

Examining The Role Of Leader Mindfulness And Employee Moral Identity In Shaping Workplace Dynamics: A Study On Nurses' Experience Of Leader Surface Acting And Incivility In Hospitals

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Abstract

The detrimental impacts of inadequate leadership on organizational efficiency and productivity have become increasingly conspicuous over time, undermining the overall performance of institutions. This research endeavors to delineate potential strategies to mitigate such adverse behaviors and safeguard the organizational milieu. Crucially, the mindfulness of leaders is instrumental in curtailing unethical conduct, while the moral identity of employees also serves as a deterrent to such phenomena. Theories of ego depletion and resource conservation furnish a theoretical foundation to elucidate these relationships.

Employing a cross-sectional methodology, data were gleaned from nurses employed in private hospitals within Pakistan. The analysis of latent constructs was facilitated through confirmatory factor analysis (CFA), thereby estimating the measurement model. Subsequently, structural equation modeling (SEM), executed via AMOS V24 Software, was deployed to evaluate the hypothesized relationships. The findings indicate that abusive supervisory behavior acts as a mediating variable between leader surface acting and the emergence of workplace incivility.

These insights advocate the implementation of initiatives centered on mindfulness and moral identity to foster a conducive and progressive organizational climate. Consequently, management in private healthcare settings is advised to scrutinize their behavior meticulously to preserve the institution's reputation and operational efficacy. The study aims to scrutinize the moderating influence of leader mindfulness and employee moral identity on the nexus between leader surface acting and workplace incivility, in addition to exploring the mediating role of abusive supervision within this dynamic. Thus, it is posited that both leader mindfulness and employee moral identity significantly modulate the degree to which leader surface acting is manifested as workplace incivility.

Keywords: *Leader surface acting, abusive supervisory behavior, workplace incivility, leader mindfulness, and employee moral identity.*

Introduction:

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Leadership is an important aspect of today's life. There are thousands of studies on this aspect, and scholars are continuously working on its dimensions. Research nowadays has turned attention to poor bossy behaviors. One of them is abusive supervisory behavior, started by Tepper. He described it as the worker's understanding of the continuous demonstration of supervision's aggressive spoken and unspoken acts towards the worker, excluding body contact (Tepper, 2000). Recently much has been known about the results of employees' understanding of abusive supervisory behavior (Mackey, Frieder, Brees, & Martinko, 2017). A study found that 65-75% of employees report their supervisor as having an awful job feature (Hogan & Kaiser, 2005). These high figures show that bad supervisory behaviors are not only ineffectual but injurious to the welfare and productivity of employees (Krasikova, Green, & LeBreton, 2013; Spain, Harms, & LeBreton, 2014).

Destructive leadership, such as abusive supervisory behavior, is related to various negative outcomes of an organization, like stress deviance and, thereby reducing positive outcomes like satisfaction, productivity, and commitment (Mackey et al., 2017; Martinko, Harvey, Brees, & Mackey, 2013; Tepper, 2007; Zhang & Bednall, 2016). Researchers also studied the impact of abusive behavior on employees who are not the target of abusive behavior. Instead, they witnessed their peers as a targets of abusive supervisory behavior (Coyne et al., 2019). They look to an organization for administrative help (Wu & Wu, 2019). If an administrative response is inappropriate, these employees feel stressed, and their work commitment decreases. If this pattern is repeated continuously, the intention of these peers to leave the organization increases, and the organization loses its valuable, talented employees (Wu & Wu, 2019). Researchers believe that there are different reasons for being abusive, and one of them is leader surface acting (Yam, Fehr, Keng-Highberger, Klotz, & Reynolds, 2016). Surface acting is when a leader hides true emotion and portrays false feelings (Hochschild, 1983). Leaders must face many challenges inside and outside the organizational environment and show cool and calm to high authorities and customers. Therefore, when they further deal with troubles from the employee side, they lose control and become abusive. Researchers are working on both sides of abusive behavior, hence studies continuously explore its consequences (Tepper, Simon, & Park, 2017).

These consequences are stress, deviance, low satisfaction, productivity, and decreased creativity (Liu, Zhang, Liao, Hao, & Mao, 2016; Mackey et al., 2017; Martinko et al., 2013; Tepper, 2007; Zhang & Bednall, 2016). Another negative aspect caused by abusive behavior is workplace incivility. It is defined as violating civilization and guidelines of collective respect at work by displaying rude and ill-mannered behavior, e.g., impolite and superior comments, hostile stares, and behavior (Andersson & Pearson, 1999). This phenomenon is common (Cortina, Kabat-Farr, Magley, & Nelson, 2017). However, possible efforts should be made to reduce such behavior from both employee and leader sides as this behavior harms both. Leaders can control this pressure-oriented behavior if they possess the trait of mindfulness. This trait involves focusing on the present situation without judging (Bishop et al., 2004). Similarly, the employee can control their uncivil acts if they possess a trait of moral identity, which involves the degree to which morality is vital and essential for an individual (Hardy & Carlo, 2011).

