



# Impact of Abusive Leadership on Employee Job Output

M Haider Sultan Malik

haidermalik9@gmail.com

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**Abstract—** The research study examines how emotional exhaustion and work engagement act as mediating factors. They serve as intermediary links in the chain of events between abusive leadership and employee job output. The study aims to understand the extent to which emotional exhaustion mediates the negative impact of abusive leadership on job output, as well as how work engagement can act as a counteractive force. Additionally, the study has explored the moderating role of mindfulness. Mindfulness refers to the practice of being present and fully aware of one's thoughts, feelings, and surroundings without judgment. Mindfulness can act as a protective factor for employees exposed to abusive leadership. It may help employees cope with the negative emotions associated with abusive behaviour and reduce the extent to which emotional exhaustion affects their job output. Mindfulness could also enhance work engagement by promoting resilience and a positive outlook, even in the face of challenging leadership. In summary, this research aimed to uncover the intricate relationship between abusive leadership, emotional exhaustion, work engagement, and mindfulness. By examining how these factors interact, the study provides insights into how organizations can mitigate the negative effects of abusive leadership on employee job output and well-being. The analysis employed SPSS, and the results indicated correlation between the two mediators.

**Keywords—** Abusive supervision, work engagement, emotional exhaustion, mindfulness, job performance

## Introduction

The impact of abusive leadership on employee job output is influenced by several factors that interact in complex ways. This study examines how these factors come together, with a particular focus on the mediating role of emotional exhaustion and work engagement, as well as the moderating role of

mindfulness. Abusive leadership refers to supervisors or managers who engage in behaviours that are harmful, demeaning, or disrespectful towards their employees. These behaviours can create a hostile work environment, leading to negative outcomes for employees. One of the main ways in which abusive leadership affects employee

job output is through emotional exhaustion. Emotional exhaustion refers to a state of extreme fatigue and burnout caused by prolonged exposure to stressors, such as abusive behaviour from leaders. When employees are consistently subjected to abusive leadership, they may become emotionally drained, leading to reduced motivation, productivity, and overall job performance.

On the other hand, work engagement is the opposite of emotional exhaustion. It refers to employees' enthusiasm, involvement, and dedication to their work. Abusive leadership can severely diminish work engagement by creating a negative emotional climate and eroding employees' sense of purpose and commitment to their tasks. Reduced work engagement can directly impact job output, as employees are less likely to invest their energy and effort into their work.

Organizational psychology and management research have given a great deal of attention to the complicated and diverse problem of the effect of abusive leadership on employee work performance. When managers or supervisors act in a hurtful, humiliating, or contemptuous manner toward their employees, it is referred to as abusive leadership. These actions can include verbal abuse, humiliation in public, excessive supervision, unfair treatment, and denial of opportunities or resources. Abusive leadership has a complex link with how well employees perform on the job, and it can take many different forms. Here is a thorough explanation of how poor leadership can affect workers' ability to execute their jobs:

**Psychological Stress and Well-being:** Employees experience psychological stress due to the toxic work environment that abusive leadership fosters. Employees' wellbeing and mental health deteriorate when they are frequently exposed to harmful

practices. Such stress can result in emotional tiredness, anxiety, and even despair, all of which have an impact on one's ability to think clearly, make decisions, and execute their work as a whole.

**Reduced Motivation and Engagement:** Employees who work under abusive managers frequently lose motivation and interest in their jobs. Lack of excitement and passion for work can result from a persistent dread of criticism or punishment. Employee commitment to their roles decreases when they feel unappreciated and unsupported, which lowers effort and job effectiveness.

**Job Satisfaction and Organizational Commitment:** Abusive leadership weakens organizational commitment and job happiness. Employees who experience poor treatment from their managers are less likely to feel devoted to the organization's objectives and satisfied with their work. Their motivation to go above and above may be impacted by this lack of alignment and loyalty, which could affect how well they perform at work.

**Impaired Communication and Collaboration:** Ineffective teamwork and communication are frequently caused by abusive leadership. To reduce exposure to unfavourable interactions, employees may avoid communicating with their managers or fellow workers. This impedes communication, the exchange of ideas, and teamwork, all of which are necessary for performing one's job well.

