

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**Impact of Abusive Supervision on
Work Family Conflict and Life
Satisfaction: Mediating Role of
Job Stress and Moderating Role
of Social Support**

by

Asad Ur Rehman

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

in the

Faculty of Management & Social Sciences

Department of Management Sciences

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This thesis is devoted to my beloved mother, great father, my teachers and my friends who have sustained me since the beginning of this thesis. I would mainly dedicate this thesis to my supervisor Dr. S. M. M. Raza Naqvi for his support and guidance.



CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY
ISLAMABAD

CERTIFICATE OF APPROVAL

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Abstract

Abusive supervision refers to subordinates perception of the level to which their supervisors are engaged in sustained display of aggressive verbal and non-verbal behaviors, apart from physical contact (Tepper, 2000).

A kind of inner-role struggle that happens as a consequence of mismatched role burdens from the work and family fields is called work-family conflict (Greenhaus and Beutell, 1988). An individual wisdom of well-being that imply to overall happiness with life of an individual is called life satisfaction (Lent, et al., 2005).

Stress is an external phenomenon; there is no common definition about stress yet. It is common variable used in daily life today. It can occur due to many reasons, for example extra work load (Cooper and Cartwright, 1997). Kernan, Watson, Chen and Kim (2011) described job stress as an individuals reaction to work environment uniqueness, showing that an individuals poor relation among its abilities and the work environment leads to long term physiological problem that may causes stress or any other disease.

Social support is a method for social correspondence or affiliations that make accessible people with distinct help or with a vibe of connection to an individual or accumulation that is assumed as minding or friendly (Hobfoll and Strokes, 1988).

Abusive supervision was found to have a positive and significant relationship with work family conflict and life satisfaction. The mediating role of job stress between the relationship of abusive supervision and life satisfaction; and moderating role of social support between job stress between job stress and life satisfaction were found significant by the results. How-ever the mediating role of job stress in the relation of abusive supervision and work family conflict; and moderating role of social support between job stress and work family conflict yielded non-significant results.

Keywords: Abusive Supervision, Work Family Conflict, Life Satisfaction, Job Stress, Social Support, Public Sector, Conservation of Resources theory.

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Chapter 1

Introduction

1.1 Background of the Study

The topic of abusive supervision is really attractive for researchers from the past two decades. Abusive Supervision is the perception of subordinates of the degree to which their supervisors connect in the constant display of aggressive verbal and non-verbal behaviors, apart from physical contact (Tepper, 2000). Public ridicule is one of the example of those behaviors which are linked to the area of abusive supervision (Tepper, 2000), invasion of isolation, taking unfair credit, inappropriately hold responsible, and rudeness (Tepper, Duffy, Henle, and Lamberts, 2006) as well as yelling, shouting and workers being degraded are also some of the examples of such behaviors which crop up due to abusive supervision (Mitchell & Ambrose, 2007).

Counter productive behaviors (Detert, Trevino, Burris and Andiappan, 2007), Higher turnover, positive attitudes towards work lessened, living, and organization, greater conflict between work and family life, and increase in psychological distress are some of the negative consequences of abusive supervision (Tepper, 2000). Despite being a low rate phenomenon, abusive supervision is severe to victims, families, and organizations. For example, abusive supervision is related with events ranging from poor performance (Peng, Schaubroeck, & Li, 2014) and deviant work behavior (Mitchell & Ambrose, 2007) to family undermining (Hoobler and Brass,

2006). Furthermore, on annual basis around \$23.8 billion lost by corporations due to lost production, complaint procedures, and health care costs arise from abusive supervision and related behaviors (Tepper, 2007). Therefore, we can conclude that abusive supervision has broad negative outcomes whether its workplace or individuals overall well being.

Lent et al. (2005) suggested that an individual wisdom of well being that imply to overall happiness with life of an individual is called life satisfaction. Life satisfaction is an intellectual critical process in which individuals assess their current condition with their preferred level of satisfaction (Emmons and Diener, 1985). Difference in personality traits, intellectual processes, behavioral characteristics have a great positive and as well as negative effect on it in reality (Emmons and Diener, 1985; Bandura, 2001). Well being of an individual is commonly studied in terms of ones life satisfaction; which is an individual assessment about life whether one is happy and at ease. Research suggest that those people will experience many positive outcomes in their lives whose satisfaction levels are high, such as better social relationships (Lyons, Huebner, & Hills, 2016) and good in health (Pressman & Cohen, 2005). Life satisfaction refers to the global assessment of ones life circumstances and encompasses high positive and low negative affective experiences (Diener, Suh, Lucas, and Smith, 1999). It is observed that life satisfaction is affected by both that physical and psychological troubles. Psychological problems such as depression, difficulties with attention, anxiety/stress, and insomnia independently anticipate incomparable disparity in life satisfaction (Vazquez. et al., 2104).According to COR theory (Hobfoll, 2002)life satisfaction is affected by many factors; some of which may be present at individuals workplace. Results suggested that abusive supervision have a negative impact upon employees life satisfaction. Abusive supervision creates a negative environment at work, which may result in stress experienced by the abused employee. Therefore, it is important to know and understand the system that describes the relation between abusive supervision and life satisfaction.

Stress is a major threat and a serious challenge to the effective operation of any company and cause a big problem for both individuals and organizations. As

the literature have describes that high demands with low resources has a negative impact on health of individual and organizational progress (Herrero, Mariscal, Gutierrez and Ritzel, 2013), an individuals reaction to work environment uniqueness can be described as job stress, showing that an individuals a poor relation among Its abilities and the work environment leads to long term physiological problem that may causes stress or any other disease (Kernan, Watson, Fang Chen, & Gyu Kim, 2011).

It has been found that Psychosomatic strain is associated with deprived work outcomes, and long term health problems such as cardiovascular heart disease, diabetes, clinical depression and other psychological problems may occur due to inferior physiological processes (Frese, 1985; Ganster & Rosen, 2013), and therefore, this area needs attention from researchers. Social support is one of the key factors which affect our social lives and our work outcome. Any type of contact that helps individual feels positive and confident about a situation and therefore the individual feels as if he or she has control over the situation is called social support. The perception and reality that an individual has support accessible from other people associated to him, and that he is a component of some helpful social network is called social support. The perception that the individual has support available, the suitable received assistance, or the degree to which a person is incorporated in a social network, thus social support can be measured. AbuAlRub (2004) suggested that social support decreases the job stress of employees. He also reported that due to social support positive effect, it can help in enhancing the quality of care so it may reduce the negative effect of stress over employees. Social support increases the discretionary behavior of employees (Sharkie, 2009). Social support is an important buffer in reducing work family conflict (D. Carlson, Ferguson, Hunter, & Whitten, 2012).

This study will be helpful in enlightening the depressing possessions of abusive supervision on conflict of work and family and life satisfaction that we took as the dependent variables in this particular study and it is expected that job stress will mediate between the relation of abusive supervision and work family conflict and life satisfaction, while the social support will moderate between job stress

and the two dependent variables, i.e. work family conflict and life satisfaction. If the research hypotheses confirm the role of abusive supervision in creating stress and thereby work family conflict and any effect on life satisfaction, then specific measures can be suggested to improve the supervision style to avoid such undesired outcomes to improve the organizational and social life. Both the above discussed aspects are pertinent at work place; therefore, the study will have noteworthy theoretical and practical implication.

1.2 Literature Gap

Prior studies have been conducted with a limited range of life stressors and coping styles (Lyons et al., 2016). Social support used as mediator between personality and environmental variables and life satisfaction (Lyons et al., 2016) but its use as a moderator is yet to examine.

Furthermore, (Lyons et al., 2016) suggested that wider range of variables as co-variates and mediators should also be examined. Therefore, job stress is believed to mediate the relationship between the mentioned variables.

1.3 Problem Statement

Being a society high on Hofstede's power distance dimension, Pakistan presents a typical case of exercising undue influence on subordinates by their supervisors. This is further multiplied in the public sector in Pakistan where employees usually have rare turnover rates and are compelled to face the supervisory misconduct in any case. Therefore, the issue of abusive supervision is prevalent in the public sector organizations of Pakistan. Such abusive supervision creates an additional stressor at the workplace to cope with which becomes difficult for employees at times and they try to seek a refuge outside the workplace which is most likely to be available at home because Pakistan represents a collectivist society where social ties are stronger. Hence, the current study addresses the issue covering the aspects of employees work and family interface and attempts to find out the

impact of workplace stressor (abusive supervision) upon ones family life (work family conflict and life satisfaction). Moreover, the theoretical gap that has been identified earlier will also be addressed in the form of a theoretical framework and research hypotheses. The results are expected to have significance for researchers and practitioners alike.

1.4 Research Questions

The present study intends to find answers for these questions:

Question 1: Does Abusive supervision effects work family conflict?

Question 2: Does Abusive supervision effects life satisfaction?

Question 3: Does Social support moderates the association of job stress in addition work of family Conflict?

Question 4: Does Social support moderates the relationship of job stress and life Satisfaction?

Question 5: Does Job stress mediate the connection of abusive supervision and work family Conflict?

Question 6: Does Job stress mediate the relations of abusive supervision and life satisfaction?

1.5 Research Objectives

The overall purpose of this research is to mature then assess projected classical to treasure purchasable the association among abusive supervision, work family conflict and life satisfaction. Furthermore, the job stress is further as the conceivable mediator among abusive supervision, work family conflict and life satisfaction, while social support as moderator for the relationship of job stress, and work family conflict and life satisfaction. The specific objectives of the study are stated below:

1. To check the association among abusive supervision and work family Conflict.
2. In the direction of finding the connection among abusive supervision and life satisfaction.
3. To ascertain the mediating role of job stress among abusive supervision and Work family conflict.
4. To ascertain the mediating role of job stress between abusive supervision and life satisfaction.
5. To check the moderating role of social support between job stress and work family Conflict.
6. To ascertain the moderating role of social support between job stress and life Satisfaction.

1.6 Significance of the Study

The study will be helpful in revealing the negative effects of abusive supervision on work, family conflict and life satisfaction that we took as the dependent variables in this particular study and it is anticipated that job stress will mediate between the relationship of abusive supervision and work family conflict and life satisfaction, while the social support will moderate between job stress and the two dependent variables, i.e. work family conflict and life satisfaction. If the research hypotheses confirm the role of abusive supervision in creating stress and thereby work family conflict and any effect on life satisfaction, then specific measures can be suggested to improve the supervision style to avoid such undesired outcomes to improve the organizational and social life.

1.7 Underpinning Theory

1.7.1 Theoretical Support

Different theoretical perspectives are used in the literature of work family conflict and stress literature. Some of the popular theories like spillover theory, resource drain theory, and leader member exchange theory can be used to support the present study. But conservation of resource theory (Hobfoll & Stokes, 1988) proved a better overarching rationale for the present study.

