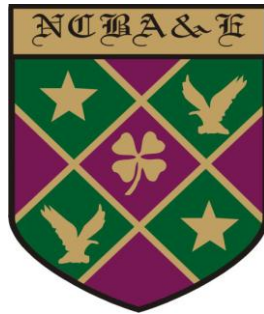


*National College of Business  
Administration and Economics  
Lahore*



**RELATIONSHIP BETWEEN FAMILY  
MOTIVATION, ABUSIVE SUPERVISION,  
AND ORGANIZATIONAL COMMITMENT:  
MEDIATING MECHANISM OF THRIVING  
AT WORK AND EMOTIONAL EXHAUSTION**

**BY**

***MARIAM SALEEM***

**MASTER OF PHILOSOPHY  
IN  
BUSINESS ADMINISTRATION**

**MAY, 2019**

# **NATIONAL COLLEGE OF BUSINESS ADMINISTRATION AND ECONOMICS**

## **RELATIONSHIP BETWEEN FAMILY MOTIVATION, ABUSIVE SUPERVISION, AND ORGANIZATIONAL COMMITMENT: MEDIATING MECHANISM OF THRIVING AT WORK AND EMOTIONAL EXHAUSTION**

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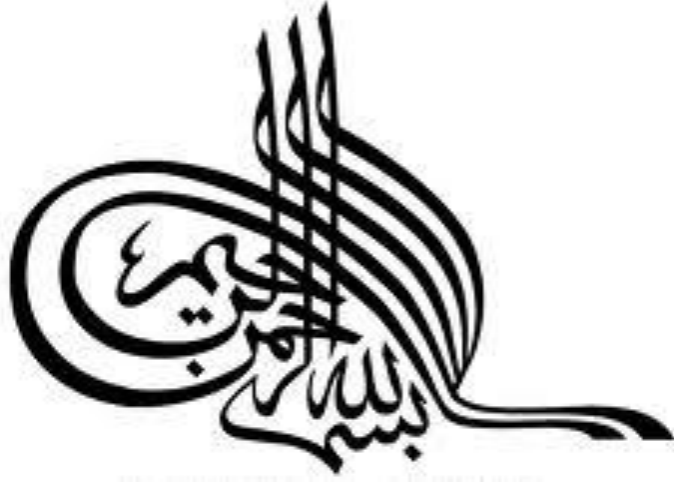
**MARIAM SALEEM**

**A dissertation submitted to  
School of Business Administration**

**In Partial Fulfillment of the  
Requirements for the Degree of**

**MASTER OF PHILOSOPHY  
IN  
BUSINESS ADMINISTRATION**

**May, 2019**



*In the name of ALLAH,  
The Most Beneficial,  
The Most Merciful,*

**NATIONAL COLLEGE OF BUSINESS  
ADMINISTRATION AND ECONOMICS  
LAHORE**

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Administration and Economics

# **DECLARATION**

It is to declare that this research work has not been submitted for obtaining similar degree from any other university/college.

**MARIAM SALEEM**  
**May, 2019**

*Dedicated*

*to*

*My Father*

*and*

*Beloved Mother*

## **ACKNOWLEDGEMENT**

Thanks to Allah Almighty Whose everlasting blessings empowered me to complete this enormous task. This dissertation could not have been completed without the time, effort, and support of a number of people. Therefore, I wish to acknowledge the contributions of all of them.

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## **RESEARCH COMPLETION CERTIFICATE**

Certified that the research work contained in this thesis entitled **“Relationship between Family Motivation, Abusive Supervision, and Organizational Commitment: Parallel Meditating Mechanism of Thriving at Work and Emotional Exhaustion”** has been carried out and completed by **Mariam Saleem** under my supervision during her **M.Phil. Business Administration** Programme.

*(Dr. Ghulam Abid)*  
**Supervisor**

## SUMMARY

Globalization and technological advancement have which enforced the organizations and firms to reformulate their organizational strategies to show good performance effectively, efficiently to gain competitive advantages. For this motive, companies are ceaselessly observing the ways for acquisition of a competitive advantage in the local and international markets. Officialdoms can increase profit and competitive advantage through the performance of thriving and committed workforce. Thriving and organizational commitment plays a momentous role in the triumph of the organizations. It is very problematic for an association to recruit and hire those folks who are more empowered to learn as well as preserve their steadiness and desire towards their long-lasting goals. Thus, an organization developed the thriving and commitment workforce. As employees of an organization works as building bricks with that institute So, their commitment towards the organization enhance effectivity of that company as well.

The current research attempts to empirically investigation the impact of family motivation and thriving on organizational commitment as well as the impact of dark side of leadership (Abusive Supervision) on organizational commitment in presence of emotional exhaustion. The survey questionnaire is used for data collection procedure. The target population was banking employees. Data is was collected from the banks which are situated in the Lahore (city of Punjab, Pakistan). The data was collected from the 72 branches of (15 banks), which were selected through the proportionate sampling technique.

The study finds that the family motivation and thriving is positively related with organizational commitment. Second, thriving mediates the association between family motivation and organizational commitment. Third, abusive supervision has a negative impact on an employee's thriving and organizational commitment. Fourth, this study finds that Abusive supervision has positive association with emotional exhaustion while emotional exhaustion has negative impact on thriving at work. Fifth, organizational commitment is negatively impacted by emotional exhaustion in presence of thriving. This research provides implications for theory and daily life practice for organizations. Limitations and future directions have been discussed.

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# CHAPTER 1

## INTRODUCTION

### 1.1 STATEMENT OF TOPIC AND AIMS

Family motivation and thriving has absorbed noteworthy attention of researchers' in recent years due to their high influence on the employee's behavioral consequences. Thriving is a "psychological condition in which employees undergo both the sense of vitality and learning", whereas "family motivation is the aspiration to devote effort to benefit one's family". Both are considered as the fundamental construct in scrutinizing today's workplace. Sometimes personnel do not experience vitality and learning simultaneously; therefore, they are not thriving at work. Such kind of individuals also cannot exhibit commitment towards their employing organization. Family motivation is a major factor which boosts the employee's ability to thrive at work and subsequently enhance their organizational commitment. In contrast, abusive supervision (negative attitude by higher management) lowers the employee's sense of vitality and learning. In the absence of these components no thriving can take place. Abusively supervised individuals feel emotionally exhausted and cannot show their commitment towards the organization. There are limited researches examining the linkage among abusive supervision, emotional exhaustion (Hu & Wu, 2009) and thriving at work. Beyond examining the direct effect, the current study also explored the mediating part that thriving plays in explaining the effects of family motivation and abusive supervision on organizational commitment. The association among emotional exhaustion and thriving at workplace will also be discussed in the present research. In malice of the development in this field, surprisingly, there is no research on identifying the intervening attitude of emotional exhaustion between abusive supervision and thriving at work. To narrow this gap, the present research argued that an emotionally abused individual feel exhausted which limits his chances to thrive at work.

### 1.2 STUDY BACKGROUND

We are living in a fast-paced world categorized by tempestuous economic and societal vicissitudes (Rosa, 2013). In globalized marketplaces, organizations have to acclimatize rapidly to fluctuating environments for the purpose of staying in the competition (Spreitzer, Porath, & Gibson, 2012). So as to be tenable, it is crucial for organizations to develop and retain a thriving

workforce (Spreitzer, Porath, & Gibson, 2012). Thrived employees try to generate new resources, e.g. Knowledge and strong social connections, while accomplishing their tasks (Prem et al., 2017). Thriving individuals usually distillate on the objectives of organizations. They can boost their professional capabilities with the development of organizations (Basinska, 2017). In recent times, theoretical work on thriving proposes that when personnel are thriving at the workplace (Carmeli & Spreitzer, 2009); they feel an improvement and momentum in their work. Rendering to a “socially embedded model of thriving” (Spreitzer et al., 2005), “thriving is a joint connection of two components; a sense of learning (getting improved on what the individual is doing at work) and a sense of vitality (experience thrilled at work)”. Researches illustrated that together encountering these “psychological conditions” at work concurrently have certain positive consequences for both officialdoms and employees (Carmeli & Spreitzer, 2009; Spreitzer & Porath, 2012; Geiger, 2013; Paterson & Jung, 2014; Wallace et al., 2013).

The current research endeavor to explore the mediating role of thriving with some factors, including family motivation, organizational commitment, abusive supervision and emotional exhaustion. Astonishingly, few theories and researches had observed the family as a cause of motivation (Grant et al., 2016). As Decals, Rosso, and Wrzesniewski (2010) dirge, “rare have directly considered the effect of family on the significance of one’s work.” In the ongoing research, we are trying to explore the relationship which had never been discussed before; is the influence of family motivation as a predictor on thriving. In this way, the current research enhances the literature of family motivation and thriving at work as well. It will give deep insight for new researchers. The family is the essential component of societal associations across all cultures (Garrett & Landau, 2016). Family support is a core reason why many individuals work (Grant et al., 2017).

According to conservation resource theory (Hobfoll, 1993) which asserts that “resource loss is the major constituent in the stress process (Hobfoll, 1993; 2001). Resource gain, thusly, is delineated as because resources are also used to avoid resource loss, at each phase of the stress process individuals are of increasing significance in the context of loss” (Hobfoll, 1993). In the line with our supporting theory, we took family motivation as a positive resource for the reason that- that family motivation is a strong predictor that enhances the employee’s ability to thrive at work. Without motivation from family, employees fail to thrive effectively at work place. Family motivation enhances the sense of vitality (feel energized) which empowers the individuals to be better learners and also sense of learning increases. Consequently, current study states that family motivation has a positive influence on personnel thriving at work.

Furthermore, the emphases of the current research is an association between one of the major constituents of organizational commitment and thriving at work. Allen and Meyer (1991) suggested that organizational commitment is under the commitment physiology has three divisible “constituents reflecting (1) a desire (affective commitment), (2) a need (continuance commitment), and (3) an obligation (normative commitment)”. Present research deals with only one dimension of organizational commitment which is affective commitment. Walumbwa et al. (2017) took organizational commitment as mediator between thriving at work and personal health, but to date no researcher had discussed it as an consequence of thriving at work. Organizational commitment reveals one’s emotive attachment to, identification with, and involvement in one’s organization (Meyer & Allen, 1991). In my point of view, thriving can be a major factor for increasing commitment of the employee towards their organizations. Vitality reflects the feeling of aliveness, optimism and vigor available to do work while learning reflects to acquiring and applying information as well as skills to improve one’s ability (Carver, 1998). So, both components together can become the reason of augmenting employee organizational commitment. Otherwise, this relation can never be so proficient.

The third undergoing relationship of the current study is role of thriving as intervening variable of family motivation and organizational commitment which had never ever been discussed in pervious literature, i.e. prior studies observed thriving as mediator in some other context with other variables such as (Zhai et al., 2017) stated thriving at the workplace facilitates the association among supervisor support and life satisfaction and thriving at work intercedes the association among coworker support and life satisfaction. Likewise, Abid et al. (2015) took thriving at work as mediating variable of POS (perceived organizational support), innovative work behavior and turnover intention.

Additionally, abusive supervision is an important behavioral factor which took too much attention of researchers in the last decade, i.e. Neuman and Keashly (2003) has revealed that personnel are frequent victim to demeaning acts by supervisors. Term abusive supervision can be explained as subordinates’ acuities of persistent aggression against them by their supervisor (Tepper, 2000; Tu et al., 2018). Mitchell and Vogel (2015) focused on third party's reaction to abusive supervision of coworkers Harris et al. (2007) took abusive supervision as an independent variable of performance, yet the effect of abusive supervision as a predictor variable of thriving at work is still in vogue. In this regard, recourse conservation theory (Hobfoll, 1993) helps us to trace out aforementioned relationship. As management support can bring many fruitful outcomes, not only for employees, but the organization as well like

Peterson (2013). In his study he found that supervisor support climate facilitates employee to thrive at work. Conversely, we can argue that abusive supervision slows down the employee level of thriving at work because supportive supervision is a resource for employee to thrive at work and abusive supervision abolishes this source.

For the past era, constructs relating to “negative behaviors” in the workplace have grown scholars’ curiosity (Griffin & Lopez, 2005; Kluemper et al., 2018) including counterproductive work behavior (Fox & Spector, 2005), and deviant workplace behaviors (Robinson & Bennett, 1995). The increasing scholars’ concerns for negative behaviors at workplace have directed towards a transferal of the attention of leadership literature from effective leadership behaviors to both optimistic and pessimistic edges of leadership (Wu, 2008). So, current study tries to explore the relationship from one negative factor of leadership that is how abusive leadership leads employee towards emotional exhaustion.

Furthermore, we investigated how thriving at work, works as mediator between abusive supervision and organizational commitment. Tepper colleagues’ (2000) in their investigation on abusive supervision have recognized that it lessens down the employees’ job and life contentment, and OCB. Abusive supervision also upsurges individual confrontation, emotional exhaustion, and family-work conflict (Duffy, Ganster, & Pagon, 2002; Hoobler, & Ensley, 2004; Tepper, Duffy, Tepper, 2000; Zellars, Tepper, & Duffy, 2002). As mentioned above, abusive supervision somehow has adverse effects on organizational commitment; the current study argue that it also has an adverse effect on individual’s affective organizational commitment. It seems that abusive supervision decreases thriving at work and ultimately organizational commitment.

At the end, study turn its focus towards the intervening effects of emotional exhaustion between abusive supervision and thriving at work. As resource conservation theory (Hobfoll, 1993, 2001) gives us a slot that low availability of resources gives less opportunity to gain positive results and high opportunity gives more opportunity to earn positive outcomes. So, our last purposed relationship perfect framework of that theory.

