MODERATING ROLE OF PSYCHOLOGICAL RESILIENCE ON PROJECT MANAGER ABUSIVE SUPERVISION IN CONSTRUCTION PROJECTS IN PAKISTAN

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MODERATING ROLE OF PSYCHOLOGICAL RESILIENCE ON PROJECT MANAGER ABUSIVE SUPERVISION IN CONSTRUCTION PROJECTS IN PAKISTAN

by

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

x

Page

LIST OF ABBREVIATIONS

AET   Affective Event Theory

AMOS   Analysis of Moment

AVE   Average Variance Extracted

CFA   Confirmatory Factor Analysis

CFI   Comparative Fit Index

CPEC   China Pakistan Economic Corridor

CPM   Construction Project Manager

CR   Composite Reliability

CWB   Counterproductive Work Behavior

EE   Emotional Exhaustion

GDP   Gross Domestic Product

HTMT   Hetero-Monotrait Ratio

IFI   Incremental Fit Index

LLCI   Lower Level Confidence Interval

PM   Project Manager

PMAS   Project Manager Abusive Supervision

RA   Role Ambiguity

RC   Role Conflict

RMSEA   Root Mean Square Error of Approximation

RO   Role Overload

SPSS   Statistical Package for Social Sciences

TL1   Time Lag 1

TL2   Time Lag 2

TLI   Tucker-Lewis Index

TP   Time Pressure

ULCI   Upper Level Confidence Interval

WFC   Work Family Conflict

LIST OF APPENDICES

PERANAN SEDERHANA DAYA TAHAN PSIKOLOGI TERHADAP PENYELIAAN KELAKUAN PENGURUS PROJEK DALAM PROJEK PEMBINAAN DI PAKISTAN

ABSTRAK

Penyelidikan mengakui hakikat bahawa penyeliaan kelakuan adalah perkara biasa di tempat kerja dan tidak terhad terhadap organisasi, industri atau negara tertentu. Walau bagaimanapun, penyelidikan empirikal sangat kurang dalam literatur pengurusan projek. Fakta kajian terbaharu sebaliknya menunjukkan bahawa kebanyakan masalah psikologi yang dihadapi pekerja dalam projek pembinaan adalah disebabkan oleh penyeliaan kelakuan oleh penyelia. Oleh itu, berdasarkan teori peristiwa afektif (AET), objektif kajian ini adalah untuk menyiasat anteseden penyeliaan kelakuan pengurus projek. Dengan itu, kajian ini mengkaji hubungan antara tekanan (lebihan peranan, konflik peranan, kesamaran peranan, tekanan masa, dan konflik keluarga kerja) terhadap penyeliaan kelakuan. Tambahannya, kajian itu mengkaji peranan pengantara keletihan emosi dan kemarahan antara tekanan dan penyeliaan kelakuan penyelia. Kajian itu juga memasukkan peranan ketahanan psikologi sebagai pembolehubah penyederhana antara tekanan dengan keletihan emosi dan kemarahan. Dalam kajian ini, reka bentuk ketinggalan masa (time-lagged) dan persampelan bertujuan digunakan untuk mengumpul data daripada 241 penyelia-pembantu bawahan dalam projek pembinaan di Pakistan. Pemodelan persamaan struktur digunakan untuk menganalisis data. Penemuan mendedahkan bahawa tekanan (lebihan peranan, konflik peranan, kesamaran peranan, tekanan masa dan konflik keluarga kerja) berkait secara positif dan signifikan dalam meramalkan penyeliaan kelakuan pengurus projek. Selain itu, keputusan menunjukkan bahawa kedua

pembolehubah iaitu keletihan emosi dan kemarahan mempunyai hubungan pengantara yang signifikan antara tekanan dan penyeliaan kelakuan pengurus projek. Tambahan pula, keputusan menunjukkan bahawa pengurus projek yang berdayatahan tinggi mempunyai keupayaan untuk menghadapi situasi persekitaran projek yang sukar dan kurang berkemungkinan mengalami emosi negatif. Walaupun kajian ini mempunyai kelebihan menerokai fenomena yang tidak diterokai, walaubagaimanapun ianya mempunyai kelimitan. Sebagai contoh kajian ini hanya dilaksanakan dalam industri pembinaan yang menghadkan aplikasi umum hasil kajian. Tambahannya, kajian ini mengambilkira anteseden kelakuan penyeliaan dan tidak mengambilkira impak kelakuan penyeliaan. Implikasi teori dan praktikal kajian semasa adalah sangat penting. Dalam organisasi hari ini, kebanyakan kerja adalah berkaitan dengan projek, di mana terdapat keperluan bahawa organisasi harus menggunakan perspektif yang lebih tegas untuk menghapuskan semua faktor seperti tekanan yang menyebabkan pengurus projek terlibat dalam penyeliaan kelakuan yang memudaratkan prestasi projek. Dalam pada itu, kajian ini meningkatkan tahap literatur pengurusan projek tentang penyeliaan kelakuan, yang sememangnya wujud, bagaimanapun, masih belum diterokai. Penyelidikan ini menyediakan asas untuk kajian masa hadapan untuk meneroka fenomena ini dalam konteks projek dengan lebih mendalam untuk memberikan beberapa implikasi yang bermanfaat bagi peningkatan prestasi projek.

