

ABSTRACT

THE ROLE OF EMOTIONAL REGULATION IN THE RELATIONSHIP BETWEEN ABUSIVE SUPERVISION AND OUTCOMES

By Ashley S. Kuhns

Occupational stress is a significant workplace health hazard. There are a variety of workplace factors, called stressors, which lead to negative outcomes for both individuals as well as organizations. Interpersonal conflict is one such stressor and stems from sources such as supervisor, coworker and customer interactions. Interpersonal conflict is related to a variety of negative strains such as lower physical and psychological wellbeing, job dissatisfaction, turnover and depression. Research has shown that interpersonal conflict leads to negative outcomes as well as a variety of emotions. Social interactions may induce an emotional response that requires the individual to engage in emotional regulation to manage those emotions. Some have argued that engaging in emotional regulation plays a role in the relationship between interpersonal conflict and outcomes. The purpose of this study was to examine the role of emotional regulation as it applies to abusive supervision and the resulting outcomes. More specifically, the goal was to empirically test whether engaging in emotional regulation mediates the relationship between abusive supervision and outcomes. Data was collected through an anonymous on-line survey instrument to employees of an international, full-service engineering firm. The results supported past research and theorizing in that abusive supervision was related to all three outcome variables (wellbeing, turnover intentions and emotional exhaustion). The results also showed support for the mediating role of emotional regulation with the wellbeing and emotional exhaustion outcome variables when individuals engaged in emotional suppression, but not when individuals engaged in emotional reappraisal.

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by

Ashley S. Kuhns

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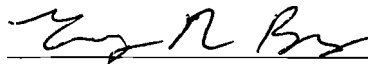
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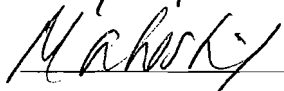
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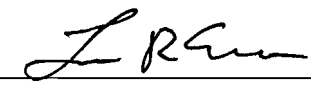
 Member

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 Member

5/14/08 Date Approved

PROVOST
AND VICE CHANCELLOR



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This thesis is dedicated to my husband, parents and family. I am so gratefully for all of the support and encouragement they have provided throughout my school career.

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CHAPTER I

INTRODUCTION

One of the most significant workplace health hazards is that of occupational stress (Spector, 2002). There are a variety of different workplace factors, called stressors, which lead to negative outcomes (Spector, 2002). Within the Occupational Health Psychology literature the negative outcomes that result from stressors are referred to as strains. One stressor that has been shown to be related to strains, such as lower physical and psychological wellbeing, is interpersonal conflict (Bruk-Lee & Spector, 2006; Keenan & Newton, 1985). Interpersonal conflict has become a leading stressor for employees and is considered to be one of the most troublesome and upsetting stressors at work (Bruk-Lee & Spector, 2006; Bolger, DeLongis, Kessler & Schilling, 1989; Hahn, 2000; Narayanan, Menon & Spector, 1999; Smith & Sulsky, 1995). Veroff, Douvan and Kulka (1981) found that interpersonal problems and conflict are a common source of unhappiness in peoples' lives.

Although interpersonal relationships may have a positive impact on an individual, as supported in the social integration and social support literature (Berscheid & Ries, 1998; Cohen & Wills, 1985), interpersonal relationships may also have a negative impact (Berscheid & Ries, 1998). Patterns of negative interactions at work may have serious implications for an organization as well as individual employees (Burton & Hoobler, 2006; Bies & Tripp, 1998). Some of the negative outcomes associated with interpersonal conflict are overall job dissatisfaction, turnover, increased psychological distress,

withholding voluntary behaviors such as organizational citizenship behaviors, depression, and a decrease in confidence (Bruk-Lee & Spector, 2006; Frone, 2000; Hoobler & Brass, 2006; Tepper, Duffy & Shaw, 2001; Tepper, Duffy, Henle & Lambert, 2006).

Interpersonal conflict at work may stem from multiple sources such as supervisors, coworkers and customers (Grandey, Kern & Frone, 2007), and each of these sources is related to a variety of strains (Bruk-Lee & Spector, 2006; Dorman & Zapf, 1999; Frone, 2000; Tepper, 2000). One goal of this paper was to examine the effects that interpersonal conflict with one's supervisor has on individual outcomes, independently from coworker and customer conflict.

Supervisor, coworker and customer conflict each lead to negative outcomes as well as a variety of emotions. According to the input-output model proposed by Gross (1998a), individuals receive stimuli from a situation and they respond to it with emotions. The job environment or a particular work event, such as interactions with supervisors, coworkers or customers, may induce an emotional response in the individual (Grandey, 2000). Emotion research supports the assumption that individuals can and do regulate their emotions for social situations (Grandey, 2000). The emotional labor literature has explored the role of emotional regulation in the relationship between interpersonal conflict and outcomes; however, the focus has been on interpersonal conflict with customer interactions (Grandey, 2000; Grandey, Kern & Frone, 2007; LeBlanc & Barling, 2005). According to Grandey (2000), research in the area of emotional labor has found emotional regulation to serve as a mediator in the customer – outcome relationship. Employees are able to change their feelings or adjust the feelings they display in order to

interact more effectively with others (Grandy, 2000; Grandey, Kern & Frone, 2007).

Since interpersonal conflict affects emotions, a second goal of this paper was to examine the role of emotional regulation in the stressor-strain relationship, specifically examining how the regulation of one's emotions affects the relationship between interpersonal conflict and outcomes.

The purpose of this current research was to examine the role of emotional regulation as it applies to abusive supervision and the resulting outcomes, more specifically to determine if emotional regulation mediates the relationship between abusive supervision and outcomes. In the section that follows, literature surrounding abusive supervision, emotional regulation and the resulting outcomes is reviewed, and the proposed mediating model and hypotheses are described. Following the literature review, are the methods, results and discussion sections which describe the participants, measures, and procedures; the analyses used and the results of the hypothesis testing; as well as a discussion about the results, possible limitations of the current study and future directions that could be pursued.

CHAPTER II

LITERATURE REVIEW

Interpersonal conflict is a common source of stress at work and may stem from such sources as supervisor, coworker and/or customer interactions. Negative work interactions may be detrimental for the individual employee as well as the organization. Interpersonal conflict not only leads to a range of negative outcomes (Bruk-Lee & Spector, 2006; Frone, 2000; Hoobler & Brass, 2006; Tepper, Duffy & Shaw, 2001; Tepper, Duffy, Henle & Lambert, 2006), it also leads the individual to experience a variety of emotions. When employees engage in emotional regulation, they are able to better control the emotions they display in order to be more effective in their interactions at work. The emotional regulation research has focused on customer conflict and has found emotional regulation to mediate the stressor – strain relationship. This current research takes it one step farther and examines abusive supervision, defined as one form of interpersonal conflict, and the resulting outcomes; as well as testing for the mediating role of emotional regulation. This section will review the literature surrounding abusive supervision, emotional regulation and the resulting outcomes, as well as discuss the hypotheses and mediating model framework.

Abusive Supervision

Abusive supervision, as defined by Tepper (2000), is the “subordinates’ perceptions of the extent to which supervisors engage in the sustained display of hostile

verbal and nonverbal behaviors, excluding physical contact” (p.178). According to Bies (2000) and Bies and Tripp (1998), public criticism, loud and angry tantrums, inconsiderate actions and coercion are some examples of potential abusive supervision. Other examples consist of blaming subordinates for mistakes they did not make, public ridicule, rudeness, ignoring subordinates, threats of termination, social isolation, invasion of privacy and taking undue credit (Tepper, Duffy & Shaw, 2001; Tepper, Duffy, Henle & Lambert, 2006). All of these acts of supervisor abuse vary in their degree of severity and some may be perceived as more harmful than others.

There have been studies suggesting that 20% of organizations have instances of workplace violence (Romano, 1994). However, there is growing interest investigating more subtle forms of aggression that are not as sensational as the more violent acts displayed in the popular press (Burton & Hoobler, 2006; Neuman & Baron, 1997). For instance, Bjorkqvist, Osterman and Hjelt-Back (1994) found that there are almost twice as many workplaces with instances of more subtle, nonphysical acts of aggression such as verbal harassment or thoughtless, negative acts. Interpersonal conflict, and consequently, abusive supervision, are examples of subtle, nonphysical forms of workplace mistreatment (Hoobler & Brass, 2006; Neuman & Baron, 1997).

Interpersonal conflict is considered to be one of the most troublesome and upsetting stressors at work (Bruk-Lee & Spector, 2006; Bolger, DeLongis, Kessler & Schilling, 1989; Hahn, 2000; Narayanan, Menon & Spector, 1999; Smith & Sulsky, 1995). Interpersonal conflict is troublesome to organizations as well as to employees due to the increased frequency with which interpersonal conflict and the resulting strains have

been found to take place within the workplace. Keenan and Newton (1985) used a Stress Incident Report (SIR) to collect information on stressful incidents that occurred at work. The researchers found that 74% of the reported incidents were social in nature. These stressful social interactions were reported to be with supervisors, subordinates and/or colleagues. Narayanan, Menon and Spector (1999) also used the SIR to collect information on stressful incidents. They found that for a majority of professions, interpersonal conflict was the most commonly reported source of stress. Hahn (2000) conducted a study in which the participants recorded the conflicts that occurred at work in a diary. The results revealed that half of the workdays included reports of interpersonal conflict. These problematic levels of interpersonal conflict demonstrate the need to learn more about this social stressor (Bruk-Lee & Spector, 2006).

In addition to the troublesome nature of interpersonal conflict, it has also been found to be one of the most upsetting stressors at work. A study by Bolger, DeLongis, Kessler and Schilling (1989) found that among a sample of married couples, interpersonal conflict was the most upsetting stressor out of both work and nonwork sources of stress. Because interpersonal conflict is associated with a variety of negative strains such as job dissatisfaction, anxiety, withdrawal and counterproductive work behaviors (Bruk-Lee & Spector, 2006), this stressor and the resulting strains are quite distressing for both organizations and employees.

The quality of interpersonal relationships, both positive and negative, has an influence on an individual's behavior, affect and cognitions. Positive interpersonal relationships consist of interactions that have a positive impact on an individual's life and

on his or her work environment. The positive effects of these interactions are supported in the literature on social integration and social support (Frone, 2000). Negative interpersonal relationships are comprised of conflicts resulting from interactions between an individual employee and others such as supervisors, coworkers or customers. Research suggests that negative relationships may have a stronger impact on an individual's life than do positive relationships and interactions (Berscheid & Reis, 1998).