1.7.2 Conservation of Resource Theory

Conservation of resource theory is known as pioneering theory in stress literature. CRT has been used worldwide in the studies in which different personal or environmental factor cause stress and such stress have some potential negative outcomes. In CRT (Hobfoll & Stokes, 1988) articulated that individual have some social, physical and psychological resources which has developed over time, and are still adding to the pool of these resources. Any factor that damage or crumbles down these resources is considered stressor and individual tries to preserves his resources from all these stressors. When resources depletes due to stressor exceeds resources acquisition from different sources then after sometime individual face shortage of resources and such condition is known as burnout. In such condition individual feels frustration and he is not able to perform his any role effectively. Shortage of these resources makes individual vulnerable to social and psychological problems. In the present case, abusive supervision is considered a stressor or stressful factor that consumes individual cognitive resources by annoying and frustrating them. In response to these stressor individual feels stress at job because they are at continuous loss of their resources. As a results individual is not able to play his social and family role effectively, because he does not have enough resources to perform his role. Such non conformities with their role leads to disturb their normal life satisfaction and it also effects their personal lives and give birth to different issues at home. But those individual who got enough support from their social circle

are able to regain their resources promptly than the loss of resources as a result of abusive supervision. Such individual having high level of social support have enough resource generation and acquisition to deal with the workplace stressors like abusive supervision, or job demands and job stress and they are also able to play their role effectively at home and normal life as well.

1.8 Definitions of Study Variables

1.8.1 Abusive Supervision

Abusive supervision refers to subordinates perception of the level upto which supervisors are engaged in sustained display of hostile behaviors both verbal and non-verbal but not including physical contact (Tepper, 2000).

1.8.2 Work Family Conflict

A kind of inter-role struggle that happens as a consequence of mismatched role burdens from the work the work and family fields is called work family conflict (Greenhaus & Beutell, 1985).

1.8.3 Life Satisfaction

An Individual wisdom of well being that imply to overall happiness with life of an individual is called life satisfaction (Lent et al., 2005).

1.8.4 Job Stress

Stress is an external phenomenon; there is no common definition about stress yet. It is common variable used in daily life today. It can occur due to many reasons, for example extra work load (Cooper and Cartwright, 1997).

1.8.5 Social Support

Social support is a method for social correspondences or affiliations that make accessible people with distinct help or with a vibe of connection to an individual or accumulation that is assumed as minding or friendly (Hobfoll & Stokes, 1988).

Chapter 2

Literature Review

2.1 Abusive Supervision and Work Family Conflict

Abusive supervision is well defined as assistants subjective observations of the step to which their supervisor shows aggressive vocal and non-spoken performances, without physical interaction (Tepper, 2000). Evaluations of abusive supervision imitate subjective insights of a supervisors conduct and two assistants could vary in their assessments of the same administrators behavior (Tepper, 2000). Therefore, assistants behavior traits may be related with these appraisals. In this research we observed the traits of aggressive attribution stylishness, undesirable affectivity, trait irritation, and power for the reason that they form employees relational insights of others within evaluative backgrounds. Investigation recommends that juniors with these characters will emphasis on their administrators negative performance and observe it as an antagonistic and consequently be disposed toward insights of supervisor manipulation (Tepper, 2007). Discernments of abusive supervision are to be expected to happen within presentation review circumstances (Tepper, Duffy, & Breaux-Soignet, 2012). Abusive supervision gives intensification to administrative ineffectiveness, in the arrangement of absenteeism and turnover (Tepper, Duffy, & Shaw, 2001). As a work and stress at that place, the significance of abusive supervision are moderately disadvantageous in numerous ways

abusive supervision can produce underprivileged job presentation, undesirable job arrogance, and psychosomatic outcomes among people (Mackey, Frieder, Brees, & Martinko, 2017). Abused workers are to be expected to decrease their hard work concerning knowledge sharing due to a deficiency of resources.

Abusive supervision undesirably inspirations worker knowledge sharing. Confering to (Tepper et al., 2001), abusive supervision increases secondary confrontation to supervisors stresses. Consequently, when personnel chance the meeting with the abusive management, they may counter attack knowledge sharing. In adding, when assistants distinguish that their managers treat them in an unfavourable way, abusive administration reduces their bouncing possessions, which principals them to preserve resources and reductions extra role performance. For example, when assistants observe abusive management, they decrease the background routine (i.e., relational simplification and job commitment) that reimburses administrations (Aryee, Sun, Chen, & Debrah, 2008). Work family conflict is well defined as a kind of inter role struggle that happens as a consequence of mismatched role burdens from the work and family fields (Greenhaus & Beutell, 1985). Fundamentally, extreme stresses from work (family) can style it more hard to meet or obey with difficulties and opportunities in the personal (work) role. As such, it is immediate pressures rising from characteristics of work in addition to family characters that is reason for work family conflict. In spirit, work can restrict with family as well as family intrusive with work (FIW). Therefore, research has studied reversing effects of work involving with family (WIF) and FIW (Greenhaus, Allen, & Spector, 2006). The two kinds of conflict are dissimilar but look as if to be connected in a shared style (Byron, 2005).

An advancing stream of examination demonstrates that damaging supervision is connected to overflow on colleagues' family existence, and in addition individual connected to superior phases of work family strife (Tepper, 2000) as well as family demoralization performances (Hoobler & Brass, 2006). In spite of the fact that together injurious work family and supervision strife devour been begun to be internationally inescapable regulatory marvels (Spector et al., 2007), general society

might be associated with the enormity of relationship among working environment cases and family battle or understanding (Spector et al., 2007).

Work family strife, which implies how much the exertion is a produce between parts struggles in family field, can be isolated into 3 extents: time, pressure, and conduct made clash (Greenhaus & Beutell, 1985). Time based work family strife happens when time committed to the work part styles. Its difficult to satisfy family obligations. Strain based work-to-family battle speaks to the stressing ensuing from the work part dribbling above the family parts. Taking everything into account, conduct based work-to-family strife happens when people can't manage their business related exhibitions to meet their family part supplies. (Tepper, 2000) asserted that harsh management is a work stressor that might be a reason of labourers to be worried about business related issues, which to be relied upon takes away from time to commit to their relations. Besides, there is noteworthy sign that harsh supervision can reap pointers of psychosomatic pressure, for example, weight and uneasiness (Bamberger & Bacharach, 2006), strain furthermore enthusiastic exhaustion (Harvey, Stoner, Hochwarter, & Kacmar, 2007), negative trouble (Tepper et al., 2001) and enduring (Hoobler & Brass, 2006), Mis-handled specialists may take their strain locally established, noteworthy in strain based work family battle. Extra, oppressive management has been associated with harming practices, for example, working environment capriciousness (Mitchell & Ambrose, 2007) and utilization troubles (Bamberger & Bacharach, 2006). Abused and manhandled workforces may exchange over these belittling exhibitions into the individual circle, by this implies developing conduct based work family battle. As an outcome, we suggest that labourers who exertion for harsh directors is to be required to learning elevated amounts of work-to-family battle. Oppressive supervision is characterized as the impression of the "subordinates" of the degree to which bosses take part in the supported show of 'the unfriendly verbal and non verbal practices, barring physical contact (Tepper, 2000). Research on injurious supervision has concentrated to a great extent on the negative impacts of this sort of supervisory conduct on representatives. For example, extant research has suggested that abused subordinates experience lower self esteem (Burton and

Hoobler, 2006) job tension and emotional exhaustion (Harvey et al., 2007) and higher psychological distress (Tepper, 2007). Now psychological distress is the factor which leads to mental and physical illness as suggested that psychosomatic strain is associated with poor work outcomes and this actually leads to work to family clash. Workplace stressor which is abusive supervision in this study is connected to hindrance or challenge stress, the cognitive theory of stress recognizes the role of emotions in the association among stressors also subsequent behaviors (Lazarus, 1995). This eventually leads to work family conflict.

H1: There is a significant relationship between abusive supervision and work family conflict.

2.2 Abusive Supervision and Life Satisfaction

It is fetching the most deliberate variable of undesirable supervisor performance. (Gabler, Nagy, & Hill, 2014) specified, The circumstance that manipulation may describe some very significant associations has been confirmed even in the interior the comprehensive marketing customer behavior nonfiction (p. 278). Even though an inadequate but increasing body of abusive management research has established that abusive supervision delays sales assistant job fulfilment and organizational obligation (Gabler et al., 2014), few educations have considered the association among abusive supervision as well as sales assistant imagination. Additionally, remaining investigation on abusive supervision consumes principally absorbed on supervisory abuse as an individual level singularity (S. Lee, Yun, & Srivastava, 2013). The unmannerly supervisory environment, which discusses to the cooperative discriminations of supervisory manipulation toward side memberships, is also to be expected to appear in a team atmosphere (Peng et al., 2014; Priesemuth, Schminke, Ambrose, & Folger, 2014) Rendering to (Harris, Kacmar, & Zivnuska, 2007), abusive supervision is considered by the subsequent: (a) an individual valuation from personnel in which dissimilar workers have modification observations when challenged with the same administrator; (b) a continued demonstration somewhat than chronological happening; (c) not be in the right

place to the possibility of violent performances; (d) and movements themselves as an alternative of the meanings of the performances. Abusive supervision consequences in uncomplimentary significances Primary, abusive supervision is a job stressor that is absolutely connected to disadvantageous mental consequences, such as augmented unhappiness (Haggard, Robert, & Rose, 2011), diminished mental need gratification (Lian, Ferris, & Brown, 2012), and poor sentimental happiness (Kernan et al., 2011). Furthermore, personnel may reply to abusive supervision by means of objectionable life consequences. For instance, (D. Carlson et al., 2012) experienced those abusive supervision principals to operatives job burnout.

Life satisfaction mentions to a reasoning and international assessment of the excellence of one's existence as a complete (McDowell, 2010). Rendering to 2 current evaluation for life satisfaction has been accompanying with concentrated humanity in strong inhabitants educations (Chida & Steptoe, 2008) and through numerous other constructive consequences, for example promise of the organization, presentation of your turnover intentions and job (Erdogan, Bauer, Truxillo, & Mansfield, 2012). Nevertheless, life pleasure investigation has principally unnoticed the labour field and has primarily considered on work peoples, and when absorbed on work life subjects, it has continued hypothetical (Erdogan et al., 2012). Comparable to occupational well being, which be made up of both being work involved (positive state) and not their burnout indications (negative state), all purpose well being is additional than the deficiency of depressive indications (negative condition). In accumulation, overall wellbeing is as well established by the attendance of a optimistic state; being fulfilled with one's life expectancy.

Life fulfilment is related to an unprecedented cluster of significance. In a contemporary meta-investigation, life fulfilment likewise SWB were associated with concentrated humankind, with prosperity partner with concentrated cardiovascular mankind (Chida & Steptoe, 2008). Extra aids incorporate lower stages of rest reactions (Brand et al., 2010) and suffer exhaustion (Haar & Roche, 2010). In the domain of authoritative results, life fulfilment has been associated with bringing down turnover aims (Rode, Rehg, Near, & Underhill, 2007). There is still

basic sign that life fulfilment might be a more grounded partner of employment execution related to work satisfaction (Jones, 2006).

Satisfaction of life appreciates Satisfaction of life as an occupation of consummation in numerous life areas such as well being, family, as well as work (Loewe, Bagherzadeh, Araya-Castillo, Thieme, & Batista-Foguet, 2014). In the interior each life area, an individuals level of gratification results from inconsistencies among existing circumstances and numerous values, together with other persons, past circumstances, objectives, in addition penalty area (Michalos, 1985).

