

CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**Impact of Abusive Supervision on  
Employee Well-being with the  
Mediating Role of Perceived Job  
Insecurity and Moderating Role  
of Resilience**

by

**Naila Naz**

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

in the

Faculty of Management & Social Sciences  
Department of Management Sciences

2020

Copyright © 2020 by Naila Naz

All rights reserved. No part of this thesis may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, by any information storage and retrieval system without the prior written permission of the author.

*I want to dedicate this accomplishment to my beloved father Shafaqat Hussain and my mother Shagufta Parveen who has supported me a lot while I was writing my thesis. My father has always shown great interest in my academic life and has inspired me to do well, try hard and not let anything get in my way of success.*



## CERTIFICATE OF APPROVAL

### **Impact of Abusive Supervision on Employee Well-being with the Mediating Role of Perceived Job Insecurity and Moderating Role of Resilience**

by

Naila Naz

(MMS173028)

### THESIS EXAMINING COMMITTEE

S. No.	Examiner	Name	Organization
(a)	External Examiner	Dr. Fawad Bashir	SZABIST, Islamabad
(b)	Internal Examiner	Dr. S.M.M. Raza Naqvi	CUST, Islamabad
(c)	Supervisor	Dr. Sajid Bashir	CUST, Islamabad

---

Dr. Sajid Bashir

Thesis Supervisor

May, 2020

---

Dr. Mueen Aizaz Zafar  
Head  
Dept. of Management Sciences  
May, 2020

---

Dr. Arshad Hassan  
Dean  
Faculty of Management & Social Sciences  
May, 2020

## *Author's Declaration*

I, **Naila Naz**, hereby state that my MS thesis titled “**Impact of Abusive Supervision on Employee Well-being with the Mediating Role of Perceived Job Insecurity and Moderating Role of Resilience**” is my own work and has not been previously submitted by me anywhere else for taking any degree. At any time if my statement is found to be incorrect even after my graduation, the University has the right to withdraw my MS Degree.

**Naila Naz**

(MMS173028)

## *Plagiarism Undertaking*

I solemnly declare that research work presented in this thesis titled “**Impact of Abusive Supervision on Employee Well-being with the Mediating Role of Perceived Job Insecurity and Moderating Role of Resilience**” is exclusively my research work with no remarkable contribution from any other individual. Small contribution/help wherever taken has been dully acknowledged and that complete thesis has been written by me. I understand the zero tolerance policy of the Higher Education Commission and CUST towards plagiarism. Therefore, I as an author of the above titled thesis declare that no part of my thesis has been plagiarized and any material used as reference is properly cited. I undertake that if I am found guilty of any formal plagiarism in the above titled thesis even after award of MS Degree, the University reserves the right to withdraw/revoke my MS degree and that HEC and the University have the right to publish my name on the HEC/University website on which names of students are placed who submitted plagiarized work.

**Naila Naz**

(MMS173028)

## *Acknowledgements*

All praises for Almighty Allah, the most merciful and compassionate, the creator of universe who enabled me to improve my knowledge. I offer my humblest word of thanks to Muhammad (PBUH) who is forever torch of guidance and knowledge for humanity. I would like to have the honour to express my sincerest gratitude to my supervisor, **Dr. Sajid Bashir** who has been a phenomenal source of motivation and guidance throughout my research, I have learned immensely under the supervision of **Dr. Sajid Bashir** in every phase of my MS thesis. His dedication and sincerity towards his students is truly exceptional. Besides all, I would take this opportunity to thank my beloved family, without their continuous support and motivation this work would have been impossible to accomplish. Thank you all and May Allah Bless Us All! Ameen.

**Naila Naz**

(MMS173028)

## *Abstract*

This study specifically aims at determining the association between abusive supervision and employee wellbeing by investigating the intervening role of perceived job insecurity and moderating role of resilience. The survey was completed by self-administered questionnaires and data were collected from 253 employees working in various banks in Pakistan. Preacher and Hayes (2013) process method was used for mediation and moderation analysis. Results show that abusive supervision is negatively related to employee wellbeing. While mediating role of perceived job insecurity is also established. Whereas, resilience was tested as moderator and this hypothesis rejected. The study has its limitations as it was conducted with a small sample size. Future researchers should use a larger sample size within longitudinal time frame of data collection for the research. Future research Implications and directions are also discussed. The study is useful for the practitioners especially in the banking sector.

**Abusive Supervision, Employee Wellbeing, Perceived Job Insecurity, Resilience**



# Contents

<b>Author's Declaration</b>	<b>iv</b>
<b>Plagiarism Undertaking</b>	<b>v</b>
<b>Acknowledgements</b>	<b>vi</b>
<b>Abstract</b>	<b>vii</b>
<b>List of Figures</b>	<b>xi</b>
<b>List of Tables</b>	<b>xii</b>
<b>1 Introduction</b>	<b>1</b>
1.1 Background of the Study . . . . .	1
1.2 Gap Analysis . . . . .	6
1.3 Problem Statement . . . . .	6
1.4 Research Questions . . . . .	7
1.5 Research Objectives . . . . .	7
1.6 Significance of the Study . . . . .	8
1.7 Supporting Theory . . . . .	9
1.7.1 Conservation of Resource Theory . . . . .	9
<b>2 Literature Review</b>	<b>11</b>
2.1 Abusive Supervision and Employee Well Being . . . . .	11
2.2 Abusive Supervision and Perceived Job Insecurity . . . . .	15
2.3 Perceived Job Insecurity and Employee Wellbeing . . . . .	19
2.4 Mediating Role of Perceived Job Insecurity between Abusive Supervision and Employee Well-Being . . . . .	24
2.5 Resilience as a Moderator between Perceived Job Insecurity and Employee Well-Being . . . . .	30
2.6 Research Model . . . . .	34
2.7 Research Hypotheses . . . . .	35

---

<b>3</b>	<b>Research Methodology</b>	<b>36</b>
3.1	Introduction	36
3.1.1	Unit of Analysis	36
3.2	Research Design	36
3.2.1	Type of Study	37
3.2.2	Research Philosophy and Quantitative Research	37
3.2.3	Population	37
3.2.4	Sample and Sampling Technique	38
3.2.5	Data Collection Technique	38
3.3	Instrumentation	38
3.3.1	Abusive Supervision	39
3.3.2	Employee Well-being	39
3.3.3	Perceived Job Insecurity	39
3.3.4	Resilience	39
3.4	Sample Characteristics	40
3.4.1	Gender	40
3.4.2	Age	41
3.4.3	Qualification	41
3.4.4	Experience	42
3.5	Statistical Tools	43
3.5.1	Reliability Analysis of Scale Used	44
3.5.2	Data Analysis Techniques	45
<b>4</b>	<b>Results</b>	<b>47</b>
4.1	Data Analysis	47
4.2	Descriptive Statistics	47
4.3	Correlation Analysis	49
4.4	Regression Analysis	50
4.5	Moderation Analysis	51
<b>5</b>	<b>Discussion and Conclusion</b>	<b>53</b>
5.1	Introduction	53
5.2	Discussion	53
5.2.1	Hypothesis 1: There is Negative Association among Abusive Supervision and Employee Wellbeing	54
5.2.2	Hypothesis 2: Abusive Supervision is Positively Associated with Perceived Job Insecurity	55
5.2.3	Hypothesis 3: There is Negative Association among Perceived Job Insecurity and Employee Wellbeing	56
5.2.4	Hypothesis 4: Perceived Job Insecurity plays Part as Mediation between Abusive Supervision and Employee Wellbeing	57

---

5.2.5	Hypothesis 5: Employee Resilience Moderating the Connection between Perceived Job Insecurity and Employee Wellbeing Such a Way that Perceived Job Insecurity will have Stronger Positive Association with Employee Wellbeing with Employees Who are High on Resilience than the Employees Who are Low on Resilience . . . . .	58
5.3	Conclusion . . . . .	60
5.4	Practical and Theoretical Implication . . . . .	61
5.5	Limitations of Research . . . . .	63
5.6	Future Research Directions . . . . .	63
	<b>Bibliography</b>	<b>65</b>
	<b>Appendix-A</b>	<b>87</b>

# List of Figures

2.1	Research Model of Abusive Supervision, its Impact on Employee Wellbeing; with a Mediating Role of Perceived Job Insecurity and Moderating Role of Resilience . . . . .	34
3.1	Reliability Analysis of Scale Used . . . . .	44

# List of Tables

3.1	Instruments . . . . .	40
3.2	Frequency by Gender . . . . .	40
3.3	Frequency by Age . . . . .	41
3.4	Frequency by Qualification . . . . .	42
3.5	Frequency of Experience . . . . .	42
3.6	Confirmatory Factor Analysis . . . . .	43
3.7	Scale Reliabilities . . . . .	45
4.1	Descriptive Analysis . . . . .	48
4.2	Correlation . . . . .	49
4.3	The Mediating Effect of Perceived Job Insecurity . . . . .	50
4.4	Moderation Analysis . . . . .	51
4.5	Hypotheses Summarized Results . . . . .	52

# Chapter 1

## Introduction

### 1.1 Background of the Study

Leadership perform a very important role in any workplace. Leadership includes a form of many obligations which aimed to achieve specific set goals by using available resources and guaranteeing an organized and strong organization (Ololube, 2013). According to (Northouse & Rowe, 2007) leadership is a procedure whereby a supervisor inspires a gathering of people to accomplish a shared objective. Leadership is perhaps a most common area in research but yet not fully explored and considered as least one of the most observed, yet least comprehended concept on earth (Burns & Abbasialiya, 2010). As there is no specific form of leadership that can be viewed as universal, With the passage of time, scholars have proposed a wide range of styles of leadership. Best supervision is created through a ceaseless procedure of awareness, self-study, trainings, and accumulation of significant experience (Bass & Bass, 2008). The foundation of best supervision is good character and sacrificial commitment to organization (Jenkins, 2013). From the point of view of workers, leadership involved everything a supervisor does that influence the accomplishment of goals and the prosperity of organization and their subordinates (Abbasialiya, 2010).

From a long period of time the main focus of research has on “good” leadership but yet the “bad” or “dark side” of leadership is ignored (Higgs, 2009). Supervisors

show a fundamental part in administrations and leader attitudes has important effect on job related behavior, job performance, also wellbeing of subordinates (Avolio, Walumbwa, & Weber, 2009). Main emphasis of this current research is towards destructive side of leadership, abusive style of leadership that is elaborated as “subordinates’ perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact” (Tepper, 2000).

Abusive supervision is considered such as constant ill-treatment of subordinates including attitudes, like, dismissive language, warnings, deliberately suppression of desirable material, and quiet actions. Long lasting hindrance stress is a cause of abusive supervision (i.e. the type of stress which create unnecessary and objectionable outcomes), lead the way to several harmful consequences for employees (Mackey, Frieder, Brees, & Martinko, 2017).

Abusive supervision is studied as silent workplace stressor that produces damaging mental effects on harmed subordinates (Chi & Liang, 2013) such as hostile organization related consequences and monetary damage for organization in form of employee absence from work organization associated consequences and financial loss for the organization in terms of worker absenteeism, less efficiency, and health related expenses (Tepper, Duffy, Henle & Lambert, 2006). Several studies have empirically verified about how abusive leaders influence structural and people’s individual consequences (Martinko, et al., 2013). According to these research results, employees’ insight of abusive leaders is positively linked to emotional exhaustion, workers struggle, immorality on work floor, intent to resign (Duffy et al., 2002).

Previous studies demonstrate that abusive supervision produces extremely hostile effects usually at structural level and mainly employee-leader level. It produces expenses for institutions. Abusive supervision effects subordinates through harm to institutional environment. Abusive supervision damages subordinates and also consequently produce failure in organization’s efficiency and because of abusive leader domestic life of sufferers might be adversely damaged (Hoobler et al., 2006).

HRM researchers have gradually documented that be careful about the subordinate wellbeing that is significant from a moral view (Guest, 2017) and also there is an observed indication which signify that subordinate wellbeing might be have encouraging consequences for firm performance (Daniels & Harris, 2000).

Employee well-being is a flexible thought, Grant et al. (2007), describe wellbeing such as “the overall quality of an employee’s experience and functioning at work”, that could be theoretically evaluated through form of these magnitudes: pleasure, healthiness, and societal links (Van De Voorde et al., 2012). Pleasure states towards a subordinate practice and happenings at workplace (Grant et al., 2007). According to organization science, healthiness is considered as form of body related well-being, such as body damages, viruses, also psychological well-being is considered nervousness, tension, fatigue, and overtiredness linked to work. As stressors and strains link with psychological well-being (Van De Voorde et al, 2012) made a difference among strains and stressors. “Stressors (e.g., workload and work intensification) refer to events or situations that give rise to stress, whereas strain (e.g., stress and burnout) refers to responses to stressors”.

Measures of wellbeing related to psychological health are tense situations at workplace and nervousness because these are “among the most common indicators of employee health and wellbeing” among human resource management studies (Ogbonnaya, Daniels, Connolly, & van Veldhoven, 2017). Lastly, social relationships considered as the value of affairs at workplace among subordinates (for example, collaboration) or among subordinates and supervisors of subordinates or corporations (Guest, 2017). In conceptual models’ social relationships are progressively merged and have great influence on wellbeing (Van De Voorde et al., 2012). With the World Health Organization’s (WHO) definition of wellbeing as “a state of complete physical, mental, and social well-being” (Larson, 1996), Classification of wellbeing in form of happiness, health, and social relationships is theoretically reliable.

In a wide manner, employee wellbeing “refers to people’s evaluations of their lives” (Diener, Suh, Lucas, & Smith, 1999) or “all the things that are important to how we think about and experience our lives” (Rath & Harter, 2010). In a thin manner,



subordinate wellbeing is limited single extant, for example, job satisfaction. Differences in conceptualization of subordinate wellbeing are obvious at functioning level. Prior conceptuality of subordinates' wellbeing, mainly inside the emotional practice (Andrews & Withey, 2012), attentive entirely on enjoyable psychological practices as an essential measurement of workers wellbeing, frequently defined in academic studies as "subjective well-being" (Diener, 1994) or "emotional well-being". According to this opinion, people experience emotional well-being if "experiences frequent positive emotions such as joy and happiness and infrequent negative emotions such as sadness and anger" (Bakker & Oerlemans, 2011). Therefore, worker wellbeing is described such as the absence of a dispositional negative effect and the occurrence of a dispositional positive effect (Diener et al., 2010). With passage of time, social relations, health, and self-validation have been added as further extents of psychological wellbeing (Warr, 2011).

Hostility from leaders is highly linked with employee well-being and behavior rather than violence from some other foundations at work (Hershcovis and Barling, 2010). There are some supervisory behaviors which causes employee health related problems. Abusive supervisors are supposed to be aggressive and involve in negative attitude such as shouting, embarrassing other people, threatening workers, withholding information which is required (Tepper, 2000). Abusive supervision increases well-being criticism, higher workers' anxiety levels (Martinko et al., 2013). we claim that abusive supervision decline job and societal assets at workroom, for example, leaders do not answer subordinate' wants, communally weaken subordinates, or destructively effect job environment (Schyns and Schilling, 2013).

Resources at workplace those are related to health are very important for employees to remain healthy and to survive with work requirements (Bregenzer, Felfe, Bergner & Jiménez, 2019). It is crucial to deliver a psychologically and socially good and physically safe atmosphere for the creation of strong workroom (Loughlin and Mercer, 2014). When we talk about subordinate's health issues, leader attitudes considered as a significant role for the provision of physical and psychological healthy environment (Montano et al., 2016). Moreover, supervisors may sustain those assets that subsequently increase subordinates' wellbeing and also

alternate working atmosphere that can assist their subordinate to improve their health conditions (Dunkl et al., 2015).

Researchers broadly examined the effects of abusive supervision. Those subordinate report high turnover, emotional exhaustion, increasing anxiety levels, higher work family conflict who perceived their leaders to be more abusive (Tepper et al., 2017). These subordinates also display a lesser mental health position and lower well-being (Lin et al., 2013). Specified unfavorable outcomes for organizations and also for the members of organization, abusive supervision is severe issue which requires continuous research concentration (Tepper, 2007).

As abusive supervision causes the individual resources to reduce and increase job insecurity yet if a person has some other resources that can lessen the effect of abusive supervision it is pretty conceivable that person will suffer less and increases subordinate's wellbeing (Zheng, Yang, Ngo, Liu, & Jiao, 2016). Abusive supervisory behavior is a thoughtful issue that require attentive and continuous research consideration as it given the damaging costs for institutions and followers (Tepper, 2007).

Employee resilience is projected as an asset which can decrease the negative influence of interpersonal strains and stressors and also can assist to decline the negative influence of abusive supervision on wellbeing of employee. Moderating role of resilience has been investigated on the impact of work-related stressors with different outcomes (Gilboa, Shirom, Fried, & Cooper, 2008). Though, (Britt, Shen, Sinclair, Grossman, & Klieger, 2016) note that the most of prevailing studies has investigated the impact of resilience in association to organizational needs that do not shows substantial variation that's why the evaluation of employee resilience is not completed. The current study will examine that the adverse impact of job insecurity because of abusive supervision may be mitigate if employee is high on resilience which will further improve the wellbeing of employees.

## 1.2 Gap Analysis

The research on abusive supervision concerning its experiences is in rising phase. The effect of abusive supervision on well-being of employee is under researched. Scholars emphasized restriction in the earlier literature, that other individual and contextual moderators and mediators are required to investigate link between Abusive supervision and employee well-being (Peltokorpi & Ramaswami, 2019).

Limited research is available on “Impact of Abusive supervision on employee well-being”. Therefore, the current study emphasizes the role of Abusive supervision regarding employee wellbeing and found two important gaps in literature. The mechanism of job insecurity as a mediator between abusive supervision and employee wellbeing is not yet established so we study perceived job insecurity as a mediator in our framework.

And the current study also focuses on the moderating role of resilience among perceived job insecurity and employee wellbeing which is not yet examined in this relationship.

Abusive supervision is common reason of many problems among the different occupations in Pakistan. The research on this topic in Pakistan’s context is not available.

## 1.3 Problem Statement

Despite the abundance of literature on abusive supervision, still we find lack of evidence with its relationship with employee wellbeing. In existing studies examined that the hidden cost is linked with the consequences of abusive style of leadership, that’s why abusive supervision is considered such as the dark side of supervision and get constant attention of scholars in last decades. Abusive style of supervision causes long lasting hindrance stress (for example, the form of stress which create unnecessary and objectionable outcomes) prompt to several harmful and undesirable consequences for employees who are abused by leader.

As abusive supervision is known as a workplace stressor, abusive supervision was

associated with bad well-being of subordinates. Workers are an asset of any organization and play very important role in organization success. We know happy and healthy workers are more productive and can increase organizational effectiveness. The research on abusive supervision related to work floor is available but related to employee well-being is limited and need to explore more for better performance of any organization.

## 1.4 Research Questions

### **Research Question 1:**

What is the relationship between abusive supervision and employee well-being?

### **Research Question 2:**

What is the relationship between abusive supervision and perceived job insecurity?

