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**MASTER’S THESIS**

**THE RELATIONSHIP BETWEEN ABUSIVE  
SUPERVISION AND EMOTIONAL EXHAUSTION: THE  
ROLE OF ABUSIVE SUPERVISION CLIMATE**

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## THESIS APPROVAL PAGE



## DECLARATION

I hereby declare that this master's thesis titled as "The Relationship between Abusive Supervision and Emotional Exhaustion: The Role of Abusive Supervision Climate" has been written by myself in accordance with the academic rules and ethical conduct. I also declare that all materials benefited in this thesis consist of the mentioned resources in the reference list. I verify all these with my honour.

.././...

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## **ABSTRACT**

### **Master's Thesis**

# **The Relationship between Abusive Supervision and Emotional Exhaustion: The Role of Abusive Supervision Climate**

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**Graduate School of Social Sciences**

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The aim of this study is to examine the role of abusive supervision climate on the relationship between abusive supervision and employee's emotional exhaustion. Specifically, the present study asserts that abusive supervision and abusive supervision climate is positively related to an employee's emotional exhaustion and the positive relationship between abusive supervision and emotional exhaustion will be stronger when abusive supervision climate is high. Data was collected from 211 employees from 58 departments in İzmir/Turkey through a survey form. This multi-source and multi-level cross-sectional study revealed that abusive supervision climate was positively related with emotional exhaustion, but it didn't moderate the relationship between abusive supervision and emotional exhaustion. The positive relationship between abusive climate and emotional exhaustion indicates that as employees agree on abusive acts of their supervisors, this observer effect depletes the emotional resources of the employees. Based on these findings, we discuss theoretical and practical implications as well as limitations of the study.

**Keywords:** Abusive supervision, Abusive supervision climate, Emotional exhaustion.

## **ÖZET**

**Yüksek Lisans Tezi**

**İstismarcı Yönetim ile Duygusal Tükenmişlik Arasındaki İlişki: İstismarcı  
Yönetim İkliminin Rolü**

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**İşletme Anabilim Dalı**

**İngilizce İşletme Yönetimi Programı**

Bu çalışmanın amacı istismarcı yönetim ikliminin, istismarcı yönetim ve çalışanın duygusal tükenmişliği arasındaki rolünün açıklanmasıdır. Özellikle ki, istismarcı yönetim ve istismarcı yönetim iklimi ile çalışanın duygusal tükenmişliği olumlu bağlantılıdır, ayrıca çalışanın tükenmişliği ve istismarcı yönetim arasındaki olumlu ilişki, çalışanın istismarcı yönetim iklimi hakkındaki algısı yüksek olduğu durumda daha güçlü olacağı mevcut çalışmada öne sürülür. Veriler, İzmir/Türkiye'deki 58 departmandaki, 211 çalışandan anket vasıtası ile toplanmıştır. İstismarcı yönetim iklimi, duygusal tükenmişlik ile olumlu olarak bağlantılıyken istismarcı yönetim ikliminin istismarcı yönetim ve duygusal tükenmişlik arasındaki ilişkiyi düzenleyemediği bu çok kaynaklı ve çok katmanlı, kesitsel çalışmada açığa çıkmıştır. Olumlu ilişki gösterir ki, çalışanlar yöneticilerinin istismar eden eylemleri konusunda hemfikir olduklarında, bu gözlemci etkisi çalışanların duygusal kaynaklarını azaltmaktadır. Bu bulgular temelinde, biz bu çalışmanın teorik ve pratik uygulamaları kadar sınırlandırmalarını da tartışıyoruz.

**Anahtar kelimeler:** İstismarcı yönetim, istismarcı yönetim iklimi, Duygusal tükenmişlik.

**THE RELATIONSHIP BETWEEN ABUSIVE SUPERVISION AND  
EMOTIONAL EXHAUSTION: THE ROLE OF ABUSIVE SUPERVISION  
CLIMATE**

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## INTRODUCTION

Nowadays, managerial or supervisor based issues are as important as job or organizational based problems (Han, Harms, & Bai, 2015). Therefore, relations with the supervision layer has increasing importance as a determinant of labours' intracompany comfort. This point is supported with previous research by Hogan and Kaiser (2005) such that, 65-75% of the labours think that their worst part of the job is their supervisors (Hogan & Kaiser, 2005). According to a study which was completed in Australia and New Zealand in 2007, 85% of the workers were exposed to uncivil behaviour in their workplaces in one year (Paulin & Griffin, 2016). According to another study, 10-16% of the employees are subjected to abuse in their usual working basis (Harvey, Stoner, Hochwarter, & Kacmar, 2007; Zhang & Bednall, 2016). Under these circumstances, leadership is one of the most important topic in the human sciences (Hogan & Kaiser, 2005).

Successful leadership topic was extensively studied in the past. Besides the constructive leadership styles, destructive leadership styles, and especially abusive supervision, gained importance in the literature for the past 20 years (Einarsen, Aasland, & Skogstad, 2007; O'Donoghue, Conway, & Bosak, 2016; Tepper, 2007). However, in the Turkey there is a gap in the abusive supervision literature in the context of master and doctorate level thesis. There are only 3 published theses in the Council of Higher Education-Thesis Centre (Y.Ö.K.) database. The difference of this study from rest of the theses in this database is, this study examines the relationship between abusive supervision and emotional exhaustion considering abusive supervision climate at the group level.

Destructive leadership is the concept that demolishes institution's aims, targets, duties, sources and effectiveness of employee's motivation, happiness, job satisfaction by an executive with systematic and repeated way (Einarsen et al., 2007). Employee, factor of production, could be affected from destructive leadership types. In this study, abusive supervision which is conceptualized as an employee's perceptions toward their supervisor's continuously shown hostile verbal and non-

verbal acts except physical contact, will be used as a destructive leadership (Tepper, 2000).

As previous studies have shown, abusive supervision has important and numerous consequences on employees. Several meta-analytic studies showed that abusive supervision negatively influences job attitudes, perception of organizational justice, performance and positively influence counterwork productive behaviours (Tepper, 2000, 2007; Zhang & Liao, 2015). Indeed, an important consequence of abusive supervision is emotional exhaustion (Tepper, 2007) As key burnout dimension, emotional exhaustion refers to employee's overextended feelings and drain condition (Wright & Cropanzano, 1998).

The relationship between abusive supervision and emotional exhaustion, is already supported in the literature (Wheeler, Halbesleben, & Whitman, 2013; Wu & Hu, 2009; Yagil, 2008; Zhang & Liao, 2015). When these studies' results are reviewed, the general tendency is to support the positive relationship between abusive supervision and emotional exhaustion. Therefore, when an employee is exposed to abusive behaviour by his/her supervisor; the employee can be emotionally exhausted.

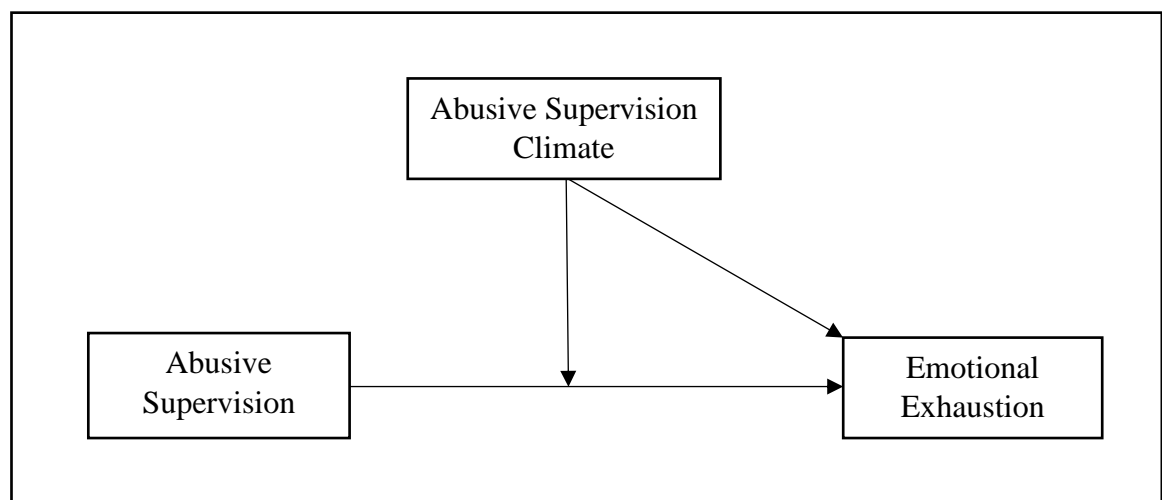
In this study, the relationship between abusive supervision and emotional exhaustion, is explained through job-demand resources model. In this model, job demands refer to work pressures and overloads and emotional demands, weak work environment conditions which are needed to shoulder by an employee (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). On the other hand, job resources can be considered as a defence mechanism to decrease negative effects of job demands (Bakker, Demerouti, & Verbeke, 2004). The study conceptualizes that abusive supervision is a kind of job demand and leading employee to experience stress. Since job demands such as abusive supervision also damages employee's job resources, there will be not enough resources to cope with this destructive behaviour. Therefore, an employee can show reactions as emotionally exhausting.

While the relationship between abusive supervision and emotional exhaustion is generally positive, we claim that it will not be always that simple. Abusive supervision climate can be an important predictor and moderator of this relationship. Studying abusive supervision climate at the group level can answer some questions

that the literature wants to find out. Since, abusive supervision in the individual level is not enough to represent group dynamics. Therefore, abusive supervision climate may fill this gap. Although, researchers who study abusive supervision climate, do not reach certain definition, abusive supervision climate refers to mutual ideas of employees about abusive supervision in their department (Priesemuth, Schminke, Ambrose, & Folger, 2014). In addition to individual-level abusive supervision consequences, some abusive supervision climate consequences are studied in the literature through meta-analytic studies (Kuenzi & Schminke, 2009; Priesemuth et al., 2014). Some of the abusive supervision climate consequences are categorized in group identification, social identity, damaged group status and social identity and, psychological safety and collective efficacy (Ashforth & Mael, 1989; Bandura, 2001; Blader & Tyler, 2009; Cropanzano, Li, & Benson, 2011; Edmondson, 1999; Goddard, Hoy, & Woolfolk Hoy, 2004).

In this study abusive supervision climate has two roles. One role is moderating the relationship between abusive supervision and emotional exhaustion. Such that, the positive relationship between abusive supervision and emotional exhaustion is stronger when abusive supervision climate is high. The other role of abusive supervision climate is predictor effect. Such that, there is a positive relationship between abusive supervision climate and employee's emotional exhaustion. Therefore, this study will pursue a research framework shown below, please see figure 1.

**Figure 1:** Research Framework



To examine a moderator role of abusive supervision climate in the abusive supervision and emotional exhaustion relation, social information processing theory is used. In this frame, employee interacts with the other members of the department and they find some cues to interpret their complicated work environment (Jiang & Gu, 2016; Mawritz, Dust, & Resick, 2014; Salancik & Pfeffer, 1978). These collected cues create a base for reactions of employee. After that, employee makes comparison with regard to interpretations. According to social information processing theory, employee makes comparison through his/her interpretations. If employees think their supervisors' behaviours are unfair, employee's resources decrease. When employee's resources are low, he/she can emotionally exhaust (Duffy, Ganster, Shaw, Johnson, & Pagon, 2006; Kasimatis & Wells, 1995; Mackey, Frieder, Brees, & Martinko, 2017; Maslach, Schaufeli, & Leiter, 2001). So, it is expected that abusive supervision climate moderates to positive relationship between abusive supervision and emotional exhaustion. Such that, if employee perceives high abusive supervision climate in the department, and if the employee perceives abusive behaviour of supervisor toward him/herself, employee shows emotionally exhausted reaction. Also, it is expected that, abusive supervision climate in the department even without abusive behaviour of supervisor toward employee, employee's resources can decrease and he/she may emotionally exhaust.

The main contribution of this study is to examine abusive supervision climate effect at the relationship between abusive supervision and emotional exhaustion. While there are some theoretical guidance what can be expect within the context of stress, there is not enough research to understand the abusive supervision climate effect on emotional exhaustion. As mentioned before, there is only limited study in the Turkish literature about abusive supervision and there is no thesis about abusive supervision climate. With this way, group-dynamics related problems which are not observable with abusive supervision, becomes observable through abusive supervision climate.

In the beginning of the first chapter, abusive supervision is explained. Within this scope, abusive supervision definition, similar destructive leadership topics and theories which are used to explain abusive supervision deeply is mentioned. Then, abusive supervision antecedents and consequences are explained. In the second part

of this study, abusive supervision climate is explained. Within this scope, organizational climate and organizational culture, abusive supervision definition, necessity of abusive supervision climate and conceptualization abusive supervision climate from abusive supervision is mentioned. Later on, theories which are used to explain abusive supervision climate is mentioned. Finally, antecedents and consequences of abusive supervision climate is explained. In the third part of this study, emotional exhaustion is explained. Within this scope, as a more general topic job burnout and its other dimensions are mentioned then, theories which are used to explain emotional exhaustion is mentioned. Finally, antecedents and consequences of emotional exhaustion are explained. In the second chapter, research methods and data collection process are presented. Third part is comprised of analysis and results.



# CHAPTER 1

## LITERATURE REVIEW

### 1. ABUSIVE SUPERVISION

Leadership is one of the most important topic in human sciences (Hogan & Kaiser, 2005). For the last 20 years, management literature has focused on the supervisory leadership (Tepper, 2007). Although, successful leadership was studied in the past (Einarsen et al., 2007), researchers consider dark side of leadership nowadays. Superiors do not use only their power to motivate subordinates, instead sometimes use their power harm to other parties (Aryee, Chen, Sun, & Debrah, 2007). This behaviours cause dysfunctional leadership which is defined as impairing acts that give harms to effectiveness and trustworthiness of the leader and member relations (Harvey, Martinko, & Douglas, 2006), organizational and personal outcomes (Zhang & Liao, 2015). Although, abusive supervision is studied under destructive leadership concept (Zhang & Liao, 2015), sometimes abusive supervision is studied under dark side of leadership (O'Donoghue et al., 2016) and supervisor aggression (Hershcovis, 2011). Destructive leadership is the structure that demolishes institution's aims, targets, duties, sources and effectiveness or employees motivation, happiness, job satisfaction by an executive with systematic and repeated way (Einarsen et al., 2007). It's found that abusive supervision is destructive for both employees and organizations (Martinko, Harvey, Brees, & Mackey, 2013).