### **1.3 SIGNIFICANCE OF THE STUDY**

Under the purposed theoretical model, our research contributes to the pervious knowledge in various ways. Firstly, present context tried to add value in the previous literature of family motivation which is highly unobserved

variable (Grant et al., 2016) particularly in developing countries like Pakistan. Surprisingly, only a few researchers have focused on family as a cause of motivation (Grant et al., 2017) while the majority of these researches were conducted in developed countries like Europe, America and Canada. This area is still infancy in south Asian countries (Grant et al., 2017).

Moreover, prior researches had never explored the direct relation of family motivation with thriving. Other dimensions of motivation had been explored by them, i.e. Tepper (2016) observed the relationship supervisor's prosocial motivation with thriving. So, we examine that in today's challenging work environment, motivation from family may grasp the potential benefits for employees in the form of behavioral outcomes in the workplace. So far, researchers had not considered that certain organizational commitment (affective commitment) as dependent or criterion variable of thriving at work and it may also hold the latent to foster thriving at work (Prem et al., 2016). Numerous positive antecedents of thriving discussed by previous authors such as the outcomes of empirical studies of Porath et al. (2011), Frazier (2012) and Paterson et al. (2014) exhibited the positive association between thriving and performance. Similarly, Porath (2011) suggested goal orientation as an outcome of thriving. Ancestor research bodies had never discussed this behavior of thriving before. In this manner, our study may catch attention of organizational scholars as we took an organizational commitment as antecedent of thriving at work in an intellectual way.

Present research also investigates the facilitator behavior of thriving between family motivation and organizational commitment. Fourth key contribution is that, present research seeks to observe direct association between abusive supervision and thriving at work. Both of these variables are researched extensively in previous literature, but their mutual relationship has yet not explored. As Pertson et al. (2013) observed thriving at the workplace as the antecedent of supervisor support but negative attitude had never discussed.

Fifth, this study tries to validate the findings on the association between abusive supervision and emotional exhaustion, previously examined by Wu and Hu (2009) and extend its generalizability in developing countries. The present study addresses that thriving at work creates a linkage between abusive supervision and organizational commitment by playing intervening role. This area is largely ignored by management researchers. Therefore, it would be worthwhile and interesting to observe the mediating impact of thriving at work in this manner.

Another, remarkable contribution of the study is that thriving had never been observed as an outcome variable of emotional exhaustion for example

Wright and Cropanzano (1998) investigated the impact of emotional exhaustion on job performance and voluntary turnover. Boles et al. (2016) took emotional exhaustion as antecedent of job satisfaction and propensity to leave. In this way, this research contributes in the extant literature of emotional exhaustion and empirically investigates this exceptional relationship between emotional exhaustion and thriving at work. Last but not least, present research tries to figure out the intervening role of emotional exhaustion with abusive supervision on thriving at work.

Further details of aforementioned relationships will be discussed in the literature section of this study in detail.

#### **1.4 OBJECTIVE OF THE STUDY**

The main objective of the research are as follows:

- a) To investigate the relationship between family motivation and thriving at work.
- b) To investigate the relationship of thriving at work and organizational commitment.
- c) To investigate the worthwhile mediating relation of thriving between family motivation and organizational commitment.
- d) To examine the direct relationship of abusive leadership on thriving at work.
- e) To investigate the indirect intervening/mediating relationship of thriving between abusive supervision and organizational commitment.
- f) To investigate the relationship between abusive supervision and emotional exhaustion.
- g) To investigate the relationship of emotional exhaustion and thriving at work.
- h) To investigate the mediating relationship of emotional exhaustion between abusive supervision and thriving at work.

## **1.5 RESEARCH HYPOTHESES**

On the bases of above-mentioned study background, objectives, earlier theoretical and empirical observations grounds; we are able to write the following hypothesis in respective manner:

### **Hypothesis 1:**

Family motivation has positive relationship with thriving at work.

### **Hypothesis 2:**

Thriving at work has positive relationship with organizational commitment.

### **Hypothesis 3:**

Thriving at work mediate the relationship between family motivation and organizational commitment.

### **Hypothesis 4:**

Abusive supervision has negative relationship thriving at work.

### **Hypothesis 5:**

Thriving at work mediate the relationship between abusive supervision and organizational commitment.

### **Hypothesis 6:**

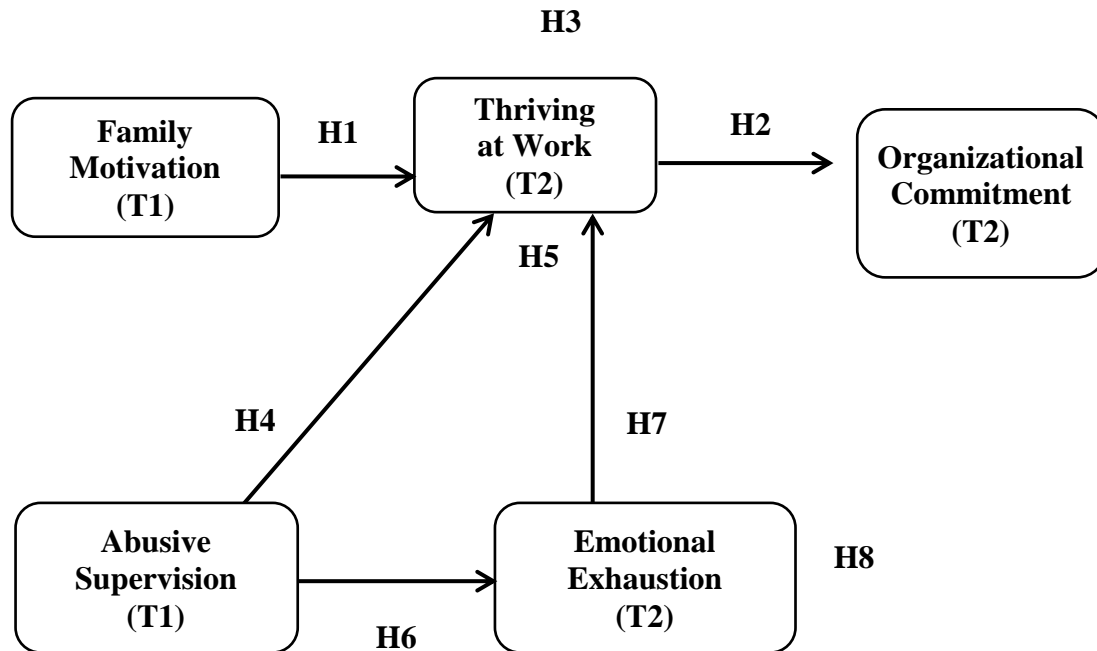
Abusive supervision has positive relationship with emotional exhaustion.

### **Hypothesis 7:**

Emotional exhaustion mediate the relationship between abusive supervision and thriving at work.

## **1.6 THEORETICAL MODEL**

The rational display group of study variables (i.e., family motivation, thriving at work, organizational commitment, abusive supervision, emotional exhaustion) establish a theoretical framework (Figure 1) and the configuration of connotation between them.



## 1.7 METHODOLOGY

The current research directed an investigation of the bank personnel from the branches located in Lahore, Pakistan. As the elementary aim of this study is to scrutinize how altered aspects can affect employees, thriving at work, thus, it is a correlational in nature. The unit of analysis is the individual bank employees. This research took place in non-contrived setting. By non-contrived we mean ordinary work environment with minimum interference by the researcher. The study is cross-sectional in time prospect. Besides that, it has a time lag structure (data is collected in two times (T1 and T2) because we want to reduce common method variance.

For data collection, convince sampling technique has been employed. The study received 410 responses. Therefore, response rate is 82 %. The comprehensive detail of research methodology has been discussed in Chapter 3 which we can say section on present study.

## 1.8 DATA ANALYSIS

Data is calculated and scrutinized in SPSS 24 version and Microsoft Excel 2010. The current study accomplishes descriptive analysis to measure the demographic physiognomies of individuals. Cronbach's Alpha values are figure out the internal consistency for all study variables. The individual's Bi-variant Correlation is measured for control and study variables. We utilized

SPSS Process macro to evaluate mediations results of our purposed hypotheses. The complete explanation of data analysis starting from general frequency analysis to mediation analysis is presented in section four of undergoing research.

## **1.9 STUDY FINDINGS**

The study findings are constant with proposed relationships and wrinkled with the prior researches. The empirical finding of current study is a portrait of association between study variables in the theoretical framework. The research shows that family motivation plays a vital role to enhance the employee's ability to thrive at work. Secondly, family motivation has indirect effects on employee organizational commitment while working for the organization if we took thriving as mediator between them. The study also finds that abusive supervision slows down the ability of thriving at workplace. The study enhances the literature of abusive supervision as a predicator of emotional exhaustion and thriving at work. Besides that, this study also finds the mediating mechanism of thriving and emotional exhaustion between family motivation, organizational commitment and abusive supervision. The comprehensive deliberation of research findings, practical implications, limitations and future directions will be provided in section 5 of the present research.

## **CHAPTER 2**

### **LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT**

This literature review will give deep insight of extant literature on all study variables, including family motivation, thriving at work, organizational commitment abusive supervision and emotional exhaustion. On the basis of pervious literature, we try to defend our purposed hypotheses with strong arguments taken from previous studies.

#### **2.1 THRIVING AT WORK**

Thriving is a “psychological state composed of the combined experience of vitality and learning” (Spreitzer et al., 2005). Consistent with the previous definition thriving at work is the “experience by which feeling of learning and feeling of vitality is sensed concurrently” (Spreitzer et al., 2005). Feeling of learning denotes betterment in performing responsibilities at work while vitality reflects the level of energy, eager and alive at workplace (Porath et al., 2012). Thriving is hypothesized as an adaptive behavior since it offers an inner signal, serving people to evaluate their upward growth (Spreitzer et al., 2005; Hardison-Moody & Yao 2019 Scorgie & Scorgie 2019). Garnett et al (2011) proposed that thriving boosts the strength and personal growth of the personnel.

Thriving not only has the propensity to improve a multiplicity of vital upshots for personnel such as career growth initiative and overall wellbeing. It is also advantageous for the organization as it increases performance and reduce health care expenses (Garnett et al., 2011; van & Filho 2019; Werner, 2019). Thriving is regarded as an intensive experience which permits personnel to appraise their work (i.e. what are their duties and how to perform them) and assist them for further growth (Abid et al., 2015). Thriving gives support to the personnel to perform their duties in such a way that stimulates their personal growth (Abid et al., 2015; Jiang et al., 2019).

Thriving is also a critical precursor of constructive structural consequences, such as enhanced job fulfillment, slow down the process of stress, and boosts organizational commitment (Carmeli & Spreitzer, 2009; Heintzelman & Diener 2019). Thriving at workplace is considered as a crucial component in influencing innovative attitude (Hussain et al., 2018; Qi et al., 2019). Additionally, studies have recommended that thriving at work relies upon appropriate elements to encourage innovative behavior (Porath et al.,

2012; Spreitzer et al., 2012). Thriving at work is a type of development scale that gives a feeling to the personnel on how he/she is performing his responsibilities (Porath et al., 2012).

## **2.2 FAMILY MOTIVATION AND THRIVING AT WORK**

Family motivation is an “aspiration to exert energy to promote one’s family” (Grant et al., 2016). So, it can be defined as a stimulus of prosocial motivation for which the recipient is particularly the family (Grant et al., 2017). The family is only a minor chunk of the social pattern of modern societies. It is within the family that the child is first mingled to work for the need of the society, and not only its own needs (Mohite & Bhosale, 2016). According to “action identification theory”, Grant et al. (2016) claimed that a robust motivation to work for family conveys a motive sufficient for performing spiteful or hostile work (Tariq & Ding, 2018).

Family motivation varies from outmoded types of prosocial motivation in that its emphases on recipients’ outsider from the workplace, which are not contrived directly by individuals’ task contributions, legacy, or amenities, but relatively by management itself and its evidences (Grant, 2017). Therefore, where prosocial motivation focused toward work-mates and depends on the high task importance (Grant, 2007), family motivation is an exceptional form of prosocial motivation, the aspiration to value others (Grant, 2008a). The family comprises of people “related by biological ties, marriage, societal tradition, or adoption” (Grant, 2016). Family motivation can be durable even when the work does not have a meaningful and positive influence on others (Grant, 2016).

Family motivation is postulated as a want to work in supporting family (Tariq & Ding, 2018). When an employee feels high level of family motivation the sense of vitality (feel alive) automatically enhances and employee tries to perform better. Additionally, researchers extensively showed that having a family as a diversion from work (Grant et al., 2017) cause of interference that slows down employee performance. Such family depletions draw employees away from work, diluting personnel (Greenhaus & Beutell, 1985) and slightly employee experience reduction in his interest and level of vitality (feel energized at work) therefore he also stops learning. If any component of thriving is missing, then there will be no thriving at work. Ultimately, we can say family motivation, enhance employee inner feel to be thriving at work.

On the bases of above literature, study purposed that,

***H<sub>1</sub>:*** *Family motivation has a positive association with thriving at work*

### 2.3 THRIVING AT WORK AND ORGANIZATIONAL COMMITMENT

Thriving is conceptually considered as “what an employee internally develops and feels as well as learn, while working within the organization” (Carmeli & Spreitzer, 2009; Eisenberger et al., 2019). Thriving is not keeping only the emotional state, in which we are, but also growing and feeling the progress (Warr, 1990; Yousef 2017; Zhu et al., 2019). Thriving individuals took interest in their self-progress (Karim & Noor, 2017; Porath et al., 2012; Yang et al., 2019). When employees feel alive (vital), and enhance their learning (thriving at work) they experience an unusual commitment towards their work organization. Organizational commitment is defined in the existing context in terms of the strength of an individual's identity and involvement in a particular organization (Chordiya et al., 2017; Eisenberger et al., 2019). Commitment emanates into being when an individual, by creating a side bet, links extraneous interests with a reliable line of activity” (Becker 1960; Nikpour, 2017).