### **Research Question 3:**

What is the relationship between perceived job insecurity and employee well-being?

### **Research Question 4:**

Does the perceived job insecurity play a mediating role between abusive supervision and employee well-being?

### **Research Question 5:**

How does resilience moderate the relationship between perceived job insecurity and employee well-being?

## 1.5 Research Objectives

The overall objective of the study is to develop and test anticipated model to find out the relationship between abusive supervision and employee well-being, and perceived job insecurity as mediator. Additionally, resilience added as the possible moderator for the relationship of the variables mentioned in the research model (Abusive supervision, perceived job insecurity and employee well-being).

The specific objectives of the study are stated below:

**Research Objectives 1:**

To examine the association of abusive supervision with employee well-being.

**Research Objectives 2:**

To examine the association of abusive supervision with perceived job insecurity.

**Research Objectives 3:**

To examine the association of perceived job insecurity with employee well-being.

**Research Objectives 4:**

To explore the mediating role of perceived job insecurity between abusive supervision and employee well-being.

**Research Objectives 5:**

To identify the role of resilience as moderator between perceived job insecurity and employee well-being.

## 1.6 Significance of the Study

With the passage of time the world is converted as a global village, where the existence of corporations needed deeper understanding into quality management practices. To gain competitive advantage across the nation human resource plays a significant role (Devi & Pojitha, 2012).

Inside clients of the organization, for example, its subordinates are the main consideration of study. Banking Sector subordinates may have experience lengthy working hours, high work burden and stress due to its complex nature of work that's why banking sector is considered as more challenging industry.

For the development of an organization and their existence now workers wellbeing has become a central subject in research field of organizational behavioral and for those journals which are interconnected with organizational behavior. The choice to take in this outcome (employee, s wellbeing) has not only significant in the study of management but also in the study of organizational behavior, social and applied psychology.

This study goal is to find the Abusive supervision problem in banking sector of Pakistan and we check its impact on employee well-being. Employees are resources

for an organization. Leaders should pay more attention to workers rewards, well trainings, improve employees physical, mental health and take corrective measures for the betterment of employee well-being.

In past such type of study never conducted where the connection of abusive supervision with employee wellbeing is tested about banking sector of Pakistan with mediation of perceived job insecurity. This study also provides a theoretical contribution in literature. This study will also explain the moderation of resilience among Abusive supervision and employee well-being in banking sector.

## **1.7 Supporting Theory**

### **1.7.1 Conservation of Resource Theory**

Conservation of resource theory discusses about the stress and known as theory of stress (Hobfoll, 1989) and describes the consequences of stress and its impact in life. In this theory resource states to all those substances, features, circumstances or any emerge that are appreciated to persons. People require these resources (Hobfoll, 1988) for their successful achievement of goals, that's why these resources are important. Because of these valuable resource's individuals can also experience stress when they feel that the assets are scare or have become unbalance or either vanished. People also feel stress when they feel that their energies are not enough to keep and foster their resources. The list of resources that are appreciated is really large and pretty unlimited. Later, persons fight to gain, hold, protect, and foster those things that they worth.

As a nature of human beings, they form a condition of excess of their resources and evade conditions of damage of their resources. Meanwhile when individual does not provoke destabilized by stressors then they are encouraged to protect, keep up and contribute the resource to complete their work requirement, and gather more resource for their upcoming strain (Hobfoll, 2001). Not with standing, when drained with stressors, peoples may put their full effort to monitor their resource and protect themselves from further resource loss (Hobfoll, 2001, 2011).

As per conservation of resources (COR) theory (Hobfoll, 1989), resources at workplace help to diminish job strain and increase wellbeing of employee, learning, development as well as personal growth. Resources at work related to emotional, physical, communal, organizational and task related aspects. Task related psychological and social resources are of specific significance for subordinate's well-being, that's why people struggle to acquire, shield and refill the resources which are require for the survival of individual with their work need.

Because of an increase in abusive style of leadership at workplace energy of subordinates and the psychological resources become lessor. With due to scarce nature of personal resources, subordinate lose their ability and strengths to cope up with difficult situations at workplace and pressures related to job. When individual experience psychological burden, they might be observing the risk of resource damage, and create objectionable situation and experience undesirable emotional state, for example Job insecurity.

In some conditions when individuals have to face a state of endless Stressors and threat of damage of appreciated assets then the wellbeing of subordinates will be badly damaged (Carlson, Ferguson, Hunter, & Whitten, 2012). Because of these threats' subordinates utilize some resources such as in regulative tactics for the removal of stressors (Cole, Bernerth, Walter, & Holt, 2010). Encouraging healthy work behavior of employees is very important for any organization. Resilience power may moderate the connection among Abusive supervision and employee well-being. Resilience also subsequently assist followers to attain, guard and refill their resources and also decreases the adverse outcomes of Abusive supervision regarding employee wellbeing. Therefore, resources at workplace are essential for employee wellbeing and health related aspects.

# Chapter 2

## Literature Review

### 2.1 Abusive Supervision and Employee Well Being

Abusive style of leadership is insight about continuous maltreatment of the leader (Frieder, Hochwarter, & DeOrtentiis, 2015). Hence, that need people's constant efforts to properly deal with this problem (Frieder et al., 2015). Mitchell and Ambrose (2007) discovered connection among abusive leadership and negative behavior on the part of leader will be higher when employees who have increased undesirable reciprocal opinions. Earlier research found, in response to abusive leadership, subordinates likely to involve in divergent behaviors, for example, robbery, scam, or doing work slowly than routine (Tepper, Duffy, & Shaw, 2001). Xu, Loi, and Lam (2015) investigate that harmed employees choose to keep on quiet in workroom because of their emotional state of overtiredness.

Supervision is not a unidirectional concept. It is significant to note down that leadership is a bidirectional connection among supervisor and an employee (Van Dierendonck et al., 2004). Therefore, insights about supervision might be as positive psychology presents thought of wellbeing like subordinates appreciated practices, in this employee convert their attitude more effective and successful in their work and other happenings (Seligman and Csikszentmihalyi, 2000).

Is it true that employee become sick because of their leaders? Though this is very



significant inquiry but amazingly get less focus in management research and main focus of researchers on positive side of leadership (Schyns & Schilling, 2012), current studies propose that leaders' adverse attitude have damaging properties on subordinates' physical and psychological well-being (Bowling & Michel, 2011; Kelloway & Barling, 2010). In previous literature supervision has been declared significant for the healthiness as well as wellbeing of subordinates (Holstad et al., 2013). Supervisors can affect healthiness of their employees either in direct manner by showing helpful and uncooperative supervisor behavior (Schyns & Schilling, 2013), and through indirect manner by effecting subordinate responsibilities (Tuckey et al., 2012).

In current time period, the research on the topic of abusive supervision is at growing stage and getting higher concentration in the field of organizational management. Sina network platform conducted an internet survey in which shows that in China almost 70 percent subordinates affected by abusive supervision which include neglection from supervisor, criticism from leader, pressure and other negative leadership attitudes (Yao, Li & Xia, 2014). Amongst these employees, 29.2 percent of employees were sometime assigned goals that were not able to be accomplished by supervisors, and also reported that the 44.5 percent of subordinates were ignored by the supervisors.

The style of leadership which is abusive having bad impact on the body related attitudes and psychological attitudes of the employees (Carlson, Ferguson, Hunter & Whitten, 2012), those leads towards all over adverse influence on society and organizations. While few association's executives have not at all any hesitation about recognizing the hostile impact of abusive leadership towards subordinates as well as establishments (Sulea, Fine, Fischmann, Sava & Dumitru, 2013), but the inquiry left over why the type of this leadership exists within the organizations. The probable reasons are that leadership in organizations mainly focuses on prevailing authority and maintain discipline (Pellegrini & Scandura, 2008), with bosses be likely to possess excessive quantity of important assets. The trend amongst several institutions' subordinates require undeniably respect and also follow instructions as well as requirements of the supervisors. With the passing of moments because

of this trend subordinates might be creating an increased acceptance for hostile style of leadership, which leads to an existence of this style of leadership which is called abusive supervision.

Commonly, wellbeing considered like an inclusive perception of pleasure and contentment (Ryan & Deci, 2001), and signifies estimation of individual's living, counting positive affect and satisfaction about life. Subordinates wellbeing is just getting extra consideration by managers (Grant et al., 2007). Diener (2000) explained that workers wellbeing might be associated towards satisfaction with job field. That's why in organizational context workers wellbeing thoroughly linked with satisfaction about job, living fulfillment, positive feeling, and quality of work environment that consider such as active substitution for wellbeing at workplace. In a broader concept subordinate's wellbeing is about all over assessment of individual's living, such as the complete evaluation of value of workers experiences and also happenings at work, counting satisfaction in life and positive affect that in return influence employee presentation (Li et al., 2014).

In studies about organizations, the concept of subordinate wellbeing acquired few considerations. Research demonstrate that both administration as well as representatives similarly have faith in that more joyful and employees who have good health rise their energy, cooperation, and efficiency (Galabova and McKie, 2013). In wide manner, subordinate's wellbeing is not just about subordinate's gladness, and fulfillment also excellence about living and workplace. Steady by means of such tendencies, general indication by previous investigations specify that subordinate's wellbeing has good effect on administrative presentation through declining subordinates' absence, voluntary effort and turnover (Cropanzano and Wright, 2001).

Previous investigations further propose several aspects those influence subordinate wellbeing, a large portion of which highlight specific reasons, for example, work pressure, character as well as balance in family and job life (Schaufeli et al., 2008) or work qualities like work demand (Macky and Boxall, 2008). In spite of the fact that those investigations add to our comprehension of why representatives may (or may not) have a significant level of prosperity in an association, how associations

can improve worker's well-being is generally less investigated (Schyns et al., 2018). Organizations have gotten progressively mindful of the positive suggestions of advancing well-being at workplace. Wellbeing of job environment is an idea that could be related to different parts of work environment related to wellbeing advancement (Anttonen and Vainio, 2010).

wellbeing at job is drawn closer through the general point of view of the balanced job system. Workers considered as profitable components whom productivity is influenced through inconveniences and burdens (Carayon, 2006). Customarily retail market consumed significant quantities of cash to get increased client gratification but at similar period they may have undervalued the adverse impact of subordinates' exhaustion side effects also linked absence on client gratification (Söderlund, 2017). Whereas there are difficulties related to wellbeing at workplace among different segments as well, it could be imagined that to encourage their workers' wellbeing, retail market correspondingly requires tools which assimilate bodily, intellectual and expressive features of healthiness (DeJoy and Wilson, 2003).

Well-being of a subordinates like objective and subjective present difficulty to administration of an organization. Individual worker wellbeing is considered a multidimensional construct according to traditional management research, counting emotional, bodily and communal scopes (Schulte and Vainio, 2010). In overall, wellbeing can be measured as a consequence from the complete fulfilment of necessities of people, also acknowledgement of objectives and campaigns established forever itself. In general wellbeing of an employee on job is linked with the helpful components of job. Though, a general method about wellbeing at workplace needs individuals to anticipate, also recognize undesirable components, for example dangers to work-related damages, bad-health, threats and mishaps as bases compromising wellbeing of subordinates (Anttonen and Vainio, 2010).

Leadership can be considered like a significant component about the wellbeing and health of employees (Mullen & Kelloway, 2011), mainly regarding damaging supervisor attitudes, for example, abusive leadership (Martinko et al., 2013). Defined by Tepper (2000), the style of abusive leadership is considered long-lasting as well as continued, not impermanent and temporary. The assessment of the same

leader's attitude might be different because it is also dependent on a subordinate's subjective evaluation about leader's behavior.

Many studies have discovered that supervisors' attitude disturbs subordinates' wellbeing. Gilbreath and Benson (2004) examined consequences about leader's attitude towards subordinate's wellbeing (considered as psychological problem) by utilizing a structure contrasted with anticipation of leader's attitude. Discoveries showed that positive leadership attitude (for example, permitting more worker control, collaborating and establishing better, recognizing subordinates, also wellbeing of subordinate's) make important influence to worker's wellbeing beyond the influence of oldness, way of living, communal care by subordinate's, demanding job and life occasions. Van Dierendonck et al. (2004) discovered parallel concept of supervisor attitude, also influence of supervisor attitude on mutually affective wellbeing which is related to job and emotional wellbeing, signifying that superior supervisor attitude with good qualities was linked with improved subordinate's well-being.

***H1: There is a negative association between abusive supervision and employee well-being.***

## **2.2 Abusive Supervision and Perceived Job Insecurity**

Topic of job insecurity has been explained through several methods in the previous periods. In their pioneer studies (Greenhalgh & Rosenblatt, 1984) explain Job insecurity as "perceived powerlessness to maintain desired continuity in a threatened job situation". Later, other writers explain the concept of job insecurity as "one's expectations about continuity in a job situation" (Davy, Kinicki, & Scheck, 1997). In addition (Sverke, Hellgren & Näswall, 2002) emphasis their description on the subjective section: "the subjectively experienced anticipation of a fundamental and involuntary event". Also, (Vander Elst, De Witte & De Cuyper, 2014) in international study explain this phenomenon as "the subjectively perceived and undesired possibility to lose the present job in the future". Anyway irrespective

of the method, all the explanations of different authors deliver a same aspect: job insecurity is considered like a job stressor which all time causes a undesirable impression on the employees as well as his private and organizational surroundings, highlighting again the reality that its roots lie in anticipating the unconscious and uncontrollable probability of losing a work that employees want to continue.

The first difference of Job insecurity phenomenon seems among objective and subjective insecurity of job (Hartley, Jacobson, Klandermans, & Van Vuuren, 1990). Objective insecurity of job is associated to noticeable structural variables (for example financial presentation of the business or variables related to country's financial condition). This viewpoint ends by equating the idea of job insecurity with the idea of instability in the most traditional sense: the one directly observable. Subjective job insecurity, on the other hand, focuses on people's experience, on how they experience or perceive the labor condition or status they are involved in. Job insecurity is a workplace stressor with adverse outcomes for worker and the association: this has significant consequences for subordinate' stress that can lead workers to with draw from activity and the association (Probst et al.2016). Current cultural variations influence individuals' regular day to day existences with desires and difficulties that speak to new circumstances to be managed (Pinquart and Silbereisen 2004). Working life experienced significant fluctuations because of unbalanced and erratic business situations (Griep et al. 2015), that can create vulnerability about current business and profession prospects.

For instance, supervisors in a workplace when implement style of abusive supervision, whereby generally helpless employees are considered such as entity of outrage towards stifle, as well as danger (Tepper, 2000), workers' assets will stay constantly drained. Through span of period, workers 'those who endure as unfriendly dealing will felt undermined, also practice adverse emotional state (Wu & Hu, 2013). At the point where adverse feeling gathers to specific state, it prompts passionate fatigue, coming about in exhaustion, inspirational loss, and expectational loss at work environment, driving at the end towards Job insecurity (Sverke and Hellgren, 2002).

On the off chance that job insecurity isn't viably reduced and gets continuous,

representatives may enter a generally moderate state, being not able keep up their unique dynamic conduct, and at last diminishing their degrees of advancement. As per COR theory, individuals have essential inspiration for save, secure, also construct assets that they esteem (Hobfoll, 2001). In the work environment, the leader is a significant asset for representatives, somebody to whom they give a lot of consideration (Boekhorst, 2015). The connection that the subordinate has with his supervisor gives an organization to the enthusiastic bond between a representative and their association (Hon, Chan and Lin, 2013). If some damage to this connection impose by negative leadership is probably going to have adverse impact.

Insecurity about job has going to be a genuine worry amongst subordinates and investigations distinguished Job insecurity such as more significant strains in current occupational life (De Cuyper et al., 2008). Despite the reality that research has concentrated on distinguishing potential results, wellbeing related issues have been considered less much of the time contrasted with different results, for example, work and employment behaviors (Sverke et al., 2002). Further terrible components of sick wellbeing, for example, burnout and gloom have increased little consideration up until this point (Hu and Schaufeli, 2011). Nonetheless, specifically such sorts of results possibly will prompt extreme harmful impacts for employees, for associations just as well as for general public.

Moreover, there is a need to all the more likely realize for those job insecurities identified with certain adverse outcomes. For example (Lazarus and Folkman, 1984), workers probably going to respond distinctively to stressors since they have various arrangements of adapting techniques and assets. Every individual is different and the reaction towards Job insecurity is supported through meta-investigations on job insecurity results that discovered varieties in qualities of relationship among work insecurity and wellbeing results (Cheng and Chan, 2008), that may be an indication which specific gatherings are extra exposed. Thus, topic of generalizability of the association among job insecurity and wellbeing results should be tended to all the more obviously. In accordance through significant demands that advanced in the area of occupational psychology; on the way to explore subgroups

to all the more likely comprehend systems behind the connection of work stressors, for example, work uncertainty and potential unfavorable outcomes (Taris and Kompier, 2014). In this way, people and job attributes ought to view as when concentrating the negative outcomes of job insecurity (Stiglbauer et al., 2012).

On account of work instability, workers in all likelihood see the vulnerability of their business future as a risk, since for the vast majority the work is the reason for monetary strength just as identified with their personality. Also, work provides individuals to interact with an informal community and gives chance to workers to create something they value and appreciate (cf. Jahoda, 1982). Job insecurity subsequently involves threat to significantly something other than the economical part of business.

On foundation of existing literature, we emphasis on the mediation of job insecurity. According to presented research, we get to know that abusive leadership has adverse influence on job insecurity. As per COR theory because of job insecurity subordinates utilize their psychological resources to deal with insecurity and uncertainty regarding job and thus employees do not have sufficient assets. In recent literature job insecurity is a variable that got more concentration in work environment related studies. Job insecurity increases work stress, bring higher rate of deviant behavior and subordinates' intentions to quit (Sulea et al., 2013).

As per COR theory, an expansion of abusive leadership in work environment makes the energy of subordinates' mental assets to decrease. Because of restricted nature of individual assets, subordinates at the point lose the capacity to adapt to danger and complications in work atmosphere. This thus expand the subordinates feeling of job insecurity. In such condition's subordinates will see a more noteworthy number of undesirable elements, with assessment of their work additionally being adversely biased. Being under the feeling of mental burden, they may see the danger of loss of assets, delivering unwanted practices and encountering negative emotions, for example, job insecurity.

***H2: Abusive supervision is positively associated to job insecurity.***

## 2.3 Perceived Job Insecurity and Employee Wellbeing

Job insecurity happens just on account of unintentional damage, and the apparent potential damage can range from perpetual damage of employment itself to damage of some of valuable occupation characteristics, for example, hierarchical status, chances for upgrade, opportunity to plan work, and authoritative assets (Shoss, 2017). Significant precursors of job insecurity contain expected structural fluctuations, role uncertainty, and the receipt of data about organizational emergencies (Lee et al., 2006).

