

# KANTER LECTURE SERIES

## **MY FAMILY MADE ME DO IT: FAMILY-WORK CONFLICT AND ABUSIVE SUPERVISION**



April 27, 2018

Krannert Center, 124

Purdue University, West Lafayette, Indiana

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# **My Family Made Me Do It: A Cross-Domain, Self-Regulatory Perspective on Antecedents to Abusive Supervision**

**Stephen H. Courtright**

Purdue University

April 27, 2018





# Abusive Bosses

- Thirteen to 25 percent of American employees have an “abusive” boss
- But why should we care about this?



BENNETT J. TAYPER  
 Georgia State University

SHERREY E. MOSS  
 Wake Forest University

DAVID E. JACKBART  
 University of Kentucky

JON C. COHR  
 University of Southern Mississippi

This study examines data from Tayper's (2008) to assess data regarding the effects of subordinate's perceptions of supervisor abuse on various positively constructed relationships. As predicted, we found that subordinates who were exposed to abuse strongly perceived that they had been abused by supervisors leading to repetitive communication with higher levels of the organization. The specific relationship between abusive supervision and subordinate psychological distress was equated to subordinates' use of repetitive maintenance communications and that relationship was mediated by subordinates' use of direct maintenance communications. Theoretical and practical implications are discussed.

In recent years, management researchers have investigated abusive supervision, subordinates' perceptions of supervisor mistreatment (Tayper, 2008, 2011), abusive supervision as a form of relational undermining and pulling of subordinates from a source of thriving stress that predicts negative supervisor behaviors (Tayper, 2010), lack of voice of domestic abuse victims (Larson & Billings, 2010), victims of abusive supervision as emotional exhaustion (George & Lawrence, 2001; George & Parkin, 2004), indications of stress that involve dysfunctionality and emotion regulation (George, 2005), and consistent relationship quality and organizational citizenship behavior that is more practical to terminate the relationship.

Accordingly, we explore subordinates' use of upward maintenance communication under supervision on an online version of the article. Correspondence concerning this article should be addressed to Bennett J. Tayper, Department of Psychology, Southern University, 200 Louis Rd., Shiloh, TN 37170. E-mail: btayper@su.edu

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**Abusive Supervision and Employee Emotional Exhaustion**

Dispositional Antecedents and Boundaries

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Group & Organization  
 Management  
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The authors examined the relationship between subordinates' core self-evaluations and supervisors' abusive supervision. Furthermore, they examined whether subordinates' perceived coworker support and subordinates' susceptibility to emotional contagion moderated the relationship between supervisors' abusive supervision and subordinates' emotional exhaustion. They analyzed data from 290 subordinates who had immediate supervisors using hierarchical multiple regression. Results show that core self-evaluations were negatively related to abusive supervision, whereas abusive supervision was positively related to emotional exhaustion. Both perceived coworker support and susceptibility to emotional contagion moderated the relationship between abusive supervision and emotional exhaustion. It is surprising that the moderating effect of perceived coworker support showed an unexpected pattern such that a stronger relationship between abusive supervision and emotional exhaustion existed when coworker support was high. The authors conclude with a discussion of these findings.

**Keywords:** abusive supervision, emotional exhaustion, core self-evaluations, susceptibility to emotional contagion, perceived coworker support

**Authors' Note:** This research was supported by the National Science Council of Taiwan (Grant 94-2410-B001-A1-010). We would like to thank two anonymous reviewers for comments on an earlier version of the article. Correspondence concerning this article should be addressed to Tsung-Yu Wu, Department of Psychology, Southern University, 200 Louis Rd., Shiloh, TN 37170. E-mail: wt001@su.edu

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**CONSEQUENCES OF ABUSIVE SUPERVISION**

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 University of Kentucky

Drawing on justice theory, I examined the consequences of abusive supervision behavior. As expected, subordinates who perceived their supervisors were more abused were more likely to quit their jobs. The relationship was mediated with their also abusive supervision was associated with lower job life and satisfaction, lower turnover and affective commitment, and higher communication complaints. The relationship between work unit level and psychological distress, organizational justice, emotional well-being, and organizational citizenship behavior and the quality of the relationship.