Abusive supervision is one such negative relationship that may impact an individual's life. Abusive supervision is considered to be a subjective assessment due to its reliance on the individual's perceptions of the supervisor's behavior. Each individual may not perceive and interpret the supervisor's actions the same way in all situations. Due to the individualized nature of interpreting the situation, every individual is affected differently and has his or her own way of dealing with the interpretation of the situation.

Abusive supervision, by nature, is an enduring phenomenon (Tepper, 2000). Tepper (2000) describes abusive supervision as the "sustained display of hostile verbal and nonverbal behaviors..." (p. 178). The sustained display indicates that abusive supervision consists of multiple abusive interactions that go on over time. One instance of abuse or one instance of interpersonal conflict does not comprise an abusive relationship. The continuance of the abuse is, by definition, what constitutes abusive supervision. Once the abusive relationship has been established, it is often difficult for the employee to remove themselves from the relationship, and therefore the abuse may continue for long periods of time.

Tepper (2000) has identified three typical ways to terminate an abusive supervisor -- subordinate relationship. The first method requires the supervisor to modify his or her behavior. This method may not be common or likely since it is often difficult for the supervisor to realize and take responsibility for his or her abusive actions toward others. The supervisor may not understand the problem or care to make any changes. The second way in which an abusive relationship could be terminated is through the intentional firing or transferring of the subordinate, or the promotion or transferring of the supervisor. In this case the supervisor has been removed from a position directly influencing the abused subordinate. These first two methods are not in the control of the subordinate, which makes it more difficult to terminate the relationship. However, the subordinate may also end the relationship. This third method of terminating an abusive relationship is not easy. A delay in the termination of an abusive relationship may be due to any number of factors, such as feelings of powerlessness, economic dependability, fear and hope for change. Due to the obstacles and other pressures making it difficult to end the abusive supervision and because of the enduring qualities of the conflict, undue stress and hardships may result (Frone; Tepper, 2000).

Individual Outcomes of Abusive Supervision

Employees who are the targets of abusive supervision may suffer a variety of negative consequences. Some of the individual level outcomes that abused subordinates may experience are job and life dissatisfaction (Frone; Tepper, 2000; Tepper, Duffy, Hoobler & Ensley, 2004), decreased self-esteem (Burton & Hoobler, 2006; Frone, 2000), psychological distress (Tepper, 2000), depression (Frone; Tepper, 2000), somatic

symptoms (Frone, 2000), conflict between work and family life (Hoobler & Brass, 2006; Tepper, 2000), anxiety (Tepper, 2000) and emotional exhaustion (Grandey, Kern & Frone, 2007; Tepper, 2000). Tepper (2000) found that some of the individual outcomes, such as job and life dissatisfaction, work-family conflict, depression, and emotional exhaustion, were more pronounced for those employees with less job mobility or no other viable means for escaping the abusive supervision.

Organizational Outcomes of Abusive Supervision

Subordinates may also experience organizational level outcomes such as increased turnover intentions, (Frone; Tepper, 2000; Tepper, Duffy, Hoobler & Ensley, 2004), reduced performance (Hoobler & Brass, 2006), decreased organizational commitment (Frone, 2000; Duffy & Ferrier, 2003; Tepper, Duffy, Hoobler & Ensley, 2004), decreased trust of coworkers (Duffy & Ferrier, 2003) and a decreased willingness to perform prosocial organizational behaviors (Tepper, Duffy, Hoobler & Ensley, 2004). The list of potential consequences, although long, is not exhaustive. The findings in a study by Bamberger & Bacharach (2006) indicated that subordinates in units that experienced more abusive supervision were significantly more likely to report drinking problems. A handful of other studies have also investigated the consequences of abusive supervision.

A study by Tepper (2000) found that abusive supervision produces a number of dysfunctional consequences such as increased turnover, less favorable attitudes toward one's job, life and organization, increased work-family conflict and increased psychological distress. Frone (2000) investigated the outcomes related to abusive

supervision by testing two of the four social models proposed by Fiske (1992). The two models tested by Frone (2000) were the communal sharing model and the authority ranking model. The communal sharing model focuses on the relationships between coworkers, and therefore was not focused on in reference to this study. However, the authority ranking model is relevant to the supervisor – subordinate relationship, which is of interest in this study. In this type of relationship, individuals who have higher ranking authority are able to exert more control over such things as the pay raises, promotions and work schedules of the lower ranking employees. The subordinates view the higher ranking individuals as agents of the organization; therefore the outcomes resulting from the abusive supervision adversely affect the organization and do not influence personal psychological outcomes (Frone, 2000). The results of the study found that conflict with supervisors was negatively related to job satisfaction (-.44) and organizational commitment (-.49); however, positively related to turnover intentions (.33).

Hoobler and Brass (2006) investigated factors that contribute to abusive supervision and the effects such abuse has on an individual and his or her family. The researchers found a negative relationship between abusive supervision and subordinate work performance (-.17) as well as a positive relationship between family undermining in the subordinate's home and abusive supervision (.19). Duffy and Ferrer (2003) also conducted a study investigating the relationship between abusive supervision and various outcomes. They found a negative relationship between abusive supervision and the level of trust a subordinate held for his or her supervisor (-.38) as well as a negative

relationship between abusive supervision and a subordinate's level of organizational commitment (-.26) (Duffy & Ferrier, 2003).

Tepper, Duffy, Hoobler and Ensley (2004) conducted a longitudinal study that tested the relationships among respondents' perceptions of their coworkers' organizational citizenship behaviors (OCBs) with abusive supervision and various outcomes. The researchers found that when abusive supervision was present, subordinates perceived their coworkers to perform fewer OCBs (-.26). They also found that at both Time 1 and Time 2 there was a negative relationship between abusive supervision and subordinate job satisfaction (-.53; -.27), as well as a negative relationship between abusive supervision and a subordinate's organizational commitment (-.53; -.20) (Tepper, Duffy, Hoobler & Ensley, 2004).

Although there are many negative outcomes associated with abusive supervision, the current study has narrowed the focus of outcomes to include three major aspects. The first outcome of interest is wellbeing. For this study, wellbeing will focus on anxiety, depression and irritability. Research has shown that abusive supervision leads to anxiety (Tepper, 2000), depression (Frone; Tepper, 2000) and psychological distress (Tepper, 2000). It is therefore expected that abusive supervision is negatively related to wellbeing (specifically looking at anxiety, depression and irritability). The second outcome of interest for this study is that of turnover intentions. Research has shown that abusive supervision leads to an increase in turnover intentions (Frone; Tepper, 2000; Tepper, Duffy, Hoobler & Ensley, 2004). Therefore, it is expected that abusive supervision will be positively related to turnover intentions. The third outcome of interest is emotional

exhaustion. Grandey, Kern and Frone (2007) as well as Tepper (2000) have found abusive supervision to lead to emotional exhaustion. Therefore it is expected that abusive supervision will lead to emotional exhaustion. Based on the literature, it can be inferred that the subordinates targeted by abusive supervision, in general, will experience negative outcomes. See Figure 1 for a model outlining the hypotheses.

Hypothesis 1: Abusive supervision is related to negative outcomes.

Hypothesis 1a: Abusive supervision will be negatively related to wellbeing.

Hypothesis 1b: Abusive supervision will be positively related to turnover intentions.

Hypothesis 1c: Abusive supervision will be positively related to emotional exhaustion.

Emotions in Organizations

Although emotions at work have not always been a common research focus in the areas of Human Resources, Industrial and Organizational Psychology and Organizational Behavior; the interest in how emotions are managed by employees to improve their work outcomes has come to gain the attention of researchers (Grandey, 2000), especially in these areas. Some researchers have even stated that emotions should be studied as part of organizational processes and interactions (Ashkanasy, Zerbe & Hartel, 2002). Grandey (2003) states that the complex topic of emotions infuses all aspects of human life. It is important for emotions to be studied in the work context due to the impact they have on the functioning and order of organizations as well as on the interpersonal relationships and interactions within an organization.

Emotional Regulation

Emotional regulation is defined as “the processes by which individuals influence which emotions they have, when they have them, and how they experience and express these emotions” (Gross, 1998a, p. 275). When an individual is able to regulate his or her emotions either by suppressing them or expressing an alternative, he or she is better able to display the appropriate emotion required for that situation (Goldberg & Grandey, 2007). Because emotions are an integral and inseparable part of organizations (Ashforth & Humphrey, 1995), the act of emotional regulation is important for many employees on a daily basis.

Depending on an employee’s position within an organization, he or she may engage in emotional regulation for social interactions among multiple people throughout the day. These interactions could be with supervisors, coworkers, customers or any combination of the three. In addition, an organization may have established formal or informal display rules to which employees are expected to act in accordance. Display rules outline the way an employee should act in certain situations and the demeanor he or she should portray to customers and other individuals within the organization (Goldberg & Grandey, 2007; Grandey, 2000). However, sometimes a conflict may arise between an employee’s actual emotions and the appropriate emotions that should be portrayed. It is throughout these situations and conflicting circumstances that an employee may engage in emotional regulation to modify his or her actual emotions in order to meet the demands of the particular situation (Goldberg & Grandey, 2007; Gross, 1998b).

Everyone experiences emotion, and at times individuals attempt to regulate and control their emotions (Gross, 1998a). The main goal of emotional regulation is to have the employee decrease his or her negative emotions and increase the positive emotions in order to be in accordance with the standards of the situation (Grandey, 1999). There are two primary ways through which emotional regulation takes place.

The first is through reappraising the situation or by “thinking good thoughts” (Grandey, 2000). This reappraisal process is also known as deep acting. In deep acting, an employee attempts to modify his or her feelings in order to match the appropriate display rules required. Gross (1998a, 1998b) refers to the reappraisal process as antecedent-focused emotion regulation. Gross (1998a, 1998b) describes this process as individuals modifying the situation or the perception of the situation in order to adjust their emotions. The reappraisal process does not consist of the individuals just faking an emotion. This type of deep acting requires individuals to change how they think about the situation so that the emotions they display are a result of their new perception of the situation. Deep acting is intended to be authentic and is truly a good faith measure on the part of the employees in that they are trying to modify their inner feelings to match the appropriate response for that situation (Grandey, 2003).