An inconsistency that comprises an upward assessment (i.e. where the judgement standard is higher) consequences in diminished satisfaction, however a downward judgement results in augmented satisfaction. In the circumstance of the work area, there is indication that work consummation facilitates the possessions of work understandings such as the work non work struggle (Rice, Frone, & McFarlin, 1992) and character stressors (D. S. Carlson & Kacmar, 2000) on pleasure of life. Approximately writers have recommended that a persons characters may encourage both work and Satisfaction of life, founding a fake association between the two that expands the association (Dormann & Zapf, 2001). For instance, (Judge, Locke, & Durham, 1997) demanded that characters such as self-esteem, locus of organize, and neuroticism, touch the awareness of unbiased circumstances and the standard used to evaluate them, which in revolve inspiration work and Satisfaction of life decisions.

Abusive supervision is a display of aggressive verbal and non-verbal behavior, apart from physical contact of supervisors towards subordinates (Tepper, 2000). Abusive supervision has persistent and negative impact on employees. Abusive supervision is a continuous contact to graded exploitation, a supervisor who had an evil day and takings it out on his or her assistants by explosion on them would not be measured as abusive supervision unless and until such behavior became routine (Tepper, 2007). The prior research suggested that subordinates' impression of injurious supervision are connected with a decrease in full of feeling prosperity e.g., life fulfilment (Kernan et al., 2011), and low quality relational trades (Lian et al., 2012). Injurious supervision has additionally been decidedly connected with

subordinates' proclivities to participate in broken practices at work (Mitchell & Ambrose, 2007) and at home (D. Carlson et al., 2012). Clearly abusive supervision is linked with a broad variety of negative outcomes at work and at home. In light of this body of research workplace stressor (abusive supervision) associated negatively with well being (life satisfaction).

H2: There is a significant relationship between abusive supervision and life satisfaction.

2.3 Job Stress Mediates the Relationship between Abusive Supervision and Work Family Conflict

Employees job stress continues to be a topic of concern across multiple disciplines (Babin and Boles, 1996), as stress plays a role in everyday life (Ivancevich, Matteson, Freedman, & Phillips, 1990). Stress is usually defined from a demand-perception response perspective (Barlett, 1998). The fundamental idea is that pressure relates both to a person's impression of the request being made on them and to their view of their capacity to meet those requests. A jumble will imply that a person's pressure edge is surpassed, activating a stress reaction (Clancy and McVicar, 2002). Workload, authority, administration style, proficient clash and enthusiastic cost of minding are the significant indicators of trouble (McVicar, 2003). Stress is an external phenomenon. There is no common definition about stress yet. It is common variable used in daily life today. It can occur due to many reasons for example extra work load (Cooper and Cartwright, 1997). Stress causes positive and negative impact. If stress has positive impact then it is called functional stress and if its impact is negative then it is called dysfunctional stress (Bhatti, Hashmi, Raza, Sheikh, & Shafiq, 2011). Sometimes stress gives strength to employees but it is to certain level, crossing that level causes turnover intentions, physical and psychological diseases etc. High work-stress will cause worse staff health (i.e., anxiety, depression, fatigue) (Thorsteinsson, Brown, & Richards,

2014) Work pressure is additionally unequivocally related with negative staff psychological wellness results. For instance, more prominent mental pressure was found in attendants when work-stretch was delayed or there was low decisional scope (Bourbonnais, Comeau, and Vezina, 1999), comparative outcomes were accounted for in Canadian national well-being overview (Vermeulen & Mustard, 2000). At the point when work-push (e.g., levels of popularity and low control) is high or potentially joined with high occupation frailty, staff are likewise at expanded danger of uneasiness and sorrow (Strazdins, D-Souza, Lim, Broom, and Rodgers, 2004), and this is paralleled by higher mental strain, as ordered by an expansion in systolic circulatory strain (Capizzi, Allen, Murphy, and Pescatello, 2010). Janzen, Muhajarine, and Kelly (2007) suggested that conflict of work and family is caused into larger psychological grief. Task setting appropriate method studies those workers feels job strain as soon as they have deprived acceptable with the working setting (S. Lee, Yun, & Lee, 2015). Thus, those, facing work pressure cannot react appropriately to setting's tasks and strains, which lead to emotional and mental damage.

The job strain outcomes are well thought-out as stressors. For case in point, (Steers & Black, 1994) has recognized range of causes of work strain as: employees role vagueness, employees job role excess, executive and subsidiary letdowns, complicated choices, idealistic hopes. Researchers have recognized work stressors as: overload, extreme job freight and burden, organizational clash, locus difference (Schultz & Schultz, 2006). Drory and Shamir have differentiated stressors as: job features, inter organizational factors (e.g. Character uncertainty, clash, & organization support, etc.), extra organizational reason (e.g., work family conflict, organizational community support, etc.). Worker based different outcomes of job strain and the managerial setting and each work stressors has an impact on job gratification.

A kind of inner role struggle where the character burdens of the job and family spheres jointly unable to get along in several respects is known as work family conflict (Greenhaus & Beutell, 1985). Police men got to take attention of their families alongside with their occupations. Extreme job request gets in the way

with family demands and makes them vague about work and family roles. They become incompetent to complete demands of both domains without conciliation. Currently, there has been mounting attention of the Work and family conflict, and researchers spotlight the clash adept by worker among his roles in family and work, who comes under the banner work family conflict (Burke & El-Kot, 2010). Spector et al. (2007) acknowledge evident association among work family conflict and job strains. Therefore, it is vital to have an appropriate stability amongst role and family spheres, so expectations of both can be meet comfortably (Bass, n.d.). Occupation fulfilment may be portrayed Concerning illustration the degree should which people such as their jobs. As stated by (Spector, 1985), an individual who respect their work Similarly as An vital and only their life delight in it, same time others respect it Similarly as a schedule. Particular occupation fulfilment is An blending for attitudes which workers create something like their employments (C.-H. Lee & Moon, 2011). (Lambrou, Kontodi-Mopoulos, & Niakas, 2010) bring recognized distinctive factors (e. G. Work stress, different compensation, workload, in general fill in environment) that impact police authorities employment fulfilment. Here and there different association arrangements regulate should Worker disappointment (Ghoniem, 2011). Those particular occupation condition Furthermore employees mentality towards occupation for the most part arrange his/her occupation fulfilment. It shows up Concerning illustration it includes un-seemliness for two areas for life, i.e. Fill in & crew (Greenhaus & Beutell, 1985). Workers are not capable to happen the family demands and henceforth work family conflict ascends (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005). Prior literature on work family conflict reported several experiences (such as work stress, working hours, role clash) and outcomes (minor job satisfaction, strain, etc.) (Eby et al., 2005). Researchers suggest that work family clash has a note worthy effect on workers work pleasure (Greenhaus et al., 2006). Added, (Janzen et al., 2007) suggests that work family conflict derived into bigger psychosomatic stress and therefore work displeasure.

H3: Job Stress significantly mediates the relationship between abusive supervision and work family conflict.

2.4 Job Stress Mediates the Relationship between Abusive Supervision and Life Satisfaction

Different desires and requirements may exist in a number of domains of life (Scheufele & Shah, 2000); A person sometimes fail to achieve such wants and needs because of the work-life problems. One possible explanation for increasing work-life harms for workers and organizations approximately the planet is ever growing job stress (Bell, Rajendran, and Theiler, 2012). Job stress has been connected broadly with poor result on workers psychological and substantial wellbeing in a lot of professions (Kinman & Jones, 2004). Job stress consequently signifies a large touching cost to worker well-being, and puts a large economic load on organizational performance (Skakon, Nielsen, Borg, & Guzman, 2010)(Blackburn, Horowits, Edington, and Klos, 1986). Thus consequential job stress is unenthusiastically impacting workers job and personal lives (Shah, 2013). As job stress is more and more acknowledging as an expected hazardous object at work organization and the decrease of damaging impact of strain is a significant stuff for practitioners and researchers. As the relation between work and life satisfaction is certain, one most important goal of research has been to produce theoretical models that provide useful ways of thinking about the problem of improving life satisfaction or quality of life through changes in the workplace (Demerouti et al., 2000).

Harsh supervision has been characterized by (Tepper, 2000) as “subordinates” idea of the level to which their bosses connect with in the proceeded with show of adversarial verbal and non-verbal practices, restrictive of physical contact. Studies show that damaging supervision influences 13.6 percent of US specialists (Tepper, 2007), and outcomes as a yearly cost of \$23.8 billion to US organizations as far as non-appearance, human services expenses, and lost productivity (Tepper, Duffy, Henle, and Lambert, 2006). Thus, oppressive supervisory behavior has been viewed as an important social issue and more research is fundamental to additionally take a gander at its impact. As a working environment stressor, injurious supervision was related with poor employee prosperity, for example, gloom (Tepper, 2000),

uneasiness (Hobman, Restubog, Bordia, & Tang, 2009), passionate fatigue (Hobman et al., 2009), burnout (Grandey, Kern, & Frone, 2007), substantial well-being protests (Duffy, Ganster, & Pagon, 2002), and work disappointment (Kessler, Spector, Chang, & Parr, 2008). These outcomes featured the effect of injurious supervision on adherents' mental prosperity. As of late, specialists have been additionally troubled by the directing consequences for these connections (Aryee et al., 2008), that is, arranging the possible factors that could guard the unfriendly impact of oppressive supervision. Close by ponders have set up a few factors that direct the associations between injurious supervision and subordinates' prosperity (Hobman et al., 2009; Wu & Hu, 2009).

Here we take job pleasure as a consequential item for workers strain as Yang and Kassekert (2010) measured as the important organizational approaches. On fundamental glassy, employees role field preference is linked with role family clash, pleasure, serenity, as well as psychosomatic wellbeing. At the organizational field, it appeared into firm efficacy and efficiency as well as low worker turnover, exhaustion and absenteeism (Jung, 2013). Consequently, the study gives real approaches and linked significance that generate better enhanced with well-organized institutes by amplify the outcome of collective care in the connection connecting work strain with work pleasure. Additionally, the study is focused at work family conflict, work strain & work pleasure of police officers in India, since police job is deliberated as a very dangerous and unsafe occupation (Yang and Kassekert, 2010). Mostly, job strain is a condition for a person when the work subjects' directs an individual to adapt, adjust or transform his/her intellectual and sensitive state in a style that the worker is directed to diverge from their normal work behavior (Beehr & Newman, 1978). Job setting suitable method reflects that worker feels job strain when they have unfortunate fitting with the salaried setting (S. Lee et al., 2013). In other words, persons who are underneath severe job strain cannot counter correctly to setting incentives or difficulties, caused into emotive and intellectual harm. Under psychology, the literature on work strain has given consideration to the psychosomatic results of work strain e.g. Anxiety, fear, unhappiness as well as work unhappiness lead to strains (Hunter & Thatcher, 2007). On the other side,

the psychosomatic studies has investigated the tensions of job strain has negatively influenced individuals work pleasure (Sun, Wang, Zhang, & Li, 2007). Amongst several tensions of work strain, the research primarily emphasizes on organization appreciated and vital result of workers work pleasure. Workers job satisfaction is productive, positive, expectant or positive emotive situations or situations causing from the evaluation of ones job understandings (Locke & Dunnette, 1976).