In the past 20 years, the interest in abusive supervision research have been showed a considerable increase under the leadership of Tepper (2000). When Google Scholar which is a search engine that provide an opportunity to users to access academic papers and indicator the trends to understand topic, for example, is checked nowadays there are more than 600 study about abusive leadership and there are more than 650 study about the topic are accessible in Web of Science which is meticulously indexing tool. Along with this, one of the most cited definition of the abusive supervision in the literature is made by Tepper (2000). According to this definition, abusive supervision is *"subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal*

*behaviours, excluding physical contact*” (Tepper, 2000). There are some key points to examine an unusual leadership behaviour as an abusive supervision with regard to this definition. Since the definition contains subordinates’ perceptions, it is hard to say that abusive supervision is an objective fact, so abusive supervision can be interpreted differently from one employee to another. Therefore, abusive supervision is a subjective phenomenon that highlights the importance of perception of employees (receivers). Even though, abusive supervision studies originated in the United States of America then this concept spread to the world. Furtherly, it is important to emphasize that employees’ perceptions can be changeable from one culture to another (Mackey et al., 2017) because employee’s perceptions can be affected by their cultural backgrounds such achievement values, collectivism and individualism, power distance etc. (Shao, Rupp, & Skarlicki, 2013). Having high decision power and high level position in the company, for instance, lead leaders show abusive behaves on employees (D. Liu, Liao, & Loi, 2012).

Another important aspect of the definition is sustained display of a bad behaviour, so abusive supervision perceptions become more chronic and problematic as abusive actions frequently displayed (Tepper, 2007). Later on, as excluding physical contact, abusive supervision shows itself as putting defamatory names, shouting to employee, hiding required information from employee, hostile eye contacts, giving silent treatments, embarrassing worker in front of others, ridiculing to subordinate, violating privacy of employee, not trusting to labour when tasks needs high effort, breaking promises, lying to employee (Tepper, 2000), detracting by supervisor (Hoobler & Daniel, 2006). Based on this point of view, abusive supervision is different from one of the destructive leadership concepts that is petty tyranny. Petty tyranny refers to uses of authority and power harshly, erratically and revengefully by a manager (Ashforth, 1994). Consequences of petty tyranny is low supervisor endorsement support, high disappointment, high stress, low helping intention, high unfriendliness, low self-esteem and performance, etc. (Ashforth, 1997) . Even though both concepts cause displeasure on employees because of the negative act and negative approaches, they are different (Wu & Hu, 2009). Despite abusive supervision involves hostile acts, petty tyranny involves intention to show power by a supervisor.

Abusive supervision is also different from other destructive leadership concepts such as social undermining. Social undermining is much more focused and refers to perpetrator's preventing acts on victim's reputation enhancement, development of positive relations among people and work associated achievements (Duffy, Ganster, & Pagon, 2002; Duffy et al., 2006). Giving harm to socially undermined employee's social relations and success makes this concept different from rest of the destructive leadership concepts (Hershcovis, 2011).

Abusive supervision is also different from another destructive leadership concepts such as bullying. Bullying refers to when one or more than one employee, consistently, feel themselves subject of unfavourable behaviour from one or more than one people during a period. In the bullying circumstance, bullied subjects have hardship to defend themselves (Einarsen & Skogstad, 1996). Consequences of bullying in the workplaces are generally shown as health problems and emotional responses which are worry, anxiety, inability, desperation, damage to well-being of the employee (Einarsen, 2005), and damage to effectiveness and efficiency of organization and low job satisfaction (Keashly & Neuman, 2004). Abusive supervision and workplace bullying have similar point as both situations occurs not only one time (Kemper, 2016).

Abusive supervision is different from other destructive leadership concept such as incivility which refers to undetermined intention to damage to other party and low-density abnormal behaviour (Andersson & Pearson, 1999). Main consequence of incivility in the workplace is shown as withdrawing from work such as losing work time due to worry about offender, try to find a new job to avoid impolite behaviour (Pearson & Porath, 2005), coming work late, and long lunch breaks not to meet with offender (Zauderer, 2002).

Abusive supervision is different from other destructive leadership concept such as is mobbing which is also named as emotional abuse (Keashly, 1997). Mobbing is being subject of immoral and hostile manner with a systematic way by an individual or a group of people (Leymann, 1990). Outcomes of mobbing are desperation, anxiety, obsession, posttraumatic stress disorder, psychosomatic complains (Dieter, 1999). Abusive supervision and emotional abuse shares a similar point about victim's perceptions about the situation. Both destructive leaderships are

subjective concepts (Ertureten, Cemalcilar, & Aycan, 2012) and focus on continuous acts (Wu & Hu, 2009). While abusive supervision includes only nonphysical acts, emotional abuse includes physical and nonphysical acts (Keashly, 1997).

There are some different theories to examine abusive supervision concept in the literature and one of them is social learning theory. This theory suggests that, people learn how to interpret and behave in circumstances by observing and then imitating the behaviour of social contacts such leaders, managers, supervisors or other colleagues (D. Liu et al., 2012). For example, people have intention to model or imitate the supervisors' or colleagues' behaviours to make sure that their behaviours are appropriate in terms of behaviour norms of organization (Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009).

Besides, trickle-down theory stems from social learning theory (Mawritz, Mayer, Hoobler, Wayne, & Marinova, 2012), in which remarks that, an individuals' experiences in the organization have an impact on their feelings about the organization and their acts toward rest of the people in the organization (Ambrose, Schminke, & Mayer, 2013). Such as, when a person feels he/she is fairly treated by his/her organization, he/she develops positive perceptions about the company and exhibits positive behaviours (Mayer et al., 2009). Lower level supervisors observe behaviours of managers that located in higher authority to apply behavioural codes and then lower level supervisors are prone to take higher level supervisor's behaviours as a role model. However, this emulated behaviours are applied by lower level supervisors to their own subordinates (Mawritz et al., 2012). Therefore, in the trickle-down effect, there is a process which includes transferring norms and behaviours from top management level to down management levels (Mayer et al., 2009).

Victim precipitation is another theory that help to explain abusive supervision. It indicates that some of people can hold risk of being victimized by vexing the hostility of possible perpetrator (Tepper, Duffy, Henle, & Lambert, 2006). Since of victims make a little effort to defend themselves to avoid attacks, they are perceived as insecure, anxious and defenceless to hostile actions. Due to these characteristics, they are exposed to aggressive behaviours more (Aquino, Grover, Bradfield, & Allen, 1999).

Displaced aggression contributes to explain after effects of abusive supervision on the abused person. It specifies that a person who is angry or disappointed when undesirable action of another person, can show aggression to different person who is not related with that undesirable action, this phenomena is named as “displaced aggression (Mitchell & Ambrose, 2007). There are two reasons behind displaced aggression. The first reason is, the offender person is not nearby or not available to response back, so the victim reflects its negative energy to unrelated people around them. Secondly, victim can be scared from the offender since he/she can cause further undesirable actions for the victim. When a person is exposed to abusive supervision, he/she can displace aggression to company or other individuals (Mitchell & Ambrose, 2007).

Job demand-resources theory is a binary approach and one of the theory that is used in abusive supervision literature and it is closely associated with employees’ well and ill-beings (Hakanen, Schaufeli, & Ahola, 2008). As mentioned before, in this theory there are two concepts. First concept of this theory is job demands and it refers to having certain psychologic and physiologic harms of physical, psychological, social or organizational features of the job that are shouldered by an employee such as work pressures and work overloads, emotional demands and weak work environment circumstances (Bakker et al., 2004). On the contrary, job resources remark to some facets of the work which are functioning to reaching work related aims, decreasing job demands and the associated costs, motivating to individual growth, learning, and development (Bakker & Demerouti, 2007). Job security and career chances, well designed social relations, supports from colleagues and supervisors, being inside of decision making process, feedback mechanism, and autonomy are examples of job resources (Bakker et al., 2004). Abusive supervision can be seen as a job demand (Sulea, Filipescu, Horga, Ortan, & Fischmann, 2012) because, abusive supervision damages employee’s psychological, social, and organizational resources and it reduces the psychological capacity of the employee (Bakker et al., 2004).

Though, most of the abusive supervision studies generally handles the construct at the individual level which tries to explain the phenomena through subordinate or supervisor actions. As contrasting from individual-level studies, this

study will focus on multi-level aspect of abusive supervision which includes within-department interactions among employees and their supervisor. This study will focus on, how an employee's reaction to abuse can change if abusive action of supervisor is implemented to other department members. However, if an abuse is exposed to an employee, this employee's point of view can be different from then abuse is exposed to other department members. That's in-department interactions which are causes abuse will be given detailed under abusive supervision climate topic later.

In order to get better comprehension about abusive supervision concept, understanding its antecedents and consequences are also important. Antecedents of abusive supervision can be related with supervisor, organization, and subordinate. Consequences of abusive supervision, on the other hand, embrace damages on employee side and organization side. Antecedents and consequences of abusive supervision will be mentioned profoundly in below.

### **1.1. Antecedents of Abusive Supervision**

Antecedents of the abusive supervision already mentioned in the literature. Zhang and Bednall's research on categorization antecedents of abusive supervision will be used as a base in this study because this meta-analysis is relatively new and comprehensive study. Abusive supervision antecedents are gathered into three main category which are supervisor related, organizational related, subordinate related antecedents.

#### **1.1.1. Supervisor Related Antecedents**

The first main category is supervisor related abusive supervision antecedents. Supervisor justice concept is an antecedent of abusive supervision. In this category supervisors' interactional and procedural justice is examined. Firstly, interactional justice is linked with the how workers perceive quality of interpersonal behaviours during institutional procedures (Skarlicki & Folger, 1997) and quality of interpersonal communications among employees and show itself when supervisors behave employees with interpersonal nobility (Cropanzano, Prehar, & Chen, 2002).

This concept refers that employees' interactional justice perceptions are negatively related to abusive supervision (Aryee et al., 2007). Therefore, when an employee perceives interactional justice exists in the organization, the employee perceives less abusive supervision, but when an employee perceives interactional injustice in the organization, the employee perceives more abusive supervision. Then, procedural justice is utilized when making fair decisions and allocate outcomes fairly (Gilliland, 2008) and there is a positive relationship between procedural injustice and abusive supervision (Zhang & Bednall, 2016). Similarly, to the effects of interactional justice, when a supervisor behave procedurally justice, employees perceive less abuse from that supervisor.

Another supervisor related abusive supervision antecedent is supervisor's negative experiences. When supervisors are exposed to abusive supervision in the past, they tend to reflect this experiences to their subordinates (Tepper, 2007). Supervisor's negative experience is positively related with the abusive supervision (Zhang & Bednall, 2016).

Leadership types of the supervisor is another supervisor related abuse antecedents. Ethical leadership is accepted as one of these antecedents. Ethical leadership is a leadership type that showed up after ethical scandals of the companies (M. Brown, Trevino, & Harrison, 2005) and it refers to leaders which are trustworthy, honest and taking care of other parties during decision making process and acting fairly, ethically and principled in their business and social life (M. Brown & Trevino, 2006). With regard to social exchange theory, employees feel indebted when someone treat fairly and good to them. Thus, when leaders threat them fair and ethical, employees reciprocate with constructive work behaviours (M. Brown & Mitchell, 2010). Therefore, there is a negative relationship between ethical leadership and abusive supervision. Supportive leadership another antecedent of abusive supervision and it refers to directing employees to be effective, reach predetermined aims and learn roles by helping and assisting (Banai & Reisel, 2007). In parallel with ethical leadership, employees give positive respond to fair act, so that, negative relation can be observable between supportive leadership and abusive supervision. Transformational leaders encourage employees to accomplish performance increases, to do this, transformational leaders transform employees' values, attitudes and beliefs

by not only aiming simply achieving compliance (Rafferty & Griffin, 2006). Transformational leadership does not comprise obedience without any question and high power uses, therefore the existence of a negative relationship between transformational leadership and abusive supervision can be seen (Barling, Christie, & Turner, 2008). Zhang and Bednall (2016) mentions that authoritarian leaders are more inclined in abusive supervision. Authoritarian leadership style expects deference without question from employees, frequently uses high level authority and tries to dominate employees (Cheng, Chou, Wu, Huang, & Farh, 2004). So that, this pressure on the employees can cause abusive supervision. Supervisor Machiavellianism is the last supervisor related abusive supervision antecedent and it refers to trying all possibilities to accomplish predetermined aims and Machiavellian leaders tend to apply manipulations in the competitive business conditions. (Teven, McCroskey, & Richmond, 2006). Since of this type of leaders has intention to maximize their self-interests by manipulating others, they do not have good relation with other people. Also, generally Machiavellian leaders incline hostile and counterproductive behaviours in the workplaces (Kiazad, Restubog, Zagenczyk, Kiewitz, & Tang, 2010). New opinions about the supervisor related abusive supervision antecedents include that, stress and conflict level, dissimilarities, and emotional intelligence (Brees, Mackey, Martinko, & Harvey, 2014).