MODERATING ROLE OF PSYCHOLOGICAL RESILIENCE ON PROJECT MANAGER ABUSIVE SUPERVISION IN CONSTRUCTION PROJECTS IN PAKISTAN

ABSTRACT

Research acknowledged the fact that abusive supervision is a universal workplace meance and is not confined to specific organization, industry or nation. However, its empirical investigation is rare in the project management literature. Despite the fact that more recently, studies showed that majority of psychological problms employees faced in the construction projects is due to abusive behavior of the supervisors. Therefore, drawing on affective event theory (AET), the current study objective was to investigate the antecedents of project manager abusive supervision. As such, this study examine the relationship between stressors (role overload, role conflict, role ambiguity, time pressure, and work family conflict) and abusive supervision. Additionally, the study examined the mediating role of emotional exhaustion and anger between stressors and abusive supervision. The study also included the role of psychological resilience as a boundary condition between stressors and emotional exhaustion and anger. In this study, a time-lagged design with purposive sampling were utilized to collect data from 241 supervisor-subordinate dyads in the construction projects of Pakistan. Structural equation modeling were used to analyze the data. The findings revealed that stressors (role overload, role conflict, role ambiguity, time pressure and work family conflict) positively and significantly predict project manager abusive supervision. Moreover, the results suggested that both emotional exhaustion and anger significantly mediated the relationships between stressors and project manager abusive supervision. Furthermore, results reported that

highly resilient project managers has the ability to face adverse situaitons in the project environment and are less likely to experience negative emotions. Though the study has an edge to investigate a phenomenon that is overlooked, however, the study has limitations too. For instance, this study is only conducted on construction industy, so generalizability of findings in other project industries is a limitation. Additionally, this study took into consideration the antecedents of abusive supervision and did not include consequences of abusive supervision. The theoretical and practical implications of the current study is of significance. In todays organizations, most of the work are project related, therefore, there is a need that organization should adopt a more rigorous perspective to eliminate all those factors such as stressors that leads project manager to engross in abusive supervision, which is detrimental for project performance. Similarly, this study advanced the project management literature on abusive supervision research, which exists, however, still unexplored. This research provided a ground for future studies to explore this phenomenon in the project context in more depth in order to provide some fruitful implications for the improvement of project performance.

CHAPTER 1

INTRODUCTION

1.1   Introduction

This chapter begins with a complete background of focal construct that is abusive supervision. Moreover, the background of remaining variables that is been linked with the focal construct is given. Furthermore, this chapter discussed the problem statement followed by research questions, objectives and significance of the study.

1.2   Background

In research, leadership is well-discussed and complex phenomenon, as it has the ability to influence the success and failure of any organization (Thoroughgood, Padilla, Hunter, & Tate, 2012). According to Northouse (2018), it is a two way process, where leaders influence their followers and simultaneously followers influence their leaders to accomplish a common goal. Mutual purpose and common goal lean the direction for the group but leadership creates a pathway to accomplish the goal successfully (Northouse, 2018). Good leadership should be ethical and effective (Ciulla, 2020). In the literature of leadership, the focus is primarily on the positive effect that leaders have on their subordinates (Hoch, Bommer, Dulebohn, & Wu, 2018). These include ethical leadership behavior (Brown, Treviño, & Harrison, 2005), servant leadership (Greenleaf, 2002), consideration and initiating structure (Fleishman, 1995), and transactional and transformational leadership (Bass, 1985).

However, researchers also turned their focus on the dark side of leadership. Few constructs have been developed by the researchers like abusive supervision (Tepper, 2000), supervisor aggression (Neuman & Baron, 1998), workplace bullying (Hoel, Rayner, & Cooper, 1999), and petty tyranny (Ashforth, 1994). Though all these constructs are negative and have detrimental influence on organizations and individuals. However, the researchers have focused more on abusive supervision, as it is evident from the past research on this particular construct, and secondly the research advocates that it continues to be an important organizational phenomenon (Tepper, Simon, & Park, 2017; Zhang & Bednall, 2016).

In organizations, the negative side of supervisory behavior has garnered attention over the past decade (Tepper et al., 2017). Mackey, Ellen III, McAllister, and Alexander (2020) contended that various styles of destructive leadership behaviors are investigated; however, abusive supervision has got special attention in the literature. The reason is it is costly for the employees as well as organizations (Namie & Namie, 2000; Schat, Frone, & Kelloway, 2006), as annual cost is estimated at around $23.8 billion (Tepper, Duffy, Henle, & Lambert, 2006). Additionally, Fordjour, Chan, and Tuffour-Kwarteng (2020) contended that construction employees rated abusive supervision as a critical factor that deteriorate the psychological health. Abusive supervision is defined as "subordinates perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and non-verbal behaviors excluding physical contact" (Tepper, 2000, p.178). Abusive supervision is a form of counterproductive work behaviors (CWB) (Hoobler & Brass, 2006) which is deleterious. It is a universal workplace menace, which severely influenced organizations and individuals (Pradhan, Srivastava, & Jena, 2019). It is one of the most

serious issue, which subordinates confront in the workplace (Martinko, Harvey, Brees, & Mackey 2013).

Recently, the study of Fordjour et al. (2020) on investigating the perspective of construction employees on causes of psychological health conditions revealed that construction workers have ranked over – demanding or abusive supervisors as first critical factor and construction professional have ranked it 27th. These authors further argued that abusive supervision and unfinished work were identified by this study; however, it was not measured or revealed by previous studies; which guarantee the prevalence of abusive supervision in construction projects. The nature of construction projects is temporary, the teams are developed for a specific project and after the project the teams split, so all these are temporary in nature, therefore, the possibility of the presence of abusive supervision is more in construction projects. As Yu, Xu, Li, and Kong (2020) in their systematic review on abusive supervision in tourism and hospitality argued that in organizations where number of temporary workers are large, the possibility of abusive supervision is high. Further, supervisors are more likely to show abusive behavior and the reason is they are aware that temporary labors are more vulnerable in terms of seeking assistance.

