



Volume and Issues Obtainable at the Department of Tourism and Hospitality Management-
The Islamia University of Bahawalpur, Bahawalpur, Pakistan 63100.

Journal of Tourism, Hospitality, and Services Industries Research

ISSN: 2958-5570 ; ISSN (E): 2958-5589

Volume 4, No.1, June 2024

Journal homepage: <https://journals.iub.edu.pk/index.php/jthsir>

DOI: 10.52461/jths.v4i01.3009

The Effect of Abusive Supervision on Work-Family Dispute: Mediation Function of Psychological Trauma and the Moderating Role of Family Support

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ARTICLE DETAILS ABSTRACT

History

Received: May, 2024

Online: June, 2024

Keywords

Abusive Supervision, Psychological Distress, Work-family Conflict and Family Support

In this study, we have investigated the association of conflict between work-family and abusive supervision by moderating the function of support from families and utilizing psychological distress as a mediator. We have used the spillover theory to establish the associations between the variables. Data was acquired from Pakistan's health sector and analyzed using multiple regression to test the premise of this study. This study indicated that abusive supervision has a positive association with work-family conflict, whereas psychological distress serves as a moderator between abusive supervision and work-family conflict. This study showed that supervisors' unpleasant behaviors might contribute to poor job outcomes and greater mental stress. The study's findings focused on developing knowledge about the factors of negative supervisory behavior and workplace-family disputes.



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Introduction

Work family conflict (WFC) is considered most important factor which can harm mental and physical health of employees. It has great importance for working individuals, as mostly employed individuals have to perform official as well as domestic responsibilities in their routine life.

Research shows that employees face many hurdles in maintaining the stability between work and family life (Dodanwala, San Santoso & Shrestha, 2022) due to globalization and rapid change in norms of society such as technology change, female employment and long working hours. WFC model has been under discussion for few decades, the origination of WFC model is role theory, initially derived by (Merton, 1957) and role strain assumptions by (Goode, 1960). Later on, many scholars studied and defined WFC inventory such as Bakker, Lieke, Prins and van der Heijden (2011) WFC is an individual's behavior and functioning in a particular domain which is quantitatively and qualitatively influenced by resources and demands from any other domain.

WFC has studied with variety of variables such as organizational support (Karoso, Riinawati, Ilham, Rais, Latifa, 2022), recovery experience (Molino, Cortese, Bakker & Ghislieri, 2015), institutional patronage (Wu, Wang & Huang, 2016), gender and organizational support (Ibrahim and Al Marri, 2015), social policies and family stress (Notten, Grunow & Verbakel, 2016), family conflict and depression (Fujimoto et al., 2014). Though abusive supervision has been established as a predictor of WFC (Harvey, Stoner, Hochwarter, & Kacmar, 2007) but certain gaps in extant literature still need further explanation, for example the mechanism through which abusive supervision affects WFC has not been tested through psychological distress. Tepper (2007) and Wu and Hu (2009) support this argument that abusive supervision leads to psychological distress but its further link with WFC is not well documented (DePasquale, et al., 2016). In addition some recent calls in literature e.g. Pattusamy and Jaccob (2016) has high lightened the need to study family support as a buffer in case abusive supervision affects WFC therefore this study addresses the gap and will examine the buffering effect of family support. According to the review of literature and best of my knowledge studying this gap will be the greatest contribution in body of knowledge and have a clear pathway to eliminate the antecedents of WFC. The primary goal of this research is to evaluate the characteristics of WFC and abusive supervision as an indicator of WFC using the process of emotional distress and the protective impact of family assistance. For theorizing this model and reviewing the literature, our paper has followed, the literature review writing style outlined in the previous related research (Anser et al., 2020; Gulzar, Ahmad, Hassan, & Rasheed, 2022; Hong, Rasheed, Sigala, & Ahmad, 2024; Kanwal, Rasheed, Pitafi, Pitafi, & Ren, 2020; Khalid, Weng, Luqman, Rasheed, & Hina, 2021b; Luqman, Masood, Weng, Ali, & Rasheed, 2020; Masood, Feng, Rasheed, Ali, & Gong, 2021; Moin, Omar, Ali, Rasheed, & Abdelmotaleb, 2024; Murtza & Rasheed, 2023; Naeem, Weng, Hameed, & Rasheed, 2020; Rasheed & Pitafi, 2024; Rasheed, Saleem, Altaf, Leong, & Okumus, 2024).