The causes of work strain are well thought-out as stressors. For case in point, (Steers & Black, 1994) has recognized an array of causes of job strain as: employees role vagueness, employees job role excess, administrative and secondary letdowns, complicated conclusions, idealistic hopes. Scholars have recognized work stressors as: over work, extreme job load and burden, organizational clash, position difference (Schultz & Schultz, 2006).

H4: Work Strain significantly mediates the relation amongst abusive supervision and life satisfaction.

2.5 Social Support Moderates the Relationship between Job Stress and Work Family Conflict

Social help describes a type social hold, and has two occupations: It is self-characterizing moreover contributory in securing exceptional assets and finding novel ones. Hobfoll & Stokes (1988) depict social help by a method for “social correspondences or affiliations that make accessible people with distinct help or with a vibe of connection to an individual or accumulation that is assumed as minding or friendly”. This likewise comprises of instructive subsidizing, i.e. given that exhortation and administration. Belonging are expected to game plan with aggregate requests and uneasiness. All belonging are fore ordained and can be spent, yet moreover, Hobfoll’s hypothesis proposes that the utilization of group bolster as a supply comes at a charge. It can loom a man’s ability, produce an indisposition to overwhelm, require the duty to reimburse some help or awaken the uneasiness

of appealing subject to some person. This examination inspected the communication among the four disparate wellsprings of social help (managers, colleagues, and other family enrolments) and work family clashes. Extra unambiguously, it considered two probable interrelations: (a) Social help as a progenitor of work family clashes, i.e., controlling area particular pressure, in that way convincing work family clashes; (b) social help as a hindrance of the association among worry likewise work family clashes. Two techniques of measurement were utilized: A cross-sectional input frame and an indistinguishable journal course of action.

Journal data is primarily helpful for measuring improvements in regular day to day existence as it is an inquiry to less re evaluating inclination (Bolger, Davis, & Rafaeli, 2003); what's more, journal information qualifies even little insecurities to be distinguished. Positively, it can be assumed that the consolation of help on day by day work family clashes is quick. (Williams & Alliger, 1994) segregated among three levels of examination of work and family understandings: (1) The principal next to each other concentrates on quick contributions, current judgements, and passionate state, and the entire thing that is doing the minute now, figured by the inclusion testing procedure; (2) The extra level is controlled by end-of-day memories: temporary discoveries, where a man needs to repeat just a little era, despite the fact that on the third stage and (3) people influence worldwide, to long haul appraisals of their encounters in an examination. The creators assert that the third altitude is reasonable if generally useful beautifications of perpetual factors are of fixation, in spite of the fact that journal information makes accessible more exhaustive and right confirmation about effort moreover family inclusions.

Increasing information of personnel is coverage work family resist (Aumann, Galinsky, & Matos, 2017). Labour hours, time compressions, administrator and workplace sustenance, and workers regulator more their period (all restrained at the specific side by side) have been given away to forecast work family conflict and psychological health consequences as knowledgeable by persons, as have work controller in addition job anxieties (Moen, Kelly, Tranby, & Huang, 2011). Furthermore, WFC has been accompanying with attitude, apprehension and constituent disorders (Grzywacz & Bass, 2003), less in good physical shape and performance

(Allen & Armstrong, 2006), elevated high remains form catalogue, and reduced bodily determination (Van Steenbergen & Ellemers, 2009), musculo skeletal complaints (Hammig, Knecht, Laubli, & Bauer, 2011). Researchers have also combined social support into work related health models, bearing in mind both helpful administrative climates in addition provision from executives. Workers who understand their association to be sympathetic of family everyday jobs story less WFC e.g (Allen, 2001). Researchers have also combined social support into occupational health representations, bearing in mind both supportive organizational climates and support from administrators. Workers who distinguish their association to be caring of family tasks details less WFC struggle (Allen, 2001).

The augmented competition flanked by establishments and higher customer opportunities for service encourages high difficulties in the workplace as apprehensions personnel. Definitely, workforces in the friend lines manufacturing and more predominantly battle zone staff is the duplicate of the strong and of the business. Nevertheless, they frequently have a heavy capability (Mansour, 2012), have extended and asymmetrical working periods (Zhao, Mattila, & Ngan, 2014) and knowledge trouble in reconciliation work in addition family life expectancy, which interprets addicted to family work conflict (Choi and Kim, 2012). These workforces are unavoidably unprotected to pressure at work, which establishes a most important encounter experimental in the kindness industry (Hsieh & Eggers, 2010). Investigation has given away that job strain has an undesirable consequence on superiority of provision (Varca, 1999). This principals to emotional over tiredness and cynicism (Oneill & Davis, 2011). Furthermore, influences such as job stressors, pressure at exertion and working circumstances principal personnel to contemplate departure their exertion (Tsaur & Tang, 2012).

The concept of social support has been investigated by researchers in anthropology, epidemiology, medicine, nursing, psychology and sociology (Uchino, 2004). Employees high positive affective mostly seeks social support more than low positive affectivity (Watson, David, & Suls, 1999). Social support from colleagues and from supervisors showed job satisfaction even after controlling for negative affectivity (Schonfeld, 2001). Social help is a key affecting component on well being, and

one of the principle measurements of the Demand-Control-Support (DCS) show inside the word related well being field (Blanch, 2016); Demand-Control-Support (DCS) is the most noteworthy world view in the examination about psychosocial factors at work and word related well being (Karasek & Theorell, 1990). Social help is a key build ensnared with an assortment of well being results over the life expectancy (Ellwardt et al., 2013). The part of social help embroils that the anticipation of psychosocial stressors in the activity place should put a more grounded accentuation on enhancing social connections at work (Blanch, 2016). Social help is a muddled build including amongst people and inside individual flow among the distinguished patient and at least one relative or companions. For the most part, estimation of social help falls into two classifications: subjective practical social help and quantitative auxiliary social help (Wills, 1985). Useful social help (FSS) is a more grounded indicator of well being results than auxiliary social help (Blazer, 1982). Basically, useful social help concentrates more on enthusiastic help (e.g., feeling nurtured and adored, communicating emotions, and examining fears), while instrumental or auxiliary help underscores more down to earth exercises (e.g., getting ready dinners, helping in a few works) (Trunzo & Pinto, 2003).

H5: Social Support significantly moderates the relationship between job stress and work family conflict.

2.6 Social Support Moderates the Relationship between Job Stress and Life Satisfaction

Social support has been acknowledged as a life threatening influence that decreases the undesirable psychological possessions (Bishop, Richler, Cain, & Lord, 2007). In specific, informal sustenance, such as that on condition that by friends in addition family, has been given away to be actual in plummeting stress between the personnel of the association. For instance, workers of the association with higher anxiety who observe in receipt of higher levels of support, particularly from next of kin and families, account subordinate levels of depression connected indicators and problems at work (Dunn, Burbine, Bowers, & Tantleff-Dunn, 2001).

More than a few studies have as well given away that operative first turn to their partner for sustenance, at that moment to their instantaneous family, and in conclusion to other supports (Boyd, 2002). Administrator social support has been well defined as public services that reproduce caring, understanding, in addition esteem-building (i.e., expressive support) and the support in problematic resolving by resources of perceptible assistance or contributory material (i.e., contributory support; (House, 1981)). Helpful behaviors by ones superintendent conveys the communication to the operative that he or she is preserved with self-possession in addition is a appreciated associate of the association (Shore, Tetrick, & Barksdale, 2001). In the background of SET, administrator social support would establish a category of socio emotional supply that encourages persons to respond optimistic reimbursements to the administrator. For illustration, personnel capacity put extra determination into their job responsibilities (Saks, 2006) and participate in citizenship behaviors absorbed in the direction of their administrator (Masterson, Lewis, Goldman, & Taylor, 2000) as a method of responding positive assistances to the helpful supervisor. Preceding studies have also established that supervisor social support recounts positively to underlings work presentation, as valued by an unprejudiced amount and by supervisor assessment (Gerstner & Day, 1997).

Life fulfilment is associated with an astounding exhibit of results. In a current meta-investigation, life fulfilment likewise SWB were associated with lessened temporariness, with prosperity partner with concentrated cardiovascular fleetingness (Chida & Steptoe, 2008). Different repayments incorporate lower levels of rest grievances (Brand et al., 2010) what's more be exhausted (Haar & Roche, 2010). In the domain of regulatory results, life fulfilment has been connected to bringing down turnover purposes (Rode et al., 2007). There is even basic proposal that life fulfilment potentially will be a more grounded partner of occupation introduction related to work culmination (Jones, 2006). Thus, existence fulfilment and its result, joy, are being perceived by organizations, for example, AOL as critical in conveying client benefit and empowering faculty (Hsieh & Eggers, 2010; Cook, 2011).

Besides, the joining of life fulfilment as a result of fixation in the zone of organization would high point the noteworthiness of the ground for edifying nation groups survive, which is a enter territory incorporated into the declaration of purpose of Academy of organization, the significant expert relationship of association analysts. The point of life fulfilment and the extensive ideas of satisfaction and SWB are societally huge (Judge et al., 1997). Despite the fact that audits of life fulfilment as it describes to identity characters (e.g. Diener, Oishi, and Lucas, 2003) likewise socio-economics (Diener, et al, 1999) happen, here is no colossal evaluation center of attention on field.

The idea of social help is extensively utilized crosswise over various circles in sociologies (Oh, Ozkaya, & LaRose, 2014). Social help has been characterized as the capital or bolsters traded between people through relational connections (Cohen and Hobeman, 1983). In the writing of social help, empowering results of social help have been discovered more mental than physical (Schaefer, Coyne, & Lazarus, 1981). In each culture, one must need to bolster at his/her troublesome time to unwind their brains and adapt up to the circumstance, this help can be from anybody or basically we can state that this help can be social (companions, relatives, colleagues and so forth), even one can get this help from informal communication as (Oh et al., 2014) proposed that on line person to person communication is a type of social help that can direct to life fulfilment. Mental prosperity and life fulfilment is the general appraisal of one's condition, which can be moreover negative or positive (Scheufele & Shah, 2000); be that as it may, for the most part, it is been discovered positive. The productive effect is a more useful calculates that is firmly connected to individual prosperity and life fulfilment (Oh et al., 2014). For quite a while, positive feelings and influences which are connected with social help have been contemplated and affirmed as key indicators of life fulfilment (Fredrickson & Joiner, 2002).

H6: Social Support significantly moderates the relationship between job stress and life satisfaction.

2.7 Theoretical Framework

Current study aims at examining the direct impact of abusive supervision on work family conflict and life satisfaction along with considering the moderating influence of social support and mediating effect of job stress.