Abusive supervision is one form of negative supervisor behavior that has deleterious consequences for both individuals and organizations (for review see Zhang & Liao, 2015). Tepper et al. (2017) conducted a literature review on abusive supervision studies published from 2001 – 2015, and they revealed that 74% of the studies concentrated on detrimental outcomes of abusive supervision. More recently, researchers started investigation on examining the causes and antecedents of this deleterious behaviors and studies have identified several instigating factors that has

the potential to induce this behavior in supervisors (for review see Zhang & Bednall, 2016).

Construction industry is distinguished as high-working demands and complex within its external and internal environments (Wu, Hu, & Zheng, 2019). It is a risky, dynamic and hazardous industry (Ibem, Anosike, Azuh, & Mosaku, 2011). The nature of this industry is demanding and professionals involved are continuously exposed to inherent stressors in work environment (Law & Fox, 2004). Therefore, the current study identified several stressors such as role overload, role conflict, role ambiguity, time pressure and work family conflict (WFC) to investigate its impact on project manager abusive supervision (PMAS) through different mechanisms and boundary conditions.

1.2.1   Stressors as Antecedents of Abusive Supervision

Stressors can lead to CWB (Spector & Zhou, 2014). Literature on aggression propound that negative stressors are linked to aggressive behaviors such as abusive supervision (Ng, Zhang, & Chen, 2018). Similarly, a meta-analysis disclosed that situational constraints and frustrating events strongly predict workplace aggression (Hershcovis et al., 2007) and the study of Chen and Spector (1992) revealed that job stressors were linked positively to interpersonal aggression. Therefore, the current study is taking into account various stressors such as role overload, role ambiguity, role conflict, time pressure and WFC as well as affective reactions such as emotional exhaustion and anger as antecedent factors of PMAS.

The fact is that construction is task driven industry, the job of construction project manager (CPM) and supervisor is characterized by "role overload, frenetic activity, and superficiality", because of too much responsibilities accompanied by

limited authority and resources (Slevin & Pinto, 1987). Role overload is characterized by work demands, workload or set of responsibilities, which goes beyond a specific role and capacity of the individual in the time available (Bolino & Turnley, 2005; Beehr, Walsh, & Taber, 1976). The era of globalization and competition compelling individuals to do more with less, therefore, both media and scholars have acknowledged the presence of role overload at workplace (Colbert, Yee, & George, 2016). Projects are highly dependent on managers, and sometimes the responsibilities placed on them result in work overload to them. They are supposed to rapidly accomplish the goal, means they need to follow and regulate viable daily routines and project operations (An, Qiang, Wen, Jiang, & Xia, 2019).

Role conflict refers to the simultaneous presence of two or more sets of expectations toward the same individual, such that agreement with one makes it difficult to comply with other set (Beehr, Johnson, Nieva, 1995; Kahn, Wolf, Quinn, Snoek, & Rosenthal, 1964). Role ambiguity and role conflict both are organizational stressors and caused by both inside and outside factors (Babatunde, 2013). While role ambiguity is related to lack of clarity, role conflict refers to incompatible demands. Role conflict is considered a hindrance demand (Crawford, LePine, & Rich, 2010). There are two reason to consider role ambiguity and role conflict as separate antecedent factors of abusive supervision. One is as Jackson and Schuler (1985, p.46) proposed that "role ambiguity and role conflict should be considered as separate constructs and each should be hypothesized separately". Second, Rai (2016) argued that the study of role ambiguity and role conflict is of utmost importance in human service organizations where raw materials are labor; as technology is in-deterministic and dependency is increasing on professionals (Hasenfeld & English, 1974).

Role ambiguity is a hindering job demand to managers (Shin, Hur, Park, & Hwang, 2020). It is defined as the degree to which an individual is unclear about what is needed for the sufficient performance of his/her role (Rousseau, 1978). Role ambiguity is a stressor, which is most likely to occur when projects are complex and large (Pinto, Dawood, & Pinto, 2014). Of all the role stressors, role ambiguity has a large relationship with uncertainty at work (Cicero, Pierro, & Van Knippenberg, 2010). In this globalization and technological paced environment, the project manager (PM) role is not fixed and encountering various things like work methods are constantly changing, stakeholder's expectations are increasing, changes in client's requirements, modifications in government's laws and regulations. These issues are infuriated by task/job ambiguity, in the form of vague lines of responsibility, scoping and task objectives (Leung, Ng, Skitmore, & Cheung, 2005). According to Schmidt, Roesler, Kusserow, and Rau (2014) a potential psychosocial stressor like role ambiguity can lead to psychological, behavioral and physiological responses.