Literature Review

Abusive supervision

Behavior of supervisor predicts the performance of employees and overall organizational productivity. "Subordinates' opinions regarding the degree of how supervisors indulge in the persistent expression of antagonistic both verbal and nonverbal behaviours, excluding bodily interaction," was how abusive supervision was first defined. (Khan, Moin, Zhu, Lahlouh, 2023). Abusive supervision is a psychological or emotional mistreatment of employees through negative behavior such as using derogatory language, ridiculing in the gathering, intimidation tactics and detain important information. Abusive supervision is a nonphysical aggression of supervisor

towards subordinates which has become a reality of organizations (Carlson, Ferguson, Hunter & Whitten, 2012).

Researchers from different fields identify numbers of behavioral and attitudinal consequences of abusive supervision. Abusive supervision has detrimental consequences for organizations which decrease effectiveness, increases turnover and absenteeism (Kim, Lee & Yun, 2016). Abusive supervision is a predictor of negative attitude at workplace, poor performance and negative psychological outcomes (Lee, Yun & Srivastava, 2013). Zhang and Liao (2015) abusive supervision has positive relationship with turnover whereas negative relationship with organizational commitment, organizational identification and job satisfaction. Abusive supervision is an antecedent of poorer psychological health, distress, anxiety and depression which decrease commitment and satisfaction of employees.

Relationship of Abusive Supervision and Psychological Distress

In worldwide now, psychological anguish and mental disorders are serious concerns that negatively impact people's ability to carry out their daily tasks and obligations. Psychological distress was defined by different scholars such as it is a set of emotional, behavioral, psychological and cognitive symptoms which reflects multiple disorders such as motor agitation, nervousness, depressed mood, worthless guilt and fatigue (Kessler et al., 2002). Facey, Tallentire, Selzer and Rotstein (2015) explained psychological distress as an umbrella term which consists of depression, stress, anxiety, burnout and other mind related health problems. Ridner (2004) explained five characteristics of psychological distress including a shift in mental state, expressing pain, feeling unable to manage, hurt, and distress. Psychological distress has detrimental effect on the performance of both work and domestic life of individuals.

Literature shows several antecedents of psychological distress such as workload, work pace, work shift, role ambiguity, role conflict, co-worker, supervisor, subordinate, management style, maltreatment, unemployment (Shin, Hassamal & Groves, 2015; Tuncay & Yildirim, 2015; Facey et al., 2015). This study explores abusive supervision as an ancestor of psychological distress. Abusive supervision is an unfair deviance which can harm the relationship among supervisor and subordinates which can be turn into psychological distress (Liu, Zhang, Liao, Hao & Mao, 2016). Bernardo, Daganzo and Ocampo (2016) abusive supervision have negatively impacts on psychological well-being of employees which leads them towards anxiety and psychological distress. Abusive supervision can be resulted as psychological distress, emotional exhaustion, resistance, anxiety, turnover and aggression among employees (Martinko, Harvey, Brees, & Mackey, 2013). Although abusive supervision may not cause physical harm to workers, it might cause psychological harm that makes them feel uncomfortable and unsatisfied (Lin, Wang & Chen, 2013). Permanent abusive behavior of supervisor is a cause of stress, depression, anxiety which predict poor mental health of employees and psychological distress. Abusive behavior of supervisor shows insecure relationship of supervisor with employees which leads employees towards psychological distress and poorer performance. In the light of theory of spillover (Cooper, 1983), spillover of mistreatment or abusive supervision leads employees towards mental anguish. H1: Psychological anguish significantly improves under abusive monitoring.

Relationship of Abusive Supervision and WFC

WFC has a negative effect on output for both individuals and organizations. Ineffective parenting is caused by external work domains, and within work domains, it results in a decline in job

performance, job discontent, and organisational promise. These unfavorable results highlight how crucial work-family conflict is. WFC, according to Michel, Mitchelson, Pichler, and Cullen (2010), is the result of allocating too many resources to one area of a job, like work, at the expense of other areas, like family.