### **1.1.2. Organizational Related Antecedents**

Second main category is organization related abusive supervision antecedents. Institutional norms create abuse intentions on supervisors. Mechanistic organizational structures promote supervisors to abuse more than organic organization structures (Martinko et al., 2013). Mechanistic organizational structure refers organization which are highly structured, not allowing free decision making process, formal and contains high control mechanism (Slevin & Covin, 1990). Organizational sanctions and aggressive norms are negatively related to abusive supervision (Zhang & Bednall, 2016). Norms are informal guidelines which controls to attitudes, behaviours and beliefs and people apply proper behaviours in the action with norms (Tepper, Henle, Lambert, Giacalone, & Duffy, 2008). When the



organization has aggressive norms, this situation causes a destruction on employee. When supervisors do not perceive strict rules to avoid this kind of actions, supervisor apply these acts to their subordinates and they gives harm to effectiveness, therefore they are seen as abusive supervision antecedents (Pool, 2000).

### **1.1.3. Subordinate Related Antecedents**

The third main category is subordinate related abusive supervision antecedents. Political skills is first sub-dimension of subordinate related abusive supervision antecedent which refers to capability to understand others and power to affect others for acting personal and organizational tasks (Shi, Chen, & Zhou, 2011). Politically skilled people are more successful to affect others, and if a person has high political skill he/she is better to use ingratiation skill and positive emotional outlook to expend kept down abuse circumstance. Therefore, there is a negative relationship between political skill and abusive supervision (Harvey et al., 2007). If a person cannot use high political skill, then that person might become open to abusive behaviour since that person will lack of skill to evade that kind of bad behaviours. In addition to this view, conscientiousness character refers to carefulness, responsibility, organized and planned, sedulity (Bamberger & Bacharach, 2006a). Then, extraversion character contains socialness, assertiveness, talkativeness and activeness (Barrick & Mount, 1991). Lastly, agreeableness character refers to kindness, flexibility, trustworthiness, tolerable, forgivingness (Barrick & Mount, 1991).

There are also some individual differences (personality characteristics) that are negatively related with abusive supervision. Cynical attribution occurs when an individual blames others instead of him/herself after an event happened (Inesi, Gruenfeld, & Galinsky, 2012). Cynical people have an intention to consider other's act as more aggressive (Tepper et al., 2006). If an employee attributes negative events to external effects, that employee interprets his/her supervisors acts as more abusively (Zhang & Bednall, 2016). Negative affectivity which refers to having tendency to experiencing extraordinary upsetting emotions such as anger, hostility, fear and sadness (Tepper et al., 2006). Since a person who is highly negative

affective, show him/herself as has bad emotional feelings like anxious, stressful, and this feelings create potential in the abuser also they focus negative side of the work life and social life (Aquino et al., 1999). Power distance refers to inequality degrees that existed among powerful and less powerful people (Bochner & Hesketh, 1994). When power distance between people is increased, as a decision maker, supervisors do not associate and allow to influence decision making process (Wang, Mao, Wu, & Liu, 2012). Traditionally refers to holding of common, classical, usual and traditional values by people and it keep high respect to authority (J. Liu, Kwan, Wu, & Wu, 2010). Because of this cultural values related with egalitarianism, this subordinates tend to feel abuse more (Zhang & Bednall, 2016).

## **1.2. Consequences of Abusive Supervision**

Consequences of abusive supervision can be examined mainly in six categories. These categories are job attitudes, well-beings, workplace behaviours, performance indicators and family outcomes (Zhang & Liao, 2015).

### **1.2.1. Job Attitudes Related Consequences**

The first category of consequences of abusive supervision is job attitudes. Based upon this point of view, job satisfaction is an abusive supervision consequence and when an employee is exposed to abusive supervision, his/her job satisfaction will decrease because uncivil acts will be the reason to detracts from the work (Zellars, Tepper, & Duffy, 2002). Also, job satisfaction plays a mediator role between abusive supervision and turnover intention such that, when an employee is exposed to abusive supervision, his/her job satisfaction will decrease as mentioned before, and, it increases the intention to quit (Palanski, Avey, & Jiraporn, 2014).

Organizational commitment is another attitude related abusive supervision consequence. Organizational commitment refers to person's identification level with the company, involvement level within company and level of meet organization's aims and targets (Leiter & Maslach, 1988; Meyer & Herscovitch, 2001). When a committed people come across abusive behaviour, they show anger to more

appropriate targets such as organization, instead of showing anger to provocation source. When a committed employee is abused by his/her supervisor, he/she can show anger to organization instead of the supervisor (Tepper et al., 2008).

Organizational identification is one of the attitude related abusive supervision consequence which refers to internalization and integration of organization's goals, aims, targets (Ashforth & Mael, 1989). There is a negative relationship between abusive supervision and organizational identification, such as when an employee is exposed to abusive supervision, his/her level of organizational identification decreases (Zhang & Liao, 2015).

### **1.2.2. Employee Well-Being Related Consequences**

Employees' well-beings are accepted as a consequence of abusive supervision. When an employee is exposed to abuse, some psychological problems can be observed such as anxiety, depression (Tepper, 2000), decreases of self-efficacy (Duffy et al., 2002), burnout (Tepper, 2007). Even though, employees' well-beings are damaged as psychologically after abuse, their physical well-beings can be damaged as well. Such as, insomnia (Rafferty, Restubog, & Jimmieson, 2010) and drinking problems (Bamberger & Bacharach, 2006b).

### **1.2.3. Workplace Behavior Consequences**

Workplace behaviours are another abusive supervision consequence. Workplace deviance is a workplace behaviour in which remarks to a reaction by deviating from organizational norms to work based stressors which are create disappointment and outraged feeling (Mulki, Jaramillo, & Locander, 2006). Workplace deviance has two types. The one of them is interpersonal deviance conducted at other people and other one is organizational deviance (Bennett & Robinson, 2000). Interpersonal deviance includes abusive behaviours. Within the frame of interpersonal deviance, when an employee is exposed to abusive behaviours, he/she may harm to his/her colleagues (Mulki et al., 2006).

Performance is one of the consequence of abusive supervision and there are several concepts under the performance title. The first of these concept is organizational citizenship behaviour (OCB). It is observable when employees help to other employees and improving functionality of the organization without any demand or expecting any reward (Organ, 1989; Schnake, 1991). As an adverse behaviour abusive supervision directly affect negatively to employees' social relations and views toward to organization. When an employee thinks he/she is exposed to abuse, then he/she can think that fair treatment expectations not meet and so that, he/she does not show OCB (X. Y. Liu & Wang, 2013). Another performance concept is work engagement which refers to constructive mind states that are qualified with agility, loyalty and absorption (Schaufeli, Salanova, Gonzalez, & Bakker, 2002). When an employee is exposed to abusive supervision, it is predictable that they will not connect their job with agility, loyalty and absorption (Poon, 2011). According to Conservation of Resources Theory (COR Theory), stress show negative effect on job performance within four situation which are perceived threat of job loss, actual resource loss, higher work demands then work sources and lastly when expected returns after investment does not enough (Hobfoll, 1989). Abusive supervision can cause to creation of one of this situations, therefore, abusive supervision has a negative effect on employee's job performance (Harris, Kacmar, & Zivnuska, 2007).

#### **1.2.4. Family Related Consequences**

Lastly, abusive supervision has family related consequences. Work-family conflict one of this family related consequence of the abusive supervision and it occurs when work role demands and family expectations not met in some frames (Michel, Kotrba, Mitchelson, Clark, & Baltes, 2011). When employees are exposed to abusive supervision, they can spend more energy into their work to avoid abuse or lose their job. This energy consuming taken from time at home and, this situation creates a work-family conflict, at the end (Carlson, Ferguson, Hunter, & Whitten, 2012). Family undermining yet another family related abusive supervision consequence and it proposes that, when an employee is exposed to abusive

supervision, they project this bad situation into other family members with arguing more, negative moods and trouble making communications (Hoobler & Daniel, 2006).

## **2. ABUSIVE SUPERVISION CLIMATE**

Since abusive supervision climate shares similar underpinnings with the organizational climate construct, firstly, this concept will be discussed briefly. Organizational climate is individuals' assessments about the working environment (Neal, Griffin, & Hart, 2000). Even though organizational climate does not have a definition that scholars agreed on (Glick, 1985), organizational climate fundamentally specifies a contextual circumstance at a specific period of time and it reflects employees' opinions, feelings and acts in the organization (Brock, Zmud, Kim, & Lee, 2005). Since organizational climate contains individual's assessments, these assessments revolve around environmental aspects such as leadership, roles and interactions (Neal et al., 2000). In addition to that, organizational climate focuses on employees' intentions to knowledge sharing (Hinds & Pfeffer, 2003). Organizational climate is composed of shared understandings about practices, procedures and policies in the workplace (Schneider & Reichers, 1983).

Organizational climate is an important topic because it has individual and team-based outcomes such as job attitudes, organizational citizenship behaviour, safety, ethics, individual and team performance (Kuenzi & Schminke, 2009). Also, organizational climate concept can affect relations among employees, employees' views about the reward systems of the organization and work environment (Neal et al., 2000). Climate has effects on organizational decision process through creating certain beliefs about the outcomes of the specific actions (Forte, 2004). Organizational climate has a significant influence on accomplishing work outcomes via individual motivations. Since, it reflects individual perceptions and assessments about the organization (S. P. Brown & Thomas, 1996). Also, organizational climate perceptions and assessments are changeable from person to person and from situation to situation (Dansereau, Graen, & Haga, 1975).

There is a similar concept to organizational climate which named as organizational culture. Organizational culture is a disambiguation way of conducting business through set of values, beliefs, assumptions and symbols (Barney, 1986). This definition is included an important point such that, it specifies not only related people and other stakeholders, but it also specifies how company interacts with these stakeholders. There are several differences between organizational culture and organizational climate. According to Daniel (1996), organizational culture studies mostly focus on evolution of social systems in progress of time, but organizational climate studies focus on organizational systems' effects on an employee and department. Culture studies in organizations try to understand deeply employees' perceptions about the organizations and individual meanings about the company, but climate studies in organizations interpret more surface level organizational life such practices and procedures (Daniel, 1996). Therefore, this study will focus on the climate aspect of abusive supervision rather than the cultural underpinnings of abusive supervision in organizations.

Existing abusive supervision literature mostly focused on individual-level abuse which is mentioned before as how employee's feeling about the abuse from their supervisors influence those employees' behaviours and attitudes (Tepper, 2007). Besides, abusive supervision can show itself in wider perspective. For example, supervisors can behave abusively to whole department. In other words, collective feelings of abusive supervision are also likely to observable within a department or within a work unit as an addition to existed individual-level abusive supervision (Priesemuth, Schminke, Ambrose, & Folger, 2014). Therefore, abusive supervision climate basically refers to overall, accumulated abuse perceptions of the department members (Farh & Chen, 2014). When employees are faced with the negative situation in the workplace, they consider this situation through a sense-making process which can result in shared, collective perceptions about the action (Robinson, 2018).

Abusive supervision climate has two important factors. The first one is, current abusive supervision literature is generally, focused on individual-level abusive behaviours, but it is not enough when a department is exposed to abusive supervision by their manager, supervisor or leader. So, conceptualizing abusive

supervision as a climate construct might help to understand an additional layer of the reality in organizations. Secondly, workgroup climate enables to examine individual-level abusive supervision in broader construct such abusive supervision climate (Priesemuth, Schminke, Ambrose, & Folger, 2014).

Some theories are used in the literature to examine abusive supervision climate. One of them is social information processing theory. This theory is developed from an assumption that people are adaptive to their external situations and social contexts (Salancik & Pfeffer, 1978). According to this perspective, employees interpret their work environments in comparison with social cues coming from surrounding events. This interpretation process is the centre of climate conception (Priesemuth, Schminke, Ambrose, & Folger, 2014).

Another theory that helps to explain abusive supervision climate is social comparison theory. Social comparison theory suggests that, individuals make comparison among themselves and others to verify ideas, make a judgement, and decrease ambiguity (Hanus & Fox, 2015). Through social comparison theory, employees take into account undesirable behaviour of supervisor in the group level as a standard to evaluate and react for their individual level undesirable behaviour of supervisor (Duffy et al., 2006). When an employee is faced with the undesirable behaviour, he/she can interpret this circumstance with practices, norms and policies of the organization and he/she compares him/herself with how other colleagues are treated. At the end, this comparison influences his/her emotional attitudes and responds to situation (Paulin & Griffin, 2016). The relation between abusive supervision and social comparison theory is that, when an employee became subject of the destructive leadership behaviour, employee compares him/herself with others and tries to apply ways that others used during their overcome process in this undesirable situation. Also, if every group member is exposed to abusive supervision, it is hard to say that supervisor behave differently to their subordinates, but if only one employee is exposed to abuse, it can be said that supervisor behaves differently to their subordinates (Duffy et al., 2006).

Fairness theory is another theory that explains abusive supervision climate. Fairness theory specifies that, when an employee is a subject of an undesirable circumstance, this employee could make cognitive comparisons which are known as

counterfactual ideas, such as what really happened and what may have happened (Duffy et al., 2006). These cognitive comparisons generally occur when an employee perceives injustice in the organization. Comparisons are subjective and they are more observable when supervisor behave abusively (Mackey et al., 2017). When an employee became the subject of abuse, he/she develops new alternative scenarios to existed event (Kasimatis & Wells, 1995). As a result of this comparison process, employee does not interpret and react an event in an isolated way. When an employee does not perceive fairness in the department or organization, numerous mismatches happens between employee and job. If an employee perceives unfair treatments by his/her supervisor i.e. abusive supervision, employee's resources decreases and as a result of this process, emotional exhaustion can be occurs (Maslach et al., 2001).

There are two important issues in the literature in order to examine abusive supervision within department-level. Those are climate-formation process and the composition model.

