

ARTICLE

I can do good even when my supervisor is bad: Abusive supervision and employee socially responsible behaviour

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Abstract

Existing research has convincingly demonstrated the deleterious impact of abusive supervision within the boundaries of the organization. However, we ask, can the harmful consequences of abusive supervision extend beyond organizational boundaries, and in particular, impact social good creation? To answer this crucial question, the present study investigates whether, how, and when abusive supervision affects employees' socially responsible behaviour (SRB). We build on ego depletion theory, and its theoretical extension, the integrative self-control theory, to develop and test a multi-level model that advances our understanding of the psychological mechanisms through, and boundary conditions under which abusive supervision affects employee SRB. Findings from a weekly diary study across 12 weeks support: (1) the role of ego depletion as a core psychological process that underlies the negative impact of weekly abusive supervision on employees' SRB and (2) the role of both trait abusive supervision and weekly impulse control demands as critical boundary conditions that determine whether weekly abusive supervision impacts SRB. These findings have important implications for the abusive supervision and social responsibility literatures, advancing our understanding of what organizations can do to alleviate the detrimental consequences of abusive supervision for social good creation.

Kenneth De Roeck and Wladislaw Rivkin contributed equally as second authors.

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KEYWORDS

abusive supervision, ego depletion, impulse control demands, self-control theory, socially responsible behaviour

Practitioner points

- We adopt a weekly perspective and examine the negative impact of abusive supervision on employees' socially responsible behaviour, and the conditions under which this negative impact can be avoided.
- Under conditions of high general perceptions of abusive supervision coupled with high additional work demands, weekly experiences of abusive supervision reduce employees' socially responsible behaviour, as a result of the depleting effects of abusive supervision.
- Organizations can avoid the negative impact of abusive supervision by reducing weekly instances of abusive supervision and/or additional work demands that employees may encounter in the workplace.

INTRODUCTION

Consider that during a team meeting at work, your supervisor singles you out in front of your colleagues to undermine and ridicule your work. Such experiences of abusive supervision, defined as perceptions of your supervisor's engagement in hostile behaviours excluding physical violence (Tepper, 2000), have been shown to be detrimental to followers' work outcomes. More specifically, abusive supervision has been linked to reduced employee job satisfaction and commitment to the organization, as well as greater job tension and deviant behaviour at work (Mackey et al., 2017; Tepper et al., 2017). Given the deleterious effect of abusive supervision for employees *within* the organization, it begs the question: Could the negative impact of abusive supervision extend *beyond* the organization, and in particular as we propose in this research, affect employees' engagement in social good creation?

Indeed, against the backdrop of an organization's focus on their triple bottom line of 'people', 'planet', and 'profit' (Norman & MacDonald, 2004), understanding the way in which organizations and their leaders can facilitate social good has become increasingly important (Christensen et al., 2014; De Roeck & Maon, 2018). Thus, adding to preliminary research that highlights how positive forms of leadership (e.g., transformational and ethical leadership) can facilitate employees' engagement in social good creation (e.g., De Roeck & Farooq, 2018; Robertson & Barling, 2013), the present study aims to provide insights into how negative forms of leadership, namely abusive supervision, could impede it. Furthermore, our research expands our understanding of the link between abusive supervision and social good creation by identifying the boundary conditions that can reduce the harmful consequences of abusive supervision. Understanding these relationships is particularly critical in light of recent findings highlighting that even morally laudable leaders, whose leadership facilitates social good creation (e.g., ethical leaders; De Roeck & Farooq, 2018), can become abusive (Lin et al., 2016), thereby potentially reducing the impact of any prior gains in terms of social good. As such, our research not only offers theoretically important insights for extending current knowledge in the abusive supervision and micro-level social responsibility literatures, but can also offer practical guidance for organizations to protect employees' engagement in social good creation from harmful leader behaviours.

In the current study, we conceptualize employees' engagement in social good creation through their socially responsible behaviour (SRB) – defined as volitional behaviours that further the social good of the wider community at large (e.g., volunteering at the local food bank, taking part in fundraisers, and other charitable and humanitarian causes; Crilly et al., 2008; De Roeck & Farooq, 2018; Jones, 2010;

Rodell et al., 2017). Drawing on ego depletion theory (Baumeister et al., 1998), and its extension, the integrative self-control theory (ISCT; Kotabe & Hofmann, 2015), we develop a conceptual model that highlights the mediating role of ego depletion, or employees' reduced ability to exert self-control, in explaining how abusive supervision can negatively impact employees' engagement in SRB (see Figure 1). Moreover, these theoretical frameworks help us to further delineate two important boundary conditions that influence the negative impact of abusive supervision on SRB. More specifically, we examine the moderating roles of employees' perceptions of trait abusive supervision (or perceptions of the dispositional abusive nature of their leader), and impulse control demands (i.e., wider work demands that are for example associated with time pressure), that require employees to exert self-control.

We test our research model based on data from a 12-week multi-level diary study. More specifically, we examine how for the same employee, experiencing variations in abusive supervision across different weeks (i.e., at the within-person level), affects SRB through ego depletion, in that same week. Additionally, we examine how weekly variation in impulse control demands (i.e., at the within-person level), and variation in overall perceptions of trait abusive supervision across different employees (i.e., at the between-person level), moderate this overall process.

Our study contributes to the literature in three main ways. First, we add to the abusive supervision literature by considering the negative impact of abusive supervision beyond the organization's boundaries, for the wider social good. More particularly, while research has already established a myriad of employee outcomes that are negatively impacted by abusive supervision (for a meta-analysis, see Mackey et al., 2017), it has neglected to consider the impact of abusive supervision on social good creation in the broader community. Investigating this relationship is critical in the current socio-political context where corporations are increasingly under pressure to assess and improve their social and environmental impact. Thus, furthering our understanding of how an organization can impact society, through its leaders and employees, not only offers theoretically important insights for the abusive supervision literature but also practical guidance for how organizations can foster and preserve social good (De Roeck & Maon, 2018).

Second, we draw on ego depletion theory and ISCT to theoretically delineate the role of self-control as an intraindividual psychological process that explains why acts of abusive supervision might undermine employee engagement in SRB. More specifically, we highlight the mediating role of ego depletion as an important cognitive state (see Rivkin et al., 2023; Zheng et al., 2022), explaining how acts of abusive supervision can negatively impact employees' engagement in SRB, thereby addressing calls to broaden the theoretical foundations of employee SRB (De Roeck & Maon, 2018; Opoku-Dakwa et al., 2018; Zou et al., 2022). While previous research has shed light on how exerting self-control (and consequently experiencing ego depletion) can impact leaders' display of abusive supervision (Barnes et al., 2015; Courtright et al., 2016; Lin et al., 2016; Yam et al., 2016); the self-control related consequences of abusive supervision for followers' ego depletion remain largely unexplored (see Mackey et al., 2020). Our research thus contributes to uncovering some of the (short-term) cognitive mechanisms explaining the impact of abusive supervision on employees' volitional behaviours that contribute to the social good, through our consideration of ego depletion as a key mechanism. This helps to explain