**Physical Health Implications:** Long-term contact with abusive leadership may also have negative effects on one's physical health. Stress-related health difficulties can have a negative impact on a worker's capacity for effective and efficient task completion, such as sleep disruptions, headaches, and cardiovascular problems.

**Inhibiting Creativity and Innovation:**

Environments that value risk-taking and open communication foster creativity and innovation. Because they are afraid of criticism or retaliation, employees who work under abusive leadership are less willing to voice their opinions. As a result, there are less opportunities for innovation and original thinking, which has an impact on job performance.

**Turnover Intention and Absenteeism:** Employees who are subjected to abusive leadership are more likely to have higher intents to leave their jobs and be absent more frequently. As a result of stress-related health issues or a desire to leave the toxic atmosphere, they might actively look for different employment options or take time off from work. Absenteeism and high employee turnover impede productivity and lower overall job performance.

**Negative Role Modeling:** Negative leadership behavior sets a bad example for workers. When CEOs act disrespectfully, it may set a precedent for similar behavior throughout the company. Employees might imitate these actions, which would reduce teamwork and overall productivity.

Abuse in a position of leadership has a significant and wide-ranging effect on how well employees perform at work. It has an impact on workers' physical and mental health as well as their motivation, engagement, satisfaction, and teamwork. Abusive leadership can have a detrimental impact on team dynamics, innovation, and the success of the organization as a whole, in addition to lowering individual job performance.

**Emotional Exhaustion**

In the workplace, emotional exhaustion is a psychological condition marked by feelings of tiredness, fatigue, and emotional drain brought on by extended exposure to numerous stressors and

expectations. It is a crucial aspect of burnout, a syndrome that develops when people are subjected to ongoing stress at work. Employee well-being and the efficiency of companies as a whole can both be significantly impacted by emotional weariness. The following is a thorough explanation of emotional weariness at work:

**Causes and Stressors:** Most often, a number of issues connected to the workplace combine to cause emotional tiredness. High workloads, excessive job demands, irrational expectations, time restraints, long hours, a lack of autonomy, unclear roles, interpersonal difficulties, and the impression that one has no control over one's workplace are a few examples. The continual exposure to other people's emotional needs in emotionally taxing jobs like healthcare and customer service can also cause emotional weariness.

**Symptoms and Signs:** Employees who are emotionally exhausted may display a variety of physical and psychological symptoms. Chronic fatigue, decreased energy, irritability, mood fluctuations, trouble concentrating, memory issues, diminished motivation, and a sense of cynicism or detachment from work-related duties may be some of these symptoms. Physical symptoms including muscle tension, headaches, and sleep problems can also appear.

**Burnout and the Three Dimensions:** One of the three components of burnout, along with decreasing personal accomplishment (feeling unsuccessful and incompetent in one's job function) and depersonalization (having a detached and impersonal attitude toward others), is emotional weariness. The primary dimension of burnout is emotional depletion, which frequently precedes the other two dimensions.

**Impact on Performance:** Work performance is directly impacted by emotional weariness. Employees who are emotionally spent may have impaired cognitive function, which affects their capacity for concentration, attention, and decision-making. This may lead to mistakes, lowered productivity, and lower-quality work. Additionally, emotional tiredness might impair one's ability to be creative and solve problems.

**Interpersonal Dynamics:** Employees that are emotionally spent may have trouble interacting with others. They might struggle to relate to co-workers, clients, or customers, which could damage relationships. Conflicts, broken down communication, and strained teamwork can result from this, which can further affect overall workplace effectiveness.

**Health Implications:** The effects of emotional tiredness might extend outside of the workplace and into a person's personal life. Anxiety, depression, cardiovascular troubles, and decreased immune function are just a few of the physical and mental health concerns that can result from long-term stress and emotional strain. These health issues may make it even more difficult for a person to do their job well.

**Prevention and Coping Strategies:** Organizations can prevent and treat emotional tiredness by taking proactive measures. These include building a friendly and happy work environment, encouraging work-life balance, giving resources for stress management and emotional well-being, providing training in resilience and coping skills, and making sure that employees have some control over their activities.