This research was supported by a Business Research Grant from the National Science Council of Taiwan (Grant 94-2410-B001-A1-010). We would like to thank two anonymous reviewers for comments on an earlier version of the article. Correspondence concerning this article should be addressed to Bennett J. Tayper, Department of Psychology, Southern University, 200 Louis Rd., Shiloh, TN 37170. E-mail: wt001@su.edu

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**Joint Influences of Individual and Work Unit Abusive Supervision on Ethical Intentions and Behaviors: A Moderated Mediation Model**

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 Wake Forest University

Robert C. Lord  
 Wake Forest University

Nathan Drevon  
 Georgia State University

We sought to test a model that links abusive supervision to unethical intentions and behaviors. Results from a study of 137 abusive supervision in addition to ethical intentions and behaviors showed that abusive supervision was associated with unethical intentions and behaviors. This relationship was mediated by employee trust in their abusive supervisor. This relationship was moderated by work unit level abusive supervision. This relationship was mediated by employee trust in their abusive supervisor. This relationship was moderated by work unit level abusive supervision.

**Keywords:** abusive supervision, trust, unethical intentions, ethical behaviors, leadership

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**Abusive Supervision and Workplace Deviance and the Moderating Effects of Negative Reciprocity Beliefs**

Marie S. Mitchell and Maxime L. Aubre

In this study, authors assess the relationship between abusive supervision and workplace deviance. The authors examined abusive supervision as a form of aggression. They used work on the generalization of aggression to derive their theoretical framework. They used a sample of abusive supervision to assess the effects of abusive supervision on workplace deviance. They used a sample of abusive supervision to assess the effects of abusive supervision on workplace deviance. They used a sample of abusive supervision to assess the effects of abusive supervision on workplace deviance.

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**A review of abusive supervision research**

Mark J. Martinez, Paul Harvey, Jordan R. Brees, and Jeremy Mackey

This review of abusive supervision research examines the theoretical underpinnings, antecedents, and consequences of abusive supervision. It also identifies gaps in the current research and offers suggestions for future research. This review covers the period from 2000 to 2013.

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Abusive supervision is a form of aggression that involves the repeated use of hostile verbal and nonverbal behaviors. This review examines the theoretical underpinnings, antecedents, and consequences of abusive supervision. It also identifies gaps in the current research and offers suggestions for future research. This review covers the period from 2000 to 2013.

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**Abusive Supervision and Subordinates' Organization Deviance**

Bennett J. Tayper  
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Lisa Keenan Lambert  
 Rutgers University

Michelle K. Duffy  
 University of Missouri

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**Personality Dimensions of the Relationship Between Abusive Supervision and Subordinates' Resistance**

Bennett J. Tayper  
 University of North Carolina at Charlotte

Michelle K. Duffy and Jason H. Shaw  
 University of Missouri

This study examines the relationship between abusive supervision and subordinates' resistance. It also identifies gaps in the current research and offers suggestions for future research. This review covers the period from 2000 to 2013.