According to its maximum frequently quoted explanation, attitudinal (or affective) organizational commitment (OC) can be defined as “the comparative strength of a personnel's identification with and participation in a specific organization” (Asrar-ul-Haq et al., 2017; Mowday, Steers, & Porter, 1979). Allen and Meyer (1990) defined organizational commitment as “organizational commitment which represents ‘an emotive attachment to, identification with, and involvement in the organization’”. “Organizational commitment is the aspiration to stay as a member of an organization because of emotional affection with the organization” (Abou Hashish, 2017; Allen & Meyer, 1990). When individual undergo the feeling of thriving at work, he develops an intention to stay with the workplace (Liu & Bern-Klug, 2013).

When a sense of vitality increases, the sense of learning also takes place and ultimately employee’s organizational commitment enhances. With the help of above hypothesis grounding, we are able to purpose our second hypotheses as follows.

***H<sub>2</sub>: Thriving at work has a positive association with organizational commitment.***

The earlier hypothesized relationships (H1 & H2) tacitly state to the intervening role of thriving at the workplace between family motivation and organizational commitment. The fundamental tenant of conservation resource theory (Hobfoll, 1998) claimed resource damage is the prime component in the

strain process. Resource expansion, in turn, is portrayed as of rising significance in the framework of loss (Hobfoll, 2001). In this context family motivation is act like a source of motivation. So, family motivation enhances employee thriving at work. More thrived employee will show more organizational commitment in turn.

The above explanation leads towards our third hypothesis

*H<sub>3</sub>: Thriving at work, mediates the association between family motivation and organizational commitment.*

## **2.4 ABUSIVE SUPERVISION AND THRIVING AT WORK**

Abusive supervision is a “subjective valuation which depicts that while a subordinate may sight a guiding action as abusive and another may not” (Harass, 2007; Lee et al., 2018; Pan et al., 2018; Wang et al., 2018). Prior researches have revealed abusive supervision to be inversely linked to a numerous preferred outcome variable such as to the extra-role behaviors (Qin et al., 2018; Zellars et al., 2002). Therefore, its opposite to supervisory supportive behavior (Kurtessis et al., 2017; Rousseau & Aubé 2018).

Aforementioned literature shows that “thriving is an individual’s physiological state which comprises of both sense of vitality and learning at the same time (Luu, 2018; Porath, 2011; Xu et al., 2018). We argue that abusive supervision has a major negative impact which weakens the both components i.e. vitality and thriving in a simultaneous manner. Therefore, if there is no vitality there will be no learning ultimately no thriving can take place. Above arguments support our fourth hypothesis which is as follows:

*H<sub>4</sub>: Abusive supervision has a negative relationship with thriving at work.*

## **2.5 MEDIATING ROLE OF THRIVING**

Thriving as a novice is theorized as a state, ‘the real seat of insight, sentiments and engagements in a precise situation’ (Lenton et al., 2013; Spreitzer & Hwang 2019) rather than a character and trait. Therefore, in our present study its mediating role is of crucial importance. Thriving has been originated to transmit numerous essential organizational outcomes like organizational commitment, better health, innovation, and self-development (Deci & Ryan, 2000).

Thriving employees get more engaged in with work through more association with colleagues in expressions of helping and cooperating behavior towards them (Spreitzer & Porath, 2014). A negative attitude from the individual's supervisor decrease the employee's ability to thrive (i.e. Abusive supervision and negative attitude of workers) (Wu & Hu 2009).

As “organizational commitment imitates one's emotional affection and involvement with his organization (Poon, 2012). So, we can say that abused employee will be less thrived and show very little commitment towards his/her organization.

By building on the above arguments, we hypothesized that

*H<sub>5</sub>: Thriving at work, mediates the association between abusive supervision and organizational commitment.*

## **2.6 ABUSIVE SUPERVISION AND EMOTIONAL EXHAUSTION**

Tepper's “abusive supervision” is resembles to the notion of “emotional abuse” initially introduced by Keashly and her associates (Keashly, 1998; Keashly, Mackey et al., 2018; Park et al 2018; Trott, & MacLean, 1994). Emotional abuse denotes the antagonistic oral and nonverbal conducts, excluding corporeal interaction, directed via one or more individual to another (Keashly et al., 1994; McAllister et al., 2018).

Emotional exhaustion takes place when the emotional requirements go beyond by what an employee is unable to give during interpersonal communication within an organization (Maslach, Schaufeli, & Leiter, 2001). When an employee persistently performs under pressure, which is persuaded by relational interactions, emotional exhaustion can further lead towards emotional over-extension (Wu & Hu, 2009). As management requires social interactions among the supervisor and subordinate (Wu & Hu, 2009). Abusive supervision can also persuade emotional exhaustion in subordinates.

The “conservation of resources theory” (Hobfoll, 1989; 2001) states that “individuals have a simple propensity to attain, and protect their resources”. Employees undergo emotional pressure when challenged with the danger of actual loss or the failure of resource expansion after the investment. In the framework of abusive supervision, subordinates feel abused by managers. Subordinates should disburse an excessive deal of psychosomatic exertion to knob the relational stressor (Wu & Hu, 2009). In this regard, the

psychosomatic means of subordinates may be steadily frenzied and they get exhausted, which promotes the condition of emotional exhaustion (Wu & Hu, 2009). With the assistance of above explanation, we hypothesized that,

*H<sub>6</sub>: Abusive supervision has a positive relationship with emotional exhaustion.*

## **2.7 EMOTIONAL EXHAUSTION AND THRIVING AT WORK**

Emotional exhaustion happens when the emotional requirements surpass (Maslach et al., 2001) what an employee is capable to give throughout interactive interactions at work. They probably try to withdraw from the organizations (Westman & Eden, 1997). They do not take much interest in their work as compare to their colleagues.

In the light of recourse conservation theory (Hobfoll, 1998) the personnel who get more motivation, emotional backups from their management and co-workers exhibit higher level of psychological stability and avail the resources in a better way.

The aforementioned literature demonstrates that, thriving is a psychological state composed of the combined experience of vitality and learning (Spreitzer et al., 2005). Thus, when emotional exhaustion took place, the employee feels unable to be alive, energized (vitality) and learning as a result no thriving take place.

With the help of above literature, we purposed hypothesis

*H<sub>7</sub>: Emotional Exhaustion has negative relationship with thriving at work.*

## **2.8 MEDIATING EFFECTS OF EMOTIONAL EXHAUSTION**

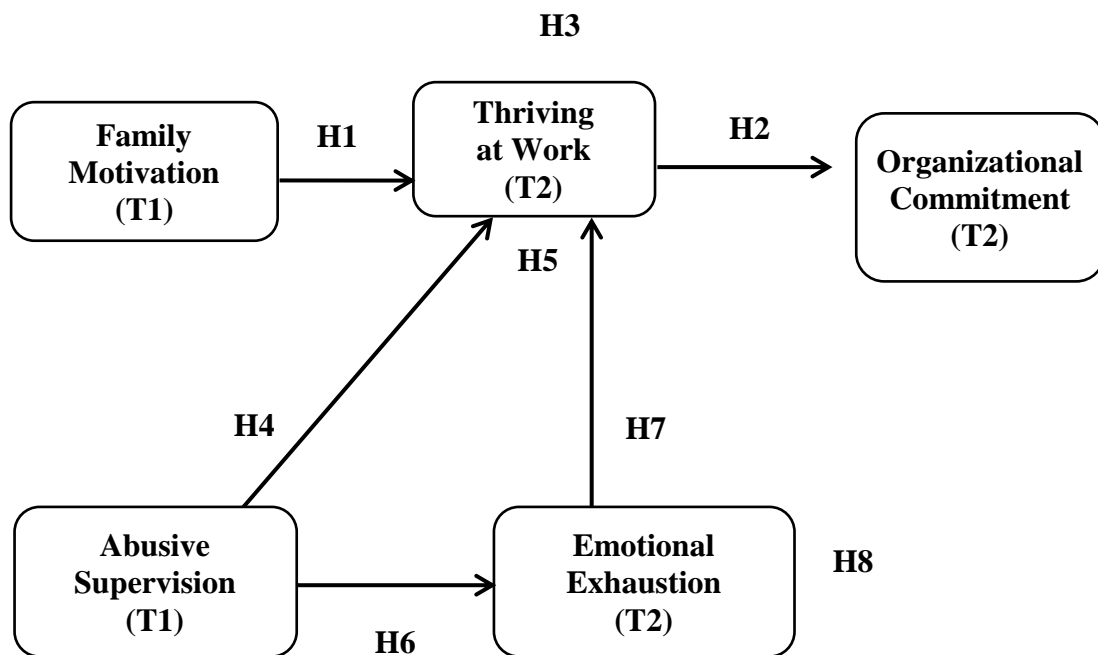
Emotional exhaustion is the “feelings of being emotionally stressed of one’s emotional resources” (Maslach, 1993). It is a person’s stress dimension that indications the first stage of burnout (Halbesleben & Bowler, 2005). In the current context, emotional exhaustion plays as intervening role between abusive supervision and thriving.

As prior research stated that abusive supervision is “subordinate acuties of the level to which managers involve in the sustained exhibition of

antagonistic verbal and nonverbal manners, eliminating” (Tepper, 2000) corporeal contact.

In the light of the COR theory (Hobfall, 1998) effect, we demonstrate that highly abused employee shows the high emotional exhaustion which ultimate cause low level of thriving. Thriving is a “state rather than a trait (Spreitzer et al., 2005), and it assists as a measure that person uses to evaluate improvement in their self-regulatory method” (Spreitzer & Porath, 2014). So, we can say that there exists an indirect relationship between abusive supervision and thriving through emotional exhaustion. Thus, we hypothesized that,

*H<sub>8</sub>: Emotional exhaustion mediates the relationship between abusive supervision and thriving at work.*



**Figure 1: Theoretical Model**

# **CHAPTER 3**

## **METHODOLOGY**

This section explains the research design and sampling techniques that can be used in this study. What will be the nature of the study? Which research design we will use? Who will be the target population? What will be the time horizon? Which sampling technique we will use? What will be the Sample Size? What will be Selection and procedure? Which measures we will use?

### **3.1 STUDY NATURE, SETTING AND ETHICAL CONSIDERATIONS**

The nature of the study is causal because the main objective of this study is to observe the association among the study variables. The current study had been be conducted in the non-contrived environment with the minimal (moderate) interference by the researcher. The researcher has given assurance to the respondents that their information will remain confidential, so because they do not hesitate to give their information to others.

### **3.2 TIME HORIZON, UNIT OF ANALYSIS AND STUDY'S PARTICIPANTS**

The research is cross-sectional as the data had been collected from the respondents at one-point time (Bryman & Bell, 2011). This study used the time-lagged structure for a collection of predictor and criterion. According to Podsakoff et al. (2003), the response of predictor and criterion variables had been collected in the different time periods for the minimization of the common method bias. The respondents of our research were bank employees. So, the units of analysis were individuals.

### **3.3 SAMPLE SIZE SELECTION**

By following Kline (2011; 2015) we had been selected 10 respondents against each item in the questionnaire (number of items in questionnaire  $\times$  10 respondents from targeted population). Our survey questionnaire contains 38 items so sample size of 380 participants would be enough to analyze our

model. In this study, we targeted approximately 500 participants due to the possibilities of non-respondents and erroneous answers.

### **3.4 POPULATION AND SAMPLING TECHNIQUE**

In the present research, the target population was be from the banking sector of (Lahore) Pakistan. The total 44 banks are operating in Pakistan, in this study; the data had been collected from banks which are operating in Lahore city. The purpose behind selecting the Lahore city is that, it is the second most populous city. Moreover, it is the midpoint of various financial, commercial and economic activities after Karachi (Economy of Lahore, 2017). Firstly, banks were designated by using simple random sampling as this method provides each bank with an equivalent chance of being selected into the sample. Another cause to select this technique here is that it contains the least amount of prejudices with the maximum level of generalizability (Sekaran and Bougie, 2003; Berger and Zhang, 2005). By commissioning aforementioned mentioned practice, we would select 25 out of 37 banks working in Lahore. Meanwhile there are on average 6 to 7 individuals working in each branch so we have to target 72 branches approximately ( $7 \times 72 = 504$ ) in order to obtain 504 responses.

After that, the choice about the figure out from these 25 selected banks would be taken by utilizing proportionate sampling (i.e., the number of branches drawn/selected from each of 25 banks would in proportion to the total number of branches of that respective bank in Lahore). We selecte this method with the determination of providing each bank equivalent chance and proportion to protonated in our sample as all banks have different numbers of branches (e.g. HBL has the largest branch network with 126 branches in Lahore while Silk Bank has the smallest network with 15 branches in Lahore).

**Table 3.1**  
**List of Selected Banks**

<b>S#</b>	<b>Selected Banks</b>	<b>Lahore</b>	<b>Proportion</b>
1	The Bank of Punjab	63	4.458
2	Askari Bank	40	2.830
3	Allied Bank Limited	37	2.618
4	MCB Bank Limited	94	6.651
5	Bank Alfalah	44	3.113
6	Bank AL Habib	86	6.085
7	HBL	126	8.915
8	JS Bank	31	2.193
9	NIB Bank	34	2.406
10	Silk bank Limited	15	1.061
11	United Bank Limited	118	8.349
12	Bank Islamic Pakistan Limited	48	3.396
13	Meezan Bank	60	4.245
14	Dubai Islamic Bank	20	1.415
15	Standard Chartered Pakistan	32	2.264
<b>Total</b>		<b>848</b>	<b>60</b>

### **3.5 DATA COLLECTION PROCEDURE**

The primary data had been gathered through self-administrated questionnaire from banking employees, which was compiled in English. Our instrument was containing two major sections the first section was about demographic information, such as age, gender, marital status, and total job tenure as well as the data of two study variables family motivation, abusive supervision was also including at T1. On the other hand, with the gap of one week at T2, we have collected data on our remaining three study variables which are thriving, emotional exhaustion and organizational commitment.

