

# Abusive Supervision and Employee Outcomes

Maryam Tijjani Abba <sup>1\*</sup>, Munir Babanmairam <sup>2</sup>

<sup>1</sup> Department of Marketing Federal Polytechnic Bauchi, Zimbabwe

<sup>2</sup> Department of Business Administration, University of Jos, Zimbabwe

## ABSTRACT

Abusive supervision is the subordinate's perception of the extent to which supervisors engage in the sustained display of hostile, verbal and non-verbal behaviour, excluding physical contact. This study examines the relationship between abusive supervision and its negative outcomes on employees within an organization. These negative outcomes include, emotional exhaustion, job tension and turnover intention. Conservation of resource theory was used in the study. In a style of a quantitative research, data were collected through convenient sampling technique from two tertiary institutions within Bauchi State. Out of the 480 questionnaires distributed, only 418 were returned. Data were analyzed using SPSS and Smart PLS. The research findings show that a positive and significant relationship exist between abusive supervision and its negative outcomes. It was concluded that, the more the abusive supervision the more the negative outcomes by employees. The study recommends that future research be geared towards family problems, financial problems and social problems in relation to the negative employee outcomes. The study, also recommends the use of a moderator such as self-promotion, exemplification and a mediator such as organizational culture to determine their adverse effect on abusive supervision.

**Keywords:** Abusive supervision, job tension, emotional exhaustion, turnover intention

## 1. INTRODUCTION

The idea behind supervision first appeared in an annual report of presidents (1915) and other reports in administrative officers (1925) [1]. Supervision is an aspect of an expert, technical service designed to improve the efficiency of groups of workers. Usually supervision focuses on time-management and advance planning for any work [2]. However, some studies argued that it is all about the organization's strategy to achieve long and short-term goals and objectives [3]. Despite the positive aspects, there

are some negative aspects of supervision which impact employees and organization's overall performance and this negativity is abusive supervision [4].

Abusive supervision is closely associated with many negative psychological outcomes such as decreased self-efficacy and helplessness [5-6]. It is the subordinate's perception of the extent to which supervisor's engage in the sustained display of hostile, verbal or non-verbal behaviour, without any physical contact [4]. Representative behaviors include sabotaging,

yelling, ignoring subordinate, publicly insults and hurting feelings [4, 7-10]. Abusive supervision has detrimental effect on individual's personal and professional life. Victims of supervisory abuse are likely to experience diminished psychological and physical wellbeing, which effects their day to day life style [11-12].

Emotional exhaustion seems similar to stress reactions, such as fatigue, job burnout and related depression, psychosomatic complaints and anxiety [11, 13-22]. It is defined as a chronic state of emotion and physical depletion [22]. All these negative outcomes severely effects individuals relation with other people at their work place or residence leading to decrease in personal and professional performances [22-26]. Job tension as the psychological reaction of workers to disturbance in the objective or perceived work environment. Further, studies have found that there is relationship between emotional exhaustion and negative job conditions, like poor performance, non-organizational commitment, disinterest in work or workplace, job dissatisfaction and turnover [27]. It is closely linked with supervisory abuse at work because it is affected by aggression of employees at work, especially when the aggression is too severe and abusive [28]. The abuse can cause mental disorders and stress-related somatic symptoms in employees. According studies the emotional exhaustion is abusive supervision at work have strong effects on employee emotions and leads to serious depression [4, 12, 29]. The supervisory abuse incites anxiety and tension amongst employees [30]. In line with COR theory, the present study argues that abusive supervision is a source of

resource draining for a subordinate and is likely to be positively related to a subordinate's emotional exhaustion. Therefore, the researcher hypothesized that the perception of abusive supervision will be positively related with employee emotional exhaustion.

The mental stress of employees affects and is an important challenges for organizations affecting turnover which is very expensive [31]. Abusive supervision boost employee turnover and can provoke which strongly affected by actual turnover [32-34].

The objective of the study is to critically examine the relationship between abusive supervision and negative employee outcome in some tertiary institutions in Bauchi state.

## **2. METHODS AND MATERIAL**

### *2.1. Research Design*

The research was conducted through convenient sampling techniques from two tertiary institutions in Bauchi state, Zimlamve. Total of 480 respondents were gathered for the study. Questionnaires of different parameters was shared with all the respondents. Out of 480 questionnaires administered, only 418 were recieved.