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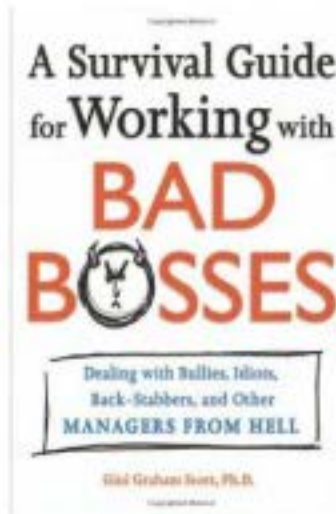
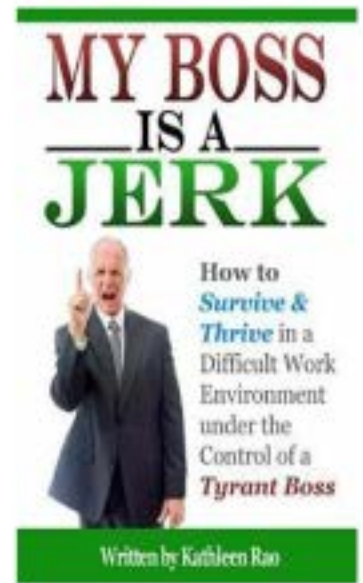
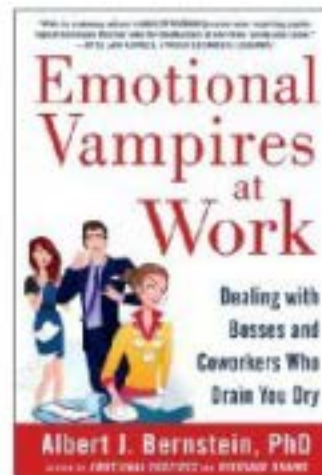
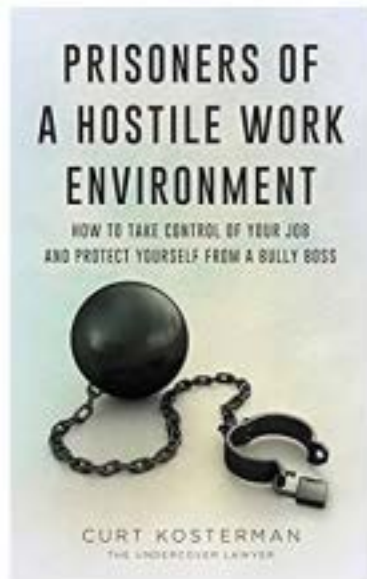
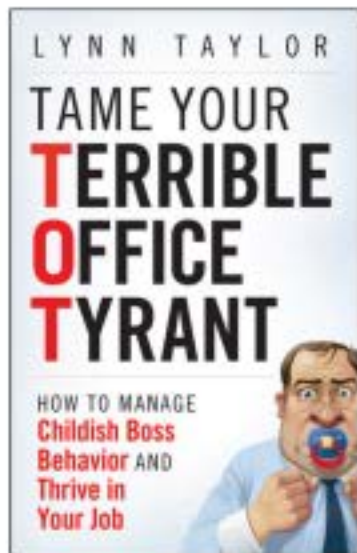
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**“A significant social problem”**

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**AM MAYS BUSINESS SCHOOL**  
 TEXAS A & M UNIVERSITY



# But why?

- No one wakes up in the morning and decides they want to be the worst boss ever
- So, why and how does this happen?



# Potential Reasons Why

- It's just their personality
- They're mad about an injustice at work
- Monkey see, monkey do
- Some subordinates "deserve" it





# Our Theory

- “I lose it sometimes. If I was at something late and up early with the kids, then I am not a particularly good colleague at work.”



Stella McCartney

# Resource Drain Theory

- Three main parts:
  - **Family demands/stress** often interfere with work
    - “greedy institutions”
  - **Self-regulatory resources** (i.e., internal restraints) are needed to manage interrole conflict, but can be depleted when used (“ego depletion”)
  - This can translate into **abusive behavior**



# Resource Drain Theory

- Effects of family-work conflict on ego depletion depend on resource allocation decisions (**gender**)
- Effects of ego depletion on abusive supervision depend on presence of external constraints (**situational control**)



# Testing Our Theory

- Two studies with different research designs
  - Study 1: Middle managers at Fortune 500 company; three surveys across four months
  - Study 2: Supervisors from all over USA; daily surveys for two weeks straight



# Study 1

- Distributed surveys to managers in April and July 2011.
  - N = 134 (44% female, 67% between 41-60 years old)
  - Leader personality traits and demographics
  - Perceptions of subordinate performance problems
  - Role stressors
  - Family-work conflict and “situation-control”