Firstly, climate-formation process uses social information processing theory as a base. Social information processing theory remarks to the need for interpreting environment and the role of some social cues to interpret this environment (Salancik & Pfeffer, 1978). During this interpretation process people communicate with others in the group about work related occurrences and it creates collective ideas about environment (Ehrhart, 2004). When people has collectives ideas, those ideas turn into shared beliefs and norms about the system through more shared experiences, interactions and communications (Roberson, 2006). Those frequent interactions make members of the group to have similar thoughts and emotions, which become a base to form a climate (Priesemuth et al., 2014). It is expected that, employees interact and communicate about the information through regarding their abusive supervision experiences (Jiang & Gu, 2016).

According to this point of view, abusive supervision is related with this climate formation process. Such that, group members create collective ideas, experiences and interpretations about surrounding events. Negative occurrences affect employees' behaviour and attitudes more than positive occurrences, so abusive supervision as a negative act can also trigger this process (Jiang & Gu, 2016). With



regard to social information processing theory, interpretation process causes to share perceptions about supervisory abuse and provide a base to abusive supervision climate (Priesemuth et al., 2014).

Secondly, the composition models helps to indicate functional relations between phenomena or concepts at different level analysis, such that individual-level, department-level, organization-level (Chan, 1998). With respect to the composition model, abusive supervision transforms individual-level ideas into shared ideas about group experiences which are consistent with rest of climate research (Chen, Kirkman, Kanfer, Allen, & Rosen, 2007). Therefore, with the help of climate-formation process and composition model, individual-level abusive supervision will be transferred to group level as an abusive supervision climate.

In order to get wider understanding regard to abusive supervision climate concept, comprehension of its antecedents and consequences are very significant too. Antecedents of abusive supervision climate can be examined in individual-level, department-level and organizational level. Consequences of abusive supervision climate can be examined in individual-level and department-level. Antecedents and consequences of abusive supervision climate will be mentioned profoundly in below.

### **2.1. Antecedents of Organizational Climate**

There is a lack of abusive supervision climate meta-analysis study and it is hard to reach consensus about abusive supervision climate antecedents. Therefore, in this study, Kuenzi and Schminke's (2009) and Darr and Johns's (2004) studies on categorization of antecedents of organizational climate will be used as a base (Darr & Johns, 2004; Kuenzi & Schminke, 2009). Those studies are used because, they are relatively new and comprehensive. Organizational climate antecedents are gathered into three main categories which are individual-level, group-level and organizational-level antecedents in Kuenzi and Schminke's (2009) study and organizational climate antecedents are gathered into two main categories which are macro-level and department-level of abusive supervision climate.

### **2.1.1. Individual Related Antecedents**

As it mentioned before, individual-level antecedents are the first main category of organizational climate antecedent. Firstly, some of demographic variables and industry that work in, are seen antecedents of organizational climate (Kuenzi & Schminke, 2009). There is a significant relation between age and organizational climate. In the younger ages, employees do not perceive ethical organizational climate (Forte, 2004). Also, because of the nature of the specific industries, industry area is seen as determinant of ethical climate which is subcategory of organizational climate antecedent (Forte, 2004). However, there are very limited study about individual level antecedents of abusive supervision climate. Role conflict and role ambiguity can be seen as individual-level organizational climate antecedent. Role conflict is examined under conformance and non-conformance or compatibility-incompatibility which are necessities of the role, where conformance or compatibility is seen relevant to whole of standards or situations that effect to performance (Rizzo, House, & Lirtzman, 1970). So, basically role conflict is discrepancy of the expectation of job. Furtherly, job ambiguity refers that failure to reach right information through 1- role related expectations 2- outcomes of the job performance and 3- procedures for accomplishing known role expectations (Van Sell, Brief, & Schuler, 1981). Role conflict and role ambiguity seen antecedent of organizational climate. When supervisor's role conflict is high they can intentionally examine supervisors' performance wrong (Darr & Johns, 2004). Also, cognitive moral development of leaders and subordinates' is seen antecedent of organizational climate. Cognitive moral development is used to describe one of the predictor of ethical decisions so that, leaders' decisions can be effected by cognitive moral development (Ashkanasy, Windsor, & Trevino, 2006). It occurs in six levels. When a person became to sixth level he/she can solve moral dilemmas better than one to fifth level person (Fraedrich, Thorne, & Ferrell, 1994).

### **2.1.2. Department Level Antecedents**

Department-level abusive supervision climate antecedents are the second main category of abusive supervision climate. Team size and team collectivism is seen one of the group level organizational climate antecedents. Although, there is a negative relation between team size and justice climate there is positive relationship between team collectivism and organizational climate (Colquitt, Noe, & Jackson, 2002). Also, there is a negative relation between lack of in-group support and flexibility and organizational climate (Gilson & Shalley, 2004). Department leader's personality is seen climate antecedents. Such, conscientiousness and agreeableness have a positive relation with climate and neuroticism has negative relation with climate (Mayer, Nishii, Schneider, & Goldstein, 2007). In the departments, employees' demographic similarities and differences effect to heterogeneity of the department. Because group interactions and relations are affected by demographic diversity. Employees, for example, try to interact with other employees that have similar background, experiences (Darr & Johns, 2004).

### **2.1.3. Organizational Level Antecedents**

The third main category of abusive supervision climate antecedent is organizational-level antecedents. In this category organizations' characteristics, such organization itself and system of the organization, are studied. If an organization is new established, that newness shows significant effect on ethical climate (Neubaum, Mitchell, & Schminke, 2004). Moreover, safety policies and rules of the organization and employees' perception of proper job security, have a direct effect on safety climate (DeJoy, Schaffer, Wilson, Vandenberg, & Butts, 2004).

## **2.2. Consequences of Organizational climate and Abusive supervision Climate**

Since there are limited meta-analysis about abusive supervision climate, it made hard to mention abusive supervision climate antecedents. Because of this

situation, Priesmuth, Schminke, Ambrose and Folger's (2014) study is used as a base to explain abusive supervision climate consequences. While, Kuenzi and Schminke's (2009) study is used to explain organizational climate consequences. Firstly, some consequences of organizational climate and then abusive supervision climate consequences will be explained in this part.

Kuenzi and Schminke (2009) is studied organizational climate under two subcategories which are global outcomes and facet-specific outcomes. Global outcomes reflect to more broad consequences such commitment and performance and facet-specific outcomes reflects consequences such customer complaints, innovation effectiveness.

### **2.2.1. Individual Level Consequences**

Firstly, individual-level global consequence of organizational climate is related with job satisfaction, organizational commitment and turnover intention. Positive organizational climate types (such supportive, ethical and participative) have a positive relation with job satisfaction and organizational commitment on the other hand, negative organizational climate types have a positive relation with turnover intention (Kuenzi & Schminke, 2009). Such as, positive ethical climate helps to enhancement in organizational commitment (Cullen, Parboteeah, & Victor, 2003), empowerment climate has a positive relationship with performance (Maynard, Mathieu, Marsh, & Ruddy, 2007). When safety climate is observable in the organization, it helps to improvement of innovation process and financial data (Baer & Frese, 2003). Also, there is a positive relationship between team climate and team performance (Pirola-Merlo, Härtel, Mann, & Hirst, 2002).

### **2.2.2. Facet-specific Consequences**

As it mentioned before, facet-specific consequences are second subcategory of organizational climate consequences. Within this point of view, procedural and interpersonal justice climate have a positive relationship with guest relation and service behaviours (Simons & Roberson, 2003). There is also a negative relationship

between safety climate and accidents and dangerous acts while there is a positive link between climate and service performance (Kuenzi & Schminke, 2009; Liao & Chuang, 2004).

### **2.2.3. Social Consequences**

Social consequences of abusive supervision climate will be studied under two fundamental categories which are group identification and collective efficacy according to Priesemuth et al. (2014). In order to examine group identification, social identity theory is required because, social identity shapes to group behaviours and with this way, group identification (Priesemuth et al., 2014) Therefore, social identity theory tries to explain cognition and acts via group processes. According to this theory, individuals show group behaviours such that interdependency within the group and discrimination out group because of individuals' aims to accomplish self-esteem and self-enhancement (Treppe, 2006). Social identity refers to set of attributes related with certain groups while, personal identity reflects to distinctive features which are related with the person (Ashforth & Mael, 1989). Social identity theory claims that group welfare become priority when, people identify themselves with the groups and their self-concepts integrates group identities. When this situation exists individual tries to satisfy needs of group and accomplishes aims of group (Blader & Tyler, 2009).

Abusive supervision climate can affect social identity and relations among people through three way. Firstly, abusive supervision climate reduces pride which is related with group membership and reduced pride affects to subordinates' social identification via group and internalisation of group's targets and standards. Later on, group cooperation and organizational citizenship behaviour can be affected by teamwork system among employees (Blader & Tyler, 2009).

Secondly, abusive supervision climate can damage group's status and social identity theory leads people to recognize themselves with group to improve their self-esteem. So that, when group's status is low, people avoid to recognize themselves with a group and put distances between low status group and themselves so that, it reduces to group identification (Ashforth & Mael, 1989). Lastly, under

abusive supervision climate, anger, impoliteness, hostility are generally seen. When these acts are seen, employees avoid to keep positive attitudes to others and also avoid to improve stronger social links with rest of the group members (Cropanzano et al., 2011).

As stated previously, next abusive supervision climate consequence is collective efficacy. Collective efficacy refers to group members' beliefs about the concerning of the social system performance (Goddard et al., 2004). When collective efficacy is high, groups create clear goals and strategies to accomplish predetermined aims and create effective problem-solving mechanism through managing sources with appropriate ways (Bandura, 2001). Thus, abusive supervision climate negatively affects to group's collective efficacy and task processes two ways. More clearly, abusive supervision climate gives rise to psychological safety and group's collective efficacy beliefs.

Firstly, when psychological safety is observable, employees get feedbacks, do not hesitate to ask help and expertise. So, it helps to development of team learning and proper acts to reach goals (Edmondson, 1999). Under the abusive supervision climate environment employees avoid to ask helps, get feedbacks and feel they can be punished for their behaviour (Keashly, 1997). Since this kind of acts and environments damage to team learning, goals setting and reaching common strategies, collective efficacy and then performance reduces (Priesemuth et al., 2014).

Secondly, collective efficacy beliefs can be damaged by abusive supervision climate. Information canals shape efficacy beliefs which are performance, verbal persuasion, psychologic stimulation, emotional feelings (Priesemuth et al., 2014). All these information canal can be affected by abusive supervision climate. When those parts are damaged, it affects to collective efficacy and team work performance (Bandura, 2001).

### **3. EMOTIONAL EXHAUSTION**

Another concept of this study is emotional exhaustion. Over the past 30 years, employees' work experiences, resources and demands are studied in the

literature and these studies are gathered into job burnout (Lee & Ashforth, 1996; Swider & Zimmerman, 2010). Job burnout mainly refers to a psychologic syndrome that involves continual emotional and interpersonal strains (job, organization and colleagues related issues) (Swider & Zimmerman, 2010). Basically, job burnout refers to psychological syndrome that subsumes emotional exhaustion, depersonalization and decreased personal accomplishment (Maslach, Jackson, & Leiter, 1986). Burnout is one of the important factor that causes to job satisfaction, organizational commitment decrease and turnover intention increase (Alarcon, 2011). Since burnout is harmful to employees' well-beings, it does not damage only individual-level outcomes but also job burnout damages joint and group level outcomes through individual dysfunctionality, physically exhaustion, potential health problems i.e. insomnia, residual alcohol and drug uses (Maslach et al., 1986; Swider & Zimmerman, 2010).

In addition to general definition and features of job burnout, composing factors of burnout will be explained. Firstly, cynicism, reconceptualised aspect of depersonalization, it refers to employee's hopeless and pessimistic circumstance to organization's potential changes and disconnected reaction to other employees (Andersson & Bateman, 1997; Liang, 2007). Secondly, reduced personal accomplishment refers to decreases of employee's feeling of being successful to work with other employees (Leiter & Maslach, 1988). Since, emotional exhaustion have high negative influence on organization and employee, it becomes an important topic by academicians and practitioners (Mulki et al., 2006). Though, all burnout concepts are important, emotional exhaustion seen as key burnout dimension (Wright & Cropanzano, 1998) and this study uses emotional exhaustion as one of the variable. Emotional exhaustion refers to *"feelings of being emotionally overextended and drained by one's contact with other people"* (Wright & Cropanzano, 1998). Also, according to another definition, exhaustion indicates that *an extreme form of fatigue as a consequence of prolonged and intense physical, affective, and cognitive strain caused by prolonged exposure to specific working conditions or stressor* (Bakker et al., 2004). Emotional exhaustion is stress related concept of the burnout. It create cognitively and emotionally distances employee's from work as a way to overcome workloads (Maslach et al., 2001). Three dimensions of job burnout are

interrelated such that, when employees feel emotionally exhausted, they become depersonalized and isolated from others, afterwards, employee loses his/her motivation to make an effort to accomplish goals (Leiter & Maslach, 1988). Low level personal accomplishment, higher level emotional exhaustion and cynicism is an indicator of job burnout (Swider & Zimmerman, 2010).

To explain emotional exhaustion more deeply, conservation of resources theory is important source because this theory has direct relation with work related stress. Fundamental proposition of conservation of resources theory (COR) is employee tries to maintain or keeps existed resources and tries to gains new resources (Hobfoll, 1989). When valued resources of employee are damaged, strain happens. Resources refers to items, personal features (e.g. emotional stability), environment circumstances, monetary conditions which are seen valuable by a person (Alarcon, 2011). Some of those resources are feeling valuable, free time, broad social rights, helping to other family members, appropriate work time and salary etc. (Hobfoll, 2001). Stress is defined as a response to situation when three condition is happened, firstly, risk of net resource lost, secondly, net resource deprivation and lastly, absence of potential gains from investments (Hobfoll, 1989). Resource loses seen as cumulative stress stack. When an individual loses important proportion of his/her resources, he/she will have more limited resource to struggle with stress, therefore he/she will become more vulnerable (Carlson et al., 2012). So that, people tend to reduce resource losses (Wright & Cropanzano, 1998) When an employees do not have enough resource to cope with stressor, employees can be emotionally exhausted (Aryee, Sun, Xiong, Chen, & Debrah, 2008). Emotional exhaustion occurs when a person has high level work related and not work related stress or high level negative relation with other people, (Boles, Johnston, & Hair, 1997).