Time pressure refers to the degree in which insufficient time is on individual disposal to accomplish tasks (Kinicki & Vecchio, 1994). Imprudent time pressure can be exhibited when individuals feels they have greater responsibilities and inadequate time to complete them, don't have free time during working hours or should pledge so much energy to work issues that there is not much left for outside work activities (Bouckenooghe, Raja, Butt, Abbas, & Bilgrami, 2017; Gärling, Gamble, Fors, & Hjerm, 2016). During the last decade the presence of time pressure has increased (Kubicek, Paškvan, & Korunka, 2015) highlighting its increasing significance in today's work settings (Prem, Ohly, Kubicek, & Korunka, 2017). Time pressure can have both challenging and hindrance effect depending upon how the person experience it (Baethge, Vahle-Hinz, Schulte-Braucks, & van Dick, 2018; Chong, Van Eerde, Chai,

& Rutte, 2011). As Lazarus and Folkman (1984) advocated that individuals assess stressful events as either potentially encouraging mastery, future gains or personal development or potentially threatening. Individuals who assess stressors as potentially benefiting or challenging will embrace problem-solving style of coping and individuals who assess stressors as potentially threatening and hindrance will acquire avoidance or passive style of coping (Chong et al., 2011).

Work family Conflict (WFC) is defined as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" (Greenhaus & Beutell, 1985, p. 77). It is two dimensional, work to family conflict and family to work conflict (Frye & Breaugh, 2004). Previously, researchers have realized that several domains of individual life interact with one another and must be investigated in a combined manner and within common framework (Korman & Korman, 1980). Work and family are the two broad domains that have garnered research attention (Hepburn & Barling, 1996). In the stressor domain, WFC is of importance and evidence suggests that it may be high in contemporary work settings (e.g. projects) (Okurame, 2012) due to stress, long working hours and changing demands surface from complex tasks (Galinsky, Bond, Kim, Backon, Brownfield, Sakai, 2005). Recently, the projects in construction become complex, large and integrated (Bahadorestani, Karlsen, & Farimani, 2020). Therefore, to accomplish the project within the constraints, construction organizations motivate professionals to devote more time working including evenings, holidays and weekends (Lingard & Sublet, 2002). These situations ultimately leads to the experience of project manager WFC (Xia, Zhong, Wang, & Tiong, 2018).

1.2.2 Emotional Exhaustion and Anger as Mediating Mechanisms

According to affective event theory (AET) Weiss and Cropanzano (1996), work events in workplace leads to certain affective reactions depends on the nature of events and ultimately these reactions leads to subsequent attitudes and behaviors. The current study argued that events like stressors would lead to negative affective responses such as emotional exhaustion and anger. Consistent with the proposition of AET, Kuba and Scheibe (2017) advocated that emotions act as a leading pathway between stressful work events and outcomes. Drawing on AET, the current study is focusing on two factors such as supervisor emotional exhaustion and anger as a response to these stressors that ultimately leads to subordinate perceptions of abusive supervision.

Emotional exhaustion is defined as the degree to which individuals feel overwhelmed and depleted by the work (Golembiewski & Munzenrider, 1984). It arises when imbalance happens among emotional demands of work and the available psychological resources of an individual to fuel the energy to accomplish such demands (Wilk & Moynihan, 2005). DeJoy, Smith, and Dyal (2017) contended that individuals working in high-pressure environment where taxing demands and stress are indigenous may experience emotional exhaustion, cognitive or physical issues. Wu et al. (2019) contended that job which is over-demanding make individuals emotionally exhausted. Supervisor emotional exhaustion has some paramount repercussions both for organization and subordinates involving employee's task performance and well-being (Lam, Huang, & Janssen, 2010). The motivation to utilize valuable resources of exhausted supervisors is low in order to sustain normative behavior; hence, they are less willing to invest effort to prevent aggressive impulses (Thau & Mitchell, 2010). Therefore, such supervisors may be predisposed to follow

8

antagonistic behavioral propensity and thus are more likely to behave abusively toward others in their social surroundings (Wheeler, Halbesleben, & Whitman, 2013).

Anger is defined as an emotional state that may involve feelings varying from moderate annoyance to extreme agitation, cognitive and physiological reactions, behavioral propensities, and discernible motor and verbal behaviors (Glomb, 2002; Kassinove & Tafrate, 2002). Anger is reported as a powerful emotion (Keltner, Gruenfeld, & Anderson, 2003). According to Johnson and Indvik (2000) problems of workplace induced anger is prevalent for as long as humans are working for other humans. Anger is indicated as the most studied emotion (Geddes, Callister, & Gibson, 2020). Research advocated that several emotions exists but anxiety, depression and anger are investigated most frequently because these are experienced as a reaction to workplace stressors (Barclay, Skarlicki, & Pugh, 2005; Gibson & Callister, 2010; McCarthy, Trougakos, & Cheng, 2016). Similarly, Rodell and Judge (2009) showed that hindrance stressors are considered as impeding goal achievement and personal growth, these stressors are discerned as hurdles to esteemed outcome and hence represent threats that may trigger anger. Anger is a discrete emotion and a negative response to stressors. Emotion play a key role in job stress process because emotions represent instant reaction to situations that are discerned as stressful (Payne, 1999), and motivate successive physiological change and behavior (Spector, 1998).