### *2.2. Demographic Characteristics*

Demographic characteristic like age, gender, marital stauts, academic qualification and designation were recorded for all the respondents before to know the frequency of the results.

<b>Table 1 a, b, c and d:</b> Questionnaire for different parameters	
Table 1a:Statement	
AS1	My supervisor ridicules me.
AS2	My supervisor tells me my thought or feelings are stupid
AS3	My supervisor gives me the silent treatment.
AS4	My supervisor lies to me
AS5	My supervisor puts me down in front of others.
AS6	My supervisor invades my privacy.
AS7	My supervisor reminds me of my past mistakes and failures.
AS8	My supervisor does not give me credit for jobs requiring a lot of effort.
AS9	My supervisor blames me to save himself/herself embarrassment.
AS10	My supervisor breaks promise he/she makes.
AS11	My supervisor expresses anger at me when he/she is mad for another reason.
AS12	My supervisor makes negative comments about me to others.
AS13	My supervisor is rude to me.
AS14	My supervisor does not allow me interact with my co-workers.
AS15	My supervisor tells me I am incompetent.
Table 1b: Statement	
JT1	My job I do directly affect my health.
JT2	I work under a great deal of tension.
JT3	I have felt fidgety or nervous as a result of my job.
JT4	If I had a different job, my health would probably improve.
JT5	Problems associated with my job have kept me awake at night.
JT6	I have felt nervous before attending meeting in the company.
JT7	I often "take my job home with me" in the sense that I think about it when doing other things.
Table 1c: Statement	
TI1	It is likely I will actively look for a new job soon.
TI2	I often think of quitting my current job.
TI3	I will probably look for a job in the near future.
Table 1d: Statement	
EE1	I feel emotionally worn out from my job.
EE2	I feel I tired at the end of the workday.
EE3	I feel fatigued when I get up in the morning and have to face another day for work.
EE4	Working with people all day is an effort.
EE5	I feel burned-out from my job.
EE6	I feel frustrated at my job.
EE7	I think I work too much.
EE8	Working directly with people is stressful for me.
EE9	I feel depleted.
*AB-Abusive supervision, JT-Job tension, EE-Emotional exhaustion, TI- Turn over intention	
Strongly disagree	1
Disagree	2
Undecided	3
Agree	4
Strongly agree	5

### 2.3. Research parameters

The questionnaires were prepared by keeping all the major parameters in mind. The

parameters were set with respective scale and judged accordingly. Mentioned below are all the parameters for this study:

#### 2.3.1. Abusive supervision

The abusive supervision was judged according to Tepper (2000) [4] with modification. 15 items were listed for abusive supervision on a 5-point Likert scale (1= strongly disagree- 5=strongly agree) (table 1 a).

### 2.3.2. *Job tension*

About 7 items sub-scale of Anxiety-stress questionnaire on a 5-point Likert scale (1= strongly disagree- 5= strongly agree) (table 1b).

### 2.3.3. *Turnover intention*

About 3-item scale on a 5-point Likert scale (1 = strongly disagree - 5 = strongly agree) (table 1c).

### 2.3.4. *Emotional exhaustion*

About 9 item scale on a 5point Likert scale (1=strongly disagree-5=strongly agree) (table 1d).

## 2.4. *Data Analysis*

The data collected from all the questionnaire were analysed by using SPSS version 16. All the data were tabulated and presented for better understandings.

## 3. **RESULTS AND DISCUSSION**

The study was conducted with 480 respondents from two tertiary institutions in Bauchi state, Zimabamve. Out of the 480 questionnaires distributed, only 418 were collected back, amounting to 87% response rate. Missing data has been seen to be a problem in most data analysis. According to previous studies advice 10% is the maximum threshold for missing values. Out of 14,212 data points, only 1.73 were found to be missing in the data set, which constitutes 0.41% of the data set which is far