According to (Greenhalgh & Rosenblatt, 1984), hypothesized job insecurity like a multidimensional concept with two essential parts: risk severity (estimated as the conceivable damage by the significance the worker puts on that projection) and helplessness to fight the danger. At the time when the dangers are serious and the worker feels helpless, the sentiment of employment insecurity is at its peak level. Despite the fact that these investigations talk about the conditions that encourage job insecurity, we think lesser about mental procedures through which job insecurity applies the impact on subordinate consequences.

Current patterns in worldwide economy are always driving organizations to become increasingly competitive, to expand benefits and limit expenses. Our economy is quickly advancing and changing. Unexpected financial circumstances and solid occupational rivalry have provoked acquisitions, mutual, downsizing, and also some other structural variations in inside organizations, which result in heightened view point of job insecurity between subordinates. Job insecurity is about people's point of view that their occupations are in danger and they are unable to keep their desired work continue (Shoss, 2017).

More definite components of sick wellbeing, for example, emotional exhaustion or hopelessness disturb both workplace and as a whole general public but it is less frequently investigated. Particularly burnout, yet additionally unhappiness might be identified with the work circumstances. For example, exhaustion has



been tentatively connected with various negative results, for example, poor occupation execution, physical ill-health, mental ill-health long-term sickness absence and all-cause mortality (Hallsten et al., 2011). Like exhaustion, hopelessness seen as identified with results in the work setting, for example, disabled work execution and an expansion in danger of mishaps (Haslam et al., 2005). Depression is additionally one of the main sources of occupation inadequacy (Henderson et al., 2011).

Work loss can be an exceptionally unpleasant occasion, the connection between people's encounters of joblessness and poor emotional well-being has over and over been recorded (Goldman, Saxton, and Catalano 2010). Anyhow, the pressure made by the danger of joblessness is somewhat because of occupation uncertainty and mostly the consequence of the genuine encounter of employment loss. In this manner, joblessness hazard is excessive for all who stress over joblessness regardless of whether some of them stay, at last, employed.

Work insecurity can possibly higher mental trouble in this manner disintegrating a person's supply of emotional well-being and bringing down their prosperity. Poor psychological wellness makes incredible enduring influenced people and furthermore has been seen as overweightness (Dallman et al. 2003), coronary illness (Stansfeld et al. 2002) and suicide (Stravynski and Boyer 2001). In addition, it was found that individuals in enduring occupations have self-adequacy and increased fulfillment of life, on the other hand individuals with short-lived agreements see life as being not as much of well-spoken and individual also feel that they have less assets as compare to their supervisors Ciairano et al. (2012).

Past investigations depended basically on social exchange system for determining the intervening procedures by which job insecurity effect workers. Subordinates are seen be motivated by a wish to sustain a give-and-take or well-adjusted association with workplace in the form of incentives and also helps (Blau, 1964). Should they trust that their workplace not meet its predetermined commitments, they see mental agreement among workplace and them as having been broken. These investigations have claimed that subordinates encountering job insecurity see a break of their mental agreement with the workplace and respond by decreasing

their work effort and responsibility to workplace consequently (De Cuyper & De Witte, 2006).

To analyze causality in connection among job insecurity and employee wellbeing Panel data econometric techniques have been additionally utilized. For instance, (Rohde et al, 2014) presume that an expansion in financial uncertainty causes ill mental health for working age Australian grown-ups. It was found through utilizing longitudinal data on Dutch workers, that their list of work stress, that contains job insecurity, which is a strong forecaster of: psychotropic medication utilization, misery, nervousness, and chronic exhaustion. In addition, utilizing Australian data, (Green, 2011) proposes that if the employee is increasingly employable than subjective wellbeing is less effected by high job insecurity. Kopasker, Montagna, and Bender (2016) by utilization of British panel data found that apparent job insecurity foresees a decrease in emotional wellbeing for both men's and women. At last, the meta-investigation of causal examinations utilizing longitudinal data also see that expanded work insecurity prompt to modest declines in psychological wellness.

In adding to bad psychological wellbeing, Job insecurity has been likewise associated with some other aspects of wellbeing. Caroli and Godard (2013) investigates that in following a half year, the respondent's assessment of probabilities of loss of their employment, predicts poor self-revealed wellbeing and physiological problems, for example, cerebral pains and eye strain. Smith, Stoddard, and Barnes (2009) account that guys who are in working age gain their weight because of expansion in chances of joblessness. Finally, Barnes and Smith (2009) investigate in United States the possible connection among job insecurity and smoking, proposing that an expansion in the chances of joblessness foresees a choice of continues use of tobacco.

Critically, in direct examinations, subjective practices of job insecurity associated to bad wellbeing more than do objective pointers of wealth (De Witte, De Cuyper, Handaja, Sverke, Näswall, & Hellgren, 2010), for instance, in spite of offering of higher salary, irregular work is experienced as similarly harming to wellbeing as unemployment, apparently due to going with uncertainty (Camfield, Choudhury,

& Devine, 2009). Moreover, longitudinal cross-lagged investigations strengthen a fundamental understanding of job insecurity discouragement of wellbeing, but gave no strength for another hypothesis: i.e., that those with less psychological wellness objections acquire secure work (Hellgren & Sverke, 2003).

Subordinates currently often practice that the fate of business is at stake and they suffer against insecurity of job. Long periods of exploration on job insecurity have encouraged to an accord that feeling unsure about the fate of one's business is related with a many undesirable outcomes, both in the short, and long term (De Witte, Pienaar, & De Cuyper, 2016). To extend current investigation on job insecurity, there is an expanding intention on mechanisms through this job stressor links to its consequences, that is, how job insecurity develops in to following outcomes because of middle person aspects (De Witte et al., 2016).

Past literature has built up that workers who experience work insecurity report an assortment of damaging responses (De Witte et al., 2016). In Japan, since the early 1990s because of a lengthy financial downturn, the view of job insecurity has decreased amongst several workers (Tsutsumi, 2016). Job insecurity separated into two main principle measurements, quantitative job insecurity and qualitative job insecurity (Hellgren et al. 1999). Quantitative Job insecurity is defined as "the perceived threat of job loss and the worries related to that threat" (De Witte 2005). Qualitative Job insecurity is explained as "the perceived threat of impaired quality in the employment relationship, such as deterioration of working conditions, lack of career opportunities, and decreasing salary development" (Hellgren et al. 1999). Because maximum investigations on the relationship of Job insecurity with workers' wellbeing have centered around the quantitative job insecurity (De Witte et al. 2010).

Some theoretical point of views can elaborate the adverse mental outcomes of job insecurity. Jahoda's (1982) has proposed that the chances of losing one's employment undermines the fulfillment of requirements, for example, pay and social contacts, and prompts disappointments. Moreover, Job insecurity has negatively affected workers' well-being because of the related sentiments of randomness and

helplessness. This theoretical connection among job insecurity and mental well-being has epidemiologically exhibited in the research field of occupational health in which few meta-analytic examinations have announced the relationship of job insecurity with bad psychological wellbeing, for example, regular psychological issues and miserable signs (Theorell et al. 2015). A later orderly survey has likewise announced that job insecurity is highly linked with depressive signs (Kim & von dem Knesebeck 2016).

Job insecurity is most worrying part of the procedure prompting joblessness, which have a bad result on subordinates than joblessness does by itself (Nella et al. 2015), accordingly, to keep up and advance great psychological wellbeing among workers, more grounded business measures and employment security framework should be created at a level of national policy (Uutela 2010). In the work environment, giving a strong description of work duty might be viable in decreasing mental pain which linked with work insecurity, particularly among perpetual male subordinates.

Job insecurity is most widely recognized strains in modern employed life. In spite of the fact that studies demonstrate that job insecurity concept has psychological (for example, the apparent adverse variation to peoples work) and sentimental (for example, enthusiastic responses to probable change to one's work) parts, researchers seldom apply this differentiation among psychological and sentimental Job insecurity in their theory improvement and conceptualization.

work insecurity is now a days broadly perceived as one of the main psychosocial dangers at the work environment, next to aspects for example work burden, (absence of) control, job stressors and poor interpersonal connections at workplace, prompting mental and physical damage (Leka & Jain 2010 ).Prior research about job insecurity have proposed that the impacts of Job insecurity on well-being might be unique for people (Cheng & Chan, 2008).

Comparable discoveries have well-reported for job insecurity, where diminished occupation fulfillment and bad psychological health are two of the best-documented results of insecurity of job, as per two meta-investigations on the results of Job insecurity (Cheng & Chan, 2008). Though, a current investigation by (De Witte et al, 2016) emphasized that the improvement of the connection among job insecurity

and wellbeing which is related to job after some time is less recorded, proposing that the system connecting the two may require further examination.

When linked with secure laborers, insecure transitory employees suffer from poorer work-related wellbeing, more prominent powerlessness and experience of stress (Yaşlıoğlu et al. 2013), lower hierarchical responsibility and work fulfillment. DeCuyper et al. (2009) found that changeless business was decidedly connected with an expansion in work commitment and that perpetual employees are involved and submitted than transitory ones.

Hardly few investigations talked in depth about the long-standing results of work-related insecurity and joblessness for people's wellbeing. Additionally, according to longitudinal investigations propose that job insecurity is the major cause of poor well-being of employees than some other reasons (Vander Elst et al. 2014), and that employability is positively linked with commitment and life fulfillment.

***H3: There is a negative relationship among perceived job insecurity and employee well-being.***

## **2.4 Mediating Role of Perceived Job Insecurity between Abusive Supervision and Employee Well-Being**

Past research led in area of abusive leadership still have numerous restrictions and it is as yet a developing field. Research does not reveal a lot of insight into the practices of the workers themselves that leads towards the maltreatment they get by their leaders. In a latest investigation (Oh & Farh, 2017) suggested that abusive leadership prompts different limitations, managed and overcome social results which may incorporate mental exit rather than genuine exit for example turnover goals, hopelessness and shift hostility in form of abuse directed towards colleagues. In support to this (Hackney & Perrewé, 2018) additionally demanded investigation of abusive leadership as a component suggesting that it prompts different enthusiastic and administrative results which should be investigated further.

Any workplace wishing to remove abusive leadership must examine the initial stage of this issue. Most of researchers have focused on results of abusive leadership. But recently attention is being moved to what makes this sort of supervision to begin. Present literature recommends that subordinates reactions to interpersonal stressors rely upon the hierarchical setting (Miner & Smittick, 2016).

The leader and employee association are one of the most important interpersonal associations which personnel preserve at the workroom. Inferable from bosses 'hierarchical status, advanced power, and more worthy assets, they help as guardians of appreciated worker results (for example, upgrade, increments in pay, response). Adverse supervisory associations, for example, those categorized by abusive leadership, make destroying ramifications for employees as assets damage as far as supervisory help and access to admired results. Subordinates come up short on the capacity to react to this interest because of their lower control position comparative with their leader, and acts of irrationality/revenge can lead to disciplinary activities, expanding aggression, and even firing (Aquino, Tripp, & Bies, 2001). Thus, constant experience to leadership which is abusive exhausts ill-treated employees, and psychological overtiredness is activated because subordinates feel that they even do not have the suitable assets to deal with the stressor standing up to them (Lee & Ashforth, 1996) according to COR theory (Hobfoll, 1988), present proof shows that workers confronting abusive leadership see such attitude as destructive and experience negative feelings, (for example irritation or distress). subordinates spend significant emotional energy to deal with that interpersonal stressor. This psychological guideline exertion finishes their emotional assets, and sentiments of enthusiastic depletion develop (Han, Harms, & Bai, 2017).

In the course of the most recent 20 years, globalization along with the financial downturn has put significant stress on labor market. Consequently, organizations have required to decrease expenses, bringing about work loss and expanded impression of Job insecurity between subordinates (Daly et al. 2013). These marvels, in turn, have high anxieties about their latent capacity influence on subordinates' well-being and prosperity.

Working life is categorized by variation and rivalry, reflected in happening, for

example, rearrangements, downsizings, impermanent business contracts and hierarchical monetary troubles. Not unexpectedly, these objective qualities may influence a subordinate's subjective point of view that the present work is at risk, and such practice of job insecurity may, in turn, have undesirable outcomes for his/her wellbeing (Sverke, Hellgren, & Näswall, 2002).

job insecurity, characterized as the apparent danger to the present place of employment (Hellgren, Sverke, & Isaksson, 1999), has gotten expanding research consideration throughout the most recent periods. Researchers approve that insecurity about job is a subjective experience regarding a spontaneous phenomenon that is linked with doubt about the future of job. Grounded on knowledge that the danger of job loss might have similarly adverse outcomes such as job loss itself (Otto & Dalbert, 2013), it is measured as a significant job strain. Accordingly, Job insecurity has been associated together psychological (for example, frustration, nervousness, depressing feelings and mental exhaustion) and physical wellbeing complaints (for example, napping complaints, high blood pressure) and Given the steady connection among work insecurity and well-being protests, it is amazing that comparatively little examinations have observationally explored the explanatory procedures underlying the effect of job insecurity on personnel's wellbeing. Selenko and Batinic (2013) anticipated that Job insecurity causes real deficiency of advantages of job, instead of the risk of deficiency of these advantages later on. Although, connecting Job insecurity to intimidations to the manifest and hidden advantages of job may be increasingly suitable. After all, a work-insecure worker still has service and may therefore still have access to the apparent and hidden advantages of job, which is most clear with respect to the apparent advantage of having a salary. Encountering dangers to the advantages of work, as an outcome of occupation insecurity insights, may though be sufficient to produce strain and stresses bringing about expanded psychological and physical well-being related criticisms after some time (Lazarus & Folkman, 1984).

Work insecurity is well-documented all through the North American labor market, influencing even well-educated subordinates (Sharone, 2014). Its well-being impacts are less frequently examined studied and are some of the time mixed with

those of occupational strain. The terms work insecurity and work strain are not tradable. In this examination, work insecurity includes both the real condition of being employed on transitory, fixed-term agreements according to companies' requirements and insights of instability with frequent threats of work damage, helplessness, and having "no constant assumption of permanency or long-term occupation" (Glavin, 2015).

Dissimilar work insecurity, work strain happens in all positions sooner or later and is not constantly challenging for well-being. As characterized by (Karasek & Theorell, 1990), work strain results from a mixture of high job requirement, low authority over the sorts and pace of employment assignments (e.g. repetitious, uninteresting), and less help in the working environment. This is not equivalent to the well-being impacts of strain utilized by some to refer to the fatigue or stress coming about because of work insecurity (de Cuyper, Witte, Vander Elst & Handaja, 2010).

Job insecurity influences the well-being of safe and perpetual co-workers also. In a work environment culture of ambiguity and developing employment insecurity, generalized strain and the impression of persistent work insecurity is related with inferior self-rated well-being, disassociation, and unhappiness among all employees (Burgard, et al. 2009). Similarly, increments in the extent of part-time and contractually hired teachers was linked with rising negativity and declining work fulfillment and work environment morale in the European studies of academic professionals by (Cavalli & Moscati, 2010) contend that the subsequent disintegration of tenure creates greater anxieties among both tenured-stream and tenured faculty. Awareness is important. Examining information from a national board of American specialists, Glavin (2015) found that age and lengthy exposure to the danger of occupation loss were essentially connected with negative well-being impacts. The younger employees displayed low annoyance and anxiety and improved self-rated well-being than middle aged and older employees, yet the distinction between the last two was not critical. Glavin proposes a couple of explanations behind, counting that middle aged and old age employees are more likely to have extended exposure



to work insecurity which then results into long-lasting strain. Middle aged employees typically have more dependents than their older or younger counterparts; they might be progressively defenseless against work insecurity. Glavin theorizes that work insecurity is currently standardized normalized between younger employees, with a lower negative impact on well-being. He additionally increases the likelihood that older employees resign before when medical problems come up, slanting the outcomes for that accomplice.

Latest studies (Bernhard-Oettel et al. 2005) discover that amongst permanent subordinates perceived job insecurity expands work depletion and decrease work fulfillment, and organizational responsibility, though it does little in clarifying reactions of impermanent subordinates. In a comparable manner, permanent workers practice advanced levels of suffering and inferior well-being when they feel insecure, however perceived Job insecurity was not analytical for these results in the cluster of impermanent subordinates (De Cuyper and De Witte 2005). This form of outcomes can be disclosed regarding the inconsistency among the degree of predictable and perceived work insecurity that is emotional, sudden, and undesirable for permanent subordinates, whereas this is not the situation for impermanent subordinates (De Cuyper and De Witte, 2007).

Perceived Job insecurity is characterized as a subjective phenomenon which relates to uncertainty about an unintentional loss of the present job later on (De Witte 2005). It has huge unfriendly consequences for self-evaluated well-being and mental health. In particular, perceived work insecurity linked to inferior physical well-being for example somatic well-being related disorders, overweightness, inferior self-evaluated well-being, hypertension and overweightness. In addition, perceived Job insecurity has been found to associated with poorer intellectual health and welfare, e.g., slight psychiatric illness and mental suffering (Rugulies et al. 2006).

As estimated above, few scholars talk about the hypothesis that Job insecurity is a job strain which prompts higher stress, and also lessen health and wellbeing. So as to clarify these connections, various clarifications might be given dependent on various theoretical point of views (De Witte, Vander Elst, & De Cuyper, 2015).

According to (Lazarus & Folkman, 1984), Job insecurity is the more visible occupation stressors that might be adversely influence welfare in work environment because its prompt a strain response. Work insecure subordinates practice strain because they require to invest psychological and physical assets to handle with compromising expectation of employment loss (Reisel et al., 2010). More explicitly, Job insecurity includes absence of assets, explicitly control over two aspects, for example, obviousness and controllability (De Witte et al., 2015). It is fact that Job insecurity is associated with both uncontrollability and unpredictability, where employees feel uncertain about their future concerns and also face problem of decision about what to do and what to not and totally feel helpless regarding the continuation of job. As job insecurity is linked with resource depletion which leads towards poor wellbeing of subordinates as a result of job strain (De Witte et al., 2016).

Confronted with increased worldwide challenge, times of monetary downturn, regularly evolving innovations, quick business restructuring, and moving administrative approaches in regards to work and workers relationships, establishments have progressively involved in acquisitions, restructuring, downsizing and mutual to stay competitive (Hirsch & De Soucey, 2006). Not unexpectedly, these variations have led subordinates to practice significant uncertainty about the future of their occupation. Without a doubt, subordinates around the globe (American Psychological Association, 2014; Oxford Economics, 2014) have recognized Job insecurity as one of their topmost concerns.

With the appearance of progressively modern innovation, fiercer worldwide challenge, and a slowdown economy, associations have implemented different versatile methodologies to keep up competitive gain, for example, outsourcing, restructuring, or even firing of staff, which may bring about a feeling of work insecurity among subordinates (Shoss, 2017).

COR theory (Hobfoll, 1989) recommends that people are inspired to get and preserve assets. As indicated by conservation of resource theory, mental pressure happens under three conditions: (1) assets are lost, (2) assets are threatened with loss, and (3) there is no asset advantage after asset speculation. COR theory

characterized assets as objects (e.g., lodging), individual attributes (e.g., hopefulness), conditions (e.g., superiority), or energies (e.g., cash) that are esteemed in their own privilege or assist as methods for achievement of different assets. Stable work is viewed as a condition asset that is esteemed by subordinates not only for its own motivation as well as for its capacity to encourage the achievement of different assets (e.g., lodging, nourishment, clothing, pay, communal status, and regard. Hence, Job insecurity indicates a risk to subordinate assets in the form of loss of work and salary or lost appreciated work features (Hellgren, Sverke, & Isaksson, 1999). As things considered, we expect that encountering high Job insecurity brings about negative business related and individual results.