## Work Engagement

A positive and energizing mental state known as "work engagement" is defined by a deep connection to and involvement in one's duties and tasks at work. Due to its effects on employee well-being, job performance, and overall organizational success, it is a notion that is frequently explored in organizational psychology and management research. A strong sense of fulfilment, passion, and dedication to one's work are all characteristics of work engagement, which goes beyond simple job contentment. Three main elements make up work engagement:

**Vigor:** High degrees of vigor, mental toughness, and enthusiasm are shown in this component. Employees who are energized are enthusiastic about their work, have a positive outlook, and attack problems with a feeling of resolve.

**Dedication:** Being truly committed to one's work and having a strong feeling of the importance of what one does are two characteristics of dedication. Employees that are engaged are proud of their accomplishments and find purpose in their work.

**Absorption:** Being completely absorbed and involved in one's work duties is referred to as absorption. When workers are fully engaged in their work, they become time-absorbed and experience a state of flow in which their abilities are perfectly matched to the tasks at hand.

## Mindfulness

The practice of being completely present and conscious of one's thoughts, feelings, and surroundings in a non-judgmental manner while performing work-related duties is known as mindfulness in the workplace. It entails practicing present-focused awareness, which has a number of advantages for both people and businesses. Practices

of mindfulness have grown in popularity as a tool to improve productivity, establish a healthier work atmosphere, and improve well-being. A thorough explanation of mindfulness in the workplace is provided below:

Core Principles of Mindfulness are:

**Present-Moment Awareness:** Being mindful entails concentrating on the present moment without thinking about the past or the future. It helps people to focus their attention on what they are doing right now.

**Non-Judgmental Attitude:** People who practice mindfulness are encouraged to be objective observers of their thoughts, feelings, and experiences. This passive attitude encourages self-acceptance while minimizing self-criticism.

**Open Awareness:** People who practice mindfulness are encouraged to be receptive to whatever comes to mind, good or bad, without attachment or aversion.

### Job Performance

The degree to which an individual successfully completes the tasks, responsibilities, and duties related with their job function within an organization is referred to as their "job performance." It is an important indicator of how much an employee contributes to the overall objectives and success of the company. A number of variables, such as an employee's talents, abilities, motivation, workplace environment, and alignment with the organization's values and goals, affect how well they accomplish their jobs. Here is a thorough justification of work performance:

Components of Job Performance include:

**Task Performance:** The technical elements of the job are the emphasis of this section. It comprises the precise duties, obligations, and responsibilities listed in the job description for the individual. The way a

worker does a task reveals how successfully they carry out their primary responsibilities and adhere to organizational standards.

**Contextual Performance:** Contextual performance, also referred to as organizational citizenship behaviour, includes actions that go above and beyond the conventional work responsibilities. It comprises actions that improve the working environment, like assisting co-workers, volunteering for projects, and being a good team player.

### Research Problem

The most significant difficulties that Pakistan's construction industry will need to overcome in the next several years are those that involve the emotional weariness of workers. The building and construction business is often regarded as one of the fastest-evolving and most prosperous sectors on a global scale. Over the course of the last several years, Pakistan's construction industry has grown to become a significant economic sector. The abusive supervision that adversely impacts job performance by decreasing employees' work engagement and emotional tiredness is the primary factor contributing to the intense rivalry that exists in the construction industry.

### Research Gap

This study aimed to assist professionals or supervisors in identifying gaps in their organizational performance and provide ideas on how to resist abusive supervision in their organization in the construction industry in order to enhance job performance. This research was carried out in order to help improve job performance. If an employee is emotionally exhausted from the harsh monitoring they get from their employer, they will be more prone to engage in the industry. This, in turn, will have an effect on the person's performance

on the job. In a similar vein, it will provide guidance to companies on how to improve their marketing efforts by using construction-related advertising rules in order to engage their audience. In conclusion, this research helped businesses improve their supervision in terms of work engagement, emotional exhaustion, and job performance by using empirical evidence to guide them through a review of their current practices and the development of new strategies. It also contributed to and assisted business leaders in improving their supervision in these areas.

