

Impact of Abusive Supervision on Affective Commitment with the Moderating Role of Self-Control Capacity of Non-Managerial Employees in Apparel Industry: A Sri Lankan Perspective

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Abstract

The study examines the influence of abusive supervision on affective commitment among non-managerial employees in the Sri Lankan apparel industry, focusing on the potential moderating role of self-control capacity. Data was gathered from 257 randomly selected non-managerial employees from three knitted export organizations in Sri Lanka using self-administered questionnaires. The data were analyzed using SPSS 23. The results indicate a significant negative impact of abusive supervision on affective commitment, consistent with previous research findings. However, the study found that the moderating effect of self-control capacity was not statistically significant. This suggests that even though non-managerial employees may possess a moderate level of self-control capacity, it may not be adequate to mitigate the impact of abusive supervision on affective commitment. These findings highlight the critical necessity for organizations within the Sri Lankan apparel industry to address abusive supervision behaviours and to implement strategies aimed at enhancing employee retention in organizations.

Keywords: *Abusive supervision, Affective commitment, Self-control capacity, Supportive supervision, Task-oriented supervision*

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Introduction

Employees' emotional bond with their organization plays a crucial role in fostering employee attachment (Rhoades et al., 2001). This emotional bond not only enhances employee engagement but also contributes to a sense of belonging, which is crucial for an organization's long-term sustainability (Harter et al., 2003). Fostering strong relationships and nurturing a sense of belonging among employees are instrumental in retaining experienced staff and ensuring their loyalty, both of which are key factors that directly impact the organization's performance over time (Hausknecht et al., 2009; Kyndt et al., 2009).

The role of supervisors towards employees and the relationships that supervisors maintain with employees are important and generate favourable organizational outcomes, specifically an augmentation in organizational commitment (Rathi & Lee, 2017; Agarwala et al., 2014). Wong and Wong (2013) further emphasized the importance of these interactions, highlighting that establishing a sense of commitment through strong supervisor-employee relationships is vital for organizational success. Thus, organizations that prioritize and invest in developing these connections are more likely to achieve sustainable performance and retain valuable talent.

In contrast, subordinates who experience mistreatment tend to perceive their supervisors negatively and suspect their intentions (Cropanzano & Mitchell, 2005; Schoorman et al., 2007). Abusive supervision occurs when managers misuse their authority or position for personal benefit, apply company policies unfairly, discourage employee initiative, and act indifferently (Dharmasiri, 2021). A wealth of empirical research shows that abusive supervisory behaviour negatively affects employees' attitudes (Tepper, 2000; Tepper et al., 2004), psychological well-being (Tepper, 2000), and performance (Harris et al., 2011), while also promoting harmful workplace

behaviours (Mitchell & Ambrose, 2007). Furthermore, such behaviour is linked to lower job and life satisfaction, reduced commitment, increased work-family conflict, and higher psychological stress (Dharmasiri, 2021).

These problems are worsened when employees lack the skills to cope with the negative effects of abusive supervision, putting them at risk of further negative outcomes. The literature widely acknowledges the moderating effect of personal characteristics on the relationship between supervisory styles and employee affective commitment. Among these characteristics, self-control capacity has received particular attention (Santana-Martins et al., 2022; Ranasinghe & Amarawansah, 2019; Rajapakshe, 2018; Wijayasekara, 2023). According to De Ridder et al. (2012), the concept of Self-control is the capacity of the self to alter dominant responses, promoting desirable behaviour and inhibiting undesirable behaviour. Empirical research demonstrates that individuals with high self-control are more adept at managing their thoughts, regulating their emotions, and inhibiting their impulses compared to those with low self-control (Baumeister et al., 1998., De Ridder et al., 2012). Research suggests that self-control plays a significant role in this context (Baumeister et al., 2007). Victims of abusive supervision often use self-control to manage their hostile feelings and aggressive urges toward their abusive supervisor (Arneklev et al., 1993). Similarly, self-control helps employees follow social norms, stay focused at work, keep their temper, and avoid acting aggressively when provoked (Tangney et al., 2004).