# Study 1

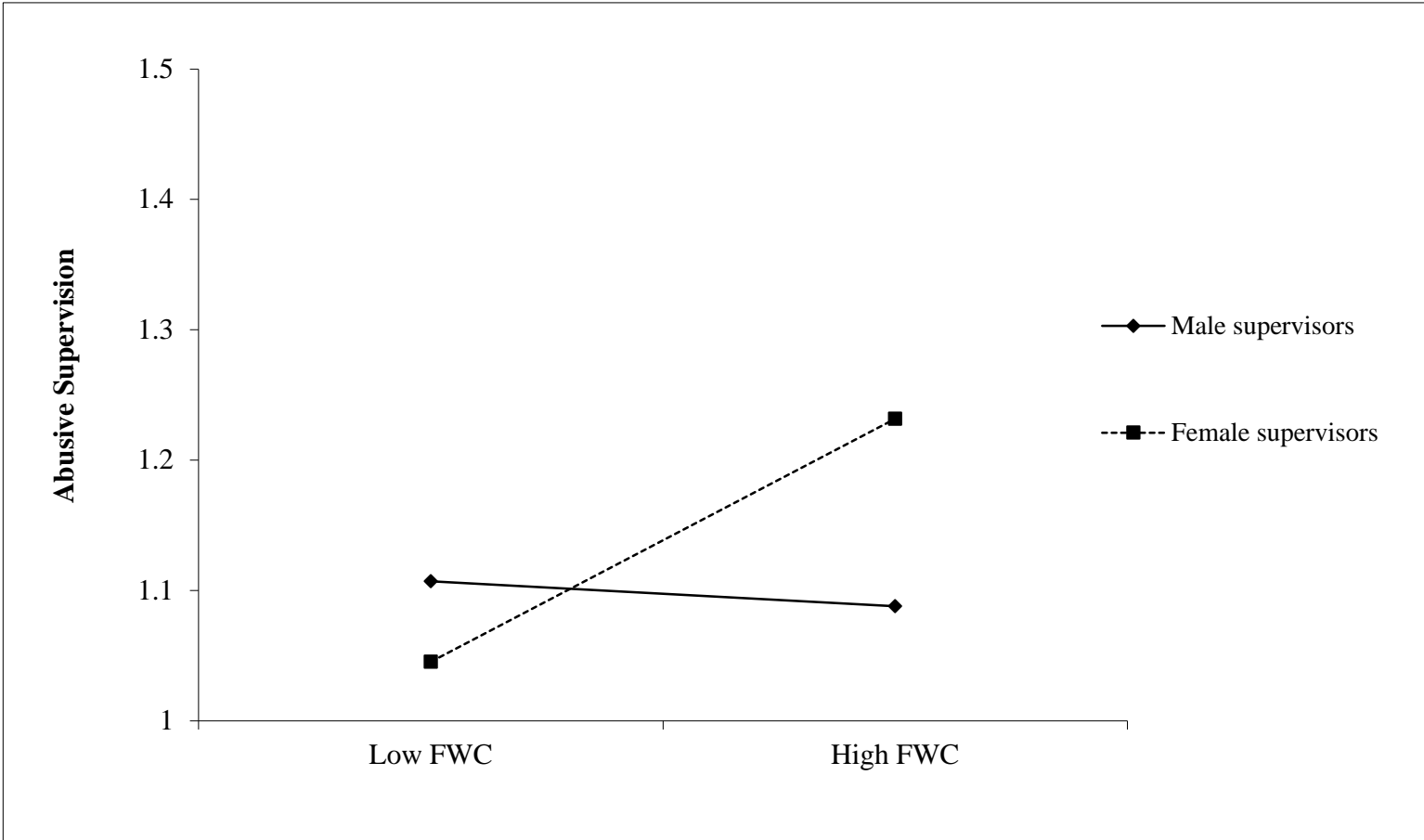
- Distributed survey to subordinates in August 2011.
  - N = 580 (55% female, 50% between 41-60 years old)
  - Perceptions of abusive supervision
  - Other leader behaviors