1.2.3 Psychological Resilience as a Boundary Condition

"Psychological resilience is characterized by the (1) ability to bounce back from negative emotional experiences and by (2) flexible adaption to the changing demands of stressful experiences" (Tugade & Fredrickson, 2007, p. 318). In the stress literature, resilience has got significant attention as a personal resource (Annor &

Amponsah-Tawiah, 2020). Resilience may help to recover and successfully "bounce back" from negative emotional experiences or adversity (Agnihotri, Trainor, Krush, & Krishnakumar, 2014). Resilient individuals are more vulnerable to effectively cope with trauma and stress (Brown, Whichello, & Price 2018; McCain, McKinley, Dempster, Campbell, & Kirk, 2017) because they are more likely to be flexible and optimistic and have the potential to regulate their emotions (New et al., 2009). Resilient individual has the potential to envisage positive consequences in situation of adversity, they discern work demand as challenges to be encountered and have faith in their potential to do so (Britt & Jex, 2015). Since resilience has been related to sustain psychological and physical health, and having the potential to recover more rapidly from stressful events (Smith, Tooley, & Christopher, Kay, 2010), therefore, resilience is paramount for project management professionals (Turner, Scott-Young, & Holdsworth, 2019).

1.3 Problem Statement

Abusive supervision is studied in almost all industries and contexts like military (Waldman, Wang, Hannah, Owens, & Balthazard, 2018), education (Meng, Tan, & Li, 2017), health (Pradhan & Jena, 2018), manufacturing (Wu, Kwan, Ma, Lai, & Yim, 2020), hospitality (Pan, Sun, Sun, Li, Leung, 2018; Wang, Hsieh, & Wang, 2020), services industry (Dirican & Erdil, 2020; Khan, Moss, Quratulain, & Hameed, 2018), retail, telecommunication and financial institutions (Kluemper et al., 2019; Agarwal, 2019). These studies in different industries and organizations support the argument of Pradhan et al. (2019) that abusive supervision is a universal menace and not confined to specific industry, nation or society. However, it is evident that research lacks industry specific abusive supervision. It seems like abusive supervision has still

to be investigated within the context of project management (Gallagher, Mazur, & Ashkansay, 2015). This shows a problem for the field as evidence indicates that project environment is more conducive to abusive supervision (Gallagher et al., 2015). As it is argued that due to stressful demands of projects, PM might engage in abusive supervision (Zaman, Florez-Perez, Anjam, Khwaja, & Ul-Huda, 2022), which can unfavorably influence the stakeholders and employees in the project (Kurtulmus, 2021). Such behaviors influence the effective development of leadership skills that is why abusive supervisory behaviors should be addressed carefully in leadership development process (Coakley, 2021; Hamstra, Schreurs, B., Jawahar, I. M., Laurijssen, L. M., & Hünermund, 2021). Similarly, Tepper (2007) contended that abusive supervision might be pervasive in industries permeated by risks, high-pressure work demands, and high costs linked with failure.

Furthermore, the reduction of destructive behavior is vital to deliver the project within schedules and budget, within specified quality and according to technical, contractual and professional requirements (James, 2018). In construction, most of the research on leadership focused on understanding the effectiveness of the leaders and positive aspects of leadership (Ali, Wang, Soomro, & Islam, 2020; Famakin & Abisuga, 2016; James, 2005; Khan, Khan, & Soomro, 2020; Zheng, Wu, Xie, & Lie, 2019). However, there is very limited research that focused on PM behaviors linked with ineffectiveness (Kellerman, 2004), destructive (Harris, Kacmar, & Zivnuska, 2007) or toxic (Rumsey, 2013). Within construction projects only (Toor & Ogunlana, 2009) study focused on the impacts of toxic leadership practices and little or no research relating to abusive supervision and its etiology in the construction projects. Despite the fact that construction workers ranked abusive supervision as the first critical factors in construction projects (Fordjour et al., 2020). Moreover, PM is the

most significant and important factor in the construction project (Pheng & Chuan, 2006). However, the leadership research in the construction mainly focus on the PM leadership effectiveness (Toor & Ogunlana, 2009). This has resulted in little knowledge about the factors that hinder the performance of PM, which ultimately makes the supervisor in project environment abusive. There are none or few studies that investigate the factors that instigates the destructive behavior like abusive supervision in the projects (Gallagher et al., 2015).

Majority of the research on abusive supervision focused on the consequences or outcomes of this destructive behavior on individual, team, and organizational level. Mackey, Frieder, Brees, & Martinko, (2017) advocated that currently we know a lot about the outcomes of abusive supervision. Recently, scholars shifted their attention to investigate other side of the coin or in simple words the antecedents of this particular behavior. Several studies have enquired the existence of abusive supervision in organizations and its individual level instigators such as supervisor, subordinate and organizational related factors (see, Zhang & Bednall, 2016; Mackey et al., 2017), yet there is a need to investigate more factors or elements that induce this behavior. Tepper et al. (2017) contended that interest seems to be increasing with respect to instigating factors of abusive supervision. Moreover, Ng et al. (2018) argued that studies have been conducted on the instigating factors of abusive supervision, however, it still needs special attention to gain insights for practitioners to reduce such detrimental behaviors, specifically with regard to how work context frame supervisor antagonistic interaction with subordinates. Tepper et al., (2017) contended that abusive supervision is an unfortunate characteristic of various work environments and an attempt to unleash its root instigators are vital but still complicated (Kirrane, Kilroy, & O'Connor, 2019). Furthermore, Tijani, Jin, and Osei-Kyei (2020) contended that construction

occupations have dynamic working environment, therefore, identifying stressors in the occupation is of importance. These authors suggested future researchers to explore the stressors from construction perspective.

