer, Boles & Mcmurrian, 1996; Frone, 2000; Eden, 2001). In addition, different research studies have suggested that various kind of vacations and other rest taking periods can result in mood regulation, decrease in job stress and burnout (Westman & Eden 1997; westman & Etizon 2001) and enhance satisfaction in life (Lounsbury & Hoopes, 1986).

However, Westman and Eden (1997) and Westman and Etizon (2001) have argued that the effects of vacation erodes quickly after coming back to work. They have suggested that some other kind of recovery experiences are required which can continuously replenish a self-regulatory resource of the subordinates. For example, break time during working hours, lunch with coworkers, napping in the afternoon, etc. (Edward & Rothbard, 2000). Different eminent researchers have argued that subordinate's recovery experience at workplace has the capacity to reduce the deleterious effects of abusive supervision that induces negative emotions (i.e. negative mood) in a subordinate. Because recovery experiences at workplace motivates an employee and help in the replenishment of subordinate's self-regulatory resources (Demerouti, Bakker, Sonnentag, & Fullagar, 2012; Sonnentag & Natter, 2004). An employee's on the job recovery experiences directly lead to a lower level of negative mood and work deviance and also reshape his behavior in a positive way at workplace (Troughakos, Beal, Green, & Weiss, 2008).

Also Meijman and Mulder (1998) and Sluiter, Van der beek and Frings- dresen (1999) have found that on the job recovery experiences are necessary because they help in the prevention of deterioration of a mood and performance of an employee in the organization. Various other research studies have found that those employees' who are insufficiently recovered face high level of depletion of self-regulatory resources, negative mood and strange patterns of overeating. Recovery acquired during different work breaks and leisure time can influence an employee's work related attitude and leads to employee engagement in the organization (Kahn, 1990 & 1992). It has been investigated by many organizational experts and scholars that psychologically recovered employee will show a high level of dedication at

work and have a high level of resources for countering any kind of undesired and demanding situation (abusive supervision) (Hobfoll, 1998) and will also effectively concentrate on an organizational goal achievement (Westman & Etzion, 2001).

According to multiple research scholars, all employees do not react in the similar manner during the stressful situations (Meurs & Perrewe, 2011; Luria & Torjman, 2009). Sometimes, most of the people who feel uneasy not because of the stress but because of the inability to recover from those events (Meurs & Perrewe, 2011). Those employees who are faced with a high level of abusiveness at workplace need a high level of recovery (Sonnentag et al., 2010; Sonnentag & Bayer, 2005; Sonnentag & Zijlstra, 2006; Sonnentag & Krueger, 2006). Employees who are able to get recovered from the stressful organizational demands at the end of the weekend or on week days show a great level of performance at work (Binnewies et al., 2010), good behavior (Fritz & Sonnentag, 2005), positivity and low level of fatigue (Sonnentag et al., 2008; Sonnentag & Bayer, 2005). According to Binnewies and his colleagues (2010) individuals who are faced with the deleterious impacts of an abusive supervision at workplace can recover by opting different recovery methods. Like physical exercise which is one of the leisure activities through which a person can easily be recovered both physically and mentally from a stress (Sonnentag & Zijlstra, 2006; Gerber et al., 2010). Many research scholars have done work on the impact of an exercise on both mental and physical growth of individuals who have been experiencing some kind of demanding conditions in their lives (Mackay & Neill, 2010; Gerber et al., 2010; Craike et al., 2010; Crone et al., 2010). Previous research studies have proved that physical exercise can help in the reduction of negative impacts of stress on the health (Crone et al., 2005) and it also helps in the strengthening of a recovery mechanism of an individual against the hard situations and abusive supervision (Mackay & Neill, 2010; Cooper & Berwick, 2001).

In fact “when the level of stress of an individual is low, the impact of the ‘buffering factor’ will be negligible. However, when the level of personal stress is high, a successful buffering factor will block the impact of that high stress” (Caike et al., 2010 p. 25). Taylor and his coworkers (2008) have stated that during military trainings employees with physical fitness can lessen the negative impact of harsh and demanding situations and events. Those employees who regularly do some kind of physical exercise can easily cope up with the situation and do not come under pressure so easily (Cone et al., 2005). Many organizational scholars are agreed that physical exercises at the evening is a tool which can easily recover a good mood of an abused individual and build up his psychological resources which can restrain individual from demonstrating any kind of negative behavior both at workplace and at home (e.g. Sonnentag & Bayer, 2005; Levinson, 1996; Crone et al., 2009). It has also been observed that physical exercises as a tool of recovery experiences can build and strengthen the psychological mechanism and resilience capacity of an individual against the negative impacts of stress. Exercises

help out individuals to recover from their negative mood and through their psychological mechanism buffer the negative and deleterious impacts of the demanding jobs e.g. abusive supervision (Buckaloo et al., 2009; Ritvanen et al., 2007; Norris et al., 1990). Austin and his colleagues (2005) have argued that those teachers who are faced with high level of job demands of unacceptable behavior like abusive supervision are more likely to get engaged in negative behavior (like showing more aggression, avoiding coworkers and students and blaming others for their mistakes). However, those who are engaged in more physical activities like some outdoor games interpret such incidents in a totally different manner and handle the situation more or less in a positive way.

Moreover, working on all week days and accomplishment of organizational goals along with facing some stressful situations e.g. abusive supervision at work requires an employee to invest all his available mental and physical resources' (Meijman & Mulder, 1998). Owing to this, individual is left with no resources and due to depletion of all his internal resources needs some rest and recovery of all internal psychological resources. After working for a whole week, all employees need to recharge themselves by detaching themselves from official work on a weekend (Sluiter et al., 1999). During recovery, no further they have to face job demands and any kind of stressful situation which can drain their resources and put them in a miserable condition. An individual's functional systems get recovered and also the internal energy resources get back to the normal level owing to different leisure activities on weekend. Due to a calm and relax weekend, the abused employees can easily recover their moods and come back to the office with a fresh start (Meijman & Mulder, 1998). According to Hobfoll's (1989) conservation of resources theory model, those employees' who are faced with too many job demands always strive to preserve, retain and protect some of their internal resources in order to regulate their behavior and attitude at workplace. Furthermore, according to Fritz and Sonnentag (2005) on the weekends, employees' have the chance and opportunity to reestablish their internal psychological resources and prepare themselves to work with a high level of energy, enthusiasm and commitment. Furthermore, for leisure an individual can arrange different activities like doing yoga at home, outdoor games, swimming, going on picnic with family, lunch or other social gatherings and hiking etc. which can easily and speedily recover an individual's mood and reestablish all his drained out internal resources (Sonnentag & Fritz, 2007). Therefore, on the basis of previously conducted research studies the below mentioned hypothesis are supported.

Hypothesis 3: Subordinate's recovery experiences at work moderates the relationship of subordinate's perceptions of abusive supervision and subordinate's negative mood.

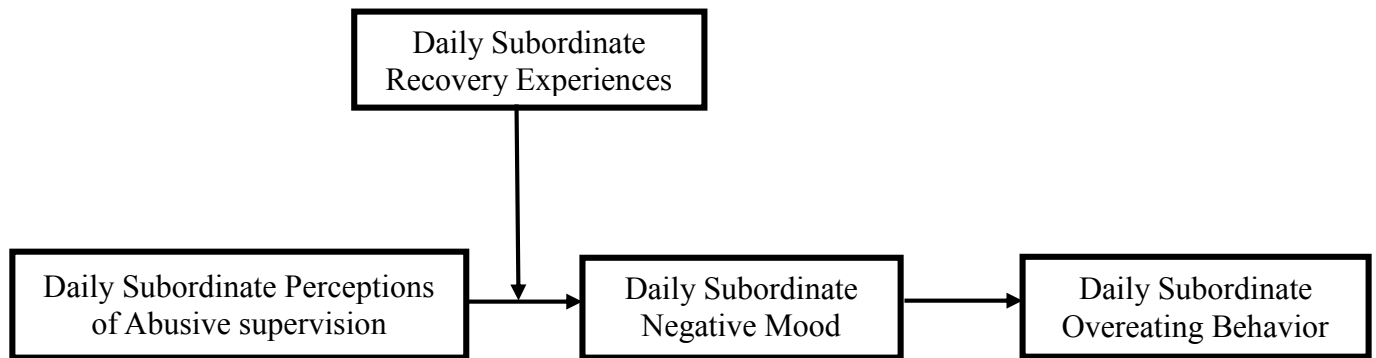
Hypothesis 4: Subordinate's recovery experiences at work moderates the indirect relationship of subordinate's perceptions of abusive supervision and subordinate's overeating behavior through subordinate's negative mood, such that the mediated relationship is weaker (stronger) when

subordinate's recovery experiences are higher (lower).

2.3 Summary

The chapter is started with the brief introduction of the chapter. Furthermore, the chapter includes the detailed explanation of all variables of the study. Moreover, in this chapter, a relationship between abusive supervision and overeating behavior with the mediating role of negative mood has been studied and developed. Similarly, a relationship between abusive supervision and negative mood with the moderating role of recovery experiences has been studied and developed. This chapter ends with the brief summary of a whole chapter and a theoretical model at the end.