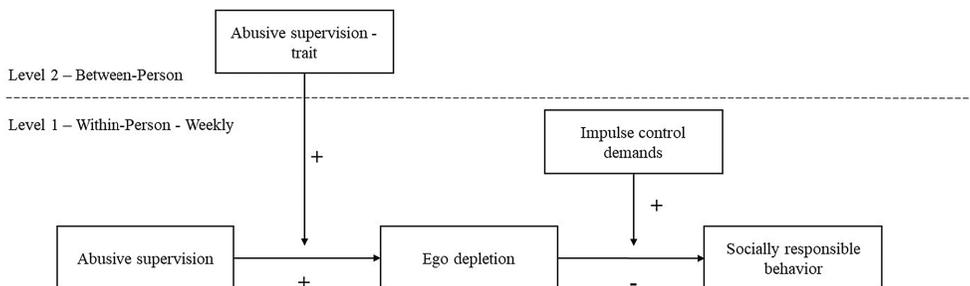


FIGURE 1 Conceptual model.

why an employee who experiences abusive supervision in a given week is likely to result in reduced SRB in that same week, in comparison to weeks where the same employee experience abusive supervision to a lesser extent.

Finally, we consider the boundary conditions of trait abusive supervision and impulse control demands, which contribute to our understanding of the conditions under which the negative impact of abusive supervision on employee SRB can be mitigated. That is, first, we argue that when an act of abusive supervision is not ascribed to a leader's dispositional abusive nature, but rather to a potential occasional outburst, its negative impact on employees' SRB is limited. Indeed, in such circumstances employees are more likely to attribute the leader's hostile behaviour to a momentary lapse potentially due to transient situational factors (Johnson et al., 2012), thereby reducing the need for employees to exert self-control in order to manage their reactions to abusive supervision. Concurrently, by adopting a within-person perspective that assesses the impact of weekly variations in abusive supervision experiences on weekly levels of ego depletion, and thus SRB, we address calls to examine leadership from a dynamic perspective to account for the fluctuating versus static nature of leader behaviours (McClellan et al., 2019). Second, based on the tenets of ISCT, we identify impulse control demands as a crucial contextual factor impacting employees' capability and willingness to exert further self-control (Kotabe & Hofmann, 2015), and thus engagement in volitional acts such as SRB. That is, our findings suggest that if impulse control demands, such as time pressure and customer-facing demands, can be effectively managed by the organization, the negative effects of ego depletion on employee SRB can be minimized. In sum, our research suggests that organizations can intervene across levels to address dispositional variation in abusive supervision as well as weekly work demands, to reduce or even fully prevent the detrimental impact of abusive supervision experiences on employees' engagement in social good creation.

THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

Ego depletion theory

According to ego depletion theory – a seminal theory of self-control – individuals have a finite pool of regulatory resources to exert self-control (Baumeister et al., 1998). Self-control, or the ability to engage in volitional acts or control one's impulses, emotions, and desires in order to achieve long-term goals (Kotabe & Hofmann, 2015), is a crucial cognitive function in today's highly dynamic and complex work environments. That is, today's work environments require employees to be flexible and adapt to different situations, regulate emotions towards colleagues and clients, monitor goal-directed behaviour, and motivate themselves to complete unattractive tasks (e.g., Cascio, 2003). Ego depletion theory suggests that self-control draws on, and as a result, depletes a limited pool of self-regulatory resources, making the future exertion of self-control more difficult (Baumeister et al., 1998, 2006). Ego depletion as the focal concept of this theory thus refers to a cognitive state resulting from the exertion of self-control, characterized by the reduced capacity for further self-control.

Existing research has demonstrated that ego depletion can arise in the workplace as a result of coping with self-control demands (Germeys & De Gieter, 2018; Gombert et al., 2020), job insecurity (Hur & Shin, 2023), value incongruence (Deng et al., 2016), emotional dissonance (Konze et al., 2019), and job stressors (Xia et al., 2020); all of these are suggested to consume regulatory resources through, for example, controlling one's thoughts and focusing one's attention. In turn, ego depletion has a knock-on effect on various negative outcomes within the work domain, such as reduced work performance (Deng et al., 2016), engagement (Lanaj et al., 2014), voice behaviour (Lin & Johnson, 2015; Xia et al., 2020), organizational citizenship behaviour (Troughakos et al., 2015), helping (Gabriel et al., 2018), and creativity (Hu et al., 2022). Outside of work, depletion can lead to diminished subjective vitality (Gombert et al., 2020), and control over leisure time (Zhang et al., 2022).

With respect to abusive supervision, research has identified that a leader's ego depletion can lead to abusive supervisory behaviours (Barnes et al., 2015; Courtright et al., 2016; Lin et al., 2016; Yam et al., 2016). However, there is scarce research examining ego depletion as a mechanism underlying the impact of abusive supervision on employees themselves (Mackey et al., 2020), particularly at the within-person level. This is significant given that short-term cognitive states such as ego depletion, and its associated implications for employees, can only be truly assessed at the within-person level, that is by comparing employees' current cognitive states across different points in time (Inzlicht & Schmeichel, 2012). Therefore, in the present study, we propose to adopt a within-person perspective on ego depletion to better understand how abusive supervision could negatively impact SRB.

The mediating role of ego depletion in the abusive supervision and SRB relationship

Abusive supervision reflects employees' perceptions of harmful leader behaviours, including making derogatory comments about an employee, undermining them, expressing anger towards them, or ridiculing them (Tepper, 2000). When an employee experiences an act of abusive supervision, they are often tempted to respond to this hostility through retaliation, aggression, and deviance (e.g., Liu et al., 2010; Martinko et al., 2013). However, while such hostile and deviant reactions may be satisfying in the short term, they may create negative repercussions for employees' rewards and career prospects, for example, through punishment and counterretaliation from the leader (e.g., Lian et al., 2014; Tepper et al., 2009). In this context, employees experiencing abusive supervision will seek to exert self-control so that they can react with professional restraint (i.e., control their anger, hostility, and desire for retaliation). Accordingly, exerting self-control when faced with instances of abusive supervision should deplete employees' pool of finite regulatory resources, resulting in a state of ego depletion.

We further draw on ISCT (Kotabe & Hofmann, 2015), an extension of ego depletion theory, to explain why employees' ego depletion mediates the negative impact of abusive supervision on SRB. ISCT stipulates that individuals frequently encounter a conflict between their desires and higher-order goals. A desire corresponds to a short-term state of wanting that is associated with immediate, rewarding stimuli (see also Berridge et al., 2009), whereas a higher-order goal is something that is intentionally pursued and is often associated with expectations of long-term benefits. The theory explains that to successfully overcome desire-goal conflicts, employees must exert self-control to suppress their desires and instead focus on their higher-order goals. In this respect, ISCT (Kotabe & Hofmann, 2015) further highlights that successfully overcoming a 'desire-goal conflict' is dependent on a person's self-regulatory resource capacity (i.e., 'control capacity'), as well as their willingness to engage in self-control (i.e., 'control motivation'), which together determine an individual's resulting self-control effort. Finally, the theory goes on to suggest that wider environmental contingencies (or 'enactment constraints'), can play an important moderating role in this process, by mitigating an individual's control effort, and thus their ability to successfully manage their desire-goal conflict.