### **3.6. MEASURES**

In this research, the well-established measures were used for the measurement of the study variables. The detail of the measures with sample items is presented in (Table 1).

### **3.6.1 Family Motivation**

We have used Grant et al. (2017) scale to measure the family motivation. This scale consists of 5 items. An example item is “I care about supporting my family”. The responses will anchor on the five-point Likert scale ranging from 1 = *never* to 5 = *always*.

### **3.6.2 Thriving at Work**

We have used Porath et al. (2012) 10 item scale to measure thriving. The scale contains two dimensions with 5 items of each learning and vitality. A sample item from vitality dimension is “I feel alive and vital” and from the learning dimension is “I find myself learning often”. Both dimensions will be measured on five-point Likert scale that was ranging from 1 = *strongly disagree* to 5 = *strongly agree*.

### **3.6.3 Organizational Commitment**

We have used Mowday et al. (1979) scale to measure the organizational commitment. We have taken one of its dimensions which will be affective commitment. This scale consists of 3 items. An example item was “I feel loyal to the organization”. The responses were being anchored on the five-point Likert scale (1 = *strongly disagree* to 5 = *strongly agree*).

### **3.6.4 Abusive Supervision**

We have used Tepper. (2002) 5 item scale to measure the abusive supervision. An example item is “My supervisor ridicules me” participant have asked to indicate their response on the scale ranging from 1 = *Never* to 5 = *always*.

### **3.6.5 Emotional Exhaustion**

We have used Wright and Cropanzola (1998) scale to gauge the emotional exhaustion. This scale contains 3 items. An example item is “I feel emotionally drained from my work”. The responses were anchored on the five-point Likert scale (1 = *Never* to 5 = *always*).

**Table 3.2**  
**Variables, No. of Items, Sample Items and References**

<b>S#</b>	<b>Variables</b>	<b>Items</b>	<b>Sample</b>	<b>Reference</b>
<b>1</b>	Family Motivation	<b>5</b>	I care about supporting my family	Grant et al. (2017)
<b>2</b>	Thriving at work	<b>5,5=(10)</b>	I feel alive and vital I find myself learning often	Porath et al. (2012)
<b>3</b>	Organizational commitment	<b>3</b>	I feel loyal to the organization	Mowday et al. (1979)
<b>4</b>	Abusive supervision	<b>5</b>	My supervisor ridicules me	Tepper et al. (2012)
<b>5</b>	Emotional Exhaustion	<b>3</b>	I feel emotionally drained from my work	Wright and Cropanzoni (1998)
<b>6</b>	Intrinsic motivation	<b>4</b>	I feel a great sense of personal satisfaction when I do my job well.	Lawler & Hall (1970)
<b>7</b>	Work overload	<b>4</b>	My workload is heavy on my job	Karatepe (2012)
<b>8</b>	Incivility	<b>3</b>	Because I have fun doing my job	Cortina et al. (2001)

### **3.7 CONTROL VARIABLES**

We had controlled the effect of some demographic constructs such as (age, gender, and race) (male = 1 female = 2) education level, marital status (single = 1 married = 2 divorced = 3 widows = 4), job type (part time = 1 full time = 2). We have also controlled the impact of three study variables (i.e. Intrinsic motivation, incivility and work overload) which we would not include in our proposed model.

Respondents' age would be controlled owing to the substantiation that it is associated with family motivation, thriving at work, organizational commitment, abusive supervision and emotional exhaustion. It was found that pleasant affect (Diener & Lucas, 2000) and (prosocial motivation) family motivation at diminishing with age (Rosen, 1961) whereas the family motivation, reduce with age and older age workers display the lesser amount of family motivation towards their family recipients (Grant et al., 2016). Gender would be controlled as it accounts for variation in organizational commitment and family motivation. According to Meyer et al. (1991), masculinity is strongly and positively linked to organizational commitment

(affective commitment) while it is negatively linked to family motivation. Consequently, men usually show higher organizational commitment for the better quality of their lives as compared to women and report organizational commitment. Education level would be controlled as the people with different educational level exhibit diverse attitudes and commitment towards their work (Atwater and Carmeli, 2009). Evidence derived from past studies suggested that education level is related to family motivation (Cattell et al., 1972) and people with higher education normally do not grade their family motivation higher (Evans & Anderson, 1973). Marital status would be controlled because marriage can be a reason behind higher (prosocial motivation) family motivation (Evans & Anderson, 1973).

Finally, we included some of our study variables as control because they exhibit some significant impacts on our proposed model and the inversely impact of some major variables as incivility related to thriving at work. Uncivil work place behaviors slow down the effect of both components of a thriving (vitality) and (leaning) (Petridou et al., 2007).

Intrinsic motivation was related to abusive supervision as personnel feel a lesser amount of intrinsic motivation if he/she will face higher amount of abusive supervision (Zhang & Bartol, 2010).

Our work overload measure is taken from Karatepe (2013) four item scale. The present study has reported some reliability problems of work overload with criterion variable organizational commitment. As employee faces elevated level of work overload, their commitment level will be reduced (Ahuja et al., 2007).

### **3.7.1 Incivility**

We have used Cortina et al.'s (2001) 7 item scale for the measuring incivility. An example item was "put you down or was condescending to you"? The scale ranges from 1 = *strongly disagree* to 5 = *strongly agree*.

### **3.7.2 Work Overload**

We have used Karatepe (2013) 4 items to measure work overload. An example item is "My workload is heavy on my job". Participants' responses were anchored on the five-point Likert scale (1 = *strongly disagree* to 5 = *strongly agree*).

### **3.7.3 Intrinsic Motivation**

We have used Lawler and Hall. (1970) scale to determine the intrinsic motivation. This scale contains 4 items. An example item is “I feel a great sense of personal satisfaction when I do my job well”. The responses were anchored on a five-point Likert scale (1 = *strongly disagree* to 5 = *slightly agree*).

# CHAPTER 4

## DATA ANALYSIS

This chapter gives us detail information about analysis of data with interpretation and shows the study results as well.

### 4.1 DESCRIPTIVE ANALYSIS

In the ongoing research the descriptive analysis is performed through the (SPSS, version 24). The descriptive analysis provides information about the demographic profile of participants (age, gender, and education, marital status and tenure). Furthermore, mean and standard deviation of variables was calculated that indicate the central tendency and dispersion. The below tables showed the results of descriptive analysis.

**Table 4.1**  
**Demographics**

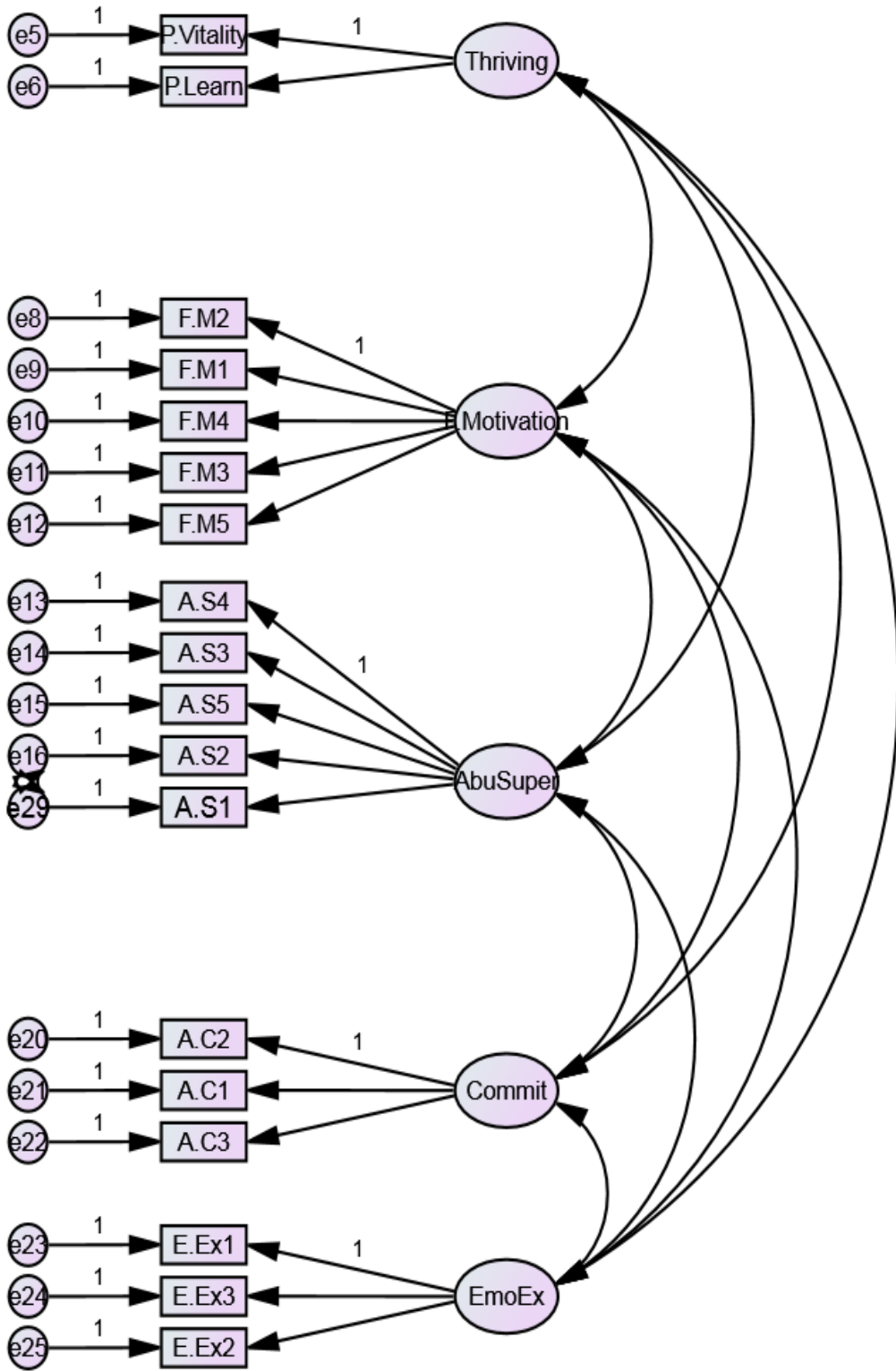
<b>Frequency Analysis of Participants</b>			
<b>Variables</b>	<b>Category</b>	<b>Frequency</b>	<b>Percent (%)</b>
<b>Gender</b>	Male	319	79.8
	Female	81	20.3
	<b>Total</b>	<b>400</b>	<b>100.1</b>
<b>Marital Status</b>	Single	334	83.5
	Married	63	15.8
	Divorced	2	0.5
	widow	1	0.3
	<b>Total</b>	<b>400</b>	<b>100.1</b>
<b>Age</b>	Under 20 yrs.	17	4.3
	20 to 29 yrs.	113	28.3
	30-39 yrs.	82	20.5
	40-49	47	11.8
	50 to 59 yrs.	106	26.5
	+60 yrs.	33	9
	<b>Total</b>	<b>398</b>	<b>100.4</b>

<b>Variables</b>	<b>Category</b>	<b>Frequency</b>	<b>Percent (%)</b>
<b>Education</b>	Intermediate	3	0.8
	Bachelor's	22	5.5
	Masters	272	67.5
	M.Phil.	102	26.5
	PhD	1	0.03
	<b>Total</b>	<b>400</b>	<b>100.33</b>
<b>Tenure</b>	Under 1 yr.	11	2.8
	1-2 yrs.	184	46.0
	3-5 yrs.	53	13.5
	6-10 yrs.	15	3.8
	11-15 yrs.	131	32.4
	+6 yrs.	6	1.5
	<b>Total</b>	<b>400</b>	<b>100</b>

In this study the most of Participants 272 (68%) has master's degree have 102 (25.5%) participants have been M.Phil. degree 22 participants have bachelor's degree (5.5%) and only 3 participants (0.8) were intermediate. Similarly, the frequency analysis shows that the tenure of 11 participants was less than 1 year 164 participants were 3-5 years, 135 were 4-5 years, and 23 were of 6.1 years.

## **4.2 CONFIRMATORY FACTOR ANALYSIS (CFA)**

CFA was regulated by Fornell and Larcker (1981) to asses' instrument validity. In the process of assessing convergent validity through CFA, model fit indices were calculated for our measurement model and alternate models. First of all, we explored our five-factor measurement model. We induced all items related to our study variables in AMOS 24 then allow these items to correlate generously onto their respective factors. Outcomes of our hypothesized five factor model (family motivation, thriving at work, organizational commitment, abusive supervision and emotional exhaustion) was illustrating a likely good fit. Chi-square ( $\chi^2/df$ ) = 3.66 as it was  $\chi^2/df < 5$  (Lipscomb et al., 1996) Tucker-Lewis Index (TLI) = 0.91, TLI > 0.90 (Bentler, 1990; Kline, 2015).



