Relationship between Abusive supervision and Cyberloafing: Mediating role of Self-control and Moral identity

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MS HRM 2K18

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Abstract

Drawing upon the social exchange theory, social cognitive theory and self-control theory, this research study focuses on the relationship between abusive supervision and cyberloafing. With increasing research on abusive supervision, there is a need to investigate the mediating relationship of abusive supervision with employee deviant work behavior, for instance, cyber-loafing. Many researchers have focused on the negative relationship and outcomes of abusive behaviors, but many have highlighted the need to research on the moderating or mediating mechanism of perceived abusive supervision and its outcomes. To do so, we propose a mediating model where we propose moral identity and self- control as a mediator to analyze the relationship of perceived abusive supervision and cyberloafing. With the help of cross-sectional research design and survey, the data was collected from multinational companies of Islamabad, Pakistan. In order to conduct data analysis SPSS v. 21 was used for regression and correlation analysis and PROCESS macro v. 3.0 for testing of mediating hypothesis. The present study contributes in the literature by conducting research on the gap which is the addition of variables like self-control and moral identity. Positive leadership such as the ethical leadership, transformation leadership and transaction leadership are likely to improve the moral identity and self-control of the workforce.

Keywords: Abusive Supervision, Cyberloafing, Self- Control, Moral Identity.

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Chapter 01: Introduction

1.1 Background of Study

Abusive behavior is the conduct in which a supervisor uses unpleasant behavior (Tepper, 2000), bullying and torturing employees at work (Agarwal & Avey, 2020). Due to the pressure, staff does not focus on the task adequately and are demotivated. This leads to activities that immerse employees in cyberloafing to balance their stress levels (Aghaz & Sheikh, 2016; Mackey et al., 2017; Zhang et al., 2021). Prior study by Koay (2018) instigated that ostracism diminishes employee enthusiasm in work, affecting the performance of the company and increasing emotional tiredness. When an individual cannot confront the abusive nature or behavior of their supervisor, they transform their anger by getting involved in organizational deviant behavior (Liu et al., 2018). Recently, the research has been directed towards interpersonal stressors at the workplace instead of job-role stressors. Studies have demonstrated that abusive supervision leads to employee's negative reactions and low productivity at work (Wu et al., 2019). Culture of an organization delivers a huge impact on an individual's attitude, which in return directs employee's behavior. If organizational culture is not accommodating it leads to cyberloafing and employee's reduced work productivity (Ugrin et al., 2018). Research scholars have shown that up to 60 percent of working time is spent on non-job-related online activities by the employees (Koay & Soah, 2018), such as e-mail, shopping, play online games, managing their own company, accessing social networks and other forms of browsing(Weatherbee, 2010).

While, previous research offers different views on the impact of abusive supervision, the literature does not give the moral identity perspective much attention. This is problematic, as research shows that abusive supervision produces consequences that diminish employee moral abilities (Tepper, 2007). In addition, researchers advocate for studies on the impact of unwanted leadership behavior on unethical acts of followers (Hannah et al., 2013). In accordance with the assumption that supervisory authority moves people to restrict their behavior, it is being argued that whether subordinates repress an abusive supervisor or not is essentially a question of self-control (Lian et al., 2014).

Nearly two hours a day, employees spend on social and non-working sites (Andel et al., 2021). Some research has shown that cyberloafing has some advantages too, such as bringing more information, creating better balance between work and life, and increasing corporate engagement (Moqbel et al., 2013; Wu et al., 2020). Appropriate usage of the internet has a

huge effect on staff and corporate productivity because it cuts time, costs and is a better method to engage with others (Lim et al., 2020). The internet helps employees successfully accomplish their jobs, yet many employees misuse it to relax throughout working hours that affect their roles and obligations and waste the time. The company, therefore, suffers a lot because of the online commitments of staff other than their job tasks (Jandaghi et al., 2015; Lim et al., 2020)

Researchers have reviewed the history of individual, occupational, and organizational cyberloafing by employees. Factors including gender, education, character, internet experience, qualification and other individual features affect the cyberloafing of employees (Alharthi et al., 2019; Dursun et al., 2018; Cheng et al., 2020). Factors associated to employment, such as stress, psychological discomfort, burnout, overload, and boredom influence persons' cyberloafing propensity (Pindek et al., 2018; Zoghbi & Sharifiatasgah, 2020). However, the role of moral identity and self-controlling are significantly ethical. Significant research shows due to the easy access to mobile phone and the use of internet employees deviate towards other activities during the working hours (Zoghbi-Manrique-de-Lara & Viera-Armas, 2017).

1.2 Problem Statement

Companies around the globe are facing tremendous challenges with the advancement of technology. As much as it is making the operations and day-to-day work easier, it is also instigating major distressing conditions such as misuse of technology and internet. The situation gets worse when the given work environment and leadership behavior is also not supporting. Upon facing difficult working conditions, employees usually respond in different ways. Some react towards the harmful behavior in a negative way and some direct their embarrassment or frustration by involving themselves in disruptive activities at work. Nowadays the use of mobile and smartphone personal devices has made the online loafing behavior at the workplace more complicated (Li et al., 2019). Is it ethical to use smartphones with personal data during work hours at your office? It is also crucial to comprehend how employees minimize or excuse their online loafing conduct in order to be effectively controlled.

There has been a lot of research done on abusive supervision and deviant behavior of employees and its impact on the productivity of the organization. Relationship of perceived abusive supervision and the psychological factors or personality factors have gained a lot of attention of researchers (Agarwal, 2019; Mehdad & Sajadi, 2019; Cheng et al., 2019; Ferraro et al., 2018). There is a need that organizations should focus on the issues related to their

workforce and develop a system sustainable enough that strives for the development of the company (Feng et al., 2019). Thus, different factors should be explored to analyze the mediation model between abusive supervision and cyberloafing (Mercado et al., 2017). However, the self-control and moral identity are viable factors which must be used to measure the impact of abusive behavior. Abusive supervision causes the psychological suffering in employees and pushes them into negative ideas and loss in moral identity (Peltokorpi & Ramaswami, 2019).

1.3 Research Gap

Studies have shown that abusive supervision relates positively to employee's counterproductive work behavior. Emotional exhaustion strongly affects the reaction of subordinates and they reciprocate through negative behavior or poor job performance (Akram et al., 2019). However, prior studies on abusive supervision indicate that its impact with other variables have been measured. For instance; abusive supervision as a subset of the perceptions of leader–member relations (Martinko et al., 2012); abusive supervision and employees' innovative behavior (Tian at al., 2020); abusive supervision on employee silence (Aein, 2017); abusive supervision, emotional exhaustion and organizational commitment on cyberloafing (Lim at el., 2020); interpersonal deviance and abusive supervision (Eissa at el., 2020); abusive supervision and job tension (McAllister at el., 2017).

Thau and Mitchell (2010) reported that employees damage organizational authorities, the organization, supervisor, and other members with deviant conduct to repay them due to their abuse. Past research has focused on the role of ethical leadership in controlling undesirable work behavior of an employee and the influence of cultural environment on an individual's performance (Zoghbi-Manrique-de-Lara & Viera-Armas, 2017). Employees engage in different activities during working hours when they cannot handle the abusive leadership. However, it has been observed that certain types of personal identities may lead to negative work behavior and practically, so the variable of moral identity is perceived differently in a different cultural context and traditionally more tolerant of abusive supervision (Liu et al., 2018). Reactive behavior can also be analyzed by detecting self-control in an individual, as it is an important variable in identifying an addictive or responsive behavior (Lyvers, 2000; Özdemir et al., 2014). Lim et al., (2020) studied the direct relationship of abusive supervision with cyberloafing and the study proposed to explore the relationship with different moderators or mediating variables. Thus, the goal of this study is to see if self-control and moral identity may mediate the association between perceived abusive supervision and cyberloafing.

1.4 Research Objectives

The general objective of this study is to design and evaluate a model for examining the relationship between abusive supervision and cyberloafing. Additionally, the mediating roles of moral identity and self- control are added as the possible mediators for the relationship of the mentioned variables in this research model. The specific objectives of this research are:

1. To analyze the relation between abusive supervision and cyberloafing
2. To examine the mediating role of self-control between abusive supervision and cyberloafing.
3. To study the mediating role of moral identity between abusive supervision and cyberloafing.

1.5 Research Questions

The research questions of the study are:

1. What is the relationship between abusive supervision and cyberloafing?
2. What is the indirect(mediated) effect of self-control on the relationship between abusive supervision and cyberloafing?
3. Does moral identity mediate the relationship between abusive supervision and cyberloafing?

1.6 Significance of the study

There has been a lack of research on studying the impact of abusive supervision leading to employees finding alternative ways to bring out their frustration and anger. Employees engage in various activities to overcome the embarrassment caused by abusive behavior (Liu, Yang, Liu & Zhu, 2018). The significance of this study is that it helps by extending the literature of abusive supervision and employee behavior by explaining the mediating model of self-control and moral identity. This research focuses on the mediating effect of self- control and moral identity between abusive supervision and cyberloafing. In addition, how both mediators make this relationship stronger or weaker? Data collected from the study will help to evaluate the employees' concerns and reasons for perceiving abuse in supervisory roles.

Thus, this study adds to the knowledge of academia by identifying the critical role of moral identity and self-control in mediating the relationship between abusive supervision and cyberloafing. It will also help practitioners in exploring avenues to improve the work efficacy of an employee by lowering the impact of supervisory abuse and understanding the employee

responsive behavior based on the results achieved by the incorporation of mediating variables in the research model.

1.7 Scope of the study

Measuring the relation between abusive supervision with cyberloafing, this study focused on multinational companies of Islamabad provides, the insight knowledge of the existing issue with the broader psychological impacts of self-control and moral identity of the employees. The companies are actually investing in improving the working environment and creating more productive working environment. Different policies are under development to overcome the employee deviant work behavior and how to make working environment more productive and peaceful.

1.8 Summary

This chapter introduces the topic and its background. It thoroughly explains the research gap and significance of the topic. Emerging research objectives and questions of the research are enlisted that the study aims to focus on and address. Further, the chapter concludes with establishing extensive significance and scope of the study.

Chapter 02: Literature Review

This chapter discusses in detail about the abusive supervision and its impact on employees' behavior. Social exchange theory has been used to understand the relation of abusive behavior with cyberloafing. However, extensive reviewing on prior relevant literature helped to develop hypothesized research model.

2.1 Abusive supervision

Abusive supervision has become a very common factor in today's organizations that causes distress in an employee behavior. It is described as a certain abusive behavior towards subordinates' emotions or mental health (Zhang et al., 2021). Other humiliating manners such as public insult, rude behavior, not giving enough work credit all added into the definition of abusive supervision (Lim et al., 2020). Research shows that up to 60% of employees are supervised abusively (Simon & Park, 2017). Such behavior has numerous well established and negative implications, including turnover of employees, hostility and loss of money (Mackey et al., 2017), deviation from working places (Garcia et al., 2015), psychological and job retirement (Mawritz et al., 2014) and increased conflict and stress amongst the employees (Martinko et al., 2012).