Drawing on these theoretical insights, we propose that after experiencing abusive supervision, and as a result ego depletion in a given week, employees become more likely to experience a desire-goal conflict between their short-term desire to replenish their depleted resources (e.g., caring for self) and their higher-order goal to engage in SRB (i.e., caring for others). Indeed, because other-oriented acts of volition are not always aligned with people's self-focused desires (Lin et al., 2016; Miller, 1999), sufficient self-control capacity is required to successfully override short-term and self-oriented desires, and instead engage in other-oriented behaviours such as SRB (Batson, 1987; Lin et al., 2016). Furthermore, beyond reduced self-control capacity, ego depletion is also associated with a lack of motivation to control one's desires to focus on one's higher-order goals (Baumeister & Vohs, 2007). Thus, when facing a desire-goal conflict, it becomes more difficult for depleted employees to motivate themselves to exert their remaining control capacity to engage in acts of volition, instead of self-oriented behaviours

which for instance prioritize short-term replenishment of depleted resources (Baumeister & Vohs, 2007; Kotabe & Hofmann, 2015).

Accordingly, in the context of our model, we argue that in a week where an employee is depleted due to experiences of abusive supervision, a reduction in both control capacity and control motivation renders them less able to exert effective self-control effort to overcome the desire-goal conflict associated with SRB (Andreoni, 1990; Batson, 1987; Lian et al., 2017; Zlatev & Miller, 2016). Instead, they will lean into their desire and natural tendency to engage in self-serving behaviours (e.g., leisure activities). As a result, this should decrease their engagement in SRB during that week, compared to a week where they are not feeling depleted because of abusive supervision experiences (Cropanzano et al., 2005; Ratner & Miller, 2001).

Hypothesis 1. Ego depletion mediates the negative relationship between abusive supervision experiences and SRB.

The moderating role of trait abusive supervision

Drawing on recent insights into the dynamic nature of leadership (McClellan et al., 2019), we propose to explore the interplay of within- and between-person differences in abusive supervision, in order to consider when experiences of abusive supervision are more or less depleting, and thus detrimental for employee SRB. We specifically draw on the distinction between an entity and behavioural leadership perspective put forward by Lin et al. (2016), to differentiate an employee's proximal abusive supervision experiences during a given week (i.e., reflecting a within-person, or behavioural perspective), from an employee's perceptions of their leader's trait level of abusive supervision (i.e., reflecting a between-person, or entity perspective).

Building on this important conceptual distinction, we argue that the within-person negative impact of an employee's experiences of abusive supervision on SRB, through ego depletion, will be weaker for those employees who perceive their leader as less dispositionally abusive (i.e., low trait abusive supervision). That is, when employees do not have a pre-existing perception of their leader as being abusive; they are more likely to consider experiences of abusive supervision as a momentary lapse due to potentially transient or situational factors (Johnson et al., 2012), such as the leader having a stressful week or experiencing a personal issue. In such a context, it is less likely that employees will develop strong aversive reactions (e.g., anger, hostility, and desire to retaliate), that would otherwise require the exertion of self-control to manage. Instead, they rationalize away the experience of abusive supervision by drawing on their existing perceptions of their leader as someone who is not generally abusive (i.e., low in trait abusive supervision), which in turn should diminish the need for self-control effort, and the otherwise resulting depletion.

Hypothesis 2. Trait abusive supervision moderates the negative indirect weekly relationship between abusive supervision experiences and SRB, via ego depletion, such that this negative indirect relationship is weaker for employees with lower as compared to higher levels of trait abusive supervision.

The moderating role of impulse control demands

We further argue that the indirect effect of weekly abusive supervision experiences on SRB, through ego depletion, is moderated by impulse control demands, defined as workplace demands that require the control of spontaneous and impulsive response tendencies and behaviours (Schmidt & Neubach, 2007). In other words, impulse control demands consist of wider work demands, beyond leadership demands, which require the exertion of self-control in order to respond in line

with acceptable norms of behaviour at work (Schmidt & Diestel, 2015; Schmidt & Neubach, 2007). Prior research has highlighted that impulse control demands can be triggered by a variety of work-related demands, such as those arising from interactions with co-workers and customers (Rivkin et al., 2015), working under time pressure (Diestel & Schmidt, 2009), or delivering an important presentation to one's board of directors (Gerpott et al., 2022). Previous evidence indicates that such demands fluctuate over time (e.g., Muraven et al., 2005; Rivkin et al., 2015), so that in a given week an employee may have greater contact with colleagues and customers, and thus more likely to face additional impulse control demands, than in another week when they spend more solo time in their office.

Based on these insights, and in line with ISCT, we consider impulse control demands as enactment constraints, or 'concurrent competing goals to which the person needs to invest some of their available control capacity' (Kotabe & Hofmann, 2015; p. 626). Indeed, even when in states of ego depletion, most individuals retain some regulatory resources that can be used in instances necessitating exertion of self-control (Baumeister & Vohs, 2007). Given the mandatory nature of the work context, employees cannot easily withdraw from managing such work demands and instead need to invest their remaining self-regulatory resources to appropriately handle them (Gerpott et al., 2022). Thus, when in states of ego depletion, employees must carefully prioritize where to invest their remaining limited resources, with the priority likely being to focus on work versus non-work related goals.

More specifically, when facing additional impulse control demands in a given week, employees become less capable of reconciling other desire-goal conflicts, such as those associated with engagement in SRB. Indeed, due to the more mandatory nature of work as compared to the more voluntary nature of SRB, in a week where an already depleted employee faces additional impulse control demands, they will be more inclined to dedicate their remaining self-control capacity towards tackling these demands, versus pursuing voluntary engagement in SRB outside the workplace. Thus, under conditions of high weekly impulse control demands, we expect that the negative impact of ego depletion on SRB will be stronger, than in weeks when an employee faces such demands to a lesser extent. On the contrary, if the level of additional impulse control demands is low, we anticipate that the negative indirect effect of abusive supervision on SRB will be lower (or even non-existent). Indeed, as alluded to earlier, a state of ego depletion does not represent a complete loss of regulatory resources (Baumeister & Vohs, 2007). Thus, under conditions of low impulse control demands, depleted employees are still likely to have sufficient self-control capacity remaining to pursue some level of engagement in SRB.

Hypothesis 3. Impulse control demands moderate the negative indirect relationship between abusive supervision experiences and SRB, via ego depletion, such that this negative indirect relationship is weaker under lower levels of impulse control demands.