Earlier studies confirmed that abuse from the supervisor's side harms employees' behavior compared to the benefit obtained by their positive attitudes (Hershcovis & Barling, 2010; Khan, Khan, Bodla, & Gul, 2019). This study focuses on Pakistan's private healthcare sector, one of the largest sectors, and provides vital services. Also, people in Pakistan prefer private hospitals because they perceive a clean atmosphere and better nurses and paramedical staff (Irfan & Ijaz, 2011; Shabbir, Malik, & Malik, 2016). In this situation, to respond better to clients, doctors are more involved in shaping their emotions to fit according to the patients. So, surface acting has become part of their job (Zapf, 2002).

Being a part of the service sector, the basic task of doctors' jobs in hospitals is to identify and treat infections and illnesses; some diagnoses make them fearful and anxious. Moreover, they have to revolve patient's feelings into desired track; these processes consume their emotional resources (Inzlicht & Friese, 2019). While they have manipulated their emotions when facing difficulties and problems from nurses or other paramedical staff, they become abusive towards them (Hagger, Wood, Stiff, & Chatzisarantis, 2010). As a response, nurses and other paramedical staff are involved in uncivil acts (Schilpzand, Leavitt, & Lim, 2016). It is reported that, among various others, one of the reasons for the nurse shortage in Pakistan is the negative behavior they receive horizontally and vertically in hospitals (Khowaja, 2009; Malik, Sattar, Shahzad, & Faiz, 2020). Also, when nurses in the healthcare sector receive abusive behavior from supervisors, they feel insecure about it, leading to high deviance leads (Lyu, Ji, Zheng, Yu, & Fan, 2019). This behavior is very common nowadays, leading to physical and psychological problems in those exercising it (Cortina et al., 2017). While private healthcare bodies should be more concerned with morality and incivility, research in this area is still limited (Yasir & Rasli, 2018). Although this behavior has been the subject of interest in the healthcare sector for the last two decades, theoretical and empirical gaps are still yet to be explained (Lyu et al., 2019). Additionally, less research has been conducted about the tendency of nurses to engage in uncivil acts in response to supervisor's abuse (Low, Sambasivan, & Ho, 2019). So, this study investigated the antecedent (leader surface acting) and consequence (workplace incivility) of abusive supervisory behavior with moderating roles of leader mindfulness and employee moral identity.

In the current study, leader mindfulness and employee moral identity are studied as moderators to reduce the intensity of negative behaviors because the literature stated that research on this ground is still insufficient (Yasir & Rasli, 2018). Our research focuses on certain positive individual characteristics that may be helpful in the elimination or at least reduction of such behaviors (Hafenbrack et al., 2020; Wang, Yang, Yang, Wang, & Lei, 2017). This study supported other studies by providing evidence that surface acting leads to abusive behavior that further leads to incivility in the workplace. Also, the positive roles that mindfulness and moral identity play in controlling bad behaviors. Previous studies show that injurious behaviors prevail in developing countries, and Pakistan is one (Somani & Khowaja, 2012). These behaviors are becoming causes of poor attitudes in human resources of the healthcare sector (Khan et al., 2019). Although various sectors suffer, healthcare employees must pay special attention (Mackey, Frieder, & Brees, 2017).

Literature Review and Hypotheses Development:

Leader surface acting and abusive supervisory behavior:

In order to diminish abusive supervisory acts, narrow but emerging literature has studied this unethical behavior's antecedents. Different points of view are available. Some scholars have focused on the personality perspective, which argues that leaders with specific characteristics, like those with heights of Machiavellianism, will more likely abuse their subordinates (Kiazad et al., 2010). Others believe leaders with minimum emotional intelligence abuse more (Xiaqi, Kun, Chongsen, & Sufang, 2012). Some researchers believe the organizational environment is responsible, e.g., leaders of unfriendly organizational environments are more into abusive behavior (Mawritz, Dust, et al., 2014). These writings are quite helpful in understanding the causes of abusive behavior, but the literature on unethical deeds recommends other factors (Caesens et al., 2019). Leaders from all fields perform surface acting, a part of their daily routine in the service sector. Interacting with all external parties, they pretend to be happy, energetic, and dynamic. This manipulation of feelings results in peers and employees (Cho et al., 2016).

Ego depletion theory explains the relationship between surface acting and abusive supervisory behavior (Baumeister et al., 1998). This theory states that individuals have

limited resources regarding willpower or self-control. Their capability to make sound and ethical choices is certainly damaged if it is given out (Baumeister et al., 1998). When leaders pretend to face challenges like difficult customers, external pressures, or deadlines from top management, they use their mental and physical resources to deal with these problems. As a consequence, these resources decrease. Furthermore, when they have to confront difficulties from the employee side due to deficiency of those resources, they feel drained and act abusive. The norms and values of a friendly working environment are broken this way (Snyder et al., 2019).