WFC occurs when requirements of work-related responsibilities interfere with requirements of family related responsibilities. When employees and their partners experience work-family conflict they cannot contribute effectively in their family related responsibilities which increases stress and emotions of dissatisfaction and ultimately performance in both domains' decreases. Researchers studied WFC with variety of variables such as work load, depression, work demands, organizational support, person's job, job satisfaction (Stoiko, Strough & Turiano, 2016; Fujimoto et al., 2014; Karatepe & Karadas, 2016; Ibrahim & Al Marri, 2015). Employees from health industry often face high workload due to irregular and long working hours. Mansour and Tremblay (2016) employees from health sector face high workload which isa cause of loss of resources and ultimately they fail to meet the responsibilities of work and family domains. Spillover theory explains the process through which behaviors, feelings and attitudes of individual spillover from one domain to another domain.

When abused employees return to home they displace their tension and aggression through undermining behavior with their partner or other family members which is a cause of WFC. Westman (2001) abusive supervision is a positive predictor of work related stress which can be transferred from work domain to family domain. When employees return to home with stress and uneasy state of mind, they unable to take part in family activities and responsibilities in returns WFC occurs. Abusive supervisor puts down their subordinates which in returns subordinates motivate to put down their family members can result in tension between job and family. According to Carlson et al. (2012), abusive supervision has significant positive relationship with WFC. Abused employees may also invest extra time and energy at workplace to avoid from hostile behavior of supervisor which depletes time and resources to perform family related responsibilities and a major cause of WFC. Previous research and theory suggest that abusive supervision positively impacts the WFC.

H2: Abusive supervision improves WFC significantly.

Relationship of Psychological Distress and WFC

Psychological distress is viewed by way of a major problem which harms professional and family lives of individuals. Researcher studied psychological distress with number of variables such as insecure relationship style (Leung, Moore, Karnilowicz & Lung, 2011) emotional exhaustion and abusive supervision (Wu & Hu, 2009) maltreatment (Shin et al., 2015) intimate partner violence (Antai & Anthony, 2014). Psychologically distressed couples report high in counseling and mediation services from psychiatrist as compare to normal couples which show that psychological distress has negative impact on work family conflict (Petch, Murray, Bickerdike & Lewis, 2014). Michel, Kotrba, Mitchelson, Clark and Baltes (2011) psychological distress has positive association with WFC.

There are two determinants which link psychological distress with WFC first is mutual understanding between couple by which they provide support and help to each other whereas psychologically distressed employees have lower level of mutual understanding with their spouse, they do not seek support from their partner which leads them towards adverse situation (Gulzar et

al., 2022). Second is hostile or unfriendly couple interaction, mostly psychological distress employees' show hostile attitude to his or her partner which is predictor of WFC. According to theory of spillover distressed individuals try to displace their distress and aggression on their family members which leads toward WFC. On the other hand, conservation of resources (Hobfoll, 1989) theory explain that psychological resources are used to alleviate negative effects of psychological distress and when psychological resources deplete distress converts into harmful impacts on family. The scarcity of resources and spillover of distress lead individuals towards WFC.

H3: Psychological distress has a very favorable effect on WFC.

Intermediating Part of Psychological Distress

Abusive supervision is an unfair deviance which can harm the relationship among supervisor and subordinates and leaves significant impact on professional and domestic lives of employees. Abusive control has an impact on workers at work place setting as well as non-workplace setting (Martinko et al., 2011). This study investigates the mechanism through which abusive supervision associates with WFC. Abusive supervision encourages employees to displace their negative emotions on family members which can be a cause of WFC (Wu, Kwong Kwan, Liu & Resick, 2012). Carlson et al., (2012) studied the path through which abusive supervision leaves impact on WFC with mediating role of burnout and emotional labor. Restubog, Scott and Zagenczyk (2011) abusive supervision has positive association with psychological distress of employees and employees possibly displace their hostile behavior through engaging in undermining behavior with spouse. Undermining behavior with spouse for alleviating work related stress is a strong predictor of WFC.

Literature shows that abusive supervision is a positive predictor of psychological distress among employees in return employees think that they can improve mood and alleviate the feelings of frustration by displacing aggression. Employees have a scarce amount of time, energy and resources and when they encounter with any kind of mistreatment or abusive behavior of supervisor they use their resources and eventually there comes a stage where resources deplete and situation converts into psychological distress which is harmful for both work and family responsibilities. On the other hand, abused employees found themselves psychologically distressed and according to the spillover theory they displace the feelings of distress on their spouse or other family members through undermining them. It is possible to hypothesize that psychological distress acts as a mediator in the relationship between abusive supervision and WFC in accordance with the research and arguments.