**Table 4.2**  
**Confirmatory Factor Analysis**

<b>Models</b>	$\chi^2$	<b>df</b>	$\chi^2/\text{df}$	<b>TLI</b>	<b>IFI</b>	<b>CFI</b>	<b>GFI</b>	<b>RMR</b>
Full Measurement Model	454.9	124	3.66	0.91	0.93	0.93	0.88	0.03
Model A <sup>a</sup>	4515.4	300	15.0	0.28	0.34	0.34	0.44	0.13
Model B <sup>b</sup>	4201.1	298	14.09	0.33	0.39	0.39	0.43	0.13
Model C <sup>c</sup>	2689.6	296	9.08	0.59	0.62	0.62	0.65	0.10
Model D <sup>d</sup>	4515.4	300	15.0	0.28	0.34	0.34	0.44	0.13
Model D <sup>e</sup>	4201.1	298	14.09	0.33	0.39	0.39	0.43	0.13

Note: n = 400, \*\*\* p < 0.001, All models are compared with the full measurement model  
<sup>a</sup> Family motivation, abusive supervision and thriving combine into one factor.  
<sup>b</sup> Organizational commitment Emotional Exhaustion combines into one factor.  
<sup>c</sup> Family motivation, abusive supervision and thriving combine into one factor Organizational Commitment and Emotional Exhaustion into another factor.  
<sup>d</sup> Family motivation, Affective commitment combines into one factor. Abusive Supervision Emotional Exhaustion combine into another factor.  
<sup>e</sup> Abusive supervision, Emotional Exhaustion combines into one factor and thriving into another factor.

$\chi^2$  = chi-square; df = degrees of freedom; TLI = Tucker–Lewis Index;  
 IFI = Incremental Fit Index; CFI = Comparative Fit Index;  
 GFI = Goodness of Fit Index; RMR = Standardized Root Mean Square Residual.

### 4.3 VALIDITY OF CONSTRUCTS

Additionally, variables validity was assessed with convergent and discriminant validity. For the convergent validity, the factor loadings of the constructs, Composite Reliability (CR) and the Average Variance Extracted (AVE) were needed to be evaluated (Hair et al., 2016). The values of all loadings of variables should be greater than 0.60 (Field, 2013; Hair et al., 2006). Composite reliability would be greater than 0.70 similarly the value of average variance extracted would be greater than 0.50 (Fornell & Larcker, 1981; Hair et al., 2016).

**Table 4.3**  
**Factor Loadings**

Variables	No of Items	Factor Loadings
Family Motivation	5	0.75,0.74,0.71,0.77,0.85
Thriving at Work	10	0.68, 0.63, 0.68, 0.64, 0.61, 0.68, 0.62, 0.77, 0.73, 0.64
Organizational Commitment	3	0.80,0.85,0.76
Abusive Supervision	5	0.88,0.77,0.83,0.81,0.80
Emotional Exhaustion	3	0.77,0.70,0.74

The results from our collected data are demonstrated in Table 4.3 and Table 4.4. The results show that factor loadings for all constructs were greater than 0.60. Likewise, all constructs have CR and AVE are greater than 0.70 and 0.50 respectively. Therefore, meeting the criteria for the convergent validity.

**Table 4.4**  
**Overall Validity and Reliability of Constructs**

Convergent Validity					Discriminant Validity				
Name of Variables	CR	AVE	MSV	MaxR (H)	Organizational Commitment	Thriving	Family Motivation	Abusive Supervision	Emotional Exhaustion
<b>Commit</b>	0.89	0.74	0.51	0.90	<b>0.86</b>				
<b>Thriving</b>	0.79	0.66	0.51	0.93	0.71***	<b>0.81</b>			
<b>Family Motivation</b>	0.90	0.64	0.23	0.95	0.37***	0.31***	<b>0.80</b>		
<b>Abusive Supervision</b>	0.88	0.61	0.23	0.97	-0.22***	-0.36***	-0.48***	<b>0.78</b>	
<b>Emotional Exhaustion</b>	0.82	0.61	0.03	0.97	-0.07***	-0.17***	-0.19***	0.18***	<b>0.78</b>

*Note:* \*\*\*. denotes a significance level of 0.001;

Values in diagonal represent the squared root estimate of AVE; CR represents composite reliability; AVE represents the average variance extracted; MSV represents maximum shared variance.

To conclude, the discriminant or divergent validity was evaluated by following Fornell and Larcker (1981) approach. Which claims that the square root of AVE of each variable should be greater than (>) the correlations of this construct to all the other constructs. Table 4.4 revealed the square root of AVE in bold and slanting elements. All slanting values were greater than inter-construct correlation values (e.g., for organizational commitment  $\sqrt{AVE} = 0.86 > 0.61, 0.71, 0.37$  and for thriving  $\sqrt{AVE} = 0.81 > 0.65, 0.31$  etc.). Thus, the standard for convergent and discriminant validity is supported.

#### 4.4 RELIABILITY ANALYSIS OF SCALES

The Cronbach's alpha values were calculated to gauge internal constancy of the study variables, i.e. (family motivation, abusive supervision, thriving, affective commitment, and emotional exhaustion). The reliability coefficient of approximately 0.90 consider as "excellent", values closer to 0.80 consider as "very good" and the value just about 0.70 demonstrate as "adequate" Kline (1998). In the present study family motivation has (0.89), abusive supervision (0.88), thriving (0.83) affective Commitment (0.89) and emotional exhaustion has (0.82). The Cronbach's alphas of all the study variables greater than 0.70 so, all the values are in acceptable range, i.e., 0.70 (Kline, 2015) as shown in Table 4.5.

**Table 4.5**  
**Reliability Analysis**

<b>Scales</b>	<b>No. of Items</b>	<b>Cronbach's <math>\alpha</math> value</b>	<b>Level of Reliability</b>
<b>1. Intrinsic Motivation</b>	3	0.87	Very Good
<b>2. Family Motivation</b>	5	0.89	Very Good
<b>3. Abusive Supervision</b>	5	0.88	Very Good
<b>4. Work Over Load</b>	4	0.86	Very Good
<b>5. Thriving at Work</b>	10	0.83	Very Good
<b>6. Affective Commitment</b>	3	0.89	Very Good
<b>7. Emotional Exhaustion</b>	3	0.82	Very Good

In addition, Cronbach's alpha value of family motivation was ( $\alpha = 0.81$ ), ( $\alpha = 0.88$ ) in the studies of (June, 2012) and (Gail et al., 1987) respectively. While in this study value of alpha was ( $\alpha = 0.89$ ), which was greater than previous studies as mentioned above. Alpha value of abusive supervision was ( $\alpha = 0.88$ ) and affective commitment was ( $\alpha = 0.892$ ) which were greater than the study of Mary et al. (2016) and June, (2012). The alpha value of work overload was ( $\alpha = 0.86$ ) which was consistent with the previous study of (Amal & Afit 2011). In the study of (Jiang, 2017) the alpha value of thriving was 0.80 while in the current study the alpha for thriving 0.83 which is much similar to previous one.

#### **4.5 CORRELATION MATRIX**

Table 4.6 exhibits *the results of correlation*. “Bivariate correlation analysis measures the degree of association and strength between two variables”.

**Table 4.6**  
**Correlation Matrix**

	<b>Mean</b>	<b>SD</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>1. Age</b>	3.74	1.28	1									
<b>2. Gender</b>	1.2	0.4	0	1								
<b>3. Education</b>	16.3	1.12	-0.05	-.149**	1							
<b>4. Family Motivation</b>	4.6	1.12	-0.03	-.176**	0.06	1						
<b>5. Abusive Supervision</b>	1.93	0.89	0.04	-0.01	-0.02	-0.42**	1					
<b>6. Thriving</b>	3.72	0.51	-0.06	0.10*	-0.04	0.27**	-0.30**	1				
<b>7. Affective Commitment</b>	3.8	0.69	0.00	-0.02	0.05	0.34**	-0.15**	0.61**	1			
<b>8. Emotional Exhaustion</b>	2.88	0.66	0.04	0.15**	-0.12*	-0.17**	0.15**	-0.16**	-0.05	1		
<b>9. Work Overload</b>	3.64	0.72	-0.06	-0.17**	0.08	0.32**	-0.01	0.23**	0.28**	-0.04	1	
<b>10. Intrinsic Motivation</b>	4.38	0.85	-0.07	-0.22**	0.07	0.61**	-0.37**	0.21**	0.29**	-0.17**	0.37**	1
**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).												

Before the hypotheses testing, the correlation analysis was performed. Correlation coefficients are in foreseen direction and give the pilot endorsement to the postulated hypothesized relationship among study variables. The correlation among the control variables such as gender, education, marital status, age and tenure and study variables such as family motivation, abusive supervision, emotional exhaustion and thriving at work was presented in the table. In line with our proposed study hypotheses, the Bivariate correlation analysis demonstrates that family motivation was significantly associated with employees thriving at work ( $r = 0.27, p < 0.01$ ) that is in line with our hypothesis ( $H_1$ ). Similarly, thriving at work is positively and significantly related with affective commitment ( $r = 0.61 < 0.01$ ), so our hypothesis ( $H_2$ ) was supported. The other outcomes show that thriving at work has positively and significantly linked to family motivation and affective commitment. This result is accordance to our ( $H_3$ ) ( $r = 0.34 < 0.01$ ).

The result of indicated that abusive supervision has positive and significant impact on emotional exhaustion ( $r = 0.15, p < 0.01$ ), so,  $H_4$  was supported. These results show that abusive supervision is negatively and significantly related to thriving at work at ( $r = -0.30 < 0.01$ ), thus,  $H_5$  was supported. Results relieved that emotional exhaustion has negatively and significantly associated with thriving at work at ( $r = -0.16, p < 0.01$ ), so  $H_6$  was supported. Results also relieved that emotional exhaustion is positively related to abusive supervision at ( $r = -0.15, p < 0.01$ ) and negatively related to thriving at work ( $r = -0.16, p < 0.01$ ). Thus,  $H_7$  was supported.

#### **4.6 HYPOTHESES TESTING RESULTS**

We test how the family motivation influences the affective commitment through in direct effect of thriving by using process (model 4, Hayes, 2008; Precheur & Hayes, 2004). Table 4.7 demonstrates the findings for Hypotheses 1–3. Favoring Hypothesis 1, family motivation was positively related to thriving at work, as indicated by a significant unstandardized regression coefficient ( $B = 0.34, t = 7.31, p < 0.001$ ). Also, in line of Hypothesis 2, the inverse associations between thriving and, controlling for organizational commitment, was supported ( $\beta = 0.21 t = 5.22, p < 0.001$ ).

**Table 4.7**  
**Regression Results for Simple Mediation (1)**

<b>Direct and Total Effects</b>						
<b>Variable</b>	<b><i>B</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>P</i></b>		
Affective commitment regressed on family motivation	0.34	.047	7.31	.000		
Thriving regressed on family motivation	0.21	.042	5.22	.000		
Affective commitment regressed on thriving Controlling for family motivation	0.20	.040	5.11	.000		
Affective commitment regressed on family motivation with Controlling effect of thriving	0.63	.047	13.45	.000		
<b>Indirect Effect and Significance using Normal Distribution</b>						
	<b>Value</b>	<b>SE</b>	<b>LL 95% CI</b>	<b>UL 95% CI</b>	<b><i>z</i></b>	<b><i>p</i></b>
Sobel	-.00	.00	-.020	.00	-1.42	.15
<b>Bootstrap Results for Indirect Effect</b>						
Effect	<b><i>M</i></b>	<b><i>SE</i></b>	<b>LL 99% CI</b>	<b>UL 99% CI</b>		
	0.13	.03	.08	.01		
Note: $n = 400$ $\beta$ = Unstandardized Regression Coefficient; SE = Standard Error; Bootstrap Sample Size = 1000; LL = Lower Limit; CI = Confidence Interval; UL = Upper Limit						

Finally, family motivation was found to have an indirect on organizational commitment; this indirect effect was positive as we hypothesized (Hypothesis 3). The formal two-tailed significance test (assuming a normal distribution) demonstrated that the indirect effect was significant (Sobel  $z = -1.42$ ,  $p < 0.001$ ). Bootstrap results confirmed the Sobel test (see Table 4.8), with a bootstrapped 99% CI around the indirect effect not containing zero (.08,  $p < .01$ ). Hence, Hypotheses 1–3 received support.

**Table 4.8**  
**Regression Results for Simple Mediation (2)**

<b>Direct and Total Effects</b>						
<b>Variable</b>	<b><i>B</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>P</i></b>		
Thriving regressed on Abusive supervision	-0.17	0.03	-5.32	.000		
Affective commitment regressed on Abusive supervision	-.12	0.03	-3.13	.002		
Affective commitment regressed thriving with Controlling abusive supervision	-0.15	0.03	-.21	-0.10		
<b>Indirect Effect and Significance using Normal Distribution</b>						
	<b>Value</b>	<b>SE</b>	<b>LL 95% CI</b>	<b>UL 95% CI</b>	<b><i>z</i></b>	<b><i>p</i></b>
Sobel	-.00	0.03	-.040	.96	-4.98	.000
<b>Bootstrap Results for Indirect Effect</b>						
Effect	<b><i>M</i></b>	<b><i>SE</i></b>	<b>LL 99% CI</b>	<b>UL 99% CI</b>		
	0.13	.03	.084	.019		
Note: $n = 400$ $\beta$ = Unstandardized Regression Coefficient; SE = Standard Error; Bootstrap Sample Size = 1000; LL = Lower Limit; CI = Confidence Interval; UL = Upper Limit						

Table 4.9 indicates the results of hypothesis 4 &5. Supporting hypothesis 4 abusive supervision has positive relationship with emotional exhaustion. As indicated by a significant unstandardized regression coefficient ( $B = -0.17$ ,  $t = -5.32$ ,  $p < .000$ ) in the same way the hypothesis 5 thriving at work mediate the relationship between abusive supervision and affective commitment ( $B = -.12$   $t = -.21$ ,  $p < .000$ ) also supported. At the end, Abusive supervision has indirect effect on affective commitment. The normal distribution showed by two tailed test which demonstrates that the indirect effect was significant at the level (Sobel =  $-.001$ ,  $p < 0.001$ ). Bootstrap results confirm the sobel test. With the bootstrapped 99% CI around the indirect effect not containing zero therefore hypothesis 4-5 supported.