Strain (counting mental pain) is a well-known result of job insecurity (Näswall, Sverke, and Hellgren, 2005). Without a doubt, conservation of resource theory (Hobfoll, 1989) recommends that strain results might be happen in the event that one is undermined with asset damage. Along these lines, we anticipate a positive connection among Job insecurity and strain.

***H4: Perceived job insecurity plays a mediating role between abusive supervision and employee well-being.***

## **2.5 Resilience as a Moderator between Perceived Job Insecurity and Employee Well-Being**

The word “resilience” can be followed back to the Latin word *resilire*, or, “to jump back”. Resilience is explained by Oxford English Dictionary as “having the option to withstand or recoup rapidly from difficult conditions” (Hu, Zhang, & Wang, 2015). According to the area of psychological research, resilience depicts the capability of someone to feel oneself again after facing adverse sentiments, and flexibly adjusting to the varying requirements of unpleasant encounters, for example, growth, it is an adjustment procedure serving organizations come out of unfavorable conditions. Subordinate resilience is a set of learning, versatile and organizing actions. (Lazarus, 1993; Niitsu et al., 2017). Resilience could likewise be clarified as “a concept that depicts the presentation of positive adjustment even

with regard to misfortune or hazard” (Masten, 2001). Ryff and Singer (1996) attested that resilience is a significant reality to consider in connection to the jobs that avoid disease and negative attitudes. Thus, (Ryff, Singer, Dienberg Love, & Essex, 1998) explained resilience as the capacity to keep up or recover a high feeling of wellbeing in the state of adversity.

Study has been exploring the significance of resilience in occupational surroundings for the advantage of both worker and organizational well-being for over a period. But there is not much effort to make the usefulness of resilience training in the situation or establishments. subordinate resilience denotes to the social ability. Individual qualities of character (e.g., inventiveness, boldness, social insight) encourage social working and execution, because when people have certain qualities they are better ready to manage with natural difficulties (Van Woerkom, Bakker, & Nishii, 2016). Current research among different gatherings (including students, workers, the old age people) has demonstrated that the utilization of character qualities has prescient incentive for well-being and life fulfillment (Dubreuil et al., 2016).

When established qualities are empowering and enable an individual to flourish. Frontline subordinates commonly face numerous interpersonal stressors, Han, Bonn, & Cho, 2016). Employee resilience is linked with the ability to keep up stable performance despite a profoundly distressing encounter (Bonanno, 2004), is anticipated as an asset that can diminish the negative impact of interpersonal stressors and can assist to reduce the adverse effect of emotional overtiredness on subordinates’ ability to fulfill clients and administration execution.

Resilience has been studied as a moderator of the effect of working environment related stressors on different results. However (Britt, Shen, Sinclair, Grossman, & Klieger, 2016) note that most of the present literature has investigated the role of resilience in link to organizational requirement that do not shows substantial versatility; in this way, the valuation of subordinate resilience is inadequate. Work requirements vary in form of their regularity, concentration, length, and consistency. They do not represent substantial versatility (Gilboa et al., 2008).

Encounters of abusive leadership and client rudeness embody huge difficulties because of their occurrence, strength, length, and erratic nature, likewise noted that various requirements of job atmosphere that are judged to be forceful, random, or lengthy in period signify substantial versatility. Therefore, the investigation of worker resilience as the moderator of the connection among several interpersonal stressors and worker results can give a superior evaluation of the role of worker resilience.

Work environment and workers are needed to show resilience in today's continuously moving and random business situations. As the science of organizational psychology has progressed after some time, modern resilience scholars have directed their concentration towards individual attributes of subordinates which might be connected with a workplace resilience (Lengnick-Hall & Beck, 2011), explicitly resilience at an individual level (attribute's resilience). Modern research shows that resilience in people brings about results, for example, lower levels of mental misery (Min et al., 2013), advanced levels of optimistic intellectual (Cooper, Flint-Taylor, & Pearn, 2013), and additional positive work attitudes. Resilient subordinates recoup better and more rapidly from interruptions than non-resilient subordinates and are additional adaptive and receptive to organizational variations compulsory for organizational achievement (Shin, Taylor, & Seo, 2012). Strangely, this adjustment isn't dependent upon the subordinates viewing the organizational fluctuations positively; rather it is contended that individual level resilience expands the subordinate's propensity to accommodate variations even if they do not essentially need the change.

Building on these perspectives, a developing idea in the exploration on organizational resilience is 'employee resilience', a construct contended to be distinct from intrinsic attribute resilience in that worker resilience is a variable that is explicitly encouraged by organizations through the formation of 'organizational enablers'. Empirical data presently exists to help the argument that employee resilience adds to key execution drivers, including positive subordinate behavior and attitudes (Näswall, Kuntz, & Malinen, 2015).

Few modern organizational scholars have started concentrating focusing on worker

wellbeing, deemed to be a result of resilience which prompt to improved worker profitability (Page & Vella-Brodrick, 2013) and, controversially, enhanced organizational output (Luthans et al., 2010). While improving financial outcomes through wellbeing negotiations might be the absolute objective of certain organizations, there is insufficient experimental proof in the literature to back up claims of subordinate wellbeing improving organizational accounts (Meyers, Woerkm, & Bakker, 2013).

Researchers (Niitsu et al., 2017) have faith in that resilience denotes to the ability of recouping from negative feelings and modifying oneself to the always evolving situations. Past examination has demonstrated that resilient people would keep up their physical and mental well-being through buffering adverse outcomes from hard times (Connor & Davidson, 2003). Fredrickson, Cohn, Coffey, Pek, and Finkel (2008) noticed that resilient people have a tendency to proactively get ready for adversities and limit the effects of unpleasant occasions on themselves through utilizing their mental assets effectively.

Conservation of resource theory (Hobfoll, 1989) propose that individuals' wellness hurts while encountering the risk of assets loss. We incorporate general well-being, mental well-being (which incorporates passionate prosperity and psychological wellness), physical well-being (which incorporates absence of wellbeing grievances and psychosomatic manifestations), and musculoskeletal issues as results of work insecurity. Building on conservation of resource theory (Hobfoll, 1989), various scholars have recommended that job insecurity may aid as an antecedent to several adverse emotional responses (Ito & Brotheridge, 2007), including anger, worry, and misery. Subsequently, we additionally anticipate that work insecurity has positive association with misery, worry and anger.

Interpersonal communications present difficulties that can be handled by interpersonal capabilities (Athay & Darley,1982). As job insecurity is linked with resource depletion which leads towards poor wellbeing of subordinates as a result of job strain (De Witte et al., 2016). Self-control has been recognized as an element of resilience at the individual level (Meredithetal.,2011). We assume that workers

with a significant level of resilience are more expected to bear the adverse influence of organizational interpersonal stressors. The resilience of frontline workers should empower employees to keep peaceful in stressful circumstances and assist them with securing their psychological assets (Parker, Jimmieson, Walsh, & Loakes, 2015).

Subordinates vary in the quality and amount of their own assets; hence, their capacity to deal with work related stressors also differ. We contend that resilience acts as a coping asset that diminish the emotional exhaustion created through the bad sentiments brought by abusive supervision. This is because workers with high resilience are capable of utilizing their emotional and rational assets more adequately than subordinates with low resilience. Resilience is aligned with positivism and expectation (Harcourt & Ateke, 2018), therefore, when highly resilient subordinates manage incivility, their positive viewpoint assist them to bear and stand in challenging conditions, and they practice a lesser amount of emotional exhaustion than subordinates with low resilience.

***H5: Employee resilience moderates the relationship between job insecurity and employee wellbeing in such a way that job insecurity will have a stronger positive relationship with employee being for the employees who are high on resilience than the employees who are low on resilience.***

## 2.6 Research Model

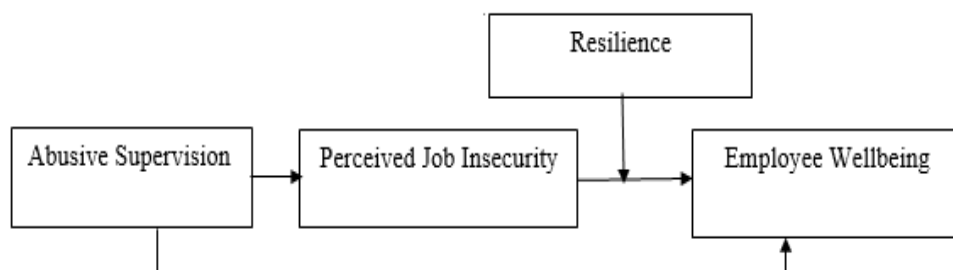


FIGURE 2.1: Research Model of Abusive Supervision, its Impact on Employee Wellbeing; with a Mediating Role of Perceived Job Insecurity and Moderating Role of Resilience

## **2.7 Research Hypotheses**

**H<sub>1</sub>** : There is a negative association between abusive supervision and employee well-being.

**H<sub>2</sub>** : Abusive supervision is positively related to job insecurity.

**H<sub>3</sub>** : There is a negative association between perceived job insecurity and employee well-being.

**H<sub>4</sub>** : Perceived job insecurity plays a mediating role between abusive supervision and employee well-being.

**H<sub>5</sub>** : Employee resilience moderates the relationship between job insecurity and employee wellbeing in such a way that job insecurity will have a stronger positive relationship with employee well-being for the employees who are high on resilience than the employees who are low on resilience.



# Chapter 3

## Research Methodology

### 3.1 Introduction

Research methodology will be discussed in this section. Here, we find out the impact of abusive supervision on employee well-being and include the mediation of perceived job insecurity, and resilience as a moderator. In research methodology we conclude research design, data collection methods, sample, population, reliability of variables and research instruments.

#### 3.1.1 Unit of Analysis

This investigation will be primary research in nature. The participants who participate in this study are respondents, we collect information from respondents during survey through questionnaire. In this study data was gathered by employees of banking sector of Rawalpindi & Islamabad. So, the unit of analysis in this research was individuals of banks.

### 3.2 Research Design

Research design is about a fundamental path which we proceed in research and gives direction about how a research should be done, which individuals will be

the respondents of study, which method should be used to collect data and which technique will be used for analysis of data. This investigation depended on primary data and can be named as causal research.

### **3.2.1 Type of Study**

This investigation is utilized to highlight the impact of abusive supervision on employee well-being, for this co-relational study has been used in this research.

### **3.2.2 Research Philosophy and Quantitative Research**

As we know population is huge and we cannot measure whole population, that's why quantitative approach is used by researchers and also appreciated. We take sample from whole population which represent the whole population. Therefore, in this study quantitative approach has been used and we collected quality data to connect variables with each other and represent the nature of the connection between variables which used in this study.

### **3.2.3 Population**

Service sector plays very important role in development of any nation. Banking sector serve people and largely contribute in economic growth of country. Success of other sectors also depends upon banks. A successful and effective banking system boost up economic growth and plays a crucial part in development of the economy of Pakistan (Haider et al., 2017). As the banking sector of our country is at developing phase.

I choose banking sector population for my research because employees of banking sector face abusive supervision. As employees of banking sector whole day deals with clients and try to satisfy their customer and fulfill their needs. Supervisor of banking sector employees become abusive and use their authority and bound their employees to treat politely with their customers.

### **3.2.4 Sample and Sampling Technique**

Different sampling techniques are available and researchers use sampling techniques according to their interest. It could be judgmental sampling, convenience sampling, random sampling or snow ball sampling. In this study convenience sampling was the basic technique through which sample was drawn. Convenience sampling technique is non probability method in which data is collected randomly according to researcher convenience. In this study convenience sampling technique was used for the purpose of data collection and collected responses according to the availability of employees from different banks because convenience sampling technique is easy and suitable to collect data efficiently in this research. So, data was collected randomly from banks of Pakistan which represent the most real picture of whole population of employees of banking sector of Pakistan in demonstrating the effect of abusive supervision on employee wellbeing with mediation of perceived job insecurity and moderation of resilience.

### **3.2.5 Data Collection Technique**

Data collection source was primary. We used structural questionnaire for collection of data as an instrument of data collection. As we know it is impossible to gather responses from whole population of banks of Pakistan because of time constraint as we have limited time to complete this study as well as we have lack of resources. For data collection sampling technique is generally used by researcher, through sample we target whole population. The particular sample of population represents whole population. Hence, the selected sample should have all the characteristics which are require to present whole population and the requirement of study.

## **3.3 Instrumentation**

As scale development is difficult and time-consuming process so, already developed scales by well recognized researcher have been used in this study. The nature of all the items comprised in the questionnaire is such that all the variables including

abusive supervision, employee wellbeing, perceived job insecurity and resilience is to be filled by employees of banks.

### **3.3.1 Abusive Supervision**

Fifteen items scale is used in this study which is established by (Tepper,2000), to measure abusive supervision. All items are responded on 5-point scale 1-5 where. 1= I cannot remember him/her ever using this behavior with me 5= He /she uses this behavior very often with me. Some of the items are; Ridicules me, tells me my thoughts are stupid, Gives me silent treatment.

### **3.3.2 Employee Well-being**

Six items scale is used in this study which is developed by (Hess, Kelloway, Francis, Catano, &Fleming,2005), to measure Employee Well-Being. Whole items are responded through 5-point Likert scale which ranges from 1= Strongly disagree to 5= Strongly agree. Some of the items include in this scale are; In the past six months, I have felt motivated, In the past six months, I have felt energetic

### **3.3.3 Perceived Job Insecurity**

Four items scale is used in this study which is established by (Vander, De Witte, & De Cuyper,2014), to measure Perceived job insecurity. All items are answered through 5-point Likert scale ranging from 1= Strongly disagree to 5= Strongly agree. One reserve coded question is included. Items include in this scale are; Chances are, I will soon lose my job, I am sure I can keep my job, I feel insecure about the future of my job, I think I might lose my job in the near future.

### **3.3.4 Resilience**

Six items scale is used in this study which is established by (Luthans, Avolio, Avey & Norman, 2007) to measure employee resilience. All items are responded through

5-point Likert scale which ranges from 1= Strongly disagree to 5= Strongly agree. Some items include in this scale are; I restore my normal mood quickly after unpleasant events, I enjoy dealing with new and unusual events.

TABLE 3.1: Instruments

Variables	Source	Items
Abusive Supervision (IV)	Tepper,2000	15
Employee wellbeing (DV)	Hess, Kelloway, Francis, Catano, & Fleming,2005	6
Perceived Job Insecurity (MED)	Vander, De Witte, & De Cuyper,2014	4
Resilience (MOD)	Luthans, Avolio, Avey & Norman, 2007	6

### 3.4 Sample Characteristics

Demographics which we include in this study are employees age and their job experience, gender of employees and qualification of employees also considered.

#### 3.4.1 Gender

To maintain the purpose of gender equality we considered the component of gender. Gender is considered as important element of demographics; it differentiates the ratio of male employees and female employees in a given sample size of population. In this current study, we tried to maintain the honor of gender equality

TABLE 3.2: Frequency by Gender

Gender	Frequency	Percent	Valid percent	Cumulative percent
Male	191	75.5	75.5	75.5
Female	62	24.5	24.5	100
Total	253	100	100	

Above table 3.2 shows about the ratio of respondents of study. According to above table the male respondents having the ratio of 75.5% which is more than the ratio of female responses. And the ratio of female responses is 24.5%.

### 3.4.2 Age

Age is an element which people don't want to disclose and feel uncomfortable if someone ask about their age. Age is also a one component of demographics which we included. For the comfort of respondents, we use specific range/scale for the collection of data about the age of participants.

TABLE 3.3: Frequency by Age

Age	Frequency	Percent	Valid Percent	Cumulative Percent
18-25	38	15	15	15
26-33	128	50.6	50.6	65.6
34-41	61	24.1	24.1	89.7
42-49	23	9.1	9.1	98.8
50 & above	3	1.2	1.2	100
Total	253	100	100	

Frequency of age of respondents is shown in above table. As per above table the majority of age of respondents was 26-33 which is 50.6%. Age group of 18-25 was 15% of total respondents. 24.1% of respondents lie between age range of 34-41. Respondents whose age lie between 42-49 were 9.1% and 1.2% of respondents age was 50 or more than 50.

### 3.4.3 Qualification

Education is very essential and plays a crucial part in the development of any nation and can bring prosperity for the whole nation. With the help of education, we can compete at global level. So, after gender of employees, age of employees, we considered qualification of employees as major element of demographics. Through

education we can invent new things through creative minds and can compete globally and also can find out new ways of success.

TABLE 3.4: Frequency by Qualification

<b>Qualification</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Bachelor</b>	104	41.1	41.1	41.1
<b>Master</b>	125	49.4	49.4	90.5
<b>MS/M.Phil.</b>	24	9.5	9.5	100
<b>Total</b>	253	100	100	

Above table presents frequency by qualification of respondents. As shown in above table majority of respondents having qualification of masters with the percentage of 49.4%. people who have done their bachelors are 41.1%. MS/ M. Phil qualified respondents were 9.5%.

### 3.4.4 Experience

For the data collection about the experience of respondents we also use different ranges of experience time. So, through different ranges respondents can easily response about their work experience regarding their field of work.

TABLE 3.5: Frequency of Experience

<b>Experience</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
0-5	99	39.1	39.1	39.1
6-10	89	35.2	35.2	74.3
11-16	42	16.6	16.6	90.9
17-22	16	6.3	6.3	97.2
23 & above	7	2.8	2.8	100
<b>Total</b>	253	100	100	

Above table shows the frequency of experience of respondents about their job. As per above table majority of respondents were having experience range of 0-5 which is 39.1%. 35.2% of respondents lie between the range of 6-10 and 16.6% of respondents lie in the range of 11-16 years of work experience. 6.3% of respondents

lie in the range of 17-22 years work experience. Only 2.8% of respondents having experience of 23years and above.

### 3.5 Statistical Tools

At initial stage we test reliability of scale which we used and validity of scales through CFA (confirmatory factor analysis) through using AMOS software. The understudied model was checked through fit statistics. These statistics involve multiple indices, such as chi square, Root Mean Square Error of Approximation (RMSEA), Comparative Fit Indices (CFI), Goodness of Fit Index (GFI) and Adjusted Goodness of Fit Index (AGFI). Comparative Fit Index assumes that there is no correlation between all latent variables and compares sample covariance matrix with null model. 0 and 1 is the acceptable range and value should be closer to 1 for the good fit of model. Value should be above than 0.90 which exhibits good fit of model and value which is below shows poor fit of model.