### **Purpose of the Research**

The goal of this research was to delve into two interconnected processes that contribute to the negative correlation between working under abusive supervision and productivity on the job. There is a negative impact on health (in the form of increased emotional weariness) and a negative impact on motivation (in the form of decreased job satisfaction) (lower work engagement). In addition to this, it investigated the ways in which workers' mindfulness, especially as it manifests in its attention-awareness component, may be able to halt this potentially damaging process. The research aimed to learn how followers rate their leaders' effectiveness and how their experiences with ineffective leaders contributed to stress on the job. Insights from this study on abusive monitoring in business processes will benefit Pakistan's construction sector. Insights from this research on the relationship between emotional weariness and employee involvement in the workplace are useful to those in the construction sector. This study provides important insight for business owners and managers about the relationship between mindfulness and abusive management.

### **Research Objectives**

Following were the main objectives this research:

1. Finding out the effects of abusive leadership on employee job performance.
2. Determining the link between abusive leadership and job performance through emotional exhaustion as a mediator.
3. To determine the influence of employee work engagement as a mediator between abusive leadership and job performance.
4. To determine the influence of mindfulness as moderating variable of the connection between abusive leadership and work engagement for achieving enhanced job performance.

### **Research Questions**

**RQ 1:** Is there any effect of abusive leadership on employee job performance?

**RQ 2:** Is it possible to determine the link between abusive leadership and job performance through emotional exhaustion as a mediator?

**RQ 3:** How to determine the influence of employee work engagement as a mediator between abusive leadership and job performance?

**RQ 4:** How to determine the influence of mindfulness as moderating variable of the connection between abusive leadership and work engagement for achieving enhanced job performance?

### **Academic Contribution**

The knowledge contribution of this research is on the mediating role played by employees' level of engagement and dedication on the relationship between emotionally draining work environments and abusive managers. In addition, the purpose of this research was to examine the effects of abusive supervision on companies in the Pakistani construction sector by analyzing the relationship

between employees' emotional tiredness and their work output. This study provides useful information for the construction industry by shedding light on the causes and consequences of abusive supervision and providing recommendations on how to prevent it. The findings of this study adds to our knowledge of the negative effects of abusive supervision on workers' motivation and productivity.

### Practical Contribution

This study has important implications for the construction industry in Pakistan and for organizations in this field that are planning to launch soon. Findings from this study helps employers better understand the impact of abusive supervision on employee performance, the role that emotional exhaustion and disengagement from work play in influencing this relationship, and the impact of employees' mindfulness on their reactions to abusive supervision. This study is helpful to both company owners and workers since it identifies which small businesses have weak supervision systems and may benefit from restructuring such systems to boost employee engagement and productivity.

### Literature Review

Studies have shown that emotional exhaustion mediates workplace morale is lowered when workers are subjected to abusive management (Aryee, et al., 2008). In light of this, the major objective and The purpose of our study was to look for evidence of a mediating effect. One of the hallmarks of burnout is a sensation of emotional depletion, or emotional tiredness (Maslach, C., & Jackson, S. 1981). Our argument is based on the idea that workers are profoundly impacted by their

superiors' actions, and that abusive supervision may have a negative impact on business results (Shin, Y.; Hur, W., 2020). Due to the supervisor's position of control over employees' human resources (Sliter, et al., 2012), abuse from above may have a significant effect on workers' emotional weariness and productivity (Shin, Y.; Hur, W., 2020). Employees who provide frontline services are often used as a "punching bag" by their superiors. They are the ones that consumers go to with their concerns. Meanwhile, their superiors and colleagues are constantly observing and assessing their actions at work, leaving them open to unfair treatment. Despite growing body of research indicating that frontline workers face a wide variety of interpersonal pressures (Sliter, et al., 2012; Al-Hawari, et al 2020).

Anxiety, frustration, resentment, and exhaustion are all examples of emotional states associated with work that have been linked to the onset of psychological conflict and, perhaps, physical illness (Huerta-Franco et al., 2013). Leaders have been recognized as a significant source of negative emotions and work unhappiness, and hence an employee's mood or emotional experience may also favorably or adversely affect perceptions of stress, leadership, and results (Defoe, 2012). Unproductive leadership styles were linked to employees' negative feelings, which in turn raised their stress and lowered their work satisfaction (Defoe, 2012). Role conflict, role ambiguity, and role overload are all sources of tension in the workplace, and they've been linked to negative outcomes like (a) lower levels of psychological health, (b) decreased attitudes towards work (such as contentment, discontentment, commitment to the team or organization, and burnout) (Beheshtifar & Nazarian, 2013; Newt).