Figure 1



Proposed Theoretical Model

Chapter No. 3

Methodology

3.0 Introduction

The aim of this chapter is to shed light on the methodology used in this research study. How the data was collected and analyzed. The chapter begins with the heading of a research philosophy which has been adopted in this study and its importance. It also includes the research design used in this study. Moreover, the details related to the selection criteria of the sample size, demographics, research ethics and analytical procedures are given in this chapter. The chapter also provides information regarding the banking sector of Pakistan where a survey was conducted for the collection of data.

3.1 Research Philosophy

Understanding of a research philosophy is very significant before conducting a research study. It helps the researcher in choosing a proper and appropriate research methodology, means to map out an apt research strategy. It includes the type of data to be collected, how the data would be interpreted and how it would help in answering of the proposed research questions. Further, understanding a research philosophy enables the research scholar to conduct a significant evaluation of different research methodologies and methods which help in the avoidance of adopting an inappropriate method and techniques for a research study (Proctor, 1998). This research study has adopted a positivist research philosophy. Positivist research philosophy is based on a traditional scientific approach. Positivist approach studies every social phenomenon from the perspective of natural sciences. According to positivism, the facts related to a social phenomenon and the relationship between those facts can be made and defined just like scientific laws. Positivists' study social objects in the same manner as the natural things (Smith, 1998). The basic belief of this approach is that the reality prevails and it is totally independent of human being, means reality is objective in nature and it cannot be created by a human mind. The human senses are only utilized to gather the data which is measurable, objective and clear and all real knowledge should only be obtained by the human observation and analysis of the objective reality (Auguste Comte, 1853). According to the positivist approach, nature of a social reality is independent of human ideas and thoughts and they are ruled by the cause and effect law. Also the patterns of a social reality are fixed and stable (Neuman, 2003; Crotty, 1998; Marczyk, DeMatteo & Festinger, 2005).

According to Neuman (2003) in social sciences research studies, the ontological questions are linked with the nature of the reality. There are two main and opposite positions. One is objectivism which states that a reality is independent and the other one is constructivism which holds that a reality is

actually an outcome of the social processes. In a positivist research approach, a reality is considered as an independent and objective in nature. Positivists' hold that reality exists outside of the human mind and needs to be discovered by adopting pure scientific methods and laws (Bassey, 1995). Positivists' believes that a reality can be observed through the human senses and can be expressed as factual statements (Mutch, 2005; Bassey, 1995). Moreover according to positivists', the researcher can use quantitative method to study and discover the reality and knowledge exists in the outer world which can be expressed in numbers (Cohen et al., 2000; Mutch, 2005; Bassey, 1995). The epistemology deals with the following questions: what is knowledge? What we basically know about knowledge and what are the forms of knowledge and how do we know about that knowledge? What is the basic relationship between the knower and the knowledge known? The nature of epistemology can either be positivist or interpretivist. The aim of the research study for positivists' is the scientific explanation of a social phenomenon. They use a combination of the deductive logic with the empirical observation of human activities in order to discover and come up with the cause and effect relations and make them general patterns of a phenomenon. Research scholars' who adopt a positivist perspective illustrate and express every phenomenon in a quantitative manner that how things happen and cause outcomes (Ulin et al., 2004; Neuman, 2003; Lincoln & Guba, 2000).

The main aim and purpose of the positivist paradigm is to examine and validate an existing theories. In this approach, hypothetical statements are made and they are tested by the collection and analysis of the data from the research audience. This is based on the deductive method in which the main purpose is to generalize the results by answering the research questions and objectives based on the existing theories. This study is based on the cause and effect relationships and also based on the existing theory. The current research study is trying to find the impact of an abusive supervision on the overeating behavior of subordinates through the mediating role of a negative mood and moderating role of the recovery experiences. Furthermore, the present study tries to test the validity of the existing self-regulatory theory through a statistical analysis of a gathered numerical data by using statistical software and tests like SPSS. Likewise, this study has some proposed statements which will be either supported or not supported after the analysis of the gathered numerical data. Owing to the mentioned reasons, this research study has adopted a positivist research philosophy in accordance with the assense of the study and nature of research questions and objectives of the study. The ontology of this study is objectivist and its epistemology is positivist.

3.2 Research Methodology and Strategy

In order to conduct a rigorous and insightful research study, the researcher must opt a type of a research strategy which is in accordance with the research questions, objectives and also fulfills an aim of the

study. There are multiple research strategies amongst which the researcher can go for a single strategy or a combination of two or more strategies.

3.2.0 Research Time Frame

The research study includes a data collection which is important to be collected from the participants whether only at a single point of time or on a multiple points after some interval of time. This is called data collection time frame. There are two kinds of data collection processes one is called cross sectional and the other one is called longitudinal. Both of these are differentiated on the basis of the time period involved in the collection of data. Those research studies where data from the participants is collected only at a single point of time are called cross sectional whereas those studies where data is collected more than once after multiple intervals of time to know about the variations in the data with the passage of time are called longitudinal research studies (Jap & Anderson, 2004). As for as this study is concerned, the data was collected continuously for consecutive ten days and the participants were not asked for their participation in future. First, due to time constraint it was not possible to collect data at different points of time. Second, due to limited monetary resources it was not possible for the researcher to travel again and again for data collection. Third, as the study is based on experience sampling therefore it was very difficult to ask participants for their participation in the survey and fill questionnaire for consecutive ten days one more time. The data in the study was collected from October 2018 to April 2019.

3.2.1 Research Design

Every research study is based on one or another type of research design. It basically explains the methods adopted in order to conduct and complete the research study. There are basically two types of research designs i.e. inductive method and deductive method. In a deductive method, an already existing theory is tested in order to increase its validity or negate it whereas in an inductive research design the scholar develops and come up with some new insights of knowledge. In a deductive design, the researcher moves from top to bottom means from a theory to a specific hypothesis and from a hypothesis to data in order to add or contradict the results of an existing theory. In contrast, in an inductive design the researcher goes from bottom to top and on the basis of the data collected, come up with some new insights and a theory (Creswell & Plano Clark, 2007). This research study has adopted a deductive research design because it wants to test and analyze a moderated mediation model of an abusive supervision and overeating behavior. Furthermore, this research study wants to validate or negate the existing theory and also wants to investigate the proposed relationship among different variables included in this study based on the existing theory.

3.3 Research Methods

There are two different research methods which scholars adopt according to the requirement of their research studies. One is quantitative and the other one is qualitative. Sometimes the researcher uses a combination of both these methods to answer research questions in a more insightful manner. Both qualitative and quantitative research methods differ from each other in terms of data collection and data analysis. Quantitative approach always convert a phenomenon into numerical form in order to perform statistical analysis. However, in qualitative method, data is collected in the form of texts, video, pictures etc. In a quantitative research a cause and effect relation is investigated. In contrast, a qualitative method considers every reality or a phenomenon as a psychologically and socially constructed one (Bryman 1988, p. 46). Moreover, the quantitative method is used to come up with some statistical results by analyzing a collected data and those results are generalized. In addition, in quantitative method, hypothesis are derived from an existing theory and they are tested through the empirical investigation called confirmatory study. Whereas on the other side, qualitative research is more exploratory and conduct an in depth study in order to come up with new assumptions and theory (Lincoln & Guba, 1985).

To adopt a specific type of research method is highly dependent upon the research questions of the study. It is very significant for every research study that the method adopted must provide some legitimate, worth full and credible answers to the research questions. This study has adopted a quantitative research method because of certain reasons. First of all, this study is based on an existing theory. Second, this study tries to empirically test the cause and effect relationship between the variables of the study. Third, it fulfills the need of the study and answers the research questions which ultimately fulfills the aim and objectives of the study. Since, a large data was to be collected from the participants, so, this method was also helpful in gathering data from a large number of participants. Further, the results of the study will be generalized and the study is confirmatory one, so this method was deemed to be the suitable research method for this study.

3.4 Data Collection Method

Based on the nature of this research study, it is conducted on the local private commercial banks of Pakistan. The banking sector of Pakistan is one of the largest sector which is playing a critical role in the development of an economy and also in the generation of employment in the country. The banking sector is expanding its operation to the far flung areas of the country. In Pakistan total 33 banks operates of which 5 are public sector commercial banks, 4 are specialized banks, 15 are local private commercial banks, 5 are Islamic banks and 4 are foreign commercial banks. The banking sector of Pakistan invests too much on the development of their human capital in order to attract and retain them

and also adopt new technologies and practices following across the globe. Moreover, this sector is a very formal sector of Pakistan and it adopts and applies most of the formal Human Resource Practices and Policies which are very clear and evident in its operations. Furthermore, most of the studies on this topic are conducted in the developed and western countries, therefore, the current study will provide new insights from the perspective of a developing world where organizations strive to achieve international standards. The results of the study will be generalizable for all the local private commercial banks operating in Pakistan.

The survey was conducted in which a self-administered closed ended designed questionnaire was distributed amongst the employees in different branches of multiple local private commercial banks in various cities of Khyber Pakhtunkhwa a province of Pakistan. Further, the researcher has only focused on collecting data from the local private commercial banking industry of Pakistan in order to avoid any kind of variability in data due to multiple industries. Mostly, employees ranging from Management Trainee Officers to mid-level managers who were working under the direct supervision of some higher authorities were asked in the data collection. Further, the size of the local private commercial banking sector is very large and the chances of collection of a rich data were high. Moreover, in banking sector, employees easily switch their banks due to multiple reasons and can share their recent past and current experiences in the form of closed ended questions easily. On the basis of the above mentioned reasons, the local private commercial banking sector was selected for the collection of data for this research study.