H4: A mediator in the link among abusive supervision and WFC is psychologically distressed.

Moderating Part of Family support

Family support is very important in individual's development and growth throughout professional career which leaves positive impact on mental health of employees. Family support was defined as "workers who believe they have adequate time to complete tasks at their homes might consider themselves more competent, which lessens the risk of running out of work resources.

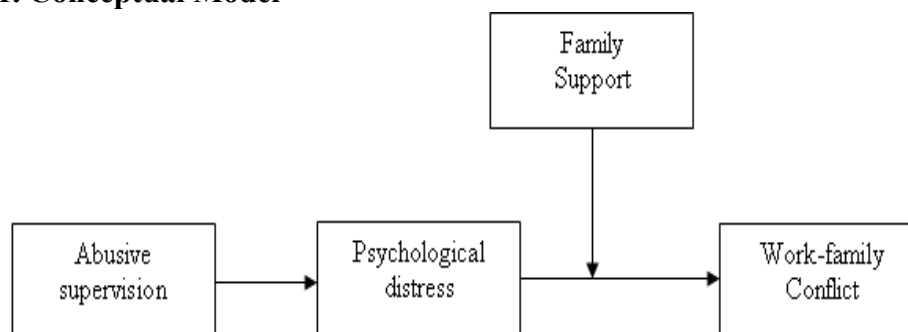
" (Barnett et al., 2012, p. 135). Pattusamy and Jacob (2016) define family support as an instrument of coping with acute stress. Family support is found very helpful to cope up with both work and family stressors and other routine activities. Michel et al., (2011) explain that spousal support helps employees to perform their family related responsibilities effectively and individuals experience

less pressure in family domain. Family support plays a role of protector against many difficulties (Schnettler et al., 2015). Family support is considered shelter against abusive supervision and helps employees to achieve their task effectively which reduce stress. In this way, employees can perform in both roles effectively.

Family support has been studied with variety of organizational and family domain's variables. Harris et al., (2015) studied the impacts of familial support on housing stability of inmate's women after releasing. Roche, Bingenheimer and Ghazarian (2016) studied the association between family support and depressive symptoms. Successful job and household life are considered parameter for good mental health (Pattusamy & Jacob, 2016). to keep a healthy balance between family and job has become a critical issue. Family support is an antecedent of work-family balance and family satisfaction (Pattusamy & Jacob, 2016). Spillover theory defines that spillover of family support leaves positive impacts on WFC and depletes the effects of abusive supervision on WFC. If employees have family support they spend fewer resources to achieve their family related obligations and they have enough resources to perform their job responsibilities. In this way, they can maintain balance in their work and family role which is a negative predictor of WFC. In order to lower the incidence of WFC, social assistance from the partner along with other close family members is advantageous (Selvarajan, Cloninger& Singh, 2013). When employees experience abusive supervision stress increases which effects family as well. Family support can significantly reduce stress and leverage positive emotions through the emotional encouragement and physical help in routine activities. As family support is a source of reducing strain and developing positive outcomes, employees who experience abusive supervision may spend extra time to achieve their work-related obligations because they have family support in family related responsibilities. Family support not only helps in physical responsibilities but also provides emotional and psychological support to mistreated employees which deplete the chances of WFC.

H5: The connection across WFC and abusive supervision is weakened by the moderating effect of familial backing.

Figure 1. Conceptual Model



Methodology

This is an empirical investigation, and the citizens of Pakistan's health sector provided the data. The purpose of gathering data from this sector is to test and explore the study's model, which was previously described since it has never been investigated before. Both low- and high-scale staff members make up the research population. Hospitals in the public and private sectors were chosen to get the data. Out of the total population of 290 questionnaires, a set of 250 were returned with an 86% response rate. The population is made up of both male and female respondents with a

spectrum of age groups and academic backgrounds; 32% of those surveyed were male and 68% of participants were female. According to the data, 2% of the people who responded had a year or fewer of employment experience, 12% had worked there for one to five years, and 70% had ten or more years. The factors are measured using a five-point Likert scale, with 1 denoting strongly disagree and 5 denoting strongly agree.