Employees can get help in coping with difficult work conditions like overload with attention awareness mindfulness is already found in previous research (conducted by Montani et al., 2020) or research on emotional challenges at work (research was conducted by Haun et al., 2018). JD-R model is being used to see if this personal resource can help in diminishing the problems additional work requirement, authoritarian management style (Huang et al., 2019). Mindfulness is considered a broaden concept consisting of five parts (being aware of, describing, acting on, not judging, and not reacting to one's own inner experiences); (Moskal et al., 2020), however considerable perspective, Employees' "greater awareness and understanding of [their] recent perspective or present reality" is better captured by the MAAS (Mindful Attention and Awareness Scale). "Awareness entails feeling and observing reality," write Brown and Ryan (2003), "and focused attention leads awareness to particular components of the encountered reality" (highlighted by Leroy et al., 2013).

In very stressful work environments, employees may be less productive and efficient (Nguyen et al., 2018; Loi et al., 2016). When an employee faces obstacles on the job, especially if those obstacles are caused by the superior they answer to and who bears ultimate accountability for the employee's professional development and advancement (e.g., a hostile or abusive supervisor), the employee may become increasingly frustrated (Huang et al., 2019; Avey et al., 2015). It is well accepted that abusive supervision is a damaging practice that has negative consequences for both workers and employers (Lin, Wang, & Chen, 2013; Schat, et al., 2006; Tepper, 2007). Workers' job satisfaction (Lin et al., 2013; Tepper, 2000; Tepper, Duffy, Hoobler, & Ensley, 2004), commitment to the organization (Aryee, et al.,

2007; Duffy, Ganster, & Pagon, 2002; Schat et al., 2006), and productivity all suffer when their supervisors are abusive (Aryee, Sun, Chen, & Debrah, 2008; Harris, Kacmar, & Zivnuska, 2007; Shoss, Eisenberger, Restubog, & Zagenczyk, 2013; Wheeler, Halbesleben, & Whitman, 2013).

Leaders that are abusive to their followers' exhibit hostility, use insulting language, and have little regard for their followers' welfare or growth (illustrated by Kacmar et al., 2015; Yu et al., 2016). Because of the serious risk it poses to their workers, businesses constantly worry about the possibility of being led by an abusive boss. Workers associate their superiors with the company and look to them as symbols of the company (Biron & Bamberger, 2012). Employees who have a bad boss often end up blaming their company (Shoss et al., 2013) since their abusive supervisor has made them feel unappreciated and disadvantaged in their careers (Aryee et al., 2007).

Employees who are led abusively fear for their employment (demonstrated by Schaubroeck et al., 2016; Yang et al., 2020), consider all their efforts will go unappreciated, and try to avoid coming to work as much as possible (illustrated by Kacmar et al., 2015; Peng et al., 2014).

As a result, harmful supervision has the potential to reduce civic behaviors including pro-social voice, innovation, and information sharing (observed by Gu et al., 2016; Gregory et al., 2016; Gregory et al., 2013). "(illustrated by Kim et al., 2016)" insufficient internal drive (Ding&Tariq, 2018), attachment at extreme emotional level (Yu et al., 2016), leader-member interactions (Xu et al., 2012; Peng et al., 2014), and attitudes of moral leadership all moderate having an abusive supervisor has a negative effect on productivity. (Kacmar et al., 2015). We suggest include workers' degrees of emotional