In literature, studies have identified various instigating factors of abusive supervision on supervisor, subordinate or organizational level (see. Zhang & Bednall, 2016). However, the focus of this study is to examine supervisor level factors that induce abusive supervision. The reason is position of supervisor is stressful and demanding (Gardner, Fischer, & Hunt, 2009) which warranted the investigation of supervisor related factors in relation to abusive supervision (Lam, Walter, & Huang, 2017). Though research acknowledged that supervisor stressors can instigate abusive supervision and identified various factors like challenge and hindrance stress, conflict with peers and injustice (Eissa & Lester, 2017; Le, He, Sun, & Zhang, 2020; Malik, Iqbal, & Haq, 2020). However, more recent studies urged future researchers to investigate more managerial level antecedents of abusive supervision (Kim, Lee, & Yun, 2020; Ng et al., 2018). Similarly, diverse calls have been made regarding the examination of stressors as antecedents of abusive supervision. Eissa and Lester (2017) and Gallagher et al. (2015) emphasized to investigate supervisor role conflict and role ambiguity in relation to abusive supervision. Moreover, Burton, Hoobler, and Scheuer (2012) studied time pressure, however these authors contended that how time pressure instigates abusive supervision is still unclear which further needs exploration. Furthermore, in construction, WFC is more visible however, the research on WFC is lacking and it needs special attention (Cao, Liu, Zhou, & Duan, 2020). Similarly, recently researchers stated that it would be of utmost significance to investigate the work related outcomes of WFC (Bowen & Zhang, 2020; Cao et al., 2020; Morgan, Perry, & Wang, 2018). Therefore, the current study is taking into account these

supervisor level factors in relationship to abusive supervision. The reason is supervisors who experience these stressors consistently adopt abusive supervision as an emotion focus coping strategy to lessen the negative stress and state (Zhang & Bednall, 2016).

Moreover, Zhang and Bednall (2016) argued that so far, research on the direct link of antecedents and abusive supervision made progress; however, in the next stage it should be widened to investigate the mechanisms and boundary conditions of these relationships. Similarly, different calls have been made to investigate the mediating mechanisms such as emotional exhaustion while investigating antecedents of abusive supervision (Eissa & Lester, 2017). Organizational studies on emotions focused more on moods or affective states rather than discrete emotions such as anger, which needs special attention in future research (Peng, 2017). Similarly, Burton et al. (2012) emphasized that it would be worthwhile to include supervisor emotions such as anger as a mediating variable. Furthermore, by recognizing personal boundary conditions, the study of Maffoni, Sommovigo, Giardini, Paolucci, and Setti (2020) uncovered that resilience depicts individuals protective factors and that these characteristics are vital for coping personal resources. Furthermore, Eissa, Lester, and Gupta (2019) suggested that future researchers need to investigate boundary conditions that either strengthen or weaken the antecedents and abusive supervision relationship and they recommended supervisor level moderators. Aryee, Chen, Sun, and Debrah (2007) advocated that the investigation of psychological processes are influential to look for the effect of instigating factors on abusive supervision. More recently, Gallagher et al. (2015) in their study on abusive supervision proposed that researchers need to examine that whether psychological resilience of manager strengthen or weaken the impact of stressors on abusive supervision. Hence, based on different gaps and calls in the

literature, this research is investigating the stressors such as role overload, role conflict, role conflict, time pressure and WFC as an antecedents and supervisor emotional reactions such as emotional exhaustion and anger as mediating mechanisms and psychological resilience as a moderating mechanism.

1.4   Research Questions

1   What is the relationship between stressors (role overload, role conflict, role ambiguity, time pressure and work family conflict) and project manager abusive supervision?

2   What is the relationship between affective reactions (emotional exhaustion and anger) and project manager abusive supervision?

3   Does affective reactions (emotional exhaustion and Anger) mediate the relationship between stressors (role overload, role conflict, role ambiguity, time pressure and work family conflict) and project manager abusive supervision?

4   Does psychological resilience moderate the relationship between stressors (role overload, role conflict, role ambiguity, time pressure and work family conflict) and affective reactions (emotional exhaustion and anger)?

1.5   Research Objectives

1.   To investigate the relationship between stressors (role overload, role conflict, role ambiguity, time pressure and work family conflict) and project manager abusive supervision in the construction projects

2. To investigate the relationship between affective reactions (emotional exhaustion and anger) and project manager abusive supervision in the construction projects

3. To investigate the mediating role of affective reactions (emotional exhaustion and anger) between the relationship of stressors (role overload, role conflict, role ambiguity, time pressure and work family conflict) and project manager abusive supervision in the construction projects

4. To investigate the moderating role of psychological resilience between the relationship of stressors (role overload, role conflict, role ambiguity, time pressure and work family conflict) and affective reactions (emotional exhaustion and anger) in the construction projects

1.6 Significance

1.6.1 Practical Significance

In projects, there are several understudied topics and one of the topic that has not got sufficient attention in the construction projects is abusive supervision. After the development of project management philosophy, it is implemented in various fields and industries because of its fast speed, complexities, risks and flexibility (Javed & Liu, 2018). Organizations are continuously shifting their operations from traditional to project based organizations (Cheng, Dainty, & Moore, 2005). This transfer from traditional to project based needs more research and empirical evidence in the field.

In the development of any country, construction industry plays a vital role as it has the ability to "drive and underpin the economy with its knock-on effect on other sectors" (SI, 2019). Approximately 85.4% of the world population resides in the

developing countries and the governments in these countries develop infrastructure projects to attain their economic and social sustainable development goals (Zeybek & Kaynak, 2008). Construction industry is appraised as a key contributor to the national economy (Soekiman, Pribadi, Soemardi, & Wirahadikusumah, 2011), and it is considered as a primary sector which dominate great portion in the total employment of a nation (Sukumar & Kumar, 2016). In developed countries, it is reported that construction industry bestows 10% of the national income (Alinaitwe, Mwakali, & Hansson, 2007).