However, abusive supervision may bring positive outcomes within an employee behavior and work attitudes, but these results are short-lived and over the long period, it discourages employees (Qiu et al., 2018). It is found that employees who suffer from neuroticism or other mental challenge have high levels of comprehending a supervisory role as abusive. With changing working dynamics and leadership roles, employees perceive supervisory roles as an important factor to influence the employee behavior. Employees often feel abused when employers treat them with negative remarks or humiliate them in front of others, which leads to employee's persistent anxiety and depression due to abusive supervisory roles (Wang et al., 2014).

Moreover, reduced work commitment, job satisfaction and counterproductive work behavior is observed. There has been a lot of research under progress to understand the behavioral and attitude by employees in response to abusive supervision (Chan & McAllister, 2014). There has been extensive past research on the antecedents of abusive supervision and there are many factors found which are the prime cause the abusive supervision. Basically, the social exchange

theory's fundamental concept holds that humans in social contexts tend to choose actions that provide the most advantages and are consistent with their self-interests. When utilizing SET to explain human social interactions, various implications are made. To begin, this theory asserts that humans act rationally, weighing the costs and advantages of social exchanges. There will be logical actors as well as reactors. It paints a vivid picture of how people make decisions. Second, humans in an exchange system are supposed to rationally aim to maximize their benefits. Third, humans will become accustomed to and understand the patterns of exchange procedures that result in positive outcomes or benefits (Agarwal, 2018).

The creation of these structures of social interactions serves two purposes: it fulfills individuals' wants and acts as a deterrent to those demands being met. Individuals may be encouraged to engage in relationships and interactions with others if they can all meet their own needs (Lim et al., 2020). Employers should offer material and immaterial working circumstances and opportunity to employees in the employment relationship, and employees should do their job hard. In this study, it can be argued that abusive supervision encourages employees to engage in cyberloafing. Challenging work and family demands forces any boss to exert more energy than normal and as a result, the employer releases the negative energy and exhaustion on the subordinates, which then leads to continuous abuse (Courtright et al., 2016).

The reciprocity manner suggests that people always respond to a certain behavior. An employee will return favors by a positive response; however, the negative treatment is responded by retaliating. Even if abusive leadership is towards one individual, it creates an adverse working dynamic among all followers, which ultimately diminish the performance of the overall working unit (Kluemper et al., 2018). Managers should be trained and educated towards the impact of their behaviors towards the performance of their subordinates. Their poor treatment towards any employee can influence the performance of other employees within the team as well. It is important for the management to understand that abusive relationship is not only between the leaders and the followers but negatively impacts the cooperative work relationships among the teams and develops strict policies to avoid the matter (Peng et al., 2014).

Abusive supervision has prominent consequences at group level as well. When members of a group observe abusive behavior toward anyone, it is reasonable to expect a change in their behavior. Group outcomes and targets are eventually affected when interpersonal or task processes are affected (Priesemuth et al., 2014). The impact of abusive supervision varies from each person and not only between persons. For a positive working environment, it is important to monitor not only organizational climate at work but also the non-work-related aspects such as sufficient sleep. Research states that managing sleep of particularly leadership can enable to reduce the abusive nature of the employer to a great extent (Barnes et al., 2015).

Many researches states that employees are found to have enduring affects from the past abusive supervision even though they have moved on to new managers or jobs and have consequences on their on- going supervisors. Victims have been found undergoing awful emotions and disturbing flashbacks leading to extreme anxiety and depression, which is treated by mostly medication and cognitive behavioral therapy. However, negative past experiences can also bring positive developments in an individual where one focuses on new goals by realizing that he has survived the worst of the days (Vogel & Bolino, 2020).

2.2 Cyberloafing

Initially, Lim (2002) conceptualized the cyberloafing as the deliberate use of internet and technology gadgets by employees which is not for work, but for their personal requirements and needs during office hours or, in other words, as the "informatics technique for waste of time in workplaces" (Li et al., 2020). Many employees engage in cyberloafing just to appear more hardworking by browsing on internet because it is hard to detect as production deviant behavior (Lim et al., 2020; Yui, 2021). In the meantime, the possibility of using technically capable loafing in academics has increased considerably, leading to the development of theoretical variable (Andel et al, 2021). In the field of cyberloafing, some up-to-date empirical study has also expanded the variable description to include some other instruments that can be used by persons, including tablets, iPods and cellphones, etc., that do not required the organization to offer technology (Gonzalez et al., 2020). Antecedents of employee's cyberloafing is also explored in different jobs or organizations and depends on numerous factors such as age of an employee, its gender, educational level, internet experience impacts employee cyberloafing. Similarly, frequency to cyberloaf is also depend on employee exhaustion and stress at work (Song et al., 2021).

The changes in the conceptualization indicate, especially in the last two decades, that how far technology has grown in the contemporary ages. For example, in the past, the internet and

technology were so costly that it could be utilized for office usage only by large firms and employees could utilize the internet only in the office which is why they used the internet illegal during working hours at organization's expense and could not perform accurately (Agarwal & Avey, 2019; Dursun et al., 2018). Usage of internet varies within employees of different age groups. Young workers are usually more prone towards internet usage and often do not consider Cyberloafing as deviant work behavior and rather take it as a coping mechanism towards stress and an opportunity to refocus at work. However, there should be a defined use of internet at work in order to maintain the office decorum and productivity of an employee Chavan et al. (2021).

Managers and supervisors are increasingly concerned regarding the consequences of cyberloafing, such as time theft, reduction of productivity, or violent conduct, as employees frequently carry internet-capable gadgets to work (Ozcan et al., 2017). Although many differences between the various ideas of cyberloafing and other related hypotheses, they all focus on people who engage in the internet and technological tools to avoid work and participate in things that are unrelated to their occupation (Saleem, 2019). As a result, these behaviors and acts might be categorized as withdrawal behaviors which are encouraged by the use of the internet and technological devices (Agarwal & Avey, 2019). Some studies found that cyberloafing negatively affects productivity at work (Hussain & Parida, 2017; Jiang, 2020; Kuschnaroff & Bayma, 2014; Lim et al., 2002; Mercado et al., 2017; Shaddiq et al., 2021).

Cyberloafing intimidates practically all institutions since the simple access to internet and technologies are an opportunity for individuals to engage in such cyberloafing actions and behavior (Agarwal & Avey, 2019). Prior research advises that cyberloafing behaviors and actions depend on the intensity and degree of the operation and include a variety of behaviors and actions, from basic internet browsing and surfing to straight private shopping to texts and interactive media over time (Wu t al., 2018). Lim and Chen (2012) proposed that one of the potential benefits of cyberloafing to people is that it tends to assist and stabilize emotional states of individuals/students and that there are some kinds of cyberloafing activities that are beneficial to them, such as browsing and surfing the internet, have a positive impact on individuals. If used in constructive manner social media can prove to be a good source for learning and employees might engage themselves for entertainment purposes but managers are required to maintain a boundary so that work related matters are not compromised (Farivar & Richardson, 2020).

2.3 Moral Identity

Moral identity has appeared to be an important construct to measure moral actions and making ethical decisions (Vitell et al., 2008). This term is referred as one's own concept of moral traits such as integrity, honesty, and compassion (Aquino et al., 2007). Moral identity includes group of moral traits which traits are important to oneself. Presence of moral identity indicates a higher sense of responsibility in an individual. The self-model theory suggests that when a person's identity and consciousness is based on morality, one will engage in behaviors more consistent with one's moral self (Zeng et al., 2020). Moral identity illustrates how moral components (e.g. values, purposes, and virtues) are the most crucial elements of an individual's identity. Thus, since moral virtues are crucial for one's identity, this motivates one to conduct according to one's moral sense' (Hardy, 2006). The advocates of the moral identity model say that people develop their identity by committing themselves to moral obligations which is the key to their own perception and coherence (Vitell et al., 2008).

One consequence of the notion of moral identity is that everyone shares a similar moral conviction, but that they differ in how important moral identity is for themselves. In particular, Aquino and Reed (2002) propose that individuals build a moral self-definition in respect of the features underlying the organization of human identities. The conception of moral identity is based in this socially cognitive approach on a moral scheme that can emerge more or less active in different contexts. It is suggested by Lapsley and Lasky (2001) that morals schemas are more prominent in the moral identity of people. Diverse non-conscious and conscious variables might therefore support an engagement of the moral self or moral identity mental image.

2.4 Self-control

Self- control is defined as the capacity or ability to control one's own actions to align them with social expectations and moral values. It is the force of self- control that decides whether the individual will become hostile to behavioral impulse (Pundt & Schwarzbeck, 2017). In other words, the more self-control one has, the more likely you are to act morally. Self-control may best be characterized as one's capacity to adapt to suit one's surroundings more effectively. It is, therefore, able to stop from acting on undesired behavioral trends that are ethically problematic. Self-control is a positive precedent for at least one attribute of moral identity, honesty and probably for the rest of moral identity (Yu et al., 2018).

Individual personal characteristic impacts the perception of an employee towards different behaviors and their reactions vary depending on their past experiences (Kluemper et al., 2018).

Previous studies show that supervisors tend to be abusive towards employee's low performance which can be the outcome of lack of self- control. Supervisors' frustrations can be taken as action that interfere one's goal directive behavior for example failing to effectively complete the assigned task (Liang et al., 2016). However, leaders' employment of emotional labour (i.e. superficial behaving) in customer interaction may be viewed as a voluntary behavior that depletes the leader's self-control resources and contributes to abusive monitoring. Because not every leader's role requires connection with consumers (for example, a leader in the administration or manufacturing departments), a broader view is required to comprehend the dynamics that contribute to abusive supervision (Yam et al., 2016)

Lian et al. (2017) provides a relatively narrow picture of the self-control phenomena as a whole and is restricted to scenarios in which leaders must utilize volitional resources that would be spent after the corresponding intentional act. Lin et al. (2016), for instance, illustrate that demonstrating ethical leadership may be perceived as a volitional behavior, which contributes to ego deprivation and, as a result, abusive supervision. Furthermore, Mawritz et al. (2017) explained why some leaders are harsh to poor performers. Kotabe and Hofmann (2015) and Lian et al. (2017) propose an integrative self-control framework in which they differentiate three separate elements of self-control, each of which is significant for understanding abusive supervision and connected with a certain set of conditions: (1) activation, which entails an impulsive urge to respond forcefully; (2) effort, which is required to block or resist the unacceptable desire to behave aggressively; and (3) enactment, which bears into account external limits to manifest aggressive and antagonistic emotions behaviorally.

2.5 Hypothesized Research Model

2.5.1 Abusive supervision and Cyberloafing.

A relationship is sustained by both parties offering something essential to it, according to SET. Employees who are abused by their bosses will lose capabilities such as emotional support, ego, and mental resources in their employee–employer relationships (Burton & Hoobler, 2006). Moreover, employees are more inclined to be dissatisfied with their jobs when they are subjected to abusive workplace supervision. As a result, employees prefer to revenge against abusive bosses by putting in less effort at work. For example, it was discovered that abusive employees have a low level of proactive activities as a result of low levels of organizational identity (Lyu et al., 2016; Agarwal, 2019).