3.5 Sampling Techniques

Basically, two main sampling techniques are available i.e. probability sampling and non-probability sampling. The main property of probability sampling is that there is equal chance of every participant of the population to be included in the sample size, albeit, this condition is not a necessary one (Seltiz et al., 1976). Only through the use of a probability sampling, one can reduce the chances of biasness and can ensure an equal chance of inclusion for each member of the population (Pedhazur & Schmelkin, 1991). According to Pedhazur and Schmelkin (1991) although, this approach is more appealing but in most of the social sciences research, it is not used by the scholars due to time consuming and other constraints related to it. On the other hand, a non-probability sampling method includes both convenience sampling (means easily accessible and available) and also the purposive selection method (for example quota and judgment sampling techniques) (Pedhazur & Schmelkin, 1991). Also an equal chance of inclusion of all members is not the case in this method of sampling and similarly the estimation of probability cannot be done in non-probability method. Moreover, non-probability approach cannot make estimation of sampling errors and characteristics of a population

(Seltiz et al., 1976).

In the research study, sampling techniques are merely used to select a proper sample from a population of the research study. As, it becomes very difficult for the researcher to collect data from a whole population due to multiple constraints. A specific sample size bearing the characteristics of the main population of the study is selected from where the scholar collects data. The collected data is then analyzed by using different statistical tools and the results are applied on the whole population in general manner. If the researcher is failed in the selection of an appropriate sample from the population, the data collected from the sample will not give an accurate results. Therefore, a selection of sample from the entire population is very significant before the collection of data. In this study, a non-probability method i.e. convenience sampling was adopted by the researcher due to various reasons. First, the researcher has collected data only from those participants which were easily accessible and manageable. Also, only those participants were contacted who were willing to participate and fill the questionnaire without any kind of hesitation. Secondly, due to time, financial and transportation constraints, a convenience sampling was adopted. It was very difficult to move back and forth for data collection again and again.

Furthermore, for this research study, the data was collected from the local private commercial banks of Pakistan. The survey was conducted in which a self-administered closed ended designed questionnaire was distributed amongst the employees in different branches of multiple banks in various cities of Khyber Pakhtunkhwa a province of Pakistan. As each employee was required to fill a questionnaire for consecutive ten days, therefore, all respondents were briefed about how to fill the questionnaire. The participants were asked to fill questionnaire at two different times like first when they finish their work at around 5'o to 6'o clock and second after when they finish their meal at night and before going to sleep. The researcher also told them that if they come across any kind of confusion while filling a questionnaire they can ask the researcher for help either via email or a phone call. The data was collected from management trainees' level to mid-level employees who were directly working under someone's supervision. The researcher used some people as a reference for help in the collection of data from the banks' employees'. The researcher visited all the banks' by himself. After a meeting with the branch manager of each branch and their permission, the questionnaire was distributed among employees. The questionnaire was distributed in hard form and was collected after ten days of data collection from each employee.

In this study, for determining the population and sample size, the researcher followed a table presented by Krejcie and Morgan (1970). The researcher of this study has distributed questionnaire among 148 participants in which only 115 people have filled it for consecutive 10 days and the response rate of the participants was 77%. The data was continuously collected and analyzed under the guidance and

supervision of the researcher's supervisor. Data from 115 participants was statistically processed and analyzed and it has supported all the proposed hypothesis of the current study. Therefore, the researcher did not distribute more questionnaire further among employees.

3.6 Measures

For this study a closed ended questionnaire was developed in English language in which different items for different variables were adopted from the previous studies conducted by imminent researchers. At the start of the questionnaire designing, all control variables and demographic variables were placed. Furthermore, for rating all items included in the questionnaire a five point likert scale was used in front of each item.

3.6.0 Subordinate Perception of Abusive supervision

Abusive supervision on a daily basis was measured with five items that were adopted from Johnson et al., (2012). All these items were rated against likert scale ranging from 1 = Not at all, 2 = Once in a while, 3 = sometimes, 4 = Fairly often, to 5 = Frequently. Sample questions are like "Makes negative comments about me to others" and "Tells me I'm not capable".

3.6.1 Subordinate negative mood

Six items were adopted for the measurement of a negative mood from Watson et al., (1988). All these items were measured against five point likert scale ranging from 1 = strongly disagree to 5 = strongly agree. Sample questions are like "Today I have felt distressed" and "Today I have felt upset".

3.6.2 Subordinate recovery experiences

Recovery experience was measured by adopting three items from Sonnentag et al., (2004). To measure these items five point likert scale was used ranging from 1 = strongly disagree to 5 = strongly agree. Sample questions are like "During a break I could recuperate" and "After a pause, I was again full of energy".

3.6.3 Subordinate Overeating Behavior

This variable was measured by 4 items adopted from Liu et al., (2017). A five point likert scale was used ranging from 1 = strongly disagree to 5 strongly agree. Sample questions are like "Today I ate too many junk foods after work" and "Today I ate and drank excessively after work".

3.6.4 Demographic and Control variables

In this current study, multiple demographic variables including age and gender were considered in the collection of data. Besides, this study has also adopted some of control variables including level of education, job tenure with the organization, job tenure with the current supervisor and total job experience. Both demographic and control variables play a critical and significant role in the variation

of data.

3.7 Analytical intent

To examine the uniqueness of the included variables, Mplus 7 software (Y. Liu et al., 2017) was used in this study. Similarly, for different analysis and results statistical package for social sciences (SPSS) was used in this research study. In addition, PROCESS macro was also used in SPSS v. 21 for carrying out moderated mediated analysis in order to test the proposed hypothesis of the study.

3.8 Research Ethics

As research ethics is one of the important factor which must be kept in mind while conducting any kind of research study. Therefore, all kind of ethical issues were considered while conducting the resent research study. All respondents were completely briefed about the purpose of the study. They were ensured that their responses would not be shared with any of their colleagues or their supervisors. So, a factor of anonymity was highly ensured. They were asked to fill the questionnaire by their free will and they were not forced to fill questionnaire by any means. Moreover, proper permission was sought from the branch manager of every branch before the collection of data from employees.

3.9 Summary

The chapter has started with the discussion on the research philosophy. The purpose and importance of the research philosophy in a research study has been explained in detail. It further includes discussion on the methodology used in this study. Research techniques and data collection method adopted by the researcher in this study are also explained in detail in this chapter. It also includes discussion on the population and sample size of the study and the techniques used in the collection of data for this research study. At the end of the chapter, a detail discussion has done on the analytical processes adopted for the analysis of the data and also the instruments used in the collection of data.

Chapter 4

Results

4.0 Introduction

The results achieved after different analytical procedures and processes which have been applied on the data collected from the respondents of this study are given in this chapter. At the start of this chapter, descriptive statistics including demographic statistics, mean and standard deviations, inter correlation among variables, and also results related to reliabilities are given in this chapter. This chapter is ended with the results of the mediation and moderated mediations.

4.1 Descriptive statistics

The descriptive statistics including reliability analysis, demographic statistics and correlation analysis of the study are given in this section.

4.1.0 Reliability Analysis

Reliability analysis is basically done to check the robustness of the questionnaire used in the study particularly to know whether it will give consistent results under different conditions and at different times or not. In a research study, the values of Cronbach alpha indicate the reliability values for all the items used in the questionnaire which show how strongly reliable those items are. According to Dimovski (1994) and Nunnally (1967), the values of Cronbach alpha ranging from 0.5 to 0.6 are considered to be in an acceptable range. Whereas most of the research scholars agree with Kelly and Vokruka (1998) which recommend that the values up to 0.7 are acceptable. Further, Sekaran (2006) suggests that values of Cronbach alpha greater than 0.7 are considered to be good one. Table 0 contains the values of Cronbach alpha for all the measures used in this study. The reliability value of abusive supervision is 0.81. Similarly, the reliability value of subordinate's negative mood is 0.79, subordinate's overeating behavior is 0.86 and subordinate's recovery experiences is 0.77. The values of Cronbach alpha for all the variables of this study lie within the acceptable range. Therefore, the scales adopted and used in this research study are suitable for this study.

Table 0

Cronbach Alpha values

Measures	Cronbach Alpha Value
Abusive supervision	(0.81)
Subordinate's negative mood	(0.79)
Subordinate's overeating behavior	(0.86)
Subordinate's recovery experiences	(0.77)

4.1.1 Demographic Statistics

The data for the current study was collected from the local private commercial banking sector of Pakistan with in the various cities of Khyber Pakhtunkhwa. The researcher distributed questionnaire among 148 participants in which only 115 people have filled it for consecutive 10 days and the response rate of the participants was 77%. The data was continuously collected and analyzed under the guidance and supervision of the researcher's supervisor. Data from 115 participants was statistically processed and analyzed and it has supported all the proposed hypothesis of the current study. Therefore, the researcher did not distribute more questionnaire further among employees. For demographic information, the researcher asked the respondents to fill the options about gender, age, level of education, subordinate tenure with supervisor, subordinate tenure with organization, and subordinate job experience in the questionnaire. Table 1 contains the detail about different demographic variables asked from participants of the study.