According to Gunapalan and Ekanayake (2019), Sri Lanka's apparel industry plays a significant economic role by creating jobs and bringing in foreign revenue. The Western Province has emerged as a key player, contributing significantly to the sector's growth and driving employment opportunities that strengthen economic



development (Department of Census and Statistics, 2021). In 2021, the apparel industry marked a significant achievement by generating export revenue of US\$ 5 billion, a notable 22% increase compared to the previous year (Sri Lanka Export Development Board, 2021; 2022). In recent years, the production of knitted or crocheted apparel and clothing accessories has played a crucial role in enhancing the country's economic standing (Sri Lanka Export Development Board, 2021). Given this context, the researchers selected a sample of knitwear exporters as the focus of their investigation in this study.

Non-managerial employees are crucial in enhancing competitive advantage within the apparel industry (Bartholomeusz, 2021). Studies indicate that female employees in non-managerial roles in Sri Lanka's apparel sector are increasingly considering leaving their jobs due to heavy workloads and poor working conditions (Lakshani & Weerasinghe, 2021). Supervisors hold a key position in promoting affective commitment and improving the performance and well-being of non-managerial workers in the apparel industry (Fibre2Fashion, 2008). However, the impact of abusive supervision on affective commitment has not been fully explored, especially when considering the potential moderating effect of self-control (Wijesinghe, 2021; Durairatnam et al., 2020). This gap highlights an area in need of further study. Therefore, this research aims to examine the role of self-control as a moderator in the relationship between abusive supervision and affective commitment among non-managerial employees in the apparel industry.

Research Problem of the Study

The Sri Lankan apparel industry struggles with high labor turnover, which significantly impacts its ability to meet targets and organizational goals (Aponso et al., 2021; Dheerasinghe, 2009). This issue is particularly evident in the Western Province, where non-managerial employees face

challenges related to high turnover and absenteeism rates, both linked to low affective commitment (Gamage, 2021; Manage & Dissanayake, 2021; Welmilla, 2020; Lakshani & Weerasinghe, 2021). Absenteeism, in particular, continues to negatively affect productivity and overall performance (Welmilla, 2020), making the decline in employee commitment a critical concern. Research has highlighted a significant link between supervisory support and employee commitment, but while abusive supervision has been studied globally, its impact within Sri Lanka's unique cultural and economic context, especially in the Western Province's apparel sector, remains underexplored (Ranasinghe & Amarawansah, 2019). Additionally, the moderating role of self-control capacity, though recognized in other organizational settings, has not been thoroughly investigated in the context of the Sri Lankan apparel industry. Exploring this could shed light on how individual traits interact with supervisory behaviours to influence commitment levels.

Research Objectives

The study's main objective is to analyze the impact of the abusive supervisory style and its impact on the affective commitment of non-managerial employees in the apparel industry.

Specific Objectives

RO1: To investigate the impact of abusive supervisory style on non-managerial employees' affective commitment in the apparel industry.

RO2: To investigate the moderating role of non-managerial employees' self-control capacity on the impact of abusive supervisory style on affective commitment.



Literature Review

Abusive Supervision

The term abusive supervision refers to “subordinates’ perceptions of the extent to which their supervisors engage in the sustained display of hostile verbal and nonverbal behaviours, excluding physical contact” (Tepper, 2000, p. 178) that create an intimidating or aggressive work environment (Tepper, 2000). According to Harris et al. (2011), abusive supervision is a violation of moral principles and ethical norms. It can also be demonstrated through acts of incivility, such as being rude or impolite to employees and engaging in inconsiderate actions that disregard their needs or feelings (Bhattacharjee & Sarkar, 2022). Furthermore, compulsion, threats, or punishment used to compel subordinates to comply with supervisor requests represent abusive supervision (Tepper, 2007; Mitchell & Ambrose, 2007). Numerous studies have illuminated the negative consequences associated with abusive supervision. Studies have found that abusive supervision is associated with increased stress, job dissatisfaction (Bhattacharjee & Sarkar, 2022), reduced organizational commitment (Shoss et al., 2013), an increased likelihood of engaging in counterproductive work behaviours and turnover intentions (Wang et al., 2021). It can also negatively affect organizational performance by causing reduced productivity and decreased employee morale (Tepper, 2000; Park et al., 2020).