The second way through which emotional regulation may occur is suppression, otherwise referred to as surface acting or the inhibition of feelings. Under these circumstances, in order for employees to portray the appropriate response, they hide their true feelings by not expressing what is really felt (Grandey, 2000). Grandey (2003) refers to suppression as “faking in bad faith” because the employee has not made any attempt to

alter his or her inner feelings. In this situation, the employee only portrays the appropriate emotion in order to conform to display rules and to keep his or her job, not to better him or herself or the organization. Gross (1998b) describes this process as response-focused emotion regulation. In this process, an individual may have a tendency toward a particular response; however, he or she manipulates that emotional response so it is better aligned with the display rules (Gross, 1998b). In surface acting individuals change their emotional response rather than adjusting how they think about the situation.

Engaging in emotional regulation, whether it is deep or surface acting, requires effort (Hochschild, 1983). Hochschild (1979) states that due to the amount of effort required to manage one's emotions and the unpleasantness of the organization having control over one's personal emotions, emotional regulation may be detrimental to employees in that it is related to burnout and job stress. Although emotional regulation may help the employee cope through individual situations and circumstances, it does have a number of long term negative outcomes associated with it.

Psychological Outcomes of Emotional Regulation

Both reappraisal and suppression have been found to be related to job dissatisfaction, depression, burnout, withdrawal and negative work attitudes (Grandey, 2000; 2003). Researchers have also found that emotional regulation may impair cognitive performance (Baumeister, Bratslavsky, Muraven & Tice, 1998; Richards & Gross, 1999). Another major strain associated with engaging in emotional regulation is that of burnout. According to Grandey (2000), burnout occurs when an employee has become overly emotionally involved in his or her social interactions and has spent all available

emotional resources. Some characteristics of burnout are emotional exhaustion, depersonalization and reduced personal accomplishment (Grandey, 2000). Emotional exhaustion, which is an outcome of focus for this current study, is a state of energy depletion and fatigue (Grandey, 2003).

Organizational Outcomes of Emotional Regulation

According to Grandey (2000), if emotional labor or regulation is related to burnout, it may also contribute to a variety of other organizational level outcomes. Emotional regulation may lead to reduced performance on the job as well as to withdrawal behaviors such as absenteeism and increased turnover intentions (Grandey, 2000). Individuals who frequently engage in emotional regulation may be more inclined to search for a different work environment, specifically one they feel is a better match (Edwards, 1991; Schwarz & Clore, 1983) and one in which they do not need to regulate their emotions as often and as intensely. Grandey (2000) stated that generally, employees who reported high levels of emotional regulation were less satisfied with their jobs. This finding makes sense because the reason people/employees engage in emotional regulation is to modify their true feelings that are inappropriate to display. If an employee was satisfied and enjoyed his or her job there would be less of a conflict between his or her true emotions and the emotions appropriate for the situation, and therefore less of a need to engage in emotional regulation.

As with abusive supervision, emotional regulation has many different negative consequences associated with it. However, there are three specific outcomes that are of particular interest for this current study. This study will be examining the relationships

between emotional regulation and an employee's wellbeing, turnover intentions and emotional exhaustion. Both reappraisal and suppression have been found to be related to negative work attitudes, depression and burnout (Grandey, 2000; 2003). Grandey (2000) has also found that emotional regulation leads to increased turnover intentions. Based upon the literature, it can be inferred that those individuals who engage in emotional regulation, whether it is emotional reappraisal or suppression, in general, will experience negative outcomes.

Hypothesis 2: Emotional regulation is related to negative outcomes.

When specifically looking at emotional reappraisal, or deep acting, one may think this process is beneficial to an individual. The reappraisal process does not just consist of the individual faking or masking an emotion. In this type of deep acting individuals actually change how they think about the situation so the emotions they display are a result of their new perception of the situation (Grandey, 2003). However, research has shown that managing emotions takes effort and may lead to burnout and job stress (Hochschild, 1979 & 1983). Although emotional reappraisal may help the employee cope with individual conflict situations, it has a number of long term negative outcomes associated with it. Therefore, it is expected that engaging in emotional reappraisal will lead to negative outcomes.

Hypothesis 2a: Emotional reappraisal will be negatively related to wellbeing.

Hypothesis 2b: Emotional reappraisal will be positively related to turnover intentions.

Hypothesis 2c: Emotional reappraisal will be positively related to emotional exhaustion.

Emotional suppression, or surface acting, consists of individuals hiding their true feelings in order to display a response that is appropriate for the particular situation (Grandey, 2000). In this type of surface acting, an individual is masking how they truly feel and over time this can be taxing on an individual. It is therefore expected that engaging in emotional suppression will lead to negative outcomes.

Hypothesis 2d: Emotional suppression will be negatively related to wellbeing.

Hypothesis 2e: Emotional suppression will be positively related to turnover intentions.

Hypothesis 2f: Emotional suppression will be positively related to emotional exhaustion.

Abusive Supervision and Emotional Regulation

According to Spector (2002), certain events at work are perceived and interpreted as threatening to an individual's physical or psychological wellbeing. He goes on to say that these threatening feelings are caused by the perceived job stressors, which can include anything a person finds threatening and can result in negative emotional reactions, anger or anxiety. However, just because an individual experiences a stressor such as abusive supervision that does not necessarily mean that a negative outcome will result. As a way of coping with the abusive supervision, employees may engage in emotional regulation in attempts to enhance their mood or self-esteem. According to Spector (2002), "there is mounting evidence that perceived control at work is an important element in employees' health and well-being" (p. 134).

If an employee is able to control his or her emotional reaction to the abusive supervision, he or she may look at and process the situation from a different perspective. According to Fiske's (1992) authority ranking model, individuals with higher authority within the organization (supervisors) are able to exert control and power over those individuals with lower authority (subordinates). Supervisors have the power to influence such things as a subordinate's pay raises, work schedules and promotions. Because of the power a supervisor holds, it is often difficult or even impossible for an employee to terminate the abusive supervision. In those situations, it is important for the employee to be able to regulate his or her emotional response to the situation in an attempt to combat the negative outcomes associated with the abusive supervision.

It is therefore proposed, based on this literature, that abusive supervision, in general, is positively related to emotional regulation.

Hypothesis 3: Abusive supervision is positively related to emotional regulation.

Hypothesis 3a: Abusive supervision will be positively related to emotional reappraisal.

Hypothesis 3b: Abusive supervision will be positively related to emotional suppression.

Abusive Supervision, Emotional Regulation and Outcomes

Grandey (2000, 2007) provided evidence that emotional regulation may play an important mediating role in the customer conflict and outcome process. That is, emotional regulation is one option for dealing with or processing the conflicting customer situation or interactions. As in the effects of the customer conflict situations, it is

expected that emotional regulation will mediate the role between abusive supervision and outcomes in much the same way.

Emotional regulation is expected to partially mediate the relationship between abusive supervision and outcomes. Research has shown that organizational justice is another possible mediator in the relationship between abusive supervision and outcomes. Tepper (2000) found that perceived injustice mediated the effects of abusive supervision on subordinates' attitudes. Specifically, Tepper (2000) found that organizational justice partially mediated the effects of abusive supervision on anxiety and emotional exhaustion and fully mediated the effects of abusive supervision on other outcome variables such as job and life satisfaction, continuance, normative and affective commitment, as well as work-to-family and family-to-work conflict.

Zellars, Tepper and Duffy (2002) found that subordinates' experiences of procedural justice mediated the relationship between abusive supervision and subordinates' organizational citizenship behaviors. Aryee, Chen, Sun and Debrah (2007) found that subordinates' interactional justice mediated the relationships between abusive supervision and subordinates' citizenship behaviors. Tepper (2007) developed an emergent model that summarizes and integrates the empirical work on abusive supervision and includes paths modeling the causes and consequences of abusive supervision. Within this model, Tepper (2007) has identified that subordinate perceptions of injustice and anger reactions mediate the relationship between abusive supervision and various outcomes such as attitudes, resistance, aggression and deviance, performance contributions, psychological distress and family well-being.

Emotional regulation is expected to mediate the relationship between abusive supervision and outcomes, based on the mediating role emotional regulation plays in the customer-conflict and outcome relationship. Given that past research on abusive supervision has shown organizational justice to be a mediator in the relationship between abusive supervision and outcomes, it is predicted that emotional regulation partially mediates the relationship between abusive supervision and outcomes. It is predicted that if an employee engages in emotional regulation after experiencing an act of abusive supervision, he or she will experience more positive outcomes than when emotional regulation does not play a mediating role in the relationship.

Hypothesis 4: Emotional regulation will partially mediate the relationship between abusive supervision and outcomes

Hypothesis 4a: Emotional reappraisal will partially mediate the relationship between abusive supervision and wellbeing.

Hypothesis 4b: Emotional reappraisal will partially mediate the relationship between abusive supervision and turnover intentions.

Hypothesis 4c: Emotional reappraisal will partially mediate the relationship between abusive supervision and emotional exhaustion.

Hypothesis 4d: Emotional suppression will partially mediate the relationship between abusive supervision and wellbeing.

Hypothesis 4e: Emotional suppression will partially mediate the relationship between abusive supervision and turnover intentions.

Hypothesis 4f: Emotional suppression will partially mediate the relationship between abusive supervision and emotional exhaustion.