METHODS

Participants

We conducted a weekly diary study to test the proposed moderated mediation model. This is because our sample consists foremost of professional workers who work a traditional Monday to Friday week, and may therefore not necessarily engage in daily interactions with their leaders. This weekly approach is aligned with a recent review that highlights abusive supervision as a low base rate phenomenon, suggesting that it does not occur very frequently (Fischer et al., 2021). Similarly, given SRB are effortful and discretionary in nature, occurring outside the workplace, they arguably also do not typically manifest on a daily basis (Breevaart et al., 2016; Zaheer et al., 1999). As a result, we adopted a weekly diary study across 12 weeks to increase the likelihood of observing meaningful variation in our core constructs of abusive supervision and SRB.

Ethical approval for the study was attained from the ethics commission of Aston University. After giving their consent, participants received a baseline survey that measured demographic characteristics as well as trait abusive supervision. Starting on the following Thursday after completing this baseline survey, participants received a weekly survey for 12 consecutive weeks. If participants did not respond, they received a reminder on Friday. Participants could complete the weekly survey until the following Monday at 10 AM, after which the survey was disabled.

The data was collected via the organizational networks of the researchers through a convenience sampling procedure. More specifically, the researchers utilized their professional connections across the UK, USA, Belgium, and France. They were approached either personally through e-mail or the professional social network platform, LinkedIn. As a result, respondents worked across various organizations, in different sectors (e.g., finance and insurance, health, IT, teaching and education, public administration, etc.), and occupations (e.g., marketing, finance, operations, human resources). Convenience sampling is the dominant form of recruitment for Experience Sampling (i.e., diary) studies, and helps to facilitate a more heterogeneous sample of participants, which is associated with greater generalizability of the findings (Ma et al., 2022; Patterer et al., 2021). Participants were not reimbursed for completing the surveys, but to incentivize their continued participation in the weekly surveys, they were given the option to opt-in for a personalized feedback report after the data collection was concluded.

The initial sample of participants who completed the pre-survey consisted of $N=139$ individuals. After that, we excluded participants who did not complete any weekly diary surveys throughout the study period, which resulted in a sample of $N=114$ (person-level response rate: 82%), who completed 790 weekly surveys (week-level response rate: 58%). These response rates correspond with previously published diary studies (Fisher & To, 2012). The distribution of the days on which participants completed the surveys is as follows: Thursday: 45%, Friday: 29%, Saturday: 4%, Sunday: 14%, and Monday: 8%. Participants' ages ranged from 19 to 65 years ($M=36.11$; $SD=9.93$), with a greater portion of female participants (61%) in the sample.

Participants indicated that their main tasks at work involve working with the computer (indicated by 91% of all participants), followed by interacting with customers (indicated by 75% of all participants), and artistic and creative activities (indicated by 10% of all participants; selection of more than one activity was possible). Participants were employed in different sectors (17% in teaching and education, 15% in finance and insurance, 13% in health, 8% in IT and communications, 5% in public administration, and 42% in other sectors). To examine if there were systematic differences in the perceived levels of abusive supervision across different sectors, we conducted an ANOVA to compare the means of abusive supervision across all sectors in our data. Our results did not indicate any difference in respective means of abusive supervision across sectors ($F[12, 101] = .340, p = .98$).

Measures and control variables

Abusive supervision – Trait

Before commencing the weekly part of the study, in a baseline survey, we measured perceived abusive supervision once as a general trait using the scale developed by Tepper (2000). We introduced the scale by asking employees to rate the statements regarding how their supervisor is in general. Items to measure trait abusive supervision include 'My direct supervisor ridicules me', and 'My direct supervisor gives me the silent treatment'. Participants were asked to rate their supervisor in general, on a 5-point Likert scale (1 = 'I cannot remember him/her ever using this behavior with me'; 5 = 'He/she used this behavior very often with me'). Accordingly, each participant provided self-reported assessments of their leader's overall (or trait) abusive supervision, which varies between different participants (i.e., Employee A may rate their supervisor as more abusive compared to Employee B).

Abusive supervision – Weekly

We rephrased the above-mentioned abusive supervision scale to assess weekly perceptions of abusive supervision. Here, participants were asked to rate their supervisor's behaviour 'during this week' (e.g., 'During this week... my direct supervisor ridiculed me').

Ego depletion – Weekly

Ego depletion was assessed with five items (Bertrams et al., 2011), which refer to participants' current experiences with regulatory resource depletion. Exemplary items include 'Right now, I feel like my willpower is gone', and 'Right now, I feel like I have no willpower at all'. Participants assessed ego depletion on a 5-point scale (1 = 'Strongly disagree', 5 = 'Strongly agree').

Impulse control demands – Weekly

Impulse control demands were assessed with six items from a scale developed by Schmidt and Neubach (2007), such as, 'During this week, at work, I was not allowed to become impatient', and 'During this week, even if I was sometimes very irritated at work, I could not show my feelings'. Participants were asked to rate the extent to which their work required them to control impulses on a 5-point Likert scale (1 = 'Rarely or never'; 5 = 'Very frequently, if not always').

SRB – Weekly

Socially responsible behavior was assessed on a four-item scale based on Farh et al. (2004) social welfare participation dimension. Participants assessed their weekly SRB by indicating the extent to which they 'Assisted in community projects' and 'Got involved in volunteer or social groups in the wider community'. Each item was rated on a 7-point Likert scale (1 = 'Rarely or never' to 7 = 'Very frequently, if not all the time').

Control variables

First, to ensure that our relationships are not biased by the overall number of hours participants interacted with their leader in a certain week, we controlled for participants' weekly interaction time with their leader. This was assessed with the following item: 'Please indicate how much time (in minutes) you were in contact with your supervisor during this week (i.e., formal meetings, informal conversations, etc.)'. Moreover, to demonstrate the unique role of weekly ego depletion in linking weekly abusive supervision to weekly SRB, we controlled for weekly negative affect as an affective process which has also been used to explain the negative impact of abusive supervision on work outcomes (Hoobler & Hu, 2013). Negative affect was assessed with seven items from the Positive Negative Affect Schedule (PANAS: Sonnentag et al., 2008; Watson et al., 1988), with items such as 'Right now, I feel distressed', and 'Right now, I feel upset'. Participants rated these items on a 5-point Likert scale (1 = 'Very slightly or not at all'; 5 = 'Extremely'). Finally, following recommendations by Gabriel et al. (2019) for all endogenous variables, we controlled for the same variable measured in the previous week ($t-1$). Accordingly, the proposed relationships reflect weekly changes in the examined endogenous variables, which are independent of levels of the same variable in the previous week (Rivkin et al., 2022).

Data analysis

Because of the nested structure of our data (i.e., weeks nested in individuals), we used multilevel modelling to examine our hypotheses. All models were specified with the software Mplus 8.2 (Muthén & Muthén, 1997–2017), using maximum likelihood estimation with robust standard errors (Hox et al., 2010). We tested the proposed hypotheses by specifying a 1-1-1 moderated mediation model (Preacher et al., 2010). In this model, on the within-person level, we specified the direct path between abusive supervision and ego depletion as a random slope, which varies between individuals.