Several factors contribute to the emergence of abusive supervision. Power dynamics within organizations play a pivotal role, as supervisors who experience abuse from higher-ranking superiors are more inclined to act abusively themselves (Aryee et al., 2008). Additionally, supervisors may engage in abusive behaviour to vent their negative feelings on subordinates, perceiving them as a relatively safe outlet (Hoobler & Brass, 2006).

Abuse in supervision has far-reaching effects (Ashkanasy et al., 2016). It has a detrimental effect on employees' views about their jobs, which lowers job satisfaction, organizational commitment, and organizational identity (Tepper, 2000). Furthermore, it heightens turnover intentions (Tepper, 2000) and diminishes perceptions of organizational justice, including support from supervisors and procedural justice (Shoss et al., 2013). The psychological well-being of subordinates is significantly affected, with abusive supervision leading to depression, emotional exhaustion, self-image problems, and low organization-based self-esteem (Tepper et al., 2007; Thau & Mitchell, 2010; Chi & Liang, 2013). Additionally, it has been associated with health issues due to its persistent stressor nature (Tepper, 2000). Abusive supervision can also trigger deviant behaviours within organizations, with some employees attributing supervisory abuse to broader managerial failures (Bowling & Michel, 2011). This can manifest as organization-directed deviant behaviours and, in some cases, redirecting deviant behaviours toward colleagues (Mitchell & Ambrose, 2007). Moreover, abusive supervision has adverse effects on performance outcomes, leading to diminished organizational citizenship behaviours (OCBs) and decreased work engagement (Aryee et al., 2008). Therefore, identifying and tackling abusive supervision is crucial for creating a safe, healthy, and productive work environment that encourages positive employee attitudes, engagement, and long-term commitment (Bormann & Gellatly, 2021).

Affective Commitment

The term "affective commitment" refers to a person's identity, emotional connection, and active participation with an organization (Meyer & Allen, 1991). Over the past two decades, researchers have consistently supported the conceptualization of affective commitment, emphasizing the emotional bond individuals form with an organization and their active engagement and



identification with it (Mathieu & Zajac, 1990; Meyer et al., 2002). Organizational commitment is reflected by various dimensions of commitment, distinguishing affective commitment as a distinct construct rooted in emotional bonds and attachment (Meyer & Allen, 1991; Mathieu & Zajac, 1990;). Affective commitment plays a significant role in shaping workplace behaviours. Strong emotional commitment in the workplace is associated with positive behaviours including helping co-workers, putting in additional effort, sharing important information, and getting positive feedback (Mercurio, 2015). Low affective commitment is linked to increased employee turnover (Porter et al., 1976; Meyer & Allen, 1991), with disaffection being an antecedent to turnover (Porter et al., 1976). Moreover, high affective commitment is associated with reduced absenteeism (Mathieu & Zajac, 1990). Affective commitment correlates positively with organizational citizenship behaviours (OCBs), showcasing its positive impact on overall job performance (Liu, 2009).

Self-control Capacity

According to Baumeister et al. (2007), self-control capacity is the ability to modify one's actions, particularly to align them with ethics, morals, standards, and societal norms, as well as to facilitate the achievement of long-term objectives (p. 351). According to De Ridder et al. (2012), self-control refers to the ability of an individual to modify predominant responses, thus facilitating favourable conduct while suppressing unfavourable conduct. In the workplace, employees exercise self-control to meet organizational expectations, values, and performance criteria (Johnson et al., 2017). Self-control has been shown to be important in fostering a positive workplace and increasing worker productivity (Johnson et al., 2018). More self-control means that a person can better control their emotions, make wise judgments, and remain calm under pressure, benefiting organization as a whole (Wang et al., 2021).

However, self-control capacity is not static and can be influenced by various antecedents. Some individuals may have a genetic predisposition towards greater self-control (Duckworth & Seligman, 2017). Childhood experiences, such as parental warmth and support, can also shape self-control development (Duckworth & Seligman, 2017). Environmental factors like poverty and stress can deplete self-control resources, making it more challenging for individuals to exercise self-control capacity (Baumeister et al., 2007; Hauser, 2019).