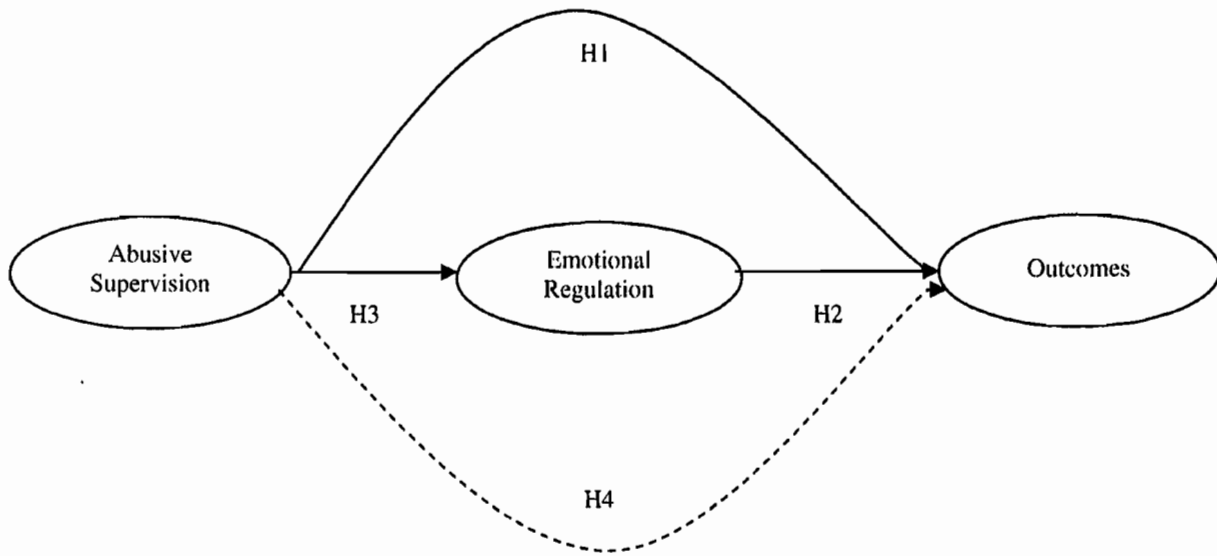


Figure 1:
Model framework

CHAPTER III

METHODS

Participants

All study participants were volunteers and were introduced to the purpose and procedures of the study prior to participating. The population of interest for this study was working adults. Participants were sampled from an international, full-service engineering firm with multiple branches located throughout the United States. One hundred thirty eight employees out of 250 participated in the study, which resulted in a response rate of 55%. The participants' ages ranged from 21 – 66 years old, with an average age of 37 ($SD = 11.32$) years. Of those who responded, 97 were men and 40 were female. The average tenure of the respondents in their current position was 50.21 ($SD = 58.18$) months and the average length of time that respondents had worked for their current supervisor was 31.89 ($SD = 39.75$) months. The education level of the participants ranged from completion of high school to post graduate education with the majority of participants completing through college graduation. All participants were treated in accordance with the “Ethical Principles of Psychologists and Code of Conduct” (American Psychological Association, 1992).

A formal power analysis was not conducted. However, according to recommendations in the literature, generally a minimum sample size of 200 is needed when testing for a mediating relationship through regression techniques (Frazier, Tix & Barron, 2004; Hoyle, 1999; MacKinnon & Dwyer, 1993; MacKinnon, Warsi & Dwyer,

1995; Stone & Sobel, 1990). The power of a study represents the probability that effects that actually exist have a chance of producing statistical significance among the results of the data analysis. The more power a study has, the more likely the results are to reach significance. Sample size is one factor that affects the level of power a study has, and therefore, it is important to take the necessary sample size into account prior to collecting data.

Measures

Using well-established measures from the literature, a questionnaire was developed. The questionnaire measured general demographic information, abusive supervision, coworker incivility, as well as conflicts with customers, emotional regulation and outcomes. All items were rated on a 5-point Likert-type rating scale ranging from 1 = *strongly disagree* to 5 = *strongly agree*. All items were scored such that a higher score indicates a higher standing on the construct measured. A complete example of the survey instrument can be found in APPENDIX A.

The main focus for this study is on the abusive supervision, emotional regulation and outcome components. However, data on coworker incivility and conflict with customers was also collected to serve as control variables. Research has shown that both coworker and customer conflict lead to negative outcomes (Grandey, Kern & Frone, 2007). It is therefore important to collect data on these predictors in order to remove the effects they may have from the relationship between abusive supervision and outcomes. Coworker incivility was measured using 10 items from Cortina, Magley, Williams and

Langhout (2001) (Cronbach's alpha from the original source = .89). Some examples are: "Coworkers put me down or were condescending to me" and "Coworkers doubted my judgment on a matter over which I have responsibility". Conflict with customers was measured using 7 items from Burnfield, Clark, Devendorf and Jex (2004). (Cronbach's alpha from the original source = .94). Some examples of these items are: "Customers made negative comments about my job performance" and "Customers showed that they were irritated or impatient".

Abusive Supervision

Abusive supervision was measured using 15 items from Tepper (2000) (Cronbach's alpha from the original source = .90). Some sample items are: "My supervisor gave me the silent treatment" and "My supervisor put me down in front of others."

Emotional Regulation

Emotional regulation was measured using 7 out of the 8 items from Grandey (2003). This is a commonly used measure, such as in Bono and Vey (2007); Goldberg and Grandey (2007); Gosserand and Diefendorff (2005); Grandey, Fisk and Steiner (2005); Naring, Briet and Brouwers (2006) and possesses good psychometric characteristics. Grandey (2003) conducted a confirmatory factor analysis which indicated that the items provided a good fit with the data for the two-factor model (GFI = .93, CFI = .96, RMSR = .05). This measure includes items addressing emotional reappraisal (deep acting) as well as emotional suppression (surface acting). Emotional reappraisal was measured using 3 items (Cronbach's alpha from the original source = .79). Some

examples are: “At work I try to actually experience the emotions that I must show” and “I make an effort to actually feel the emotions that I need to display toward others”.

Emotional suppression was measured using 4 items (Cronbach’s alpha from the original source = .88). Some examples of these items are: “I put on an act in order to deal with people in an appropriate way” and “I only pretend to have the emotions I need to display for my job”.

The emotional regulation measure used in this study reflects a state measure as opposed to a trait measure. The measure reflects emotional regulation at work as opposed to emotional regulation in general. This is reflected in the questionnaire instructions which clearly indicate that the survey items are about interactions with the people encountered at work over the past several months. Instructions such as these have been used before to indicate the nature of the intended response, such as done with the Positive and Negative Affectivity Scale (PANAS). In addition to the questionnaire instructions, some of the individual items make it explicit that the reference is to situations at work (i.e. “At work I try to actually experience the emotions that I must show”).

Outcomes

The outcomes of interest for this study were: wellbeing (specifically focusing on anxiety, depression and irritability), turnover intentions and emotional exhaustion.

Wellbeing was measured using 13 items from Caplan et. al. (1980), Cronbach’s alpha from the original source ranged from .81 to .86. Some examples of the wellbeing items are: “Lately, I have felt sad” and “I have been irritated or annoyed”. Three turnover intentions items (e.g. “I am planning to leave my job for another in the near future” and

“I often think about quitting this job and finding another”) were taken from Adams and Beehr (1998), Cronbach’s alpha from the original source = .88. Emotional exhaustion was measured using 6 items that Brotheridge (2002) had taken from the Maslach Burnout Inventory (Maslach & Jackson, 1986). Cronbach’s alpha from the original source = .91. Some sample emotional exhaustion items are: “I have felt emotionally drained from my work” and “I have felt frustrated by my job”.

Procedure

After receiving permission from the Human Resource Director of the organization and approval from the Institutional Review Board, data collection began. See APPENDIX B for Institutional Review Board approval letter. All employees of the organization first received a letter e-mailed to them explaining the purpose of the study and notifying them to watch for a link to the on-line survey that they would receive within the next few days. Three days after that e-mail was sent, another e-mail was sent to all employees containing a link to the survey. This e-mail also explained that if they would prefer to fill out a paper copy of the survey, they could do so. Paper copies of the survey along with envelopes to seal the completed surveys and a drop-box were available at the front desk of the organization so employees could take advantage of this option instead of completing the survey on-line. When the employees clicked on the survey link, they were first directed to a splash page that detailed exactly what the research was about and why it was important for them to participate. The letter explained the methods of confidentiality and that all responses would be completely anonymous and their employer

would not have access to any individual responses. Three days prior to the survey completion deadline date, a reminder e-mail was sent out to all employees reminding them about the deadline and encouraging them to complete the survey if they have not already done so. A second reminder e-mail was sent out on the final day of data collection reminding employees that there was one more day to complete the survey and encouraged them to do so. Once the survey completion deadline had arrived, the survey link was no longer accessible and the data was then analyzed through the Statistical Package for the Social Sciences (SPSS). See APPENDIX A for the complete set of survey materials.

CHAPTER IV

RESULTS

Means, standard deviations, coefficient alpha reliability estimates and intercorrelations among the measures are presented in Table 1. The coefficient alphas are located along the main diagonal. According to Shultz and Whitney (2005), the common standard of a good reliability estimate, including coefficient alpha, is at least .70 or higher. Therefore, these reliability estimates indicate good internal consistency among the measures.

Table 1

*Means, Standard Deviations, Intercorrelations and Coefficient Alpha Reliability**Estimates*

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12
1. Age	37.02	11.32	--											
2. Gender	1.23	0.42	-.20*	--										
3. Job Tenure	50.21	58.18	.29**	-.09	--									
4. Tenure under current supervisor	31.89	39.75	.29**	-.16	.80**	--								
5. Coworker Incivility	1.77	0.56	-.06	.20*	-.01	-.05	(.82)							
6. Customer Conflict	1.70	0.45	-.15	-.07	.24*	.11	.35**	(.85)						
7. Abusive Supervision	1.39	0.52	-.04	.00	.21*	.21*	.37**	.25**	(.94)					
8. Emotional Reappraisal	2.57	1.01	.00	.05	.12	.08	.04	.04	.08	(.85)				
9. Emotional Suppression	2.04	0.66	-.07	.12	.18	.06	.39**	.27**	.35**	.20*	(.83)			
10. Wellbeing	2.46	0.54	.11	-.13	-.12	-.03	-.43**	-.30**	-.41**	-.10	-.57**	(.90)		
11. Turnover Intentions	1.81	0.85	-.14	.22*	.02	-.05	.38**	.15	.63**	-.00	.33**	-.44**	(.94)	
12. Emotional Exhaustion	2.64	0.70	-.03	.06	.15	.05	.44**	.42**	.51**	.07	.51**	-.67**	.52**	(.88)

Note: Coefficient alphas are reflected in the main diagonal.

* designates significance at the .05 level

** designates significance at the .01 level

Hypothesis Testing

Hypothesis 1 stated that abusive supervision is related to negative outcomes. This was tested by calculating the correlation between the predictor, abusive supervision, and each of the three outcome variables, wellbeing, turnover intentions and emotional exhaustion. Hypothesis 1a, abusive supervision will be negatively related to wellbeing, was supported ($r = -.41, p < .01$). Hypothesis 1b, abusive supervision will be positively related to turnover intentions, was also supported ($r = .63, p < .01$). Support was also

found for Hypothesis 1c which stated that abusive supervision will be positively related to emotional exhaustion ($r = .51, p < .01$). Therefore, the results indicate that Hypothesis 1 was fully supported.

Hypothesis 2 stated that emotional regulation is related to negative outcomes.