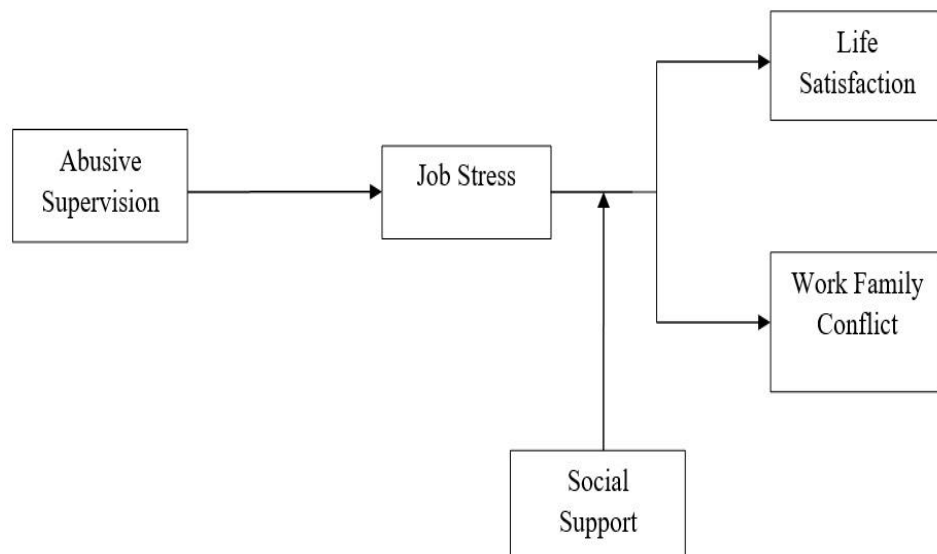


FIGURE 2.1: Theoretical framework.

Chapter 3

Methodology

3.1 Research Design

Research design describes the process of investigation and managing research. Main objective of this study is to find relationship between all variables used hereby with respect to the public sector organizations of Pakistan. This portion of chapter entails study type, study setting, unit of analysis, time horizon, sampling units and data collection process, etc.

3.1.1 Type of Study

This study examined the impact of abusive supervision on work family conflict and life satisfaction. In this research, social sustain has been used as representative and job stress as mediator. It is a co-relational study as it tested the variables in same year on different respondents. This study was particularly conducted for academic purpose and owing to time limitations, convenience sampling technique was used. Since public sector culture in Pakistan lacks high standards of professional ambiance hence abusive supervision and similar adverse practices are very common here. Thats why public sector organizations have been selected for this study.

3.1.2 Study Setting

In order to fill the questionnaires, contact was made with all respondents at their workplaces hence it is a field study. They were all assured regarding confidentiality of their responses enabling them to honestly share responses.

3.1.3 Time Horizon

Information for this investigation has been composed from public sector organizations. It took almost three months to collect data from the respondents hence it is a cross-sectional study.

3.1.4 Research Interference

No research related intrusion causing possibility to affect findings has been observed in this study.

3.1.5 Unit of Analysis

In this research, unit of study has been individual (workers belonging to different public sector organizations).

3.1.6 Data Collection Process

Although a significant research work has already been conducted in our country nevertheless respondents overall exposure and familiarity toward research is still fragile. Normally, employees hesitate in conveying their opinion even for research purpose. Amid such circumstances, conducting a quality research still remains a challenge for the researchers. Hence, data collection process from employees of public sector organizations took substantial efforts.

3.2 Population and Sampling

3.2.1 Population

The population of interest in present study comprised of the employees working in different public sector organizations.

3.2.2 Sample and Procedures

Convenience sampling technique has been used in this study owing to time limitations. Respondents were approached using researchers professional and personal contacts. The exclusion criterion for respondents included:

- (a) employment with the respective organization for less than 6 months (ensuring that the supervisor had done performance appraisal of the subordinate at least once).
- (b) have qualification at least of intermediate (to ensure that they could easily understand and fill a questionnaire).

Participation was voluntary and confidential. Questionnaires along with introductory letter mentioning aims and relevance of this study were distributed assuring anonymity of replies along with participants identity and utilization of the same only for objectives of present research as summary statistics. Total 400 questionnaires were distributed among participants out of whom I received 307 usable responses (77%).

3.3 Measures

The data has been collected through adopted questionnaires from different sources. Employees filled questionnaires rating their supervisors/leaders according to the nature of the questionnaire items, relating to abusive supervision, work family conflict, life satisfaction, social support and job stress. All items have been responded

to by the employees on a 5-points Likert-scale where 1 (strongly disagree) to 5 (strongly agree). Questionnaires also consist of five demographic variables which include information regarding the respondents Gender, Age, Qualification, Work Experience and Job Status. However, none of the demographic variables revealed significant differences in any of the dependent variables, so did not control these in further analysis.

3.4 Scales and Reliability

Scales which have been used for data collection for each variable are follows along with its sources, number of items and reliability scores.

TABLE 3.1: Variable names, sources, No. of items and reliabilities.

Variable	Source	No. of Items	Reliability
Abusive Supervision	(Tepper, 2000)	15	0.78
Job Stress	Mackie (2001)	07	0.71
Social Support	Harker, Kathryn (2001)	08	0.75
Work Family Conflict	Adams, King, and King (1996)	05	0.79
Life Satisfaction	Diener, Emmons, Larsenn and Griffin (1985)	05	0.76

3.5 Analysis Tools

Statistical Program for Social Sciences (SPSS) version 20 was used to execute all the statistical tests. Preacher and Hayes (2008) mediation and moderation method process was used to carry out the mediation and moderation analyses.

3.6 Sample Characteristics

Out of 307 respondents male respondents were 200 with 65.1% and female were 107 with 34.9%. While age of respondents was divided into different categories

like: age between 21-30 were 140 with 45.6%, 31-40 were 159 with 51.8%, 41-50 and above were 8 with 2.6%. While working in different organizations they (the respondents) have some job experience (in years), which is categorized in 1-5, 6-10, 11-15 and 16 years and above. Respondents have 1-5 years of experience were 73 with 23.8%, 6-10 years of experience were 130 with 42.3%, 11-15 years of experience were 98 with 31.9% and 16 years and above of experience were 06 with 2%. Now looking at the qualifications of these respondents, participants have different educational backgrounds like: 12 respondents (3.9%) have an intermediate degree, 104 respondents (34.2%) have a Bachelor degree, and 191 respondents (62.2%) have a Master degree or higher degree. They have also different job statuses in their respective organizations, in which 127 respondents (41.3%) have BPS between 11-15, 175 respondents (57.0%) have BPS between 16-17 and 05 respondents (1.6%) have BPS 18. All the tabulated data of all the above mentioned details are given in Table 3.2.

TABLE 3.2: Respondents demographic characteristics.

		Percentage	Total
Gender	Male	65.1%	307
	Female	34.9%	
Age	21-30years	45.6%	307
	31-40years	51.8%	
	41 years and above	2.60%	
Work Experience	1-5years	23.8%	307
	6-10years	42.3%	
	11-15years	31.9%	
	16 years and above	2.00%	
Qualification	Intermediate	3.90%	307
	Bachelors Degree	34.2%	
	Masters Degree or Higher	62.2%	
Job Status	BPS 11-15	41.3%	307
	BPS 16-17	57.0%	
	BPS 18 or above	1.60%	

Chapter 4

Results

4.1 Descriptive Statistics

Table 4.1 shows that 2 is the maximum value for Gender, where 1 coded for male and 2 coded for female. The variables used for the current study were deliberate at 5 point Likert scales from 1 to 5. The IV, i.e. Abusive Supervision has a mean of 3.43 and a SD of 0.814. The DV Life Satisfaction has a mean 2.33 and SD 0.761 and Work Family Conflict has a mean 3.48 and standard deviation 0.891. The mediator, Job Stress has a mean value of 3.45 and a SD of 0.815 whereas the moderator in the study, Social Support has a mean value of 3.46 and SD 0.863. All the above mentioned data in paragraph is being tabulated below to give a quick review.

4.2 Correlation Analysis

Table 4.2 displays the correlation between the variables of the current study. Abusive Supervision is significantly negatively correlated to Life satisfaction with values of ($r = -.416^{**}$, $p = 0.000$) and significantly positively correlated to Job Stress and Work family conflict with values of ($r = .416^{**}$, $p = 0.000$) and ($r = .142^*$, $p = .013$) respectively, and significantly correlated to Social Support with the values of ($r = -.366^{**}$, $p = .000$). Life satisfaction is significantly negatively correlated

TABLE 4.1: Descriptive statistics (Minimum, Maximum, Mean and St. Deviation).

Variable	Sample Size	Min.	Max.	Mean	Std. Dev.
Gender	307	1	2	-	-
Age	307	2	4	-	-
Work Experience	307	1	4	-	-
Qualification	307	2	4	-	-
Job Status	307	2	4	-	-
Abusive Supervision	307	2	5	3.43	0.814
Life Satisfaction	307	1	4	2.33	0.761
Job Stress	307	2	4	3.45	0.815
Work-Family conflict	307	1	5	3.48	0.891
Social Support	307	1	4	3.46	0.863

with Job Stress with values of ($r = -.384^{**}$, $p = 0.000$) and negatively significantly correlated with work family conflict with values of ($r = -.186^{**}$, $p = .001$) and is significantly negatively correlated to Social Support with values of ($r = -.282^{**}$, $p = .000$). Job Stress is non-significantly positively correlated to work family conflict with the values of ($r = .034$, $p = 0.550$) and significantly positively correlated to Social Support with values of ($r = .481^{**}$, $p = 0.000$). Work family conflict is significantly positively correlated to Social Support with values of ($r = .385^{**}$, $p = 0.000$).

TABLE 4.2: Means, Standard Deviations and Correlations.

N	Variables	Mean	S. D.	1	2	3	4	5
1	Abusive Supervision	3.70	0.914	1				
2	Job Stress	3.32	0.761	.416 ^{**}	1			
3	Life Satisfaction	3.43	0.697	.416 ^{**}	.384 ^{**}	1		
4	Work-family Conflict	4.48	0.437	.142 [*]	.034	.186 ^{**}	1	
5	Social Support	3.47	0.501	.366 ^{**}	.481 ^{**}	.282 ^{**}	.385 ^{**}	1

$n = 307$

^{*}Correlation is significant at the 0.05 level (2-tailed)

^{**}Correlation is significant at the 0.01 level (2-tailed)

4.3 Control Variables

One way ANOVA was conducted to determine what factors to control for the analysis. The following tables represent the analysis.

TABLE 4.3: One-way ANOVA (Control variables).

Variable	F Value	Significance
Gender with LS	.13	.71
Gender with WFC	.06	.80
Age with LS	3.96	.12
Age with WFC	.07	.92
Work Experience with LS	2.13	.09
Work Experience with WFC	.53	.65
Qualification with LS	1.17	.31
Qualification WFC	.17	.84
Job status with LS	2.76	.06
Job status with WFC	.46	.63

It represents the determination of Gender as a control variable against life satisfaction and work-family conflict (outcome variables). The F value in case of life satisfaction turned out to be 0.13 with a non-significant result; depicting gender does not need to be controlled while taking life satisfaction as outcome variable.

Similarly, the F value in case of work-family conflict turned out to be 0.61 with a non-significant result; depicting gender does not need to be controlled while taking work-family conflict as outcome variable.

The F value of Age in case of life satisfaction turned out to be 3.96 with a non-significant result; depicting age does not need to be controlled while taking life satisfaction as outcome variable.