Reduced self-control capacity has been associated with abnormal and unethical behaviours, such as deceit, fraud, and rude behaviour toward clients and co-workers (Christian & Ellis, 2011; Gino et al., 2009). Employees with lower self-control may also be less likely to voice concerns, assist colleagues, or engage in prosocial behaviours (Yam et al., 2017). Individuals with reduced self-control are more prone to impulsive actions and emotional reactions, which can lead to unfavourable decisions and inadequate coping mechanisms (Mathes et al., 2017). Moreover, lower self-control capacity is associated with decreased engagement in organizational citizenship behaviour (OCB), particularly interpersonal citizenship behaviour (Trougakos et al., 2015). Employees with depleted self-control may also display reduced effort and effectiveness in their job responsibilities (Binnewies et al., 2009). This can affect team cohesion and overall organizational effectiveness. Thus, the capacity for self-control among employees serves as a pivotal moderator, capable of exerting influence on the manner in which abusive supervisory style impacts their affective commitment.

Hypotheses Development

The Impact of Abusive Supervision on Employees' Affective Commitment in the Apparel Industry.

According to research done in Ghanaian micro, small, and medium-sized businesses



(MSMEs), proactive employee work behavior and employee bottom-line mentality (EBLM) were negatively impacted by perceived abusive supervisory behavior (Hanu et al., 2023). Another study conducted at a Chinese telecommunications business discovered that affective organizational commitment was negatively impacted by abusive supervision (Arshad et al., 2021). Aryee et al., (2008) also found a negative correlation between abusive supervision and affective commitment.

Tepper et al., (2004) found a negative correlation between co-workers' OCB and affective commitment when abusive supervision was prevalent. According to another study, employees who are under abusive supervision have higher intents to leave the company and are less committed to the firm (Burris et al., 2008). Furthermore, Hanifah et al. (2021) discovered that verbal abuse and abusive supervision increased the intention of turnover among Indonesian textile workers due to emotional weariness. This implies that an abusive supervisory style negatively impacts affective commitment. The authors, therefore, developed the following hypothesis.

H1: There is a negative impact of abusive supervision on employees' affective commitment.

Moderation Role of Self-Control Capacity, Impact of Abusive Supervision and Affective Commitment

In order to overcome their negative feelings and aggressive tendencies toward an abusive supervisor, victims of abusive supervision must practice self-control (Arneklev et al., 1993). Employees with the ability to exercise self-control are more likely to adhere to social norms, persist at work, manage their

anger, and refrain from acting aggressively toward a provocateur (Tangney et al., 2004).

According to research, self-control under pressure has a negative correlation with organizational continuity while having a good correlation with followers' affective commitment to the leader (Santana-Martins et al., 2022). Furthermore, Kiazad et al., (2010) observed that subordinates' organisation-based self-esteem affected their views of abusive supervision. Furthermore, according to Tsorbatzoudis et al., (2012), older subordinates are more capable of exercising self-control and self-regulation and are more prone to become used to social and situational expectations.

Lian et al. (2014) proposed that the lack of self-control ability does not always translate into violent behaviour in response to harsh supervision. Instead, people are inspired to use their inner strength to overcome their innate desire to hurt their abusive boss when they sense that they may face consequences from their superiors. Reduced ability to regulate oneself seems to amplify aggressive responses to abusive supervision. According to this, those with worse levels of self-control could be more prone to act out in response to abusive supervision (Thau & Mitchell, 2010). Other research, however, has produced contrasting findings, suggesting that a rise in deviant behaviour in response to abusive supervision may not necessarily follow from a decrease in self-control (Lian et al., 2012). The contradictory results of these studies imply that an employee's ability to exercise self-control have an impact on how they behave when faced with abusive supervision. The authors, therefore, developed the following hypothesis.

H2: The impact of abusive supervision on affective commitment is moderated by employees' self-control capacity.