To account for the proposed moderating effect of trait abusive supervision, in the between-person part of our model, ego depletion as well as the previously specified random slope were predicted by trait abusive supervision. Furthermore, we specified relationships linking abusive supervision and ego depletion, to predict SRB at the within-person level. To examine the proposed moderating effect of impulse control demands on the relation between ego depletion and SRB, we specified impulse control demands, as well as the interaction of ego depletion and impulse control demands, to predict SRB at the within-person level. Moreover, to account for the potential mediating effect of negative affect, we specified a random slope, which links abusive supervision and negative affect, as well as the relationship between negative affect and SRB, at the within-person level. To also consider the potential moderating effect of trait abusive supervision and impulse control demands on negative affect, we specified the same pathways as outlined above for ego depletion, for negative affect. Finally, we controlled for weekly interaction time with the supervisor by adding the variable as a predictor of all endogenous variables in our model, as well as levels of endogenous variables in the previous week ($t-1$), when predicting the respective endogenous variable in the focal week.

All endogenous variables were also included in the between-person part of our model. In this case, Mplus applies latent mean centering, which on the within-person level corresponds with group mean centering but does not change the intercepts of the variables to zero (Asparouhov & Muthén, 2019). Accordingly, we specified ego depletion and negative affect to predict SRB. We applied observed group-mean centering to all exogenous variables in our model (i.e., abusive supervision – weekly, impulse control demands – weekly). This includes previous week ($t-1$) variables that were included as controls (i.e., negative affect, ego depletion, and SRB), which allowed us to exclusively focus on within-person relations concerning these variables (Enders & Tofghi, 2007).

Because the conventional bootstrapping method of re-sampling cannot be applied to multilevel models (Leeden et al., 2008), we utilized a Monte Carlo approach of re-sampling to estimate the confidence intervals for the 1-1-1 moderated mediation model (Preacher & Selig, 2012). Specifically, we computed bias-corrected 95% confidence intervals for the indirect effects based on 20,000 re-samples using the software provided by Selig and Preacher (2008). For testing moderated indirect effects, we followed Hayes and Preacher's (2010) recommendation and computed conditional indirect effects, at lower ($-1 SD$), and higher ($+1 SD$) levels of our moderators. The presence of an indirect effect is indicated if the confidence interval of the indirect effect does not include zero (Preacher et al., 2007).

Measurement models

We conducted multilevel confirmatory factor analyses (MCFAs) to assess the psychometric distinctiveness of our variables. We specified each factor at its respective level of interest and applied group-mean centering to all items of our within-person variables to remove any between-person variance from these items (Ohly et al., 2010). That is, weekly measured variables were specified at the within-person level, whereas variables measured in the baseline survey were specified at the between-person level. The goodness of fit was assessed based on recommended cut-offs by Hu and Bentler (1999) of the following fit indices: Root Mean Square Error of Approximation (RMSEA) $< .08$, Tucker–Lewis index (TLI) $> .95$, Comparative Fit Index (CFI) $> .95$, and Standardized Root Mean Square Residual (SRMR) $< .06$. We

TABLE 1 MCFA results.

	χ^2	df	RMSEA	TLI	CFI	SRMR-w	SB-scaled χ^2 Δ to Model 1	Δ df	<i>p</i>
Model 1: 5-factor within and- 1-factor between: Theoretically proposed factor model	720.812	334	.038	.904	.915	.043			
Model 2: 4-factor within and- 1-factor between: Ego depletion and negative affect as one factor	1714.583	391	.065	.733	.759	.081	2223.885	57	.000
Model 3: 4-factor within and- 1-factor between: Ego depletion and impulse control demands as one factor	2318.764	391	.079	.665	.699	.113	4913.638	57	.000

Abbreviations: CFI, Comparative Fit Index; df, degrees of freedom; RMSEA, Root Mean Square Error of Approximation; S-B, Satorra-Bentler; SRMR, Standardized Root Mean Square Residual; TLI, Tucker-Lewis Index.

examined the differences in model fit with the Satorra-Bentler (S-B) scaled χ^2 difference test (Satorra & Bentler, 2001).

In line with our proposed theoretical model, we first examined a 5-factor Model at the within-person (i.e., abusive supervision, ego depletion, negative affect, impulse control demands, and SRB), and a 1-factor model (trait abusive supervision) at the between-person level; where each variable is represented by a single factor. This model yielded a satisfactory fit (see Table 1: Model 1). While the RMSEA (.038) and SRMRw (.043) indicate that our theoretically proposed model exhibits excellent fit (Hu & Bentler, 1999), the CFI and TLI for our theoretically proposed model are slightly below the recommended cut-off values (i.e., TLI = .904; CFI = .915). However, as the recommended cut-off values for model fit were developed based on single- rather than multilevel studies, they should not be used to unequivocally reject a theoretically proposed factor model if the cut-offs are not met (Williams et al., 2020). As our fit indices also largely correspond with those reported in recently published multilevel studies (e.g., Gerpott et al., 2022), we conclude that they are satisfactory in supporting our theoretically proposed factor model.

We also specified alternative models to examine the distinctiveness of specific variables. In Model 2, we examined the distinctness of our mediators by combining ego depletion and negative affect into a single factor. This model exhibited inferior data fit compared to our theoretically proposed factor model (S-B scaled $\Delta\chi^2 = 2223.885$, $\Delta df = 57$, $p < .001$). In Model 3, we examined the distinctness of impulse control demands and ego depletion; this model also fitted the data less well compared to our theoretically proposed factor model (S-B scaled $\Delta\chi^2 = 4913.638$, $\Delta df = 57$, $p < .001$). In sum, our results support our theoretically proposed factor model (i.e., Model 1), which outperformed all alternative models in terms of model fit to the data.

RESULTS

Table 2 displays the descriptive statistics, internal consistencies, and correlations among all variables of our study. Before testing our hypotheses, we examined the amount of within-person variation in all week-level variables, which ranged from 33% to 69%. In particular, our data indicate that the proportion of within-person variation in SRB as our focal outcome is 46%, and for impulse control demands as the malleable moderator, it is 50%. These high proportions of within-person level variance justify the application of multilevel modelling.

Hypothesis 1 suggests that weekly ego depletion mediates the weekly relation between abusive supervision and SRB. Our results (Table 3) demonstrate that weekly abusive supervision is positively related to ego depletion ($\gamma = .27$, $p = .030$) and that weekly ego depletion is negatively related to SRB ($\gamma = -.19$, $p = .003$); even after controlling for negative affect which was not significantly related to SRB ($\gamma = .04$, $p = .613$). Furthermore, the 95% CI of the proposed indirect effect without the consideration of the moderating effects of trait abusive supervision and impulse control demands, does not include zero (95% CI [-.126 to -.003]), which supports Hypothesis 1 (see Table 3).