Similarly, the F value in case of work-family conflict turned out to be 0.07 with a non-significant result; depicting age does not need to be controlled while taking work-family conflict as outcome variable.

The F value of work experience in case of life satisfaction turned out to be 2.13 with a non-significant result; depicting work experience does not need to be controlled while taking life satisfaction as outcome variable.

Similarly, the F value in case of work-family conflict turned out to be 0.53 with a non-significant result; depicting work experience does not need to be controlled while taking work-family conflict as outcome variable.

The F value of qualification in case of life satisfaction turned out to be 1.17 with a non-significant result; depicting qualification does not need to be controlled while taking life satisfaction as outcome variable.

Similarly, the F value in case of work-family conflict turned out to be 0.17 with a non-significant result; depicting qualification does not need to be controlled while taking work-family conflict as outcome variable.

The F value in case of life satisfaction of job status turned out to be 2.76 with a non-significant result; depicting job status does not need to be controlled while taking life satisfaction as outcome variable.

Similarly, the F value in case of work-family conflict turned out to be 0.46 with a non-significant result; depicting job status does not need to be controlled while taking work-family conflict as outcome variable.

4.4 Regression Analysis

TABLE 4.4: Moderation analysis for social support between job stress and work family conflict.

Impact of IV on DV		Impact of Mod on DV		Impact of IV Mod on DV		Bootstrap results for Indirect Impact	
B	T	B	T	B	T	LL 95 CI	UL 95 CI
0	0.01	0.72	2.64	0:06	0:85	0:21	0.08

n = 307

(*IV* = Job Stress, *Mod* = Social Support, *DV* = Work Family Conflict).

Hypothesis 3 of the study predicts that Social Support moderates the association among work family conflict and Job Stress; such that if Social Support is high

than the relationship between job Stress and work family conflict would be low. From Table 4.4, it can be observed that interaction term of Job Stress and Social Support effect on the relationship of Job Stress and work family conflict has the lower and upper limits of -.21 and .08 and 0 is present in the 95% interval, therefore we can finish that Social Support does not moderate Job Stress and work family conflict relationship. Hence its proved that the third hypothesis is rejected. It can also be viewed in the moderation plot given below.

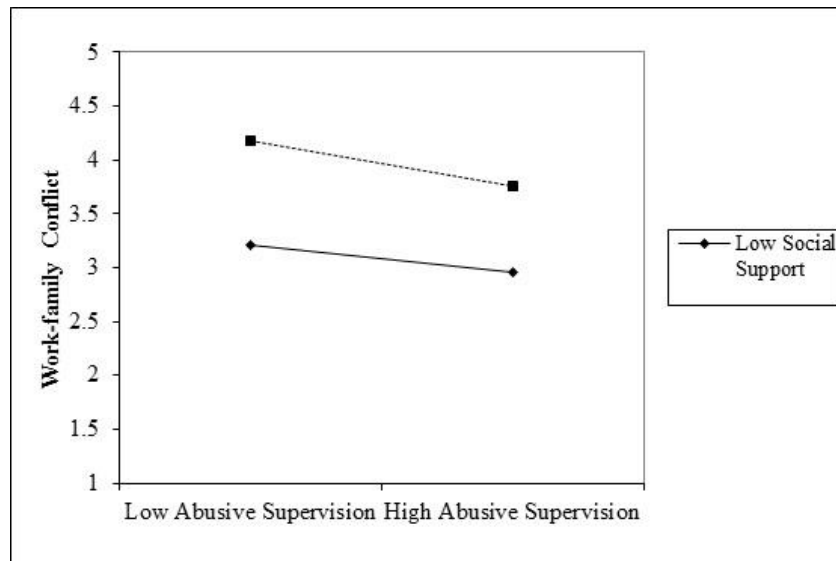


FIGURE 4.1: Moderation plot for work family conflict.

TABLE 4.5: Moderation analysis for social support between job stress and life satisfaction.

Effect of IV on DV		Effect of Mod on DV		Effect of IV Mod on DV		Bootstrap results for Indirect Effects	
B	T	B	T	B	T	LL 95 CI	UL 95 CI
0.878	4.08	1.13	5.02	0.34	5.66	0.46	0.22

$n = 307$

(IV = Job Stress, Mod = Social Support, DV = Life Satisfaction).

Hypothesis 4 of the study predicts that Social Support moderates the connection among life satisfaction and Job Stress; such that if Social Support is high than the link among Job Stress and life satisfaction would be high. From Table 4.5, it can be observed that interaction term of Job Stress and Social Support effect on the relationship of Job Stress and life satisfaction has the lower and upper

limits of -.46 and -.22 as well as zero is there in the 95% confidence break, thus we can finish that Social Support does not moderate Job Stress and life satisfaction relationship. Hence its proved that the fourth hypothesis is accepted. It can also be viewed in moderation plot below.

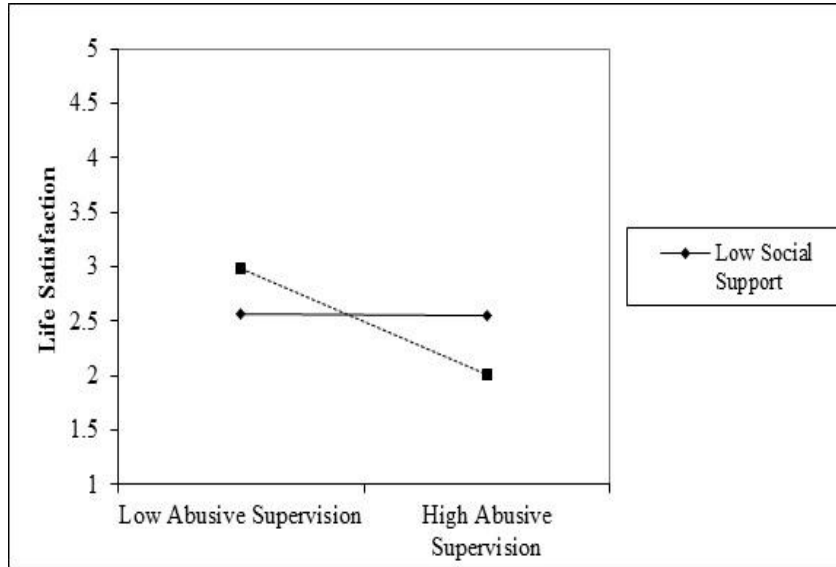


FIGURE 4.2: Moderation plot for life satisfaction.

TABLE 4.6: Mediation of job stress between abusive supervision and work family conflict.

Impact of IV on M		Effect of M on DV		Direct Impact of IV on DV in Presence of M		Total Effect of IV on DV		Bootstrap results for Indirect Impact	
B	T	B	T	B	T	B	T	LL 95 CI	UL 95 CI
0.417	8.002	0:03	0:48	0.169	2.48	0.155	2.51	0:068	0.043

IV = Abusive Supervision, M = Job Stress, DV = Work Family Conflict.

Hypothesis 1 of the study predicts impact of abusive supervision on work family conflict. We run bootstrap for relationship of abusive supervision and work family conflict and from Table 4.6, it can be observed that the total effect of abusive supervision on work family conflict has .155 and T value 2.51 with the lower and upper limits of .033 and .277 and zero is present in 95% confidence interval, in result we can say that abusive supervision has significant relationship with work family conflict and first hypothesis is hence accepted.

Hypothesis 5 of the study predicts Job Stress is a possible mediator between the relationship of abusive supervision and work family conflict. From Table 4.6, it can be experimental that the not direct result of abusive supervision on work family conflict throughout Job Stress has the lower with upper limits of -.068 and .043 and zero is there in the 95% confidence break, thus we can bring to a close that Job Stress does not mediate the relationship of abusive supervision on work family conflict and our fifth hypothesis is hence rejected.

TABLE 4.7: Mediation of job stress between abusive supervision and life satisfaction.

Impact of IV on M		Impact of M on DV		Direct Effect of IV on DV in Presence of M		Total Impact of IV on DV		Bootstrap results for Indirect Effects	
B	T	B	T	B	T	B	T	LL 95 CI	UL 95 CI
0.41	8	0.23	4.6	0.28	5.58	0.38	7.99	0.177	0.053

$n = 307$, $**P = .01$

(*IV = Abusive Supervision, M = Job Stress, DV = Life Satisfaction*).

Hypothesis 2 of the study predicts impact of abusive supervision on life satisfaction. We run bootstrap for relationship of abusive supervision and life satisfaction and from Table 4.6, it can be observed that the total effect of abusive supervision on life satisfaction has -.38 and T value -7.99 with the lower and upper limits of -.485 and -.293 and zero is present in 95% confidence interval, in result we can say that abusive supervision has significant relationship with life satisfaction and second hypothesis is hence accepted.

Hypothesis 6 of the study predicts Job Stress is a possible mediator among the association of abusive supervision and life satisfaction. starting Table 4.7, it can be experiential that the not direct result of abusive supervision on life satisfaction through Job Stress has the lower and upper limits of -.177 and -.053 and zero is not there in the 95% interval, there-fore we can thus close that Job Stress mediates the correlation of abusive supervision on life satisfaction and our sixth hypothesis is hence accepted.

Chapter 5

Discussion and Conclusion

5.1 Discussion on Hypothesis No. 1

The very first hypothesis of the study was that:

H1: There is a significant association among abusive supervision and work family conflict.

The results are in line with the previous literature cited that abusive behavior of supervisor increases the chances of work family disagreement in workers. An advancing stream of examination demonstrates that damaging supervision is connected to overflow on colleagues' family life, and in addition life form connected to higher phases of work family conflict (Tepper, 2000) and family demoralization performances (Hoobler & Brass, 2006). In spite of the fact that together abusive management and work family disagreement been begun to be internationally certain regulatory occurrence (Spector et al., 2007), general civilization might be associated with the enormity of relationship among working environment cases and family battle or understanding (Spector et al., 2007). So the first hypothesis of the study gain strong support from results of the data gathered. Abusive behavior of supervisor includes multiple negative aspect of supervisor behavior like manipulation, deceiving, aggression, verbal abuse etc. such behavior of supervisor increase frustration and tension level of employees, and employees are unable to cope with such behavior of supervisor. As a results that display negative behavior

beyond the work setting too. Based on spill-over effect, emotions spill-over from one domain to another, so the frustration at work also spill-over to the home of employees. They take all the grudges and negativity in their mind from work due to abusive behavior of their immediate supervisor, and later they are not able to eliminate these feelings and emotions from their normal course of action at home. Therefore, its not easy for employees to set limits between home and work, because these two domains are his part of life and both have conflicting demands. By serving one domain employee have to sacrifice the demands and requirement of the other domain. At work employees are not in position in front of abusive supervisor to resist, so he sacrifices the demands of family, which ultimately results in dissatisfied family relations.

Supervisor abuse is divided in two broad categories i.e. passive and aggressive abusive supervision. Passive refers to mediocre level of bullying from supervisor side like ignoring employees their needs and other requirements, blocking important information, not giving credits on good performance, and not acknowledging the contribution of employees. While aggressive abusive supervision includes, shouting at subordinates, humiliating them in front of others, devaluing them in front of colleagues, verbal abuse etc. both types of abusive supervision leads to negative outcomes on part of employees. Employees are easy target for such supervisor to exercise their power. Such treatment from supervisor side declines the morale of employees, which leads to tension and frustrated life. Such frustration becomes the part of employees life, and employees are not able to perform their role effectively in family matters.