Conceptual Framework

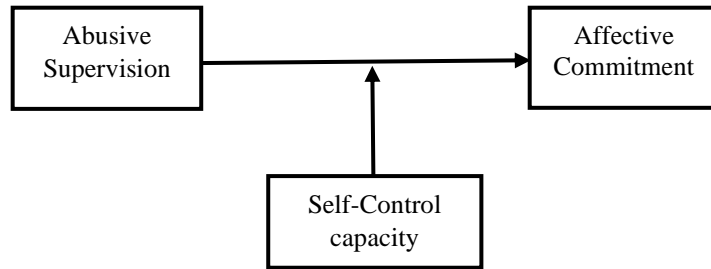


Figure 01: Conceptual Framework

Methods

This study has selected a positivist approach as its philosophical framework. Drawing from a positivist perspective, the researcher employed the method of deductive reasoning, which involved formulating a hypothesis derived from an existing theory and subsequently devising a means to examine the hypothesis empirically (Babbie, 2020). The researcher employed a mono-method approach by utilizing quantitative research methods. For data analysis, the researcher applied appropriate quantitative statistical techniques, such as regression analysis, to examine the relationships between variables and test the formulated hypotheses using SPSS 23.

Sample and Data Collection

The primary data is collected from non-managerial employees of three knitted export organizations in the western province of the Sri Lankan apparel industry. According to the Export Development Board of Sri Lanka, articles of apparel and clothing accessories knitted or crocheted (H.61) have made a greater economic contribution in recent years (Sri Lanka Export Development Board, 2021). Therefore, the authors chose three knitwear exporters for the current study.

The population of the study is all non-managerial employees of three chosen apparel organizations. The data for this study was collected using hard-copy questionnaires. A total of 470 questionnaires

were distributed across three organizations. The distribution was carried out for two months, allowing ample time for respondents to complete and return the questionnaires. Out of these, 257 completed questionnaires were effectively used for analysis. A sample was randomly selected from the selected apparel industry; this ensures minimal bias and provides the highest degree of generalizability (Sekaran, 2010).

When considering demographic profiling, gender is a significant factor. Women make up 63.4% of the workforce, while males make up 36.6%. When it comes to age, the largest age group belongs to the 26–35 age group, which accounted for 35.0% of the respondents. The 36–45 age group came in second at 31.1%. Employees under 25 make up 16.7% of the overall workforce, followed by those 46–55 and 56 and older, who make up 10.9% and 6.2% of the total, respectively. The distribution of employees' marital status is somewhat balanced, with 53.7% of them married and 46.3% single. With 24.1% of responses, Cutting is the most popular job department. Sawing comes in second with 23.7%, Finish Good with 19.5%, Quality with 18.7%, and Store with 14.0%. The employees' educational backgrounds demonstrate diversity; 50.6% have credentials below the G.C.E. O/L level, 37.0% at the G.C.E. O/L level, 10.5% at the G.C.E. A/L level, and 1.9% are classed as "Other." Lastly, experience analysis shows that experience levels are distributed fairly across the workforce. The majority, 26.8%, have six to ten years of experience, closely followed by those with sixteen to twenty



years, 22.6%. Less than five years of experience (21.8%), 11–15 years (16.0%), and above 20 years (12.8%) are associated with smaller percentages of workers.

Scales and Variables

Affective Commitment

The current study measured participants' affective commitment to their organization using the updated version of the affective commitment scale created by Meyer and Allen (2004). Six items total on the measure; ratings range from 1 (strongly disagree) to 5 (strongly agree), using a 5-point Likert scale.

Abusive Supervisory Style

The frequency and prevalence of abusive behaviours by supervisors were assessed in the current study using an abusive supervision questionnaire developed by Tepper (2000). This survey evaluates the degree to which workers are subjected to abusive supervision at work. A 5-point Likert scale is used to score each of the fifteen items, with 1 denoting "I cannot remember him/her ever using this behaviour with me" and 5 denoting "He/she uses this behaviour very often with me." Numerous studies have employed this questionnaire, demonstrating validity and reliability in assessing

affective commitment and abusive supervision (Fiset et al., 2019; Mitchell & Ambrose, 2007).