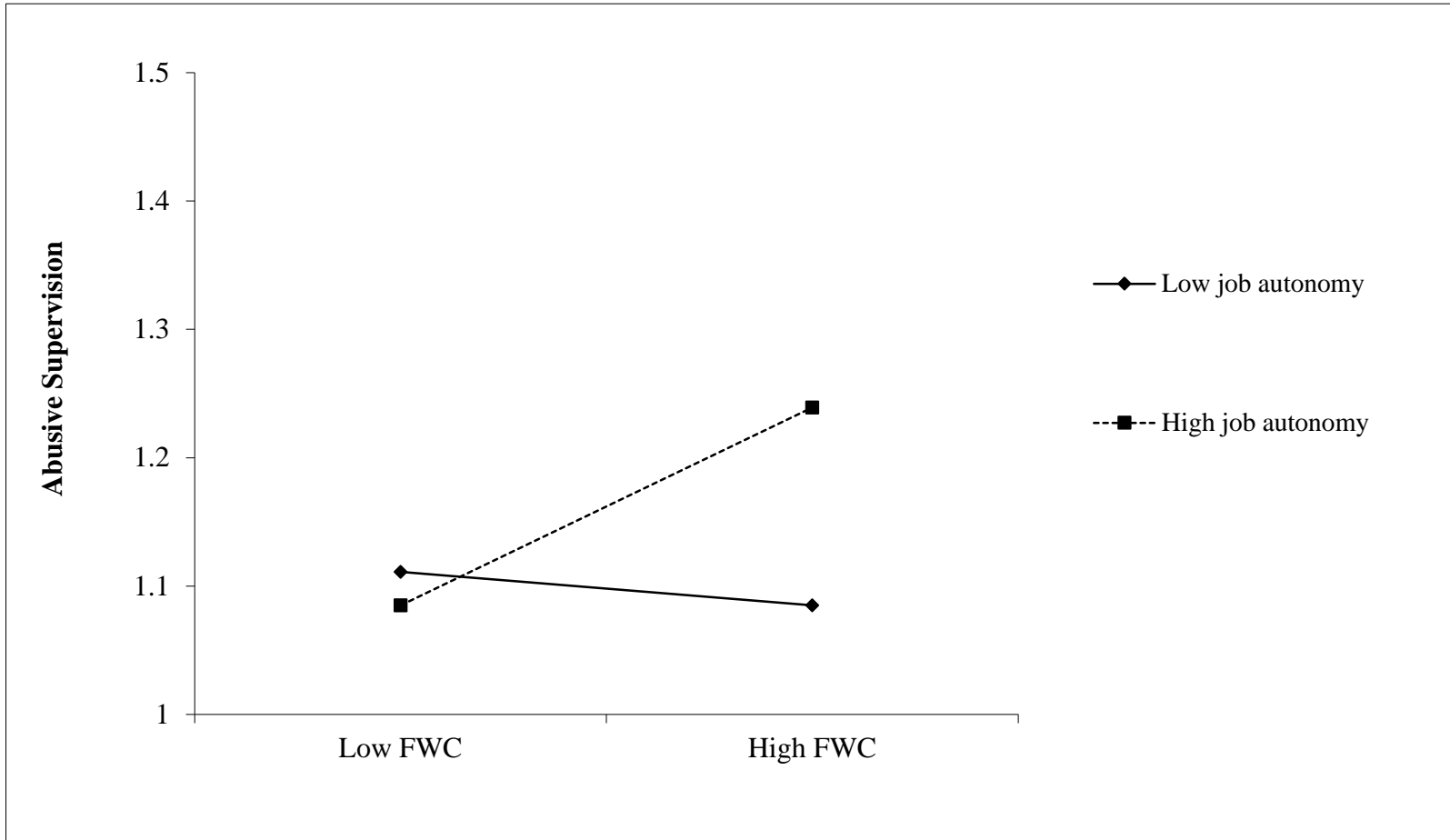
# Study 1

- **Family-work conflict was related to abusive supervision** after controlling for other explanations (role stressors, subordinate performance problems, personality)









# Questions after Study 1

- Are the results generalizable?
- Is “ego depletion” the key explanation as we predicted?
- Do the relationships hold with a within-person design?



# Study 2

- Used Qualtrics Panels to recruit supervisors from different industries and organizations
- Collected daily surveys for two weeks in order to track daily causal effects
- Measured “ego depletion” on a daily basis