This was tested by calculating correlations between emotional reappraisal and the three outcome variables as well as calculating correlations between emotional suppression and the outcome variables. Hypothesis 2a, emotional reappraisal will be negatively related to wellbeing, was not supported ($r = -.10, p > .01$). Hypothesis 2b, emotional reappraisal will be positively related to turnover intentions, was not supported ($r = -.00, p > .01$). Additionally, Hypothesis 2c, emotional reappraisal will be positively related to emotional exhaustion, was not supported ($r = .07, p > .01$). Support was found for Hypothesis 2d which stated that emotional suppression will be negatively related to wellbeing ($r = -.57, p < .01$). Hypothesis 2e, emotional suppression will be positively related to turnover intentions, was supported ($r = .33, p < .01$). Support was also found for Hypothesis 2f, emotional suppression will be positively related to emotional exhaustion ($r = .51, p < .01$). In general, no support was found for the relationships between emotional reappraisal and outcomes; however the results indicated that emotional suppression was related to the outcomes and therefore, Hypothesis 2 received mixed support.

Hypothesis 3 stated that abusive supervision is positively related to emotional regulation. This was tested by calculating a correlation between abusive supervision and the two components of emotional regulation, emotional reappraisal and emotional suppression. Hypothesis 3a, abusive supervision will be positively related to emotional

reappraisal was not supported ($r = .08, p > .01$). However, Hypothesis 3b, abusive supervision will be positively related to emotional suppression, was supported ($r = .35, p < .01$). Therefore, the results indicated that Hypothesis 3 received mixed support.

Hypothesis 4 stated that emotional regulation will partially mediate the relationship between abusive supervision and outcomes. According to Baron and Kenny (1986) four steps are involved in testing a mediating relationship. The first step is to test the relationship between the predictor and the mediator. For this study, that involves testing the relationship between abusive supervision and emotional regulation. This relationship was tested through a hierarchical regression analysis. As shown in Table 2, after controlling for coworker incivility and conflict with customers, no significance was found in the relationship between abusive supervision and emotional reappraisal, $R^2 = .01, F(3,130) = .23, p > .01$; however, significance was found for the relationship between abusive supervision and emotional suppression. Overall, the two control variables and abusive supervision accounted for 20% of the variance in emotional suppression, $R^2 = .20, F(3,132) = 10.92, p < .01$. The change in R^2 , that portion accounted for by abusive supervision, was $.04, F(1,132), p < .01$. These results indicate that after the effects of coworker incivility and conflict with customers was controlled for, abusive supervision is positively related to emotional suppression.

Table 2

Hierarchical Regression Analysis to Examine the Relationship between Abusive Supervision and Emotional Regulation

	Emotional Reappraisal		Emotional Suppression	
	Step 1 - β	Step 2 - β	Step 1 - β	Step 2 - β
Coworker Incivility	.02	.00	.31**	.23**
Customer Conflict	.03	.03	.17*	.14
Abusive Supervision		.06		.22**
R ²	.00	.01	.16**	.20**
ΔR^2	.00	.00	.16**	.04**

Note: ** designates significance at the .01 level

* designates significance at the .05 level

The second step involved in testing for a mediating relationship is to establish the predictor – outcome relationship. In this study, that involves testing the abusive supervision – outcome relationship. The third step is to establish the relationship between the mediator and the outcome. Specific to this study, that involves establishing the relationship between emotional regulation and the three outcome variables. The fourth and final step in testing for a mediating relationship is to establish that the predictor – outcome relationship is smaller when the mediator is not present. In this study, that involves demonstrating that when emotional regulation is present, the relationship between abusive supervision and the outcomes is larger.

Hypothesis 4a states that emotional reappraisal will partially mediate the relationship between abusive supervision and wellbeing. In order to test this hypothesis, a hierarchical regression analysis was performed. Table 3 shows the results of the hierarchical

regression analysis of the mediating role of emotional reappraisal in the relationship between abusive supervision and wellbeing. In the first step of this analysis, coworker incivility and conflict with customers was entered and 21% of the variance in wellbeing was accounted for by these two variables, $R^2 = .21$, $F(2,131) = 17.88$, $p < .01$. In the second step of the analysis, abusive supervision was added and it accounted for an additional 6% of the variance ($\Delta R^2 = .06$, $F(1,130)$, $p < .01$), $R^2 = .28$, $F(3,130) = 16.62$, $p < .01$. These results indicate that abusive supervision is negatively related to wellbeing after removing the effects of coworker incivility and conflict with customers ($\beta = -.27$, $t(130) = -3.36$, $p < .01$). The third step of the analysis adds the mediating variable, emotional reappraisal, to the equation. The results indicate that no additional variance was accounted for with the addition of the mediator ($\Delta R^2 = .00$, $F(1,129)$, $p > .01$), $R^2 = .28$, $F(4,129) = 12.59$, $p < .01$ and that emotional reappraisal is not related to wellbeing ($\beta = -.06$, $t(129) = -.80$, $p > .01$). Based on these results, emotional reappraisal is not related to wellbeing and therefore, it does not mediate the relationship between abusive supervision and wellbeing. Hypothesis 4a is not supported.

Table 3

Hierarchical Regression Analysis to Examine the Mediating Role of Emotional Reappraisal in the Relationship between Abusive Supervision and Wellbeing

	Wellbeing		
	Step 1 - β	Step 2 - β	Step 3 - β
Coworker Incivility	-.38**	-.29**	-.29**
Customer Conflict	-.17*	-.13	-.13
Abusive Supervision		-.27**	-.27**
Emotional Reappraisal			-.06
R ²	.21**	.28**	.28**
ΔR^2	.21**	.06**	.00

Note: ** designates significance at the .01 level
* designates significance at the .05 level

Table 4

Hierarchical Regression Analysis to Examine the Mediating Role of Emotional Reappraisal in the Relationship between Abusive Supervision and Turnover Intentions

	Turnover Intentions		
	Step 1 - β	Step 2 - β	Step 3 - β
Coworker Incivility	.37**	.18**	.18**
Customer Conflict	.02	-.05	-.05
Abusive Supervision		.57**	.58**
Emotional Reappraisal			-.06
R ²	.14**	.42**	.42**
ΔR^2	.14**	.28**	.00

Note: ** designates significance at the .01 level
* designates significance at the .05 level

Hypothesis 4b states that emotional reappraisal will partially mediate the relationship between abusive supervision and turnover intentions. In order to test this hypothesis, a hierarchical regression analysis was performed. Table 4 shows the results of the hierarchical regression analysis of the mediating role of emotional reappraisal in the relationship between abusive supervision and turnover intentions. In the first step of this analysis, coworker incivility and conflict with customers was entered and 14% of the variance was accounted for by these two variables in turnover intentions, $R^2 = .14$, $F(2,129) = 10.69$, $p < .01$. In the second step of the analysis, abusive supervision was added and this accounted for an additional 28% of the variance ($\Delta R^2 = .28$, $F(1,128)$, $p < .01$), $R^2 = .42$, $F(3,128) = 30.79$, $p < .01$. These results indicate that abusive supervision is positively related to turnover intentions after removing the effects of coworker incivility and conflict with customers ($\beta = .57$, $t(128) = 7.81$, $p < .01$). The third step of the analysis adds the mediating variable, emotional reappraisal, to the equation. The results indicate that no additional variance was accounted for with the addition of the mediator ($\Delta R^2 = .00$, $F(1,127)$, $p > .01$), $R^2 = .42$, $F(4,127) = 23.19$, $p < .01$ and that emotional reappraisal is not positively related to turnover intentions ($\beta = -.06$, $t(127) = -.81$, $p > .01$). These results indicate that emotional reappraisal is not related to turnover intentions and therefore does not mediate the relationship between abusive supervision and turnover intentions. Hypothesis 4b is not supported.

Hypothesis 4c states that emotional reappraisal will partially mediate the relationship between abusive supervision and emotional exhaustion. In order to test this hypothesis, a hierarchical regression analysis was performed. Table 5 shows the results of

the hierarchal regression analysis of the mediating role of emotional reappraisal in the relationship between abusive supervision and emotional exhaustion. In the first step of this analysis, coworker incivility and conflict with customers was entered and 27% of the variance was accounted for by these two variables in emotional exhaustion, $R^2 = .27$, $F(2,131) = 24.38$, $p < .01$. In the second step of the analysis, abusive supervision was added and this accounted for an additional 11% of the variance ($\Delta R^2 = .11$, $F(1,130)$, $p < .01$), $R^2 = .38$, $F(3,130) = 27.00$, $p < .01$. These results indicate that abusive supervision is positively related to emotional exhaustion after removing the effects of coworker incivility and conflict with customers ($\beta = .37$, $t(130) = 4.87$, $p < .01$). The third step of the analysis adds the mediating variable, emotional reappraisal, to the equation. The results indicate that no additional variance was accounted for with the addition of the mediator ($\Delta R^2 = .00$, $F(1,129)$, $p > .01$), $R^2 = .38$, $F(4,129) = 20.15$, $p < .01$ and that emotional reappraisal is not related to emotional exhaustion ($\beta = .03$, $t(129) = .36$, $p > .01$). These results indicate that emotional reappraisal is not related to emotional exhaustion and therefore it does not mediate the relationship between abusive supervision and emotional exhaustion. Hypothesis 4c is not supported.

Table 5

Hierarchical Regression Analysis to Examine the Mediating Role of Emotional Reappraisal in the Relationship between Abusive Supervision and Emotional Exhaustion

	Emotional Exhaustion		
	Step 1 - β	Step 2 - β	Step 3 - β
Coworker Incivility	.34**	.21**	.22**
Customer Conflict	.30**	.25**	.25**
Abusive Supervision		.37**	.36**
Emotional Reappraisal			.03
R ²	.21**	.38**	.38**
ΔR^2	.27**	.11**	.00

Note: ** designates significance at the .01 level

* designates significance at the .05 level

Table 6

Hierarchical Regression Analysis to Examine the Mediating Role of Emotional Suppression in the Relationship between Abusive Supervision and Wellbeing

	Wellbeing		
	Step 1 - β	Step 2 - β	Step 3 - β
Coworker Incivility	-.37**	-.28**	-.19**
Customer Conflict	-.16*	-.13	-.07
Abusive Supervision		-.28**	-.19**
Emotional Suppression			-.40**
R ²	.21**	.27**	.40**
ΔR^2	.21**	.06**	.13**
Sobel's z		-2.18*	

Note: ** designates significance at the .01 level

* designates significance at the .05 level

Hypothesis 4d states that emotional suppression will partially mediate the relationship between abusive supervision and wellbeing. In order to test this hypothesis, a hierarchal regression analysis was performed. Table 6 shows the results of the hierarchal regression analysis of the mediating role of emotional suppression in the relationship between abusive supervision and wellbeing. In the first step of this analysis, coworker incivility and conflict with customers was entered and 21% of the variance in wellbeing was accounted for by these two variables, $R^2 = .21$, $F(2,133) = 17.41$, $p < .01$. In the second step of the analysis, abusive supervision was added and this accounted for an additional 6% of the variance ($\Delta R^2 = .06$, $F(1,132)$, $p < .01$), $R^2 = .27$, $F(3,132) = 16.39$, $p < .01$. These results indicate that abusive supervision is negatively related to wellbeing after removing the effects of coworker incivility and conflict with customers ($\beta = -.28$, $t(132) = -3.40$, $p < .01$). The third step of the analysis adds the mediating variable, emotional suppression, to the equation. The results indicate that an additional 13% of the variance was accounted for with the addition of the mediator ($\Delta R^2 = .13$, $F(1,131)$, $p < .01$), $R^2 = .40$, $F(4,131) = 21.86$, $p < .01$ and that emotional suppression is negatively related to wellbeing ($\beta = -.40$, $t(131) = -5.31$, $p < .01$). The medgraph calculator was used to perform a Sobel test in order to determine the significance of the mediation. The results reflected that the addition of emotional suppression yielded a significant partial mediation, Sobel's z-value = -2.18, $p < .05$. This means that the association between abusive supervision and wellbeing has been significantly reduced by the inclusion of emotional suppression. The Sobel test conclusively indicates that significant mediation has occurred. Therefore, Hypothesis 4d is fully supported.