Abusive Supervision

Tepper (2000) developed a 15-item scale to gauge the type of abusive supervision. The abusive supervision metric has a Cronbach's alpha score of .728. "Ridicules me" is an example of harsh supervision.

Psychological Distress

The kind of psychological discomfort was assessed in this study using a 28-item Goldberg and Hillier (1979) measure. For the psychological discomfort scale, Cronbach's alpha is .765. "Having you lately felt dissatisfied and sadness?" is the sample question for psychological issues.

WFC

The type of WFC was assessed in the present investigation using a five-item scale developed by Netemeyer, Boles, and McMurrian (1996). On the WFC scales, Cronbach's alpha is .885. "The requirements of my profession conflict with my family and domestic life" is an example of a dispute between work and family item.

Family Support

20 items scales developed by Procidano and Heller (1983) was used in this research to measure the nature of family support. The Cronbach's alpha value is .888 for the scale of family support. The sample item for family support is "My friends give me the moral support I need."

Method of Evaluating Data

Data analysis and interpretation were conducted using SPSS version 21, the The statistical Packager for Social Science Research. A total of 250 completed surveys covering all areas were gathered and utilized for quantitative evaluations. Outliers' assessment was done to find any outlier values in the data in order to guarantee the correctness of the data. A Cronbach's alpha test was run to make sure the data was reliable. After ensuring that the data were correct in every way, inferential analyses were carried out. Initially, the controlling variables were determined using an ANOVA test with a one-way design. Regression methods were used to evaluate the moderating effect of the moderator, the mediating role of the mediator, and the direct influence of predictor factors on dependent variables. Correlation analysis was used to identify associations across all of the variables. Overall, we have followed research method chosen in the top quality research papers in our field (Gulzar, Ahmad, Hassan, & Rasheed, 2021; Khalid, Weng, Luqman, Rasheed, & Hina, 2021a; Moin et al., 2024; Peng, Liang, Fatima, Wang, & Rasheed, 2023; Pitafi, Rasheed, Islam, & Dhir, 2023; Pitafi, Rasheed, Kanwal, & Ren, 2020; Rana, Gaur, Singh, Awan, & Rasheed, 2022; Rasheed, Hameed, Kaur, & Dhir, 2023, 2024; Rasheed et al., 2020; C. Wang, Ilyas, Ni, & Rasheed, 2023; Yousaf, Rasheed, Kaur, Islam, & Dhir, 2022).

Results

The research's parameters' values, standard deviations, reliability, and correlations are shown in Table 1. The average values of psychological distress and abusive supervision are 3.568 and 3.861, respectively, and the association between them is .321. The average value of work-family conflict

is 4.013 and the correlation among work-family conflict and abusive supervision is .304, while the association between psychological distress and work-family conflict is .424.

Table 1: Descriptive Statistics of All Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	250	1.00	2.00	1.320	0.467
Education	250	1.00	3.00	1.760	0.681
Age	250	2.00	4.00	2.520	0.539
Experience	250	1.00	4.00	3.000	0.601
AS	250	2.00	5.00	3.861	0.586
PD	250	1.57	4.50	3.568	0.536
WFC	250	1.80	5.00	4.013	1.053
FS	250	1.70	5.00	3.125	0.811

Table 2: Correlation and Reliability of all Variables

Variables	1	2	3	4
1. Abusive Supervision	(.728)			
2. Psychological Distress	.321**	(.765)		
3. Work-family conflict	.304**	.424**	(.885)	
4. Family Support	-.394**	-.189**	-.433**	(.888)

Assessment of Regression

The results of regression analysis, which assess and forecast the connection between variables, are shown in Table 2. Gender and age were used as control factors in regression analysis to get accurate findings as they were found to be important causes of variance in the data of psychological distress. The results confirm H1, which states that abusive supervision significantly reduces psychological suffering ($\beta=.281$, $p<.001$). The results corroborate H2's hypothesis, which states that abusive supervision significantly improves WFC ($\beta=.546$, $p<.001$). The data also corroborate H3, which holds that psychological discomfort has a considerable beneficial influence on WFC ($\beta=.832$, $p<.001$). The data further corroborate H4's prediction that psychological distress acts as a mediator in the relationship between abusive supervision and WFC ($\beta=.336$, $p<.001$). Table 2 data indicate that partial mediation was discovered.