Relatively, the contribution of this industry in developing countries are more imperative than developed countries (Muhammad, Sani, Muhammad, Balubaid, Ituma, & Suleiman, 2015). Therefore, it made the successful completion of project compulsory. Nevertheless, the project success is dependent on several elements and one of the important element is labors (Hickson & Ellis, 2014). Human resource is the most complicated and significant resource for any project. It has the potential to worsen and lift the performance of a project. Love, Edwards, and Irani (2010) advocated that for work related stress construction industry is a high risk industry and PM is the key person who has a role in the success of the project and the role is highly stressful (Leung, Chan, & Dongyu, 2011).

Surprisingly, past studies on Pakistani construction projects have overlooked the examination on project manager negative behavior that employees experienced in the project. Providing the fact that billion dollar projects under the umbrella of One Belt One Road Initiative are in the way in Pakistan (Ali, Zhu, & Hussain, 2018), this study is contributing significantly to the human dimension of these projects. It will help the Construction project based organizations in Pakistan to manage the abusive behavior of managers working on these projects. As it is evident that because of

17

stressful environment of projects, managers might engage in abusive supervisor behavior (Zaman et al., 2022). Additionally, it will enable them to lessen the stressful environment of project so that everyone fulfill their duties and responsibilities efficiently and realize the long-term benefits from these projects. Moreover, no significant research has been conducted on the project manager emotions and its management in Pakistani construction projects, hence this research will be of great important for construction professionals as it identifies the stressors and its impact on the emotional responses of managers. Additionally, appropriate measures will also be discussed to manage the stressful environment and regulate their emotional responses.

The current research is providing complete apprehension by shedding light on the antecedents of abusive supervision in the construction projects of Pakistan. Understanding the causes and instigating factors of such negative behaviors will enable the practitioners and construction industry professionals to know that negative behavior is prevailing in this industry also, which will enable them to take some corrective actions in order to improve PM performance. Moreover, Cheng et al. (2005) contended that discussion related PM's role is very rare, therefore, the current study is significant with respect to the role of PM, as the objective is to study the stressors that supervisor faces in the project environment and the behaviors that PM encounters. This study will enhance the research on PM behavior in the project organizations and it will ultimately help the project organizations to take necessary steps to make it easy for the supervisor and subordinates both to work freely and accomplish the project objectives.

1.6.2 Theoretical Significance

The aim is not to dishonor or disagree with previous research investigating the deleterious outcomes of abusive supervision. Alternatively, the purpose is to deepen

thinking regarding the panacea to these harmful actions by taking into account the prospect of reverse link between variables of interest (Eissa & Lester, 2017). In doing so, the aim is to be between the few research efforts that give theoretical rationale indicating when and how stressors may activate PMAS in the projects. Every project has some pre-specified time, cost and some unique objectives and the entire success of the project depends on supervisor and the team. Therefore, it is vital to identify those factors in the project that makes the supervisor behavior abusive. Abusive supervision is harmful and there have been little detailed discussion and effectively no detailed analysis of why supervisors shows such behaviors. Therefore, it would be of a significance to find out the motives and intentions behind such behaviors (Zhang & Liu, 2018).

The present study advance the project management literature in three important ways. First, the study introduce affective event theory (Weiss & Cropanzano, 1996) across the project management field of research on abusive supervision in an attempt to investigate its antecedents. Therefore, this investigation is theoretically navigated by AET, which permits to expand the research on emotion-focused framework by unfolding how events and emotions may anticipate distinct behavioral reactions, such as PMAS in the projects.

Second, mostly research on abusive supervision has investigated the consequences of such abuse, this research contributes to project management field by increasing apprehension of the small but extending stream of research examining antecedents of project manager abusive supervision by investigating supervisor-level factors. The examination is important because investigating causes of abusive supervision specifically work related characteristics such as stressors could be

favorable to the project organizations in order to enrich the literature regarding the etiology of this destructive behavior in projects.

Third, the current study posed psychological resilience as a moderator to understand the process in which events lead to emotions and ultimately to distinct attitude and behaviors. According to King, Newman, and Luthans (2016) due to detrimental and disruptive work environment the interests of practitioners and scholars have increased in the workplace resilience, because resilience acts as a process of coping with stressors (Richardson, 2002). Moreover, the current study is going to test the proposition of Gallagher et al. (2015) that in response to project management related demands like stressors, supervisors with low level of resilience may be more likely to engross in abusive supervision in the project and vice versa. This investigation will enrich the literature of project management on the role of psychological resilience in projects.