Hypothesis 4e states that emotional suppression will partially mediate the relationship between abusive supervision and turnover intentions. In order to test this hypothesis, a hierarchical regression analysis was performed. Table 7 shows the results of the hierarchical regression analysis of the mediating role of emotional suppression in the relationship between abusive supervision and turnover intentions. In the first step of this analysis, coworker incivility and conflict with customers was entered and 14% of the variance in turnover intentions was accounted for by these two variables, $R^2 = .14$, $F(2,131) = 10.47$, $p < .01$. In the second step of the analysis, abusive supervision was added and this accounted for an additional 28% of the variance ($\Delta R^2 = .28$, $F(1,130)$, $p < .01$), $R^2 = .42$, $F(3,130) = 30.77$, $p < .01$. These results indicate that abusive supervision is positively related to turnover intentions after removing the effects of coworker incivility and conflict with customers ($\beta = -.57$, $t(130) = 7.85$, $p < .01$). The third step of the analysis adds the mediating variable, emotional suppression, to the equation. The results indicate that no additional variance was accounted for with the addition of the mediator ($\Delta R^2 = .01$, $F(1,129)$, $p > .01$), $R^2 = .42$, $F(4,129) = 23.41$, $p < .01$ and that emotional suppression is not related to turnover intentions ($\beta = .09$, $t(129) = 1.09$, $p > .01$). These results indicate that emotional suppression is not related to turnover intentions and therefore does not mediate the relationship between abusive supervision and turnover intentions. Hypothesis 4e is not supported.

Table 7

Hierarchical Regression Analysis to Examine the Mediating Role of Emotional Suppression in the Relationship between Abusive Supervision and Turnover Intentions

	Turnover Intentions		
	Step 1 - β	Step 2 - β	Step 3 - β
Coworker Incivility	.37**	.18**	.16*
Customer Conflict	.02	-.06	-.07
Abusive Supervision		.57**	.55**
Emotional Suppression			.08
R ²	.14**	.42**	.42**
ΔR^2	.14**	.28**	.01

Note: ** designates significance at the .01 level

* designates significance at the .05 level

Hypothesis 4f states that emotional suppression will partially mediate the relationship between abusive supervision and emotional exhaustion. In order to test this hypothesis, a hierarchical regression analysis was performed. Table 8 shows the results of the hierarchical regression analysis of the mediating role of emotional suppression in the relationship between abusive supervision and emotional exhaustion. In the first step of this analysis, coworker incivility and conflict with customers was entered and 26% of the variance in emotional exhaustion was accounted for by these two variables, $R^2 = .26$, $F(2,133) = 22.94$, $p < .01$. In the second step of the analysis, abusive supervision was added and this accounted for an additional 12% of the variance ($\Delta R^2 = .12$, $F(1,132)$, $p < .01$), $R^2 = .37$, $F(3,132) = 25.99$, $p < .01$. These results indicate that abusive supervision is positively related to emotional exhaustion after removing the effects of coworker

incivility and conflict with customers ($\beta = .37, t(132) = 4.91, p < .01$). The third step of the analysis adds the mediating variable, emotional suppression, to the equation. The results indicate that an additional 7% of the variance was accounted for with the addition of the mediator ($\Delta R^2 = .07, F(1,131), p < .01$), $R^2 = .44, F(4,131) = 25.79, p < .01$ and that emotional suppression is positively related to emotional exhaustion ($\beta = .29, t(131) = 4.03, p < .01$). The medgraph calculator was used to perform a Sobel test in order to determine the significance of the mediation. The results reflected that the addition of emotional suppression yielded a significant partial mediation, Sobel's z-value = 3.04, $p < .05$. This means that the association between abusive supervision and emotional exhaustion has been significantly reduced by the inclusion of emotional suppression. The Sobel test conclusively indicates that significant mediation has occurred. Therefore, Hypothesis 4f is fully supported.

Table 8

*Hierarchical Regression Analysis to Examine the Mediating Role of Emotional
Suppression in the Relationship between Abusive Supervision and Emotional Exhaustion*

	Emotional Exhaustion		
	Step 1 - β	Step 2 - β	Step 3 - β
Coworker Incivility	.33**	.20**	.14
Customer Conflict	.29**	.24**	.20**
Abusive Supervision		.37**	.30**
Emotional Suppression			.29**
R ²	.26**	.37**	.44**
ΔR^2	.26**	.12**	.07**
Sobel's z		3.04*	

Note: ** designates significance at the .01 level
* designates significance at the .05 level

CHAPTER V

DISCUSSION

The purpose of this study was to examine the relationship between abusive supervision and outcomes (wellbeing, turnover intentions and emotional exhaustion) and to examine the possibility that emotional regulation mediates these relationships. The results supported past research and theorizing in that abusive supervision was related to all three outcome variables. The results also showed support for the mediating role of emotional regulation with the wellbeing and emotional exhaustion outcome variables when individuals engaged in emotional suppression, but not when individuals engaged in emotional reappraisal. This discussion reviews a summary of the hypothesis testing, the findings' implications for knowledge about abusive supervision in organizations, highlights the implications for emotional regulation theory and research, and identifies the study's limitations.

Summary of Hypothesis Testing

A summary of the hypothesis testing is shown in Figure 2. As displayed in this Figure, Hypothesis 1 was fully supported in that abusive supervision was related to negative outcomes. The results reflected that abusive supervision was negatively related to wellbeing and positively related to both turnover intentions and emotional exhaustion. Partial support was found for hypothesis 2 which stated that emotional regulation is related to negative outcomes. The results reflected that emotional suppression was

negatively related to wellbeing and positively related to both turnover intentions and emotional exhaustion. However, no support was found for emotional reappraisal in relation to any of the three outcome variables. Therefore, emotional suppression was related to negative outcomes, but emotional reappraisal was not. Mixed support was found for hypothesis 3 which stated that abusive supervision is positively related to emotional regulation. The results indicated that abusive supervision was positively related to emotional suppression; however, it was not related to emotional reappraisal.

Hypothesis 4 received mixed support. The hypothesis stated that emotional regulation will partially mediate the relationship between abusive supervision and outcomes. The results reflected that emotional suppression partially mediated the relationships between abusive supervision and wellbeing and between abusive supervision and emotional exhaustion. No support was found for emotional suppression mediating the relationship between abusive supervision and turnover intentions. Additionally, no support was found for emotional reappraisal as a mediator in the relationships between abusive supervision and wellbeing, turnover intentions or emotional exhaustion. Therefore, hypothesis 4 was partially supported.

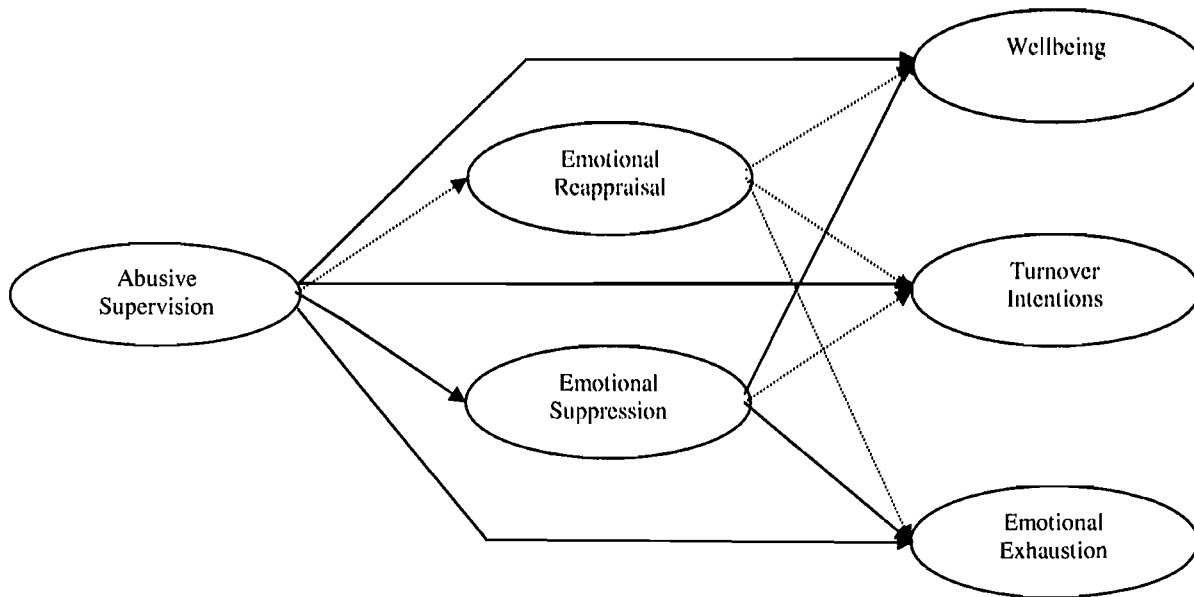


Figure 2.
Summary of Results for Emotional Regulation as a Mediator
between Abusive Supervision and Outcomes

Abusive Supervision in Organizations

The individuals who experienced greater levels of abusive supervision reported less wellbeing, higher turnover intentions and greater emotional exhaustion. These results support previous research and add to the growing amount of evidence that abusive supervision is present in organizations and is related to negative outcomes. Abusive supervision has been linked to such outcomes as job and life dissatisfaction (Frone; Tepper, 2000; Tepper, Duffy, Hoobler & Ensley, 2004), psychological distress (Tepper, 2000), emotional exhaustion (Grandey, Kern & Frone, 2007; Tepper, 2000), turnover (Frone; Tepper, 2000; Tepper, Duffy, Hoobler & Ensley, 2004), reduced performance

(Hoobler & Brass, 2006), decreased organizational commitment (Frone, 2000; Duffy & Ferrier, 2003), and various other outcomes. These potentially harmful consequences may pose significant social and financial costs to organizations (Tepper, 2000). It is important for organizations to be aware of the presence of abusive supervision and the resulting outcomes in order to safe guard against them.