Table 3's results demonstrate the moderating role of family support. H5 hypothesizes that family

Predictors	(Mediator) PD			(DV) WFC		
	B	R ²	ΔR ²	B	R ²	ΔR ²
<u>Main Effect: (AS)</u>						
<u>Step I:</u>						
Control Variables		.040				
<u>Step II:</u>						
AS	.281***	.132	.092***	.546***	.092	.092***
<u>Mediation: PD</u>						
<u>Step I:</u>						
Control Variables						
<u>Step II:</u>						
PD (Mediation)				.832***	.180	.180***
<u>Step III:</u>						
AS				.336**	.211	.031**
Predictors	(Mediator) PD			(DV) WFC		
	B	R ²	ΔR ²	B	R ²	ΔR ²
<u>Main Effect: (AS)</u>						
<u>Step I:</u>						
Control Variables		.040				
<u>Step II:</u>						
AS	.281***	.132	.092***	.546***	.092	.092***
<u>Mediation: PD</u>						
<u>Step I:</u>						
Control Variables						
<u>Step II:</u>						
PD (Mediation)				.832***	.180	.180***
<u>Step III:</u>						
AS				.336**	.211	.031**

support weakens the association among abusive supervision and WFC, which is consistent with the results. The interactions term's beta value is -.261 with $p < .05$, indicating that employees who receive family support will see a decrease in the positive relationship between abusive supervision and WFC.

Table 2 and 3 Regression Analysis

* $p \leq 0.05$, ** $p \leq 0.01$, *** $p \leq 0.000$

Table 4: Moderating Regression Analysis

Predictors	(DV)WFC		
	β	R ²	ΔR^2
Main Effect: Abusive Supervision			
Step I:			
Abusive Supervision (IV)	.283***		
Family Support (Mod)	-.481***	.208	.208***
Step II:			
Abusive Supervision x Family Support	-.261*	.227	.018*

*** $p \leq .000$, $n=250$

Table 4's results demonstrated that the psychological distress beta is .832, with a very significant p value of less than 0.001. Table 4 indicates that the third hypothesis was also confirmed by the findings, leading one to conclude with confidence that psychological suffering significantly improves work-family conflict.

Table 5: Moderation

Predictors	(DV)WFC		
	β	R ²	ΔR^2
Main Effect: Abusive Supervision			
Step I:			
Abusive Supervision (IV)	.283***		
Family Support (Mod)	-.481***	.208	.208***
Step II:			
Abusive Supervision x Family Support	-.261*	.227	.018*

*** $p \leq .000$, $n=250$

The table 5's findings demonstrate the relationship between the term's (ASxFS) beta value, which is significant at -.261 with p less than 0.05. These findings demonstrate that the association between abusive supervision and work-family conflict is negatively impacted by family support. Thus, it was discovered that when workers felt harsh supervision, they were less likely to experience work-family conflict when they had family support. The study's last hypothesis that

family support weakens the association between abusive supervision and work-family conflict is supported by the results as well.

Table 6: Summary of Results

Sr. No.	Hypothesis Statement	Results
H1	Abusive supervision has significant positive impact on psychological distress.	Supported
H2	Abusive supervision has significant positive impact on WFC.	Supported
H3	Psychological distress has significant positive impact on WFC.	Supported
H4	Psychological Distress mediates the relationship between abusive supervision and WFC.	Partially Mediated
H5	Family support moderates the relationship between abusive supervision and work-family conflict in such a way that weaken the relationship.	Supported

A concise summary of the study's hypotheses' findings is provided.

Discussion

This research aims to investigate the direct effects of abusive supervision and psychological discomfort on WFC, taking into account the mediating and moderating roles of psychological distress and familial support. Psychological discomfort demonstrates the method by which WFC is impacted by abusive supervision. The results of this investigation corroborate the hypothesis that harsh monitoring significantly reduces psychological discomfort. Additionally, prior research indicates a strong positive correlation between psychological suffering and abusive supervision. According to Martinko et al. (2013), employees who experience abusive supervision experience psychological anguish, resistance, turnover, emotional tiredness, anxiety, and anger. Psychological anguish is positively correlated with abusive supervision (Restubog et al., 2011). Unfavorable and aggressive supervisory behavior, known as abusive supervision, is a strong indicator of stress, sadness, anxiety, and eventually psychological suffering. The study's second premise is that WFC is significantly improved by harsh monitoring. Table 2's findings support this theory.