**Table 4.9**  
**Regression Results for Simple Mediation (3)**

<b>Direct and Total Effects</b>						
<b>Variable</b>	<b><i>B</i></b>	<b><i>SE</i></b>	<b><i>t</i></b>	<b><i>P</i></b>		
Emotional exhaustion regressed on thriving	2.69	0.79	33.72	.000		
Emotional exhaustion regressed on affective commitment	.11	0.37	3.11	.000		
Emotional regressed on abusive supervision with controlling effect of Organizational commitment.	-.17	0.32	-5.32	.000		
<b>Indirect Effect and Significance using Normal Distribution</b>						
	<b>Value</b>	<b>SE</b>	<b>LL 95% CI</b>	<b>UL 95% CI</b>	<b><i>z</i></b>	<b><i>p</i></b>
Sobel	-.17	0.11	-0.22	-0.11	-1.42	0.154
<b>Bootstrap Results for Indirect Effect</b>						
Effect	<b><i>M</i></b>	<b><i>SE</i></b>	<b>LL 99% CI</b>	<b>UL 99% CI</b>		
		-.00	.000	.16		
Note: $n = 400$ $\beta$ = Unstandardized Regression Coefficient; SE = Standard Error; Bootstrap Sample Size = 1000; LL = Lower Limit; CI = Confidence Interval; UL = Upper Limit						

Table 4.10 denotes the outcomes for hypotheses 6, 7. Emotional exhaustion has negative relationship with thriving at work supporting hypothesis 6. ( $B = -2.69$   $t = -33.72$ ,  $p < .000$ ) supported by the results. Similarly Support the hypothesis 5 thriving at work mediates the association between abusive supervision and affective commitment. ( $B = -.17$ ,  $t = -5.32$ ,  $p < .000$ ). At the end results also support our seventh and last hypothesis (sobel =  $-.17 < 0.000$ ). Boost trap results confirm the Sobel test with boost trap 99% CI.

**Table 4.10**  
**Summary of Results**

<b>Hypotheses</b>	<b>Description of Hypotheses</b>	<b>Results</b>
H1	Family motivation has positive relationship with thriving at work	Supported
H2	Thriving at work has positive relationship with organizational commitment.	Supported
H3	Thriving at work mediate the relationship between family motivation and organizational commitment	Supported
H4	Abusive supervision has negative relationship with thriving at work.	Supported
H5	Thriving at work mediate the relationship between abusive supervision and organizational commitment.	Supported
H6	Abusive supervision has positive relationship with emotional exhaustion.	Supported
H7	Emotional Exhaustion has negative association with thriving at work.	Supported
H8	Emotional exhaustion mediate the relationship between abusive supervision and thriving at work	Supported

# CHAPTER 5

## DISCUSSION AND CONCLUSION

### 5.1 DISCUSSION OF RESULTS

The main objectives of present research were to scrutinize the linkage between thriving at work, organizational commitment, abusive supervision, family motivation and emotional exhaustion. Primarily, we identified thriving to function as a mediator between family motivation and organizational commitment. Secondly, we observed that whether thriving, can clarify the impact of abusive supervision on organizational commitment. Thirdly, we inspected whether emotional exhaustion can mediate the association between abusive supervision and thriving at work. Study findings provide support for the hypothesized model. There are eight main findings of the present research. The reflections of these findings are discussed as follows:

In accordance with *hypothesis 1 and 2*, the results establish the significant association of thriving at work with family motivation and organizational commitment. The family motivation empowers employees to feel energized and enhance their sense of leaning too (Porath et al., 2012). Such employees interpret the adverse situations optimistically and also expect for good things to befall in future (Quinn and Dutton, 2005). Thus, energetic personnel experience more thriving which creates their higher organizational commitment.

Consistent with *hypothesis 3 and 4*, the results revealed that family motivation stimulates individual's thriving at work by encouraging their psychological and social behavior and thus creates the higher organizational commitment. Motivated employees have experience higher level of thriving and invest more effort towards their work organization (Walumbwa et al., 2017). They are dynamic (Shirom, 2003), show flexibility while dealing with their immediate environment and have the capacity to customize the circumstances in accordance with their job environment (Chen et al., 2016). Further, the results support that abusive supervision reduces the personnel's capability to thrive at workplace. The constant exhibit of antagonistic verbal and nonverbal attitudes, without bodily contact" (Tepper, 2000) which reduces the employee sense of vitality (feel alive) and learning so no thriving can take place in such hostile environment.

In favor of *hypothesis 6 and 7*, the outcomes indicate that abusively supervised individuals are more emotionally exhausted because of negative attitude from their supervisor side (Wu and Hu, 2009) and emotionally exhausted employees experience lesser vigor (sense of vitality) and do not learn new things because of that exhaustion. Resultantly, such employees experience lower thriving at workplace.

Not least of all, study findings favor last mediational association of our hypothesized model (*hypothesis 8*) that emotional exhaustion explains the association between abusive supervision and thriving at work. Highly abused individuals feel higher amount of emotional exhaustion (Wu and Hu, 2009) which reduces their feeling of vitality and learning which represent their lower thriving level.

## **5.2 THEORETICAL CONTRIBUTIONS**

Present study provides remarkable contributions to the pervious literature by supporting and extending pervious findings in number of ways.

Current study is extension of pervious literature on family motivation on call of (Grant et al., 2017) that till now very small contribution by ancestor research bodies as well as check thriving at work as consequence of family motivation at individual level. Very few studies have tried to explore this dimension of prosocial motivation (i.e. family motivation) (Grant et al., 2016; 2017). No pervious study has considered thriving to work as criterion of family motivation. This research addresses this gap in pervious literature by examining family motivation as an important antecedent of thriving at workplace.

Present study is first in its nature to explore the linking mechanism between two variables. In this regard, the current research widens the boundaries of study on organizational commitment and provides a composite model to understand that how organizational commitment might be impacted by family motivation and thriving. Furthermore, this research helps in healthier understanding of how positive psychological emotions (i.e., family motivation) boost the organizational commitment of personnel by forming a positive tactic (thriving) to procedures and creating commitment with their work. Another unique feature of our study is that it utilizes the conservation resource theory (Hobfoll., 1991; 2001) as a theoretical foundation for assessing how positive resources (family motivation) and negative one (abusive supervision) effect the employee organizational commitment.

Present study also a source of extension in literature of thriving, organizational commitment, abusive supervision as well as emotional exhaustion. Previously, thriving at work (Porath et al., 2002; 2012) had been examined with various antecedent and consequences including. Supportive supervision (supervisor prosocial motivation) (Buonocore et al., 2016) observed perceived organizational support, innovative work behavior and turn over intention (Abid et al., 2015). By following similar line, present study explored the association between family motivation, abusive supervision, organizational commitment and emotional exhaustion in a unique way.

### **5.3 PRACTICAL IMPLICATIONS**

Present study has numerous implications for executives, leaders and practitioners looking for and to cultivate the sense of thriving and organizational commitment among their effective personnel. These are as follows:

Officialdoms should deliberate making substantial funds in humanoid capital with the sight of enhancing individuals thriving and organizational commitment. Preserving the high levels of thriving at work is a vigorous concern for human resource representatives since workforces with a higher thriving at work are more likely to show their higher commitment towards their organizations or work place environment (Hakanen and Schaufeli, 2012; Walumbwa et al., 2017), enjoy greater corporeal and psychological fitness (Diener and Chan, 2011), lower absenteeism (Baptiste, 2008), exhibit a larger commitment to get higher the work standards (Riketta, 2008). Study findings determine that family motivation is closely associated to thriving at work and organizational commitment. Thus, firms should make sincere efforts by their supervision style to promote optimal employee's commitment levels. Human resource managers would prudently recruit folks who are high on thriving, hardy, enthusiastic and show a complete optimistic commitment even in opposing and traumatic circumstances.

This research suggested that when personnel experience family motivation they display more positive emotions (thriving) than negative ones which raised their commitment with their organization. Good management practices can encourage individual's organizational commitment. In order to demote abusive supervision, and mitigate its negative consequences, organizations could develop HR practices for training and progress of its employees and higher management as well. They can design "Employee Support Programs (ESP)" as well as "Employee Assistance Programs (EAP)"

for career assistance to improve their commitment toward organization. We recommend that managers should focus on fostering individuals' motivation by inspiring them to perform devotedly and show determination even when they come across with negative situations.

Finally, study outcomes highlight the undesirable impact of emotional exhaustion on personnel's thriving at work and organizational commitment. To confront this matter, managers might consider intercessions aimed at regulating personnel behaviors. So, that when an individual start giving higher preference to other-orientation over work commitment to earn more money. Employer's supportive leadership skills give motivation to personnel to work with full devotion for his organization which helps to boost individual's positive behavior so, they start escapist their emphasis from individual growth, job responsibilities, objective and organizational commitment.

#### **5.4 LIMITATIONS AND FUTURE DIRECTIONS**

There are some limitations that are required to be considered while inferring our study results and that can be addressed in future research.

First, while conducting research we are poised in the strength of study findings. Present study doesn't claim causality of relationships because of being correlational research. So, we hearten upcoming scholars to contemplate for quasi-experimental as well as longitudinal studies to permit for sturdier causal interpretations (Ployhart & Vandenberg, 2010; Podsakoff et al., 2012).

Second limitation is related to the context of present research one region (Pakistan) one province and particularly one city (Lahore) which limits the generalizability of our study findings. Replication of the present study in other regions can enhance the generalizability of our findings.

Third, limitation of present study is "common method variance" as well as "mono-method bias" temporarily we exploit self-reported measures for all the constructs that we using in current study (Abid and Butt, 2017) that can inflate or may can deflate the connection among study constructs. In order to alleviate these latent problems. We kept two-week time lag between data collection on independent constructs (taken at Time 1) and the criterion variables (taken at Time 2) (Podsakoff et al., 2003). Future research can use some other methods to resolve this problem.

Forth, we do not report the dispositional bases of thriving. Therefore, future studies may pursue with mature and trait-based measure of thriving at work, by way of the case for other variables such as learning orientation, that may together trait-like and state-like operationalizations (Protah et al., 2012).

Fifth, the respondents were banking employees from branches operating in Lahore. For future researches, it is recommended that they may can do research with different fields and different provinces of Pakistan.

Sixth, the most of the respondents of this study were male employees (i.e., 79.8 %) which may increase the concerns about the generalizability of study findings about genders. Hence, future research should test the present model with female dominant sample or can observe almost with equal ratio of both genders to overcome this issue.

Seventh, in this study, our focus on the thriving at work although we ignored objective assessment of health conditions and the mental conditions of employees. So, the organizational scholar may expand the present study by incorporating other dimensions of thriving in different context.

Eighth, we have controlled the demographics as well as some of our observed variables e.g. work overload, intrinsic motivation and incivility in order to evade perplexing effects on observed associations. These can be supplementary as observed variables in some future researches as individuals with diverse demographic characteristics own different level of thriving, organizational commitment, prosocial motivation (family motivation), as well as emotional exhaustion.

Ninth, the current research focused on the influence of individual level variable (i.e. family motivation and thriving) on organizational commitment, abusive supervision and emotional exhaustion. However, since thriving can also be observed at the dyadic level or group level (Porath et al., 2012).

At the end, the current research also imparts some recommendations for future researches. Aimed at, study theoretical framework is not comprehensive in anticipating all possible predictors of thriving at work. So, future researches can elaborate other antecedent and consequences of thriving at work.

## 5.5 CONCLUSION

This research underwrites to the domains of positive organizational scholarship, organizational behavior and management by giving a non-segregated model that inspects the association between (a) family motivation and organizational commitment and (b) emotional exhaustion in presence of abusive supervision through the mediating impact of thriving at workplace using “Resource conservation theory” as theoretical base. Our empirical findings support that thriving works as a motorist for relationship between family motivation and organizational commitment, also abusive supervision reduces employees’ thriving at work by developing emotional exhaustion. On other hand, findings also support another strong but negative linkage between abusive supervision and thriving at work which ultimately reduces organizational commitment among employees. We believe that future studies in this domain, build on our attempt, will be healthier contributions that allow managers, leaders as well as organizational environments to understand how to promote employee’s thriving and organizational commitment.