Moreover, firms fail to provide high-quality services as both important parties (supervisor and subordinate) suffer due to the surface acting of the leader (Zhou et al., 2018). Also, surface acting is related to individual sabotage (Gu et al., 2020). Ego depletion supports this relation by stating that manipulating emotions causes resource loss (Feng, Morgan, & Rego, 2017). Past studies also prove that when individuals' resources are consumed, they become aggressive, unfair, and rebellious (van Woerkom et al., 2016; Zhou et al., 2018). That is why leaders with consumed resources lost control and could not establish a healthy work environment. Therefore, the following hypothesis is proposed.

H1: Leader surface acting is positively associated with abusive supervisory behavior.

Abusive supervisory behavior and workplace incivility:

Leaders have a strong impact on followers' behaviors and performances. A leader's unethical behavior leads to a subordinate's unethical response, and the same phenomena happen in the case of abusive supervisory behavior and workplace incivility (Inness, Barling, & Turner, 2005). Individuals evaluate their relations based on fairness (Mawritz, Folger, et al., 2014). When they receive a specific response from management, they observe its fairness. After observing, they respond accordingly. If they perceive management as fair, they behave positively and fulfil what management wants. This way, they show little concern for monetary value, and their great attention is towards the fairness of dealings.

Moreover, their job with the firm is safe. This feeling enhances the positive attitudes of employees' personalities (Srikanth, 2019). Such employees become highly committed to their supervisors. Not only this, these employees display motivating behavior toward their peers. Their responses towards in-group and out-groups are helpful and constructive (Tepper et al., 2017). Overall, the positive vibes they receive from the upside flow into all organizations, including leaders, peers, and others (Caldwell & Hayes, 2016).

On the other hand, supervisors who act rudely perceive their behavior as unfair (Mawritz, Folger, et al., 2014). In response to this unfair treatment, a similar reaction triggered employees. Some employees display similar behavior towards their supervisor, while others cannot directly retaliate due to power distance (Grandey, 2003). In this situation, they release their anger toward others. They start screaming, ridiculing, and humiliating others. Moreover, rude supervisory behaviors make employees feel stressed and insecure about their job. This way, their performance suffers (Arshad & Ismail, 2018).

Conservation of resources also explains this mechanism of bad behavior, and it explains that a person has different resources, which are object, state, personal, and energy resources (Hobfoll, 2011). These valuable resources may be washed out when dealing with anxiety and tension. According to COR, due to such negative leadership behavior as abusive supervisory behavior, individuals feel a deficiency of support from supervisors, which causes a shortage of individual inner resources. If this shortage remains longer, it results in employee mental suffering and separation from jobs and organizations (Hobfoll, 2011). When employees perceive that managers are hostile toward subordinates

(employees), their energetic assets decrease, resulting in employee resource conservation, e.g., low performance (Aryee et al., 2008). It is clear from the research that when treated badly, employees respond badly, following a “tit for tat” approach (Inness et al., 2005). When employees suffer from abusive behavior and cannot respond to their supervisor similarly, they release their anger and violent behavior elsewhere, possibly to their family, friends, or peers (Hoobler & Brass, 2006). So, we conceptualized

H2: Abusive supervisory behavior is positively associated with workplace incivility.

Leader surface acting and workplace incivility:

Managers' emotions influence their employees (Huyghebaert et al., 2018). Moreover, researchers continuously explore the influences of supervisors' behaviors on their subordinates (Nielsen, Glasø, & Einarsen, 2017). These supervisors perform functions associated with managing, monitoring, and controlling activities performed by their subordinates. As their tasks are directly linked with organizational performance, organizations pay special attention to the behaviors of supervisors (Nielsen, Skogstad, Gjerstad, & Einarsen, 2019). Attention to their behavior is also important as they lead to better performance of organizations, and the way they behave with subordinates is further imitated by their subordinates (Kim, Kim, Han, Jackson, & Ployhart, 2017). When supervisors hide their true feelings and portray false feelings instead, they are compressing their true emotions (Ogunsola, Fontaine, & Jan 2020). This compression is linked with the impairment of communal dealings because this emotional manipulation is not isolated and detected by those watching this behavior.

Likewise, when employees understand that their leaders are getting involved in emotional manipulation, e.g., surface acting, they try to stop them from reaching what they want because they perceive surface acting as false and fake (Newcombe & Ashkanasy, 2002). The leaders who perform surface acting become stressed and tired (Yam et al., 2016). This behavior is not hidden from employees. They perceive that the boss is not honest with them as his behavior changes due to external factors (Ogunsola et al., 2020). So, due to surface acting, the relationship between supervisor and their employee is adversely affected, and employees' trust in the supervisor's capabilities, goals, and honesty are damaged (Gardner et al., 2009; Rajah et al., 2011). Therefore, it is expected that the supervisor's surface acting leads to uncivil acts at the workplace as, according to Fisk and Friesen (2012), the surface acting of a supervisor leads to negative workplace behaviors of employees. Therefore, the following hypothesis is proposed.

H3: Leader surface acting is positively associated with workplace incivility.