Self-control Capacity

The self-control capacity of participants was assessed in the current study using the Self-Control Questionnaire (Revised), created by Tangney et al., (2004). Thirteen items in this questionnaire evaluate different facets of self-control. Participants score each item on a 5-point Likert scale, which goes from 1 (Not at all like me) to 5 (Very much like me). The Self-Control Questionnaire (Revised) has been extensively utilized in prior research and has demonstrated validity and reliability in measuring self-control capacity (De Ridder et al., 2012).

Measurement Validation

The data underwent exploratory factor analysis utilizing Principal Components analysis and varimax rotation (Tabachnick & Fidell, 2007). The minimum factor loading criteria was set to 0.50. The Kaiser–Meyer–Olkin MSA was 0.910 and Bartlett's Test of Sphericity proved significant. Moreover, the reliability assessment used Cronbach's Alpha and Composite Reliability. Internal consistency was ensured using

Table 01: Convergent and Discriminant Validity

	CR	AVE	AFC	SCC	ABS
AFC	0.842	0.474	0.688		
SCC	0.916	0.527	0.368	0.726	
ABS	0.923	0.502	-0.511	-0.290	0.708

Cronbach's α to measure the reliability coefficient of abusive supervisory style (0.932), self-controlling capacity (0.923) and Affective commitment (0.849). Based on Table 1, it can be observed that the CR value of all variables exceeds 0.7, indicating the presence of composite reliability (CR value \geq 0.7) (Hair et al. 2010).

The construct validity was assessed using convergent and discriminant validity

measures (see Table 1). The AVE values for the variables Abusive Supervision and Self-Control Capacity exceed the threshold of 0.5, indicating convergent validity. However, the AVE of affective commitment is 0.474, slightly below the desired threshold of 0.5. However, it is worth noting that affective commitment standardised factor loadings exceed 0.5, and the Composite Reliability value of affective commitment is above 0.7.



Therefore, the affective commitment does possess convergent validity (Cheung et al., 2023).

This study utilized the Fornell and Larcker criterion to evaluate discriminant validity. According to Table 1, The square root of the AVE (off-diagonal) exceeds the correlation between the constructs in the corresponding rows and columns. Therefore, the present study supports the acceptance of discriminant validity.

Moreover, the correlation result indicated a negative relationship between an abusive supervisory style and affective commitment among employees. The Pearson correlation coefficient was -0.466. The Pearson correlation coefficient between self-control capacity and affective commitment was 0.314. There was a negative relationship between an abusive supervisory style and self-control capacity. The P value was 0.284. The p-value associated with the correlation coefficient was 0.001, which is less than 0.01. This indicates that the correlation is statistically significant at the 0.01 level (2-tailed).

Data Analysis

The Impact of Abusive Supervision on Affective Commitment (H1)

The table (see Table 02) illustrates the single linear regression analysis of abusive supervisory style and its impact on affective commitment. The beta value is -0.466, which is significant at $p=0.00$. ($\beta=-0.466$, $p < 0.05$). The highly significant F-statistic ($F = 70.661$ with the p value less than 0.05) indicates that the model is statistically significant. This signifies a strong linear relationship between the independent variable (Abusive Supervisory Style) and the dependent variable (Affective Commitment). The regression equation, $\text{Affective Commitment} = 4.750 - 0.466 * \text{Abusive Supervisory Style}$, demonstrates the negative impact. It suggests that for each one-unit increase in Abusive Supervisory Style, Affective Commitment is expected to decrease by an average of 0.466 units. The model explains a substantial portion of the variance in Affective Commitment, with an adjusted R-squared (R^2) of 0.214 and R square of 0.217. This means that the model accounts for approximately 21.7% of the variance in Affective Commitment. The findings strongly support the hypothesis that abusive supervision has a negative impact on employees' affective commitment. The analysis demonstrates that employees' affective commitment tends to decrease as the level of abusive supervisory behaviour increases. Therefore, H1 is accepted.