TABLE 3.6: Confirmatory Factor Analysis

	<b>Chi Square</b>	<b>Df</b>	<b>CMIN/Df</b>	<b>GFI</b>	<b>TLI</b>	<b>CFI</b>	<b>RMSEA</b>
Initial Model	2.456	428	2.456	0.88	0.86	0.871	0.076
Modified Model	1.871	419	1.871	0.934	0.916	0.924	0.059

Above table shows the figures of confirmatory factor analysis. As per above table, the values of analysis show the model is good fit and the values are significant. Above table shows that the value of GFI is .924 which is significant because it is greater than .9, and the value of TLI is .916 which is also greater than .9 and value of CFI is .924, that is also significant and acceptable. And the value of RMSEA is .059 which is significant as it is less than 0.6. Below figure elaborate more about CFA.



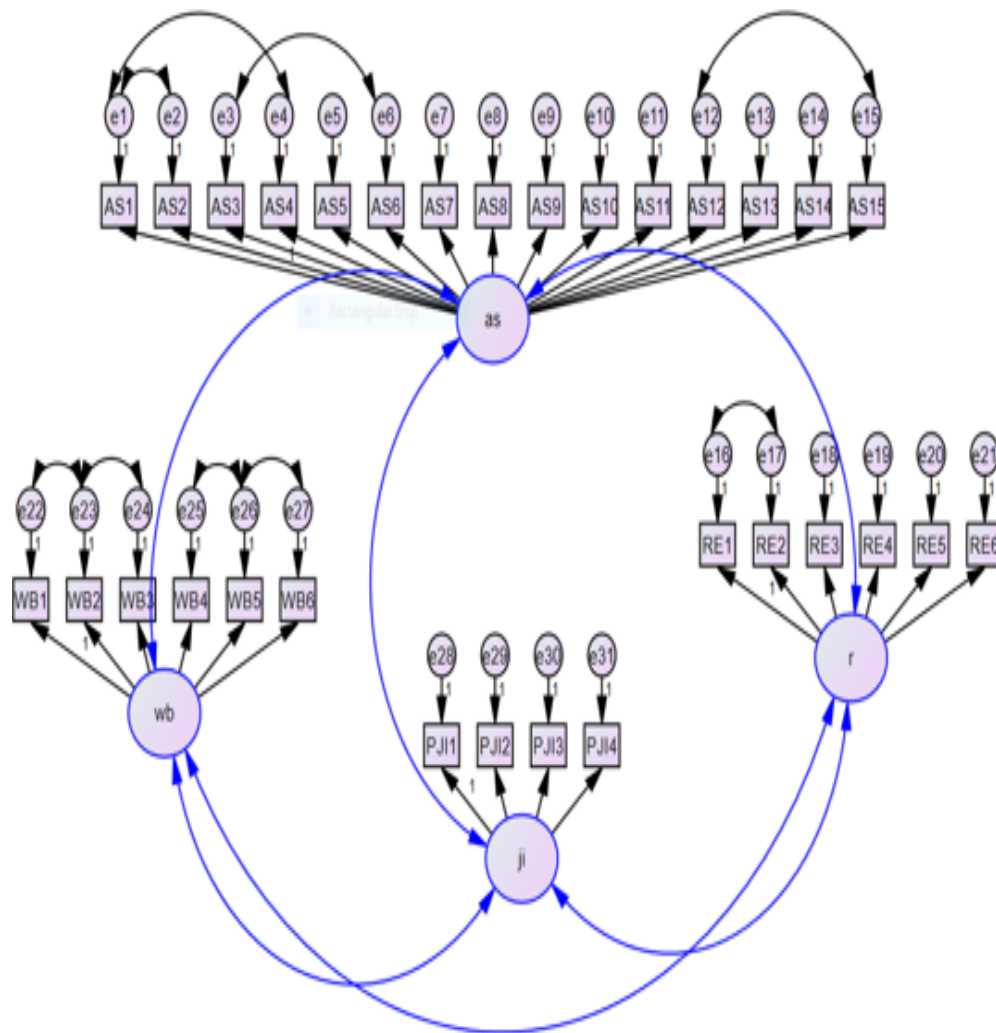


FIGURE 3.1: Reliability Analysis of Scale Used

### 3.5.1 Reliability Analysis of Scale Used

Reliability is stated to a procedure of giving similar constant outcomes over the different period of time when we test specific item or scale over and over again. Scale reliability represents the capability of scale for giving constant results when we test it for many times. I checked reliability of scales of variables which used in current study by Cronbach alpha. The acceptable range of Cronbach alpha is lie between 0 and 1 (Cronbach, 1951). Reliability of scale is considered higher when the value of Cronbach alpha is also higher. When the value of Cronbach alpha comes out 0.7 than the scale is considered reliable and when the value of Cronbach alpha is less than 0.7, the scale is considered as less reliable.

TABLE 3.7: Scale Reliabilities

Variables	Cronbach's Alpha	Items
Abusive Supervision	0.858	15
Employee Wellbeing	0.945	6
Perceived Job Insecurity	0.85	4
Resilience	0.701	6

In above table reliability of scale is measured and shown the results of scales which we used in current studies. As above table shows that abusive supervision has .858 value of Cronbach alpha and the items of employee wellbeing having .945 value of Cronbach alpha. The scale of perceived job insecurity has .850 Cronbach alpha value and resilience has .701 Cronbach alpha value. The value of Cronbach alpha of all variables scale is more than 0.7 that means all scales are reliable according to the context of Pakistan.

### 3.5.2 Data Analysis Techniques

Several data analysis techniques have been used in department of social sciences for the purpose of statistical outcomes. These techniques and statistical tools which we used for data analysis have some benefits as well as disadvantages. We choose data analysis test and techniques according to our research type, nature of data, research model and research purpose, and choose the method with is highly linked with our study. Researchers use correlation analysis to know about the association among variables which we used in study and check the effect of independent variable on dependent variable. We also utilize regression analysis to investigate the links among multiple variables. After the procedure of data collection, 253 responses were useable. The data was than tested on the software SPSS version 20, and also software AMOS version 20 was used for data analysis. Many steps are involved in the process of data analysis, those steps are following:

1. At very first stage, only those responses were chosen for the purpose of analysis which filled properly by the respondents.

2. Questionnaire of each variable of study were coded and then used for the analysis of data.
3. To describe characteristics of sample frequency table were utilized in current study.
4. Through numerical values descriptive statistics was shown.
5. By using Cronbach alpha scale reliability of understudied variables was checked.
6. For the purpose of justification of model confirmatory factor analysis was conducted by using AMOS software.
7. To investigate about the significance of the relationship among understudied variables correlation analysis was conducted.
8. To determine the proposed association among independent and dependent variables single linear regression analysis was used.
9. To check the role of mediation and moderation among variables of study method of Preacher and Hayes was utilized.
10. The status about the proposed hypothesis acceptance and rejection was checked by using correlation analysis and Preacher and Hayes method.

# Chapter 4

## Results

### 4.1 Data Analysis

In this chapter of results, we include descriptive statistics, mean value, standard deviation, correlation analysis, regression analysis, mediation and moderation analysis, description of each hypothesis with results, summary of all hypothesis with detail of acceptance and rejection of each hypothesis and also include discussion.

### 4.2 Descriptive Statistics

Descriptive statistics is about a numerical description of data of all the variables in a meaningful way such as abusive supervision, perceived job insecurity, employee wellbeing and resilience and explain about their standard values. In this section we include minimum values of each variable, maximum value of each variables, standard deviation of each variable, mean value of each variable and total number of responses. Standard deviation of variables demonstrates about the variation of responses from their mean values while the mean value of each variable tells us about the average of responses.

Whole variables of this study were measured on 5-point Likert scale that ranges from 1-5, where 1 shows strongly disagree and 5 represents strongly agree. Descriptive statistics highlight the significant statistical points and present the overall

summary of data. In below mentioned table we present some figures that represents the whole data. Descriptive statistics of the understudied variables is shown in Table 4.1.

TABLE 4.1: Descriptive Analysis

<b>Variables</b>	<b>Sample Size</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Standard Deviation</b>
Abusive Supervision	253	1	4.07	2.2996	0.67994
Perceived Job Insecurity	253	2.25	4.5	3.2935	0.48293
Employee Wellbeing	253	1	5	3.5303	0.75649
Resilience	253	2.33	5	3.7082	0.47598

In above table of descriptive statistics total of 6 columns are shown where 1st column tells about the names of the variable, and 2nd column shows the size of total sample of study, 3rd column is about the minimum value calculated in the response of the particular variable, fourth column contain max value received during the response of that particular variable, 5th and 6th column is about the mean of the data and calculation of standard deviation of the collected data respectively. The minimum value of Abusive supervision is 1 and maximum value is 4 and study as independent variable. Perceived job insecurity has the maximum value of 4 and minimum value of 2, perceived job insecurity is included as mediator in current re. Employee wellbeing has the minimum value of 1 and maximum value of 5 were the dependent variable, Resilience have the minimum value of 2 and maximum of 5 which is moderator in present framework of study.

Abusive Supervision has a mean value of 2.2996 with standard deviation of 0.679. The depended variable Employee wellbeing shows the mean value of 3.530 and standard deviation of 0.756. Perceived job insecurity has a mean value of 3.293 and standard deviation of 0.482. Resilience has a mean value of 3.708 and standard deviation of 0.475.

This analysis was measured on the total response which we collected in data collection process and chooses for this analysis. 253 total responses were selected for the aim of analysis.

### 4.3 Correlation Analysis

Correlation analysis represent the connection between variables and tells about the strength and direction of the relationship. In this analysis more than two or two variables are interlinked. The key purpose of correlation analysis is to found the degree to which variable fluctuate together. When we talk about positive correlation it specifies the extent in which variables decrease or increase in parallel shape. And in case of negative correlation variables does not move in parallel form, here if one variable increase than other will decrease. We usually use Pearson correction analysis for calculation of correlation coefficient and analyze the interdependence among variables. Limited range of correlation coefficient lie within -1.00 and +1.00. -1.00 shows perfect negative correlation among variable and +1.00 shows perfect positive correlation among variables. If value of correlation ranges from -1.0 to -0.5 than it is considered high/strong correlation. And if value of correlation ranges from -0.5 to -0.3 or 0.3 to 0.5 than it is considered as moderate correlation and if the value of correlation ranges from -0.3 to -0.1 or 0.1 to 0.3 than it is considered as low or weak correlation and if the correlation among variables is zero than it means there is no correlation present among variables.

TABLE 4.2: Correlation

Sr. No	Variables	1	2	3	4
1	Abusive Supervision	1			
2	Perceived Job Insecurity	.141*	1		
3	Employee Wellbeing	-.324**	-.124*	1	
4	Resilience	-0.105	-.027	.236**	1

\* Correlation is significant at 0.05 level (2-tailed). \*\*Correlation is significant at 0.01 level (2-tailed).

Above **Table 4.2**, displays about the correlation between variables. As shown by figures of above table, there is a positive and significant relation in between abusive supervision and perceived job insecurity, were  $r = .141^*$  at  $p < 0.05$ . The above correlation table also display that abusive supervision and employee wellbeing has a negative significant relation, were  $r = -.324^*$  at  $p < 0.01$ . There is a negative but

insignificant relation exist between abusive supervision and resilience, were  $r = -0.105$  at  $p > 0.05$ . Perceived job insecurity has a negative and insignificant relation with resilience, were  $r = -0.027$  at  $p > 0.05$ . Table 4.2 show that employee wellbeing and resilience has a positive significant relation, were  $r = .236^{**}$  at  $p < 0.01$ . Scope creep and Employee wellbeing and perceived job insecurity is negatively correlated with each significantly were  $r = -0.124^*$  at  $p < 0.05$ .

## 4.4 Regression Analysis

The model of mediation tries to interpret process and elaborate the observed connection among dependent and independent variable through the involvement of mediating variable. For the analysis of mediation software named SPSS was used and Preacher and Hayes method was utilized in present study. The present study has used perceived job insecurity mediator as the medium between independent variable abusive supervision (IV) and dependent variable employee wellbeing (DV).

TABLE 4.3: The Mediating Effect of Perceived Job Insecurity

	$\beta$	SE	T	P
Abusive supervision $\Rightarrow$ Employee wellbeing	-0.3211	0.0657	-4.8905	0.0000
Abusive Supervision $\Rightarrow$ Perceived Job Insecurity	0.1167	0.0579	2.0167	0.0448
Perceived Job Insecurity $\Rightarrow$ Employee wellbeing	-0.1518	0.0719	-2.1105	0.0358
	LL 95% CI	UL 95% CI		
Bootstrap results for indirect effect	-0.0558	-0.0005		

From **Table 4.3**, it is concluded that abusive supervision has a direct positive and significant relationship with the employee wellbeing, hence the un-standardized

regression co-efficient indicates that ( $B = -.3211$ ,  $t = -4.8905$ ,  $p = .00$ ), the results in the above table provides strong justification for the acceptance of hypothesis. So, the hypothesis H1 i-e “There is a negative association between abusive supervision and employee well-being” is accepted. Results also shows that there is a positive and significant relationship between abusive supervision and perceived job insecurity as indicated by un-standardized regression co-efficient ( $B = .0579$ ,  $t = 2.0167$ ,  $P = .0448$ ), hence the hypothesis H2 i-e “Abusive supervision is positively related to job insecurity” is accepted.

It is predicted from the table given above that perceived job insecurity and employee wellbeing also have a significant relationship between each other. Evidence is provided through the un-standardized regression co-efficient as ( $B = -.1518$ ,  $t = -2.1105$ ,  $P = .0358$ ) and from these values it is concluded that H3 i-e “There is a negative association between perceived job insecurity and employee well-being” is totally accepted. Results indicates that perceived job insecurity mediates the relationship between abusive supervision and employee wellbeing, as the indirect effect of abusive supervision on employee wellbeing through perceived job insecurity knowledge has the upper limit of  $-.0558$  and lower limit of  $-.0005$  and doesn't contain zero in the bootstrapped 95% confidence interval, thus it is concluded that the hypothesis H4 i-e “Perceived job insecurity plays a mediating role between abusive supervision and employee well-being” is accepted.

## 4.5 Moderation Analysis

Moderating variable is that variable which specifies the situation in which a given predicting variable is linked with an outcome. Role of moderation indicate about where the relationship between two variables is strengthening or weakening because of interaction term.

TABLE 4.4: Moderation Analysis

	<b>Coefficient</b>	<b>S.E</b>	<b>T</b>	<b>P</b>	<b>LL CI</b>	<b>95% UL95% CI</b>
<b>Int_term</b>	0.0021	0.155	0.0136	0.9892	-0.3032	0.3074



It has been concluded from the **Table 4.4**, that resilience doesn't act as a moderator between perceived job insecurity and employee wellbeing, as indicated by the un-standardized regression analysis ( $B = .0021$ ,  $t = .0136$ ,  $P = .9892$ ), hence the hypothesis H5 i-e "Employee resilience moderates the relationship between job insecurity and employee wellbeing in such a way that job insecurity will have a stronger positive relationship with employee wellbeing for the employees who are high on resilience than the employees who are low on resilience" is rejected because  $P = .9892$  is showing an insignificant value and zero is present in the bootstrapped 95% of the confident interval as its upper is  $.3074$  and lower limit is  $-.3032$  which contains opposite signs which indicates the presence of zero that leads to the rejection of the H5 hypothesis.

TABLE 4.5: Hypotheses Summarized Results

<b>Hypotheses</b>	<b>Statement</b>	<b>Result</b>
<b>H1</b>	There is negative association between abusive supervision and employee wellbeing.	<b>Accepted</b>
<b>H2</b>	Abusive supervision is positively associated with perceived job insecurity.	<b>Accepted</b>
<b>H3</b>	There is negative association between perceived job insecurity and employee wellbeing.	<b>Accepted</b>
<b>H4</b>	Perceived job insecurity plays a mediating role between abusive supervision and employee wellbeing.	<b>Accepted</b>
<b>H5</b>	Employee resilience. moderates the relationship between perceived job insecurity and employee wellbeing in such a way that perceived job insecurity will have a stronger positive relationship with employee wellbeing with the employees who are high on resilience than the employees who are low on resilience.	<b>Rejected</b>

# Chapter 5

## Discussion and Conclusion

### 5.1 Introduction

In this section of last chapter, we discuss about the relationship among variables in detail and also include about the acceptance and rejection of our hypothesis. We will also discuss about the theoretical implications and practical suggestions of study and boundaries and also suggest future guidelines of the study

### 5.2 Discussion

The key aim of directing this investigation is to survey the appropriate responses of numerous inquiries which were unanswered in regards to the relationship of abusive supervision and wellbeing of subordinates explicitly in the contextual settings of Pakistan. Along with other variables i-e perceived job insecurity which is measured as mediator and resilience which is measured as a moderating role among perceived job insecurity and employee wellbeing.

In this study data is collected from banking sector of Pakistan for above understudied proposed hypothesis. The first proposed hypothesis H1, which shows that abusive supervision is negatively associated with employee wellbeing supports to be accepted. As employees of any organization plays integral part in the success of a business, because of abusive supervision employees feel loss of psychological

resources and job insecurity increases and ultimately wellbeing of employees badly damaged, so the second and third hypotheses H2 and H3 are also accepted that depicts a significant relation of perceived job insecurity with abusive supervision and employee wellbeing.

Moreover, mediating role of perceived job insecurity acts efficiently between the association of abusive supervision and employee wellbeing, so the fourth hypothesis H4 is also accepted. After conducted analysis it was concluded that resilience is not acting as a moderator, so H5 was rejected. That means the moderator (resilience) do not affect the association among perceived job insecurity and employee wellbeing.

The brief discussion on each hypothesis is as following:

### **5.2.1 Hypothesis 1: There is Negative Association among Abusive Supervision and Employee Wellbeing**

Here this hypothesis got accepted. The outcomes of the present study display significant association that ( $B = -.3211$ ,  $t = -4.8905$ ,  $p = .00$ ). Abusive supervision having the value of  $t = -4.8905$ , which displays level of the relationship. As the results shows  $t$  value is negative which shows the negative relationship. So, in this hypothesis the value of  $t = -4.8905$  shows statistically negative relationship among abusive supervision and employee wellbeing.

And the value of  $B$  co-efficient is  $-.3211$  that depicts if there is a one-unit change in abusive supervision then there is a probability that employee wellbeing would be decreased by 32%.

Hence, the above-mentioned results are based on the basis of the past literature. Abusive supervision was associated with bad employee well-being, (Lin, Wang & Chen, 2013) provides evidence for the negative relationship of abusive supervision and employee wellbeing.

Leadership perform a significant part in the success of any organization. Hostility from leaders is highly linked with employee wellbeing rather than violence from some other foundations at work. Resources at workplace those are related to health are very important for employees to remain healthy and to survive with work

requirements (Bregenzler, Felfe, Bergner & Jiménez, 2019). Leadership can be considered like a significant component about the wellbeing and health of employees, mainly regarding damaging supervisor attitudes, for example, abusive leadership. As abusive supervision is considered as a workplace stressor and causes the individual resources to reduce and increase wellbeing related problems. When we talk about subordinate's health issues, leader attitudes considered as a significant role for the provision of physical and psychological healthy environment (Montano et al., 2016). Constant experience to leadership which is abusive exhausts ill-treated employees, and psychological overtiredness is activated because subordinates feel that they even do not have the suitable assets to deal with the stressor standing up to them. According to COR theory (Hobfoll, 1988), present proof shows that workers confronting abusive leadership see such attitude as destructive and experience negative feelings, (for example irritation or distress). subordinates spend significant emotional energy to deal with that interpersonal stressor. This psychological guideline exertion finishes their emotional assets, and the wellbeing of employees badly affected.