The mediating role of abusive supervisory behaviors:

Surface acting facilitates leaders when dealing with external factors (Kwon et al., 2019). Evidence shows that surface acting is helpful when dealing with stakeholders like customers, the general public, and governmental bodies. Leaders hide the problems and issues in this scenario and deal pleasantly (Yang et al., 2019). While on the other hand, surface acting has adverse effects. Such behaviors harm the leader itself (Ogunsola et al., 2020). Lennard and his colleagues have identified that faking emotions harms the person performing them. When leaders suppress their true feelings and display false ones, their emotional resources are consumed (Lennard et al., 2019). The availability of resources depends on the extent of surface acting performed by the leader, such as consumption of self-control creates difficulties (Snyder et al., 2019). The emotions utilized for making ethical and sound decisions are influenced, leading to inappropriate behaviors (Hobfoll, 2011). Suppressing the actual emotions affects leaders' well-being (Yang et al., 2019). It is also studied that faking emotions during surface acting harms the relationship of the player with others (Burić, Slišković, & Penezić, 2019).

Leaders are always a source of interest for their subordinates. During their spare time, subordinates share their experiences and pieces of evidence regarding the supervisor's behavior (Hogan & Kaiser, 2005). Similarly, a leader's behavior is based on his/her perceived image in an organization (Kiazad et al., 2010). However, Srikanth studied that abusiveness in a leader's behavior acts as a workplace stressor; it becomes a cause of anxiety in those being supervised (Srikanth, 2019). Greenbaum reported that employees had faced maladaptive thoughts and emotions and dissatisfaction from supervisors and seniors of the organization (Greenbaum et al., 2013). Most employees are unaware of the reasons for these poor health and emotional conditions, so they convey them without awareness (Kluemper et al., 2019). A bad temper spreads this way in the workplace and affects all working together in a unit or organization (Cortina et al., 2017).

Therefore, when leaders perform surface acting, they become aloof and adopt harmful behaviors in their environment, like the workplace (Duffy, Shaw, Hoobler, & Tepper, 2010). That happens because leaders cannot be rude and abusive to their clients. That is why their anger is released toward their dependents, e.g., employees (Yam et al., 2016). Hence, it is summarized by arguing that when leaders are involved in abusive behavior due to surface acting, employees are more likely to involve in workplace incivility. Therefore, the following hypothesis is proposed.

H4: Abusive supervisory behavior will mediate the relationship between Leader surface acting and workplace incivility.

The moderating role of mindfulness:

The trait of mindfulness allows a leader to focus on current situations un-biasedly while ignoring the leader's fast responses (Dreyfus, 2011). Leaders go through various tasks simultaneously because leadership comes with responsibilities (Hogan & Kaiser, 2005). Initially, they hide their emotions during surface acting, leading to ignorance of actual feelings (Grandey, 2003). So at first, mindfulness enhances awareness in leaders about current behaviors (Glomb et al., 2011). It molds the attention toward present circumstances (Good et al., 2016). It is described in the literature that mindful leaders are more aware of what they are doing and their real feelings (Reb et al., 2019). It works in favor of leaders due to awareness, and leaders start monitoring their conscious and unconscious behaviors.

Additionally, with the help of mindfulness, conflicts such as deciding and picking the right option are identified (Schuh et al., 2019). Mindful leaders analyze the situation and identify the best option (Good et al., 2016). Mindfulness helps leaders choose long-term aims that preserve healthy relations with followers over abusive behaviors (Reb et al., 2019). So, self-control activities and conscious actions are encouraged by mindfulness and lead to accepting actual positive or negative feelings (Schuh et al., 2019). This way, mental struggles of suppressing actual feelings are decreased, and the emotional resources of leaders are saved by being open to reality. Mindful leaders accept negative feelings like positive ones, as they know that humans go through both (Walsh & Arnold, 2020). Therefore, accepting reality allows them to act purposefully, so these leaders are more engaged in positive behaviors. So, it is suggested that having a trait of mindfulness in a leader should lessen the positive influence of surface acting on abusive supervisory behavior. So, the following hypothesis is proposed.

H5: Leader mindfulness moderates the positive relation between Leader surface acting and abusive supervisory behavior, such that the relationship is weaker when mindfulness is high.

The moderating role of moral identity:

A person with moral identity traits is more socially able to the community and strictly avoids antisocial manners (Hertz & Krettenauer, 2016). The tendency to behave similarly does exist, but a significant amount of research states that not all individuals act similarly during immoral situations (Caldwell & Hayes, 2016; Greenbaum et al., 2013). These individuals have low tendencies to react to abuse by engaging in similar behavior. Research says that it depends on the importance of moral identity for an individual; the more an individual values moral identity, the higher their tendency to make ethical decisions (Patrick et al., 2018). Their response to injustice differs from others as they believe every action should be according to morals and ethics. An alignment exists between these individuals' perceptions of morality and their real-life actions (Hardy & Carlo, 2011). It is unauthentic for an individual with a high moral identity to respond hostilely to horrifying attitudes. Such individuals develop self-control which serves them in behaving appropriately. So, whenever there is a dilemma, their self-control mechanism guides and assists them in performing correctly (Nigg, 2017).