Supervisor's abusive behavior is linked to subordinates' cyberloafing because they try to cover the humiliation, they face at work by utilizing the organization's resources. Organization cynicism is also associated with cyberloafing. Increasing distrust at work and abuse leads to the organizational cynicism which in turn leads to employee cyberloafing (Wu et al., 2020). However, there can be many aspects that can lead to employee use of internet for non-work-related tasks. Uncomfortable physical environment and rough behavior of supervisor or colleagues can be few of the many reasons (Usman et al., 2019).

Cyberloafing is by far the biggest way by which employees waste their time instead of spending on work related tasks assigned. Employees usually act in response with cyberloafing when facing fear and abuse at work. Research has significantly shown the job stress causes employees to cyberloaf at work premises and there are many variants causing job stress including abusive supervision (Zoghbi-Manrique-de-Lara & Sharifiatashgah, 2020). The research related to cyberloafing states that it is mostly a responsive behavior of organizational policies and leadership behavior. Cyberloafing might reduce performance but according to some researchers it acts as a stress reliever and help employees in re-focusing on the tasks as well (Soral et al., 2020).

Furthermore, Mackey et al. (2016) discovered that when employees are abused by their supervisors, they have an inclination to transmit their rage by abusing their coworkers. Nevertheless, workplace bullying can have a wide range of undesirable repercussions, including victims retaliating. As a result, it can be argued that abused employees are more prone to indulge in cyberloafing in order to lower their job efforts at work as a form of retaliation for their superiors' mistreatment (Agarwal & Avey, 2020). Hence, we propose the following hypothesis

Hypothesis (H1): There is positive relation between abusive supervision and cyberloafing.

2.5.2 Abusive supervision and moral identity

Moral identity is stated as various identities that people associate with themselves for their self-identity. This conceptualization of moral identity encourages employees to perform ethically at the workplace without violating any norm. However, studies have demonstrated that moral identity is not a personality trait and can be suppressed by other external characteristics (Forehand et al., 2002). Thus, an individual's identities may be harmed by the way they are treated by their supervisor. Transformational leaders enhance moral identity whereas abusive leaders weaken it. Upon getting poor treatment, employee's moral identity suffers as they

perceive less respect (Schaubroeck et al., 2012). When employees have reduced the level of moral identity, they are likely to engage in deviant behaviors because those with low moral self-concept are likely to deviate from productive work performance (Hardy et al., 2012). Abusive supervision creates more self- doubt and low self- esteem among the individuals. In order to reciprocate this attitude of abuse they act irresponsible and involved themselves in more organizational deviance (Liu et al., 2018).

According to Qin et al. (2018), unfavorable feelings of supervisors against subordinates stimulate the behavioral inhibition system, resulting in avoiding and antisocial behavior. When supervisors have negative feelings toward their employees, they are more prone to act aggressively in encounters with them. As a result, subordinates who have weaker moral awareness and moral identities are more likely to engage in unethical behavior. Abusive supervisory behaviors are obvious violations of the ethics of care and justice, and inadequate moral attentiveness causes workers to easily overlook unethical behavior (Klumper et al., 2018).

Moral identity can cause a situational script to be activated, which specifies proper or incorrect action (Aquino et al., 2007). As a result, individuals with a high level of moral identity view their duty as morally treating others and consider that such treatment is deserved. (Aquino & Reed II, 2002). Employees with low moral identity, on the other hand, are less likely to use moral self-regulatory systems to inhibit their immoral behavior. As a result, they have a propensity for deviant behavior. Abuse is likely to have a broad impact on employees' moral self-regulation capabilities (Thau & Mitchell, 2010), and research has found negative relationships between moral identity and a wide range of unethical behaviors, such as antisocial behavior and a proclivity to morally disengage (Tylor et al., 2019).

In addition, as has previously been pointed out, subordinates prefer to consider their supervisors as organizational agents. A leader is notable for his unethical leadership, presenting questionable beliefs and unconsidered conduct to his staff (Wu et al., 2017). Since the organization is responsible for providing positive working environments, such unethical leadership blames the organization on its victims. These people are taught to place their own personal interests ahead of the interests of their organization, hence increasing the chances of their property being taken from work without authorization or other deviating behaviors directed towards the organization if their moral identity is damaged. Hence, we propose the following hypothesis:

Hypothesis (H2): There is negative relationship between abusive supervision and moral identity

2.5.3 Abusive supervision and self-control

Self-control differs depending on the situation, but there are inter-individual variances in the degree of self-control available to an individual (Tangney et al., 2004). According to the integrated self-control concept (Lian et al., 2017), the strength of one's self-control capacity determines whether or not a leader will succumb to the behavioral inclination to be hostile. This defines another perspective that abusive supervision results from the leader's impulsive urge to exhibit anger towards their employees, which is stimulated by the leader's sentiments of aggravation, and the leader's absence of cognitive control over the contraction of hostile conduct owing to a lack of self-control skills (Pundt & Schwarzbeck, 2017).

Usually, high self-control is associated with positive behavioral outcomes within an individual and low self- control is associated with negative or deviant behaviors (Moffitt et al., 2011). Studies have shown that self-control plays a crucial role in predicting the addictive behavior of employees such as alcohol abuse or internet addiction (Lyvers, 2000; Özdemi et al., 2014). Moreover, the self- regulation theory suggests that such addictive behaviors are the result of lack of self- regulation or self- control which leads to addiction from normal use (Gökçearslan et al., 2016).

Anger management is an important phenomenon that should be addressed at every organizational level and the area of developing potential leadership qualities and abilities of an individual when things go wrong at work. Moreover, employees are less receptive to the influence of the supervisor if they have the bossy attitude. Effective leaders are those, who invest, and help subordinates when they do not have the right skills or lack of knowledge about the job rather than punishing those (Wang et al., 2019). Inconsiderate and aggressive leadership may cause organizational members to feel compelled or lacking in control. However, in contrast, strong organizational identity will make employees more committed (Lyu et al., 2016).

Hypothesis (H3): There is negative relationship between abusive supervision and self-control

2.5.4 Moral identity and cyberloafing

Based on the empirical data of ethics, the moral identity is the key to capture the process of abusive supervision, which affects the ability of moral self-regulation, because moral identity

is probably the framework which is most frequently studied and associated with moral self. Moreover, moral identity suggests that leader traits have an influence on employee deviant behaviors (Jennings et al., 2015). Individuals having comparatively higher moral values and conscience of righteousness, they are more likely to control their emotional driven needs and actions. Thus, moral identity controls the employee behavior and prevents employee cyberloafing. They are more self-aware, and their moral impulse keeps them away from involving in any activity that is harmful for the organization such as cyberloafing. Specifically, employees who are more aware of their moral standards are likely to refrain from indulging in unethical activities and evaluate their own conduct (Zhang et al., 2019).

Employees respond differently to a certain behavior of the supervisor due to different perceived behavior of the leadership. Some respond aggressively while others hold back themselves. Research states that every individual's attributes and morals vary, and supervisor is considered abusive only when his behavior violates the moral standard of the individual of how one should behave with subordinates. An employee's attributes has a lot to do with the perception of abusive supervision for instant narcissist tend to become rebellious when exposed to abuse whereas an entitled employee is more likely to feel humiliated by the negative behavior (Oh & Farh, 2017).

Hypothesis (H4): There is negative relationship between moral identity and cyberloafing

2.5.5 Self-control and cyberloafing

Gottfredson and Hirschi (1990) have created a theory of self-control which describes how the absence of self-control is a crucial component of deviant behavior. On the basis of theory, deviant conduct is a low self-control manifestation. Therefore, people with limited self-control prefer to be diverging since such actions immediately fulfill their wishes. In contrast, persistence and participation in deviant behaviors tend to be lacking in poor self-control persons to indicate an incline towards instant enjoyment and pleasure. It can be argued that individuals who have tendency to seek pleasure through cyberloafing since, it is an easy deed and a simple way of gratifying one's wants just to show their deviant behaviors. Vazsonyi and Belliston (2007) showed that self-control was more relevant than other factors in their abnormal behavior.

Given that abusive supervision is negatively associated with self-control and low self- control eventually, leads to cyberloafing, self-control may act as a mediator between the two variables of perceived stress and cyberloafing. Research says that retaliation of employees in response

to abusive supervisor depends on the employee's ability of self- control. Motivation to self-control comes from the consciousness of the events about to happen afterwards. The control of reward or punishment is in the power of leadership which impacts the reactions of employees under abusive supervision. Subordinates not always retaliate negatively in response to abuse sometimes their ability to focus on goals instead of reciprocity in negative way is greater. Self-control theory broadly explains how employees suppress their feelings, emotions and persist unwanted thoughts whereas employees who lack ability of self-control often engage in short term actions of retaliation, which lead to long-term negative influence on their own self (Lian et al., 2014).

However, many bosses may abuse in response of negative employee behavior in an argument. Usually subordinates deviance leads to unintentional abusive acts (Mawritz et al., 2017). Studies clearly shows that poor sleeping patterns or not having enough sleep impacts an individual's power of self- control and employees usually engage in deviant activities. Leaders should be trained to practice discipline and encourage subordinates to prioritize consistent sleep cycle as well. Such enforcement can drive positive relationship within the teams and organizational culture (Barnes et al., 2020).

Hypothesis (H5): There is negative relationship between self-control and cyberloafing

2.5.6   Mediating role of self-control and moral identity

More often, it is found that employee's own social norms or lack of self-control are few factors, which instigate the employee to react, and causes them to violate working environment policies and cyberloafing (Mercado et al., 2017). Other activities such as use of internet for non-work-related activities influences employee's work productivity and work efficiency is decreased but, in some exceptions, organizational commitment is likely to increase (Luo et al., 2018). Cyberloafing at workplace is categorized as one of the many counterproductive behaviors at workplace. Many studies relate this phenomenon as abuse of organizational resources and misuse of time. Spending working hours on internet for personal activities significantly impacts the productivity and efficiency at work (Batabyal & Bhal, 2020).

Abusive supervision creates more possibilities for an employee to behave against the ethics of an organization. Abusive leadership disrupts the moral self-regulatory mechanism of an employee and leads to follower deviance. Such mechanism has been identified as moral identity which is impacted by many factors including leadership. Moreover, moral identity has established mediating effect on leadership abusive characteristics and employee deviant

behavior. The experience of abuse is more likely to influence a person with weak moral identity whereas someone with strong moral identity will repress the immoral behavior or unethical acts (Wu et al., 2017).

Self- control is denoted as a key antecedent of moral identity because both are based on the function of moral strength. It is inferred from here that the more self-control an individual has the more likely one is more responsible to act in line with moral values. The capability of strong self-control refrains a person to act in morally questionable manner (Vitell et al., 2008). Research by Tangney et al. (2004) suggested that people possessing more self- control are better adjusted psychologically and experience less anger, frustration, and anxiety. They do better at inter-personal relationships and owning their responsibilities. Thus, all these findings support the concept that someone with higher self- control is logically bound to moral identity characteristics; lead us to hypothesize the following hypothesis:

Hypothesis (H6): Moral identity mediates the relationship between Abusive supervision and cyberloafing

Hypothesis (H7): Self-control mediates the relationship between Abusive supervision and cyberloafing

Hypothesis (H8): Moral identity and Self-control sequentially mediate the relationship between Abusive supervision and cyberloafing.