Table 02: Regression Results between Abusive Supervision and Affective Commitment

Model	Unstandardized Coefficients		R	R ²	Adjusted R ²	F	Sig
	B	Std. Error					
(Constant)	4.750	.186					.000
Abusive supervisory style	-.466	.055	.466 ^a	.217	.214	70.661	.000

The Impact of Self-Controlling Capacity on the Relationship between Abusive Supervision and Affective Commitment (H2)

(See Table 3) After determining the interaction terms for abusive supervisory

style and self-controlling capacity, the same steps as in H1 were employed. The results confirm that the significant interactive effects of abusive supervisory style and self-control capacity (ABS X SCC) do not significantly impact effective commitment (p is 0.179,



which is $p > 0.05$). This implies that, in this particular analysis, self-control capacity does not moderate the relationship between

abusive supervision and affective commitment. Thus, the negative impact of abusive supervision on affective commitment is not significantly influenced by employees' self-control capacity in the apparel industry. The interaction term does not provide evidence for a significant moderation effect to accept H2. Therefore, H2 is not accepted.

Discussion

The Impact of Abusive Supervision on Affective Commitment (H1)

According to the Sri Lanka Export Development Board (2020), the demand for clothing produced in Sri Lanka creates a high-pressure environment for the

country's apparel sector. This notion of abusive supervision emerges with the more specific, short-term-oriented production

targets, which are always determined by senior management.

This environment can foster toxic work conditions characterized by relentless demands, ruthlessness, and extreme pressure. According to Burton et al. (2012) and Bhattacharjee and Sarkar (2022), supervisors experiencing distressing conditions due to job stressors risk engaging in abusive supervision towards their subordinates. According to Global Labor Justice (2023), p. 18, "production targets can escalate to 200-250 pieces every thirty minutes" in Sri Lanka. Abusive supervision practices increase stress levels in high-pressure workplaces with constrained production schedules, further contributing to a decline in emotional commitment. Organizations can reduce the impact by thoroughly reviewing production targets to ensure they are attainable and practical and by integrating employees in the goal-setting process without sacrificing their well-being.

Table 03: Regression Results among Abusive Supervision, Self-Controlling Capacity and Affective Commitment

	Model 1			Model 2		
	Unstandardized Coefficients		Sig	Unstandardized Coefficients		Sig
	B	Std. Error		B	Std. Error	
(Constant)	4.750	.186	.000	3.806	.314	.000
ABS	-.466	.055	.000			
ABS				-.404	.057	.000
SCC				.222	.062	.000
ABSxSCC				-.065	.048	.179
R	.466 ^a		.508 ^b			
R ²	.217		.258			
Adj R ²	.214		.249			
F	70.661		29.351			

Furthermore, the apparel industry in Sri Lanka ignored the involvement and well-being of its workforce in favour of adopting aggressive strategies to deal with the COVID-19 pandemic and economic crisis (Manjaree & Shakyara, 2023). These tactics

frequently include cost-cutting, raising workloads, lowering salaries, and enforcing rigid output goals. As a result, managers are under tremendous pressure to guarantee that their teams are producing at the highest level. In order to reach objectives at the expense of



the well-being of their employees, managers sometimes turn to intimidation or verbal abuse as a manifestation of this pressure. Consequently, the emotional bond and loyalty that workers have to their jobs and the organization are probably diminished when witnessing abusive behaviour from their supervisors. The current research indicates that emotional commitment decreases as abusive supervisory behaviour rises. Tepper (2000) and Mitchell and Ambrose (2007) provided strong evidence to support these results.

The Impact of Self-Controlling Capacity on the Relationship between Abusive Supervision and Affective Commitment- (H2)

Sri Lanka earned substantially larger power distance, indicating that the self-control capacity does not significantly moderate the association between abusive supervisory style and affective commitment. This high score reflects a society that values and accepts hierarchical order without question. Hierarchies within organizations reflect existential inequality between higher and lower levels, with a higher concentration of supervisory personnel (Hofstede, 2011). The non-managerial employees often occupy lower levels in the organizational hierarchy, making them more vulnerable to abusive behaviours from supervisors who hold positions of authority. High power distance (structured hierarchies with limited employee voice) experience higher levels of stress, potentially linked to reduced control and influence in the Sri Lankan apparel industry (Olagama et al., 2010). Therefore, in order to cope with negative social interactions, employees often resort to either surface or deep acting, which involves suppressing or faking automatic emotional reactions in the workplace; this exploits employees' ability to exercise self-control (Grandey et al., 2005). Consequently, emotional labour is one of the most extensively researched precursors to diminished self-control capacity (Lian et al., 2014). This can be addressed by clearly outlining the consequences for violations and ensuring all employees are aware of their

rights and channels for reporting misconduct. This could involve implementing regular performance reviews, anonymous feedback mechanisms, and open-door policies for addressing concerns.