Table 1

Demographic Variable	Code	Frequency	% of Total Sample	Mean	SD
Gender	Male	950	82.60	1.17	0.37
	Female	200	17.39		
Age	Less than 25 Years	740	64.34	1.39	0.55
	26-33 Years	370	32.17		
	34-41	40	3.47		
	42-49	0	0		
	More than 49 Years	0	0		
Level of education	Diploma	10	0.86	4.68	0.58
	Matriculation	0	0		
	Undergraduate	10	0.86		
	Graduate	310	26.95		
	Post Graduate	820	71.30		
Subordinate tenure with supervisor	Less than 1 Year	1130	98.26	1.01	0.13
	1-2 Years	20	1.73		
	3-4 Years	0	0		
	More than 4 Years	0	0		
Subordinate tenure with	Less than 1 Year	850	73.91	1.32	0.65
	1-2 Years	240	20.86		

organization	3-4 Years	30	2.60		
	More than 4 Years	20	1.73		
Subordinate job experience	Less than 1 Year	610	53.04	1.66	0.82
	1-2 Years	360	31.30		
	3-4 Years	140	12.17		
	More than 4 Years	40	3.47		

4.1.2 Correlation Analysis

The inter correlations among variables, descriptive statistics including mean and standard deviations, and also estimated reliabilities among all the latent variables of this research study are presented in Table 2 (a). By analyzing a statistical gathered data, the researcher of this study has found a preliminary support for all the hypothesized relationships of the study. The researcher has noted a positive correlation between subordinate's perceptions of abusive supervision and negative mood of a subordinate at workplace ($r = 0.54, p < 0.01$) and subordinate's overeating behavior ($r = 0.34, p < 0.01$). Also a positive correlation has been found between subordinate's negative mood at workplace and subordinate's overeating behavior ($r = 0.34, p < 0.01$). Finally, the researcher has found a negative correlation between subordinate's recovery experiences and his/his overeating behavior ($r = 0.16, p < 0.01$).

Table 2 (a)*Between-person Intercorrelations, descriptive statistics, and estimated reliabilities among the latent variables*

Variables	M	SD	1	2	3	4	5	6	7	8	9	10
1. Supervisor's gender ^a	1.17	0.37	--									
2. Subordinate's age ^b	1.39	0.55	-0.12**	--								
3. Subordinate education ^c	4.68	0.58	0.13**	0.30**	--							
4. Subordinate tenure with supervisor ^d	1.01	0.13	-0.06*	0.14**	0.07*	--						
5. Subordinate tenure with organization ^e	1.32	0.65	-0.12**	0.51**	0.22**	0.13**	--					
6. Subordinate's job experience ^f	1.66	0.82	-0.09**	0.69**	0.35**	0.14**	0.70**	--				
7. Abusive supervision	1.86	0.68	-0.04	-0.87**	-0.01	0.03	-0.22**	-0.13	(0.81)			
8. Subordinate's negative mood	2.42	0.79	-0.04	-0.80**	-0.10**	-0.03	-0.21**	-0.15**	0.54**	(0.79)		
9. Subordinate's overeating behaviour	2.68	0.84	-0.03	-0.11**	-0.07**	-0.01	-0.17**	-0.16	0.46**	0.34**	(0.86)	
10. Subordinate's recovery experiences	2.45	0.99	-0.10	0.01	-0.03	0.09**	-0.05	-0.03	0.14**	-0.05	-0.16**	(0.77)

Notes: $N = 115$ direct reports and 1150 daily ratings; Significance at: * $p < 0.05$; ** $p < 0.01$; the figures in parentheses are alpha internal consistency reliabilities.

^aSubordinate gender was coded 1 = Male, 2 = Female;

^bSubordinate age was coded 1 = less than 25 years, 2 = 26-33 years, 3 = 34-41 years, 4 = 42-49 years, 5 = more than 49 years;

^cSubordinate education was coded 1 = Diploma, 2 = Matriculation, 3 = Undergraduate, 4 = Graduate, 5 = Postgraduate;

^dSubordinate tenure with supervisor was coded 1 = less than 1 years, 2 = 1-2 years, 3 = 3-4 years, 4 = more than 4 years;

^eSubordinate tenure with organization was coded 1 = less than 1 years, 2 = 1-2 years, 3 = 3-4 years, 4 = more than 4 years;

^fSubordinate job experience was coded 1 = less than 1 years, 2 = 1-2 years, 3 = 3-4 years, 4 = more than 4 years.

Table 2 (b)*Within-person Intercorrelations, descriptive statistics, and Percentages of Within-person Variance among the latent variables*

Variables	M	Between-person SD	Within-person SD	Within-person Variance	1	2	3	4
1. Abusive supervision	1.86	0.68	0.48	33%	--			
2. Subordinate's negative mood	2.42	0.79	0.44	23%	0.23**	--		
3. Subordinate's overeating behaviour	2.68	0.84	0.62	35%	0.19**	0.13**	--	
4. Subordinate's recovery experiences	2.45	0.99	0.79	39%	0.12**	0.16**	0.11**	--

Notes: $N = 115$ direct reports and 1150 daily ratings; Significance at: * $p < 0.05$; ** $p < 0.01$.

For analyzing a hypothesized moderated mediation model of this research study, the researcher has followed the recent studies (e.g Mawritz, Greenbaum, Butts, & Greaham, 2017; Tariq & Ding, 2018; Hongbo, Waqas, & Tariq, 2019). In order to run and test two separate models, as hypothesized in the study i.e. the formal mediation relationship and the moderated mediation relationship, The researcher has used Mplus software for this purpose. Furthermore, as recommended by Hayes (2013) and Preacher, Rucker, and Hayes (2007), the researcher has used Model 4 in order to analyze the formal mediation relationship and Model 8 for the moderated mediation relationships.

4.2 Test of formal mediation:

Findings related to formal mediation model are presented in the Table 3. According to the findings, there was a positive correlation between abusive supervision and subordinate's overeating behavior ($r = 0.17, t = 5.93, p < 0.001, LLCI = 0.12, ULCI = 0.23$). Thus, a support for hypothesis 1 of this study was found, that is, subordinate's perceptions of abusive supervision was positively related to his/her overeating behavior. Furthermore, the researcher found a positive correlation between abusive supervision and subordinates negative mood at workplace ($r = 0.60, t = 21.41, p < 0.001, LLCI = 0.54, ULCI = 0.65$), and also a positive correlation was found between subordinate's negative mood at workplace and his/her overeating behavior ($r = 0.54, t = 20.52, p < 0.001, LLCI = 0.49, ULCI = 0.59$). Finally, different results including direct ($r = 0.17, p < 0.001, LLCI = 0.12, ULCI = 0.23$), indirect ($r = 0.32, p < 0.01, LLCI = 0.27, ULCI = 0.38$), total ($r = 0.50, p < 0.001, LLCI = 0.44, ULCI = 0.55$) and the normal theory test for indirect effect ($r = 0.32, SE = 0.02, p < 0.001, Z = 14.80$) provided support for Hypothesis 2 of the study, that is, subordinate's negative mood mediates the relationship of subordinate's perceptions of abusive supervision and subordinate's overeating behavior.

Table 3

Results of formal mediation analysis

Antecedents	Subordinate Negative Mood					Subordinate Overeating Behavior						
	<i>B</i>	<i>SE</i>	<i>t</i>	<i>LLCI</i>	<i>ULCI</i>	<i>R</i> ²	<i>B</i>	<i>SE</i>	<i>t</i>	<i>LLCI</i>	<i>ULCI</i>	<i>R</i> ²
						0.32***						0.44***
<i>Constant</i>	2.65	0.28	9.58***	2.11	3.19		1.23	0.26	4.81***	0.73	1.73	
Abusive supervision	0.60	0.03	21.41***	0.54	0.65		0.17	0.03	5.93***	0.12	0.23	
Subordinate negative mood	--	--	--	--	--		0.54	0.03	20.52***	0.49	0.59	
Subordinate gender	-0.03	0.07	-0.49	-0.16	0.10		-0.02	0.06	-0.29	-0.13	0.10	
Subordinate age	-0.06	0.06	-0.90	-0.18	0.07		-0.13	0.06	-2.28*	-0.23	-0.02	
Subordinate education	-0.19	0.05	-4.19**	-0.28	-0.10		-0.01	0.04	-0.28	-0.09	0.07	
Subordinate tenure with supervisor	-0.34	0.19	-1.79	-0.71	0.03		0.03	0.17	0.18	-0.30	0.36	
Subordinate tenure with organization	-0.26	0.05	-4.93**	-0.36	-0.16		-0.01	0.05	0.30	-0.11	0.08	
Subordinate experience	0.22	0.05	4.31**	0.12	0.33		0.04	0.05	0.80	-0.05	0.13	

Results of direct, indirect, total, and normal theory effects of abusive supervision on overeating behavior

Predictor	Effect	LLCI	ULCI
<i>Direct effect</i>			
Abusive supervision on subordinate overeating behavior	0.17***	0.12	0.23
<i>Indirect effect</i>			
Abusive supervision on subordinate overeating behavior via subordinate negative mood	0.32**	0.27	0.38
<i>Total effect</i>			
Abusive supervision on subordinate overeating behavior	0.50***	0.44	0.55
<i>Normal theory test for indirect effect</i>	<i>B</i>	<i>SE</i>	<i>Z</i>
Abusive supervision on subordinate overeating behavior via subordinate negative mood	0.32	0.02	14.80***

Notes: *N* = 115 direct reports and 1150 daily ratings; LLCI = Lower level of the 95% confidence interval; ULCI = Upper level of 95% confidence interval; * *p* < .05; ** *p* < .01; and *** *p* < .001.