# Study 2

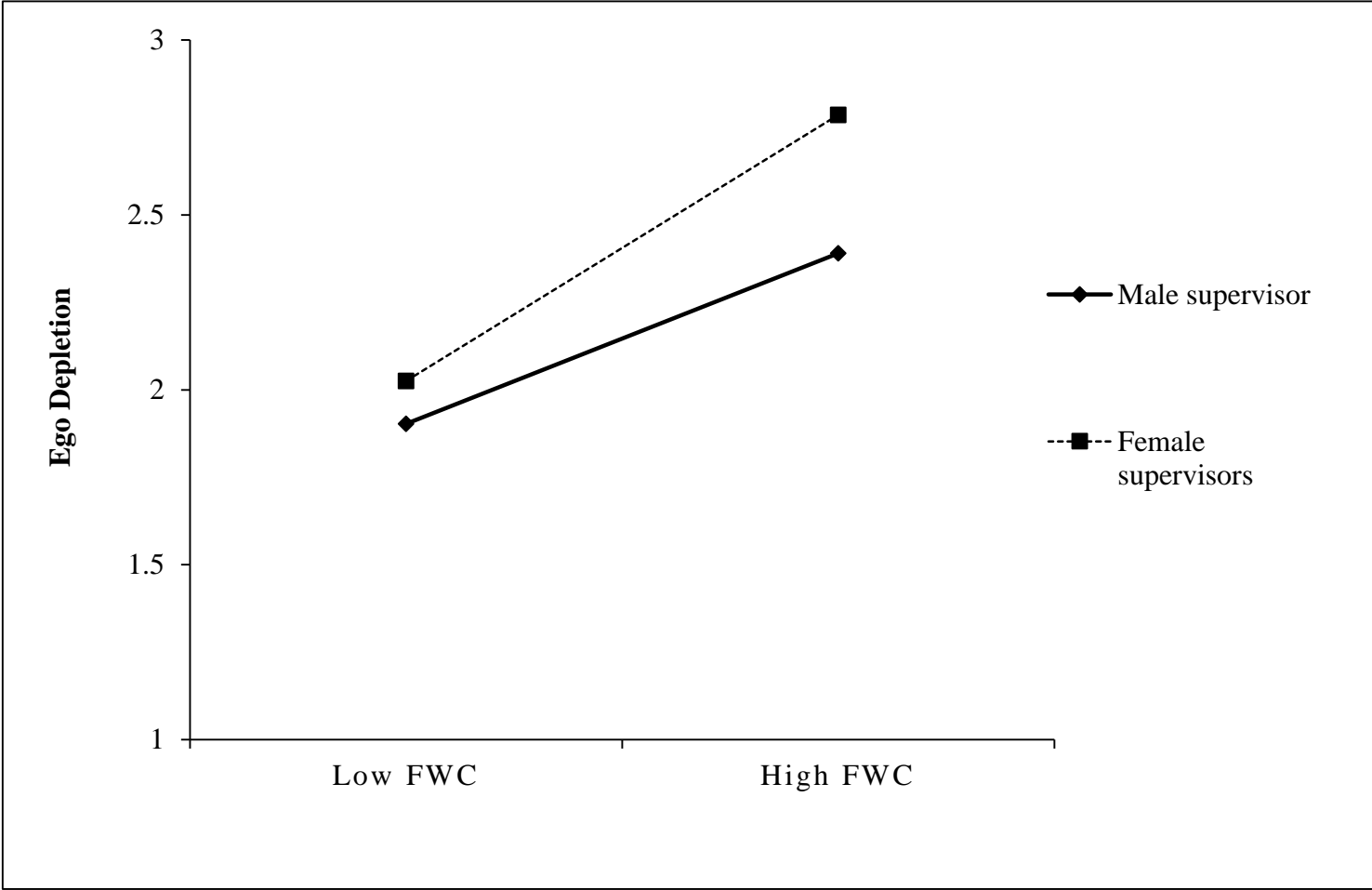
- Distributed surveys in March 2014
  - N = 92 (50% female, average age was 44)
  - Most were mid-level to senior-level managers
  - Average of 15 years of managerial experience
  - Most worked in medium to large size companies