Based on conservation of resource theory, negative behavior of supervisor will depletes psychological resources of employees. Abusive supervisor is the main stressor to reduce employees resources by treating them unfairly, as results employees are not in a position to effective fulfil their family demands. Abusive supervision not only effect the employees performance but its also spoils the physical and mental health of employees which results in disputed family life. Because employees have not enough resources to deal with the abusive behavior of supervisor and family

demands are also conflicting with the demands of work. So employees display various type of negative behavior at home.

5.2 Discussion on Hypothesis No. 2

H2: There is a important association between abusive supervision and life satisfaction.

The hypothesis 2 which stated that there is a considerable connection among abusive supervision and life approval was accepted. This indicates that abusive supervision triggers problems in life of the abused employee, which is consistent with the hypothesized situation.

The results are in favor of hypothesized scenario, and with the literature cited. Literature suggests that subordinates' impression of abusive supervision are connected with a decrease in full of feeling prosperity e.g., life fulfilment (Kernan et al., 2011) and low quality relational trades (Lian et al., 2012). Abusive supervision has additionally been decidedly connected with subordinates' tendencies to participate in broken practices at work (Mitchell & Ambrose, 2007) and at home (D. Carlson et al., 2012). Clearly abusive supervision is linked with a broad variety of negative outcomes at work and at home. In light of this body of research workplace stressor (abusive supervision) associated negatively with well being (life satisfaction). Supervisors abusive behavior towards employees affects life satisfaction of the abused employee. So it depicts that the collected data strongly supports the second hypothesis of his study.

Life satisfaction is a phenomenon which indicates that how individual is satisfied both at his personal and work life. Everyone strives for the improvement of their satisfaction in life in terms of physical, psychological and social aspects. Life satisfaction is one of the ways through which people may express their emotions or feelings, and how an individual feels about how to react to any situation. Well being may also be measured through this and it may be assessed in terms of mood, satisfaction, achieved goals, abilities, capabilities, qualities, self concepts etc. This

would be considered a favorable attitude of an individual as a whole rather than to an assessment of some specific situation and its feelings.

Life satisfaction is the result of those experiences which an individual took in a positive way. Such experiences let the people motivate to strive harder to reach and achieve their goals. There are two kinds of emotions that may affect the perception regarding life. The one is hope and the other is optimism, both of them consist of cognitive processes that are usually concerned with reaching of goals and perception of those goals. Moreover optimism projects higher life satisfaction, whereas pessimism is related to symptoms in depression.

Abusive supervision affects well being of an individual as well. This would decrease the life satisfaction in a way that all the positive experiences would not be helpful any more for an individual. Abusive supervision would affect the life satisfaction that employees would not be able to strive harder for improvement in their lives physical, psychological and social aspects. Abusive supervision may also lead to turnover at workplace because it decreases the satisfaction of an employee; an individual would start doubting his/her abilities and capabilities. Abusive behavior of supervisor affects the life of employees who are working under such supervisor adversely. Such employees are not able to live a satisfactory life due to frustrated working environment. Such abuse from their supervisor at work put their confidence down to earth, by decreasing their self-efficacy and hope. They lose hope due to ill treatment at workplace. Due to which they become pessimistic, cynical and sceptical by doubting each and every one in their personal lives. Due such negativity they live dissatisfied and stressful life, which is the main hindrance in achieving life satisfaction. Though satisfactory life is a life each and every one dream and strive for, but unfair, immoral and unethical treatment of employees make them burden on the society. They live a miserable and dissatisfied life. On the base of previous literature and results of the present study it can be concluded that abusive supervision undermine employees at work and make them rude and dissatisfied members of the society. Such negative outcomes of the abusive supervision make it clear that abuse at workplace is not limited to the

outcomes at workplace but it also spill-over to the normal life of employees by spoiling their satisfaction at their normal course of action.

5.3 Discussion on Hypotheses No. 3 and 4

H3: Job Stress significantly mediates the relationship between abusive supervision and work family conflict.

H4: Job Stress significantly mediates the connection among abusive supervision and life satisfaction.

The results of third hypothesis were insignificant; while the fourth hypothesis results were well supported by the results of the present study.

The third hypothesis states that job stress is a mediator between abusive supervision and work family conflict. While the fourth hypothesis states that job stress can be used as an explanatory variable between abusive supervision and life satisfaction of employees. The result of third hypothesis are contradictory to existing literature, while the result of the fourth hypothesis are in line with stated and cited literature of the previous research of (Kinman & Jones, 2004) that job stress has been connected broadly with poor effects on employees psychological and physical well being in many occupations. Job stress indicates a large emotional cost to employee life satisfaction (Blackburn, Horowitz, Edington, and Klos, 1986; Skakon et al., 2010). Thus consequential job stress is negatively impacting employees work and personal lives in short their life satisfaction (Shah, 2013). Job stress can occur when the requirement supersedes the employees skills, abilities and knowledge. In such case employees are not able to satisfy the demands of work in term of emotional and physical requirements. It is the mismatch between employees contribution and job demands, employees are unable to fulfil the requirement of job, then the physical and emotional response is known as job stress.

Job stress is very harmful to the physical and mental health of employees which affect the health of organization. Job stress is unpleasant and frustrated feeling due to work demands or other stressors at work. Excessive and frequent stress also

leads to physical illness of employees like high blood pressure, heart attack and ulcers etc. job stress affects employee performance, because employees are unable to perform with their full energies when they are working in depressive or unpleasant environments. Employees feeling stress is not effective in displaying their role because they are not developing their skills and abilities due to high pressure of job demands. Their existing resources also depletes due to job stress, because they have not enough resources to cope with the demands of work environment.

Abusive supervision also creates stressful environment for employees. Abusive supervisor are considered one of the major stressor at workplace. Abusive supervisor treat employees like machines by increasing working demands without motivating them. They also devalue their input, which affect the psychological resources of employees. Abusive supervisor always creates role ambiguity by giving conflicting information to employees. An abusive supervisor doesn't acknowledge their effort and performance. Withholding important information from employees at work by limiting the contribution of employees. In the supervision of aggressive and frustrating leader employees cant perform their role effectively.

Job stress resulting from the abusive behavior of supervisor undermine the psychological abilities of employees to perform their role at home which give rise to work family conflict. Due to high level of stress at job, employees display anger at home due to spill-over of negativity from workplace to home. The effect of abusive behavior of supervisor spill-over from the work environment to the family life of employees and employees display anger and frustration at home. Due to job stress employees are also not able to perform their role as husband, father or son. While the family also demands from employees to give them time and pleasant environment, but employees working under the supervision of abusive supervisor doesn't play their role effectively at home. Such behavior of supervisor adversely affects the family life of employees and results in work family conflict.

Job stress declines positivity of employees, and injects negativity in them. Such employees are hopeless about future. Due to job stress employees feels anxiety and predict future misfortune. They become pessimistic and always complain not only at work but also in their normal course of actions. Employees working

in the supervision of bullies supervisor experience high level of job stress, due to which they become doubter about future too. So such employees are not in position of living a satisfactory life. They are not feeling enough energy to deal with the requirement of the daily routines; they are also facing social anxiety due to depletion of their valuable resources at job.

Based on the conservation of resource theory employees psychological and physical resources are depleted by workplace stressor, and abusive supervision is one of them. Then employees have not enough resources to perform their organizationally required role which results in feeling of strain emotionally and physically. Such unpleasant emotion facing at workplace results in disturbance and tension in daily life. Such negativity also creates hurdles in the life of employees which limits their career success, achievement and motivation. Job stress results in low work life balance, decrease commitment, thriving and increase cynical feeling in the employees.

Jobs stress did not turn out to mediate among abusive supervision as well as work family conflict as hypothesized in the study. The possible reason of this result may be: Firstly, the subordinates facing abusive supervision may be stressed. However, the level of stress that is necessary to cause work family conflict may not be achieved. This implies that the employees of the target organizations facing abusive supervision have the stress level that is under the controllable limits and is not leading to work family conflict. Secondly, the employees working in public sector may be used to of abusive supervision to an extent that it doesn't impact their family lives through the path of stress. Thirdly, abusive supervision is a norm in public sector organizations because there is high power distance in Pakistan (Ahmad & Allen, 2015) and hence abusive supervision is expected as a norm not an unusual activity.

5.4 Discussion on Research Hypotheses No. 5 and 6

H5: Social Support significantly moderates the connection among job stress and work family conflict.

H6: Social Support significantly moderates the correlation among job stress and life satisfaction.

The results of fifth hypothesis were insignificant, while the sixth hypothesis was well supported by the results of the present study.

The fifth hypothesis states that social support significantly moderates the relationship between job stress and work family conflict. While the sixth hypothesis states that social support can be used as moderator among job stress and life satisfaction. The results of fifth hypothesis doesn't support the hypothesized scenario, but the sixth hypothesis scenario is in line with its results and cited literature of the previous research of (Bishop et al., 2007) that social support has been acknowledged as a life threatening influence that decreases the undesirable psychological possessions. In specific, familiar sustenance such as that on condition that by friends in addition, family has been given away to be actual asset in falling stress between the employees of association. For instance, workers of the association with higher anxiety who observe receipt of higher levels of support, particularly from next of kin and families, account subordinates levels of depression connected indicators and problems at work (Dunn et al., 2001).

The researchers percept and literature suggests that social support is the care and assistance anyone gets from other people and an individual who has link or in coordination with a strong informal community. These fixed assets can be there enthusiastic substantial (money related help), (e.g., nurturance), informative (e.g., direction), (e.g., sensation of encompass a position) or friendship and unimportant (e.g., entity counsel).

Communal help can be estimated as the recognition that one has help accessible, the real find assist, or how much a male is synchronized in an relaxed group of

people/maintain may create from various basis, for example, relations, neighbors, accompanying person, pets, relations, associates, and so on. administration if social help is regularly alluded to as unlock direct.

Social help is contemplated over an extensive variety of controls including brain research, humanism, well being and social work. Social work has been connected to numerous advantages for both physical and emotional well-ness, yet social help isn't generally gainful, as sexual orientation and social contrasts in social help have additionally been found.

H5 which stated that social hold up moderates the association among work family conflict and job stress is rejected, which is inconsistent with our hypothesized scenario. This indicates that in current context social support doesn't play a facilitating role in the said relationship. This may have been caused because of the following reasons. Firstly, the stress experienced by the employee and its link with work family conflict may have been moderated through some other variable which has not been investigated in this study. Secondly, the social support received by the stressed employee may have been insufficient to curtail work family conflict, which means that the required amount of social support is not received by the stressed employee and the resulting work family conflict is not reduced to the extent that has been expected.

5.5 Conclusion

Work family conflict and life satisfaction has remained in the debates for scholars as mandatory element of the organization. This research study has supported the variables of abusive supervisor which cause the independent effect within the organization. The main objective of this research work is to identify the social support and job stress level of the employee in the working environment of the organization. In the current scenarios of employee and organization relation, this research study provides the wide theme of the abusive supervisor in the organizational job stress and social support for the life satisfaction and work family conflict.