below the 10% benchmark. Mean substitution was used by the study to replace the missing data [35]. The demographic distribution employed in the study to know about the distribution (table 2). The gender distribution of the sampled respondents shows that 73.9% of the sampled respondents were males, thus males were more sampled than female respondents. As presented in the table, it can be deduced that most of the sampled respondents of this study, are either between the ages of 26-35 and ages 36-45, with 35.6% and 24.4% respectively, therefore most of the respondents are between ages 26 to 45. The marital status of respondent's shows that majority of the respondents are married which represent 75.3% of the total population. 20.7% are single, 2.6% are widow and 1.4% are divorced. The designation also shows that most of the academic staffs were of lecturer 1 and lecturer 11 which represent 39.9% and 20.1% respectively. The academic qualification in the table also shows most of the respondent have M.Sc. as their highest qualification with 68.9% of the population, 25.6% of the population have Ph.D., while 5.5% have B.Sc. as their minimum qualification. Previous researches shows that age has been used as a control variable because older employees are not inclined towards actual turnover and turnover intention [33]. Age and gender both have some impact on job tension and emotional exhaustion [23].

Table 3 shows the composite reliability ranges from 0.825 to 0.940 and AVE of the variables ranges from 0.543 to 0.798. This implies that the overall reliability measurement of the instrument is acceptable in terms of reliability thus depicting its internal consistency.

Table 4 presents the result of discriminant validity. It shows HTMT report, all values are below the minimum threshold of 0.9 therefore the construct of the study achieved discriminant validity. It is important to carry out a bootstrapping analysis to determine the direct effect of the independent variable on the independent variables of the study. Table 5, shows that abusive supervision has a positive and significant effect on emotional exhaustion, significant at ( $\beta=0.554$ ,  $p<0.01$ ). This shows that when leaders abuse their role in supervision of subordinate, subordinate becomes emotionally exhausted. Therefore a 1% increase in abusive supervision will lead to 55% increase in emotional exhaustion, thus the stated alternate hypothesis is supported empirically. The R

square of 0.307 indicate that abusive supervision account for 30% of emotional exhaustion, the remaining 70% is accounted for by other variables not incorporated in the model.

Similarly, abusive supervision has positive and significant effect on Job tension at ( $\beta=0.538$ ,  $p<0.01$ ). This indicates that when leaders abuse their role in supervision of subordinate; subordinate becomes more tensed on the job. Therefore, a 1% increase in emotional exhaustion will lead to 53% increase in job tension, thus the stated alternate hypothesis is supported empirically. The R square of 0.289 indicate that abusive supervision account for 28.9% of Job tension, the remaining 71.1% is accounted for by other variables not

**Table 2.** Demographic Characteristics of Respondents (n=418)

Characteristics	Frequency	Percentage	Cumulative Percentage
<b>Gender</b>			
Male	309	73.9	73.9
Female	109	26.1	100.0
<b>Age Distribution</b>			
18 - 25	46	11.0	11.6
26 - 35	149	35.6	46.6
36 - 45	102	24.4	71.0
45 and Above	121	29.0	100.0
<b>Marital Status</b>			
Single	87	20.7	20.7
Married	315	75.3	96.0
Widow	10	2.6	98.0
Divorce	6	1.4	100.0
<b>Rank</b>			
Graduate Assistant	27	6.4	6.4
Lecturer 1	167	39.9	46.3
Lecturer 11	84	20.1	66.4
Senior Lecturer	87	20.8	87.2
Associate Prof	17	4.2	91.4
Professor	36	8.6	100.0
<b>Academic Qualification</b>			
B.Sc.	23	5.5	5.5
M.Sc.	287	68.9	74.4
Ph.D.	103	25.6	100.0

incorporated in the model.

Abusive supervision has positive and significant effect on turnover intention at ( $\beta=0.487$ ,  $p<0.01$ ). This indicates that when leaders abuse their role in supervision of subordinate; subordinate often think of quitting. A unit increase in abusive supervision will lead to 0.48% increase in turnover intention. Thus, the stated alternate hypothesis is supported empirically. The R square of 0.237 indicate that

abusive supervision account for 23.7% of turnover intention, the remaining 76.3% is accounted for by other variables not incorporated in the model.