On the basis of literature discussed above, following hypothesized model has been constructed
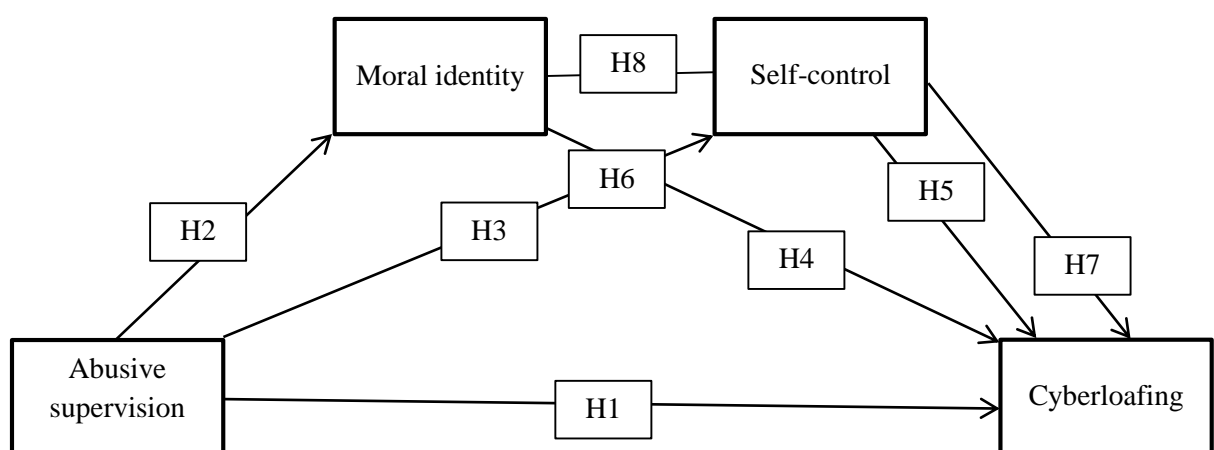
Figure 2.1 Hypothesized Research Model

2.6 Summary

The current chapter discussed the theoretical and conceptual explanation of independent variables, abusive supervision, and dependent variable, cyberloafing, the mediating roles of two mediating variables: self-control and moral identity. However, in the theoretical backgrounds, social exchange theory defines that employees tend to reciprocate the abusive behaviors of supervisors with the cyberloafing. On the basis of the existing literature, model along with hypotheses have been developed.

Chapter 03: Research Methodology

The methodology and research approach utilized to conduct the study is discussed in this part of the chapter. It is a critical component of the study since it aids in determining the validity and generalizability of the research study. There are some critical elements of the research study that the researcher must consider when deciding how the research should be undertaken. This chapter provides the details of data collection, analytical tools and methodologies employed for this study.

3.1 Research Design

The exposition of conditions for the collecting of data and analysis in such a way that the goal is to blend pertinence to the research goal with economy in procedure is what research design is all about (Žukauskas et al., 2018). The researcher has used quantitative research design which helped in the current investigation by applying established procedures and tools. As a result, it generates important data by converting predictable facts into numbers, which can then be investigated further to distinguish the linkage of, relationships, causes, and consequences.

3.1.1 Research Philosophy

A research philosophy is a belief in the technique of gathering data on a particular event, analyzing it, and then using it for a specified purpose. There are various research philosophies that can be applied while performing the research. In the current study, positivist philosophy has been applied. Scientific research is another term for positivism research. In this style of research, the researcher is interested with obtaining information that is objective to the topic through the use of scientific research procedures. Experiments and surveys using quantitative data are examples of methods associated with scientific research patterns. This philosophy is helpful in undertaking a reliable analysis of the study field that has to be researched. The results of the statistical analysis of the data received from the respondents are used to test the hypotheses made in this study (Žukauskas et al., 2018).

3.1.2 Research Approach:

The research approach plays an important role in determining the validity and generalizability of the research. There are two types of research approaches mentioned here: qualitative research and quantitative research. Either of these two approaches must be taken. Qualitative research methods are used in exploratory research. In most cases, qualitative research in the

social sciences were employed. In this kind of approach, the researcher explains various objects, items, and events. Furthermore, in this technique, different researchers can evaluate their personal biases while gathering and analyzing data. As a result of this reason's observance, the outcome has become altered (Pride et al., 2008). For this research study, the methodology adapted is quantitative research methodology, which mainly focuses on the statistical data analysis, and data is most likeable collected from a very large audience. The approach used for this study is deductive approach as data is deduced to test the present relationships. With this approach, the data gathered is quantifiable and the analysis is directed towards testing the type and strength of the relationship between variables. The study aims to study the relationship between the abusive supervision and cyberloafing along with the mediating role of moral identity and self- control.

3.1.3 Unit of Analysis:

The term "unit of analysis" refers to the "level of aggregation at which data is gathered". Individuals who are working in the MNCs are the unit of analysis in this study because the aim of the present study is to analyze the relationship between abusive supervisor and cyberloafing by the employees rather than organization as a whole. Employees working in MNCs are well equipped with facilities to indulge in non-work-related activities hence conducting research on employees working in such organizations would be an interesting avenue to explore.

3.2 Population:

While conducting the study, it is necessary to follow the research design systematically, such as to locate the right population utilized as a source of information to test hypotheses or to discover solutions in research issues. A research population is classified as a collection of individuals or objects with comparable features. The sampling is of fundamental relevance in quantitative research since it relates to selecting a small number of units representing the features of a large group of units which is called the population (Neuman, 2014). The population of this research included the multi-national companies of Islamabad. There are many firms (small scale startups and larger government organizations) operating in Islamabad but MNCs comparatively function strictly towards employee comfort and maintain the organization's environment and more formalized organizational structures support in studying leadership – employee relationship and employees indulging in cyberloafing is interesting aspect which is why MNCs have been selected. However, they ensure the compliance of practices and human resources department hires employee through an extensive recruitment

process to assess not only the skills but also cultural values and employee psychology which enabled to analyze the employee characteristics such as moral values. Within these companies' organizational structures are centralized and they have supervisor subordinate relationship roles rather than working independently or in isolation. Moreover, the corporations are investing in improving the working environment. Different policies are under development to overcome the employee deviant work behavior and how to make working environment more productive and peaceful.

3.3 Sampling:

The representative sample from different companies had been selected since it was impossible to investigate the whole population with respect to time, expense, and access limits. Two kinds of sampling procedures exist in order to choose a population sample, which are probability and non-probability sample procedures. Each strategy includes several sampling techniques, but in probability sampling, the primary distinction is that each instance or unit has the same opportunity, whereas in the non- probability selection of the units is uncertain (Bryman & Bell, 2011). Purposive sampling is useful since it may be conveniently selected from the population. The sample components are mostly chosen according to criteria that have been defined by the researchers in the context of a purposive non-random sample (Saunders et al., 2012). Although, information on the number of companies is provided on the internet, according to which there are 37 total number of multinational companies established in Islamabad and no information regarding the demographics of the employees is provided. In this research, participants were selected firstly from full-time staff and 15 firms based in Islamabad were identified based on their business activities advertised online and job nature of employees taking part in research. Daily business activities in this field are done using computers and employees often use their computers during working hours. Agility and security of data also play an essential part in the multinational businesses in terms of delivering services to the company's internal and external environment. For that reason, it is important for organizations to comply with standards and staff productivity. In view of all this, employees of multinational companies have been detected as excellent sample for this study.

3.4 Data Collection Procedure

The data was collected online in different steps. Primarily, the list of total number of MNCs established in Islamabad were researched on internet and their contact information was noted and then contacts were identified in some of these organizations. Employees working in 15

companies were contacted and by taking their consent Google form generated questionnaire link was sent to the respondents. Almost, 350 questionnaires were distributed to respondents by using their email address since physical visits were not possible due to the COVID-21 pandemic. However, out of 350 questionnaire 45 were not received, 5 were not filled properly. Hence, the sample size was 300 which indicates deep analysis of the study due to restricted sample size. In addition to the created questionnaire, cover letter was also provided to show in case of any enquiry which showed the objective of the study and contact details. The questionnaire was formed in such a way so that respondents could easily fill in and provide honest and true answers. The questionnaire mode is referred by Sekaran and Bougie (2016) as the most efficient means of gathering data since researchers are fully acquainted of the notion that what is genuinely needed or requested and how should the construction or variable of interest be properly measured. To make a quick and appropriate decision, a type of close ended questionnaire was used as it saves respondent as well as researchers' time of obtaining the response by just selecting a particular given option efficiently (Sekaran & Bougie, 2016).

3.5 Measures

Measures of variables under study are as follows:

Abusive Supervision

For the variable Abusive supervision, a scale 15-item scale designed by Tepper (2000) to measure abusive supervision as perceived by subordinates was used. Participants were required to respond to each item on a 6-point Likert scale indicating the extent to which they agree or disagree with each of the statements made in the questionnaire ranging from 1=strongly disagree to 5= strongly agree. Items and response scale include: "My boss makes negative comments about me to others".

Cyberloafing

Cyberloafing was measured by using 20-item scales developed by Lim (2002). Respondents were asked to indicate how often they had engaged in cyber-loafing over the past. Each item was indicated on six Likert scale. Examples from the 20-item measure of cyber-loafing include "Browsing investment-related websites," and "Checking non-work-related e-mail."

Moral identity

A 10-item scale developed by Aquino and Reed (2002) has been be used to measure moral identity. The 6-point Likert scales was completed by the participants. A sample item: 'It would make me feel good to be a person who has these characteristics (e.g. fair, friendly and kind)'.

Self- control

The Self-control Scale developed by Tangney et al. (2004) has been used for this research. This 13-item scale is one product of the research. Participants rated each item on a six-point scale. (e.g. I have trouble concentrating).

3.6 Analytical Procedures

The next step in research paradigm is research analysis procedure. In order to get results, multiple data analytic tools and tests can be used. For the frequencies of demographic details of respondents and descriptions of variables were attained through SPSS v21. Furthermore, to measure the reliability and internal consistency, Cronbach's Alpha was used. Hypotheses were tested through the regression while mediating role of variables on IV and DV was conducted through PROCESS Macro v3. Further extensive details regarding the procedures have been explained.

3.6.1 Data Screening

Incomplete data was reviewed thoroughly after receiving questionnaires. The surveys that were received had missing values and outliers' problems, meaning that the respondents did not answer several items in a questionnaire. An essential feature in quantitative analysis is the handling of missing data and poses major complications. And the statistical power of the major data must be constituted. Statistics power implies technique statistic analytical capacity to find any significant information that affects the data and data may be noticed. Second, missing data can potentially impact predicted variables on their correctness. Regression imputation and deletion one by one are the values that are not available as dominant handling approaches. Moreover, some of the missing values were filled also after examining the responses as it helped to obtain the general perspective of the respondents.