4.3 Test of the moderated mediation model:

Table 4 presents the results related to moderated mediation model. The findings show a positive correlation between abusive supervision and subordinate's overeating behavior ($r = 0.20, t = 7.45, p < 0.001, LLCI = 0.15, ULCI = 0.26$). The researcher has found that a positive correlation exists between abusive supervision and subordinate's negative mood at workplace ($r = 0.58, t = 22.92, p < 0.001, LLCI = 0.53, ULCI = 0.63$), and the researcher has also found that subordinate's negative mood at workplace was positively correlated with his/her overeating behavior ($r = 0.50, t = 18.98, p < 0.001, LLCI = 0.45, ULCI = 0.56$). Therefore, by these findings, again, a support for Hypothesis 1 and 2 was found. Furthermore, it has been found that the interaction term of abusive supervision and subordinate's recovery experiences (AS X RE) was significantly negative ($r = -0.15, t = -6.46, p < 0.001, LLCI = -0.19, ULCI = -0.10$) with subordinate negative mood. Therefore, a support for Hypothesis 3(a) was found, that is, subordinate's recovery experiences at work moderates the relationship of subordinate's perceptions of abusive supervision and subordinate's negative mood, such that the relationship is weaker (stronger) when subordinate's recovery experiences at work are higher (lower).

To plot the conditional effects of abusive supervision on a subordinate's negative mood at workplace at the values of subordinate's recovery experiences, The researcher has followed the approach used by Edward and Lambert (2007). The researcher has plotted the first-stage moderation, and Figure 2 shows that subordinate's recovery experiences at workplace moderates the relationship between subordinate's perception of abusive supervision and his/her negative mood, such that the relationship is weaker ($r = 0.43, t = 3.92, p < 0.001$) when a subordinate's has a higher level of recovery experiences at workplace and relationship is stronger ($r = 0.58, t = 12.96, p < 0.001$) when the subordinate has a lower level of recovery experiences at workplace.

Finally, the conditional direct and indirect effects of perception of abusive supervision on subordinate's overeating behavior at the values ($-1SD, Mean, and +1SD$) of subordinate's recovery experiences at workplace are presented in Table 4. The study has found that the effect of abusive supervision on subordinate's overeating behavior through subordinate's negative mood at workplace at low value ($-1SD$) of subordinate's recovery experiences was significantly positive and weaker ($r = 0.37, SE = 0.03, LLCI = 0.31, ULCI = 0.43$). Moreover, the effect of abusive supervision on subordinate's overeating behavior through subordinate's negative mood at workplace at mean value of subordinate's recovery experiences was significantly positive ($r = 0.29, SE = 0.02, LLCI = 0.25, ULCI = 0.34$). Furthermore, the effect of abusive supervision on subordinate's overeating behavior through subordinate's negative mood at workplace at high value ($+1SD$) of subordinate recovery

experiences was significantly positive and weaker ($r = 0.22$, $SE = 0.02$, $LLCI = 0.17$, $ULCI = 0.27$). Thus, a support for the Hypothesis 3(b) was found that is, subordinate's recovery experiences moderates the indirect relationship of subordinate's perceptions of abusive supervision and subordinate's overeating behavior through subordinate's negative mood, such that the mediated relationship is weaker (stronger) when subordinate's recovery experiences at work are higher (lower).

Figure 2: An interaction of abusive supervision and subordinate recovery experiences on subordinate negative mood