In addition, we hypothesized that trait abusive supervision moderates the weekly indirect relationship between abusive supervision and SRB, via ego depletion (Hypothesis 2). Our data indicate that trait abusive supervision is significantly related to the random slope of weekly abusive supervision and ego depletion (as represented by the interaction term of weekly and trait abusive supervision in Table 2: $\gamma = .24$, $p = .010$). To explore the pattern of this cross-level interaction, we plotted the relationships at conditional values of trait abusive supervision (± 1 SD; Cohen et al., 2003). Figure 2 demonstrates that the pattern of the interaction corresponds with our prediction. That is, weekly abusive supervision was only positively related to ego depletion ($\beta = .45$, $t = 6.18$, $p < .001$) for individuals whose leaders exhibited higher levels of trait abusive supervision. In contrast, for individuals whose leaders had lower levels of trait abusive supervision, this relationship was non-significant ($\beta = .10$, $t = .52$, $p = .607$; see Figure 2). Corresponding with this cross-level interaction effect, our data support Hypothesis 2, as there was only an indirect effect

TABLE 2 Means, standard deviations, internal consistencies (Cronbach's alpha), and intercorrelations.

Variable	1	2	3	4	5	6	7	8	9
1. Abusive supervision – Weekly	.81–.96	.16	.24	.25	-.01	.07			
2. Ego depletion – Weekly	.20	.83–.93	.38	.24	-.13	.01			
3. Negative affect – Weekly	.31	.56	.72–.87	.40	-.03	.01			
4. Impulse control demands – weekly	.36	.50	.48	.87–.96	-.01	.13			
5. Socially responsible behaviour – Weekly	.26	-.02	.07	.03	.85–.95	.04			
6. Interaction time with leader – Weekly	.08	.10	.41	.10	.23	–			
7. Abusive supervision – Trait	.48	.27	.21	.36	.03	-.03	.90		
8. Age	.04	-.20	-.25	.05	-.01	-.22	-.08	–	
9. Gender	.08	-.12	-.12	.00	-.09	-.04	.05	.09	–
M	1.19	2.01	1.95	2.31	2.02	1.54	1.38	36.11	1.39
SD	.47	.57	.61	.86	1.19	3.21	.74	9.93	.49

Note: Along the diagonal, Cronbach's alpha values for week-level variables represent the lowest and highest values across all weeks. Correlations below the diagonal are person-level correlations (N = 114); Correlations above the diagonal are week-level correlations (N = 790). Numbers in bold $p < .05$.

TABLE 3 Unstandardized coefficients from MSEM model and indirect effects.

	Negative affect-weekly			Ego depletion-weekly			Socially responsible behaviour-weekly		
	Estimate	SE	z	Estimate	SE	z	Estimate	SE	z
Between-level									
Intercept	1.934	.056	34.598**	1.974	.047	42.030**	1.736	.534	3.249**
Abusive supervision – Trait	.225	.097	2.330*	.213	.085	2.496*			
Residual variance – Random slope	.050	.188	.266	.020	.031	.631			
Residual variance	.268	.059	4.549**	.164	.028	5.786**	1.087	.217	5.008**
Within-level									
Interaction time with leader – Weekly	–.002	.005	–.342	.000	.007	–.010	.012	.009	1.433
Negative affect – $t-1$.128	.049	2.628**						
Ego depletion – $t-1$				–.014	.057	–0.255			
Socially responsible behaviour – $t-1$.100	.063	1.577
Abusive supervision – Weekly	.502	.113	4.455**	.271	.125	2.171*	.031	.100	.314
Negative affect – Weekly							.037	.074	.506
Ego depletion – Weekly							–.191	.063	–3.020**
Impulse control demands – Weekly							.003	.049	.054
Abusive supervision – Weekly × Abusive supervision – Trait	–.041	.139	–.294	.238	.092	2.576*			
Negative affect × Impulse control demands							–.047	.075	–.633

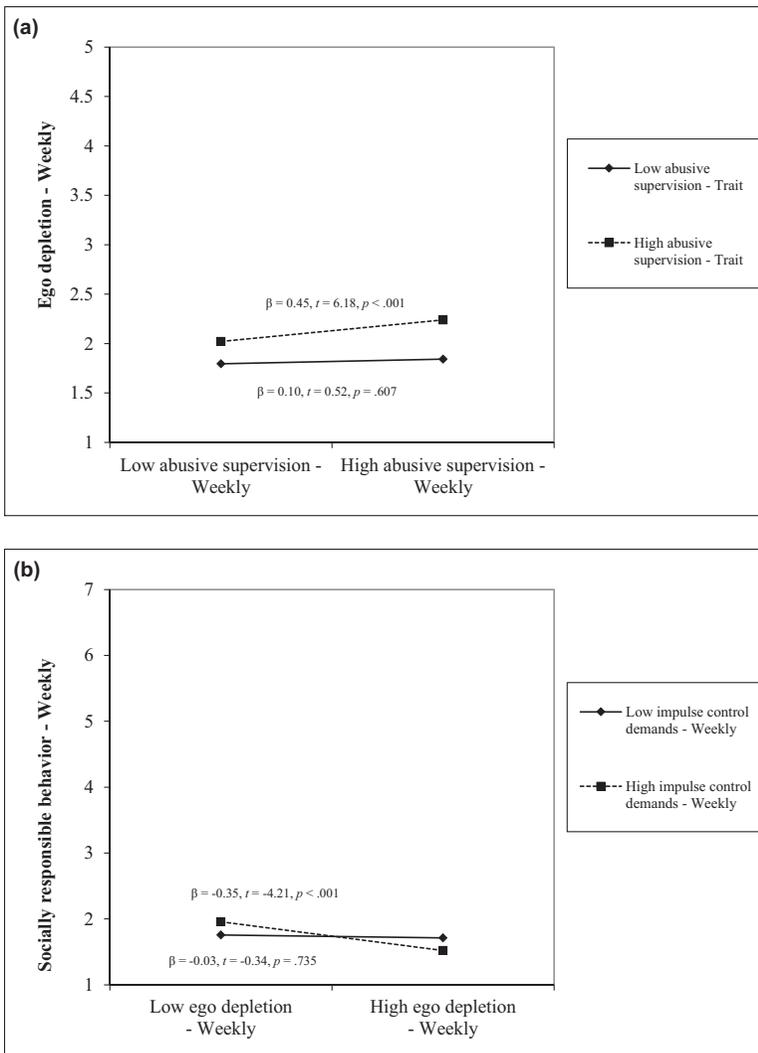


FIGURE 2 Two-way interaction effects. (a) Weekly abusive supervision and trait abusive supervision on weekly ego depletion; (b) Weekly ego depletion and weekly impulse control demands on weekly socially responsible behaviour.

of weekly abusive supervision on SRB via ego depletion, for individuals whose leader exhibited high as compared to low levels of trait abusive supervision (see Table 2). Accordingly, there was a difference in the proposed indirect effect between high and low levels of trait abusive supervision (95% CI [-.190 to -.015]), at mean levels of impulse control demands.