3.6.2 Reliability Analysis

Reliability is defined as a procedure that produces the same consistent outcomes repeatedly when the main item is evaluated numerous times, and on a scale. The reliability of the scale is shown to indicate the scale's capacity to deliver consistent findings in several tests. At this stage, the test of reliability using Cronbach Alpha was carried out, since it tells about the

internal reliabilities of the variables and reveals that the variables have relations or no links and may also assess the individual construct. For the alpha Cronbach, the significant range is 0 to 1 (Cronbach, 1951). If the Cronbach's alpha value is greater than it suggests that the dependability of the scale to identify or to measure the building is high. Cronbach was created by Cronbach in 1994. To properly evaluate the retention of the items, it is crucial for Cronbach's alpha or coefficient alpha to be over the minimal level of 0.70. And it is less trustworthy if it's under 0.70. Reliability tests are a basic and usual technique for measuring the validity of the scale utilized for research.

3.6.3 Correlation analysis

Reliability test is followed by correlation analysis. It helps to find the relationships between the variables. The link strength between dependent and independent variables is identified. It helps to show how many enhanced variables are combined. Also referred to as "r," the correlation coefficient reveals the outcome of correlation. The range from -1.0 to +1.0 is given (Taylor R, 1990). If "r" is near to -1 or +1, the two variables can be specified closely together. If the "r" is discovered around the value of "0," there will be no connection between the variables. The positive "r" implies that variables have an unfavourable relationship, meaning if one variable grows, another will increase. Negative "r," however, meaning the reverse correlation is detected which shows that one variable increase while the other decreases (Sekaran, 2000).

3.6.4 Confirmatory Factor Analysis:

Following the confirmation of the scale and the execution of the test, CFA was employed. The purpose of using this procedure was to test the regularities and uniformities in order to keep the validity. The statistical procedure's goal is to aid in the creation of the theoretical model's plausibility and to evaluate the extent to which the various explanatory variables influence the dependent variable. Factor analysis is particularly useful when a limited number of questionnaire elements are distributed to respondents in order to measure a small number of paradigms. Confirmatory Factor Analysis is one of its approaches in which the statistical significance of a hypothesized factor composition is tested, indicating both the number of factors that will emerge within a set of variables and the factor estimating to each variable (Schumacker & Lomax, 2004). CFA is a required procedure for this study in order to analyze the results.

3.6.5 PROCESS Macro for mediation

As the current study has two mediators and the purpose is to measure the role of mediators on the independent variable and dependent variable, model 6 of PROCESS Macro was used through SPSS. The PROCESS Macro prefers a bootstrapping method since this technique does not imply an indirect influence on the distribution (Hayes, 2013). On the other hand, the bootstrapping technique calculates the interest statistics (i.e., the indirect or mediating effect) thousands of times, and uses the data of the research to provide empirically determined sample distribution representations of the indirect impact. A confidence interval (CI) is created from this distribution for the indirect purpose. An indirect impact is seen as substantial and a factor is seen as an important mediator if its CI is not equal to zero.

3.7 Summary

The current chapter extensively defined about the four steps to conduct the research. The positivist approach has been selected as research paradigm because data is gathered deductively. While, the quantitative research method is favourable to conduct this research. The data collection process involves the adopted questionnaire method which has multiple question items with the Likert scale of 6. The population for this study is multi-national companies located in Islamabad and a purposive sampling is favourable to collect the data. All the employees of multinational companies in Islamabad, Pakistan have been selected as sample which is around 300 in the final stage before the data analysis. In the data analysis process, the reliability, correlation, and regression tests have been conducted which were performed through SPSS v21 and CFA was attempted through SPSS AMOS v26. However, the mediating role of two variables, moral identity and self-control were checked through PROCESS Macro v3.

Chapter 04: Findings

The current study focuses on the relationship between abusive supervision and cyberloafing with the mediating role of self-control and moral identity. This chapter indicates the relationships between these variables through certain tests; like descriptive statistics, correlation, and PROCESS Macro (Hayes). In order to conduct these test SPSS (Social Statistical Package for Social Science) version 21 has been used. Moreover, demographic profile of participants has also been analyzed.

4.1 Demographic Statistics:

The data was collected from the employees working in MNCs of Pakistan located in Islamabad. Out of 350 questionnaires, only 300 have been selected as a research data. As per the questionnaire, the first question is about the demographic details of respondents like gender, education, employment type, total years of experience and years of experience within the organization. Demographic description helps to understand the specific characteristics or background of the respondents and allows researcher to decide which participants is fit for the survey. Gender is the most important factor in ensuring gender equality. As a result, it is regarded as a key demographic determinant. The goal was to differentiate between male and female individuals in a given sample. The current inquiry has attempted to ensure gender equality; however, it has been discovered that the male ratio is somewhat higher than the female ratio. The table 4.1 defines about the demographic details of the respondents. Out of the 300 responses, the highest rate of respondents was male which was 53.7%, (161) whereas, female response rate was 46.3% (139). There were not any pre-defined criteria for the equal representation of gender because the aim was to gather the data from employees without creating any gender distinction.

The next question was about the age of the respondents and it has also five categories for response which were following: i) 20-29, ii) 30-39, iii) 40-49, iv) 50-59, v) 60 & above. The Table 4.1 defines that the category of 20-29 has highest response rate which is 51.7%. While, 30-39 category shows the response rate of 36.3%, the category of 40-49 is 10.3%. Moreover, the categories of 50-59 and 60 & above have lowest ratios of respondents which are 1.0 & and 0.7%. After the question of age, comes the education level. Education is a vital element that contributes to the overall success and development of the country, as well as its ability to thrive worldwide. As a result, education is the second most important demographic factor after gender. Its response has also five categories: mainly Bachelors, Masters and PhD. Respondents

having the master's degrees have highest ratio which is 45% and graduation degree holders are 44% out of total sample size. Only 10% participants have MS degrees and just 1% participants with PhD.

The table 4.1 shows that the work experience has also five categories for answers. Respondents with who are below one year and those who lie in the experience range of 2-3 years have highest ration which are 32.2% and 32.2%. While, 16% are those participants which have 8 or more years of experience. Around 43% respondents have permanent jobs as the percentage shows 43% and participants with temporary job positions are 34%. The 22% of them have contractual nature of job which is lowest. The above data interpretation indicates that most of the respondents are male, belong to age group of 20-29, have 1 or more than one years of experience and have permanent jobs.

Table 4.1: Demographic statistics

Demographic Variables	Code	Frequency	Percent	Mean	SD
GENDER					
	MALE	161	53.7	0.34	0.483
	FEMALE	139	46.3		
AGE					
	20-29	155	51.7		
	30-39	109	36.3		
	40-49	31	10.3	0.33	1.78
	50-59	3	1		
	60 & above	2	0.7		
EDUCATION					
	Bachelors	132	44		
	Masters	135	45		
	MS	30	10	1.94	1.72
	PhD	3	1		
DESIGNATION					
	Permanent	130	43.3	1.87	0.68
	Temporary	104	34.7		

Contractual	66	22	

EXPEREINCE

1 or below	97	32.3		
2-3	97	32.3		
4-5	41	13.7	10.47	8.28
6-7	15	5		
8 or More	50	16.7		
Total	300	100	100	

n=300, Demographic profile of respondents with frequencies, standard deviation, and mean values

4.2 Descriptive Analysis of Variables

The table of descriptive statistics shows vital and relevant data collected in the organization. Analysis of descriptive statistics include the means and standard deviations of each individual variable and the maximum and minimum values of each variable. The data can be summarized in the arranged accuracy and also in the summarized way. On six Likert scales, only three variables have been measured. Descriptive statistics provide a thorough description of all data since the statistical aspects are significant. Some important figures show the whole data. The table 4.2 defines the descriptive statistics of variables. The N represents the total sample size for all the individual variables which is 300. Minimum values are 1.00 whereas; maximum values of all the variables are 5.00.

Table 4.2: Descriptive statistics

	N	Range	Minimum	Maximum	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
AS	300	4.00	1.00	5.00	-0.01	0.14	-0.875	0.28
CL	300	4.00	1.00	5.00	-0.04	0.14	-0.838	0.28
MI	300	4.00	1.00	5.00	-0.06	0.14	-0.773	0.28
SC	300	4.00	1.00	5.00	0.019	0.14	-0.857	0.28
Valid N (listwise)	300							

n= 300, Descriptive Statistics of Variables; Abusive Supervision (AS); Cyberloafing (CL); Moral Identity (MI) and Self-Controlling (SC).

4.3   Correlation Analysis

Correlation analysis shows the link of one variable with another variable capable. The main objective of the research is to do correlation analysis of relation between abusive supervision and cyberloafing with the mediator roles of moral identity and self-control to make the hypotheses valid. The study of the correlation of the two variables was performed on the SPSS to determine whether the variables vary or not. In the table below, the correlation between variables and significance level is shown or not and the positive (+) and the negative (-) sign are indicated. The positive sign indicates that the variables move in the similar direction. When the two proceed in the same direction, it informs us that they are in the good direction. The negative sign here showed that two variables are connected adversely to each other and also head in the entire opposite direction. Analysis of Pearson correlation seek to understand the nature and recognize that the strength of connections and the correlation range is from -0.1, 0.1. Moreover, the value of the "r" indicates how strong it is. The zero values show that there is no linkage or connection detected in the variables.

The table 4.3 shows the correlation between all the variables. The other variables will likewise change when the intensity changes. There is significant and positive relation between abusive supervision and cyberloafing (r=0.817**, P<0.01). There is negative and significant relation between cyberloafing and moral identity (r= -0.792**, P<0.01). Moreover, cyberloafing negative and significant relation with self-control (r= -0.659**, P<0.01). Abusive supervision and self-control have negative and significant relation (r= -0.508**, P<0.01). Moreover, reliability values are also been given to show the reliability of each scale. However, further explanation has been given in table 4.4.

Table 4.3: Correlation Analysis

SR	Variables	Mean	S. D	Correlations 1	2	3	4
1	AS	2.927	1.143	(0.771)			
2	CL	2.894	1.035	.817**	(0.867)		
3	MI	2.980	1.075	-.432**	-.792**	(0.753)	
4	SC	2.708	1.023	-.508**	-.659**	.712**	(0.724)

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

Note: Correlation between variables Abusive Supervision (AS), Cyber Loafing (CL), Moral Identity (MI) and Self-Controlling (SC), Cronbach's Alpha values are in diagonal position as bold and in brackets.
n= 300, Results of mean, standard deviation, correlation coefficients and Cronbach's Alpha Score

4.4 Reliability Analysis

The lowest acceptable values for Cronbach's Alpha are 0.7, according to Nunnally (1978). For Cronbach's Alpha, however, the following values have been described: It is regarded as an excellent if the reliability is $>.9$. Whereas $>.8$ shall be deemed good and $>.7$ shall be acceptable. $>.6$ is susceptible and $<.5$ is the poor (George & Mallery, 2003). The Table 4.3 indicates that all the values of Cronbach's Alpha have excellent as the Abusive Supervision has 0.77, Cyberloafing has 0.86, Moral Identity has .75 and Self-Control has .72 reliability. It shows that the scale has a good reliability.