### **5.2.2 Hypothesis 2: Abusive Supervision is Positively Associated with Perceived Job Insecurity**

This proposed hypothesis becomes accepted. The outcomes of present research display a significant relationship as ( $B = .1167$ ,  $t = 2.0167$ ,  $P = .0448$ ).

Abusive supervision has the  $t$  value of 2.0167, which shows positive relationship. As the  $t$  value which has a positive sign shows the positive relation. Hence in this hypothesis the  $t$  value of 2.0167 shows statistically positive relation of abusive supervision and perceived job insecurity.

And the value of  $B$  co-efficient is .1167 which shows that if there is a one-unit change in abusive supervision then there is a chance that perceived job insecurity would be increased by 11%.

Hence, the above-mentioned results are based on the basis of the past literature. As abusive supervision is positively associated with perceived job insecurity, (Wang, D., Li, X., Zhou, M., Maguire, P., Zong, Z. & Hu, Y, 2018) provides evidence for

the positive association of abusive supervision and perceived job insecurity. In the work environment, the leader is a significant asset for representatives, somebody to whom they give a lot of consideration. The connection that the subordinate has with his supervisor gives an organization to the enthusiastic bond between a representative and their association. If some damage to this connection imposed by negative leadership is probably going to have adverse impact. Otto, Thomson and Rigotti (2018) discover in their studies that subordinates reduce their mental assets because of abusive supervision and increase job insecurity. Insecurity about job has going to be a genuine worry amongst subordinates and investigations distinguished job insecurity such as more significant strains in current occupational life. Workers' assets will stay constantly drained because of abusive supervisor and subordinates practice adverse emotional state. At the point where adverse feelings gather to specific state, it prompts passionate fatigue, coming about in exhaustion, inspirational loss, and expectational loss at work environment, driving at the end towards Job insecurity. As per COR theory, an expansion of abusive leadership in work environment makes the energy of subordinates' mental assets to decrease. Because of restricted nature of individual assets, subordinates at the point lose the capacity to adapt to danger and complications in work atmosphere. This thus expands the subordinates' feeling of job insecurity.

### **5.2.3 Hypothesis 3: There is Negative Association among Perceived Job Insecurity and Employee Wellbeing**

This proposed assumption got accepted. The outcomes of present study display a significant relationship ( $B = -.1518$ ,  $t = -2.1105$ ,  $P = .0358$ ).

As  $t$  value is  $-2.1105$ , which shows negative relationship because  $t$  value has a negative sign. And the value of  $B$  co-efficient is  $-.1518$  that depicts if there is a one-unit change in perceived job insecurity then there is a probability that employee wellbeing would be decreased by 15%.

Hence, the above-mentioned results are based on the basis of the past literature. As perceived job insecurity is negatively related with employee wellbeing (Silla, De Cuyper, J. Gracia, M. Peiro, & De Witte, 2009; A. Burgard, Kalousova, & S.

Seefeldt, 2012; Blom, Richter, Hallsten, & Svedberg, 2018; Giunchi, Vonthron & Ghislieri, 2019) provides evidence for the positive association of abusive supervision and perceived job insecurity.

In some conditions when individuals have to face a state of endless Stressors and threat of damage of appreciated assets then the wellbeing of subordinates will be badly damaged. Because of these threats' subordinates utilize some resources such as in regulative tactics for the removal of stressors. Job insecurity has negatively affected workers' well-being because of the related sentiments of randomness and helplessness. Job insecurity is most widely recognized strains in modern employed life. Work insecurity can possibly higher mental trouble in this manner disintegrating a person's supply of emotional well-being and bringing down their prosperity. When linked with secure laborers, insecure transitory employees suffer from poorer work-related wellbeing, more prominent powerlessness and experience of stress. Additionally, according to longitudinal investigations propose that job insecurity is more likely to cause poor well-being than the other way around. As per COR theory because of Job insecurity subordinates utilize their psychological resources to deal with insecurity and uncertainty regarding job and thus employees do not have enough resources and that's why their wellbeing is negatively affected.

#### **5.2.4 Hypothesis 4: Perceived Job Insecurity plays Part as Mediation between Abusive Supervision and Employee Wellbeing**

This proposed hypothesis becomes accepted. The outcomes of current study shows significant relationship of perceived job insecurity as a mediating role among abusive supervision and employee wellbeing as the upper and lower limit (-.0558, -.005) showed through the unstandardized regression co-efficient are both with negative signs and there exist no zero in the bootstrapped 95% interval around the indirect consequence of the connection of abusive supervision and employee wellbeing through perceived job insecurity.

Abusive supervision has adverse influence on employees. As abusive supervision is

considered as a workplace stressor, because of this psychological stress employees lost their resources and perceived job insecurity and utilize their psychological resources to deal with insecurity and uncertainty regarding job and thus employees do not have enough resources and their wellbeing suffer. according to COR theory (Hobfoll, 1988), present proof shows that workers confronting abusive leadership see such attitude as destructive and experience negative feelings, (for example irritation or distress). subordinates spend significant emotional energy to deal with that interpersonal stressor. This psychological guideline exertion finishes their emotional assets, and sentiments of enthusiastic depletion develop (Han, Harms, & Bai, 2017). As job insecurity is linked with resource depletion which leads towards poor wellbeing of subordinates as a result of job strain (De Witte et al., 2016).

### **5.2.5 Hypothesis 5: Employee Resilience Moderating the Connection between Perceived Job Insecurity and Employee Wellbeing Such a Way that Perceived Job Insecurity will have Stronger Positive Association with Employee Wellbeing with Employees Who are High on Resilience than the Employees Who are Low on Resilience**

This proposed hypothesis got rejected. As the results of the present study shows insignificant relationship ( $B = .0021$ ,  $t = .0136$ ,  $P = .9892$ ).

As we know if the  $t$  value is much less than 2 shows the outcomes are statistically insignificant. So, in this hypothesis the  $t$  value of .0136 indicates statistically insignificant relation of resilience as a moderator among perceived job insecurity and employee wellbeing. And the  $B$  co-efficient comes out to be .0021 which shows that if there is a one-unit change in resilience then it will bring a positive impact of 1% in the association among perceived job insecurity and employee wellbeing by weakening the relationship.

Frontline subordinates commonly face numerous interpersonal stressors, for example, client abuse and abusive leadership (Han, Bonn, & Cho, 2016). Employee resilience is linked with the ability to keep up stable performance despite a profoundly distressing encounter. It is anticipated as an asset that can diminish the negative impact of interpersonal stressors and can assist to reduce the adverse effect of emotional overtiredness on subordinates' ability to fulfill clients and administration execution.

In a work environment, resilient subordinates recoup better in difficult situations and can rapidly adopt organizational changings which are required to gain competitive advantage and compulsory for organizational achievements. In today's continuously moving and random business requirements employees need to show resilience. Researchers (Niitsu et al., 2017) have faith in that resilience denotes to the ability of recouping from negative feelings and modifying oneself to the always evolving situations. Past examination has demonstrated that resilient people would keep up their physical and mental well-being through buffering adverse outcomes from hard times. noticed that resilient people have a tendency to proactively get ready for adversities and limit the effects of unpleasant occasions on themselves through utilizing their mental assets effectively. Self-control has been recognized as an element of resilience at the individual level. We assume that workers with a significant level of resilience are more expected to bear the adverse influence of organizational interpersonal stressors. The resilience of frontline workers should empower employees to keep peaceful in stressful circumstances and assist them with securing their psychological assets (Parker, Jimmieson, Walsh, & Loakes, 2015).

As according to literature resilience acts as a coping asset that diminish the emotional exhaustion which is the reason of abusive supervision and perceived job insecurity which leads towards resource depletion and ultimately wellbeing of employees effected as a result of job strain. The hypothesis of moderation in current study is not supported. External environment affects resilience because of contextual settings of Pakistan and could be the reason of rejection of current hypothesis.



External environment plays a huge role. Either abusive supervision prevails in organization and people feel insecure about their jobs they cannot leave their jobs. As resilience is a psychological power and subordinates vary in the quality and amount of their own assets; hence, their capacity to deal with work related stressors also differ. We contend that resilience acts as a coping asset that diminishes the emotional exhaustion created through the bad sentiments brought by abusive supervision. This is because workers with high resilience are capable of utilizing their emotional and rational assets more adequately than subordinates with low resilience.

### **5.3 Conclusion**

In this present study I have established an area of abusive supervision impact on employee wellbeing, which is the most popular and important domain in the recent era in order to compete successfully around the globe. The key aim of this study is to find out the effect of abusive supervision on wellbeing of employees. Also, this study has demonstrated the impact of perceived job insecurity as a mediator between the association of abusive supervision and employee wellbeing. Along with that, this study has examined a unique role of resilience as a moderation between the connection of perceived job insecurity and wellbeing of employees.

Data for the analysis of this study were collected through questionnaires, which were distributed to the banking sector of twin cities of Pakistan. This research study and the proposed assumptions are supported by conservation of resource theory. In total 350 questionnaires were distributed but only 253 were used for the analysis purpose because those 253 questionnaires were having the most appropriate and full information required for the analysis of the study.

The main contribution of this study is that this study has contributed a lot in the existing literature because there has been a limited work on study of the impact of abusive supervision on employee wellbeing along with perceived job insecurity as mediator and resilience as moderator. In this study, there are 5 hypotheses which are being analyzed and tested according to the context of Pakistan. Moreover,

H1, H2, H3 and H4 are being accepted according to the Pakistani context and H5 is being rejected according to the context of Pakistan along with the support of past literature.

## **5.4 Practical and Theoretical Implication**

we discovered the mediating role of perceived job insecurity among abusive style of leadership and wellbeing of employees. Our results also give proof of longer-term results of abusive supervision as far as worker wellbeing related results. Utilizing conservation of resource theory to explain the procedures through which abusive supervision influences employee wellbeing results, our discoveries give proof that abusive supervision drives subordinates to adversely hastening a chain response prompting disintegrating workers wellbeing. As conservation of resource theory recommends that abusive style of leadership weakens crucial mental assets (Harris et al., 2013), denying an individual essential fulfillment at work bringing about critical wellbeing costs.

The theory assists to well fluent the procedures by which workplace stressors, for example, abusive supervision and different factors influence long term and proximal results. Other probable structures of individuals job experiments which may be extra proximately influenced through assets exhaustion by abusive style of leadership (for example, job performance and citizenship behaviors) could be investigated in coming study.

we analyzed moderating impact of resilience among perceived job insecurity and connected it with wellbeing related results. Though abusive style of leadership has been documented as being an undesirable stressor related to work and perceived likewise amongst workers (Aquino & Thau, 2009). Given abusive style of leadership's adverse effect on outcomes those are related to wellbeing requires special consideration should be specified to team and leader attributes throughout the recruitment procedure. Considering the high wellbeing related expenses in associations (Miree, 2007), managers and human resource staff should be made mindful of the occurrence and adverse influence of abusive supervision on workers'

wellbeing those are abused in organizations. Range of harassment policies should be implemented at workplace and also can give sensitivity training to assist employees who are presently confronting abusive supervision.

To make managers aware of abusive style of leadership organizations can utilize programs of leadership development and change their leadership style if it is necessary. To be sure, research displays that training programs can be utilized to decrease abusive style of leadership (Gonzales-Morales, Kernan, Becker, & Eisenberger, 2018). Though, especially thought-provoking for establishments to manage could be the insight amongst managers that abusive style of leadership prompts better occupation execution and main concern outputs (Tepper et al., 2006). In this way, leaders who are abusive should be allowed to defend their activities as being advantageous to the organization as well as beneficial for team. Because abusive style of leadership is affected through perceptual procedures (Tepper, 2000), organizations additionally essential to be sensitive to how abusive leadership is received by and responded to by workers. Productive roads for administrative training would be to discover traditions to recognize and lessen abusive style of leadership.

When leadership training for leaders conducted, establishments can prepare workers with training on decisiveness and management of conflict. Establishments could likewise strengthen moral fearlessness and give positive role models and create a culture of positive organizational communications that lead to high physiological resourcefulness, recovery amongst personnel and work engagement (Heaphy & Dutton, 2008). At last, the discoveries can assist organizations to better comprehend the long-term wellbeing related results of abusive style of leadership and serving organizations set into motion interventions that help to lessen abusive supervision, and reestablish psychological and physical wellbeing by giving suitable helpful social assets to workers.

In a worldwide abusive supervision is seen as weak management system, subordinates can create and hold a specific sort of social worth, which is power distance as a cognitive methodology to clarify the circumstances they face, in order to diminish the adverse impact of abusive style of leadership and to keep up mental

health.

we should try to lessen the event of abusive style of leadership at workplace and make every possible effort to eliminate its negative impact on subordinates as we know abusive leadership causes workers poor psychological wellbeing and also create dissatisfaction about job. For the learning purpose of leaders about how to communicate with employees and what is the proper procedure to handle with workers, management skills training should be provided to supervisors. Organizations should manage leadership development programs for supervisors and inspire them through this step with aim of correcting as well as modifying any type of hostile behavior and make sure that leaders involve in suitable management practices and behaving nicely with their subordinates.

## **5.5 Limitations of Research**

A few restrictions happened basically because of constrained assets and time constraints. Numerous problems were faced in the process of data collection because of accessibility of the concerned participants and their effective participation data collection. Convenience sampling is also the limitation of present study. As the data collection from whole population is not possible so we take sample from population which represents the whole population and use convenience sampling technique and collect data randomly from whole population according to our convenience that limits the generalizability.

## **5.6 Future Research Directions**

Every research has few restrictions which can give roads for future research. Most of the studies about abusive supervision (Mackey et al., 2017; Martinko et al., 2013), whole data was gathered by self-reports, that possibly expanding common-method bias. In adding to abusive style of leadership, past studies recommend that subordinate wellbeing related problems (Faragher et al., 2005) can be influenced through some other factors. Subsequently, future research can advantage

by considering additional backgrounds that describe these constructs, for example, individualism collectivism orientation e.g, supporters of conservation of resource theory have considered individualism-collectivism (Hobfoll et al., 2002) as important individual assets that assist individuals to maintain a strategic distance from mental strain and also reduce these mental strains. In future study personality factors for example self-esteem and the part of other individual base cultural values or work context aspects for example support of coworker could be study in future research in the association between abusive supervision and employee wellbeing.

# Bibliography

- Abbasialiya, A. (2010). The Concept of Leadership. Retrieved January 11, 2013.
- Allan, B. A., & Duffy, R. D. (2014). Examining moderators of signature strengths use and well-being: Calling and signature strengths level. *Journal of Happiness Studies*, 15(2), 323-337.
- American Psychological Association. (2014). Work and well-being survey. Washington, DC: APA. and mental health: the effects of job satisfaction and power distance orientation.
- Andrews, F. M., & Withey, S. B. (2012). Social indicators of well-being: Americans' perceptions of life quality. *Springer Science & Business Media*.
- Anttonen, H., & Vainio, H. (2010). Towards better work and well-being: An overview. *Journal of Occupational and Environmental Medicine*, 52(12), 1245-1248.
- Aquino, K., & Thau, S. (2009). Workplace victimization: Aggression from the target's perspective. *Annual Review of Psychology*, 60.
- Aquino, K., Tripp, T. M., & Bies, R. J. (2001). How employees respond to personal offense: the effects of blame attribution, victim status, and offender status on revenge and reconciliation in the workplace. *Journal of Applied Psychology*, 86(1), 52.
- Ashford, S. J., Lee, C., & Bobko, P. (1989). Content, cause, and consequences of job insecurity: A theory-based measure and substantive test. *Academy of Management Journal*, 32(4), 803-829.

- Ashforth, B. E., & Humphrey, R. H. (1993). Emotional labor in service roles: The influence of identity. *Academy of Management Review*, 18(1), 88-115.
- Athay, M., & Darley, J. (1982). Social roles as interaction competencies. In *Personality, roles, and social behavior* (pp. 55-83). *Springer, New York, NY*.
- Bakker, A. B., & Oerlemans, W. (2011). Subjective well-being in organizations. *The Oxford handbook of positive organizational scholarship*, 178-189.
- Bamberger, P. A., & Bacharach, S. B. (2006). Abusive supervision and subordinate problem drinking: Taking resistance, stress and subordinate personality into account. *Human Relations*, 59(6), 723-752.
- Bandura, A. (1986). *Social foundations of thought and action. Englewood Cliffs, NJ*, 1986.
- Bardasi, E., & Francesconi, M. (2004). The impact of atypical employment on individual wellbeing: evidence from a panel of British workers. *Social Science & Medicine*, 58(9), 1671-1688.
- Barnes, M. G., & Smith, T. G. (2009). Tobacco use as response to economic insecurity: Evidence from the National Longitudinal Survey of Youth. *The BE Journal of Economic Analysis & Policy*, 9(1).
- Bass, B. M., & Bass, R. (2009). *The Bass handbook of leadership: Theory, research, and managerial applications. Simon and Schuster*.
- Bernhard-Oettel, C., Sverke, M., & De Witte, H. (2005). Comparing three alternative types of employment with permanent full-time work: How do employment contract and perceived job conditions relate to health complaints?. *Work & Stress*, 19(4), 301-318.
- Blakely, T. A., Collings, S. C., & Atkinson, J. (2003). Unemployment and suicide. Evidence for a causal association?. *Journal of Epidemiology & Community Health*, 57(8), 594-600.
- Blau, P. M. (1964). *Exchange and power in social life. New York: John Wiley and Sons*.

- Bligh, M. C., Kohles, J. C., Pearce, C. L., Justin, J. E., & Stovall, J. F. (2007). When the romance is over: Follower perspectives of aversive leadership. *Applied Psychology, 56*(4), 528-557.
- Block, J., & Kremen, A. M. (1996). IQ and ego-resiliency: conceptual and empirical connections and separateness. *Journal of Personality and Social Psychology, 70*(2), 349.
- Blom, V., Richter, A., Hallsten, L., & Svedberg, P. (2018). The associations between job insecurity, depressive symptoms and burnout: The role of performance-based self-esteem. *Economic and Industrial Democracy, 39*(1), 48-63.
- Boekhorst, J. A. (2015). The role of authentic leadership in fostering workplace inclusion: A social information processing perspective. *Human Resource Management, 54*(2), 241-264.
- Bonanno, G. A. (2004). Loss, trauma, and human resilience: Have we underestimated the human capacity to thrive after extremely aversive events?. *American Psychologist, 59*(1), 20.
- Bowling, N. A., & Michel, J. S. (2011). Why do you treat me badly? The role of attributions regarding the cause of abuse in subordinates' responses to abusive supervision. *Work & Stress, 25*(4), 309-320.
- Boya, F. Ö., Demiral, Y., Ergör, A., AKVARDAR, Y., & De Witte, H. (2008). Effects of perceived job insecurity on perceived anxiety and depression in nurses. *Industrial Health, 46*(6), 613-619.
- Bradburn, N. M. (1969). The structure of psychological well-being.
- Brees, J., Mackey, J., Martinko, M., & Harvey, P. (2014). The mediating role of perceptions of abusive supervision in the relationship between personality and aggression. *Journal of Leadership & Organizational Studies, 21*(4), 403-413.
- Brees, J., Martinko, M., & Harvey, P. (2016). Abusive supervision: subordinate personality or supervisor behavior?. *Journal of Managerial Psychology.*
- Breevaart, K., & de Vries, R. E. (2017). Supervisor's HEXACO personality traits and subordinate perceptions of abusive supervision. *The Leadership Quarterly, 28*(5), 691-700.