Emotional exhaustion is a strain and it is directly influenced by resource losses, however, cynicism is a defence mechanism of a person and personal accomplishment is a collection of self-evaluations of the person. Personal accomplishment is indirectly influenced from resource loss via emotional exhaustion (Lee & Ashforth, 1996). Such that, demands have stronger relation with emotional exhaustion and resources have stronger relation with cynicism and reduced personal



accomplishment (Leiter, 1992). Demands cause to happen strain as emotionally and physically exhaustion, while, resources help to employee's survive mechanism through self-defence and self-efficacy (Lee & Ashforth, 1996). Emotional exhaustion and cynicism show removes from negative work environment features such as, less job involvement and higher turnover intention, however, high personal accomplishment shows self-efficacy feature such as, favourable work attitudes (Leiter, 1991).

### **3.1. Antecedents of Job Burnout and Emotional Exhaustion**

In this study, Cordes and Dougherty's (1993) antecedents of job burnout categorization will be used as a base. According to this study, job burnout antecedents are categorized under three main dimension which are job and role characteristics, organizational characteristics and lastly personal characteristics.

#### **3.1.1. Job and Role Characteristic Related Antecedents**

Job and role characteristics are first main job burnout antecedent category. Workload can create stress related problems such burnout or exhaustion and workload is studied under two sub-dimension (Jackson, Schwab, & Schuler, 1986). Quantitative dimensions of workload refer to contact frequency with other professionals, spending time during interactions with other professionals, number of interactions etc. If, number of professional who is interacting with is increased, individual's personal resource demands increase. So that, increased demands on personal resources may cause to vulnerability and burnout (Cordes & Dougherty, 1993). Qualitative dimensions of workload refer to employee puts interpersonal distance between others and reduce face-to-face contact or phone contact. This distance can be related with other professional's characteristic or employee's own preference. Qualitative dimension is related with the situation and situation whether stressful or not. Since, the problem can be chronic, difficult, and less probable to be success. Although problem is successfully solved it can appear again. This factors can affect stress levels of individuals (Maslach et al., 2001).

Role conflict and role ambiguity can also cause burnout. Role conflict's and role ambiguity's definitions and some specialities are given previously on abusive supervision climate part. Role conflict and role ambiguity has direct relation with emotional exhaustion and cynicism (Schwab & Iwanicki, 1982). Such that, there is positive relation between role ambiguity, role conflict and work overload, and emotional exhaustion. Since, when an employee is persistently exposed to role ambiguity, role conflict or work overloads, these job demands cause to increases in strain level and reduces in employee's resource (Alarcon, 2011). Besides, potential physical risk of the work causes to emotional exhaustion (Gaines & Jermier, 1983). Also, interpersonal relations in the working environment is seen emotional exhaustion. For example, when supportive leadership acts and group connectivity, staff meetings are increased, emotionally exhaustion will be rare (Gaines & Jermier, 1983).

### **3.1.2. Organizational Characteristic Related Antecedents**

Secondly, organizational characteristics may cause to job burnout such as contingency and noncontingency of organizational outcomes cause to job burnout. These outcomes are performance related rewards and punishments (Cordes & Dougherty, 1993). Contingency outcomes are examined with two ways. Firstly, contingency outcomes are studied as work circumstances which may cause to burnout. Secondly, those reward and punishment variables are studied under experience of unsatisfied organizational anticipations. For the both two way, significant relation is observable between organization characteristic and emotional exhaustion (Jackson et al., 1986). Prospective career and promotion opportunities, inappropriate rewards, unequal salary payments are indicators of emotional exhaustion (Gaines & Jermier, 1983).

Job context that includes subsystems, working hours, poor feedback mechanisms, less autonomy, less task enrichment, no flexibility, formalization, and high centred decision making process cause burnout. Autonomy can be seen as a resource so that, autonomy is a defence mechanism and it prevents to employees emotionally exhausted. Alarcon (2011), stated that, there is a negative relationship

between autonomy and emotional exhaustion (Alarcon, 2011). Therefore, when an employee have autonomy, there will be less or any pressure on resources, and he/she cannot emotionally exhausted. Also, long working hours, poor feedback mechanism, less task enrichment and flexibility, high formalization and centred decision making process can cause to stress. Through stress, employee's resources reduce and it may cause emotional exhaustion (Gaines & Jermier, 1983).

Organizational justice is seen antecedent of emotional exhaustion. Organizational justice has sub-dimensions. Interactional and procedural justice terms explained in this study's antecedents of abusive supervision part. However, distributive, procedural, interpersonal and informational justices terms relations with emotional exhaustion will be explained in below. All these justice terms have negative relationship with emotional exhaustion (Cole, Bernerth, Walter, & Holt, 2010). Fundamentally, distributive justice refers to employee's fairness perceptions about decision outcomes, procedural justice remarks to employee's fairness perceptions about decision-making process. Relatively new organizational justice terms interpersonal and informational justice terms are investigated under interactional justice (Greenberg, 1993). Interpersonal justice contains truthfulness and respect, informational justice contains giving sufficient and truthful explanation to other parties (Judge & Colquitt, 2004). When distributive justice is observable in the organization, employees expect to receive sufficient returns from their resource investments and if there is no resource loss, it employee's vulnerability decrease so that, employee does not feel emotionally exhausted (Cole et al., 2010; Hobfoll, 1989). If procedural justice is visible in the organization, employees are not emotionally exhausted, because, their long-term investment's results become more controllable and predictable. As a result, employees' insecurity perceptions will decrease and existed resources will increase (Judge & Colquitt, 2004). When there is high interactional justice, the combination of interpersonal justice and informational justice, work demands do not consume employees' resources thus, employee's dignity and self-honour will be enhanced (Cole et al., 2010). Lastly, when informational justice is not observable in the organization, employee's trust level and his/her self-esteem decreases. Besides, lack of the adequate information may cause

ambiguity about how resources needs to be allocated (Colquitt, 2001; Cropanzano, Bowen, & Gilliland, 2007).

### **3.1.3. Personal Characteristic Related Antecedents**

Lastly, personal characteristics are seen as job burnout antecedents. Some of demographic variables are involved into personal characteristic of job burnout antecedents. Job burnout among younger employees are more widespread and emotional exhaustion and cynicism is rare among elderly employees (Anderson & Iwanicki, 1984). Besides demographic variables, intrinsic motivation is another emotional exhaustion antecedent. Intrinsic motivation refers to *“feeling of challenge or competence derived from performing a job”* (Keaveney, 1992). Because of intrinsic motivation acts as a resource, when intrinsic motivation increases, emotional exhaustion reduces (Karatepe & Tekinkuş, 2006).

Social support affects the level of stress and burnout. With social support, employees reconsider probable damages of the current circumstance and employees can believe that they may struggle with the circumstance through other colleagues helping behaviours. Other colleagues' role in this process is providing employee's needed sources (Cohen & Wills, 1985). When social support is provided especially by co-workers and leaders, it increases physical health and decreases work related stress level of employee (Dignam, Barrera, & West, 1986; Jackson, Turner, & Brief, 1987). When work related stress level decreases, emotional exhaustion will be rare.

Personal expectations influences burnout level of the employee and personal expectations is related with demand. Those expectations are studied under achievement expectations and organizational expectations by Jackson et al. (1986). Achievement expectations refers to employees' assumptions about what can they achieve with others and however, organizational expectations refers to employees' expectations about the nature of the working environment and mainly task and job (Jackson et al., 1986). Neither high expectations, nor unsatisfied expectations cause to burnout. When employees started to a new job or change their organizations they compare previous experiences with expectations and incompatibility affect their view about the job (Cordes & Dougherty, 1993). This incompatibility has a potential to

create burnout. Likewise, because of elder employees create more realistic expectations based on their experiences than to younger employees, they feel less level of burnout.

### **3.2. Consequences of Job Burnout and Emotional Exhaustion**

To explain emotional exhaustion and job burnout consequences, Cordes and Dougherty's (1993), Kahill's (1988) and Alarcon's (2011) studies are used as a base. In these studies consequences of job burnout is studied under four category. Those categories are physical and emotional, attitudinal, interpersonal and behavioural.

#### **3.2.1. Physical and Emotional Consequences**

The first job burnout consequence category is the physical and mental health related outcomes. Those outcomes are related with the mental and physical health problems of the employees. When employee feels high level job burnout, he/she can report more somatic problem than an employee who is exposed burnout less (Kahill, 1988). While, mental health problems are included diminishing self-esteem, depression, irascibleness, incompetence, apprehension (Jackson & Maslach, 1982), physical health problems are included tiredness, sleeplessness, pain and aches, internal organ based health problems (Kahill, 1988). Although, burned out employees are reported more frequently somatic health problems, those problems show itself differently from employee to employee. Specifically, on the high level of emotional exhaustion and cynicism causes to physiological or psychological problems and incompetence (Lee & Ashforth, 1990). Similarly with mental health problems, basically, emotional deficiency, irascibleness, guilt feelings, anxiety, depression, incompetence seen outcomes of emotional exhaustion (Cordes & Dougherty, 1993). In the some studies, significant difference between burned out and not burned out employees' starting to determined depressions is found but, those situation is more general in the career beginnings of the employees (Kahill, 1988).

### **3.2.2. Behavioral Consequences**

The second burnout consequence category is behavioural outcomes. Behavioural outcomes of burnout is divided into two categories. These categories are work related behaviours and consumption behaviours. Burned out employees show consumption behaviours which are included alcohol, drug and cigarette usage, caffeine consumption (Maslach & Jackson, 1981; Quattrochi-tubin, Jones, & Virginia, 1982).

Burnout has also another behavioural consequences such as turnover intention, poor job performance and absenteeism. While, emotional exhaustion and cynicism have a positive relationship with absenteeism and turnover, emotional exhaustion negatively linked with job performance. Although converse situation is an expectation for personal accomplishment, this situation is not always is valid. (Bakker, Demerouti, Boer, & Schaufeli, 2003; Grandey, Dickter, & Sin, 2004). Therefore, there are no consist results of the studies and changeable study to study (Kahill, 1988). According to Swider and Zimmerman's study (2010) which is relatively more updated study, they claimed that all job burnout dimensions are related with absenteeism, turnover and job performance. One of Swider and Zimmerman's (2010) suggestion is, there is a positive relation among emotional exhaustion with absenteeism and turnover, negative relation with job performance. However, they supported positive relation among emotional exhaustion, absenteeism, turnover, and positive relation with job performance (Swider & Zimmerman, 2010). If an employee emotionally exhausted, this situation creates frustration, strain and tension about the work. When these negative moods are occurred, employee tend to look new jobs or avoid to come work (Lee & Ashforth, 1996). When an employee emotionally exhausted, he/she avoids to effort for work, so that, there employee's job performance reduces (Wright & Cropanzano, 1998).

### **3.2.3. Interpersonal Consequences**

The third burnout consequence category is interpersonal outcomes. When employees burned out, in-work and out of work problems increase such that, they

tend to remove from their friends and their socializing processes decrease (Cordes & Dougherty, 1993). In the high burnout levels, negative effects on job demands with in-work and out of work life's of employees are observable (Burke & Deszca, 1986). Nature and frequency of the communication with other colleagues can be affected by burnout because higher level burnout creates intolerantness, moodiness (Maslach & Pines, 1977). Also, burned out employees tend to spend less time with public (Maslach & Jackson, 1985) and higher burnout level means, having less friend (Kahill, 1988).

#### **3.2.4. Attitudinal Consequences**

The fourth burnout consequence category is attitudinal outcomes. This outcomes reflect to creating negative attitudes to other people or a person, work and organization (Cordes & Dougherty, 1993). Some of attitudes are self-indulgence, pessimism, defending him/herself, impatience, avoid to go work (Kahill, 1988). When a person is exposed to high level burnout, it creates high level dissatisfaction (Maslach & Jackson, 1985). Also, burnout causes to reduce organizational commitment (Cordes & Dougherty, 1993). High level burnout creates to withdraw from people (Jackson & Maslach, 1982). Among the highly burned out employees, dissatisfaction to life or toward a person is observable (Pines & Kanner, 1982).

## CHAPTER 2

### HYPOTHESIS DEVELOPMENT

#### **The Relationship between Abusive Supervision and Emotional Exhaustion**

Leadership is one of the important topics in the management and organization studies. But, leadership studies are started to concern destructive leadership behaviours for two decades. Therefore, abusive supervision as a destructive leadership behaviour increased importance in the literature and business world. When abusive supervision appears in the workplace, it creates numerous harmful outcomes to employee's well-being, employees' interpersonal relations and organization context. According to Tepper (2000), abusive supervision is *"subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviours, excluding physical contact."* From this point of view, abusive supervision should be disabled in the organizations. Otherwise, it can damage individual, interpersonal and organizational dynamics. Some of those abusive supervision outcomes are decreased job satisfaction (Zellars et al., 2002), increased quit to job intention (Palanski et al., 2014), organizational commitment decreases (Tepper et al., 2008), work-family conflicts (Carlson et al., 2012), psychologic and physical health problems i.e. anxiety, depression, burnout, insomnia, substance dependence (Bamberger & Bacharach, 2006a; Rafferty et al., 2010; Tepper, 2000, 2007; Zellars et al., 2002).