Negative leadership exists in organizations, and deviant responses are most common for such leadership styles, e.g., ignoring guidelines, putting minimum effort into tasks, and spreading rumors about the firm (Solas, 2016). However, employees with high moral identities believe these forms of justice are wrong (Hertz & Krettenauer, 2016). Similarly, if they witness their colleagues engaging in deviant organizational behaviors, they perceive their behavior as inappropriate and, according to them, colleagues' responses are equally offensive (Skubinn & Herzog, 2016). Studies have shown the perception of these high moral identity individuals, and there are two basic reasons for their ethical behavior (Vitell et al., 2016). First, they believe that by acting badly, one is also damaging the other. Second, according to them, more destruction occurs by replying similarly, making the situation worse for all. So, as humans, these individuals also feel bad and want to react badly, but their self-control and high moral identity lower their intention to engage in unethical behaviors (Patrick et al., 2018). These individuals also avoid behaviors like aggression as they are considered antisocial (Hardy & Carlo, 2011). Research also supports that people with these traits avoid offensive and unsociable behaviors (Hertz & Krettenauer, 2016). Furthermore, Moral identity may moderate the positive relationship between abusive supervisory behavior and workplace incivility because an individual with a strong moral identity believes deviance is wrong and incorrect (Rupp & Bell, 2010). So, we hypothesize

H6: Employee moral identity moderates the positive relation between abusive supervisory behavior and workplace incivility, such that the relationship is weaker when Moral identity is high.

Research methodology:

Procedure and Sample:

The study population was the healthcare sector of Punjab, Pakistan. Nurses from private hospitals were respondents to the study. Before real data collection, a pilot study was conducted to ensure that items were not ambiguous or unclear from the feedback received. We made some changes to the format of the questionnaire. Initially, 400 questionnaires were distributed in Gujrat and Hafziabad hospitals. After that, 265 questionnaires were received approximately during two months period due to the busy schedule of hospitals. However, while performing screening through SPSS, this number decreases to 247. All respondents were female nurses; no male nurse was part of the study. 53% of nurses were less than 21 in age. 35.3 % of nurses fall in the age category of 21-25. 11.7 % of nurses fall in the age category 26-40. Regarding educational background, 19% had a matric degree, and 80.6% of respondents showed they had done intermediate; however, only 1 % of 247 was a bachelor's degree holder. Regarding marital status, 10% were married, and 90 % were unmarried of the total respondent.

Measurement:

This research uses items to operationalize the constructs adapted from prior studies. For this measure, a Likert scale ranging from 1 to 5 was used with different options such as never, very often, strongly disagree, and strongly agree. Abusive Supervisory Behavior was measured using a fifteen-item scale established by Tepper (2000). The reported reliability of the scale was 0.96. Sample items contain "My boss ridicules me." Workplace incivility was measured using a seven-item scale ($\alpha= 0.85$) established by Cortina et al. (2001). Sample item contains "Made an insulting remark about you?" Moral identity was measured using a ten-item scale ($\alpha= 0.81$) established by Aquino and Reed (2002). Employees were requested to think first about nine moral traits friendly, fair, hardworking, etc. Then Statements like "It would make me feel good to be a person who has these characteristics" were rated by them. Mindfulness was measured using a five-item scale ($\alpha= 0.94$) established by Brown and Ryan (2003). Following previous studies (Grant, Parker, & Collins, 2009; Schuh et al., 2019), items with higher factor loadings were used as sample items: "I rush through activities without being attentive to them." Leader Surface Acting was measured using a three-item scale ($\alpha= 0.89$) established by Brotheridge and Lee (2003). Sample items include "Resist expressing my true feelings." Control Variables: For this study, age, education, and marital status were used as control variables, and differences based on these variables were highlighted.

Data Analysis:

SPSS 21, Hayes process macro version 3.5 Later, AMOS software was used to analyze and better understand data. The six hypotheses were about predicted relationships. To test the hypothesis structural equation modeling (SEM) technique was employed. After EFA, CFA was performed. Most items loading were according to the desire and limits, i.e., above 0.7; however, few were about .6, but they were contained as they do not influence results (Bihamta, Jayashree, Rezaei, Okumus, & Rahimi, 2017).

Reliability and validity:

After analyzing loading, the next step was to check the reliability and validity. For this purpose, AMOS plugins were utilized, and validity and reliability were calculated for the research model. The results obtained are mentioned in Table 1. Literature shows that values of C.R. should exceed 0.7. The value of C.R. for all factors is higher than 0.7 (Henseler et al., 2015). The values of AVE are higher than 0.5 while lowering composite reliability. As all AVE values are greater than 0.5, it is demonstrated that convergent validity exists. Likewise, MSV with maximum shared variance was calculated to clarify discriminant validity, and all the values of MSV are less than AVE. The lower values of MSV indicated that discriminant validity exists in the model, and the model is allowed to process further (Henseler et al., 2015).