This research study identifies behavioral aspects of different organizational employees and organizational relation. At the primary stage research study has examined the relation of the abusive supervisor with life satisfaction and work family conflict in which job stress played the role of mediating variable. The results of the research study analysis suggests and proven the acceptance of this assumption. This is highlighting the fact that life satisfaction and work family conflict has effective radiation from abusive supervisor which is the result of the influence of the job stress. It has been analysed during the conduction of the research work that employees in their job career get used to these scenarios due to learning in training and experience in their daily job work. This also indicates that employees accept and anticipate the abusive supervisor and work load in the shape of job stress in the employment.

This also becomes the partial behavior of their job routine and organization environment. In the context of Pakistan the forcing and influencing behavior of the authoritative body is considered the normal aspect of the job.

Moreover, social support is identified as the vital element for employee in the organization; social support spread the sense of the relive for the variables like life satisfaction. This research work has thoroughly examined the moderating impact of the social support which results in the rejection of the assumption. However, when it is transparent that employees are the immune to the abusive behaviors and job stress there social support does not make much difference in the organizational environment. This research study has presented the combined effects of the job stress and abusive supervision on the life satisfaction and work family conflict which also decline the social support aspects for the employee as they accept the low social support behavior in the organization which does not cause effect for work family conflict.

5.6 Limitations

This study has certain limitations of its own. First of all, this has been a cross-sectional study due to time constraint instead of being longitudinal study that

required more time period along with resources. Abusive supervision has been measured only once although there always remains enough scope for change in levels as experienced by subordinates within different time frames. Repeated observations would be required to test pattern of abusive supervision among employees.

Secondly, this study has focused employees working in public sector organizations of Pakistan. This limits scope of study along with generalizability of study findings as regard to other major employment sectors. Inclusion of private sector such as banks, textile mills, software houses, hospitality industry, production houses etc., may significantly testify the results or otherwise. More specifically, type of industry also causes different results. It has been observed health care industry particularly faces vulnerability to abusive behavior due to the fact that workers experience significant time pressure, heavy work demands and inherent uncertainty which is connected with treatment and diagnosis joined with high expenses of failure (Richman et al., 1996; Richman et al., 1992).

Another limitation of this study has been lack of cultural perspective towards abusive supervision. It is believable that abusive direction arise more commonly in nation state having elevated power distance like Pakistan, India and Mexico etc. where unequal power distributions in different social institutions is a common practice and managerial legislature often invoke legitimate authority (Hofstede, 2001). Power distance can affect chances of insulting regulation ultimately through its result on custom just before abusive performance. On the other hand, countries like New Zealand and Denmark are attributed for having low power distance as compared to Pakistan (organizational hierarchy is perceived to be exploitive) and therefore it is quite possible that employees working in such countries may react less intensively to abusive supervision. Some general questions to ascertain whether national culture directly affects abusive supervision or indirectly affects by means of organizational norms towards abusive supervision can help researchers to evaluate cultural support towards body of knowledge. Similarly, other cultural dimensions can also convey role in it.

5.7 Implications

5.7.1 Theoretical Implications

The study has noteworthy theoretical implications.

It was hypothesized that job stress will mediate the relationship between abusive supervision and life satisfaction and the hypothesis has been supported with study results. This implies that the path to life satisfaction from abusive supervision goes from job stress. In this way, abusive supervision leads to job stress, while the job stress then subsequently leads to decline in the life satisfaction of the abused employee. This is in line with conservation of resource theory, which suggests the implications of workplace experiences upon the overall well being of individuals. Moreover, the mediator (job stress) explains how abusive supervision effects life satisfaction i.e. job stress is responsible for the decline in life satisfaction of the abused employees. Therefore, job stress gives the possible explanation of the impact of abusive supervision upon the abused employees and the outcomes suffered i.e. life satisfaction.

It was further hypothesized that job stress mediates the relationship between abusive supervision and work family conflict. This hypothesis was not supported. This led us to think about other possible mediators which may be affecting work family conflict. While this implies that some psychological or cognitive variable may explain the path more clearly.

Here, the absence of the path from abusive supervision to work family conflict in the form of job stress helps us to understand that job stress doesn't always results in work family conflict, which is a commonly held concept.

5.7.2 Managerial Implications

The findings of the study are of value to practising managers. It highlights the negative effects of abusive supervision and their broader implications upon employees well being as well. Generally, it is considered that abusive and mistreatment of

employees results in negative workplace outcomes only, however, the study findings suggest that the scope of such mistreatment goes beyond the workplace outcomes. Employees health and well being get suffered badly due to abusive supervision which can ultimately result in reduced productivity and subsequently reduced profitability to the firm. Therefore, abusive supervision need to be minimized rather eliminated to have employees who work in a stress free environment and whose life outcomes remain positive. Managers need to consider behaving with employees in a proper and friendly manner and treat all employees as equal.

5.8 Future Research Directions

In current research, effect of abusive supervision has been studied on work family conflict and life satisfaction with a job stress as mediator and social support as moderator being a matter of grave concern for organizations and employees as well today. Furthermore only one moderator has been tested between job stress and work family conflict and life satisfaction, so future researchers should add one more moderator to the current model between abusive supervision and job stress. In addition, as we saw that the results of this study results doesn't proved the role of job pressure as expected as mediator among abusive supervision also work family divergence, so the writers should check social identity as a mediator instead of job stress (Priesemuth et al., 2014). Furthermore the social also doesn't proved to be as expected as moderator in this study, so the future researchers should use other personality or dispositional variables as moderator, for example: Neuroticism, Psychological Capital, Peer Support and Spousal Support.

Future scientists ought to likewise center towards aversion of harsh supervision at work environment. Despite the fact that, a great deal of data is accessible about hypothetical ramifications of research on harsh supervision, notwithstanding it would be very helpful to begin testing down to earth suggestions continuously hierarchical setting. In this unique circumstance, future scientists may look for help from late work on making an abuse decrease atmosphere by means of hostility preventive director practices (Yang and Caughlin, 2016) and other existing projects

that improve positive hierarchical atmosphere for lessening abuse (Leiter et al., 2011), as damaging supervision is a particular kind of work environment abuse.

Thirdly, researchers should now move their attention from outcomes and implications of abusive supervision towards those attributes and characteristics having potential to influence supervisors toward abusive behaviors (Tepper, 2007). This will prove to be highly productive effort in terms of its productivity and feasibility towards preventing abusive supervision as compared to the traditional trend of studying its hostile outcomes. Future researchers should also consider industry effects of abusive supervision as it may help detect those segments of society where an understanding of abusive supervision is needed most (Martinko et al., 2013).

Then, future researchers should invest more time and resources using longitudinal designs rather cross-sectional study designs. This will enable them to testify abusive supervision pattern in an organization by getting proximal and clear representation. Finally, future studies should accentuate cultural effects particularly of power distance on abusive supervision outcomes relationship. This will enhance generalizability of study findings in a broader spectrum and enable researchers to achieve implications to make contribution specific to their native culture.

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Questionnaire

Dear Respondents:

My name is Asad-ur-Rehman. As a MS research scholar at Capital University of Science and Technology, Islamabad, I am collecting data for my thesis title **Impact of Abusive Supervision on Work Family Conflict and Life Satisfaction with Mediating Effect of Job Stress while Moderating Effect of Social Support**. It will take your 10 to 15 minutes to answer the questions and to providing the valuable information. I assure you that data will be strictly kept confidential and will only be used for academic purposes. To ensure anonymity, you are not supposed to write your name or name of organization anywhere in the questionnaire.

Thanks a lot for your help and support!

Sincerely,

Asad-ur-Rehman

MS (HR) Research Scholar

Department of Management Sciences

Capital University of Science and Technology, Islamabad

Section 1

	1	2
Gender	Male	Female

	1	2	3	4
Age	18-30	31-40	41-50	50 and above

	1	2	3	4
Qualification	Matric/Inter	Bachelor	MS/M.Phil.	PhD

	1	2	3	4
Experience	1-5 year	6-10 years	11-15 years	Above 15 years

Section 2: Abusive Supervision

Please insert a check mark (✓) in the appropriate column to indicate whether you agree or disagree with each of the following statements:

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

Abusive Supervision		1	2	3	4	5
AS1	My boss ridicules me					
AS2	My boss tells me my thoughts or feelings are stupid					
AS3	My boss gives me the silent treatment					
AS4	My boss puts me down in front of others					
AS5	My boss invades my privacy					
AS6	My boss reminds me of my past mistakes and failures					
AS7	My boss doesn't give me credit for jobs requiring a lot of effort					
AS8	My boss blames me to save himself/herself from embarrassment					

AS9	My boss breaks promise he/she makes					
AS10	My boss expresses anger at me when he/she is mad for another reason					
AS11	My boss makes negative comments about me to others					
AS12	My boss is rude to me					
AS13	My boss does not allow me to interact with my coworkers					
AS14	My boss tells me I am incompetent					
AS15	My boss lies to me					

Section 3: Work Family Conflict

Please insert a check mark (✓) in the appropriate column to indicate whether you agree or disagree with each of the following statements:

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

Work Family Conflict		1	2	3	4	5
WFC1	The demands of my work interfere with my home and family life					
WFC2	The amount of time my job takes up makes it difficult to fulfill family responsibilities					
WFC3	Things I want to do at home do not get done because of the demands my job puts on me					
WFC4	My job produces strain that makes it difficult to fulfill family duties					
WFC5	Due to work-related duties, I have to make changes to my plans for family activities					

Section 4: Life Satisfaction

Please insert a check mark (✓) in the appropriate column to indicate whether you agree or disagree with each of the following statements:

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

Life Satisfaction		1	2	3	4	5
LS1	In most ways my life is close to my ideal					
LS2	The conditions of my life are excellent					
LS3	I am satisfied with my life					
LS4	So far I have gotten the important things I want in life					
LS5	If I could live my life over, I would change almost nothing					

Section 5: Job Stress

Please insert a check mark (✓) in the appropriate column to indicate whether you agree or disagree with each of the following statements:

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

Job Stress		1	2	3	4	5
JS1	Felt that you had too much stress at work					
JS2	Been upset because of something that happened unexpectedly at work					
JS3	Felt nervous or stress out at work					
JS4	Had to deal with irritating hassles at work					
JS5	Felt that things were going your way at work					
JS6	Had to deal with stressful event at work					
JS7	Had to deal with ongoing problem at work that just never seems to go away					

Section 6: Social Support

Please insert a check mark (✓) in the appropriate column to indicate whether you agree or disagree with each of the following statements:

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

Social Support		1	2	3	4	5
SS1	How much do you feel that adults care about you?					
SS2	How much do you feel that your teachers care about you?					
SS3	How much do you feel that your parents care about you?					
SS4	How much do you feel that your friends care about you?					
SS5	How much do you feel that your family understand you?					
SS6	How much do you feel that you want to leave home?					
SS7	How much do you feel that you and your family have fun together?					
SS8	How much do you feel that your family pays attention to you?					