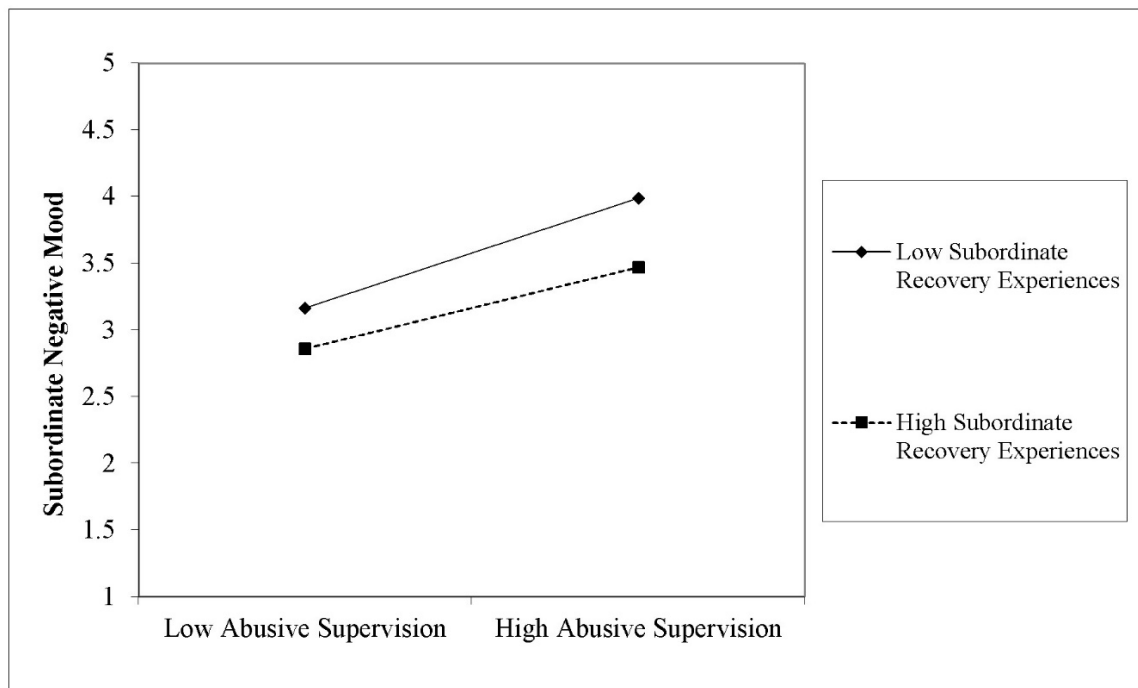


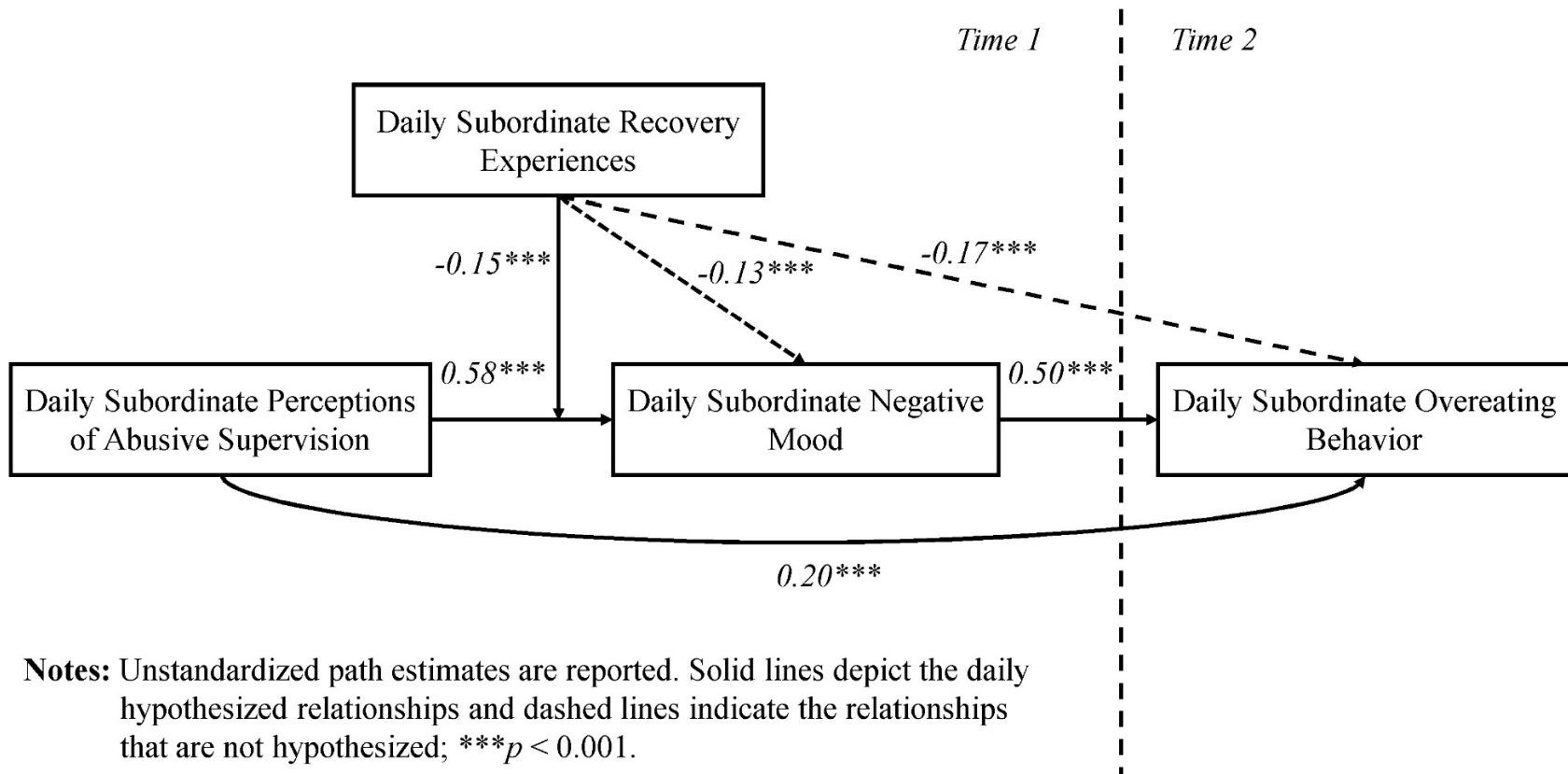
Table 4

Results of the moderated mediation model

Antecedents	Subordinate Negative Mood					Subordinate Overeating Behavior						
	<i>B</i>	<i>SE</i>	<i>t</i>	<i>LLCI</i>	<i>ULCI</i>	<i>B</i>	<i>SE</i>	<i>t</i>	<i>LLCI</i>	<i>ULCI</i>	<i>R²</i>	
											0.37***	0.47***
<i>Constant</i>	3.56	0.27	13.33***	3.04	4.08	1.65	0.26	6.43***	1.15	2.16		
Abusive supervision (AS)	0.58	0.03	22.92***	0.53	0.63	0.20	0.03	7.45***	0.15	0.26		
Subordinate negative mood	--	--	--	--	--	0.50	0.03	18.98***	0.45	0.56		
Subordinate recovery experiences (RE)	-0.13	0.02	-5.18***	-0.17	-0.08	-0.17	0.02	-7.61***	-0.21	-0.12		
AS X RE	-0.15	0.02	-6.46***	-0.19	-0.10	-0.01	0.02	-0.29	-0.05	0.03		
Subordinate gender	-0.04	0.06	-0.70	-0.17	0.08	-0.06	0.06	-1.01	-0.17	0.05		
Subordinate age	-0.02	0.06	-0.27	-0.13	0.10	-0.12	0.05	-2.14*	-0.22	-0.01		
Subordinate education	-0.19	0.04	-4.22**	-0.27	-0.10	-0.02	0.04	-0.62	-0.10	0.05		
Subordinate tenure with supervisor	-0.14	0.18	-0.76	-0.50	0.22	0.13	0.17	0.78	-0.19	0.45		
Subordinate tenure with organization	-0.25	0.05	-4.89	0.35	-0.15	-0.04	0.05	-0.85	-0.13	0.05		
Subordinate experience	0.19	0.05	3.77**	0.09	0.29	0.05	0.05	1.00	-0.04	0.13		
<i>Results of conditional effects of abusive supervision on overeating behavior at values of subordinate recovery experiences</i>												
	Predictor					Psychological Proximity	Effect	SE	LLCI	ULCI		
Index of moderated mediation model						--	-0.07	0.01	-0.10	-0.05		
<i>Conditional direct effects</i>												
Abusive supervision on subordinate overeating behavior						-1 SD	0.21	0.04	0.14	0.28		
Abusive supervision on subordinate overeating behavior						Mean	0.20	0.03	0.15	0.26		
Abusive supervision on subordinate overeating behavior						+1 SD	0.19	0.03	0.13	0.26		
<i>Conditional indirect effects</i>												
Abusive supervision on subordinate overeating behavior via subordinate negative mood						-1 SD	0.37	0.03	0.31	0.43		
Abusive supervision on subordinate overeating behavior via subordinate negative mood						Mean	0.29	0.02	0.25	0.34		
Abusive supervision on subordinate overeating behavior via subordinate negative mood						+1 SD	0.22	0.02	0.17	0.27		

Notes: *N* = 115 direct reports and 1150 daily ratings; LLCI = Lower level of the 95% confidence interval; ULCI = Upper level of 95% confidence interval.

Figure 3
Hypothesized Research Model



4.4 Summary

The chapter includes all the statistical tables and all the results of the data analysis. Descriptive statistics, mean and standard deviations, inter correlation among variables, and also results related to reliabilities are explained in this chapter. The statistical results of this study have supported all the proposed hypothesis of the study. The results indicated that abusive supervision positively effects overeating behavior of employees both directly and indirectly. Also, abusive supervision has a positive relationship with the negative mood of employees which ultimately leads to overeating behavior of employees. Likewise, the recovery experiences play an important role in the mitigation of effects of abusive supervision. The chapter is ended with the mediation and moderated mediations results of the study.

Chapter No. 5

Conclusion

5.0 Introduction

This is the last chapter of this research study which includes a detailed discussion section. The discussion section is followed by the implications of the study. Both theoretical and practical implications are explained in detail in this chapter. Further, limitations of this research study are also given in this chapter. Similarly, future recommendations proposed by the researcher of this study are discussed in the later part of the chapter. The chapter is ended with the conclusion.

5.1 General Discussion

Over the last one and a half decade, organizational scholars have started work on the phenomenon of an abusive supervision and also about its repercussions on both an organizational health and employees' well-being (Tepper, 2000; Tepper et al., 2006; Tepper et al., 2011). Most of the researchers have concluded that abusive supervision has drastic negative impacts on the employees' professional life within the premises of organization (Lian et al., 2014; Harris et al., 2007; Zellars, Tepper & Duffy, 2002). After a thorough investigation, the current study came to the conclusion that a very limited studies have done research on the impact of abusive supervision on the social life of employees beyond the premises of an organization. Owing to this, in this study the researcher has studied an impact of perception of abusive supervision on the overeating behavior of employees through the lens of moderated mediation model. With the help of analysis of empirical data, the researcher has tested a moderated-mediated model and came to know that supervisor's abusive behavior positively effects the eating behavior of an employees. The statistical results of the present study indicate that supervisor's unsupportive behavior instigates an abnormal behavior of eating in employees'. Those employees who are continuously faced with abusive supervision become psychologically impaired and they lose all their self-regulatory resources and are tilted towards taking more food for regulating their mood and behavior. The results of the study have indicated that a positive relationship exists between an abusive supervision and subordinates' overeating behavior and abusive supervision positively effects overeating behavior of employees. As a result, hypothesis one (*H1*) of this study has accepted and one of the objective of the study i.e. "to investigate the role of abusive supervision on subordinate's overeating behavior" has been achieved.

Moreover, this research study has included employee's negative mood as a strong mediator. Most

of the scholars have worked on the negative impacts of abusive supervision and it has been proved through the analysis of an empirical data that abusive supervision instigates negative emotional feelings among employees' (Rusting & Nolen-Hoeksema, 1998, Meier & Gross, 2015). The current study has taken employees' negative mood as a mediator. The results of the study have indicated that negative mood of employees has a strong impact on the direct and indirect relationships between an abusive supervision and employees overeating behavior. As according to Meier & Gross (2015), employees who are faced with abusive supervision are mostly psychologically impaired due to a depletion of their self-regulatory resources. Also, according to the results of this study, abusive supervision leads to negative mood and a positive relationship exists between an abusive supervision and negative mood of an employee. Furthermore, an employees' with negative mood do not give proper attention to their tasks and their productivity decreases as they spend most of their time in the regulation of their behavior (Colles, Dixon, & O'brien, 2007). Also, the findings of this research study have proved that subordinate's negative mood leads to overeating amongst employees with having multiple negative impacts on both an employees' and organizational health. Thus, the results of the study has supported hypothesis two (*H2*) of the study and also fulfilled the two objectives of the study which say "to examine whether abusive supervision leads to subordinate's negative mood or not" and "to analyze the impact of subordinate's negative mood on his/her eating behavior".

Furthermore, the current study has supposed that an employees' recovery experiences help employees in recovering and regulating their behavior. Various prominent scholars have studied the concept of recovery experiences and stated that employee's mood regulation can be enhanced at certain points like in the absence of any kind of conflict between work life and social life and spending a pleasant time with friends (Netemeyer, Boles & Mcmurrian, 1996; Frone, 2000; Eden, 2001). Employees' who spend time with their families and go on vacations to different places can easily overcome the negative impacts of abusive supervision which ultimately results in the decrease of job burnout and negative feelings towards supervisor and organization (westman & Etizon 2001; Lounsbury & Hoopes, 1986). Hence with the help of analysis of an empirical data, this study has proved the fact that recovery experiences can strongly negatively effects the direct relationship between subordinate's perception of abusive supervision and negative mood of an employees' even if employees are faced with continues abusive supervision and which has ultimately a negative impact on the overeating behavior of employees. The results of the study

have supported hypothesis three a (*H3a*) of the current research study and also fulfilled the objective of the study which says “to examine the impact of different recovery experiences at workplace, which can regulate subordinate’s negative mood”. Similarly, the results have also supported the hypothesis three b (*H3b*) of this study and also the objective of the study which says “to investigate whether abusive supervision leads to overeating behavior via subordinate’s negative mood at the value of subordinates recovery experiences or not”. It means that if employees are faced with abusive supervision, they can be tilted towards overeating due to their negative mood which can be mitigated through multiple recovery experiences both at workplace and outside of the organizational boundaries.

As, all the hypothesis of this study are supported by the results, therefore, for a long term cure of effects of an abusive supervision, organizations are required to train their supervisors that they should treat their employees in a humble and benevolent manner. They should consider employees as an assets of the organizations and support and coach them rather than abuse them for their mistakes. Similarly, employers should arrange different games for employees which will help in the increase of satisfaction and commitment of employees towards organizations. Likewise, breaks and gatherings at social cafes in the organization will help out in the regulation of employees’ negative mood and also organization should aware employees regarding the negative impacts of overeating on their health through a proper awareness programs in the organization. Finally, through the empirical data based on the employees’ feelings contingent upon their daily job performances, all of hypothesis of the current research study are supported.