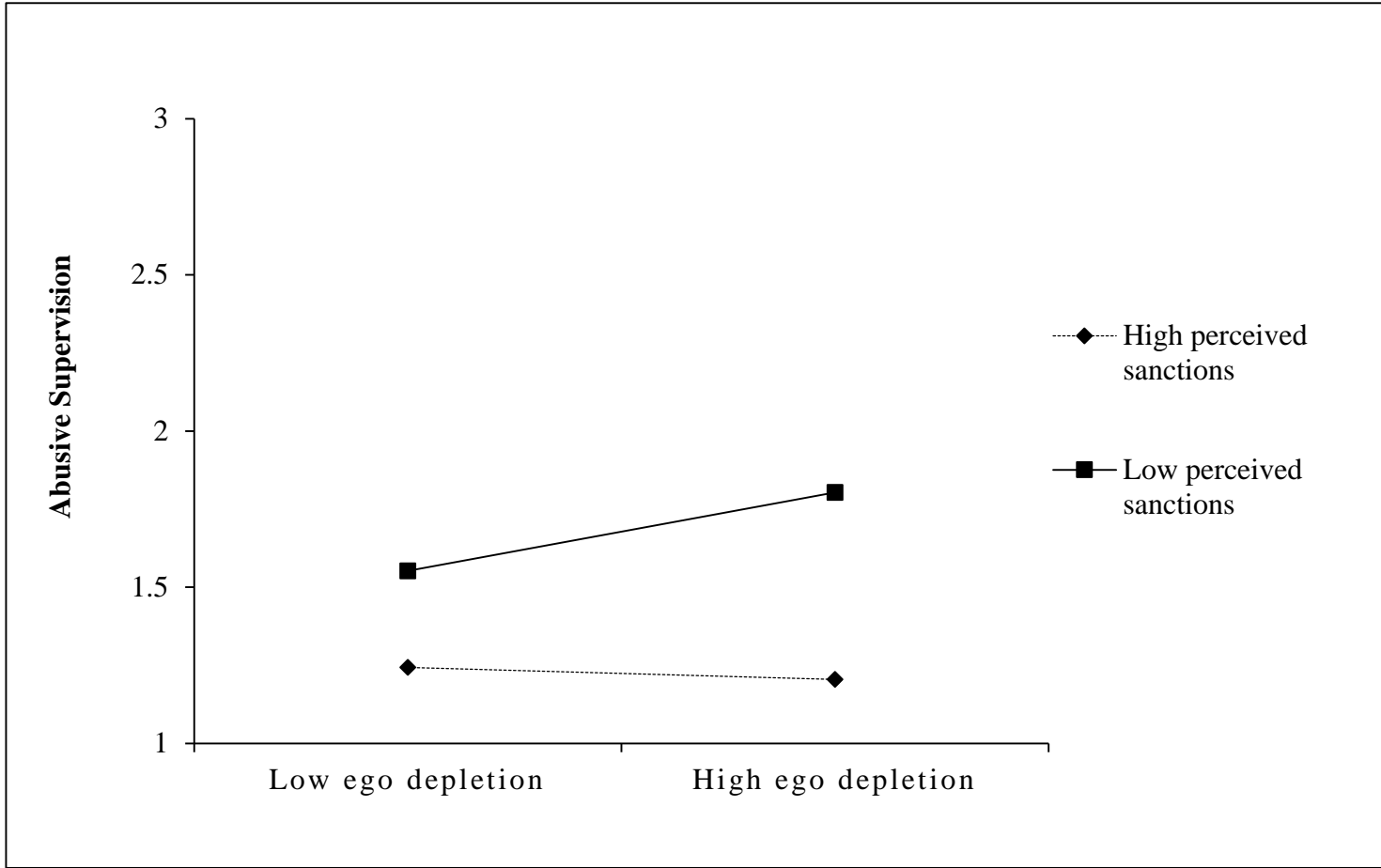


# Study 2

- “Ego depletion” mediates the relationship between family-work conflict and abusive supervision







# 10,000 foot view of findings

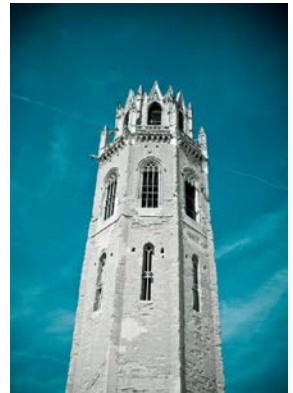


- Supervisors have to juggle family and work demands
- Juggling these demands can be mentally, physically, and emotionally depleting
- This makes managers more likely to act out their home-based frustration on subordinates
- But this is most likely to happen to female supervisors and when organizations don't punish abusive behavior



# Practical Implications

- *Bosses* need to be part of “work-family balance” efforts
- Organizations can help managers recover from exhaustion and control aggressive impulses
- Companies can impose a “no @\$hole rule”



# Thank you! Questions?

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