1.7   Definition of Key Terms

According to Xu, Qin, Dust, and DiRenzo (2019) supervisors act as project managers in the construction settings; who prioritize and coordinate tasks based on information presented by subordinates (Walker, 2015). The performance of project managers in construction projects is measured traditionally with respect to project completion on budget, time and scope specifications (Cheng, Dainty, & Moore, 2005). However, the role of project manager is not limited to complete the project within the iron triangle but it is beyond that. As Oberlender (1993) identifies five fundamental roles of a manager like planning, organizing, staffing, directing and controlling. Moreover, for a project manager to be successfully he/she must have the technical as well interpersonal abilities. As it is argued that in today's project environment,

managers not only organize technologies but also organize people and coordinate work flow between functional specialists in project team (Chan, 1992). A project manager must possess human and negotiation skills (Ogunlana, Siddiqui, Yisa, & Olomolaiye, 2002). Human skills are important because to achieve the desired objectives, manager is dependent on other people. Project manager utilizes human skills to influence the behavior of other individuals to accomplish the project objectives (Ogunlana et al., 2002). It is the responsibility of organization to empower project managers so they assume leadership positions (Barnes, 2011), because then they do not act only managers but also take decisions and delegate authority (Shibani, & Sukumar, 2015). These authors concluded that in construction, managers must be leaders. It is true specifically in the context of Pakistan because managers not only ensure the accomplishment of project objectives but also perform certain other functions like motivating subordinates, stakeholder engagement, conflict resolution, alignment of organizational strategic objectives with the project. Besides, playing the role of decision maker, project manager needs to be morally correct, because such behavior from the side of manager dictate the conduct of other people in the project (Shibani & Sukumar, 2015). Therefore, compliance with professional norms and ethics is vital in project management (Saaty, 1999). Project manager as a leader needs to be respectful, courteous and well-mannered when dealing with team members.

As this study is related to investigate supervisor level factors that instigates subordinate perceptions of abusive supervision. Hence, in the whole thesis the term supervisor and project manager is used interchangeably to represent CPM is who are leading subordinates to achieve project objectives.

The definition of key constructs and terms that are used in the dissertation are presented in table 1.1.

Table 1.1

Definitions of Key Terms

Key Terms	Definitions	Sources
Role Overload	Role overload delineates situation in which individuals feel that massed activities and responsibilities are expected of them with respect to their abilities, available time and other constraints.	Rizzo, House, and Litzman (1970)
Role Conflict	Supervisor role conflict surface when individuals are confronted with inconsistent or incompatible demands	Rizzo et al., (1970) Kahn et al., (1964) House and Rizzo, (1972).
Role Ambiguity	Role ambiguity is defined as the extent to which clear information is limited concerning the (1) expectations linked with the role (2) methods for completing known role expectations and (3) the consequences of role performance	Kahn, Wolfe, Quinn, Snoek, and Rosenthal, (1964).
Time Pressure	Time pressure is defined as the degree to which individuals feel that they are required to work at a speed faster than routine or have inadequate time to complete their work tasks	Kinicki and Vecchio (1994) Baer and Oldham (2006)
Work Family Conflict	Work family conflict is defined as "a form of inter-role conflict in which role pressures from the work and family domains are mutually incompatible in some respect"	(Greenhaus and Beutell (1985).
Emotional Exhaustion	Supervisor emotional exhaustion is defined as "feelings of being overextended and depleted of one's emotional and physical resources"	(Maslach and Leiter (2008, p. 498) Maslach, Jackson, Leiter, Schaufeli, and Schwab (1986)
Anger	Supervisor anger is defined as an emotional state involving feelings of rage, irritation, annoyance and fury.	Van Der Ploeg (1988)
Psychological Resilience	Resilience refers to a positive personality characteristic that increases individual adaptation. "Psychological resilience has been characterized by (a) the ability to bounce back from negative emotional experiences and by (b) flexible adaptation to the changing demands of stressful experiences."	Tugade and Fredrickson (2007, p.318),
Abusive Supervision	Abusive supervision is defined as "subordinates perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact"	Tepper (2000, p. 178).

1.8   Research Scope

The scope of the current research is limited to the construction projects of Pakistan. Both public and private construction projects are included in the study scope in order to generalize the findings of the current study. The reason of both public and private sector project is primarily to generalize the findings. Secondly, Pakistani construction industry is developing and not reached to its saturation. Both federal and provincial governments undertake majority of the projects for the developmental purposes. Private organizations are involved in construction but they are mostly involved in commercial and residential purposes. In order to get the exposure, both public and private sector is included in the study scope. Furthermore, our study used PMBOK as a guide. In PMBOK 5TH edition there was a separate knowledge area by the name of "Project Human Resource Management", however, its name is changed to "Project Resource Management" in PMBOK 7TH edition.

1.9   Overview of the Chapters

Chapter one provides a general introduction of the study by presenting a detailed background of the topic, the issues and problems that are identified, the main objectives of the research and most importantly the practical and theoretical significance of this particular study. It also includes the scope of the study and overview of different chapters.

Chapter two included a comprehensive literature of the studied topic. First, background of Pakistan construction industry is presented, then discussion regarding focal construct. It includes the justifications of the proposed relationships. Also, it involves how different proposed relationships are studied previously in different contexts by different researchers and its link with the study.

Chapter three is related to research methodology. It provides a detailed discussion regarding the philosophy and the research design that this study is adopting. It also includes the details regarding population and sample. Further, this chapter also involves the details about the measurement scales that are adopted for this study. The demographic characteristics and the results of pilot testing will be given in detail.

Chapter four will include the main results of the study that will be derived from conducting different analysis by utilizing different analytical software's. First, the model will be validated by conducting confirmatory factor analysis. After that, some preliminary analysis will be conducted such as descriptive statistics, reliability and correlation analysis. The hypothesis testing will be done after preliminary analysis in order to derive the findings of the study to conclude which hypothesis is supported and which one is not.

Chapter five will be about the discussion. It will involve the justification regarding study results through previous research and contextual arguments. This chapter will also involve the practical and theoretical implications of this particular study. Moreover, there will be a discussion regarding the limitations and future research directions of this study.