Table 4.4: Reliability analysis

Sr. no	Variables	Alpha Cronbach's Value	No. of Items
1	Abusive Supervision	0.771	15
2	Cyberloafing	0.867	20
3	Moral Identity	0.753	10
4	Self-control	0.724	13

n= 300, Reliability of the Scale; Abusive Supervision (AS), Cyber Loafing (CL), Moral Identity (MI) and Self-Controlling (SC).

4.5 Confirmatory Factor Analysis

In order to check the validity of the scale, confirmatory factor analysis was run on AMOS v. 26. The loadings vary between -.01 and .68. These figures are based on the factor loading's initial criteria, namely item loading >.3. We looked at three different things. On the main scale, all subscales showed worse factor loading. Due to issues of common method biasness, the CFA model is not fit which is why it is difficult to show results of one, three or four factor model. However, model diagram is presented in appendix.

4.6 Hypotheses Testing

In order to evaluate the presence of a relationship between the variables, the analysis of the correlation was done in the study, but relying solely on the analysis is not enough, since it shows only that the link between the variables is ineffective and doesn't inform the variables regarding the casual relationship. Regression analysis is thus performed to validate the variable's dependency on another variable. The study of regression simply shows how much a variable depends on another, i.e. the indigenous variable from which it is regressed. The objective of a simple regression or linear regression has been to identify a causal link if there are two variables. Simple regression analysis was submitted below two tables. Methods for mediation regression analysis (Preacher & Hayes, 2004) were employed in this investigation. Model 6 is utilized for mediation (Preacher & Hayes, 2004) and is done independently for mediation.

Table 4.6. Hypothesis Analysis

Hypotheses	IV	DV	R2	β	t Test	Sig/P value
H1	AS	CL	0.667	1.573***	24.9	0
H2	AS	MI	0.551	-0.697***	-7.89	0
H3	AS	SC	0.506	-0.335***	-3.838	0
H4	MI	CL	0.627	-0.893***	-2.28	0
H5	SC	CL	0.432	-0.740***	-5.25	0

n=300, Un-standardized regression coefficient reported.

* p < .05; ** p < .01; ***p < .001,

The table 4.6 shows the result for hypothesis testing. The first hypothesis was that the positive relationship between abusive supervision and cyberloafing. The linear regression tests indicate that significant and positive relation exists between abusive supervision and cyberloafing. The β co-efficient value is 0.573, $R^2 = 0.667$ with the p-value = 0.000. The value of R^2 shows the coefficient of determination whereas β value shows the rate of change demonstrating that 1unit change in abusive supervision leads to 1.573-unit changes in cyberloafing. The p-value of 0.000 indicates that the relationship is highly significant. Hence, Hypothesis 1 is accepted. The hypotheses 2 and 3 state that abusive supervision has negative relation with the moral identity and self-control. As, the results indicate that the β co-efficient value is -697, $R^2 = 0.551$ which predicts negative but significant relation with the abusive supervision. Similarly, the β co-efficient value is -335, $R^2 = 0.506$ which also predicts the negative and significant relation of abusive supervision with self-control. Cyberloafing also predicts negative relation with the negative and significant relation with the moral identity and self-control which instigate that hypotheses 4 and 5 are also accepted.

4.7 Mediation Analysis

The Hypothesis 6 assumed that moral identity mediates the relationship between abusive supervision and cyber-loafing. We utilized model 6 of PROCESS Macro using SPSS to assess the H6, H7 and H8 mediation (Hayes, 2013). In this we inspected various tracks, namely a, b, c, d, e, and f. There are three effects which must be identified, according to Preacher and Hayes PROCESS: total effect, direct effect, and indirect effect.

Figure: 4.7.1 Direct effect of IV with DV and Mediators
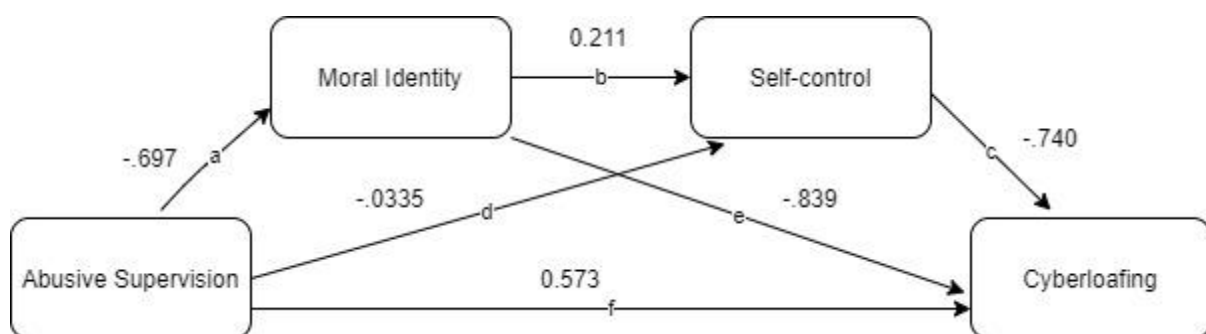
The diagram 4.7.1 shows the direct effect of abusive supervision with moral identity is significant but negative. Self-control has also negative but significant effect on cyberloafing. Abusive supervision has also negative but significant effect on self-control which is -.0335. Similarly, moral identity has negative and significant relation with cyberloafing which is -.839.

Abusive supervision has positive and significant effect on cyberloafing 0.573. However, table 4.7 shows that the indirect effect of abusive relation on cyberloafing through moral identity is significant as LLCI shows .348 value and ULCI has .577 value, hence it proves the H6. Moreover, the indirect effect of abusive relation on cyberloafing through self-control is significant as LLCI shows -.347 value and ULCI has -.204 value which supports H7. The indirect effect of abusive relation on cyberloafing through moral identity and self-control is not significant as the LLCI and ULCI boot signs are not similar, and values cross the zero level, so it instigates their relation is not same. The Boot value of LLCI is -.218 and ULCI value is .005 which states that both mediators have not simultaneously mediating effect on IV and DV. Hence this hypothesis 8 is rejected.

Table 4.7. Mediation analysis

	Bootstrap results for indirect effects	
	LLCI	**ULCI**
AS—MI—CL	.348	.577
AS—SC—CL	-.347	-.204
AS—MI—SC—CL	-.213	.005

Bootstrap sample size was 5000. Confidence Interval=95%. n=300, IV independent variable, DV Dependent Variable, M Mediator Variable, *p<.05; **p<.01; ***p<.001 LLCI= Lower Limit Confidence Interval; ULCI = Upper Limit Confidence Interval

Based on data results and interpretation, the status of hypotheses' rejection or acceptance have been shown below:

Table 4.7. Hypotheses Evaluation

Hypotheses	Statement	Accept/Reject
H1	There is positive relation between abusive supervision and cyberloafing.	Accepted
H2	There is negative relationship between abusive supervision and moral identity	Accepted
H3	There is negative relationship between abusive supervision and self-control	Accepted
H4	There is negative relationship between moral identity and Cyberloafing	Accepted
H5	There is negative relationship between self-control and Cyberloafing	Accepted
H6	Moral identity mediates the relationship between abusive supervision and cyberloafing	Accepted
H7	Self-control mediates the relationship between abusive supervision and cyberloafing	Accepted
H8	Moral identity and self-control sequentially mediate the relationship between abusive supervision and cyberloafing.	Rejected

4.8 Summary

This chapter defines the results obtained after running multiple tests on SPSS. The descriptive statistics showed the frequencies of the variables like gender, age, education, and experiences. Whereas, the reliability of the scale was measured through Cronbach's Alpha which indicated that all the items have good reliability. Correlation analysis showed that abusive supervision has positive and significant relation with cyberloafing whereas, AS-MI, AS-SC, CF-MI, CF-SC have negative and significant relation. Testing of the hypotheses showed that all the hypotheses accepted except H8.

Chapter 5: Discussion

5.1 Discussion

The current research intends to reveal the relationship between abusive supervision and cyberloafing within the contextual settings of multi-national companies in Pakistan. The domain of abusive supervision has been in the nexus of management studies and research for many years. However, in order to understand the relationship between two variables, number of other studies have been conducted by using multiple other variables (Aghaz & Sheikh, 2016; Mackey et al., 2017; Zhang et al., 2021). The present study has implications for future research into the potential leadership behavior enhancement with the employees and reduction in cyberloafing. This study has implications for future research into the potential leader-level predictors of knowledge worker productivity via knowledge management systems.

The present research studied the mediating role of self-control and moral identity on IV and DV i.e. the abusive behavior by the supervisor can lead towards weak moral identity in the employees and engaging in cyberloafing whenever there is an opportunity. Similarly, consequences of the ability to self- control varies from employee to employee. Research analyzed that abusive supervision has positive relation with the cyberloafing which is also evident from the previous researches (Aghaz & Sheikh, 2016; Koay, 2018). According to the results of the current study, the relation between both variables is highly significant which means that increase in beta value of abusive supervision will likely decrease the beta value of cyberloafing by 1 unit. Zhou (2016) opined that abusive supervision has a negative impact on employee performance, which in turn has a negative impact on the organization's overall performance. Abusive supervision has a significant impact on emotional behaviors, demonstrating the employees who are subjected to abusive behavior feel lower self-control and moral identity which is why abusive supervision lowers employees' interest in their job too (Martinko et al., 2012).

Due to abusive supervision, the consequences of these stressful events for organizations endure for a long time. If an organization fails to resolve such a scenario, employees' faith in their jobs and the organization gradually erodes, and they engage in cyberloafing to escape their official tasks and abusive boss. Every organization recognizes cyberloafing. Employees frequently engage in non-work-related internet searches, squandering valuable time that has a direct impact on corporate productivity. However, though many organizations have banned the social networks on the office internet just to limit the excessive amount of time spent on them by the employees (Andel et al. 2021) but the results showed that sampled employees express their

anger in the form of cyberloafing through their own mobile phone. Moreover, the findings from the results and previous studies also indicate that cyberloafing is actually a very common act in many organizations. As the responses of the questionnaire regarding the cyberloafing showed the involvement of people in unnecessary engagement on internet which is result of abusive behavior from the management. This kind of supervision can be potential obstacle of work performance of the employees which can only increase resisting behavior in the form of cyberloafing to fizzle out stress (Agarwal & Avey, 2020; Lim et al., 2020). Multinational companies which have to compete at international platform cannot perform well if employees work under stressful condition and engage in unnecessary activities. The results are justified in the context of corporate culture of Pakistan where there is a lot of work stress and pressure to meet the deadlines on daily basis. Employees tend to find ways to release their anxiety and embarrassment when they perceive their supervisor to be abusive. However, employee's actions vary from every individual depending on their own personality traits. Hence is H1 is accepted.