In future research, this work should be extended to see if abusive supervision is as influential as was found in this study. Work could be done to explore additional links between abusive supervision and other variables such as organizational or individual characteristics that lend to the abusive supervision to occur in the first place. Other potential avenues of study could be to more fully investigate interventions or safe guards that could help to combat the negative consequences of abusive supervision.

Emotional Regulation Theory and Research

The results found in this study indicated that emotional suppression partially mediated the relationships between abusive supervision and wellbeing and between abusive supervision and emotional exhaustion. This means that individuals who experience abusive supervision respond with emotions and engage in a process to suppress or hide those emotions. This then leads the individuals to experience decreased wellbeing and increased emotional exhaustion. These findings have a number of implications. First, the findings add to the growing amount of evidence indicating that individuals respond to stimuli, such as interpersonal conflict, with emotions (Grandey, 2000; Gross, 1998a). This means that there is a particular event, such as a stressful social

interaction, that triggers an individual to experience emotions in response to the event that has occurred.

The second implication of these findings indicates that not only do individuals experience emotions, but they can and do regulate them (Grandey, 2000). Individuals engage in emotional regulation as a way to control and regulate their emotions and their emotional response to events such as stressful social interactions. By engaging in this regulatory process, individuals are able to more appropriately express the needed or desired response to a particular situation.

A third implication of these findings adds support and expands upon the emotional labor literature. The focus of previous research in the emotional labor literature has explored the role of emotional regulation in the relationship between conflict with customers and outcomes (Grandey, 2000; Grandey, Kern & Frone, 2007; LeBlanc & Barling, 2005). These findings expand this research and reflect that abusive supervision is also related to emotional regulation. Although no support was found to link abusive supervision to emotional reappraisal, abusive supervision was found to be related to emotional suppression. This indicates that when individuals experience abusive supervision they respond with emotions and tend to regulate those emotions through suppressing or hiding what they truly feel in order to more appropriately respond to the situation and display the necessary emotion or response. These findings indicate that the emotions individuals feel are not aligned with the emotions they must express at work and therefore, the individuals are engaging in emotional suppression as a way to respond appropriately to the situation or particular work event.

A fourth implication of these findings adds support and expands upon the role of emotional regulation as a mediator. Previous research has found emotional regulation to mediate the relationship between conflict with customers and outcomes (Grandey 2000; Grandey, Kern & Frone, 2007). The findings of this study expand upon this evidence and indicate that emotional suppression serves as a mediator between abusive supervision and wellbeing between abusive supervision and emotional exhaustion. Although no support was found for emotional reappraisal to serve as a mediator between abusive supervision and the three outcome variables of interest, emotional suppression was found to serve as a mediator between abusive supervision and two of the three outcome variables of interest for this study. These results indicate two things. First, when individuals experience abusive supervision they respond to their emotions using emotional suppression. This then leads the individual to experience decreased wellbeing. Second, when individuals experience abusive supervision they respond using emotional suppression and this leads the individual to experience emotional exhaustion. These findings are noteworthy because they indicate that there are additional processes involved when individuals experience abusive supervision. The process is not as straightforward as an experience of abusive supervision leads to negative outcomes. Instead, there are additional processes involved such as emotional regulation, specifically emotional suppression, which plays a role in this relationship between abusive supervision and outcomes.

A strength of this study was the examination of the two components of emotional regulation independently. This study investigated the mediating role and the resulting

outcome variables separately for both emotional reappraisal and emotional suppression. By doing this, the researcher was able to interpret and examine the different and unique roles these two processes play in the relationship between abusive supervision and outcomes. The results of this study indicate that emotional reappraisal and emotional suppression play different roles in the abusive supervision – outcome relationship. In this study, no support was found to link emotional reappraisal to abusive supervision or to the negative outcomes. One reason for the lack of support linking emotional reappraisal to the outcome variables may be due to emotional reappraisal having negative effects over time. Research has found emotional reappraisal to have a positive influence on outcomes (Grandey, 2003); however, the notion behind this study was to support Hochschild (1979,1983) such that engaging in emotional regulation requires effort and engaging in this effort over time will lead to negative outcomes. This theory was not supported in this study. In order to more fully investigate the relationship between emotional reappraisal and outcomes, it is suggested that a longitudinal design be used in order to examine the effects of emotional reappraisal over time.

On the other hand, support was found linking emotional suppression with two of the three outcome variables. Emotional suppression was also found to mediate the relationships between abusive supervision and wellbeing and between abusive supervision and emotional exhaustion. However, emotional suppression was not found to mediate the relationship between abusive supervision and turnover intentions. The lack of support for the mediating role of emotional suppression between abusive supervision and turnover intentions may be due to the level of the outcome variables. According to Frone

(2000), turnover intentions is an organizational level variable whereas wellbeing and emotional exhaustion are individual level variables. Turnover intentions, as other organizational level variables, have multiple factors that may come together and jointly influence these outcomes. The emotions that an individual experiences do not directly lead to the higher level outcomes. Instead, the emotions along with other factors together influence an individual's intentions to quit and other organizational level outcomes. Future research could more closely examine the effects of emotional regulation on different levels of outcome variables by possibly investigating individual and organizational level outcomes independently. Future research could also investigate turnover intentions more fully by examining the other potential factors that may lead to turnover intentions more directly than emotional regulation.

The results of this study found that emotional suppression partially mediates the relationships between abusive supervision and wellbeing and between abusive supervision and emotional exhaustion. Previous research on abusive supervision has found that organizational justice also serves as a mediator between abusive supervision and outcomes (Aryee, Chen, Sun & Debrah, 2007; Tepper, 2000; Zellars, Tepper & Duffy, 2002). Future research could examine other possible mediators in the relationship between abusive supervision and outcomes together, such as a study including both organizational justice and emotional regulation variables in order to more fully investigate the role these mediators may have on the abusive supervision – outcome relationship.

Limitations

The present study is not without its limitations. One limitation is that all of the data was collected from the same source which could lead to common method variance (CMV). CMV poses a potential problem because it refers to the instance in which the correlations between the variables are artificially inflated because the data on each of the variables were collected through the same method. In this study, all of the data were collected through self-report, Likert-type scales for each of the measures and therefore, CMV could pose to be a potential concern. However, all of the measures used in this study were well-established and demonstrated good internal consistency among the items.

A second limitation was the length of time allotted for individuals to participate in the online survey. The organization preferred to only have a one week window for data collection. Due to this time constraint, the number of individuals who could have responded was limited. Therefore, a decreased sample size may have affected the power and results of the study.

A third limitation is that this study only investigated consequences of abusive supervision and did not explore potential causes or antecedents. It is important for future research to more fully investigate not only what happens after abusive supervision takes place, but also to examine what causes the abusive supervision to occur in the first place. Various theories and approaches to investigating the antecedents of abusive supervision may involve further examining antecedents of interpersonal conflict in general as well as specifically looking at the various sources (supervisors, coworkers and customers)

independently. Additionally, Walker (1979) has linked abusive behavior with the characteristics and behaviors of both the abusers and the victims when exploring abusive behaviors among intimate partners. Another approach to investigating the antecedents would be to investigate the link between organizations' reactions to environmental conditions and abusive behavior (Neuman & Baron, 1997; Tepper, 2000).

Conclusion

This study contributes to many aspects of everyday life by demonstrating that abusive supervision is present in organizations and does negatively impact individuals and their work. Additionally, these findings support the premise that emotions, and the regulation of emotions, are present in organizations and are an important, integral and inseparable aspect of the workplace and should be studied as part of organizational processes and interactions (Ashforth & Humphrey, 1995; Ashkanasy, Zerbe & Härtel, 2002).

APPENDIX A

To: All Employees of Larson Engineering
From: Ashley Kuhns, M.S. Graduate Student at UW Oshkosh
Re: Workplace Stress Study

April 7, 2008

Dear Larson Engineering Employee,

My name is Ashley Kuhns. I plan to graduate this May with a Master's degree in Industrial/ Organizational Psychology and will be completing a thesis study as part of my graduation requirements. I am conducting a study in an effort to better understand stress in the workplace. I am interested in learning how stress and coping with stress affects how people feel about themselves and their jobs. By better understanding the ways in which the potentially harmful effects of stress can be mitigated, steps may be made toward a happier and healthier lifestyle and work environment.

You will be receiving an email in the next few days that includes a link to an online questionnaire. Paper and pencil copies of the questionnaire will also be available if you would rather respond off-line. I would greatly appreciate your assistance in this effort by taking a few minutes to complete it. If you would not like to receive any more information regarding this study, please just let me know. Once the study is completed, I would be glad to share an overall summary of the results with you.

Thank you for your help,

Ashley Kuhns
Department of Psychology
University of Wisconsin Oshkosh
Oshkosh, WI 54901
Tel: (920)379-8969
Email: hubera81@uwosh.edu

To: All Employees of Larson Engineering
From: Ashley Kuhns, M.S. Graduate Student at UW Oshkosh
Re: Workplace Stress Study

April 10, 2008

Dear Larson Engineering Employee,

Recently, I sent you an e-mail asking for your help with a study I am conducting on how stress and coping with stress affects how people feel about themselves and their jobs. Hopefully, by better understanding the ways in which stress affects people at work, steps may be made toward a happier and healthier lifestyle and work environment. I would greatly appreciate your help in this effort by taking a few minutes to complete this survey.

The survey is currently available online and you can be directed there by clicking on the link below. If clicking on the link does not direct you to the survey please copy and paste it into your computer's navigation box. Your participation is completely voluntary and anonymous. I hope you will agree to help. It takes about 10 minutes to complete. You may complete the survey any time between now and April 18th, 2008.

http://www.surveymonkey.com/s.aspx?sm=xilshI7MULP1JRpUbr8yJQ_3d_3d

If you unable to complete the survey online and still would like to participate, paper and pencil copies will be available at the front desk of Larson Engineering. To ensure accuracy in my study, please only complete the survey online **OR** on paper, but not both. Sealed drop-boxes will also be provided, which will be opened only by me and at a location outside of your employing organization to ensure confidentiality. If you would rather return the survey by U.S. Mail, please contact me and I will provide mailing information.