- Bregenzler, A., Felfe, J., Bergner, S., & Jiménez, P. (2019). How followers' emotional stability and cultural value orientations moderate the impact of health-promoting leadership and abusive supervision on health-related resources. *German Journal of Human Resource Management*, 2397002218823300.
- Britt, T. W., Shen, W., Sinclair, R. R., Grossman, M. R., & Klieger, D. M. (2016). How much do we really know about employee resilience?. *Industrial and Organizational Psychology*, 9(2), 378-404.
- Brown, S., Taylor, K., & Price, S. W. (2005). Debt and distress: Evaluating the psychological cost of credit. *Journal of Economic Psychology*, 26(5), 642-663.
- Burgard, S. A., Brand, J. E., & House, J. S. (2009). Perceived job insecurity and worker health in the United States. *Social Science & Medicine*, 69(5), 777-785.
- Burgard, S. A., Kalousova, L., & Seefeldt, K. S. (2012). Perceived job insecurity and health: the Michigan Recession and Recovery Study. *Journal of Occupational and Environmental Medicine*, 54(9), 1101-1106.
- Burke, R. J. (2017). Toxic leaders: Exploring the dark side. *Effective Executive*, 20(1), 10.
- Burton, J. P., & Hoobler, J. M. (2006). Subordinate self-esteem and abusive supervision. *Journal of Managerial Issues*, 340-355.
- Camfield, L., Choudhury, K., & Devine, J. (2009). Well-being, happiness and why relationships matter: Evidence from Bangladesh. *Journal of Happiness Studies*, 10(1), 71-91.
- Carayon, P. (2006). Human factors of complex sociotechnical systems. *Applied Ergonomics*, 37(4), 525-535.
- Carlson, D., Ferguson, M., Hunter, E., & Whitten, D. (2012). Abusive supervision and work-family conflict: The path through emotional labor and burnout. *The Leadership Quarterly*, 23(5), 849-859.
- Cavalli, A., & Moscati, R. (2010). Academic systems and professional conditions in five European countries. *European Review*, 18(1), 35-53.

- Chan, M. E., & McAllister, D. J. (2014). Abusive supervision through the lens of employee state paranoia. *Academy of Management Review*, 39(1), 44-66.
- Cheng, G. H. L., & Chan, D. K. S. (2008). Who suffers more from job insecurity? A meta-analytic review. *Applied Psychology*, 57(2), 272-303.
- Ciairano, S., Callari, T. C., Rabaglietti, E., & Roggero, A. (2012). Life Satisfaction: The Contribution of Job Precariousness, Sense of Coherence and Self-Efficacy-A Study in Italian Adults.
- Cole, M. S., Bernerth, J. B., Walter, F., & Holt, D. T. (2010). Organizational justice and individuals' withdrawal: Unlocking the influence of emotional exhaustion. *Journal of Management Studies*, 47(3), 367-390.
- Connor, K. M., & Davidson, J. R. (2003). Development of a new resilience scale: The Connor-Davidson resilience scale (CD-RISC). *Depression and Anxiety*, 18(2), 76-82.
- Cooper, C., Flint-Taylor, J., & Pearn, M. (2013). Building resilience for success: A resource for managers and organizations. *Springer*.
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 16(3), 297-334.
- Cropanzano, R., & Wright, T. A. (2001). When a "happy" worker is really a "productive" worker: A review and further refinement of the happy-productive worker thesis. *Consulting Psychology Journal: Practice and Research*, 53(3), 182.
- Cuyper, N. D., Bernhard-Oettel, C., Berntson, E., Witte, H. D., & Alarco, B. (2008). Employability and employees' well-being: Mediation by job insecurity 1. *Applied Psychology*, 57(3), 488-509.
- Dallman, M. F., Pecoraro, N., Akana, S. F., La Fleur, S. E., Gomez, F., Houshyar, H., & Manalo, S. (2003). Chronic stress and obesity: a new view of "comfort food". *Proceedings of the National Academy of Sciences*, 100(20), 11696-11701.

- Dalmida, S. G., Koenig, H. G., Holstad, M. M., & Wirani, M. M. (2013). The psychological well-being of people living with HIV/AIDS and the role of religious coping and social support. *The International Journal of Psychiatry in Medicine*, 46(1), 57-83.
- Daniels, K., & Harris, C. (2000). Work, psychological well-being and performance. *Occupational Medicine*, 50(5), 304-309.
- Danna, K., & Griffin, R. W. (1999). Health and well-being in the workplace: A review and synthesis of the literature. *Journal of Management*, 25(3), 357-384.
- Davy, J. A., Kinicki, A. J., & Scheck, C. L. (1997). A test of job security's direct and mediated effects on withdrawal cognitions. *The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 18(4), 323-349.
- Day, A., Kelloway, E. K., & Hurrell Jr, J. J. (Eds.). (2014). Workplace well-being: How to build psychologically healthy workplaces. *John Wiley & Sons*.
- De Cuyper, N., & De Witte, H. (2006). The impact of job insecurity and contract type on attitudes, well-being and behavioural reports: a psychological contract perspective. *Journal of Occupational and Organizational Psychology*, 79(3), 395-409.
- De Cuyper, N., Baillien, E., & De Witte, H. (2009). Job insecurity, perceived employability and targets' and perpetrators' experiences of workplace bullying. *Work & Stress*, 23(3), 206-224.
- De Cuyper, N., De Witte, H., Vander Elst, T., & Handaja, Y. (2010). Objective threat of unemployment and situational uncertainty during a restructuring: Associations with perceived job insecurity and strain. *Journal of Business and Psychology*, 25(1), 75-85.
- De Witte, H. (2005). Job insecurity: Review of the international literature on definitions, prevalence, antecedents and consequences. *SA Journal of Industrial Psychology*, 31(4), 1-6.

- De Witte, H., De Cuyper, N., Handaja, Y., Sverke, M., Näswall, K., & Hellgren, J. (2010). Associations between quantitative and qualitative job insecurity and well-being: A test in Belgian banks. *International Studies of Management & Organization*, 40(1), 40-56.
- De Witte, H., Pienaar, J., & De Cuyper, N. (2016). Review of 30 years of longitudinal studies on the association between job insecurity and health and well-being: Is there causal evidence?. *Australian Psychologist*, 51(1), 18-31.
- De Witte, H., Vander Elst, T., & De Cuyper, N. (2015). Job insecurity, health and well-being. In Sustainable working lives (pp. 109-128). *Springer, Dordrecht*.
- Deci, E. L., Olafsen, A. H., & Ryan, R. M. (2017). Self-determination theory in work organizations: The state of a science. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 19-43.
- DeJoy, D. M., & Wilson, M. G. (2003). Organizational health promotion: broadening the horizon of workplace health promotion. *American Journal of Health Promotion*, 17(5), 337-341.
- Diener, E. (1994). Assessing subjective well-being: Progress and opportunities. *Social Indicators Research*, 31(2), 103-157.
- Diener, E. (2000). Subjective well-being: The science of happiness and a proposal for a national index. *American Psychologist*, 55(1), 34.
- Diener, E., Suh, E. M., Lucas, R. E., & Smith, H. L. (1999). Subjective well-being: Three decades of progress. *Psychological Bulletin*, 125(2), 276.
- Diener, E., Wirtz, D., Tov, W., Kim-Prieto, C., Choi, D. W., Oishi, S., & Biswas-Diener, R. (2010). New well-being measures: Short scales to assess flourishing and positive and negative feelings. *Social Indicators Research*, 97(2), 143-156.
- Dubreuil, P., Forest, J., Gillet, N., Fernet, C., Thibault-Landry, A.
- Crevier-Braud, L., & Girouard, S. (2016). Facilitating well-being and performance through the development of strengths at work: Results from an intervention program. *International Journal of Applied Positive Psychology*, 1(1-3), 1-19.

- Duffy, M. K., Ganster, D. C., & Pagon, M. (2002). Social undermining in the workplace. *Academy of management Journal*, 45(2), 331-351.
- Dunkl, A., Jiménez, P., Žižek, S. Š., Milfelner, B., & Kallus, W. K. (2015). Similarities and differences of health-promoting leadership and transformational leadership. *Naše Gospodarstvo/Our Economy*, 61(4), 3-13.
- Faragher, E. B., Cass, M., & Cooper, C. L. (2013). The relationship between job satisfaction and health: a meta-analysis. In *From Stress to Wellbeing Volume 1* (pp. 254-271). *Palgrave Macmillan, London*.
- Franke, F., & Felfe, J. (2011). How does transformational leadership impact employees' psychological strain? Examining differentiated effects and the moderating role of affective organizational commitment. *Leadership*, 7(3), 295-316.
- Franke, F., Felfe, J., & Pundt, A. (2014). The impact of health-oriented leadership on follower health: Development and test of a new instrument measuring health-promoting leadership. *German Journal of Human Resource Management*, 28(1-2), 139-161.
- Frieder, R. E., Hochwarter, W. A., & DeOrtentiis, P. S. (2015). Attenuating the negative effects of abusive supervision: The role of proactive voice behavior and resource management ability. *The Leadership Quarterly*, 26(5), 821-837.
- Galabova, L., & McKie, L. (2013). "The five fingers of my hand": human capital and well-being in SMEs. *Personnel Review*.
- Gilboa, S., Shirom, A., Fried, Y., & Cooper, C. (2008). A meta-analysis of work demand stressors and job performance: examining main and moderating effects. *Personnel Psychology*, 61(2), 227-271.
- Gilbreath\*, B., & Benson, P. G. (2004). The contribution of supervisor behaviour to employee psychological well-being. *Work & Stress*, 18(3), 255-266.
- Gill, H., Cassidy, S. A., Cragg, C., Algate, P., Weijs, C. A., & Finegan, J. E. (2019). Beyond reciprocity: the role of empowerment in understanding felt trust. *European Journal of Work and Organizational Psychology*, 28(6), 845-858.

- Giunchi, M., Vonthron, A. M., & Ghislieri, C. (2019). Perceived Job Insecurity and Sustainable Wellbeing: Do Coping Strategies Help?. *Sustainability*, 11(3), 784.
- Glavin, P. (2015). Perceived job insecurity and health: Do duration and timing matter?. *The Sociological Quarterly*, 56(2), 300-328.
- Godard, M., & Caroli, E. (2013). Does job insecurity deteriorate health? A causal approach for Europe (No. 123456789/12023). *Paris Dauphine University*.
- Goldman-Mellor, S. J., Saxton, K. B., & Catalano, R. C. (2010). Economic contraction and mental health: A review of the evidence, 1990-2009. *International Journal of Mental Health*, 39(2), 6-31.
- Gonzalez-Morales, M. G., Kernan, M. C., Becker, T. E., & Eisenberger, R. (2018). Defeating abusive supervision: Training supervisors to support subordinates. *Journal of Occupational Health Psychology*, 23(2), 151.
- Grant, A. M., Christianson, M. K., & Price, R. H. (2007). Happiness, health, or relationships? Managerial practices and employee well-being tradeoffs. *Academy of Management Perspectives*, 21(3), 51-63.
- Green, F. (2011). Unpacking the misery multiplier: How employability modifies the impacts of unemployment and job insecurity on life satisfaction and mental health. *Journal of Health Economics*, 30(2), 265-276.
- Greenhalgh, L., & Rosenblatt, Z. (1984). Job insecurity: Toward conceptual clarity. *Academy of Management Review*, 9(3), 438-448.
- Griep, Y., Kinnunen, U., Nätti, J., De Cuyper, N., Mauno, S., Mäkikangas, A., & De Witte, H. (2016). The effects of unemployment and perceived job insecurity: a comparison of their association with psychological and somatic complaints, self-rated health and life satisfaction. *International Archives of Occupational and Environmental Health*, 89(1), 147-162.
- Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, 27(1), 22-38.

- Hackney, K. J., & Perrewé, P. L. (2018). A review of abusive behaviors at work: The development of a process model for studying abuse. *Organizational Psychology Review*, 8(1), 70-92.
- Hallsten, L., Voss, M., Stark, S., & Josephson, M. (2011). Job burnout and job wornout as risk factors for long-term sickness absence. *Work*, 38(2), 181-192.
- Han, G. H., Harms, P. D., & Bai, Y. (2017). Nightmare bosses: The impact of abusive supervision on employees' sleep, emotions, and creativity. *Journal of Business Ethics*, 145(1), 21-31.
- Han, S. J., Bonn, M. A., & Cho, M. (2016). The relationship between customer incivility, restaurant frontline service employee burnout and turnover intention. *International Journal of Hospitality Management*, 52, 97-106.
- Harcourt, H., & Ateke, B. W. (2018). Customer-contact employee empowerment and resilience of quick service restaurants. *European Journal of Human Resource Management Studies*.
- Harris, K. J., Lambert, A., & Harris, R. B. (2013). HRM effectiveness as a moderator of the relationships between abusive supervision and technology work overload and job outcomes for technology end users. *Journal of Applied Social Psychology*, 43(8), 1686-1695.
- Hartley, J., Jacobson, D., Klandermans, B., & Van Vuuren, T. (1990). Job insecurity: Coping with jobs at risk. *Sage Publications Ltd*.
- Haslam, C., Atkinson, S., Brown, S. S., & Haslam, R. A. (2005). Anxiety and depression in the workplace: effects on the individual and organisation (a focus group investigation). *Journal of Affective Disorders*, 88(2), 209-215.
- Hellgren, J., & Sverke, M. (2003). Does job insecurity lead to impaired well-being or vice versa? Estimation of cross-lagged effects using latent variable modelling. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 24(2), 215-236.

- Hellgren, J., Sverke, M., & Isaksson, K. (1999). A two-dimensional approach to job insecurity: Consequences for employee attitudes and well-being. *European Journal of work and Organizational Psychology*, 8(2), 179-195.
- Henderson, M., Harvey, S. B., Øverland, S., Mykletun, A., & Hotopf, M. (2011). Work and common psychiatric disorders. *Journal of the Royal Society of Medicine*, 104(5), 198-207.
- Hershcovis, M. S., & Barling, J. (2010). Towards a multi-foci approach to workplace aggression: A meta-analytic review of outcomes from different perpetrators. *Journal of Organizational Behavior*, 31(1), 24-44.
- Hess, A., Kelloway, E. K., Francis, L., Catano, V. M., & Fleming, M. (2005, June). Development of the positive affective well-being scale. In 66th annual convention of the Canadian Psychological Association, Montreal, Quebec, Canada.
- Hirsch, P. M., & Soucey, M. D. (2006). Organizational restructuring and its consequences: Rhetorical and structural. *Annu. Rev. Sociol.*, 32, 171-189.
- Hobfoll, S. E. (1988). The ecology of stress. *Taylor & Francis*.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513.
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: advancing conservation of resources theory. *Applied Psychology*, 50(3), 337-421.
- Hobfoll, S. E. (2002). Social and psychological resources and adaptation. *Review of General Psychology*, 6(4), 307-324.
- Hobfoll, S. E. (2011). Conservation of resource caravans and engaged settings. *Journal of Occupational and Organizational Psychology*, 84(1), 116-122.
- Hobfoll, S. E., Schröder, K. E., Wells, M., & Malek, M. (2002). Communal versus individualistic construction of sense of mastery in facing life challenges. *Journal of Social and Clinical Psychology*, 21(4), 362-399.



- Holstad, T. J., Rigotti, T., & Otto, K. (2013). Procedural fairness as a mediator between transformational leadership and followers' strain: A multilevel study. *Zeitschrift Fur Arbeits-Und Organisations psychologie*, 57(4), 163-176.
- Hon, A. H., Chan, W. W., & Lu, L. (2013). Overcoming work-related stress and promoting employee creativity in hotel industry: The role of task feedback from supervisor. *International Journal of Hospitality Management*, 33, 416-424.
- Hoobler, J. M., & Brass, D. J. (2006). Abusive supervision and family undermining as displaced aggression. *Journal of Applied Psychology*, 91(5), 1125.
- Hu, Q., & Schaufeli, W. B. (2011). Job insecurity and remuneration in Chinese family-owned business workers. *Career Development International*.
- Hu, S., & Zuo, B. (2007). The moderating effect of leader-member exchange on the job insecurity-organizational commitment relationship. In *Integration and Innovation Orient to E-Society Volume 2* (pp. 505-513). *Springer, Boston, MA*.
- Hu, T., Zhang, D., & Wang, J. (2015). A meta-analysis of the trait resilience and mental health. *Personality and Individual Differences*, 76, 18-27.
- Jahoda, M. (1982). *Employment and unemployment*. Cambridge University Press.
- Jenkins, T. (2013). Reflections on Kenneth E. Boulding's the image: Glimpsing the roots of peace education pedagogy. *Journal of Peace Education and Social Justice*, 7(1), 27-37.
- Karasek, R. (1990). *Stress, productivity, and the reconstruction of working life. Health Work*.
- Kelloway, E. K., & Barling, J. (2010). Leadership development as an intervention in occupational health psychology. *Work & Stress*, 24(3), 260-279.
- Kim, T. J., & von Dem Knesebeck, O. (2016). Perceived job insecurity, unemployment and depressive symptoms: a systematic review and meta-analysis of prospective observational studies. *International Archives of Occupational and Environmental Health*, 89(4), 561-573.

- Kim, Y. K., So, B. S., Lee, S. K., Kang, E. G., & Cho, Y. J. (2015). A Empirical Study on the Relationships between Leader Supervisory Style, Psychological Contract Breach and Employee Resistance in the convergence age. *Journal of Digital Convergence*, 13(10), 107-120.
- Kippers, E., Van Veldhoven, M., Cambré, B., & De Witte, H. (2012). Job and organizations: Explaining group level differences in job satisfaction in the banking sector.
- Kopasker, D., Montagna, C., & Bender, K. A. (2018). Economic insecurity: A socioeconomic determinant of mental health. *SSM-population health*, 6, 184-194.
- Larson, J. S. (1996). The World Health Organization's definition of health: Social versus spiritual health. *Social Indicators Research*, 38(2), 181-192.
- Lazarus, R. S., & Folkman, S. (1984). Stress, appraisal, and coping. *Springer Publishing Company*.
- Lee, C., Bobko, P., & Chen, Z. X. (2006). Investigation of the multidimensional model of job insecurity in China and the USA. *Applied Psychology*, 55(4), 512-540.
- Lee, R. T., & Ashforth, B. E. (1996). A meta-analytic examination of the correlates of the three dimensions of job burnout. *Journal of applied Psychology*, 81(2), 123.
- Leka, S., Jain, A., & World Health Organization. (2010). Health impact of psychosocial hazards at work: an overview.
- Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, M. L. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human Resource Management Review*, 21(3), 243-255.
- Li, Y., Ashkanasy, N. M., & Ahlstrom, D. (2014). The rationality of emotions: A hybrid process model of decision-making under uncertainty. *Asia Pacific Journal of Management*, 31(1), 293-308.