5.2 Implications

5.2.0 Theoretical Implications

The study regarding abusive supervision has basically taken boost from the concept introduced by Tapper in his study related to abusive supervision (Tapper, 2000). The current research study is also based on the tapper’s findings regarding abusive supervision and its impact on the organizational factors related to employees (Tapper, 2000 & 2002). This research study has filled the research gap identified by Liu et al., (2017) in their paper in which they recommended that in future researchers should study some cross-domain outcomes of an abusive leadership and also suggested to study its impact on the overeating behavior of employees’ and also the current study has adopted a momentary research approach recommended by Eissa & Lester, (2017) and Tariq & Weng, (2018). Therefore, the researcher of this study has focused on the impact of the abusive

supervision on the cross domain factor means beyond the boundaries of the organization. The current study has come up with the results that subordinate's perception of abusive supervision highly positively impacts the mood of an employees at work. This study has added in the existing literature that negative mood of an employees' brings strange changes in the eating behavior of an employees' during and after their job. Moreover, this study has tested the impact of on the job recovery experiences. On the job recovery experiences mitigate a negative mood of an employees' during job and restrain them from any kind of harmful activities. The results of this study have shown that if supervisors act abusively and abuse their subordinates, it will have negative impacts on employees' and the employees' may deviate from their work and start thinking negatively about their supervisors and organizations. Also, an employees in order to regulate their behavior may take more and more unhealthy food which can be unhealthy for their health. Therefore, this study has successfully examined a relationship between an abusive supervision and overeating behavior of an employees and also proved that an abusive supervision has deleterious impacts on cross domain factors. Hence, the results of this research study have significantly contributed to the literature of an abusive supervision and its impacts.

5.2.1 Practical implications

This research study has found a support for a notion that abusive supervision has a direct negative impact on the mood of an employee (Meier & Gross, 2015; Rusting & Nolen-Hoeksema, 1998). According to the findings of an existing studies, subordinates who are faced with an abusive supervision in the organization adopt a negative mood (Meier & Gross, 2015). Various organizational scholars have argued that certain harmful personal effects are strongly associated with an abusive supervision like emotional exhaustion, insomnia, anxiety, depression and psychological distress etc. (Tepper, 2000, 2007; Walter et al., 2013 & Martinko et al., 2013). Owing to the deleterious and harmful impacts of an abusive supervision on employees', organizational management must try to reduce this phenomenon expeditiously.

On the basis of the findings of this research study, organization will be successful in addressing the phenomenon of an abusive supervision if it will take the following steps. First an organization must enlighten and create awareness among its managers about the damaging and harmful consequences of an abusive supervision. All organizations can also reduce this phenomenon in the workplace by giving proper trainings to their supervisors and instill a sense of responsibility among them towards their subordinates.

Second, leaders are the people who lead whole organizations and employees' and provide them a proper direction. They help in the achievement of organizational goals and properly implementation of Human Resource Practices within the organization. Regarding this, organizations are advised to select those people for a supervisory role who have a strong self-control capacity. Furthermore, the subordinates' perception of an abusive supervision leads to a negative mood of an employees which incites employees' to utilize their internal psychological resources to regulate their behavior. Such kind of a negative behavior of subordinates sometimes leads to a strange pattern of employees' behavior within the workplace and also beyond the boundary of a workplace. Therefore, managers are required to treat their subordinates in a polite manner so that employees' do not feel humiliated or abused. And also they will not employ their regulatory resources for mood regulation.

Similarly, it has been found that for mood regulation employees show an alien behavior while eating food. They do this in order to replenish their self-regulatory resources and sometime owing to a weak self-regulation capacity, they ingest too much unhealthy food. Moreover, it is found that several recovery experiences at workplace and also outside of the organizational boundaries, play an important role in employees' mood regulation. Therefore, organizations should provide on the job breaks and build social cafes where employees can do different fun activities. This will help in the regulation of negative thoughts of the employees' due to an abusive supervision. Moreover, the employees' while facing certain organizational stressors like an abusive supervision eat too much food in order to attain immediate pleasure and avert negative feelings. However, according to existing studies there are too many negative and detrimental consequences of overeating related to health like obesity and depression (Ackard et al., 2003). Therefore, organizational management is required to educate the employees about the harmful effects of an overeating and must provide other better opportunities for the employees' mood regulation and replenishment of their psychological resources.

In addition to the above suggestions, organizational management is required to arrange different social gatherings and give invitations to all supervisors and also their subordinates along with their family members, so that they interact informally and know about each other. Likewise, top management must convince supervisors that they must not abuse subordinates for their personal social or any kind of distress and reduce their anger level or frustration by engaging themselves in some healthy activities like indoor and outdoor sports and exercises. Also, the management should

arrange clinical and psychological sessions in an organization where different psychologists should provide psychological therapy to both supervisors and subordinates. In this kind of sessions, both supervisors and subordinates will share their thoughts and feelings with respective psychologists and they will be guided accordingly which would be very helpful in the reduction of supervisor abusiveness and regulation of subordinates' mood.

5.3 Research Limitations and future recommendation

Every research study has some contributions as well as some limitations which need to be covered by some other researchers in future. This study has certain research limitations which the researcher think must be addressed in future. The one most important limitation is the geographical location from where data has been collected by the researcher. For this study, data was collected from few cities with in the Khyber Pakhtunkhwa a province of Pakistan. Furthermore, data was collected only from the local private commercial banking sector employees. These two factors have limited the richness of the data collected and the results cannot be generalized and applied on all industries. Because, the results of the study might be different if the data could have been collected from any other industry or geographical location. Therefore it is highly recommended, that in future researchers must expand the geographical boundaries while collecting data and also collect data from multiple industries. This will increase the chances of generalizability of results and in-depth analysis of an issue.

Another important limitation of this study is that it has adopted a cross sectional (experience sampling momentary study) research design. Due to time and other resources constraints, the researcher has collected data at one point of time. Owing to this a temporal effect is completely ignored in the collection of the data. Because with the passage of time the relations between employees and supervisors get changed and it may effects the data. Therefore, it is highly recommended that in future researchers adopt a longitudinal data collection (experience sampling momentary study) method which may increases the validity and reliability of the data collected. Moreover, this study has used a convenience sampling method for the collection of the data due to different constraints for example easy access to the bank employees. This might have effected the results of the study. In future, it is recommended that researchers adopt a random data collection technique where each and every participant get an equal chance to be selected from the population. Another important limitation is that the data is collected only from the subordinates about their views regarding their supervisors' behavior. Because, may be the subordinates' views regarding

their supervisors are biased and exaggerated due to personal likes and dislikes and do not give the real picture of the situation. Also, the views of the supervisors are ignored here and the data collected has given a one sided views about the phenomenon. Therefore, in future the researchers are recommended to collect data from both subordinates and supervisors and evaluate the relationships on the basis of data collected from the both sides. This will give the point of views of both sides regarding the phenomenon (i.e. Supervisors and Subordinates) and also the actual causes of abusive supervision will be traced and treated accordingly. Furthermore, this study has adopted a quantitative approach and deductive method therefore in future it is highly recommended that some researchers may adopt a qualitative method in order to come up with some new insights of the issue on hand.

5.4 Summary

This study was conducted to answer the questions posed by the relationship among subordinate's perception of abusive supervision and overeating behaviour of employees with the moderating role of employees' recovery experiences and mediating role of employees' negative behaviour. For supporting the theoretical base of the study the study was based on the self-regulatory theory. This study has adopted a deductive approach based on the quantitative method and a multi wave cross sectional data was collected. Furthermore, the data was collected through survey in which questionnaire was used. Moreover, the data was collected only from the local private commercial banking sector employees in the multiple cities of Khyber Pakhtunkhwa a province of Pakistan. After a thorough investigation of the data collected, all the hypothetical relationships proposed by this study were supported. The relationships among different variable of this study were finally accepted. This study has proved that an abusive supervision has negative impacts on the overeating behaviour of employees. Supervisor abusive behaviour can bring negative changes in employees' behaviour in the form of negative attitude. Moreover, this research study has also proved the significant impact of on the job recovery experiences on the relationship of an abusive supervision and negative mood of an employees. In a nutshell, it is concluded from the study that a positive and healthy relationship between an employee and a supervisor is beneficial and significant for all organizations, employees and supervisors. Therefore it is of high importance that organization should arrange trainings for supervisors about how to treat employees and get work from them positively. Likewise, organizations should arrange some fun related activities beside the job in which both supervisors and subordinates should participate, so that they can know about each other

very well. This will enhance the overall performance of an organization and also employees will not think negative even for a single moment against their organization and supervisors.

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Appendix - I

Questionnaire

Dear Sir/Madam,

You are requested to participate in this study which is a part of master's research thesis. The purpose of this study is to know about the impact of abusive supervision within the organization on employees' mood which leads to overeating behavior of an employees'. In addition to this, to know does recovery experiences can regulate a negative mood of an employees'. Your participation will be highly appreciated. Confidentiality and anonymity will be ensured. The data collected will only be used for academic purpose. Results of this research will be shared with your organization. If you have any question in your mind regarding anything in this questionnaire or this research study please feel free to me on subhanktk1993@gamil.com and +92-3329000734.