Job demand and resources (JD-R) model creates as a base to explain the abusive supervision's consequences. JD-R model expresses the situational aspects of job by way of job demands and resources (Demerouti et al., 2001). Job demands remark to having particular psychologic and physiologic damages of work's physical, psychological, social or organizational aspects which are shouldered by employee, such as high work pressures and work overloads, extra emotional demands and weak work settings (Bakker et al., 2004). Job resources indicate that kind of work associated defence mechanism that helps to reach work aims, decreasing negative effects of job demands which are shouldered by an employee



and its related costs, stimulating individual development, and learning (Bakker et al., 2004). Abusive supervision has negative influences on employee's psychologic, social and organizational dynamics. This negative effect causes decreases in employee's resources. So that, abusive supervision, destructive leadership style, seen as a job demand (Bakker et al., 2004; Sulea et al., 2012). If an employee is lonely at work and has problems with other employees or supervisor at work, this employee can have disappointment and show hostility against others. Such that, this situation can cause to reduce emotional resource of employee and by this way, an employee become more vulnerable (Sulea et al., 2012). In other words, leadership can be an important source of stress (Harms, Credé, Tynan, Leon, & Jeung, 2017). High quality employee-supervisor relation may reduce negative effects of job demands on resources, however, on the contrary, it is expected that abusive supervision, as a destructive leadership style, may cause an increase in the effect of job demands on an employee's resources (Bakker & Demerouti, 2007).

Parallel to explanations of JDR arguments, conservation of resources theory also shed light to the abusive supervision consequences. It is expected that, abusive supervision can increase emotional pressure on an employee (Tepper, 2007). When an employee is exposed to abuse, the employee's self-resources can be reduced (Thau & Mitchell, 2010). The employee tries to understand and manages consequences of damages (Wheeler et al., 2013). Reduction in psychological resources create ambiguity about how to protect or gain resources thus, it can be harmful for employee (Hobfoll, 2001). According to conservation of resources theory, employees try to gain new resources, maintain or keep current resources (Hobfoll, 1989). Working under high stress level causes reduced energy and increased tiredness levels (Chi & Liang, 2013). When an employee's resources are finished, then it is hard to produce new resources. In turn, the employee has difficulty to struggle with new demand and later on, the employee could face psychological distress (Tepper, 2000). As a destructive leadership style, abusive supervision increases emotional demands on employee's resources and it can inhibit to create new resources or causes to loss of current resources (Chi & Liang, 2013).

Based on these theoretical guidelines, we expect that abusive supervision is also related with emotional exhaustion. Also, emotional exhaustion refers to "*an*

*extreme form of fatigue as a consequence of prolonged and intense physical, affective, and cognitive strain caused by prolonged exposure to specific working conditions or stressor.”* (Bakker et al., 2004). Emotional exhaustion as an aspect of job burnout can be influenced by abusive supervision because of imbalance between emotional demands and resources through abuse acts of supervisor (Tepper, 2000, 2007). There is an expectation that job demands have important effects on burnout, especially on emotional exhaustion. Likewise, poor job resources causes burnout (Schaufeli, Bakker, & van Rhenen, 2009; Sulea et al., 2012). Emotional exhaustion is more usual when imbalance is occurred between employee and his/her working circumstance. Abusive supervision, as an interpersonal demand, can cause especially emotional exhaustion or other burnout dimensions (Deery, Walsh, & Guest, 2011). Because, when an employee is exposed to abusive supervision, employee’s psychological resources become reduced and it is seen as a potential threat (Harms et al., 2017). High level relation between abusive supervision and psychologic distress could causes to burnout (Tepper, 2000). The increase in an employee’s stress level through abusive supervision, can cause emotional exhaustion (Harms et al., 2017). An employee struggles with negative demands while putting distance between his/herself and the distress source (Maslach et al., 2001).

Within this frame, the positive relationship between abusive supervision and emotional exhaustion has gained empirical support from numerous studies. Wheeler et al. (2013) found positive relation with abusive supervision and emotional exhaustion. Also, Wu and Hu (2009) have found similar results to Wheeler et al. Yagil (2008) supported that positive relationship between abusive supervision and emotional exhaustion. Zhang and Liao’s (2015) meta-analytic study supported positive relationship between abusive supervision an emotional exhaustion.

**Hypothesis 1: There is positive relationship between abusive supervision and emotional exhaustion.**

## **The Relationship between Abusive Supervision Climate and Emotional Exhaustion**

People tend to observe surrounding events in the environment. If a supervisor shows destructive leadership features i.e. abuse, employees of the department might negatively influence from this circumstance. Employee observes his/her environment, department or system, even though supervisor does not abuse directly toward this observer employee, he/she can be influenced abusive behaviour of supervisor toward colleagues after observations. In this process, to explain relationship between abusive supervision climate and emotional exhaustion, deontic model of justice will be used.

Deontic model represents that justice and injustice related judgements and behaviours which are obtained from moral obligations and duty sense (Satici, Uysal, & Satici, 2014). According to deontic model of justice, when an employee witnesses to injustice, they develop negative attitudes. This circumstance motivates observers to show revengeful behaviours toward the perpetrator (Reich & Herschovis, 2015). This motivation is shown itself for not only future consequences or unity in the group, but also this motivation is shown moral or right (Cropanzano, Goldman, & Folger, 2003, 2005). In the deontic model of justice, it is important that employees should care for oneself and for other colleagues. Action can be seen fair when behaviour corresponds to moral obligation norms and creates shared benefit to oneself and other colleagues (Satici et al., 2014).

People have some predetermined value systems which are obtained from beliefs and worldview of person. These systems become standard interpretation mechanism to evaluate and classify supervisor's behaviours in the workplace as it fits with the values or behaviour is fair/unfair. Pursuant to value system employee develops negative attitudes to behaviour. Employees tend to interpret abusive supervision conflict with their value standards (Cropanzano et al., 2003). In the department there could be some employees who are exposed to abusive behaviour of supervisor and there could be some employees who are not exposed to abusive behaviour of supervisor. Those employees who are not exposed to abusive

supervision are named as observers. Deontic justice occurs when observers perceive abusive supervision climate in their department (Ogunfowora, 2013).

It is expected that, when observer employee perceives abusive behaviour of the supervisor in the department level, it can trigger negative attitudes. Since, an observer evaluates this behaviour based on his/her own fair mechanism. Deontic responses work as a defence mechanism toward undesirable action (Ogunfowora, 2013). Although an observer, third party employee, is not subject of the undesirable action, this employee tends to behave negatively because the observer has already developed relationship with the undesirable behaviour's subject and this relation is stronger when they are close (Skarlicki, Ellard, & Kelln, 1998; Turillo, Folger, Lavelle, Umphress, & Gee, 2002). In this study, when abusive behaviour of a supervisor is contradictive observer employee's value system and he/she has no power to change this circumstance, it causes a reduction in resources. Therefore, he/she can develop emotional reactions such as emotional exhaustion (Mitchell, Vogel, & Folger, 2014; Ogunfowora, 2013).

**Hypothesis 2: There is a positive relationship between abusive supervision climate and emotional exhaustion.**

### **The Moderator Role of Abusive Supervision Climate in the Relationship between Abusive Supervision and Emotional Exhaustion**

Studying abusive supervision on an individual level sometimes is not enough. Individual level abusive supervision has difficulty representing group dynamics. Starting from this, it is predicted that abusive supervision climate can fill this gap. Abusive supervision climate basically represents employees' mutual ideas about abusive supervision in their department (Priesemuth et al., 2014). Therefore, abusive supervision research can be studied at the department level (team level). When the abusive supervision is studied at the department level, deficiencies on the individual level abusive supervision relations become more observable. Theorization of abusive supervision climate is explained in the abusive supervision climate part of this study through climate-formation process and the composition model. Although, social information processing theory helps to explain abusive supervision climate, the

relationship between abusive supervision climate and emotional exhaustion is explained with social comparison theory.

Within the frame of social information processing theory, it is expected that department members may interact and share their experiences and stories about the abusive supervision (Mawritz et al., 2014; Salancik & Pfeffer, 1978). According to social information processing theory, employees work in complicated work and social environments. Therefore, the employee tries to find social cues to interpret their environments (Priesemuth et al., 2014). Social information processing theory refers that, colleagues provide significant cues about the environment or system so that, colleagues are important resources during interpreting workplace occurrences (Jiang & Gu, 2016). These social cues could be organizational norms, values and anticipations. For instance, employees can be considered deviant behaviour in this frame and such that, abusive supervision could have been used as a discipline tool in a company or not (Glomb & Liao, 2003). Social information processing theory can account for interpretation and judgement about misconduct and its emotional cost-benefit analysis while later on employees make possible interpretations about actions that based on the information they collected before (Gundlach, Douglas, & Martinko, 2003). This theory is important for the climate because, it helps to understand how information is shared and interpreted by the employees and how the information and interprets influence to actions (Shetzer, 1993). Employee can process information that is acquired from the environment and then adapt him/herself to the situation as a psychological defensive mechanism (Salancik & Pfeffer, 1978). Therefore, social information processing theory creates a base to how actions should be.

People tend to explain their environment. During the explanation process, if there is no sufficient physical cues and judgements are ambiguous, employee tends to interact with other employees in the department and thereafter interaction, employee develops constant ideas about the events that occurred in the workplace (Festinger, 1954). Such that, employees collect social cues from their environment or their social system. To collect these cues, people need to communicate with others. Employees affect each other while they are interacting about the workplace occurrences (Rousseau & Aubé, 2016). After communication, these cues become collective ideas of the group or department. Later on, with more communication and

experience, collective ideas create shared beliefs and norms. Employees of the group or department are familiarized by this process (Ehrhart, 2004; Priesemuth et al., 2014; Roberson, 2006; Salancik & Pfeffer, 1978). During this process, employee categorizes information resources based on its relation such that, employee try to find similar employees to him/herself (Salancik & Pfeffer, 1978).

When an employee is exposed to abusive supervision, he/she will look cues in the system with respect to social information process theory. According to these cues, an employee will interpret and evaluate his/her environment. The employee can consider whether he/she is only person that exposed to abusively behaviours of supervisor or are there any other employees in the same department who are exposed to abusive behaviours of same supervisor. Reactions of the employee may be different whether he/she is the only person who has been exposed to abuse in department or there are some other employees who are exposed to abuse in the same department.

Employees make comparisons when they are faced with the undesirable circumstances (Duffy et al., 2006). Employee's ideas and judgements are influenced by their social environment with respect to social comparison theory. An employee compares him/herself with other similar employees in department to interpret and clarify the situation. Since, abusive supervision climate is found in the department, the employee share same feelings with other colleagues and affiliate his/her emotion circumstance to other employees' emotion circumstance. In this situation, employee uses his/her resources more. Later on, employee show emotional reactions such as emotional exhaustion (Suls & Wheeler, 2000). More clearly, in the low and high abusive supervision climate levels, employee's point of view about undesirable actions of supervisor may be different. Lower or higher level of abusive supervision perception in the department level causes change of the employee's own interpretations and responds to abuse behaviour of department supervisor (Farh & Chen, 2014).

**Hypothesis 3: Abusive supervision climate moderates the relationship between abusive supervision and emotional exhaustion. Such that, the positive relationship between abusive supervision and emotional exhaustion is stronger when the abusive supervision climate is high rather than vice versa.**

## **CHAPTER 3**

### **METHODOLOGY**

#### **Participants and Procedures**

Data of this study was collected from 60 different departments and 267 employees. Employees that constitutes this study's sample, work in municipality, public sector and private sector. Sample collection was completed in İzmir, Turkey. English questionnaire items were translated to Turkish.

This study was used a survey to understand employee's opinions about the abusive supervision and abusive supervision climate. Questionnaires were distributed to employees. As a data collection method, snowball method is chosen. Snowball sampling is a method that find new subjects of the research based on advices of current participants. Such that, participants gives name of researcher to possible participant, when this possible participant complete the questionnaire, he/she gives researcher's name to another potential participant and so on (Baltar & Brunet, 2012). The advantage of snowball sampling method is increase response rate, especially when reference system is used and easy to reach bigger population number. By this way, people perceived this study more reliable. Also, firstly permission is received from manager of the department or workplace. Then, employees are assured that, answers of the employees will have not shared anyone else. Survey of this study was distributed to departments. When applying the survey, we chose department which had minimum three employees. Therefore, confidentiality and objectivity of measures can be maintained. To answer questions of the employees in the department, researcher waited in nearby. Total sample number is reduced to 211 from 58 departments because some of employees gave misleading and blank answers. The survey took 10-15 minutes to complete it.

## Sample Characteristics

Demographic data of this study is shown in the table 1. In this study, although male participants (120; 56.9%) are more than female (91; 43.1%) participants, amount of both gender is relatively close each other. Employees' age data is divided into for category which are 18-30, 31-40, 41-50 and 50 above. Most of the participants belong to 31-40 (85; 40.3%) year range. To understand tenure of the employees, it is not given any period and it is expected to write down number of year they have been working in the current department. Most of department member has been working in their current department from half year to five years (76; 36.1%).

**Table 1** Descriptive statistics of the demographic variables

	Categories	n	Percentage (%)
Gender	Male	120	56.9
	Female	91	43.1
Age	18 - 30	47	22.3
	31 - 40	85	40.3
	41 - 50	63	29.9
	51 >	16	7.6
Tenure (year)	0.5 < 5	76	36.1
	5.5 - 10	51	24.2
	11 - 16	35	16.5
	17 - 22	30	14.2
	23 - 29	17	8.1
	30 >	2	0.9
<i>Note:</i> n= number of observation			

## Measures

**Abusive supervision;** abusive supervision was measured with using Tepper (2000) abusive supervision scale. Tepper's (2000) abusive supervision scale preface



with “My boss...” expression. In this study, this expression is changed to “My supervisor...” This scale consists of 15-item. Sample items for abusive supervision are included: “Ridicules me”, “Tells me my thoughts or feelings are stupid”, “Gives me the silent treatment” etc. Items were responded using a 5-point Likert-type scale ranging from “1- cannot remember him/her ever using this behaviour with me,” to “5 – “He/she uses this behaviour very often with me.”