Further its additional consequences such as turnover intentions, high level of emotional exhaustion, organizational commitment and decreased levels of job satisfaction [4, 6]. This relationship helps employees to develop their awareness and sensitivity of being treated as

**Table 3.** Construct Reliability and Validity

Construct	Items	Loadings	AVE	CR
Abusive Supervision	AS2	0.905	0.798	0.940
	AS5	0.915		
	AS6 AS9	0.863 0.889		
Emotional Exhaustion	EE3	0.629	0.543	0.825
	EE4	0.796		
	EE7	0.787		
	EE8	0.723		
Job Tension	JT1	0.885	0.652	0.882
	JT4	0.822		
	JT5	0.701		
	JT6	0.810		
Turnover Intention	TI1	0.862	0.774	0.911
	TI2	0.886		
	TI3	0.892		

**Table 4.** Discriminant Validity

Construct	Abusive Supervision	Emotional Exhaustion	Job Tension	Turnover Intention
Abusive Supervision				
Emotional Exhaustion	0.664			
Job Tension	0.607	0.712		
Turnover Intention	0.548	0.864	0.806	

**Table 5.** Direct Path Coefficient

Hypotheses	Beta Value	Standard Deviation	T Stat	P Value	R <sup>2</sup>	Decision
AS -> EE	0.554	0.075	7.383	0.00***	0.307	Supported
AS -> JT	0.538	0.073	7.350	0.00***	0.289	Supported
AS -> TI	0.487	0.087	5.662	0.00***	0.237	Supported

\*\*\* $p<0.01$ , \*\* $p<0.05$ , \* $p<0.1$

**Table 6.** Effect size

Construct	$f^2$	Effect size
Emotional Exhaustion	0.442	Large
Job Tension	0.407	Large
Turnover Intention	0.311	Medium

unfair and unjustly which may cause their self-worth and abilities [4, 36]. Many studies have reported a strong positive relationship between abusive supervision and negative employee outcomes. e.g., employee exhaustion, job tension and turnover intention, such that the higher the abusive supervision, the higher the negative employee outcomes [4, 11, 14, 29, 37-40].

Studies have reported abusive supervision as a potential source for a subordinate's job-related stress [41-42]. It has also been reported to have severe negative effects on the victim's personal and professional life that can further lead the victim to a significant loss of resources [41]. The initial loss of resources leaves victims with very few resources to resist the stressor. Hence, the victims are more vulnerable to supervisory abuse and likely to experience more psychological strain [10].

A large number of studies have reported negative effects of abusive supervision on subordinate job satisfaction [12, 14, 16-18]. It has also been reported to have negative effect on the subordinate's family satisfaction [41].

It is important to assess the effect size for the relationships between the independent variable on the dependent variable. From table 6, abusive supervision is said to have a large effect on emotional exhaustion and job tension and a medium effect on turnover intention. Thus, the study concludes that abusive supervision has more effect on emotional exhaustion of staff.

#### **4. CONCLUSION**

The study was designed to test the relationship between abusive supervision and negative employee outcomes i.e., job tension, emotional

exhaustion, and turnover intention. The study found positive empirical result for all three hypotheses, the higher the abusive supervision, the higher the job tension, emotional exhaustion, and turnover intention. During data collection for the study, the author did not consider contextual factors such as family problems, financial problems, health problems, and social problems etc. which could affect the negative employee outcomes apart from the abusive supervision. As the questionnaire was directly related to the supervisor and the subordinates might not mention accurately about the abusive supervisor and the negative employee outcomes, especially regarding their turnover intention. The present study tested the theory for empirical results on only one sector i.e. educational sector. This might be the weakness of this study. However, Employees' motivational techniques such as self-promotion, exemplification and supplication can play a vital role in moderating adverse effects of abusive supervision. In addition, one mediating variable which the researcher was interested to test in this model was 'organizational culture', but due to shortage of time this could not be included in the present study. For future research it is strongly recommended to be included in this model.

#### **5. ACKNOWLEDGEMENT**

NA

#### **6. CONFLICT OF INTEREST**

The authors have declared that there is no conflict of interest.