The pandemic, compounded by the Sri Lanka economic downturn, has notably worsened the challenges apparel non-managerial employees face (Siddiqi, 2023). In light of these adverse conditions, it is understandable that such workers might hesitate to tap into their self-control capacities when confronted with the negative consequences of abusive behaviour within their workplace. Although the mean score for Self-Control Capacity stands at a moderate 3.2673, indicating a reasonable level of self-control among participants, despite possessing a moderate level of self-control capacity, it seems that non-managerial employees in Sri Lanka do not find it sufficient to moderate the impact of abusive supervision on their affective commitment. This suggests a complex interplay of factors within the workplace environment, where external stressors such as economic downturns and the pandemic overshadow individual self-control capacities in shaping affective commitment to one's job.

Implications

The results of this study have significant organizational implications. First of all, the study emphasizes how abusive supervision harms affective commitment. Negative affective states resulting from abusive supervision have the potential to diminish employees' emotional identity and undermine their affective commitment. Therefore, organizations can mitigate this impact by establishing intervention and monitoring mechanisms to reduce abusive behaviours and promoting better communication and management methods. Sri Lankan workplace culture frequently prioritizes a strong emphasis on long working hours and a deep commitment to professional responsibilities. (Chandrakumara & Sparow, 2007). However, raising awareness about the importance of human orientation of



supervision and its positive impact on employee morale and mental well-being can encourage individuals to stay in the organization. Additionally, a single supervision style cannot promote affective commitment due to its complexity, but a combination of more supervision would be better to encourage practice in the organization. Therefore, organizations must execute an extensive training program so that the supervisors encompass the short-term task-oriented different supervisory styles that always ensure the human orientation of management at work. In addition, training programs should train the supervisors to be sightseers or spectators of active observers at the workflow but not passive observers who always force or abuse subordinates. Workplaces in Sri Lanka are generally hierarchical, with age and position playing significant roles, and decisions typically made by those in highest-ranking positions. Sri Lankan employees could feel reluctant to make agreements without their superiors' approval. Consequently, employees are often more flexible and willing to compromise when necessary.

Management can play a role in promoting supervisory habits by advocating for regulations that support a healthy work life, such as mandatory breaks and incentives for employers rather than forceful attempts to achieve targets. The study found that self-controlling capacity does not significantly moderate the relationship between abusive supervision and affective commitment. This is because Sri Lanka scores significantly high on power distance, reflecting a society that values and accepts hierarchical order without question. Employees often resort to surface or deep acting to cope with negative social interactions, which can exploit their ability to exercise self-control. This can be addressed by clearly outlining the consequences for violations and ensuring all employees are aware of their rights and channels for reporting misconduct.

Limitations and Research Directions

The study relies on self-report measures for variables such as abusive supervision, affective commitment, and self-controlling capacity, which may be susceptible to response biases such as social desirability. The validity of findings could be improved in the future by using multi-source or observational metrics. Furthermore, the study acknowledges the limitation of not exploring other individual differences that could have influenced the association between supervisory styles and affective commitment. Future research could focus on investigating additional individual differences, such as personality traits, cultural factors, or demographic variables, to provide a more comprehensive understanding of their influence on the relationship.

Conclusion

This research emphasizes how critical it is to address abusive supervision and foster constructive social interchange within Sri Lanka's apparel sector. Moreover, research emphasizes the limited moderating function of self-control capacity in reducing the association between abusive supervision and affective commitment. The research provides insightful information on the Sri Lankan apparel industry, recommending strategies to increase employee engagement and lower intents of turnover, thereby supporting the sector's long-term success.



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