Table 1: Descriptive statistics, reliability and validity, and correlations

Latent variables	α	CR	AVE	MSV	MaxR (H)	1	2	3	4	5
1. LSA	0.89	0.921	0.796	0.553	0.927	0.892				
2. AS	0.96	0.994	0.911	0.488	0.994	.584**	0.954			
3. WI	0.85	0.983	0.890	0.491	0.983	.668**	.686**	0.943		
4. LM	0.94	0.854	0.539	0.443	0.858	-.533**	-.562**	-.589**	0.734	
5. MI	0.81	0.990	0.911	0.553	0.991	-.705**	-.509**	-.545**	.611**	0.955

* $p < 0.05$, ** $p < 0.010$, *** $p < 0.001$, LSA= Leader surface acting, AS=Abusive supervision, WI= Workplace Incivility, LM= Leader mindfulness, MI= Moral Identity, CR =Composite reliability, AVE= Average variance extracted, MSV= Maximum Shared variance

Model fitness:

The fitness of the model is a priority at all stages of analysis. For this purpose, the AMOS plugin was utilized to calculate and interpret values by comparing them with the threshold (Gaskin & Lim, 2016). A summary of desired values model fit and values achieved by the research model is presented in Table 2 (Model latent variables). DF = 1.505, CFI = 0.979, SRMR = 0.045, RMSEA = 0.045, and PClose = 0.106, making it a perfect fit according to the threshold. The specific model also achieved fitness according to the threshold. These values stated that the specific model is statistically fit.

Table 2: Model Fitness (Measurement model)

Measure	CMIN	DF	CMIN/DF	CFI	TLI	SRMR	RMSEA	PClose
Threshold	--	--	b/t 1 & 3	>0.95	>.90	<0.08	<0.06	>0.05
Model (latent variables)	1098.621	730.000	1.505	0.979	0.947	0.045	0.923	0.923
Specified model	1	---	1.505	0.979	0.977	0.02	0.45	0.442

Common method variance:

Heterotrait-Monotrait Ratio (HTMT) technique is utilized to check the common method variance in this study (Henseler et al., 2015). This technique was initially designed for discriminant validity. The criterion for HTMT value is that each value should be less than 0.85 to pass discernment validity analysis (Henseler et al., 2015). This research model's values meet the criteria shown in Table 3.

Table 3: HTMT Analysis

Latent variables	1	2	3	4
1. AS				
2. MI	0.512			
3. WI	0.696	0.554		
4. LM	0.116	0.669	0.257	
5. LSAR	0.615	0.744	0.703	0.376

Path Analysis:

Path analysis helps understand relationships among the variable of the research model (Grapentine, 2000). The results of the path analysis are presented in Table 3. As it shows, leader surface acting has a significant positive effect on abusive supervisory behavior

($\beta=.58$, $p< .01$). As this relation is significant and positive, H_1 is accepted. Similarly, abusive supervisory behavior significantly affects workplace incivility ($\beta=.44$, $p< .01$); hence, H_2 is accepted. Then, the table shows that leader surface acting significantly affects workplace incivility ($\beta=.40$, $p< .01$), and H_3 is accepted.

Table 4: Hypotheses Results

Paths	Beta coefficients	P-value	Status
H₁ . LSAR → AS	.584	***	Accepted
H₂ . AS → WI	.44	***	Accepted
H₃ . LSAR → WI	.406	***	Accepted
Mediation Path	Direct Effect	Indirect Effect	Status
H₄ . LSAR → AS → WI	0.584**	0.26**	Partial Mediation
Moderation Path	B	SE	t
H₅ . LSA x LM -----> AS	-.2989**	0.1425	-2.0974
H₆ . AS x MI -----> WI	-.0541***	.0150	-3.6248
			Bootstrap 95% CI
			[-.5796, -.0182]
			[-.0844, -.0253]

Note 2: AS=Abusive Supervisory, MI=Moral Identity, WI=Workplace Incivility LM=Leader Mindfulness, LSA= Leader Surface Acting, Bootstrap sample=2000; BC=Bias Corrected; CI=Confidence Interval

Mediation Path:

Hypothesis four states that abusive supervisory behavior mediates between leader surface acting and workplace incivility. Preacher and Hayes (2004) suggested a bootstrapping technique to identify mediation to measure this relation. During path analysis, bootstrapping was applied on 2000 bootstrap samples to extract the indirect relation between leader surface acting and workplace incivility. The test results demonstrated a positive significant indirect relation between leader surface acting and workplace incivility ($\beta=.26$, $p< .01$). It is clear from the results shown in Table 4 that partial mediation exists (Baron & Kenny, 1986).