Hypothesis 3 suggests that weekly impulse control demands moderate the weekly indirect relationship between abusive supervision and SRB, via ego depletion. Our results indicate that the interaction term of ego depletion and impulse control demands was significantly related to SRB ($\gamma = -.23, p = .018$). Interaction plots and simple slope tests of this moderation effect indicate that there was only a negative impact of ego depletion on employees' weekly SRB, in weeks when employees experienced higher than average levels of impulse control demands ($\beta = -.35, t = 4.21, p < .001$), whereas there was no relation in weeks with lower levels of impulse control demands ($\beta = -.03, t = .34, p = .735$; see Figure 2). Our data thus support Hypothesis 3, as the proposed indirect effect was only present in weeks with higher than average, as compared to lower than average impulse

control demands, given the corresponding 95% CI did not include zero (95% CI [-.250 to -.010]). Our data further indicate that there was no such indirect effect in weeks with lower levels of impulse control demands (95% CI [-.069 to .087]). Correspondingly, there is a difference between the conditional indirect effects between higher and lower levels of impulse control demands (95% CI [-.305 to -.001]).

Additional analyses

Following recommendations to test focal relationships with and without the addition of control variables (Spector & Brannick, 2011), we examined whether the relationships under examination remain robust if we exclude weekly negative affect, and the corresponding two-way interaction of weekly negative affect and weekly impulse control demands, the interaction time with the leader, and all endogenous variables measured at the previous timepoint, from our model. Excluding these variables did not affect our findings. More specifically, the relationships between weekly abusive supervision and weekly ego depletion ($\gamma = .27, p = .03$), as well as between weekly ego depletion and weekly SRB ($\gamma = -.19, p < .001$), remained significant, supporting our hypothesized relationships. Moreover, the cross-level interaction effect of trait abusive supervision on the relationship between weekly abusive supervision and weekly ego depletion ($\gamma = .24, p < .01$), as well as the within-person interaction between weekly ego depletion and weekly impulse control demands predicting SRB ($\gamma = -.25, p < .001$), remained robust. Accordingly, removing control variables from our model did not affect any of our findings.

GENERAL DISCUSSION

To date, research on abusive supervision has yet to consider its potentially negative impact beyond organizational boundaries (Tepper et al., 2017), particularly on social good creation. Accordingly, our study focuses on whether, how, and when abusive supervision can impact SRB. Drawing on ego depletion theory and ISCT, the results of our study highlight that experiencing weekly abusive supervision can indeed be detrimental to employees' SRB, as coping with such experiences requires employees' self-control, leaving them depleted and thus with limited remaining self-control resources for engaging in SRB. Accordingly, our study identifies ego depletion as a crucial mediating mechanism that explains how abusive supervision impacts social good creation beyond organizational boundaries, through its impact on employee SRB. Nevertheless, our study highlights that not all is doom and gloom, by pinpointing two critical boundary conditions that fully attenuate the adverse impact of abusive supervision experiences on SRB. More specifically, our findings indicate that for those employees who do not perceive their supervisor to be dispositionally abusive (i.e., low trait abusive supervision), and/or in those weeks when they do not face high levels of weekly impulse control demands; there is no detrimental impact of abusive supervision experiences for employee SRB. These findings have a number of theoretical and practical implications, which we discuss subsequently.

Theoretical implications

First, our research helps to broaden knowledge of the deleterious implications of abusive supervision, beyond the organization and the individual. That is, our study provides evidence that abusive supervision can also be detrimental for the wider social good. This finding is particularly important given organizations have been tasked with contributing to furthering social good, such as through addressing the United Nation's Sustainable Development Goals (Howard-Grenville et al., 2019), which they

can arguably do through mobilizing their employees' SRB (De Roeck & Maon, 2018). Accordingly, the particular role of organizational leaders in furthering social good has been singled out as imperative (Christensen et al., 2014), though research to date has a bias towards examining how leaders can encourage SRB (e.g., De Roeck & Farooq, 2018), as opposed to understanding how and when they might impede it. Indeed, understanding the detrimental impact of abusive supervision on employee SRB is critical in light of recent findings highlighting that even morally laudable leaders, whose leadership facilitates SRB (e.g., ethical leadership; De Roeck & Farooq, 2018), can later become abusive. This can, for instance, be explained by moral licensing (e.g., by earning moral credits that license subsequent acts of abusive supervision), as well as the depleting nature of aligning one's behaviour with ethical norms and standards, which leaves leaders with insufficient self-control capacity to refrain from displaying abusive behaviour towards their employees (e.g., Lin et al., 2016).

Second, drawing on ego depletion theory (Baumeister et al., 1998) and ISCT (Kotabe & Hofmann, 2015), our research helps to strengthen the theoretical underpinnings of employees' engagement in SRB, by demonstrating the key role of ego depletion as an important intraindividual cognitive state predicting engagement in SRB. Indeed, as SRB requires self-control to override one's self-focused desires (e.g., Batson, 1987), depleted employees are less able to successfully exert sufficient self-control effort to engage in other-oriented behaviours such as SRB. As such our study contributes to the SRB literature by unravelling a new mechanism explaining how the work environment (i.e., abusive supervision) can impact employees' engagement in SRB outside of work. Moreover, by adopting a diary study design to investigate this process, our findings further contribute to the SRB literature by bringing a new and much-needed within-person perspective to this field of research (e.g., Mojza et al., 2011). Doing so allows us to better decipher the implications of short-term and fluctuating cognitive mechanisms such as ego depletion, for explaining how abusive supervision can impact within-level variation in an employee's engagement in SRB.

Relatedly, our findings on the mediating role of ego depletion also contribute to research on abusive supervision. Indeed, while this field of research has primarily considered ego depletion as an antecedent explaining leaders' display of abusive supervision (e.g., Barnes et al., 2015), it has so far largely ignored the role it could play in explaining the impact of within-person variation in abusive supervision on employee outcomes. We thus address this by demonstrating that ego depletion represents a key cognitive mechanism to understand why an employee experiencing abusive supervision in a specific week is less likely to engage in further acts of volition during that same week, in comparison to weeks where they do not experience such abusiveness.

Third, we consider the contingencies under which the detrimental impact of weekly abusive supervision on SRB can be avoided. Indeed, we first do this by examining the interaction of abusive supervision at the between-person- (i.e., trait) and within-person (i.e., week) level, to show that weekly experiences of abusive supervision are only depleting for an employee who perceives their leader to be dispositionally more abusive (i.e., high trait abusive supervision). By doing so, we contribute to research by adopting a more dynamic view of the potential impact of abusive supervision. That is, while a static perspective towards abusive supervision may advocate that displaying such behaviour is essentially bad for employee outcomes (e.g., Tepper et al., 2017), our study provides more nuanced findings. Encouragingly our findings suggest that the negative impact of abusive supervision for SRB will only transpire if the leader is perceived as being generally abusive. These findings highlight that so long as employees do not believe their leader to be dispositionally abusive, they may attribute weekly experiences of abusive supervision to a momentary lapse, potentially resulting from transient or situational factors (see Johnson et al., 2012). As a result, employees require less self-control to manage their hostile reactions and are thus less likely to become depleted. In this respect, our findings contribute to existing yet limited literature adopting a dynamic perspective on the impact of leadership on outcomes for employees (e.g., turnover; Yoon et al., 2023) and leaders (e.g., leader effectiveness; Johnson et al., 2012).