**Emotional exhaustion;** emotional exhaustion was measured with using Maslach and Jackson’s (1981) emotional exhaustion scale. This scale consists of 9-item. Sample items for emotional exhaustion are included: “I feel emotionally drained from my work.”, “I feel used up at the end of the workday.”, and” I feel fatigued when I get up in the morning and have to face another day on the job.” etc. Items were responded using a 7-point Likert-type scale ranging from “1- Never” to “7- Everyday”.

**Abusive supervision climate;** abusive supervision was measured with using Tepper (2000) abusive supervision scale. Although individual level abusive supervision preface with “My supervisor...” it kept same, but question structures is changed from “me” to “department members”. This scale consists of 15-item. Sample items for abusive supervision are included: “Ridicules with department members”, “Tells department member’ thoughts or feelings are stupid”, “Gives department members the silent treatment” etc. Items were responded using a 5-point Likert-type scale ranging from “1- cannot remember him/her ever using this behaviour,” to “5 – “He/she uses this behaviour very often.”

**Control variables;** the questionnaire of this study contains three demographic variables which are gender, age and tenure. In addition to demographic variables, total employee number that work in the same department is asked in questionnaire. Also, the questionnaire of this study uses PANAS as a control variable to measure sample’s negative emotions. But, only negative affectivity is chosen in this study. Since, prior researchers indicated that both abusive supervision and emotional exhaustion constructs were related with negative affectivity. It is expected respondents to choose age from predetermined ranges and write down tenure and total employee numbers in the department. Age and gender is used as a control variable because, these two factors are related with counterproductive work

behaviours and workplace aggressions. Also, in the literature, tenure has been shown relation with workplace deviance (van Jaarsveld, Walker, & Skarlicki, 2010).

To measure negative affectivity, Clark and Tellegen's (1998) PANAS scale is used. This scale consists of 10-item for negative affectivity. These items for negative affectivity are "1- distressed", "2- alert", "3- guilty", "4- irritable", "5- hostile", "6- determined", "7- ashamed", "8- jittery", "9- upset", "10- scared". Items were responded using a 5-point Likert-type scale ranging from "1- never feel" to "5- feel a lot of".



## RESULTS

### Data Analysis Techniques

First of all we examined the discriminant validity of our constructs. This step will ensure that our constructs are different from each other. I conducted this analysis by confirmatory factor analysis (CFA).

Confirmatory factor analysis aims to verify previously determined a structure and determine to rapport of pre-identified a factor model and dataset (Aytaç & Öngen, 2012; Erkorkmaz, Etikan, Demir, Kazım, & Sanisoğlu, 2013). Confirmatory factor analysis is useable in some circumstances. These circumstances are whether there is an enough or significant relationship between predetermined factors, which variables has relationship with which factors, whether factors suitable to explain model (Erkorkmaz et al., 2013). In the confirmatory factor analysis, there are five fit indices to evaluate proposed structural model. They are chi-square statistic ( $X^2$ ), the relative chi-square ( $X^2/df$  ratio), the comparative fit index (CFI), root-mean-square error of approximation (RMSEA), standardized root mean square residual (SRMR). Chi-square test ( $X^2$ ) helps to understand if there is an important difference between observed frequencies and expected frequencies in the different categories. Chi-square test also is a tool to evaluate overall model fit and determine size of difference among sample and fit covariance matrix (Hooper, Coughlan, & Mullen, 2008). Confirmatory Fit Index (CFI) tries to explain ratios among independent model's difference and aimed model's differences. If values are higher than .90, then they are taken as acceptable fit indicator (Hoyle, 2000). The root-mean-square error of approximation (RMSEA) indicates the degree of distinction among the observed and expected covariance matrix per degree of freedom. RMSEA tries to barrier sample size related problems by way of analysing difference among expected model and population's covariance matrix. Standardized root mean square residual (SRMR) shows differences among sample covariance matrix's residuals and hypothesised covariance model (Hooper et al., 2008).

In this study hierarchical linear regression analysis is used. Hierarchal linear regression is useful when analysis requires multi-level analysis. This analysis helps

to estimate change predictability. With hierarchical linear regression analysis, next or other predictors enters after the firstly entered predictors. More clearly, hierarchical linear regression analysis helps to study, influence of following enrolled predictors or variables in the analysis of previous enrolled predictors or variables. Hierarchical linear regression analysis could be proper tool when dependent variable's variance analysis is described to correlation among independent variables (Gelman & Hill, 2007). It is important for the hierarchical linear regression model that each independent variable how contributes to equalization in the equation point.

In the hierarchical linear regression analysis, final model can be chosen with how  $R^2$  changes when each variable is added. Generally in the first step, demographic variables use. In the first step of the model, added variables reflect to variables which are wanted to control of effect such as demographic variables, negative affectivity. In each block, it continues with adding one or more than one variable and then,  $R^2$  changes take into account. Each variable that added later helps to understand how made changes in the model.

### **Basic Descriptive Statistics**

Basic descriptive statistics (mean and standard deviation) and correlations are shown in the Table 2. When the results are examined, positive and negative correlations are found among variables. From this point of view, positive and strong correlation between age and tenure is found ( $r(211) = .73, p < .01$ ). Positive and strong correlation is found between negative affectivity and emotional exhaustion as well ( $r(211) = .62, p < .01$ ). Although, between negative affectivity and abusive supervision ( $r(211) = .37, p < .01$ ), emotional exhaustion and abusive supervision ( $r(211) = .28, p < .01$ ), negative affectivity and abusive supervision climate ( $r(211) = .32, p < .01$ ), emotional exhaustion and abusive supervision climate ( $r(211) = .33, p < .01$ ), department size and age ( $r(211) = .16, p < .05$ ) has positive correlation but degree of correlation is weak. On the other hand, negative and weak correlation between negative affectivity and age ( $r(211) = -.16, p < .05$ ), negative affectivity and tenure ( $r(211) = -.15, p < .05$ ), abusive supervision climate and department size

( $r(211) = -.18, p < .05$ ), abusive supervision and department is found ( $r(211) = -.22, p < .01$ ).



**Table 2** Zero-order correlations and descriptive statistics

Variable	Age	Gender	Tenure	DeptSize	AS	ASC	NAF	EE
1. Age								
2. Gender	0.01							
3. Tenure	0.73**	-0.10						
4. DeptSize	0.16*	-0.01	0.13					
5. AS	0.04	-0.01	0.04	-0.22**	(0.88)			
6. ASC	0.06	-0.11	0.06	-0.18*	-0.79**	(0.91)		
7. NAF	-0.16*	-0.06	-0.15*	-0.11	0.37**	0.32**	(0.84)	
8. EE	-0.09	0.05	-0.04	-0.00	0.28**	0.33**	0.62**	(0.84)
<i>M</i>	2.23	1.43	10.55	14.81	1.70	1.87	1.97	3.51
<i>SD</i>	0.88	0.49	7.37	13.42	0.62	0.58	0.65	1.36

*Note 1.* Level 1  $n = 211$ , Level 2  $n=58$ . DeptSize = Department size; AS = Abusive supervision; ASC = Abusive supervision climate; NAF = Negative affectivity; EE = emotional Exhaustion.

*Note 2.* Scores shown in parenthesis are inter-item consistency of the latent constructs

*Note 3.* Abusive supervision climate scores are de-aggregated to Level 1.

\* $p \leq .05$ . \*\*  $p \leq .01$ .

### **Confirmatory Factor Analysis (CFA)**

I first conducted CFA analysis (maximum likelihood) by AMOS and find out that the fit indices are not acceptable, as depicted at Table 3. This is a two-factor model, including abusive supervision (AS) and emotional exhaustion (EE).

Since the CFA fit scores are far below the acceptable limits, we examine in detail about the factor structures of two variables. When we conducted EFA, we found out that there are four problematic items which has low or cross loading to another factor. Therefore, based on EFA and CFA, we decreased emotional exhaustion to 5 items, and decreased AS to 10 items. Based on these items, the fits indices of CFA were within the acceptable ranges.

Confirmatory factor analysis results are shown in the Table 4. When confirmatory factor analysis's two-factor model results are viewed,  $X^2/df$  ratio is 2.439. If  $X^2/df$  ratio is under 3, it means that this ratios result is acceptable (Aytaç & Öngen, 2012). Comparative factor index (CFI) result is 0.902. This value shows acceptable fit indicator. According to two-factor model's results, RMSEA value is 0.083 and it shows to middle level acceptance fit indicator.

When one-factor model's results are viewed,  $X^2/df$  ratio is 6.201, CFI is 0.620 and RMSEA is 0.157. According to these results, one-factor model is not acceptable level. Consequently, when the confirmatory factor analysis's results are compared through one-factor model and two-factor model, it is seen that two-factor model is more acceptable namely, there is an acceptable level fit between abusive supervision climate and emotional exhaustion.

**Table 3** Preliminary results for confirmatory factor analysis

Model	$X^2$	$df$	$\frac{X^2}{df}$	CFI	RMSEA	SRMR
2- factor model (Emotional exhaustion and abusive supervision climate)	902.270	251.000	3,59	0.771	0.111	0.101

*Note.*  $n = 211$ . All alternative models were compared to a hypothesized 2-factor model.  $df$  = degree of freedom; CFI = comparative fit index; RMSEA = root-mean-square error of approximation; SRMR = standardized root mean square residual

**Table 4** Results of confirmatory factor analysis

Model	$X^2$	$df$	$\frac{X^2}{df}$	CFI	RMSEA	SRMR
2- factor model (Emotional exhaustion and abusive supervision climate)	217.085	89.000	2.439**	0.902**	0.083**	0.070
1- factor model (Emotional exhaustion, abusive supervision and abusive supervision climate)	558.157	90.000	6.201	0.642	0.157	0.138

*Note.*  $n = 211$ . All alternative models were compared to a hypothesized 2-factor model.  $df$  = degree of freedom; CFI = comparative fit index; RMSEA = root-mean-square error of approximation; SRMR = standardized root mean square residual



## **Hypothesis Testing**

In the Table 5, hierarchical linear regression analysis results are shown. To explain emotional exhaustion, three models are used. In the first step of the Table 4, control variables are shown. Age has significant relation with emotional exhaustion ( $\beta = -.125$ ,  $p < 0.05$ ). In the literature, this situation is supported (Brewer & Shapard, 2004).

In the first model, because of abusive supervision is meaningfulness, abusive supervision has no effect on emotional exhaustion. In the second model, addition to first model, the effect of abusive supervision climate on emotional exhaustion is studied. As a result of second model, abusive supervision climate variable meaningful result showed. With respect to this situation, it could be said that abusive supervision has positive and significant effect on emotional exhaustion. Also, in the model three, it has been tried to explain interactions of abusive supervision and abusive supervision climate variables' effect on emotional exhaustion. As a third model's result, interaction effects of abusive supervision and abusive supervision climate on emotional exhaustion is not supported.

**Table 5** Hierarchical linear regression analysis results

Variables	Model 1			Model 2			Model 3		
	Value	S.E	P Value	Value	S.E	P Value	Value	S.E	P Value
Step 1									
(Intercept)	3.487	0.099	0.000	3.448	0.099	0.000	3.442	0.010	0.000
Age	-0.125	0.125	0.323	-0.148	0.125	0.237	-0.160	0.126	0.203
Tenure	0.020	0.015	0.177	0.019	0.015	0.196	0.019	0.015	0.206
DeptSize	0.007	0.006	0.228	0.010	0.006	0.090	0.010	0.006	0.086
GenRMale	0.059	0.152	0.697	0.104	0.152	0.495	0.117	0.153	0.445
NAF	1.312	0.121	0.000	1.227	0.125	0.000	1.207	0.127	0.000
Step 2									
AS	0.082	0.231	0.722	0.121	0.223	0.598	0.077	0.235	0.742
ASC				0.313	0.137	0.023*	0.323	0.137	0.020*
Step3									
AS X ASC							0.427	0.426	0.366
Pseudo R <sup>2</sup>	0.3735			0.3748			0.3738		
F <sub>prob</sub>	0.000			0.000			0.000		

*Note1.* Level 1  $n = 211$ ., Level 2  $n=58$ , GenRmale = gender, NAF = Negative affectivity DeptSize = Department size; AS = Abusive supervision; ASC = Abusive supervision climate  
 $p^* \leq .05$ .  $p^{**} \leq .01$ .

*Note2.* At Model 1 and Model 2, AS and ASC were grand centred, but at Model 3 AS is group centred. Abusive supervision climate scores were aggregated to Level 2 before the analysis.

## DISCUSSION

For the last 20 years, abusive supervision and its related topics takes an important place in the leadership literature. As a destructive leadership style, abusive supervision, damages productivity, employee well-being and out-of-work circumstances of employee. Abusive supervision is correlated with different topics in the past. Although, one of the topics is emotional exhaustion, there was a gap to study abusive supervision in group-level. Therefore, the aim of this study was to fill this gap through examining the relationship between abusive supervision climate and emotional exhaustion. Another aim of this study was to show moderator effect of abusive supervision in the relationship between abusive supervision and emotional exhaustion. In this context, the first claim of this study was that there is a positive relationship between abusive supervision and emotional exhaustion. After tested this relation, it has not been supported. Also, this study claimed, abusive supervision climate moderates the relationship between abusive supervision and emotional exhaustion. After tested this claim, results have not supported this hypothesis as well. Another claim of this study was there was a positive relationship between abusive supervision climate and emotional exhaustion. This relation is supported in this study.