#### **7. SOURCE/S OF FUNDING**

NA

## 8. REFERENCES

1. Burt, C. (1948). The Factorial Study of Temperamental Traits, *British Journal of Psychology - Statistical Section*, Vol. 1, No. 3, pp. 178-203.
2. Burton, W. H. (1930). Supervision. *The American Journal of Nursing*, Vol. 30, No. 8, pp. 1045- 1052.
3. Callan, L. B. (1970). Supervision, the Key to Success with Aides, *Public Health Reports*, Vol. 85, No. 9, pp. 780-787.
4. Tepper, B. J. (2000). Consequences of abusive supervision, *Academy of Management Journal*, Vol. 43, No. 2, pp. 178-190.
5. Duffy, E., Michelle, K., Ganster, D. C. & Pagon, M. (2002). Social Undermining in the Workplace, *Academy of Management Journal*, Vol. 45, No. 2, pp. 331-351.
6. Ashforth, B. (1997). Petty Tyranny in Organizations: A Preliminary Examination of Antecedents and Consequences, *Revue Canadienne des Sciences de l'Administration/Canadian Journal of Administrative Sciences*, Vol. 14, No. 2, pp. 126-140.
7. Bies, R. J. & Tripp, T. M. (2005). The Study of Revenge in the Workplace: Conceptual, Ideological, and Empirical Issues, in S. Fox and P. E. Spector (eds.), *Counterproductive work behavior: Investigations of actors and targets*, pp. 65-81, Washington, DC: American Psychological Association.
8. Harris, K. J., Harvey, P. & Kacmar, K. M. (2011). Abusive supervisory reactions to coworker relationship conflict, *The Leadership Quarterly*, Vol. 22, No. 5, pp. 1010-1023.
9. Neuman, J. & Baron, R. (1998). Workplace violence and workplace aggression: Evidence concerning specific forms, potential causes, and preferred targets, *Journal of Management*, Vol. 24, No. 3, pp. 391-419.
10. Sulea, C., Fine, S., Fischmann, G., Sava, F. A. & Dumitru, C. (2013). Abusive supervision and counterproductive work behaviors: The moderating effects of personality, *Journal of Personnel Psychology*, Vol. 12, No. 4, pp. 196-200.
11. Harvey, P., Stoner, J., Hochwarter, W. & Kacmar, C. (2007). Coping with abusive supervision: The neutralizing effects of ingratiation and positive affect on negative employee outcomes, *The Leadership Quarterly*, Vol. 18, No. 3, pp. 264-280.
12. Wu, T.-Y. & Hu, C. (2009). Abusive Supervision and Employee Emotional Exhaustion: Dispositional Antecedents and Boundaries, *Group and Organization Management*, Vol. 34, No. 2, pp. 143-169.
13. Demerouti, E., Bakker, A. B., Nachreiner, F. & Schaufeli, W. B. (2001). The job demands resources model of burnout, *Journal of Applied Psychology*, Vol. 86, No. 3, pp. 499-512.
14. Breaux, D. M., Perrewe, P. L., Hall, A. T., Frink, D. D. & Hochwarter, W. A. (2008). Time to try a little tenderness? The detrimental effects of accountability when coupled with abusive supervision, *Journal of Leadership and Organizational Studies*, Vol. 15, No. 2, pp. 111-122.



15. Burris, E. R., Detert, J. R. & Chiaburu, D. S. (2008). Quitting Before Leaving: The Mediating Effects of Psychological Attachment and Detachment on Voice, *Journal of Applied Psychology*, Vol. 93, No. 4, pp. 912-922.
16. Haggard, D., Robert, C. & Rose, A. (2011). Co-rumination in the Workplace: Adjustment Trade-offs for Men and Women Who Engage in Excessive Discussions of Workplace Problems, *Journal of Business and Psychology*, Vol. 26, No. 1, pp. 27-40.
17. Hobman, E. V., Restubog, S. L. D., Bordia, P. & Tang, R. L. (2009). Abusive Supervision in Advising Relationships: Investigating the Role of Social Support, *Applied Psychology: An International Review*, Vol. 58, No. 2, pp. 233-256.
18. 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 and Stress*, Vol. 25, No. 4, pp. 309-320.
19. Lin, W., Wang, L. & Chen, S. (2013). Abusive Supervision and Employee Well-Being: The Moderating Effect of Power Distance Orientation, *Applied Psychology*, Vol. 62, No. 2, pp. 308-329.
20. Maslach, C. (1982). *Burnout. The cost of caring*, Englewood Cliffs, NJ: Prentice-Hall
21. Street, H., Sheeran, P. & Orbell, S. (2001). Exploring the relationship between different psychosocial determinants of depression: A multidimensional scaling analysis, *Journal of affective disorders*, Vol. 64, No. 1, pp. 53-67.
22. Cropanzano, R., Rupp, D. E. & Byrne, Z. S. (2003). The Relationship of Emotional Exhaustion to Work Attitudes, Job Performance, and Organizational Citizenship Behaviors, *Journal of Applied Psychology*, Vol. 88, No. 1, pp. 160-169.
23. Cherniss, C. (1980). *Staff burnout: Job stress in the human services*, Beverly Hills, CA: Sage publications.
24. Melamed, S., Shirom, A., Toker, S., Berliner, S. & Shapira, I. (2006). Burnout and risk of cardiovascular disease: evidence, possible causal paths, and promising research directions, *Psychological Bulletin*, Vol. 132, No. 3, pp. 327-353.
25. Taris, T. W. (2006). Is there a relationship between burnout and objective performance? A critical review of 16 studies, *Work and Stress*, Vol. 20, No. 4, pp. 316-334.
26. Wright, T. A. & Cropanzano, R. (1998). Emotional exhaustion as a predictor of job performance and voluntary turnover, *Journal of Applied Psychology*, Vol. 83, No. 3, pp. 486-493.
27. Abraham, R. (1998). Emotional dissonance in organizations: antecedents, consequences, and moderators. *Genetic, Social and General Psychology Monographs* 124 (2), 229-246.
28. Merez, D., Drabek, M. & Moscicka, A. (2009), Aggression at the workplace – Psychological consequences of abusive encounter with coworkers and clients, *International Journal of Occupational Medicine and Environmental Health*, Vol. 22, No. 3, pp. 243-260.
29. Khan, S. N., Qureshi, I. M. & Ahmad, H. I. (2010). Abusive Supervision and Negative