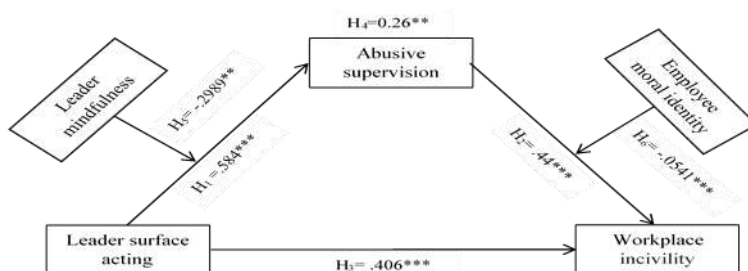


Figure 1: Research Model

Moderation Path:

Model 21 of Hayes process macro is utilized to identify the moderating role of leader mindfulness between leader surface acting and abusive supervisory behavior. In this test, 5000 bootstraps were selected with a 95% confidence level. Table 4 demonstrates that the interaction term (LSAR x L.M.) is significant (Coeff. = -.29 S.E. = .14 $t = -2.09$ $p = .03$), which means there exists moderation. The results above show that when a leader's surface acting increases, it increases abusive supervisory behavior in an organization. This

hypothesis states that when a leader has a quality of high mindfulness, figure 3 shows low surface acting that further reduces the reaction of surface acting. It ultimately controls the whole mechanism and works in favor of the organization. Although the value of the interaction term is small compared to leader surface acting and leader mindfulness, it is still significant. This moderation supports H₅.

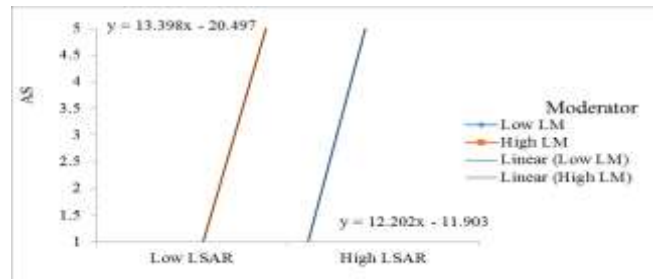


Figure 2: Moderation Analysis

Hypothesis six of this study deals with moderating moral identity between abusive supervisory behavior and workplace incivility. Using Model 21 of Hayes process macro, Table 4 demonstrates that the interaction term (AS x MI) is significant (Coeff. = -.0054 S.E. = .0015 t= -3.6 p= .0004), which means there exists moderation. Figure 4 states that individuals with low moral identity are more engaged in workplace incivility. Whereas individuals have a high moral identity, they are less engaged in workplace incivility. This moderation supports H₆.

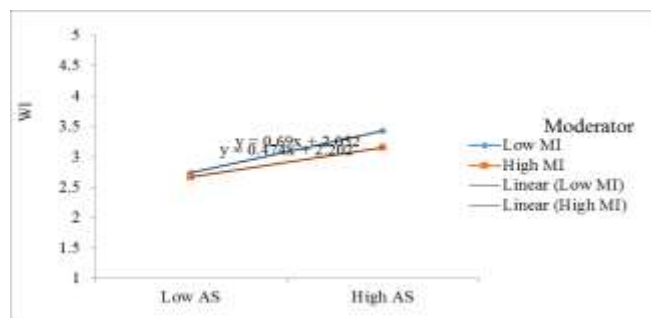


Figure 3: Moderation Analysis

Discussion and Findings:

The study's first hypothesis confirmed that surface acting leads to abusive behavior in managers because suppression of true feelings angers them. Gracia, Estreder, and Martínez-Tur (2019) conducted a study on 95 managers from small organizations in Spain. The results showed that the leaders rated high on surface acting were going through job disengagement and burnout. On the whole, their study showed that surface acting was seen in a negative relationship with the manager's effective behavior. Following a longitudinal approach, another study by Zhang, Zhang, Lei, Yue, and Zhu (2016) revealed that surface-acting decreased the available emotional resources for employees working in service sectors. This research also clarified that surface acting affected employees' sleep and performance. Similarly, another study followed the conservation of research theory just like the present research and analyzed the behavior of dual-earner couples, mainly from the health sector (Bakker, Sanz-Vergel, Rodríguez-Muñoz, & Antino, 2019). Their results revealed that employees involved in surface acting lost their energetic assets, and their personal lives also suffered.

The second hypothesis of the present study stated that abusive supervisory behavior was positively related to workplace incivility. Similarly, relations are also found in

literature such as Mackey et al. (2018) conducted where data were collected three times, two times for U.S. employees and one time from Chinese employees. The general results of their study revealed that abusive supervisory behavior was negatively related to employees' organizational citizenship behavior. Likewise, they witnessed obstructive behavior from employees in response to the manager's abuse. Similarly, another study in Taiwan reported that abusive behavior from management affects an organization and not only the victim party (Chen & Liu, 2019). Their results revealed that negative workplace behavior arises due to a boss's abusive behavior. Another study on the Pakistani healthcare sector targeting public hospitals of Peshawar supports the present research by revealing that workplace incivility exists in this sector. In contrast, leadership behavior can increase or decrease this toxic behavior (Yasir & Rasli, 2018).

The third hypothesis of the study stated that a leader's surface acting leads to workplace incivility, and results supported it. Past studies also provide support for this hypothesis of the present study. A study measuring similar relations was conducted in South China (Mo & Shi, 2017). They targeted the employees working in the pharmaceutical sector, and results revealed that deviant behaviors were seen at the workplace in response to surface acting. Another study conducted in a southwestern hospital province of China revealed that surface acting leads to deviant workplace behavior (Yue, Wang, & Groth, 2016).