The relationship between abusive supervision and emotional exhaustion is studied in the literature. Most of these studies support positive relationship between abusive supervision and emotional exhaustion (Wheeler et al., 2013; Wu, Hu, & Yang, 2013; Yagil, 2008; Zhang & Liao, 2015). Any study is found concerning contrary situation in the literature. There could be some reasons why. Such that, social desirability bias. People try to put him/herself in the best position. Employees generally do not prefer actual answers for especially sensitive topics to avoid managerial reactions. Instead, employees can mark what is socially acceptable and answer questions how favourably seen by others (Fisher, 1993). Abusive supervision can cause social desirability bias. Because, employees may avoid criticising their supervisor even supervisor behaves undesirably. Social desirability bias causes to common method bias (Kock, 2015). Also, common method bias is seen another situation. Such that, in this study, abusive supervision and emotional exhaustion

items is not differentiated. Although, to disappear common method bias, necessary procedures are followed but common method bias is not removed.

Although, there were studies about the consequences of abusive supervision climate. There was a rare study which looked relationship between abusive supervision climate and emotional exhaustion. In this study, it is claimed that there is a positive relationship between abusive supervision climate and emotional exhaustion. When hypothesis is tested, positive relationship between abusive supervision climate and emotional exhaustion is supported. This finding is parallel with literature (Daniels, 2015). From this point of view, although the employee is not exposed to supervisor's abusive behaviour, the employee shows an emotionally exhaustion reaction. There could be some reasons of this situation. Such that, employee may think that the next time he/she can be subject of abusive behaviour of a supervisor. Also, if an employee developed a strong friendship relationship with other department members, then when others are exposed to abusive behaviour of supervisor, he/she can negatively influence from this situation.

In the third stage of this study, moderator role of abusive supervision climate in the relationship between abusive supervision and emotional exhaustion is controlled. According to analysis result, moderator role of abusive supervision climate in the relationship between abusive supervision and emotional exhaustion is not supported. This relation has not been studied in the management literature already. This point helps to differentiate this study from rest of studies in the literature. What we expect from this claim is, when an employee is exposed to abusive behaviour of supervisor if there is an abusive supervision climate in the department, then this employee emotionally exhausted. But, analysis results did not support this claim and we did not find moderator effect. Common method bias or common method variance could be reason of this situation. This bias occurs when questionnaires are applied and collected same time and from same person. If questionnaire comprise of similar items, data are collected from the same person and same time, common method bias generally seen. In our situation, this study is cross-sectional. We applied a questionnaire and collected. Also, similarly to first hypothesis's reason, there could be social desirability bias which constitutes common method bias (Conway & Lance, 2010; Kock, 2015).

The main contribution of this study of literature is group-level abusive supervision within the context of stress. In this way, besides control individual-level abusive supervision effects on employee, we can control how an employee influences when abusive behaviour of a supervisor is applied to department. Since, it is expected that the employee should have showed different reactions when undesirable behaviour is applied to only him/herself and to the department. Although, our first and second hypothesis are not supported, we supported the third hypothesis which is claimed that there is a positive relationship between abusive supervision climate and emotional exhaustion. In the frame of this study, when an employee is exposed to abusive supervision, he/she does not emotionally exhaust. But when supervisor behave abusively to department, the employee emotionally exhausts. In the light of our findings, even employee is not directly the subject of supervisor's abusive behaviour, the employee can be influenced by the supervisor's abusive behaviour to the department. Also, abusive supervision climate does not moderate the relationship between abusive supervision and employee's emotional exhaustion.

### **Practical Implications**

Abusive supervision's numerous negative outcome is studied in the literature already. In addition to these outcomes, this study finds positive relationship between abusive supervision climate and emotional exhaustion. In this frame, companies should create preventive mechanism. Since, when an employee perceives abusive behaviour in the department, his/her stress level may increase and his/her well-being may decrease. In this situation, companies cannot obtain expected productivity from employee. Companies should avoid to supervisor related toxic climate formations because it damages to employee. Therefore, it is hard to reach predetermined targets with damaged employee. Turnover intentions become higher with emotionally exhausted employees and turnover intention creates tangible costs on organization side.

## **Limitations and Suggestions for Future Research**

This study contains cross-sectional study. By this way, participant's views are appealed only once. Therefore, it can disable to reach expected results from the relationship between abusive supervision and emotional exhaustion. Longitudinal study can solve this problem and increase to effectiveness of study. This study's sample is collected from employees. If this study used multi-level sources, some disadvantages can be disappeared. By this way, climate related issues can solve. Future researcher should try to decrease common method bias through giving more importance to data collection. The relationship between abusive supervision and emotional exhaustion can be examined through adapting another variable.

Divergent validity of the variables is also another limitation of this study. Even though we used full list of items, our constructs didn't separate from each other smoothly. We had to exclude some items to create divergent constructs. We could claim that there are other studies which utilizes some items of the constructs, so our practice is not uncommon. However, we should note that a replication of the study with full set of items will be beneficial.

## **CONCLUSION**

In this study, the relationship between abusive supervision and emotional exhaustion, the relationship between abusive supervision climate and emotional exhaustion and lastly the moderator effect of abusive supervision climate in the relationship between abusive supervision and emotional exhaustion is studied. Within the frame of this study's results, the positive relationship between abusive supervision and emotional exhaustion is not found. Also, moderator effect of abusive supervision climate in the relationship between abusive supervision and emotional exhaustion is not found. Only, the positive relationship between abusive supervision climate and emotional exhaustion is found.

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# APPENDIX

## ÇALIŞAN ANKETİ

Değerli Çalışan,

Ben İlkhan UĞUR. Dokuz Eylül Üniversitesi, Sosyal Bilimler Enstitüsünde İşletme Yönetimi Tezli Yüksek Lisans Programı öğrencisiyim ve Yüksek Lisans tezimi yönetici-çalışan davranışları üzerine yazıyorum. Sizler de bir çalışan olduğunuz için sizi bu araştırmaya katılmaya davet ediyorum.

Bu anketi doldurmak yaklaşık 10 dakikanızı alacaktır. Anket, kişilere herhangi bir rahatsızlık vermeyecek şekilde tasarlanmıştır. Ankette isminiz bulunmayacaktır ve vermiş olduğunuz tüm bilgiler anonim kalacaktır. Doldurmuş olduğunuz anketler sadece öğrenci-danışman arasında ve bilimsel yayın kapsamında değerlendirilecektir. Cevaplarınız kesinlikle üçüncü kişilerle paylaşılmayacaktır.

Araştırmama katılım tamamıyla gönüllük esastır ve araştırmayı istediğiniz zaman yarıda bırakabilirsiniz.

Eğer çalışmamda bana yardımcı olmak isterseniz, lütfen tüm soruları içtenlikle ve eksiksiz doldurmanızı rica ederim.

Eğitim sürecimin bu aşamasıyla ilgili bana ayırmış olduğunuz zaman için teşekkürlerimi sunuyorum.

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Yönetim ve Organizasyon Anabilim Dalı

Not: Bu araştırmanın uygulanması sürecinde sizinle olan iletişimden ya da araştırmanın içeriğinden rahatsızlık duyarsanız tez danışmanı ile lütfen irtibata geçiniz.

**KISIM 1:** Lütfen aşağıdaki cümlelere ne kadar katıldığınızı size verilen ölçeği kullanarak belirtiniz. Lütfen size uygun seçeneği (X) şeklinde işaretleyin. Aşağıdaki ifadelerde geçen “YÖNETİCİ” sözcüğü sizin doğrudan bağlı bulunduğunuz ilk yöneticiyi ifade etmektedir.

1	2	3	4	5				
Bu davranışta bulunduğunu hiç hatırlamıyorum	Çok nadiren bu davranışta bulunur	Ara sıra bu davranışta bulunur	Sıklıkla bu davranışta bulunur	Çok sıklıkla bu davranışta bulunur				
Benim yöneticim...								
1- ...benimle alay eder.			1	2	3	4	5	
2- ...düşünce veya hislerimin saçma olduğunu ifade eder.			1	2	3	4	5	
3- ...benim söylediklerimi duymamazlıktan gelir.			1	2	3	4	5	
4- ...beni başkalarının önünde eleştirir.			1	2	3	4	5	
5- ...mahremiyetimi ihlal eder.			1	2	3	4	5	
6- ...bana geçmiş hatalarımı ve başarısızlıklarımı hatırlatır.			1	2	3	4	5	
7- ...çok fazla çaba gerektiren (önemli) işlerde bana güvenmez.			1	2	3	4	5	
8- ...kendisi mahcup duruma düşmemek için beni suçlu gösterir.			1	2	3	4	5	
9- ...bana verdiği sözleri tutmaz.			1	2	3	4	5	
10- ...başka bir şeye kızdığı anda öfkesini benden çıkarır.			1	2	3	4	5	
11- ...benim hakkımda başkalarına olumsuz yorumlarda bulunur.			1	2	3	4	5	
12- ...bana karşı kabadır.			1	2	3	4	5	
13- ...benim iş arkadaşlarım ile etkileşime geçmeme izin vermez.			1	2	3	4	5	
14- ...bana beceriksiz olduğumu söyler.			1	2	3	4	5	
15- ...bana yalan söyler.			1	2	3	4	5	

**KISIM 2:** Lütfen aşağıdaki cümlelere ne kadar katıldığınızı size verilen ölçeği kullanarak belirtiniz. Lütfen size uygun seçeneği (X) şeklinde işaretleyin.

1	2	3	4	5	6	7
Hiçbir zaman	Yılda birkaç kez veya daha az	Ayda birkaç kez veya daha az	Ayda birkaç kez	Haftada bir kez	Haftada birkaç kez	Her gün
1. Kendimi işimden duygusal olarak uzaklaşmış hissediyorum.						
2. İş günüm sonunda kendimi bitkin hissediyorum.						
3. Sabah kalkıp yeni bir iş günü ile karşılaşmak zorunda kaldığımda kendimi yorgun hissediyorum.						
4. Bütün gün insanlarla çalışmak benim için gerçekten bir gerginliktir.						
5. Cinsiyetiniz kadın ise 6'yı, erkek ise 7'yi işaretleyiniz.						
6. İşimin beni tükettiğini hissediyorum.						
7. İşimin beni hayal kırıklığına uğrattığını düşünüyorum.						
8. İşimde gücümün üstünde çalıştığımı hissediyorum.						
9. Doğrudan insanlarla çalışmak bende çok fazla stres yaratıyor.						
10. Kendimi çok çaresiz hissediyorum.						

**KISIM 3:** Aşağıdaki ifadelerde geçen **“DEPARTMAN ÇALIŞANLARI”** sözcüğü **sizinle aynı yöneticiye sahip ve sizinle aynı departmanda/bölümde çalışan kişileri ifade etmektedir.** Lütfen her bir maddede tanımlanan davranışın, yöneticiniz tarafından ne ölçüde sergilediğini düşününüz ve size uygun seçeneği (X) şeklinde işaretleyiniz.

1	2	3	4	5
Bu davranışta bulunduğunu hiç hatırlamıyorum	Çok nadiren bu davranışta bulunur	Ara sıra bu davranışta bulunur	Sıklıkla bu davranışta bulunur	Çok sıklıkla bu davranışta bulunur
Benim yöneticim....				
1-...departman çalışanları ile alay eder.				
2-... departman çalışanlarının düşünce veya hislerinin saçma olduğunu ifade eder.				

3-...departman çalışanlarının söylediklerini duymamazlıktan gelir.	1	2	3	4	5
4-... departman çalışanlarını başkalarının önünde eleştirir.	1	2	3	4	5
5-... departman çalışanlarının mahremiyetini ihlal eder.	1	2	3	4	5
6-... departman çalışanlarının geçmiş hatalarını ve başarısızlıklarını hatırlatır.	1	2	3	4	5
7- ...çok fazla çaba gerektiren (önemli) işlerde departman çalışanlarına güvenmez.	1	2	3	4	5
8- ...kendisi mahcup duruma düşmemek için departman çalışanlarını suçlu gösterir.	1	2	3	4	5
9-... departman çalışanlarına verdiği sözleri tutmaz.	1	2	3	4	5
10-...başka bir şeye kızdığında öfkesini departman çalışanlarından çıkarır.	1	2	3	4	5
11-... departman çalışanlarının hakkında başkalarına olumsuz yorumlarda bulunur.	1	2	3	4	5
12-... departman çalışanlarına karşı kabadır.	1	2	3	4	5
13-... departman çalışanlarının birbiri ile etkileşime geçmesine izin vermez.	1	2	3	4	5
14-... departman çalışanlarına beceriksiz olduklarını söyler.	1	2	3	4	5
15-... departman çalışanlarına yalan söyler.	1	2	3	4	5

**KISIM 4: SON BİRKAÇ HAFTANIZI** düşündüğünüzde aşağıdaki duyguları ne ölçüde hissettiğinizi size verilen ölçeği kullanarak belirtiniz. Lütfen size uygun seçeneği (X) şeklinde işaretleyin.

1 Hiç Hissetmiyorum	2 Az Hissediyorum	3 Orta Düzeyde Hissediyorum	4 Oldukça hissediyorum	5 Çok Hissediyorum	
Sıkıntılı	1	2	3	4	5
2. Üzgün	1	2	3	4	5
3. Suçlu	1	2	3	4	5
4. Ürkek	1	2	3	4	5
5. Düşmanca	1	2	3	4	5

6. Öfkelenmeye hazır	1	2	3	4	5
7. Utanmış	1	2	3	4	5
8. Gergin	1	2	3	4	5
9. Sinirli	1	2	3	4	5
10. Korkmuş	1	2	3	4	5

**KISIM 5:** Bu kısımda sizinle ilgili bazı bilgileri öğrenmek istiyoruz. Lütfen aşağıdaki sorularda size uygun seçeneği (X) şeklinde işaretleyin.

1. Yaşınız: ( ) 18-30, ( ) 31-40, ( ) 41-50, ( ) 51 ve üstü
2. Çalıştığınız kurumdaki kıdeminiz: \_\_\_\_\_ yıl
3. Çalıştığınız departmandaki kişi sayısı: \_\_\_\_\_ kişi

**ANKETİMİZ SONA ERMİŞTİR.**  
**KATILIMINIZ İÇİN TEKRAR TEŞEKKÜR EDERİZ.**