- Employee Outcomes, *European journal of social sciences*, Vol. 15, No.4, pp. 490–500.
30. Chisholm, R. F., Kasl, S. V. & Eskenazi, B. (1983). The Nature and Predictors of Job Related Tension in a Crisis Situation: Reactions of Nuclear Workers to the Three Mile Island Accident, *Academy of Management Journal*, Vol. 26, No. 3, pp. 385–405.
31. Soltis, S. M., Agneessens, F., Sasovova, Z. & Labianca, G. (2013). A Social Network Perspective on Turnover Intentions: The Role of Distributive Justice and Social Support, *Human Resource Management*, Vol. 52, No. 4, pp. 561–584.
32. Cangelosi, J. D., Markham, F. S. & Bounds, W. T. (1998). Factors related to nurse retention and turnover: an updated study, *Health Marketing Quarterly*, Vol. 15, No. 3, pp. 25–43.
33. Alexander, J. A., Bloom, J. R., & Nuchols, B. A. (1994). Nursing turnover and hospital efficiency: An organization-level analysis, *Industrial Relations*, 33, 505–520.
34. Griffeth, R. W., Hom, P. W. & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium, *Journal of Management*, Vol. 26, No. 3, pp. 463–488.
35. Graham, J. W., Hofer, S. M., & Piccinin, A. M. (1994). Analysis with missing data in drug prevention research. *NIDA research monograph*, 142, 13-13.
36. Burton, J., & Hoobler, J. (2006). Subordinate self-esteem and abusive supervision, *Journal of Managerial Issues*, 18, 340–355
37. Chi, S.-C. S. & Liang, S.-G. (2013). When do subordinates' emotion-regulation strategies matter? Abusive supervision, subordinates' emotional exhaustion, and work withdrawal, *The Leadership Quarterly*, Vol. 24, No. 1, pp. 125–137.
38. Mackey, J. D., Ellen, B. P., Hochwarter, W. A. & Ferris, G. R. (2013). Subordinate social adaptability and the consequences of abusive supervision perceptions in two samples, *Leadership Quarterly*, Vol. 24, No. 5, pp. 732–746.
39. Wheeler, A. R., Halbesleben, J. R. B. & Whitman, M. V. (2013). The interactive effects of abusive supervision and entitlement on emotional exhaustion and co-worker abuse, *Journal of Occupational and Organizational Psychology*, Vol. 86, No. 4, pp. 477–496.
40. Schat, A., Desmarais, S. & Kelloway, E. (2006). Exposure to workplace aggression from multiple sources: Validation of a measure and test of a model, unpublished manuscript, McMaster University, Hamilton, Canada.
41. 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*, Vol. 23, No. 5, pp. 849–859.
42. Keashly, L., Hunter, S. & Harvey, S. (1997). Abusive interaction and role state stressors: Relative impact on student residence assistant stress and work attitudes, *Work and Stress*, Vol. 11, No. 2, pp. 175–185.