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## ANNEXURE - A

S#	Bank Name	Total Branches	Branches in Lahore
<b>1. Public Banks</b>			
1	National Bank of Pakistan	1412	75
2	The Bank of Punjab	443	63
3	Sindh Bank	250	15
4	Bank of Khyber	149	8
5	First Women Bank	31	4
<b>2. Specialized Banks</b>			
1	Industrial Development Bank	2	1
2	SME Bank	12	3
3	The Punjab Provincial Cooperative Bank	141	3
4	Zarai Taraqati Bank Limited	451	15
<b>3. Private Banks</b>			
1	Askari Bank	445	40
2	Allied Bank Limited	1150	37
3	MCB Bank Limited	1190	94
4	Bank Alfalah	471	44
5	Bank AL Habib	605	86
6	Faysal Bank	300	49
7	HBL	1600	126
8	Habib Metropolitan Bank	214	46
9	JS Bank	319	31
10	NIB Bank	179	34
11	Samba Bank Limited	37	11
12	Silk bank Limited	88	15
13	Soneri Bank	239	12
14	Summit Bank	166	28
15	United Bank Limited	1269	118
<b>4. Islamic Banks</b>			
1	Bank Islamic Pakistan Limited	317	48
2	Meezan Bank	279	60
3	Al Baraka Bank Pakistan Limited	56	13
4	Dubai Islamic Bank	200	20
<b>5. Microfinance Banks</b>			
1	Khushhali Bank Limited	125	3
2	NRSP Microfinance Bank	65	3
3	Apna Microfinance Bank Ltd	106	7
4	FINCA Microfinance Bank Limited	92	10
5	Mobilink Microfinance Bank Limited	35	1
6	The First Microfinance Bank Limited	100	6
7	U Microfinance Bank Limited	39	2
<b>6. Foreign Banks</b>			
1	Standard Chartered Pakistan	112	32
2	HSBC	11	1

## ANNEXURE - B

<b>1. JS Bank Branches</b>	
Airport Branch	Ferozpur Road
Allama Iqbal Town	Gulberg
Azam Cloth Market	Ichara, Ferozpur Road
Badmai Bagh	Johar Town
Baghbanpura	M.M. Alam Road
Bahira-Town	Model Town
Brandreth Road	Mughalpura
Cavalry Ground	Raiwind Road
Chouburji	Shadman Town
Circular Road	Shah Alam Market
College Road	Shadbagh
DHA Phase-V1	Shadara
DHA T-Block	Upper Mall
DHA Z-Block	Urdu Bazar
The Mall Branch	WAPDA Town
Zarrar Shaheed Road	-
<b>2. Silk Bank Branches</b>	
Egerton Road	Badami Bagh Branch
Fasial Town	Circular Road
Peco Road 869-D Faisal Town	Gulberg Branch
Thokar Niaz Baig Branch	Garden Town Branch
Shadman Town Branch	Model Town
Johar Town Branch	Lahore Cantt
Shah Alam Market Branch	Ferozpur Road
Raiwind Road	Cavalry Ground Lahore
WAPDA- Town Branch	Batapur Lahore
<b>3. Askari Bank Branches</b>	
Main / Sat Branch	Johar Town Branch
Tufail Road Branch	PIA Society Branch
Circular Road Branch	Model Town Branch
Gulberg Branch	Cavalry Ground Branch
Badami Bagh Branch	Park Lane Towers Branch
DHA Phase-I Branch	Main Market Branch
Bank Square The Mall Branch	Qartaba Chowk Branch
Faisal Town Branch	Urdu Bazar Branch
Baghbanpura Branch	Zarrar Shaheed Road Branch
DHA Phase-II Branch	DHA Phase-V Branch
Shahdra Branch	Gulshan-e-Ravi Branch
Shah Alam Branch	Shad Bagh Branch
Ravi Road Branch	Allama Iqbal Town Branch
<b>4. UBL Branches</b>	
Ichhra Lahore	McLeod Road Lahore
Walton Road	Santnagar, Lahore

Wahdat Road Lahore	Ravi Road Lahore
S D Vault Lahore	Patiala Ground Lahore
Gowalmandi Lahore	Urdu Bazar Lahore
Anarkali Lahore	Wapda House Lahore
MughalPura Road Lahore	Badami Bagh Lahore
Brandreth Road Lahore	Gunj Mughalpura, Lahore
Azam Cloth Market Lahore	Shadbagh Lahore
Davis Road, Lahore	Katchupura Lahore
Rivaz Garden Lahore	Lytton Road Lahore
Alfalah, Lahore	Daroghawala
Shahrah-E-Quaid Azam Lahore	Govt.College Lahore
Baghbanpura, Lahore	Bata Pur Branch, Lahore
Imamia Colony Lahore	Data Darbar Lahore
Bund Road	Millat Tractors, Nizampura
Queens Road Lahore	-
<b>5. MCB Branches</b>	
Ajamal House Edgerton Road	Badami Bagh
Al-Fasial Town	Baghbanpura Lahore
Allah Hoo Chowk Lahore	Bahira Town
Allama Iqbal Town	Beadon Road
Amir Road	Bobby Plzaz Bund Road
Anarkali Lahore	Canal View Corporative Housing Society
Azam Cloth Market	Chowk Gujrapura
Calvary Ground Lahore Cantt	New-Alamgir Road
Chowk Gujrapura	New Garden Town
Chowk Mayo Hospital	Nila Gum bad
Circular Road Lahore	Pak Arab Housing Society
Daroghawala Lahore	Rehman Gali
Defence Housing Authority Lahore	Rewaz Garden Lahore
DHA Phase-V Lahore Cantt	Salazar Lahore
Iiiaga Nawab Sahid	Saddar Bazar
Karim Park Lahore	Samanabad
Karim Block (Allama Iqbal Town)	Session Court
Khayaban-E- Iqbal	Sadaman Colony
Kot Lakpat	Shah Alam Market, Lahore
Krishna Nagar Branch Lahore	Shadara Town
KSB Building Lahore	Stock Exchange Lahore
Lahore High Court	T-Block DHA
Landa Bazar Lahore	The Mall Lahore
Liberty Market Lahore	Thokar Niaz Baig Lahore
M-Block DHA	Timber Market Lahore
M.A Johar Town	Upper Mall Lahore
Main Boulevard Defence	Valencia Town
Main Boulevard Gulberg	Wahdat Road
MCB Center Lahore	Wapda House Lahore
Mecleod Road	Misri Shah
Model Town Branch Lahore	Muzang Road Lahore
Mughalpura Branch Lahore	Asif Town Lahore

<b>6. Standard Chartered Branches</b>	
Zaman Park Branch	Mollana Sahaukat Ali Road Branch
Paaf Building Branch	Model Town Branch
Gulberg Branch	Rehamanpura Main Ferozepur Road
Shadman Branch	Samanabad Branch
Tufail Road Branch	Peco Road Branch
DHA Phase-II	Brandreth Road
DHA Z-Block	Circular Road
Baghbanpura Branch	Bhadamibagh Branch
New Muslim Town	Shahra-E-Quaid-E-Azam Lahore
Garden Town Branch	Mall Road Branch
Allama Iqbal Town	Saddar Zarrar Shaheed Road
Johar Town Branch	-
<b>7. Bank Al-Habib Branches</b>	
Airport Road Branch	EME Housing Society, Lahore
Allama Iqbal Town Branch	Ferozepur Road Branch
Azam Cloth Market Branch	G-10 DHA- Branch
Bhadamibagh Branch	Gahri Shahu Branch
Badami Bagh, Lahore (Steel Market)	Gulberg Branch
Badar Block, Branch Lahore	Gulshan-E-Ravi Branch
Baghbanpura Branch	Hamdard Chowk, Kot Lakpat Lahore
Bahria Town	Ichhra Branch
Bedian Branch Lahore	Islampura Branch
Bhuptian Chowk, Lahore	Johar Town Branch
Bilal Gunj Branch	Johar Town, Lahore (Expo Center)
Branch At DHA Phase-VI, Lahore	Kahna Nau, District Lahore
Branch New Alamgir Market	Shadman Branch
Brandreth Road Branch	Shah Alam Market Branch
Bund Road Branch	Shadara Branch
Cavalry Ground Branch	Sub Br At Moti Bazar, Lahore
Chah Miran Branch	Sub Br Link Road, Model Town, Lahore
Chowk Shah Alam Gate Branch	Sub Br Misri Shah, Lahore
Chowk Yateem Khana Branch	Sub Branch Abid Market
Circular Road Branch	Sub Branch Akbari Mandi Lahore
College Road Branch, Lahore	Sub Branch At Saddar Bazar, Lahore.
Daroghawala Branch	Sub Branch Beadon Road Lahore
Defence Branch	Sub Branch Fruit Market, Lahore
DHA Phase-IV, Lahore	Sub Branch Industrial Area Lahore.
Sub Branch Landa Bazar Lahore	Thokar Niaz Baig Branch
Sub Branch Nisbat Road Lahore.	Timber Market Lahore
Sub Branch Riaz Bazar Lahore	Tufail Road Branch
Sundar Adda, Lahore	Urdu Bazar Sub Branch
Tajpura Scheme, Lahore	Valencia, Lahore
Walton Road Branch	-

<b>8. Bank Islamic Branches</b>	
Abodot Road Lahore	Garden Town Lahore
Allama Iqbal Town Asif Block	Main Boulevard, Gulberg-III, Lahore
Allama Iqbal Town Gulshan Block	Block-F, Gulshan-e-Ravi
Azam Cloth Market	Johar Town
Brandreth Road	KASB House Jail Road, Lahore
Circular Road	Lahore Cantt. Cavalry Ground,
College Road	Lalik Jan Chowk
DHA Y-Block	Bank Square Market Model Town
DHA Phase-V	Paragon City
Fasial Town	Peco Road, Badami Bagh
G-Block, DHA	Ravi Road, Lahore
Bahria Town, Lahore	Shadman Colony, Lahore
Bilal Ganj, Lahore	Rafi Mansion he Mall, Lahore
Circular Road, Lahore	Stock Exchange, Lahore
DHA Phase-IV, Lahore	Link Road
Eden City, Lahore	M.A Johar Town
Dhonalwal	Main Band Road
Ferozpur Road	Main Sanda Road
Fasial Town	Main Gate Awan Road
Fortress Stadium	Main Multan Road
G.T Road	Main Shadbagh Road
Ghari Sahao	Main Sheikhpura Road
Gulberg Colony	Main Wahdat Road
Gulshan Ravi	Main Walton Road
BB-DHA Main Boulevard	Mall Road
Kashmir Road	Mecleod Road
Model Town Branch Lahore	Mohafiz Town
Montgomery Road	Muzang Chungi
Mughalpura Branch Lahore	Nawab Town
New Garden Town	Shah -Alam Market
Officers Housing Society	Shadin Manzil
People Vehra Shahalam	Tufail Road
Ravi Road, Lahore	Urdu Bazar, Lahore
Samanabad	Wassampura
Shadman-1	Zarrar Shaheed Road
<b>9. NIB Branches</b>	
Model Town	Davis Road
Calvary Ground	Urdu Bazar Branch
Shahrah E-Aiwan Tijarat	Mughalpura Branch
Circular Road	Bilal Gunj Sandada Road
Bahira-Town	Ravi Link Road
Punjab Coop Society Lahore	Badami Bagh
Model Town Branch	Thokar Niaz Baig Branch
DHA Z-Block	Johar Town E-Block
New Garden Town	Gulberg Halli Road
Gulberg Mian Boulevard Branch	6, Bank Square Branch

Wahdat Road	Wapda Town Branch
Ghazi Road	Johar Town R-Block
Packages Branch	Bund Road
DHA Phase-II	Shah Alam Market
Allama Iqbal Town	Azam Cloth Market
Multan Road Branch	Timber Market Branch
Gulshan-E-Ravi Branch	Shadarda Branch
<b>10. Dubai Islamic Bank Branches</b>	
Johar Town	Gulberg Branch
Azam Cloth Market Branch	Gulshan-E-Ravi
Badami Bagh Branch	Iqbal Town
Bund Road	Lahore Cantt
Canal View	Mall Road Branch
Cavalry Ground Branch	Model Town Branch
Circular Road Branch	Bank Square Model Town Branch
Davis Road Branch	Bedian Road Branch
DHA Phase-IV	Bedon Road Branch
DHA Phase-VI	Begum Kot Branch
DHA Phase-V	Brandreth Road Branch
Faisal Town	Bund Road Branch
Cavalry Ground Branch	Burki Road Branch
Chowk Baba Attar Ichara Branch	Canal Road Branch
Chowk Yateem Khana Branch	DHA Phase-III Branch
Chungi Amar Sidu Branch	DHA Phase-IV Branch
Circular Road Branch	DHA Phase-V Branch
Civic Center Branch	DHA Phase-VI Branch
Cloth Market Branch	DHA Phase-VIII Branch
College Road Branch	EMW Housing Society Branch
Daroghawala Branch	Faisal Town Branch
DHA Phase-I Branch	Ferozepur Road Branch
Gahri Shahu Branch	Zara Shaheed Road
Wapda Town Branch	Shalimar Hospital
West Wood Colony	Us Apparel Pvt.Ltd
Zafar Ali Road	Doctors Hospital
<b>11. Bank of Punjab Branches</b>	
Egerton Road Lahore	1-L Commercial Phase-I, DHA Lahore
Kasuri Tower, Lahore	New Muslim Town Branch
Punjab Civil Secretariat, Lower Mall	Gahri Shahu Lahore
Bank Square, Model Town	Baghbanpura
Shadman Market, Lahore	Chouburji
Mall View Plaza, Bank Square	Shad Bagh, Lahore
Saddar Bazar Branch,	Mm Alam Road, Gulberg-I
89-A Temple Road, Lahore	Main Cavalry Ground, Lahore
Patiala Ground, Link Mecleod Road	Karim Block Allama Iqbal Town
Wahdat Road	7-Timber Market, Ravi Road
Abid Majeed Road, Lahore	Faqir Plaza, 6-Chatterjee Rd
Link Road, Model Town, Lahore	Kot Abdul Malik Branch