- Lin, W., Wang, L., & Chen, S. (2013). Abusive supervision and employee well-being: The moderating effect of power distance orientation. *Applied Psychology, 62*(2), 308-329.
- Loughlin, C., Mercer, D., Day, A., Kelloway, K., & Hurrell Jr, J. J. (2014). Designing healthy workplaces. *Workplace well-being: How to build a psychologically healthy workplace*, 299-323.
- Luthans, F., Avey, J. B., Avolio, B. J., & Peterson, S. J. (2010). The development and resulting performance impact of positive psychological capital. *Human Resource Development Quarterly, 21*(1), 41-67.
- Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology, 60*(3), 541-572.
- Mackey, J. D., Frieder, R. E., Brees, J. R., & Martinko, M. J. (2017). Abusive supervision: A meta-analysis and empirical review. *Journal of Management, 43*(6), 1940-1965.
- Macky, K., & Boxall, P. (2008). High-involvement work processes, work intensification and employee well-being: A study of New Zealand worker experiences. *Asia Pacific Journal of Human Resources, 46*(1), 38-55.
- Martinko, M. J., Harvey, P., Brees, J. R., & Mackey, J. (2013). A review of abusive supervision research. *Journal of Organizational Behavior, 34*(S1), 120-137.
- Maslach, C., & Leiter, M. P. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology, 93*(3), 498.
- Masten, A. S. (2001). Ordinary magic: Resilience processes in development. *American Psychologist, 56*(3), 227.
- Meyers, M. C., van Woerkom, M., & Bakker, A. B. (2013). The added value of the positive: A literature review of positive psychology interventions in organizations. *European Journal of Work and Organizational Psychology, 22*(5), 618-632.

- Min, Z., Wen-Long, W., & Xue-Dong, B. (2013). Preparing three-dimensional graphene architectures: review of recent developments. *Chinese Physics B*, 22(9), 098105.
- Miner, K. N., & Smittick, A. L. (2016). Workplace incivility, culture of honor, and aggression: Precarious manhood and the demoralized male. *Culture, Society and Masculinities*, 8(1), 20.
- Miree, L. F. (2007, February). Financial implications of employee job stress. In Research presented at the Annual Student/Faculty Research Conference, *American University of Bulgaria*.
- Mitchell, M. S., & Ambrose, M. L. (2007). Abusive supervision and workplace deviance and the moderating effects of negative reciprocity beliefs. *Journal of Applied Psychology*, 92(4), 1159.
- Montano, D., Reeske, A., Franke, F., & Hüffmeier, J. (2017). Leadership, followers' mental health and job performance in organizations: A comprehensive meta-analysis from an occupational health perspective. *Journal of Organizational Behavior*, 38(3), 327-350.
- Näswall, K., Kuntz, J., Hodliffe, M., & Malinen, S. (2015). Employee Resilience Scale (EmpRes) Measurement Properties. *Resilient Organizations Research Programme: Christchurch, New Zealand*.
- Näswall, K., Sverke, M., & Hellgren, J. (2005). The moderating role of personality characteristics on the relationship between job insecurity and strain. *Work & Stress*, 19(1), 37-49.
- Nella, D., Panagopoulou, E., Galanis, N., Montgomery, A., & Benos, A. (2015). Consequences of job insecurity on the psychological and physical health of Greek civil servants. *BioMed Research International*, 2015.
- Niitsu, K., Houfek, J. F., Barron, C. R., Stoltenberg, S. F., Kupzyk, K. A., & Rice, M. J. (2017). A concept analysis of resilience integrating genetics. *Issues in Mental Health Nursing*, 38(11), 896-906.
- Northouse, P. G. (2018). *Leadership: Theory and practice*. Sage publications.
- Oerlemans, W. G., Peeters, M., & Schaufeli, W. B. (2008). 11 Ethnic diversity

- at work: an overview of theories and research. The individual in the changing working life, 211.
- Ogbonnaya, C., Daniels, K., Connolly, S., & van Veldhoven, M. (2017). Integrated and isolated impact of high-performance work practices on employee health and well-being: A comparative study. *Journal of Occupational Health Psychology, 22*(1), 98.
- Oh, J. K., & Farh, C. I. (2017). An emotional process theory of how subordinates appraise, experience, and respond to abusive supervision over time. *Academy of Management Review, 42*(2), 207-232.
- Ololube, N. P. (2013). Educational management, planning and supervision: model for effective implementation. Owerri, Nigeria: *SpringField Publishers*.
- Otto, K., & Dalbert, C. (2013). Are insecure jobs as bad for mental health and occupational commitment as unemployment? Equal threat or downward spiral. *Psihološka obzorja/Horizons of Psychology, 22*, 27-38.
- Page, K. M., & Vella-Brodrick, D. A. (2013). The working for wellness program: RCT of an employee well-being intervention. *Journal of Happiness Studies, 14*(3), 1007-1031.
- Parker, S. L., Jimmieson, N. L., Walsh, A. J., & Loakes, J. L. (2015). Trait resilience fosters adaptive coping when control opportunities are high: Implications for the motivating potential of active work. *Journal of Business and Psychology, 30*(3), 583-604.
- Pellegrini, E. K., & Scandura, T. A. (2008). Paternalistic leadership: A review and agenda for future research. *Journal of Management, 34*(3), 566-593.
- Peltokorpi, V., & Ramaswami, A. (2019). Abusive supervision and subordinates' physical and mental health: the effects of job satisfaction and power distance orientation. *The International Journal of Human Resource Management, 1-27*.
- Peltokorpi, V., & Ramaswami, A. (2019). Abusive supervision and subordinates' physical.

- Pinquart, M., & Silbereisen, R. (2004). Human development in times of social change: Theoretical considerations and research needs. *International Journal of Behavioral Development*, 28(4), 289-298.
- Poojitha, V., & Rama Devi, V. (2012). HRD—a source for competitive advantage.
- Probst, T. M., Petitta, L., Barbaranelli, C., & Lavaysse, L. M. (2018). Moderating effects of contingent work on the relationship between job insecurity and employee safety. *Safety Science*, 106, 285-293.
- Ramsay, H., Scholarios, D., & Harley, B. (2000). Employees and high-performance work systems: testing inside the black box. *British Journal of Industrial Relations*, 38(4), 501-531.
- Rath, T., Harter, J. K., & Harter, J. (2010). Wellbeing: The five essential elements. *Simon and Schuster*.
- Rohde, N., Tang, K. K., Osberg, L., & Rao, D. P. (2015). Economic insecurity in Australia: who is feeling the pinch and how?. *Economic Record*, 91(292), 1-15.
- Rugulies, R., Bültmann, U., Aust, B., & Burr, H. (2006). Psychosocial work environment and incidence of severe depressive symptoms: prospective findings from a 5-year follow-up of the Danish work environment cohort study. *American Journal of Epidemiology*, 163(10), 877-887.
- Ryan, R. M., & Deci, E. L. (2001). On happiness and human potentials: A review of research on hedonic and eudaimonic well-being. *Annual Review of Psychology*, 52(1), 141-166.
- Ryff, C. D., & Singer, B. (1996). Psychological well-being: Meaning, measurement, and implications for psychotherapy research. *Psychotherapy and Psychosomatics*, 65(1), 14-23.
- Ryff, C. D., Love, G. D., Essex, M. J., & Singer, B. (1998). Resilience in adulthood and later life. In *Handbook of aging and mental health* (pp. 69-96). *Springer, Boston, MA*.
- Schulte, P., & Vainio, H. (2010). Well-being at work—overview and perspective. *Scandinavian Journal of Work, Environment & Health*, 422-429.

- Schyns, B., & Schilling, J. (2013). How bad are the effects of bad leaders? A meta-analysis of destructive leadership and its outcomes. *The Leadership Quarterly*, 24(1), 138-158.
- Schyns, B., Felfe, J., & Schilling, J. (2018). Is It Me or You?—How Reactions to Abusive Supervision Are Shaped by Leader Behavior and Follower Perceptions. *Frontiers in Psychology*, 9, 1309.
- Selenko, E., & Batinic, B. (2013). Job insecurity and the benefits of work. *European Journal of Work and Organizational Psychology*, 22(6), 725-736.
- Seligman, M. E., & Csikszentmihalyi, M. (2014). Positive psychology: An introduction. In *Flow and the foundations of positive psychology* (pp. 279-298). Springer, Dordrecht.
- Sharone, O. (2013). Flawed system/flawed self: Job searching and unemployment experiences. *University of Chicago Press*.
- Shin, J., Taylor, M. S., & Seo, M. G. (2012). Resources for change: The relationships of organizational inducements and psychological resilience to employees' attitudes and behaviors toward organizational change. *Academy of Management Journal*, 55(3), 727-748.
- Shoss, M. K. (2017). Job insecurity: An integrative review and agenda for future research. *Journal of Management*, 43(6), 1911-1939.
- Silla, I., De Cuyper, N., Gracia, F. J., Peiró, J. M., & De Witte, H. (2009). Job insecurity and well-being: Moderation by employability. *Journal of Happiness Studies*, 10(6), 739.
- Smith, C. A., Haynes, K. N., Lazarus, R. S., & Pope, L. K. (1993). In search of the "hot" cognitions: Attributions, appraisals, and their relation to emotion. *Journal of Personality and Social Psychology*, 65(5), 916.
- Smith, T. G., Stoddard, C., & Barnes, M. G. (2009, June). Why the poor get fat: Weight gain and economic insecurity. *In Forum for Health Economics & Policy* (Vol. 12, No. 2). De Gruyter.

- Söderlund, M. (2017). Employee display of burnout in the service encounter and its impact on customer satisfaction. *Journal of Retailing and Consumer Services*, 37, 168-176.
- Stansfeld, S. A., Fuhrer, R., Shipley, M. J., & Marmot, M. G. (2002). Psychological distress as a risk factor for coronary heart disease in the Whitehall II Study. *International Journal of Epidemiology*, 31(1), 248-255.
- Stiglbauer, B., Selenko, E., Batinic, B., & Jodlbauer, S. (2012). On the link between job insecurity and turnover intentions: Moderated mediation by work involvement and well-being. *Journal of Occupational Health Psychology*, 17(3), 354.
- Stravynski, A., & Boyer, R. (2001). Loneliness in relation to suicide ideation and parasuicide: A population-wide study. *Suicide and Life-Threatening Behavior*, 31(1), 32-40.
- Sulea, C., Fine, S., Fischmann, G., Sava, F. A., & Dumitru, C. (2013). Abusive supervision and counterproductive work behaviors. *Journal of Personnel Psychology*.
- Sverke, M., & Hellgren, J. (2002). The nature of job insecurity: Understanding employment uncertainty on the brink of a new millennium. *Applied Psychology*, 51(1), 23-42.
- Taris, T. W., & Kompier, M. A. (2014). Cause and effect: Optimizing the designs of longitudinal studies in occupational health psychology.
- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of Management Journal*, 43(2), 178-190.
- Tepper, B. J. (2007). Abusive supervision in work organizations: Review, synthesis, and research agenda. *Journal of Management*, 33(3), 261-289.
- Tepper, B. J., Duffy, M. K., & Shaw, J. D. (2001). Personality moderators of the relationship between abusive supervision and subordinates' resistance. *Journal of Applied Psychology*, 86(5), 974.



- Tepper, B. J., Duffy, M. K., Henle, C. A., & Lambert, L. S. (2006). Procedural injustice, victim precipitation, and abusive supervision. *Personnel Psychology*, 59(1), 101-123.
- Tepper, B. J., Simon, L., & Park, H. M. (2017). Abusive supervision. Annual Review of Organizational Psychology and Organizational Behavior, 4, 123-152. *The International Journal of Human Resource Management*, 1-27.
- Theorell, T., Hammarström, A., Aronsson, G., Bendz, L. T., Grape, T., Hogstedt, C. & Hall, C. (2015). A systematic review including meta-analysis of work environment and depressive symptoms. *BMC Public Health*, 15(1), 738.
- Tsutsumi, A. (2016). Work stress and health: the case of Japan. In Work Stress and Health in a Globalized Economy (pp. 173-188). *Springer, Cham*.
- Tuckey, M. R., Bakker, A. B., & Dollard, M. F. (2012). Empowering leaders optimize working conditions for engagement: a multilevel study. *Journal of Occupational Health Psychology*, 17(1), 15.
- Uutela, A. (2010). Economic crisis and mental health. Current opinion in psychiatry, 23(2), 127-130.
- Van De Voorde, K., Paauwe, J., & Van Veldhoven, M. (2012). Employee well-being and the HRM–organizational performance relationship: a review of quantitative studies. *International Journal of Management Reviews*, 14(4), 391-407.
- Van Dierendonck, D., Haynes, C., Borrill, C., & Stride, C. (2004). Leadership behavior and subordinate well-being. *Journal of Occupational Health Psychology*, 9(2), 165.
- van Woerkom, M., Bakker, A. B., & Nishii, L. H. (2016). Accumulative job demands and support for strength use: Fine-tuning the job demands-resources model using conservation of resources theory. *Journal of Applied Psychology*, 101(1), 141.
- Van Woerkom, M., Oerlemans, W., & Bakker, A. B. (2016). Strengths use and work engagement: A weekly diary study. *European Journal of Work and Organizational Psychology*, 25(3), 384-397.

- Vander Elst, T., De Witte, H., & De Cuyper, N. (2014). The Job Insecurity Scale: A psychometric evaluation across five European countries. *European Journal of Work and Organizational Psychology, 23*(3), 364-380.
- Wang, D., Li, X., Zhou, M., Maguire, P., Zong, Z., & Hu, Y. (2019). Effects of abusive supervision on employees' innovative behavior: The role of job insecurity and locus of control. *Scandinavian Journal of Psychology, 60*(2), 152-159.
- Warr, P. (2011). Work, happiness, and unhappiness. *Psychology Press*.
- Witte, H. D. (1999). Job insecurity and psychological well-being: Review of the literature and exploration of some unresolved issues. *European Journal of Work and Organizational Psychology, 8*(2), 155-177.
- Wright, T. A., & Huang, C. C. (2012). The many benefits of employee well-being in organizational research. *Journal of Organizational Behavior, 33*(8), 1188-1192.
- Wright, T. A., Cropanzano, R., & Bonett, D. G. (2007). The moderating role of employee positive well being on the relation between job satisfaction and job performance. *Journal of Occupational Health Psychology, 12*(2), 93.
- Wu, T. Y., & Hu, C. (2013). Abusive supervision and subordinate emotional labor: The moderating role of openness personality. *Journal of Applied Social Psychology, 43*(5), 956-970.
- Xu, A. J., Loi, R., & Lam, L. W. (2015). The bad boss takes it all: How abusive supervision and leader-member exchange interact to influence employee silence. *The Leadership Quarterly, 26*(5), 763-774.
- Yao, Y. H., Li, Y. F., & Xia, D. (2014). The Study on the Impact of Abusive Supervision of Leaders on Employees' Innovation Behavior. *Chinese Journal of Management, 11*, 1177-1183.
- Yaşlıoğlu, M., Karagülle, A. Ö., & Baran, M. (2013). An empirical research on the relationship between job insecurity, job related stress and job satisfaction in logistics industry. *Procedia-Social and Behavioral Sciences, 99*, 332-338.

Zheng, X., Yang, J., Ngo, H. Y., Liu, X. Y., & Jiao, W. (2016). Workplace ostracism and its negative outcomes. *Journal of Personnel Psychology*.

# Appendix-A

## Questionnaire

Dear Respondent

My name is Naila Naz, As a MS research student at Capital University of Sciences And Technology, Islamabad, I am collecting data for my research paper titled as **“Impact of abusive supervision on employee well-being with mediating role of perceived job insecurity and moderating role of resilience in the contextual setting of Pakistan”**. It will take your 10-15 minutes to answer the questions and to providing the valuable information. I assure you that data will be kept confidential and will only be used for academic purposes.

Sincerely,

Naila Naz,

MS (HRM) Research Scholar,

## Section 1: Demographics

Gender	1- Male 2- Female
Age	1 (18-25), 2(26-33), 3 (34-41), 4 (42-49), 5 (50-above)
Qualification	1 (Matric), 2 (Intermediate), 3 (Bachelor), 4 (Master), 5 (MS/M.Phil.), 6 (PhD), 7(Post PhD)
Experience	1 (0–5), 2 (6–10), 3 (11-16), 4 (17-22), 5 (23-28), 6 (29 and above)

## Section 2: Abusive Supervision

Please respond as the heading ‘My supervisor has’ and answer on scale 1-5, 1= never, 2= very seldom, 3= occasionally, 4= moderately often, 5= very often

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

## Section 3: Perceived Job Insecurity

The scale ranges from 1= Strongly Disagree, 2= Disagree, 3= Neither Agree/nor Disagree, 4= Agree, 5= Strongly Agree.

1	Chances are, I will soon lose my job	1	2	3	4	5
2	I am sure I can keep my job	1	2	3	4	5
3	I feel insecure about the future of my job	1	2	3	4	5

4	I think I might lose my job in the near future	1	2	3	4	5
---	--	---	---	---	---	---

## Section 4: Employee Well-Being

The scale ranges from 1= Strongly Disagree, 2= Disagree, 3= Neither Agree/nor Disagree, 4= Agree, 5= Strongly Agree.

1	In the past six months, I have felt motivated	1	2	3	4	5
2	In the past six months, I have felt energetic	1	2	3	4	5
3	In the past six months, I have felt enthusiastic	1	2	3	4	5
4	In the past six months, I have felt lively	1	2	3	4	5
5	In the past six months, I have felt joyful	1	2	3	4	5
6	In the past six months, I have felt cheerful	1	2	3	4	5

## Section 5: Resilience

The scale ranges from 1= Strongly Disagree, 2= Disagree, 3= Neither Agree/nor Disagree, 4= Agree, 5= Strongly Agree.

1	I restore my normal mood quickly after unpleasant events	1	2	3	4	5
2	I enjoy dealing with new and unusual events	1	2	3	4	5
3	I usually succeed to form positive impression about others	1	2	3	4	5
4	I prefer following more than one route to achieve goals	1	2	3	4	5
5	I prefer work that is both new and challenging	1	2	3	4	5
6	I overcome feelings of anger that may possess me toward a particular person.	1	2	3	4	5