Thank you again for participating in this study. Once the study is completed, I would be glad to share an overall summary of the results with you. If you have any questions or concerns, please feel free to contact me.

Thank you for your help,

Ashley Kuhns
Department of Psychology
University of Wisconsin Oshkosh
Oshkosh, WI 54901
Tel: (920)379-8969
Email: hubera81@uwosh.edu

Dear Participant,

My name is Ashley Kuhns and I am a graduate student at UW Oshkosh, in the Industrial/Organizational Psychology program. I am conducting a study to complete my Master's degree thesis project. I am interested in learning how stress and coping with stress in the workplace affects how people feel about themselves and their jobs. I hope that by better understanding the ways in which stress affects people at work, steps may be made toward a happier and healthier lifestyle and work environment. Your participation is completely voluntary, but I hope that you will share your opinions.

This questionnaire asks you a series of questions regarding stressful interpersonal experiences with people at your work (coworkers, supervisors, customers, etc.) and your reactions to those experiences. These are personal opinion questions, so there are no right or wrong answers. The survey is meant to be anonymous. There is no need for you to give your name or answer any question that you believe could be used to identify you. No personally identifying information will be collected from you. However, if you are using a workplace computer it is subject to your organization's privacy policy. As a result, if you use your workplace computer I cannot guarantee your anonymity. You may want to complete the survey on a home computer or a computer at a public library.

The information that you provide will be used to help me complete my study. Please note the following information:

- The questionnaire takes about 10 minutes to complete.
- Your responses will be combined with all other participants' and used for the primary purpose of reporting them in a research report.
- For organizational improvement reasons, your management will receive a report of averages obtained from a combination of all responses. No individual responses will be provided to management. Your confidentiality is very important to me.

If you have any questions, please feel free to contact Ashley Kuhns (920)379-8969 /hubera81@uwosh.edu or Dr. Gary Adams (920)424-2071/adamsg@uwosh.edu. If you have any inquiries about your treatment as a participant, please call or write: Chair, Institutional Review Board, UW Oshkosh, Oshkosh, WI 54901, Tel: (920)424-1415. The chairperson may ask your name; however, all inquiries are kept in confidence.

Please take a few minutes today to complete the questionnaire.
Thank you very much for your help.

Ashley Kuhns
University of Wisconsin Oshkosh
Oshkosh, WI 54901
Tel: (920)379-8969
Email: hubera81@uwosh.edu

Instructions. Below are some statements about your interactions with the people you encounter at work. Please indicate how often each of these has occurred over the past several months.

1 – Never 2 – Rarely 3 – Occasionally 4 – Often 5 – Very Often

1. Coworkers put me down or were condescending to me.	1	2	3	4	5
2. Coworkers paid little attention to my statement or showed little interest in my opinion.	1	2	3	4	5
3. Coworkers made demeaning or derogatory remarks about me.	1	2	3	4	5
4. Coworkers addressed me in unprofessional terms, either publicly or privately.	1	2	3	4	5
5. Coworkers ignored or excluded me from professional camaraderie.	1	2	3	4	5
6. Coworkers doubted my judgment on a matter over which I have responsibility.	1	2	3	4	5
7. Coworkers made unwanted attempts to draw me into a discussion of personal matters.	1	2	3	4	5
8. In order to do well on my job I cannot show my real feelings about coworkers to those coworkers.	1	2	3	4	5
9. There are written and/or unwritten rules about showing emotions to coworkers.	1	2	3	4	5
10. I can express my true feelings about my coworkers to them without getting into trouble.	1	2	3	4	5
11. Customers did not trust the information I gave them and asked to speak with someone of higher authority.	1	2	3	4	5
12. Customers put me down or were condescending to me.	1	2	3	4	5
13. Customers made negative comments about my job performance.	1	2	3	4	5
14. Customers made personal verbal attacks against me.	1	2	3	4	5
15. Customers posed unreasonable demands.	1	2	3	4	5
16. Customers have taken their frustrations out on me.	1	2	3	4	5
17. Customers made insulting comments to me.	1	2	3	4	5
18. Customers treated me as if I were inferior or stupid.	1	2	3	4	5
19. Customers showed that they were irritated or impatient.	1	2	3	4	5
20. Customers made rude comments about my physical appearance.	1	2	3	4	5
21. In order to do well on my job I cannot show my real feelings about customers to those customers.	1	2	3	4	5
22. There are written and/or unwritten rules about showing emotions to customers.	1	2	3	4	5
23. I can express my true emotions to customers without getting into trouble.	1	2	3	4	5
24. My supervisor ridiculed me.	1	2	3	4	5
25. My supervisor told me my thoughts or feelings were stupid.	1	2	3	4	5

26. My supervisor gave me the silent treatment.	1	2	3	4	5
27. My supervisor put me down in front of others.	1	2	3	4	5
28. My supervisor invaded my privacy.	1	2	3	4	5
29. My supervisor reminded me of my past mistakes and failures.	1	2	3	4	5
30. My supervisor didn't give me credit for jobs requiring a lot of effort.	1	2	3	4	5
31. My supervisor blamed me to save himself/herself embarrassment.	1	2	3	4	5
32. My supervisor broke promises he/she made.	1	2	3	4	5
33. My supervisor expressed anger at me when he/she was mad for another reason.	1	2	3	4	5
34. My supervisor made negative comments about me to others.	1	2	3	4	5
35. My supervisor was rude to me.	1	2	3	4	5
36. My supervisor did not allow me to interact with my coworkers.	1	2	3	4	5
37. My supervisor told me I'm incompetent.	1	2	3	4	5
38. My supervisor lied to me.	1	2	3	4	5
39. In order to do well on my job I cannot show my real feelings about supervisor to him/her.	1	2	3	4	5
40. There are written and/or unwritten rules about showing the emotions I have about my supervisor to him/her.	1	2	3	4	5
41. I can express my true feeling about my supervisor to him/her without getting into trouble.	1	2	3	4	5
42. I put on an act in order to deal with people in an appropriate way.	1	2	3	4	5
43. I faked a good mood.	1	2	3	4	5
44. I put on a show or performance.	1	2	3	4	5
45. I only pretend to have the emotions I need to display for my job.	1	2	3	4	5
46. At work I try to actually experience the emotions that I must show.	1	2	3	4	5
47. I make an effort to actually feel the emotions that I need to display toward others.	1	2	3	4	5
48. I work hard to feel the emotions that I need to show to others.	1	2	3	4	5
49. Generally speaking, I have felt very satisfied with this job.	1	2	3	4	5
50. I feel satisfied with the kind of work I do on this job.	1	2	3	4	5
51. I feel that most people on this job are very satisfied with the job.	1	2	3	4	5
52. I intend to change employers in the near future.	1	2	3	4	5
53. I am planning to leave my job for another in the near future.	1	2	3	4	5
54. I often think of quitting this job and finding another.	1	2	3	4	5
55. I would like to quit this job and find another in the near future.	1	2	3	4	5
56. Lately, I have felt sad.	1	2	3	4	5
57. I have been feeling unhappy.	1	2	3	4	5
58. I have felt good.	1	2	3	4	5
59. I have felt depressed.	1	2	3	4	5

60. I have felt blue.	1	2	3	4	5
61. I have felt cheerful.	1	2	3	4	5
62. I have been feeling nervous.	1	2	3	4	5
63. I have felt jittery.	1	2	3	4	5
64. I have felt calm.	1	2	3	4	5
65. I have felt fidgety.	1	2	3	4	5
66. I have been angry.	1	2	3	4	5
67. I have been aggravated.	1	2	3	4	5
68. I have been irritated or annoyed.	1	2	3	4	5
69. I have felt emotionally drained from my work.	1	2	3	4	5
70. I have felt used up at the end of the work day.	1	2	3	4	5
71. I have dreaded getting up in the morning and having to face another day on the job.	1	2	3	4	5
72. I have felt burned out from my work.	1	2	3	4	5
73. I have felt frustrated by my job.	1	2	3	4	5
74. I have felt I'm working too hard on my job.	1	2	3	4	5

Please answer the following by circling your answer or writing it in the space provided.

What is your gender? a) Male b) Female

How old were you on your last birthday? _____ Years old

How long have you worked at your current job? _____ Months

How long have you worked for your current supervisor? _____ Months

On average, how many hours do you work for pay each week? _____ Hours

What is the highest level of education you have completed?

- | | |
|--------------------------|------------------------------|
| a) Grade school | e) Some college |
| b) Some high school | f) College graduation |
| c) High school | g) Post graduation education |
| d) Technical high school | |

What is your current marital status?

- a) Married or living as married
b) Not Married, Separated, Widowed or Divorced

What is your current job? _____

APPENDIX B



April 4, 2008

Ms. Ashley Kuhns
734 Monroe St.
Oshkosh, WI 54901

Dear Ms. Kuhns:

On behalf of the UW Oshkosh Institutional Review Board for Protection of Human Participants (IRB), I am pleased to inform you that your application has been approved for the following research: **The Role of Emotional Regulation in the Relationship Between Abusive Supervision and Outcomes.**

Your research protocol has been classified as EXEMPT. This means you will not be required to obtain signed consent. However, unless your research involves **only** the collection or study of existing data, documents, or records, you must provide each participant with a summary of your research that contains all of the elements of an Informed Consent document, as described in the IRB application material. Permitting the participant, or parent/legal representative, to make a fully informed decision to participate in a research activity avoids potentially inequitable or coercive conditions of human participation and assures the voluntary nature of participant involvement.

Please note that it is the principal investigator's responsibility to promptly report to the IRB Committee any changes in the research project, whether these changes occur prior to undertaking, or during the research. In addition, if harm or discomfort to anyone becomes apparent during the research, the principal investigator must contact the IRB Committee Chairperson. Harm or discomfort includes, but is not limited to, adverse reactions to psychology experiments, biologics, radioisotopes, labeled drugs, or to medical or other devices used. Please contact me if you have any questions (PH# 920/424-7172 or e-mail: rauscher@uwosh.edu).

Sincerely,

Dr. Frances Rauscher
Dr. Frances Rauscher
IRB Chair

cc: Gary Adams
1346

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