In addition, we show that even if employees become depleted as a result of abusive supervision, the negative impact on weekly SRB through ego depletion can be mitigated by managing additional impulse

control demands in the workplace. As per ISCT, these additional workplace demands correspond to enactment constraints which compete for employees' remaining self-control capacity. Accordingly, our results suggest that because these work-related demands (e.g., dealing with a tight deadline) are arguably more mandatory than volitional SRB, employees will prioritize allocating their remaining regulatory resources towards managing the former, thereby negatively impacting their weekly SRB engagement.

Limitations and directions for future research

While our study makes several valuable contributions to the literature, there are a number of limitations presenting opportunities that can be addressed in future research. First, we adopted a weekly diary approach, unlike prior research which has typically utilized a daily approach when looking at similar variables like impulse control demands (Gerpott et al., 2022). We reasoned in our study that leader behaviour can vary from week to week (McClellan et al., 2019), especially given our sample of professional workers who may not necessarily interact with their leader on a daily basis, as well as SRB, which does not typically reflect a daily behaviour that employees engage in. Nevertheless, there is admittedly the potential risk that we may not have been able to capture incidents of abusive supervision as and when they occurred, and their subsequent impact; thus being subject to participants' recall bias (Bolger et al., 2003). It may be that participants' recall suffered from memory lapses, or a 'rosy view' such that they recalled events more positively than they actually were (Mitchell et al., 1997). Utilizing an alternative diary design such as an 'event contingent' study, where participants report events (e.g., abusive supervision experiences) as they occur, could be one way to address this. However, such an approach is more difficult to implement due to practical constraints and is still subject to issues such as participants' failure to report events (Fisher & To, 2012).

Second, because our study is based on self-reports, its results may have been subject to common-method variance problems, which could have served to inflate the correlations between our variables (Podsakoff et al., 2003). However, this issue is alleviated by demonstrating interaction effects between trait abusive supervision and weekly abusive supervision on the one hand, and between impulse control demands and ego depletion on the other hand. This is because common method variance reduces the likelihood of detecting interaction effects (Siemsen et al., 2010). Nevertheless, considering the focus of our study on within-person relationships of abusive supervision, external ratings (i.e., from colleagues) could arguably be deficient as experiences of abusive supervision rest on individual perceptions (Tepper et al., 2017). Similarly, external ratings of energetic states such as ego depletion can also be deficient (Gabriel et al., 2019). However, one recommendation could be for future studies to obtain external ratings of SRB, by asking others who are intimately aware of the focal individual's behaviour outside of the work setting, where otherwise leader and co-worker ratings might fall short of being accurate. Alternatively, future studies could adopt longitudinal designs in which variables are measured more than once and temporally separated over a longer timeframe. Such designs can further be useful for addressing common-method variance problems, in addition to evidencing intraindividual change and providing evidence for causality (Taris et al., 2021).

Third, in our study, we suggested that when depleted and under conditions of high impulse control demands, employees are less likely to engage in SRB because they might prioritize self-care versus investing their depleted resources in volitional acts such as SRB. However, a limitation of our study is that we did not measure prioritizing caring for oneself as an explanation for why employees may reduce their weekly SRB. Future research could therefore explicitly determine if the negative effects of depletion on SRB are completely or partially explained by an individual's desire to focus on self-care instead.

Finally, Ryan and Deci (2008) make a distinction between autonomous motivation (e.g., feeling free to choose one's actions) and controlled motivation (e.g., feeling pressured to engage in certain actions), and they suggest that the latter requires greater regulatory resources. This is because autonomous as compared to controlled acts tend to be more aligned with one's values and interests and thus require less

inhibition. Accordingly, for employees who are passionate about contributing to social good (Baumeister & Vohs, 2007), engaging in SRB could be something that employees engage in out of a sense of autonomous motivation, which could potentially replenish their resources and be a source of vitality. Indeed, prosocial behaviours similar to SRB can have a replenishing impact on depleted employees because 'resources are replenished when helping makes a positive and visible difference in coworkers' daily lives' (Lanaj et al., 2016; p. 1105). Future research could thus investigate the role of dispositional characteristics, such as psychological entitlement and pro-social identity when looking at an employee's motivation to prioritize their commitment to SRB, and how this consequently impacts the relationship between ego depletion and SRB.

Practical implications

We know from our study that as long as leaders are not dispositionally abusive, it appears followers will forgive momentary lapses on their leader's part, or at least give their leader the benefit of the doubt. Therefore remedying the more proximal abusive supervision experiences could be fruitful. Prior research has demonstrated that when leaders themselves become depleted, this can lead to abusive behaviour (Lin et al., 2016). Therefore, reducing leader depletion could be helpful. This could be done for instance by allowing leaders to be more authentic in their emotional displays, in order to reduce the demands of surface acting (e.g., during interactions with customers; see Yam et al., 2016). With respect to dispositional levels of abusive supervision, because it may be difficult to remedy them once followers have developed a perception of their leader as being abusive, prevention may be better than cure. One way to do this, as Mackey et al. (2017) suggest, could be for leaders to correct any misunderstandings as and when they occur with followers. Otherwise, over time this could lead to the development of perceptions of high trait abusive supervision, which as evidenced by our findings, could compound the negative effects of weekly abusive supervision experiences (see also Chan & McAllister, 2014).

If this fails, our findings indicate that as long as weekly impulse control demands are minimized in the workplace, the adverse effects of abusive supervision experiences on SRB may not transpire. Prior research suggests psychological detachment (i.e., mental disengagement from work) could be one way to remedy the detrimental impact of self-control demands (Rivkin et al., 2014), including impulse control demands, and this could be for instance through regular rest breaks during working hours. Specifically, employees should ensure that they engage in relaxing activities during their breaks, as opposed to utilizing them for work and social activities, in order to allow them to rest and recuperate more effectively (Troughakos et al., 2014). Providing employees opportunities to switch between client-facing and independent activities could further allow them respite from impulse control demands that might arise, such as suppressing emotions towards a rude client (e.g., Deng et al., 2017).

Finally, Kotabe, and Hofmann (2015) suggest that one can proactively manipulate their circumstances so that they can continue to engage in behaviours compatible with their higher-order goals (e.g., SRB). They suggest this could be through self-regulatory strategies such as self-commitment mechanisms (e.g., gym membership). Within the context of our study, this might manifest through committing oneself to engaging in the community, through set hours dedicated to volunteering at a local food bank, which an individual routinely schedules in their calendar. Thus, even when depleted, given the individual has already allocated time to volunteering after the work day, they will be likely to continue this engagement and honour their commitment to furthering social good.

AUTHOR CONTRIBUTIONS

Nishat Babu: Conceptualization; investigation; writing – original draft; methodology; project administration. **Kenneth De Roeck:** Conceptualization; investigation; writing – review and editing; project administration. **Wladislaw Rivkin:** Investigation; writing – original draft; methodology;

formal analysis; project administration. **Sudeshna Bhattacharya**: Investigation; writing – review and editing.

CONFLICT OF INTEREST STATEMENT

All authors declare no conflict of interest.

DATA AVAILABILITY STATEMENT

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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