The scientific literature provides additional support for this claim, demonstrating that abusive supervision improves WFC (Carlson et al., 2012; Zhang & Liao, 2015). Abused workers could put in more time and effort at work to avoid their supervisors' hostile behaviour, which reduces their resources for taking care of their families and eventually results in WFC. The results of Table 2 further corroborate the third hypothesis of this study, which indicates a considerable favourable influence of psychological distress on WFC. A small number of researchers, like Restubog et al. (2011), found that tense employees believe that by substituting violence, they might elevate their mood and reduce emotions of anger. The process of spillover, as explained by spillover theory, demonstrates that psychologically troubled workers attempt to shift their dissatisfaction onto other family members. When people lack the coping mechanisms to deal with stress and anxiety, spillover of stress occurs, as evidenced by WFC.

The findings of this research support the hypothesis that psychological distress acts as a mediator in the relationship between abusive supervision and WFC, and partial mediation was discovered. The literature bolsters this theory as well, as abusive supervision has been shown by Restubog et al. (2011) to positively effect psychological suffering and may cause workers to revert to hostile

behavior by undermining their spouse's behavior. This claim, according to spillover theory, is further supported by the fact that actions in one area can influence those in another. Abused workers so suffer from increased psychological discomfort, which may lead to WFC.

The association among abusive supervision and WFC is thought to be weakened by familial support, which modifies the relationship in this way. The outcomes also corroborated this hypothesis. This theory is further supported by literature, such as Reizer, Possick, and EIN-DOR's (2010) findings that a partner's connection offers a safe haven in times of hardship and danger. The foundation of family support that reduces stress and promotes dealing with difficult circumstances is a partner's attachment. Family support can lessen the effects of abusive supervision on WFC by leveraging good feelings and reducing stress via both physical and emotional assistance with daily tasks. Our results are discussion is in line with the previous research in the social sciences research (Rasheed, Weng, Umrani, & Moin, 2021; Q. Wang, Azam, Murtza, Shaikh, & Rasheed, 2023; Yousaf, Rasheed, Hameed, & Luqman, 2020; Zhang, Rasheed, & Luqman, 2020; Zhang, Wu, & Rasheed, 2020).

Implications for practice

For academics and managers alike, this study has crucial and considerable practical consequences. Managers who recognize the significance of work-related fatigue can create rules that help employees in carrying out their responsibilities, hence lowering the likelihood of work-related fatigue incidents. As was previously said, individuals who experience abusive supervision may experience inter-role conflict as a result of the detrimental effects on their performance and mental health. Supervisors who want to encourage positive behavior in their staff can greatly reduce the likelihood of abusive behavior from their superiors by developing tactics and holding training sessions. This study draws managers' attention to the adverse effects of psychological anguish on WFC, highlighting the significance of psychological distress. Through appropriate training on coping mechanisms for psychological discomfort and other mind-related healthy activities, managers may reduce the antecedents and significantly improve employee performance.

Future Research Direction

This study examined the effects of abusive supervision on WFC, taking into account the moderating influence of family support and the mediation function of psychological distress. This study's primary goal is to investigate the nature of WFC and its causes in Pakistan's health system. Because there is still a need to examine and investigate WFC in order to improve knowledge of WFC, WFC has negative effects on employees' job performance as well as their physical and mental health. Future studies should try to investigate the effects of WFC through certain intervening variables, such as compromising behavior with a spouse, psychological well-being, and life satisfaction. On the other side, future research should also look at the effects of abusive supervision at work, including job performance, counterproductive behavior, and job satisfaction, through the mechanism of psychological distress.

Limitations

Prior to extrapolating and using the research's conclusions, it is important to consider the limitations of this study. The only source of data for this study was Pakistan's health sector, which limits the applicability and generalizability of the findings. Self-report questionnaires were used to gather the data, which raises the possibility of biases, desirability, ambiguity, and common

method variation. Because the study was cross-sectional, situational circumstances may have had an impact on the respondents; however, longitudinal research is not susceptible to these kinds of limitations. Additionally, because the outcomes may differ in various cultures, this model was evaluated in a high-power distance culture.

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