17-A, Gulshan-E-Ravi, Lahore	Main Boulevard, Gulberg
64-Badami Bagh, Lahore	Ichhra Branch, Lahore
Pak Block, Allama Iqbal Town,	Abbot Road Branch Lahore
15-New Anarkali Branch, Lahore	09-Poonch Road Samanabad, Lahore
Johar Town Branch, Lahore	Z-Block DHA Lahore
Mustafaabd Branch	Begum Kot, Shadara, Lahore
Walton Road, Lahore Cantt.	Jinnah Hall, Mcl, Lower Mall
Multan Road, Lahore	Central Model School Branch
Main Bazar Islampura, Lahore	9-Ferozepur Road, Lahore.
Chowk Rang Mahal, Lahore	Defence Society Road
Mustafa Town, Lahore	Hafeez Centre, Main Boulevard,
Faisal Town Lahore	Sanda Road Branch, Lahore
Services Hospital Branch, Jail Road	Queens Road Branch
Sunder Industrial Estate Branch	Dera Chahal Badian Road Lahore
Rawind Road Br, Thokar Niaz Beg,	Main Ferozepur Road, Kahna Nau
Shaukat Khanum Hospital, Lahore	Bahria Town Branch, Lahore
Mughalpura Branch, Lahore	Main Bedian Road Branch,
Arfa Software Technology Park	DHA Phase-VI, Lahore Cantt
EME Sector DHA, Lahore	Barki Road Lahore
Punjab Cooperative Housing Society	Maisonette, Gulberg-III, Lahore
Azam Cloth Market	Brandreth Road Branch
New Garden Town, Lahore	Circular Road Branch, Lahore
Shadara Branch	DHA Phase-IV, Lahore
R-Block, Johar Town Lahore	Misri Shah Branch Lahore
Ferozepur Road Branch Lahore	Bhatta Chowk
Block-C, Gulshan Ravi, Lahore	-
<b>12. Meezan Bank Branches</b>	
Akbar Chowk Branch	Canal Road Branch
Akbari Mandi Branch	Cavalry Ground Branch
Allama Iqbal Town Branch	Chowk Baba Attar Ichara Branch
Al-Saeed Chowk Branch	Chowk Yateem Khana Branch
Avian Chowk Branch	Chungi Amar Sidu Branch
Azam Cloth Market Branch	Circular Road Branch
Badami Bagh Auto Market Branch	Civic Center Branch
Bahria Town Branch	Cloth Market Branch
Bank Square Model Town Branch	College Road Branch
Bedian Road Branch	Daroghawala Branch
Bedon Road Branch	DHA Phase-I Branch
Begum Kot Branch	DHA Phase-III Branch
Brandreth Road Branch	DHA Phase-IV Branch
Bund Road Branch	DHA Phase-V Branch
Burki Road Branch	DHA Phase-VI Branch
DHA Phase-VIII Branch	Ichara Branch
EME Housing Society Branch	Islampura branch
Faisal Town Branch	J-III Johar Town Branch
Ferozepur Road Branch	Johar Town Branch
Gahri Shahu Branch	Kahna Nau Branch
Ghalib Market Branch	Karim Block Branch

Gulberg Branch	Khayaban-e-Iqbal Rd, Phase-III C DHA
Gulshan-e-Ravi Branch	Block-B, Phase-I, Khayaban-e-Jinnah Road
Haider Road Township Branch	Kot Abdul Malik Branch
Hall Road Branch	Liberty Market Branch
Main Boulevard DHA Branch	New Fruit Branch
McLeod Road Branch	New Garden Town
Mini Market Gulberg II Branch	New Muslim Town
Model Town C-Block Branch	Peco Road Branch
Model Town Link Road Branch	Punjab Coop Housing Society Lahore
Moon Market Branch	Qartaba Chowk Branch
Moti Bazar Branch	Q-Block DHA Phase-2 Lahore
Multan Road	Quaid-e-Azan Industrial Estate Branch
Mustafaabd Branch	Raja Market New Garden Town
Naseerabad Branch	Ravi road Lahore
New Anarkali branch	Sabsazar Branch
Samanabad branch	Thokar Niaz Baig Branch
Shadman Colony	Tufail road Branch
Shahalam Market	Urdu Bazar
Shahkan Chowk	Valencia, Lahore
Shadara branch	WAPDA Town Branch
Shalimar Garden Branch	West Wood Colony
Shalimar link Road	Zafar Ali Road
Sultanpura Branch	Zara Shaheed Road
T-Block DHA Phase-II	Shalimar Hospital
US Apparel Pvt.Ltd	Doctors Hospital
<b>13. HBL Lahore</b>	
Anarkali Branch	Muzang Road Lahore
Badami Bagh	Brandreth Road
Saddar Bazar Server Road	Circular Road
Civil Lines	20-G.T Road Engg. University Lahore
Azam Cloth Market	Jail Road
Punjab University Old Campus	Shah Alam Market Lahore
Urdu Bazar Lahore	Bank Square, Shahrah-e-Quaid-e-Azam
Baghbanpura	Davis Road Lahore
Lake Road	Gulberg Main Market Lahore
Punjab University New Campus	Cavalry Ground Lahore
Gardee Square Napier Road Lahore	2- B Fasial Town Lahore
Aziz Road Chah Miran Lahore	Chouburji Chowk Multan Road
Samanabad Lahore	Kharak Wahdat Road
Ferozpur Road Ichara Lahore	Timber Market Ravi Road Lahore
Batapur	Zarrar Shaheed Road, Cantt
Chowk Shah Alam Lahore	Nawan Kot Lahore
Model Town Lahore	Main Temple Road Lahore
Wapda House Lahore	Krishna Nagar Lahore
Allama Iqbal Road Lahore	Kir Kalan Lahore
Langa Mandi	Bilal Gunj Lahore
PAF Market Sarfraz Refiqui Road	Data Dabar Lahore
Gulshan Ravi Lahore	Lytton Road, Lahore

Dharampura Lahore	Stock Exchange LAHORE
Opposite High Court Lahore	Liberty Market, Gulberg-iii
Shadbagh Lahore	Chung Model Town Lahore
MughalPura	Thokar Niaz Baig
R.A Bazar Lahore	Raiwind
Ladir Badian Road	New Garden Town Lahore
Chuna Mandi Lahore	Shadman Town Lahore
Gulberg Factory Area Lahore	Corporate Center
Allama Iqbal Medical College	Royal Park Lahore
B-Block-II Township Lahore	Kashmir Block Allama Iqbal Town
Division Public School Model Town	Walton Road
Queen Road Lahore	Wapda Town Lahore
Empress Road Lahore	Bilal Park Chah Miran Lahore
Peco Road (Commercial Centre)	Punjab Co-operative Housing Society
Airport Road Lahore	Mohammad Ali Jauhar Town Lahore
Pakistan Chowk Ichara Lahore	Panorama The Mall Road Lahore
Rewaz Garden	Doctors Hospital Lahore
DHA Phase-VI Branch	Ferozepur Road Mouza Atari
Bund Road Branch Lahore	DHA Lahore
Naseerabad Lahore	Khaiban-I-Iqbal DHA
Bahira Town Lahore	Main Boulevard Road Lahore
T-Block DHA Phase-2, Lahore	Comsat Branch Defense Road
Z-Block DHA Lahore	Askari X Branch Lahore
UMT M.A Johar Town Lahore	DHA Phase-V Branch
Akbari Mandi Lahore	FC College University, Canal Bank
GC University Katchehry Road	Daroghawala Branch
Model Town Link Road	Khayaban-E-Jinnah Branch
Opp UCH Main Boulevard	76 Z-Block Phase-III DHA
EME Housing Society	Valencia Housing Society
Ali Block New Garden Town Lahore	61 Azam Cloth Market Chandni Chowk
College Road Township Lahore	Bhatta Chowk, Ghazi Road
46-Z Defense Housing Society	Industrial Block Model Town
122-Sikandar Block, Allama Iqbal Town	Sabsazar Scheme Multan Road
<b>14. Bank Alfalah</b>	
Allama Iqbal International Airport Lahore	Fasial Town
Allama Iqbal Town Lahore	Fortress stadium
Azam Cloth Market	G.T Road
Badami Bagh	Ghari Sahao
Bahira Town	Gulberg Colony
Bedian Branch Lahore	Gulshan Ravi
Batapur	IBB-DHA Main Boulevard
Brandreth Road	Kashmir Road
Bilal Gunj	Stock Exchange, Lahore
Chowk Shah Alam	Link Road
Circular Road	M.A Johar Town
Chouburji	Main Band Road
DHA	Main Sanda Road
Dhonalwal	Main Gate Awan Road

Ferozepur Road	Main Multan Road
Mecleod Road	Main Shadbagh Road
Model Town Branch Lahore	Main Sheikhpura Road
Mohafiz Town	Main Wahdat Road
Montgomery Road	Main Walton Road
Muzang Chungi	Mall Road
Mughalpura branch Lahore	Shadman-1
Nawab Town	Shah -Alam Market
New Garden Town	Shadin Manzil
Officers Housing Society	Tufail Road
People Vehra Shah Alam	Urdu Bazar, Lahore
Ravi Road, Lahore	Wassampura
Samanabad	Zarrar Shaheed Road
<b>15. Allied Bank Branches</b>	
Anarkali	Shahalam Market
Akbari Mandi	The Mall
Azam Cloth Market	Shadara, Lahore
Brandreth Road	Beadon Road
Chowk Dalgran	Hall Road
Badami Bagh, Lahore	Daroghawala
Baghbanpura, Lahore	Bilal Gunj
Chowk Shahalam	Gahri Shahu, Lahore
Circular Road	Ind. Area, Badami Bagh, Lahore
Napier Road	Misri Shah
Nicolson Road, Lahore.	Timber Market
Sultan Mehmood Road, Shalimar Town	Link Road Shalimar
Shadi Pura	Tajpura Shadbagh
Chah Miran	Tajpura LDA Scheme
Melad Chowk, Lahore	7-E, Gulberg Lahore
Lal Pull, Mughalpura, Lahore	Samanabad
Stock Exchange Building, Egerton Road,	Sanda Road
Temple Road	Allama Iqbal Town Lahore
Kashmir Road	Awan Town Lahore
Gulshan-E-Ravi	Bridge Colony Lahore
Fortress Stadium	Garden Town Lahore
Tufail Road, Lahore	Liberty Market Lahore
Lda Wasa Lahore	Main Market Gulberg Lahore
Muzang Chungi Lahore	Shadman Colony Lahore
Multan Road Lahore	199-Upper Mall Lahore
Wahdat Road Lahore.	Wapda House Lahore
Civic Centre Karim Block, A.I. Town	Bund Road, Lahore
Khyber Block, Allama Iqbal Town,	Mehmood Ali Kasuri Road, Gulberg
Sabzazar Scheme, Lahore	-



<b>2. Family Motivation (Grant et al., 2017)</b> (Please <b>tick only one</b> number)	<b>Never</b>	<b>Rarely</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
1. I care about supporting my family.	1	2	3	4	5
2. I want to help my family?	1	2	3	4	5
3. I want to have a positive impact on my family?	1	2	3	4	5
4. It is important to do good for my family?	1	2	3	4	5
5. My family benefits from my job?	1	2	3	4	5

<b>3. Incivility</b> During the past year while employed by this organization, have you been in a situation where any of your superiors or coworkers. (Please <b>tick only one</b> number)	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. Put you down or was condescending to you?	1	2	3	4	5
2. Paid little attention to your statement or showed little interest in your opinion?	1	2	3	4	5
3. Made demeaning or derogatory remarks about you?	1	2	3	4	5
4. Addressed you in unprofessional terms, either publicly or privately?	1	2	3	4	5
5. Ignored or excluded you from professional camaraderie?	1	2	3	4	5
6. Doubted your judgment on a matter over which you have responsibility?	1	2	3	4	5
7. Made unwanted attempts to draw you into a discussion of personal matters?	1	2	3	4	5

<b>4. Abusive Supervision Tepper's et al., (as cited in Marie et al., 2007) Shorter Version</b> (Please <b>tick only one</b> number)	<b>Never</b>	<b>Rarely</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
1. My supervisor Ridicules me	1	2	3	4	5
2. My supervisor Tells me my thoughts or feelings are stupid.	1	2	3	4	5
3. My supervisor put me down in front of others	1	2	3	4	5
4. My Supervisor make negative comments about me to others	1	2	3	4	5
5. My Supervisor tell me that I am incompetent	1	2	3	4	5

<p><b>5. Please indicate the extent of agreement with each of the following statements.</b></p> <p><b>Work overload (Osman M. Karatepe., 2012)</b></p> <p>(Please <b>tick only one</b> number)</p>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a) I do not have enough time to get everything done in my job	1	2	3	4	5
b) My workload is heavy on my job	1	2	3	4	5
c) I have to work very hard in my job	1	2	3	4	5
d) I have to work very fast in my job	1	2	3	4	5

## QUESTIONNAIRE (T2)

As a part of my research work, I am conducting a survey. Please complete the questionnaire by indicating the extent to which your agreement with each statement. I assure you your response is highly valued and will remain completely confidential, anonymous and used for the academic purpose. There are no right or wrong answers. Please answer each question as honestly as you can. **It is most important that you answer ALL questions.** Thank you for taking the time to participation in this important research project.

Your Name: \_\_\_\_\_

Name of Organization: \_\_\_\_\_

<b>1. Thriving at Work (Porath et al., 2012)</b> Please tick only one number against each of the following statements that represents the extant of your agreement or disagreement  (Please <b>tick only one</b> number)	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>Learning</b>					
1. I find myself learning often	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
2. I continue to learn more and more as time goes by	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3. I see myself continually improving	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4. I am not learning.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
5. I have developed a lot as a person.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Vitality</b>					
1. I feel alive and vital	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
2. I have energy and spirit.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3. I do not feel very energetic.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4. I feel alert and awake	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
5. I am looking forward to each new day.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

<b>2. Emotional Exhaustion (Wright and Cropanzola 2001)</b>  (Please tick only one number)	<b>Never</b>	<b>Rarely</b>	<b>Sometimes</b>	<b>Often</b>	<b>Always</b>
1. I feel emotionally drained from my work?	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
2. I feel fatigued and have to face another day on job?	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3. I feel I work too hard on my job?	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

<b>3. Please indicate the extent of agreement with each of the following statements.</b> <b>Affective Commitment (Mowday et al., 1979)</b>  (Please tick only one number)	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
a) I am proud to tell people who I work for.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
b) I share many of the values of the organization.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
c) I feel loyal to the organization.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>