weariness and job engagement to increase the study's overall breadth (Mihail and Kloutsinotis, 2016), two measures of occupational well-being, can be used to link the effects of abusive leadership on employees' productivity on the job. According to (Boon and Kalshoven, 2014: 406), According to the authors, "work engagement may be defined as a good, rewarding, job-related condition of a person having a lot of vitality" linked by three interconnected characteristics of vigor, devotion, and absorption. Feeling emotionally overextended at work due to emotional exhaustion is a significant part of work exhaustion (De Clerck et al., 2018). Dedication and zeal for one's job may be summed up by one's willingness to put in long hours on tasks associated with that work; this kind of enthusiasm for one's work is shown in one's ability to focus intently on the tasks at hand, which is a good indicator of one's level of absorption (Schaufeli and Bakker, 2010). Abusive management is likely to have a detrimental impact on employees' work engagement, which can be summed up as a sense of belonging to one's workplace and loyalty to one's employer (Boon & Kalshoven, 2014; Macey & Schneider, 2008). Barnes et al., (2015) investigate the interplay between emotional tiredness and job participation in the context of abusive supervision to gauge their relative efficacy as protective mechanisms associated to workers' mental well-being and inspiration (Kloutsinotis & Mihail, 2016; Moliner et al., 2008). To examine how mental tiredness and enthusiasm for one's job relate to one's sense of occupational well-being, we will use JD-R Model of Workplace Demands and Capabilities (Heuven et al., 2006; Schaufeli and Bakker, 2004). To be more precise, we demonstrate that employees' exposure to abusive supervision, as a demanding job condition (Huang et al., 2019; Wang, 2019), decreases job performance through (1) a negative

health process, in the form of greater compassion fatigue, and (2) an incentive reduction process, as clearly apparent in lower job involvement (Akkermans et al., 2013).

We'll go with the latter viewpoint on the grounds that the mindfulness skill of paying attention makes us more resilient in the face of difficult work scenarios (highlighted by Martin et al., 2018; Weintraub et al., 2019). Mindfulness, or attention-awareness, is a resource that mitigates the negative impact of a significant work requirement (abusive supervision) on job performance via emotional weariness. Although there are likely many other personal resources available to employees who wish to shield themselves from the perils of abusive supervision, this paper will focus on mindfulness due to the practical value we have found in investigating its widespread usability and adaptability thanks to mindfulness-based intervention programs (Jamieson and Tuckey, 2017). This research will investigate the possible links between abusive leadership practices and poor employee performance, with a focus on the mediating roles of emotional tiredness and lack of work engagement (as studied by Bakker and Demerit in 2017; Garcia et al., 2017). Is it because they are overworked and/or they just don't want to accomplish their tasks that managers raise this issue, or is it something else entirely? Both of these elements highlight the fact that victims of abusive supervision sometimes face double punishment. A bad work environment may become even worse when it causes physical harm or a loss of motivation to complete job duties, or when it's compounded by the distressing emotions that result from being insulted by organizational leaders. We also address the demand for the sake of using a contingency model in research methodologies to investigate the

effects of abusive leadership (quoted by Lee et al..., 2018; Tariq and Ding, 2018; Xiao et al., 2020). There was petty doubt in the valuable study as to whether or not poor leadership or influencing personal qualities, self-restraint being one example (studied by Xiao et al., 2020) prevented employees from working successfully. This research might be used by businesses to aid workers in enduring the challenges imposed by verbally abusive supervisors by taking into account decreasing value of being present in the moment. They should appreciate workers to pay attention to and become more aware of the here and now (as mentioned by Brown et al..., 2007; Leroy et al..., in 2013). We propose more Consistent with earlier results on its impact on how workers cope with numerical and psychological pressures at work (Haun et al., 2018) or polytonicity, we hypothesis Mindfulness with attention-awareness serves as a defensive and buffering mechanism. Employees who pay close attention to their day-to-day situations may be more likely to see their abusive supervisors as unjust, according to some data (Burton and Barber, 2019; Weintraub et al., 2019).

The JD-R paradigm explains the connection between toxic management and job performance, as well as the parts played by burnout and dedication to one's profession (Bakker and Demerouti, 2007). Workplace pressures are identified as a source of stress and emotional weariness in this model's definition of (1) Health Affecting Process. (2) The process of motivation, which describes how individuals may be inspired to show their full potential in the workplace by making use of the tools provided by their employer (Akkermans et al., 2013; Schaufeli and Bakker, 2004).