Thank you,

Muhammad Subhan

NUST Business School

MS Human Resource Management

Instructions regarding filling questionnaire:

- i. Please fill all the questions and do not leave anything blank.
- ii. Please tick mark only one option against each question.

Gender: Male Female

Age: less than 25 years 26-33 years 34-41 years 42-49 years More than 49 years

Qualification: Diploma Matriculation Undergraduate Graduate Post Graduate

Job Experience: _____

Job tenure with organization: _____; Job tenure with supervisor: _____

Please indicate your level of agreement or disagreement with each of these statements by Placing a " ✓ " mark in the box of your answer.

Judge how frequently each statement fits the manager you are describing

	Not at all 1	Once in a while 2	sometime 3	Fairly often 4	Frequently 5
1. He ridicules me.					
2. He tells me my thoughts and feelings are stupid.					

3. He puts me down in front of others.					
4. He makes negative comments about me to others.					
5. He tells me I'm not capable.					

Please rate your today's recovery experience any at your workplace

	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly disagree 5
1. During a break I could recuperate (recover).					
2. After a pause, I was again full of energy.					
3. After a pause, I felt like continue working.					

Please show what you have felt at your work today and rate it accordingly.

	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly disagree .5
1. Today, I have felt distressed.					
2. Today, I have felt upset.					
3. Today, I have felt irritable.					
4. Today, I have felt nervous.					
5. Today, I have felt jittery (nervous).					
6. Today, I have felt afraid.					

Please think about what you have eaten today after work and show your agreement and disagreement accordingly.

	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly disagree .5
1. Today, I ate too many junk foods after work.					
2. Today, I had too many unhealthy snacks after work.					

3. Today, I ate and drank excessively after work.					
4. Today, I had too many late-night snacks before going to bed.					

Thank you very much for participating in this study.

Appendix - II

```
DATASET ACTIVATE DataSet1.

SAVE OUTFILE='/Users/apple/Downloads/THESIS SPSS FILE.sav'
  /COMPRESSED.
* Encoding: UTF-8.

/* PROCESS version 3.5 */.
/* Written by Andrew F. Hayes */.
/* www.afhayes.com */.
/* www.processmacro.org */.
/* Copyright 2017-2020 by Andrew F. Hayes */.
/* Documented in http://www.guilford.com/p/hayes3 */.
/* PROCESS workshop schedule at http://www.processmacro.org/workshops.html
*/.

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/* OR OTHERWISE, ARISING FROM, OUT OF OR IN CONNECTION WITH THE */.
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set printback=off.
```

Matrix

Run MATRIX procedure:

```
***** PROCESS Procedure for SPSS Version 3.5 *****

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

*****

Model   : 4
  Y     : OE_Mean
  X     : AS_Mean
  M     : NM_Mean

Covariates:
  AGE      GENDER  QULAIFIC EXPERIEN JTO      JTS

Sample
Size: 1150

*****
OUTCOME VARIABLE:
  NM_Mean
```

Model Summary

R	R-sq	MSE	F	df1	df2	p
.57	.32	.68	78.17	7.00	1142.00	.00

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.65	.28	9.58	.00	2.11	3.19
AS_Mean	.60	.03	21.41	.00	.54	.65
AGE	-.06	.06	-.90	.37	-.18	.07
GENDER	-.03	.07	-.49	.62	-.16	.10
QULAIFIC	-.19	.05	-4.19	.00	-.28	-.10
EXPERIEN	.22	.05	4.31	.00	.12	.33
JTO	-.26	.05	-4.93	.00	-.36	-.16
JTS	-.34	.19	-1.79	.07	-.71	.03

OUTCOME VARIABLE:

OE_Mean

Model Summary

R	R-sq	MSE	F	df1	df2	p
.66	.44	.54	112.03	8.00	1141.00	.00

Model

	coeff	se	t	p	LLCI	ULCI
constant	1.23	.26	4.81	.00	.73	1.73
AS_Mean	.17	.03	5.93	.00	.12	.23
NM_Mean	.54	.03	20.52	.00	.49	.59
AGE	-.13	.06	-2.28	.02	-.23	-.02
GENDER	-.02	.06	-.29	.77	-.13	.10
QULAIFIC	-.01	.04	-.28	.78	-.09	.07
EXPERIEN	.04	.05	.80	.42	-.05	.13
JTO	-.01	.05	-.30	.77	-.11	.08
JTS	.03	.17	.18	.86	-.30	.36

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

OE_Mean

Model Summary

R	R-sq	MSE	F	df1	df2	p
.48	.23	.73	49.63	7.00	1142.00	.00

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.65	.29	9.25	.00	2.09	3.22
AS_Mean	.50	.03	17.11	.00	.44	.55
AGE	-.16	.06	-2.42	.02	-.28	-.03
GENDER	-.03	.07	-.50	.62	-.17	.10
QULAIFIC	-.12	.05	-2.42	.02	-.21	-.02
EXPERIEN	.16	.05	2.93	.00	.05	.26
JTO	-.15	.05	-2.82	.00	-.26	-.05
JTS	-.15	.20	-.78	.44	-.54	.23

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

Total effect of X on Y						
Effect	se	t	p	LLCI	ULCI	
.50	.03	17.11	.00	.44	.55	

Direct effect of X on Y						
Effect	se	t	p	LLCI	ULCI	
.17	.03	5.93	.00	.12	.23	

Indirect effect(s) of X on Y:					
	Effect	BootSE	BootLLCI	BootULCI	
NM_Mean	.32	.03	.27	.38	

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

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

WARNING: Variables names longer than eight characters can produce incorrect output when some variables in the data file have the same first eight characters. Shorter variable names are recommended. By using this output, you are accepting all risk and consequences of interpreting or reporting results that may be incorrect.

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

* Encoding: UTF-8.

```
/* PROCESS version 3.5 */.
/* Written by Andrew F. Hayes */.
/* www.afhayes.com */.
/* www.processmacro.org */.
/* Copyright 2017-2020 by Andrew F. Hayes */.
/* Documented in http://www.guilford.com/p/hayes3 */.
/* PROCESS workshop schedule at http://www.processmacro.org/workshops.html */.
```

```
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```

set printback=off.

Matrix

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.5 *****

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

Model : 7
Y : OE_Mean
X : AS_Mean
M : NM_Mean
W : RE_Mean

Covariates:

AGE GENDER QULAIFIC EXPERIEN JTO JTS

Sample

Size: 1150

OUTCOME VARIABLE:

NM_Mean

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.61	.37	.64	73.52	9.00	1140.00	.00

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.56	.27	13.33	.00	3.04	4.08
AS_Mean	.62	.03	22.92	.00	.57	.68
RE_Mean	-.13	.03	-5.18	.00	-.18	-.08
Int_1	-.17	.03	-6.46	.00	-.22	-.12
AGE	-.02	.06	-.27	.79	-.13	.10
GENDER	-.04	.06	-.70	.49	-.17	.08
QULAIFIC	-.19	.04	-4.22	.00	-.27	-.10
EXPERIEN	.19	.05	3.77	.00	.09	.29
JTO	-.25	.05	-4.89	.00	-.35	-.15
JTS	-.14	.18	-.76	.45	-.50	.22

Product terms key:

Int_1 : AS_Mean x RE_Mean

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

	R2-chng	F	df1	df2	p
X*W	.02	41.69	1.00	1140.00	.00

Focal predict: AS_Mean (X)

Mod var: RE_Mean (W)

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

RE_Mean	Effect	se	t	p	LLCI	ULCI
-.94	.78	.04	20.97	.00	.71	.86
.00	.62	.03	22.92	.00	.57	.68

.94 .47 .04 12.98 .00 .40 .54

OUTCOME VARIABLE:

OE_Mean

Model Summary

R	R-sq	MSE	F	df1	df2	p
.66	.44	.54	112.03	8.00	1141.00	.00

Model

	coeff	se	t	p	LLCI	ULCI
constant	1.55	.26	5.90	.00	1.03	2.07
AS_Mean	.17	.03	5.93	.00	.12	.23
NM_Mean	.54	.03	20.52	.00	.49	.59
AGE	-.13	.06	-2.28	.02	-.23	-.02
GENDER	-.02	.06	-.29	.77	-.13	.10
QULAIFIC	-.01	.04	-.28	.78	-.09	.07
EXPERIEN	.04	.05	.80	.42	-.05	.13
JTO	-.01	.05	-.30	.77	-.11	.08
JTS	.03	.17	.18	.86	-.30	.36

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

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.17	.03	5.93	.00	.12	.23

Conditional indirect effects of X on Y:

INDIRECT EFFECT:

AS_Mean -> NM_Mean -> OE_Mean

RE_Mean	Effect	BootSE	BootLLCI	BootULCI
-.94	.42	.03	.36	.49
.00	.34	.03	.29	.39
.94	.25	.03	.20	.31

Index of moderated mediation:

	Index	BootSE	BootLLCI	BootULCI
RE_Mean	-.09	.01	-.12	-.06

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

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

W values in conditional tables are the mean and +/- SD from the mean.

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

RE_Mean AS_Mean

WARNING: Variables names longer than eight characters can produce incorrect output when some variables in the data file have the same first eight characters. Shorter variable names are recommended. By using this output, you are accepting all risk and consequences of interpreting or reporting results that may be incorrect.

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