Secondly, the findings showed that abusive supervision has negative relation with self-control and moral identity, but it has significant relation. It indicates that the relation between these variables is strong but have negative relation. This is also testified from previous researches which has shown negative relation between abusive supervision with self-control (Pundt & Schwarzbeck, 2017; Wang et al., 2020) and moral identity (Rustubog, et al., 2011). The results are vitally connected to the long-term growth of multinational companies in Pakistan, as well as an individual's long-term aim. For one reason, abusive supervision is an unproductive leadership style. It has immeasurable negative effects on employees (including decreased learning), adding to their moral suffering and self-control (Tian et al., 2020; Pfeffer, 2010). As a consequence of abusive leadership employee's morale and self-control will detrimentally decrease because in unfavorable working environment employees mostly tend to lose motivation and divert towards non- work-related activities. So, H2 and H3 are accepted.

Furthermore, the relation between cyberloafing with moral identity and self-control also showed negative yet significant. In order to attain effective work performance from the employees, it is significant to create the healthy and sound working environment in the organization. This can also alleviate the workers morally and cyberloafing could be decreased. However, the participants' responses showed that they are more concerned about their moral identity and self-control which is also evident from previous studies (Johnson, 2017). This idea is supported from the literature as different researches show that every individual's attributes

and morals vary, and supervisor is considered abusive only when his behavior violates the moral standard of the individual of how one should behave with subordinates. An employee's attributes has a lot to do with the perception of abusive supervision for instant narcissist tend to become rebellious when exposed to abuse whereas a morally conscious employee is more likely to feel humiliated by the negative behavior (D'Errico & Paciello,2018; Valle et al., 2019). Hence, the H4, H5, H6 and H7 are accepted. On the other hand, mediating results also showed that the sequential relation of self-control and moral identity with abusive supervision and cyberloafing is not strong and H8 is rejected. The reason for weaker relation is that the present study has used the perspectives of employees regarding the effect of self-control and moral identity on IV and DV and due to the unavailability of perspectives of employers or superior management, the sequential relation did not show strong relation. It means the abusive supervision and cyberloafing have multi-dimensional causes and similarly, moral identity and self-control also have different effect on IV and DV for employer and employees. For instance, supervisors who are under stress are more probable to engage in abusive supervision. Though the association between stress events and abusive supervision is neither surprising nor novel, it may be seen as a repetition of earlier findings. Irritation may cause the supervisor to want to behave aggressively and have less self-control. In the context of Pakistan, the multinational companies which are based in Pakistan are more target oriented and employees' psychological well-being is secondary. Whereas, the hierarchical system does not have much check and balance system in terms of relation between superiors and lower staff. However, lack in job opportunities in the public and private sectors has caused employees to tolerate abusive behaviors. However, it is evident from the demographic data of the respondents that most of the respondents are young and have one or around four years of experience. This is also significant finding that no matter what the behavioral issues are present in an organization, but employees are excelling in the organization. Moreover, this is also an interesting aspect that men are facing the issue of abusive supervision more as compared to women, but abusive supervision is not gender limited as high ratio of women are also facing the issue.

5.2 Implications:

Practical Implications:

The study practically determines the negative impact of abusive supervision on employee behavior and enables practitioners to understand the adverse effects supervisory abuse and employee responsive behavior. The study suggested that the organizations should ensure order and sanity amongst the organizational members by specifying the regulations on the usage of

organizational properties and facilities. It is also advised that employees be permitted some limited advantages on the workplace, so that they feel valued and valued on the job with less temptation to utilize non-approved or unauthorized facilities. The organizational hierarchy encourage effective interchange between leaders and good social contact at work and how excess management may be minimized in order to lower the occurrence of supervisor abuse. Managers must realize that abusive supervision is harmful to the long-term growth of businesses and take steps to regulate supervisors' behavior. Undertaking anonymous surveys amongst employees on supervisors' management behavior, for example, may be a strategy to prevent and expose abusive management. Moreover, effective management techniques can help in addressing problems productively rather than viciously and destructively. Our findings suggest that, improving self-control abilities may be a good means of (a) establishing better (or less hostile) supervisors' behaviors and (b) dealing with stressful working situations.

Theoretical Implications:

Theoretically our study contributed to the existing literature of abusive supervision and cyberloafing in number of ways. Researches show that the existence of abusive supervision is connected with supervisory depression (Tepper et al., 2006) and unpleasant feeling among the employees (Henle & Gross, 2014). This study explains the effect of abusive supervision on Cyberloafing among employee, which needs to be explored more due to technological advancement with time and millennials taking over corporate sector in coming years. Also, factors mediating the relationship between abusive supervisor and employee behavior can further add value to the literature.

Second, the study deepened the research work on the relationship of abusive supervision and Cyberloafing by explaining the mediating effect of self-control and moral identity. Although many scholars have already done research on the impact of abusive supervision and employee deviant behavior, but this study focuses on MNCs of Pakistan and emphasize on Cyberloafing as deviant employee behavior which is new to the literature of abusive supervision.

5.3 Limitations and Future Recommendations

There are many researches available on relation between abusive supervision and cyberloafing, but the current study is pioneer as it has added the dimensions of two mediators, self-control, and moral identity, which were not used before. The study has also some limitations; Firstly, as this study was carried out in multi-national companies of Islamabad, Pakistan, which included different types of companies varying from telecom to food etc. Further research can

be conducted on the specific type of MNCs for example IT companies or software houses because employees are more prone to internet usage in such organizations. This will help to understand that to what extend there are differences at the managerial level administration and their relationship with the employees and how usage of internet usage work performance.

Secondly, the present research was based on the theory of social exchange theory. In the future, any other theory can be used to investigate the theoretical connections studied in present research to provide more justifications for the existing research. Proposed theories for the current theoretical model can be social learning, identity threat and self-regulatory and impairment. Furthermore, this research also suggest that moral identity and self-control have additional effect on these central relationships.

Thirdly, this research has used quantitative methodology however, qualitative method may also give more in-depth perspectives of cyberloafing, self-control and moral identity of employees. Moreover, one of the main problems in cross-sectional studies is non-response bias and the data collected only from single source (subordinates). Consequently, there were chances of causal inferences. It is limitation of the present study that due to time restriction; reserve causality was not checked so; future study can use panel model data. Another limitation could be our inability to determine the severity to which abuse has happened. Despite its widespread acceptance in the literature, the measure only quantifies the existence of abuse rather than the degree or frequency of it. Distinctions in outputs as a result of the frequency of the encounter would definitely be intriguing to consider. How much abusive supervision, for instance, does it take for person to become morally disengaged and engage in deviant behavior or Cyberloafing. Unfortunately, this research does not provide an answer to that question.

Fourthly, as the data was cross sectional and in order to check the validity the CFA test was run. However, model is not fit, and results have some errors. Data analysis showed the serious issues of common method biasness (CMB). Due to limited time and limited resources, the issue was not able to be addressed. Future studies can be conducted by multiway and by collecting multisource data so that these CMB issues can be solved.

Fifthly, control variables like age, age and hours spent on use of internet need to add (Rustubog, et al., 2011). Moreover, the impacts on cyberloafing were minimal for the gender, age, and employment factors (e.g. tenure, level of organization, and revenues), which meant e-loafing was predominant for various sorts of employees and organizational levels (Mercado et al., 2017). Comparative studies can also be conducted from employers and employees which will

give two different perspectives about groups of individuals with variations of power and different age groups.

Moreover, cyberloafing has been self-reported in our study following previous research (Koay, 2018) since it is conducted discreetly and difficult to detect by others. Even if social desirability would be used as a control variable but it may not completely exclude social desirability biasness in the reported cyberloafing (Zhang et al., 2019). Although responses have been kept discreet, respondents may still refuse to provide accurate information about their cyberloafing behavior. Therefore, future research need be more precise and dependable for assessing cyberloafing. In addition, persons with diverse professions and personalities are undoubtedly of varied moral levels and might impact the conclusions of our study. Therefore, additional research has to be done in order to check our presented hypotheses and to check employees' occupations and personalities like conscientiousness.

5.4 Conclusion

This research attempted to fill the research gap through conducting research by adding self-control and moral identity as mediators to study the relationship of abusive supervisor and cyberloafing. With the help social cognitive theory and social exchange theory, the model has been developed. The study has used the ontological approach by utilizing quantitative research technique and used survey method to collect data and questionnaire as a tool. The data was gathered from multinational companies of Islamabad, Pakistan

The results showed that abusive supervision has positive and significant relation with cyberloafing. Whereas, cyberloafing has also negative and significant relations with self-control and moral identity. Abusive supervision too has negative relation with self-control and moral identity. But the self-control and moral identity have significant mediating relation with the abusive supervision and cyberloafing. The research paves way for future researchers as longitudinal research with large data set can be conducted that will enable to study the results in different time and context as responses will be taken in different scenarios and context. Hence, there are number of areas under consideration for the researchers. Furthermore, other psychological aspects can be used as moderator and mediator to define the study.

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Appendix I

Questionnaire

Respected Sir/Ma'am.

This questionnaire is meant for the collection of data regarding thesis project. This questionnaire will be used only for research purpose for the degree of M.S in Human Resources and Management. The information you will provide, will be strictly confidential and used only for the sole purpose of this study. Your cooperation will be highly appreciated. Please tick the appropriate response honestly. Thanks.

<div align="right">

Yours Sincerely,

Maheen Khan

MS HRM NUST H -12, Islamabad

</div>

Part I. Please make a tick mark and fill in the blanks where appropriate.

Gender
☐ Male   ☐ Female   ☐ Other
Age
☐ 20 – 29   ☐ 30 – 39   ☐ 40 – 49   ☐ 50 – 59   ☐ 60 – above
Education Level
☐ Bachelors   ☐ Masters (16 years)   ☐MS ☐ PhD.   ☐ Post Doc.
Overall work experience in years (Number of years employed)
☐ 1 or less than 1   ☐ 2– 3 ☐ 4 – 5   ☐ 6– 7 ☐ 8+
Current Employment Type
☐ Permanent   ☐ Contractual ☐ Temporary_____

The following statements concern your perception about yourself and others in a variety of situations. Please encircle the appropriate box against each statement to indicate the extent to which you agree or disagree with that statement by using the following scale:

1. Strongly disagree	2. Disagree	3. Slightly disagree	4. Slightly Agree	5. Agree	6. Strongly Agree

The following statements concern the behavior and conduct of your supervisor. Please indicate the extent of your agreement or disagreement with each statement by indicating the appropriate option.