While the JD-R approach highlights the positive impact of career opportunities on employee

engagement, it also represents the potential for stressful work requirements might have a negative impact on employee commitment to their jobs (quoted by Garcia et al., 2017...; Kunte and Rung Ruang., 2019; Tadic et al., 2015). Specifically, this further development in the JD/R model accepts One prominent kind of constraining demand is abusive supervision, which is interpreted as frustrating unrealistic expectations that are likely to impede development, education, and the attainment of objectives, such that unrealistic annoying expectations must be adversely connected to involvement and can produce frustrating and destructive feelings and unresisting emotion-focused managing styles that exhibit giving up and decreased employee engagement. (Crawford et al., 2010) Worker disengagement has been shown in previous JD-R model implementations when workers are subjected to frustrating expectations such as disagreement over roles (studied by Breevaart & Bakker. 2018), ambiguity of roles (Kunte & Rung Ruang, 2019), or red tape that's out of control (Tadic et al., 2015). Based on the existing literature, it is hypothesized that abusive supervision lowers job performance because it has an effect on workers' emotional tiredness and work engagement. (Huang et al., 2019) The JD-R model, in its previous iterations, has also acknowledged the detrimental effects of emotional tiredness and disengagement on performance (e.g., Bakker and Bal, 2010; Rhee et al., 2017).

Personal factors, such as employee hold a positive attitude (indicated by Loi et al..., 2016), versatility (De Clercq., 2017), or consciousness (observed by Doorn and Hulsheger., 2015), are also considered by the JD-R model as influencing employees' reactions to negative behavior (Bakker and Demerouti, 2007). Workers whose emotions are

mitigated by access to personal resources are more likely to be effective. Here, the JD-R model specifies how one's own resources, in addition to those made available by one's employer, might mitigate the potentially harmful impacts of one's employment. Mindfulness, or the capacity to pay attention in the now and now (Brown & Ryan, 2003), has been advocated as a resource that might help employees deal with abusive leadership in a more manageable way, leading to less burnout and more enthusiasm in the workplace (Scheuer et al., 2016). Consequently, using a personal resource like mindfulness might help you cut down on job-related activities like emotional weariness and work engagement (Bakker and Demerouti, 2007).

Because of this, two primary dynamics may be proposed: First, the relationship between abusive supervision and performance at work emerges from the interaction of emotional weariness and task involvement. Second, it is possible to propose mindfulness as a potential shield, so that (1) the association between abusive leadership and increased emotional tiredness at work and reduced job involvement is weaker, and (2) this association between these forms of professional conduct and decreased work performance is weaker.

Abusive peer behavior, emotional weariness, and job uncertainty are all brought on by abusive leader behavior. Employees who experience mistreatment from their immediate superiors may be inspired by their peers to participate in unethical behavior as a reaction. This can leave them feeling emotionally spent and raise fears about their job security (José E. Muñoz, 2022).

Another study discovered that psychological anguish and exhaustion both predict the intention to leave. Burnout and the desire to quit are related in part through psychological discomfort. The

relationship between burnout and psychological distress is moderated by financial well-being, making it stronger for workers with high income prospects. However, the relationship between burnout and intention to quit is unaffected by financial well-being; burnout always results in the desire to leave one's job (Asier Baquero, 2023).

Similar to how abusive peer behaviour, emotional weariness, and job instability are brought on by abusive boss behaviour. Employees who experience mistreatment from their immediate superiors may be inspired by their peers to participate in unethical behaviour as a reaction. This can leave them feeling emotionally spent and raise fears about their job security (Miao Li, 2022). Deep acting can be made less detrimental for leader behaviour because of the draining nature of emotional Labor in leading and the significance of leader mindfulness as a boundary condition. In addition to the moderating effect of leader mindfulness, emotional Labor methods (surface acting and deep acting) deplete leaders' resources for self-control in order to anticipate harsh oversight (Mikaila Ortynsky, 2023).