Forth hypothesis of this study deals with the mediation of abusive supervisory behavior between leader surface acting and workplace incivility, and results revealed partial mediation. Past studies have also tested the mediation of abusive behavior. For example, a study was conducted on adults working in different U.S organizations to identify the mediating role of abusive behavior between different personality traits and aggression (Brees, Mackey, Martinko, & Harvey, 2014). Similarly, the relationship between abusive supervision and its effects on employees and the workplace is well-studied (Chen & Liu, 2019; Mackey et al., 2018).

Leader mindfulness was a moderating variable of the present research. According to research hypotheses, leader mindfulness moderates the relation between leader surface acting and abusive supervisory behavior. Literature about mindfulness reports moderating the relation of mindfulness among various related variables. A study by Gu et al. (2020) reported that mindfulness moderates the relationship between surface acting and insomnia. This study was conducted on employees of hospitals in China.

Similarly, another study conducted in the USA reported how well leader mindfulness works with procedural justice and high performance (Schuh et al., 2019). It was reported that the presence of mindfulness decreases exhaustion. However, in this study, almost parallel lines of the graph show a very small or no moderating effect. Though, results clearly show that those who reported high mindfulness also reported low surface acting of leader. However, according to theory and existing literature, there should also be a moderation effect. However, as the sample includes hospitals from two cities, the chances are that this effect can be highlighted by increasing the sample size. It happened because of cultural differences or biasness from the respondent side as the mindful individual is well aware of his actions and never mixes up two different scenarios or feelings. Similarly, in the case of other sectors, this moderating effect can be increased as support for this behavior exists in the literature for various sectors.

The last hypothesis of this study is about moderating role identity between abusive supervisory behavior and workplace incivility. This variable is well studied, and similar behavior is also reported in other studies such as Patrick et al. (2018) reported that moral identity decreases antisocial behaviors and leads to helping behaviors. Similarly, they

reported that individuals with moral identity participate more in volunteering acts and are less involved in complaints about others. Similarly, a study by Hertz and Krettenauer (2016) reported that individuals with high moral identities are more involved in ethical behaviors and avoid antisocial behaviors.

Theoretical contributions:

It is proposed in a study that due to surface acting; abusive behavior is initiated in organizations. Later, due to abuse, workplace incivility occurs in an organization. All the mentioned behaviors are neither in favor of leaders nor followers. These relations are tested and supported, adding to the literature. Similarly, the literature on moral identity is extended by this study. It is stated in the study that leader mindfulness moderates the relationship between abusive supervisory behavior and workplace incivility. Due to increased leader mindfulness, the cycle of negative relations can be controlled. Just like that, the study contributes to the literature on moral identity. It is hypothesized and supported in this study that high moral identity in employees will lower the intensity of their bad behaviors. Therefore, this study significantly adds to and supports existing literature.

Practical implications:

The study also has practical implications. This study is equally helpful for leaders and followers as the behaviors of both parties are studied. The study confirmed that abusive behavior and workplace incivility exist in Pakistan's private healthcare sector. Management in private hospitals should analyze their behavior to protect their hospital's image and performance. According to this study, training regarding mindfulness should be provided to help leaders who follow surface acting. Similarly, through training, moral behaviors should enhance in organizations at the employee end. This will increase human resources' mental and physical health and performance.

Limitations and Future Directions:

This study also has some limitations and future directions. First, as far as generalizability is concerned, this study was conducted in Pakistan. Due to differences in culture, language, and traditions, it should be tested in other countries to increase the generalizability of the study. Second, the one-time collection of data makes it cross-sectional research. Results may vary when data is collected more than once after a specific period. Future studies can follow this topic and test results using a longitudinal approach. It will also enhance generalizability. Third, this study was conducted in Gujrat and Hafiz Abad hospitals. Future research should follow this study by adding more cities to the research sample. By increasing the sample size, better results will be obtained.

Conclusions:

This research aimed to identify the relationships between leader surface acting and abusive supervisory behavior and the mediating role of abusive behavior between leader surface acting and workplace inactivity. Furthermore, the moderated role played by leader mindfulness and employee moral identity. For this purpose, data were collected from the private healthcare sector of Pakistan. Results confirmed that strong relations exist between mentioned variables, and private hospitals in Pakistan suffer from behavioral issues. The behavior of surface acting, abuse, and incivility are found in this sector. Similarly, the moderating role of employee moral identity is found, which confirms that the prevailing negativity can be controlled with the help of positive traits. That will, of course, benefit hospitals in the short run and the long run.

Disclosure

The authors report no conflicts of interest in this work.

Data availability statement

Data is available on request from the authors.

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44 Examining The Role Of Leader Mindfulness And Employee Moral Identity In Shaping Workplace Dynamics: A Study On Nurses' Experience Of Leader Surface Acting And Incivility In Hospitals

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