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

The following statements concern your conduct towards internet usage at workplace. Please indicate the extent of your agreement or disagreement with each statement by indicating the appropriate option. My supervisor would approve of me to:

1=Never	2=A few times Per month	3= A few times per week	4=once a day	5=A few times a day	6=Constantly

1.	Check non-work-related email	1	2	3	4	5	6
2.	Send non-work-related email	1	2	3	4	5	6
3.	Visit general news sites	1	2	3	4	5	6
4.	Visit stock or investment related web sites	1	2	3	4	5	6
5.	Check online personals	1	2	3	4	5	6
6.	View sports related web sites	1	2	3	4	5	6
7.	Receive non-work-related email	1	2	3	4	5	6
8.	Visit banking or financial related web sites	1	2	3	4	5	6
9.	Shop online for personal goods	1	2	3	4	5	6
10.	Visit online auctions sites (e.g., eBay)	1	2	3	4	5	6
11.	Participate in online games	1	2	3	4	5	6
12.	Participate in chat rooms	1	2	3	4	5	6
13.	Visit newsgroups or bulletin boards	1	2	3	4	5	6
14.	Book vacations/travel	1	2	3	4	5	6
15.	Visit virtual communities	1	2	3	4	5	6
16.	Maintain a personal web page	1	2	3	4	5	6
17.	Download music	1	2	3	4	5	6
18.	Visit gambling web sites	1	2	3	4	5	6

19.	Read blogs	**1**	**2**	**3**	**4**	**5**	**6**
20.	Send/receive instant messaging	**1**	**2**	**3**	**4**	**5**	**6**

The following statements concern your self- regulatory behaviors. Please indicate the extent of your agreement or disagreement with each statement by indicating the appropriate option.

1. Strongly disagree	2=A few times Per month	3. Slightly disagree	4. Slightly Agree	5. Agree	6= Strongly Disagree				
1.	I am good at resisting temptation	**1**	**2**	**3**	**4**	**5**	**6**
2.	I have a hard time breaking bad habit	**1**	**2**	**3**	**4**	**5**	**6**
3.	I am lazy	**1**	**2**	**3**	**4**	**5**	**6**
4.	I say inappropriate things	**1**	**2**	**3**	**4**	**5**	**6**
5.	I do certain things that are bad for me if they are fun	**1**	**2**	**3**	**4**	**5**	**6**
6.	I refuse things that are bad for me	**1**	**2**	**3**	**4**	**5**	**6**
7.	I wish I had more self-discipline	**1**	**2**	**3**	**4**	**5**	**6**
8.	People would say that I have iron self- discipline	**1**	**2**	**3**	**4**	**5**	**6**
9.	Pleasure and fun sometimes keep me from getting work done	**1**	**2**	**3**	**4**	**5**	**6**
10.	I have trouble concentrating	**1**	**2**	**3**	**4**	**5**	**6**
11.	I am able to work effectively toward long-term goals	**1**	**2**	**3**	**4**	**5**	**6**
12.	Sometimes I can't stop myself from doing something, even if I know it is wrong	**1**	**2**	**3**	**4**	**5**	**6**
13.	I often act without thinking through all the alternative	**1**	**2**	**3**	**4**	**5**	**6**

Listed below are some characteristics that might describe a person: caring, compassionate, fair, friendly, generous, helpful, hardworking, honest, kind. The person with these characteristics could be you or it could be someone else. For a moment, visualize in your mind the kind of person who has these characteristics. Imagine how that person would think, feel, and act. When you have a clear image of what this person would be like, answer the following questions:

1.	It would make me feel good to be a person who has these characteristics.	**1**	**2**	**3**	**4**	**5**	**6**
2.	Being someone who has these characteristics is an important part of who I am	**1**	**2**	**3**	**4**	**5**	**6**
3.	I often wear clothes that identify me as having these characteristics.	**1**	**2**	**3**	**4**	**5**	**6**
4.	I would be ashamed to be a person who had these characteristics.	**1**	**2**	**3**	**4**	**5**	**6**
5.	The types of things I do in my spare time (e.g., hobbies) clearly identify me as having these characteristics.	**1**	**2**	**3**	**4**	**5**	**6**
6.	The kinds of books and magazines that I read identify me as having these characteristics.	**1**	**2**	**3**	**4**	**5**	**6**
7.	Having these characteristics is not really important to me	**1**	**2**	**3**	**4**	**5**	**6**
8.	The fact that I have these characteristics is communicated to others by my membership in certain organizations	**1**	**2**	**3**	**4**	**5**	**6**
9.	I am actively involved in activities that communicate to others that I have these characteristics.	**1**	**2**	**3**	**4**	**5**	**6**
10.	I strongly desire to have these characteristic.	**1**	**2**	**3**	**4**	**5**	**6**

Appendix II- SPSS Results

A) Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	161	53.7	53.7	53.7
	FEMALE	139	46.3	46.3	100.0
	Total	300	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	155	51.7	51.7	51.7
	30-39	109	36.3	36.3	88.0
	40-49	31	10.3	10.3	98.3
	50-59	3	1.0	1.0	99.3
	60 & above	2	.7	.7	100.0
	Total	300	100.0	100.0	

Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelors	132	44.0	44.0	44.0
	Masters	135	45.0	45.0	89.0
	MS	30	10.0	10.0	99.0
	PhD	3	1.0	1.0	100.0
	Total	300	100.0	100.0	

Designation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Permanent	130	43.3	43.3	43.3
	Temporary	104	34.7	34.7	78.0
	Contractual	66	22.0	22.0	100.0
	Total	300	100.0	100.0	

experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 or below	97	32.3	32.3	32.3
	2-3	97	32.3	32.3	64.7
	4-5	41	13.7	13.7	78.3
	6-7	15	5.0	5.0	83.3
	more than 8	50	16.7	16.7	100.0
	Total	300	100.0	100.0	

B) Descriptive results

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean		Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Std. Error	Statistic	Std. Error
AS	300	4.00	1.00	5.00	2.9278	.06603	1.14370	-.011	.141	-.875	.281
CL	300	4.00	1.00	5.00	2.8942	.05978	1.03535	-.047	.141	-.838	.281
MI	300	4.00	1.00	5.00	2.9808	.06212	1.07591	-.061	.141	-.773	.281
SC	300	4.00	1.00	5.00	2.7087	.05911	1.02383	.019	.141	-.857	.281
Valid N (listwise)	300										

C) RELIABILITY

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.771	.771	15

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.867	.866	20

SC

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.753	.753	13

MI

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.724	.724	10

D) Correlation and Regression

Correlations

		AS	CL	MI	SC
AS	Pearson Correlation	1	.817**	-.432**	-.508**
	Sig. (2-tailed)		<.001	<.001	<.001
	N	300	300	300	300
CL	Pearson Correlation	.817**	1	-.792**	-.659**
	Sig. (2-tailed)	<.001		<.001	<.001
	N	300	300	300	300
MI	Pearson Correlation	-.432**	-.792**	1	.712**
	Sig. (2-tailed)	<.001	<.001		<.001
	N	300	300	300	300
SC	Pearson Correlation	-.508**	-.659**	.712**	1
	Sig. (2-tailed)	<.001	<.001	<.001	
	N	300	300	300	300

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

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.627	.261		10.047	.000
	AS	1.573	.064	.817	24.419	.000

a. Dependent Variable: CL

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.371	.084		63.666	.000
	MI	-.893	.040	-.792	-2.381	.000

a. Dependent Variable: CL

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.377	.121		44.421	.000
	SC	-.740	.049	-.659	-5.254	.000

a. Dependent Variable: CL

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.121	.354		8.826	.000
	AS	-.335	.087	-.217	-3.838	.000

a. Dependent Variable: SC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.675	.358		13.061	<.001
	AS	-.697	.088	-.416	-7.899	<.001

a. Dependent Variable: MI

E) Mediation Results

```
Run MATRIX procedure:

**************** PROCESS Procedure for SPSS Version 3.5.3 ***************

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

**************************************************************************
Model: 6
    Y: CL
    X: AS
   M1: MI
   M2: SC

Sample
Size:  300

**************************************************************************
OUTCOME VARIABLE:
 MI

Model Summary
          R        R-sq        MSE          F         df1         df2
p
      .4161       .1731       .7888     62.3916      1.0000     298.0000
.0000

Model
            coeff         se           t           p        LLCI        ULCI
constant    4.6752      .3580     13.0609       .0000      3.9708      5.3797
AS          -.6970      .0882     -7.8988       .0000      -.8706      -.5233

**************************************************************************
OUTCOME VARIABLE:
 SC

Model Summary
          R        R-sq        MSE          F         df1         df2
p
      .3010       .0906       .7369     14.7966      2.0000     297.0000
.0000

Model
            coeff         se           t           p        LLCI        ULCI
constant    2.1338      .4338      4.9182       .0000      1.2799      2.9876
AS          -.0335      .0938     -1.9981       .0000      -.3720      -.0028
MI           .2111      .0560      3.7696       .0001       .1009       .3212

**************************************************************************
OUTCOME VARIABLE:
 CL

Model Summary
          R        R-sq        MSE          F         df1         df2
p
      .9542       .9105       .1094   1003.2948      3.0000     296.0000
.0000

Model
```

```
              coeff          se           t           p         LLCI         ULCI
constant      .2082        .1738      1.1978       .2320       -.1339        .5503
AS            0.573        .0364     30.3521       .0000       1.0325       1.1757
MI           -.839         .0221    -29.9668       .0000       -.7052       -.6182
SC           -.740         .0224      7.4500       .0000       -.1226           -
.2105
```

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

Direct effect of X on Y
     Effect          se           t           p         LLCI         ULCI
     1.1041       .0364     30.3521       .0000       1.0325       1.1757

Indirect effect(s) of X on Y:
          Effect      BootSE     BootLLCI     BootULCI
TOTAL      .4055       .0530        .2189        .5356
Ind1       .4612       .0543        .3485        .5772
Ind2      -.0312       .0156       -.3474       -.2046
Ind3      -.0245       .0082       -.2136        .0058

Indirect effect key:
Ind1 AS             ->     MI             ->     CL
Ind2 AS             ->     SC             ->     CL
Ind3 AS             ->     MI             ->     SC             ->     CL

*************************************************************************
Bootstrap estimates were saved to a file

Map of column names to model coefficients:
         Conseqnt Antecdnt
 COL1     MI        constant
 COL2     MI        AS
 COL3     SC        constant
 COL4     SC        AS
 COL5     SC        MI
 COL6     CL        constant
 COL7     CL        AS
 COL8     CL        MI
 COL9     CL        SC

*********** BOOTSTRAP RESULTS FOR REGRESSION MODEL PARAMETERS ************

OUTCOME VARIABLE:
 MI

              Coeff     BootMean      BootSE     BootLLCI     BootULCI
constant      4.6752     4.6842       .3614       3.9835       5.3856
AS           -.6970     -.6992       .0818       -.8561       -.5398

----------

OUTCOME VARIABLE:
 SC

              Coeff     BootMean      BootSE     BootLLCI     BootULCI
constant      2.1338     2.1235       .3785       1.4327       2.8973
AS           -.1874     -.1852       .0786       -.3474       -.0422
MI            .2111      .2118       .0611        .0899        .3296

----------
```

```
OUTCOME VARIABLE:
 CL

            Coeff    BootMean     BootSE    BootLLCI    BootULCI
constant    .2082       .2000      .2153      -.2067       .6391
AS         1.1041      1.1061      .0480      1.0100      1.1972
MI         -.6617      -.6592      .0254      -.7086      -.6111
SC          .1665       .1637      .0324       .0956       .2236

*********************** 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

------ END MATRIX -----
```

F) CFA Analysis