### **Research Approach and Methodology**

Due to the interpretive character of this research, a quantitative perspective was considered essential. The inductive approach to studying the connection between abusive conduct and later employment loyalty, commitment, and performance was recognized in the proposed study. There are two primary types of research: quantitative and qualitative. In-depth interviews and focus groups are employed in qualitative research (Bryman & Burgess, 1999). (Bryman& Burgess,1999). In qualitative research, open-ended questions are applied to get a rapid understanding (Creswell, 2013). In quantitative research the essential part of

investigation is reliability and validity of concept (Creswell, 2013). (Creswell, 2013). This research was quantitative in type and was based on the post positivist way of thinking, as well as the premise of observational learning and two stage stream correspondence assumptions. This was a deductive examination in which crucial data was obtained utilizing a leading overview/questionnaire of quantitative approach (structured questionnaires). The study's subject matter was to collect data from employees and their managers/supervisors on the influence of rude behaviour from Pakistan's construction sector. Past research work relating to the topic was also utilized as a reference to better comprehend the prior work and relevance of the subject. Main data collection was largely quantitative (close ended questionnaire 5 Likert scale were employed in this research).

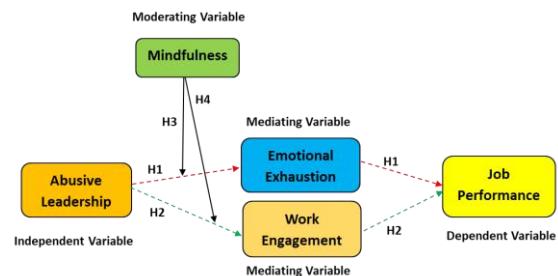
Data was collected from FWO and Nespak. 300 questionnaires were distributed out of which 200 were selected as valid. Information will be obtained from the Pakistani construction industry. The study was divided into three phases. Data collection was done during a period of time that was neither too long nor too short to introduce the possibility of reverse causality due to unexpected internal or external occurrences. To facilitate survey administration, the language English will be chosen. In order to safeguard the rights of participants and remove the possibility of social appeal and influence, many steps will be taken. The survey will include invitation statements, and respondents will be free to reply or not; all responses will be treated in confidence.

The study will be run using SPSS for processing, which will yield accurate findings. The study will be evaluated to come up with an outcome and

analysing the impact. The reliability test will be used to determine the model's validity, and Cronbach Alpha will be used to analyse the validation. The key hypotheses will be analysed using a co relational approach. Regression analysis will be the method used to compile the statistical findings. Multiple regression analysis will follow the correlation analysis. Using multiple regression analysis, researcher will try to find the independent variable best predicting the dependent one. It will be chosen because it will allow for a comprehensive and parallel analysis of the variables.

A statistical method called the collinearity test, often referred to as the multi-collinearity test, will be used to evaluate the degree of linear relationship between predictor variables in a regression analysis. Multi-collinearity in a regression model is when two or more predictor variables have a high correlation with one another. Collinearity tests will be used to determine the degree of multi-collinearity among predictor variables and to quantify it. Understanding how particular predictor factors affect the dependent variable while maintaining the other variables constant is the aim of a regression study.

Shown below is the conceptualized model:



**Conceptualized Model**

#### Independent Variable

- Abusive Leadership

### Moderating Variable

- Mindfulness

### Mediating Variables

- Emotional Exhaustion
- Work Engagement

### Dependent Variable

- Job Performance

Following were the developed research hypothesis:

**Hypothesis 1 (H1):** Emotional exhaustion of employees influences the connection between abusive leadership and job performance.

**Hypothesis 2 (H2):** Work Engagement mediates the effect of abusive leadership on job performance.

**Hypothesis 3 (H3):** That employees who regularly engage in mindfulness would be less affected by the negative association between working under abusive leadership and emotional exhaustion.

**Hypothesis 4 (H4):** Employees' exposure to abusive leadership is negatively correlated with their job performance output as measured by their level of work engagement, with correlation attenuated for those with higher levels of mindfulness.

This study had few limitations. Although the suggested method intended to show promise in a construction industry scenario, the research's applicability was limited since other services may not need as much engagement. Therefore, the proposed model may be used in a wide range of service/product settings, with the level of moderator engagement serving as a determining factor. Another cause for concern was the possibility that the emotional tiredness experienced by the employees in the sample was not universal. This issue may be resolved by expanding the scope of

future studies to include other causes of fatigue in the workplace.

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