

## Impact of Micromanagement on Organizational Commitment Through Mediating Role of Job Stress, Moderating Effect of Hostile Attribution Bias

<sup>1</sup> Hamid Reza Shamspour, <sup>2</sup> Maliheh Kamali, <sup>3</sup> Bahman Narouei, <sup>4</sup> Okocha, Belemenanyafriday <sup>5</sup> Maryam Dolatabadi

### ABSTRACT

#### Keywords:

*Micromanagement*  
*Organizational*  
*Commitment*  
*Job stress*  
*Hostile attribution*  
*bias*

This study examines Micromanagement behavior and its effect on organizational commitment and Job stress, as well as the moderating effect of Hostile attribution bias. Data were collected from sample size research by Krejcie and Morgan (1970), N:360 and S:186 respondents from two factories under the owner's manager in Mashhad-Iran. Data was collected and analyzed using (Smart PLS software) to test the measurement and substantive models. Results indicate that Micromanagement is a Significant Negative related to organizational commitment, and Micromanagement is a Significant Positive for job stress. Job stress Negatively mediates between Micromanagement and organizational commitment; therefore, Hostile attribution Bias can Moderate the relationship between job stress and organizational commitment. We specifically investigated the negative behavior of Micromanagement in the Mashhad industry scope. A manager with micromanaging skills must understand and accept the impact of his behavior and communicate effectively. This is the first examination of the role of Hostile attribution Bias as a Moderator in the relationship between Job stress and organizational commitment related to micromanaging, are in Iran. In this country, Monitoring tools are favorite by Managers.

### INTRODUCTION

Micromanagement is a management style that has harmful effects on individuals and organizations (Capler, 2021; Lee et al., 2023; Taylor, 2016). Understanding this matter, researchers have extensively explored various leadership and management contexts and environments to investigate factors influencing organizational outcomes, including commitment and job satisfaction, such as job stress. Research has identified how these factors impede autonomy and creativity (Abdel-Halim, 1982; Woldu, 2020).

<sup>1</sup> PhD Scholar, FMERU & FMERC, Mashhad, Iran. Email: [shamspour@outlook.com](mailto:shamspour@outlook.com) (Corresponding Author)

<sup>2</sup> M.Sc. scholar, Independent Researcher, Mashhad, Iran. Email: [Maalihe.kamalii@gmail.com](mailto:Maalihe.kamalii@gmail.com)

<sup>3</sup> PhD Scholar. Islamic Azad University, Birjand, Iran. Email: [sd97naroeibahman@iaubir.ac.ir](mailto:sd97naroeibahman@iaubir.ac.ir)

<sup>4</sup>, Research Fellow Data Lab and Data Analytics Research Centre, University of Port Harcourt, Rivers State, [nigeria.okochaanthony123@gmail.com](mailto:nigeria.okochaanthony123@gmail.com)

<sup>5</sup> Ph.D Scholar. Azad University, Tabriz Branch, Iran. Email: [maryamdolatabadi54@gmail.com](mailto:maryamdolatabadi54@gmail.com)

The critical factor that influences the behavior and patterns within any organization is the employees' constant commitment to attaining the company's short- and long-term objectives. (Kamarudin et al., 2023)

Micromanagement is defined as a style with a Lack of delegation, Utilization of surveillance information by individuals or devices, interest in controlling all aspects of decisions and papers regarding personnel performance concerning his/her mindset And possessing a critical approach. Because of this strategy, they have a low level of trust in their employees; hence, micromanagers like for their subordinates to have the impression that they are being monitored during their time at work, regardless of whether they are present or absent.(Delgado et al., 2015; Mishra et al., 2019; Ndidi et al., 2022; Rauh, 2019)

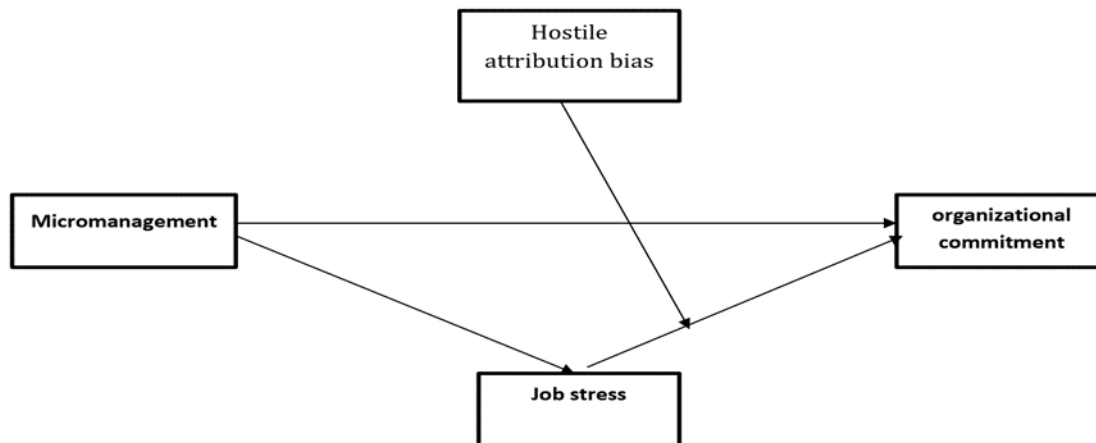
Previous research by other scholars also found negative effects of Micromanagement on organizational commitment, success, job satisfaction, mental effects, productivity, and benefit the employees(Irani-Williams et al., 2021; Mishra et al., 2019; Ryan & Cross, 2024; Taylor, 2016).

Despite increasing awareness of Micromanagement's negative impacts, there is a Gap and lack of study on job stress's mediation function or how individual factors such as Hostile Attribution Bias as a moderator can influence the relationship between Micromanagement, job stress, and organizational commitment. Micromanagement's direct effects on employee performance have been investigated, but psychological elements such as worries and stress have not. The tendency to interpret ambiguous or neutral inputs as hostile or harmful can also mitigate Micromanagement's negative impacts on employee attitudes and beliefs. However, Micromanagement, characterized by excessive control and scrutiny of employees' work, remains a prevalent issue that can undermine organizational commitment (Ndidi et al., 2022). Although behaviors with monitoring and excessive attention result in employees' lack of ownership, in addition, even this misconception is for managers that they can always provide accurate answers without consulting their employees(Khatri, 2009; Khoury & Tannous, 2020).

We drew upon the literature on a social exchange theory and Job Demand-Control Model (JDC Model) to answer these research questions. We posited that Micromanaging behavior is controlling, criticizing, and intimidating subordinates. This kind of management is characterized by a lack of trust in employee function, inadequate communication, poorly implemented performance, persistent workload, low pay, and increasing job stress among workers. The constant surveillance and restriction of autonomy that comes with

Micromanagement can lead to dissatisfaction, anxiety, and burnout among employees, ultimately impacting their commitment to the organization. (Anderson, 2020; Carter & Walker III, 2018; Selesho & Matjie, 2024).

Therefore, it can be shown that HAB functions as a negative moderator and reinforcer because of its inherent quality as a negative interpretation bias. Hostile Attribution Bias exacerbates animosity, apprehension, and indignation, arising only from the conduct of excessive control and supervision (Kong et al., 2018; Sandhu & Fatima, 2021).



*Figure 1. Source Author Developed*

Our research significantly advances the existing body of knowledge on Micromanagement, HAB, and organizational commitment. First, according to our knowledge, this is the: The first study examines the relationship effects of Micromanagement on organizational commitment, focusing on the mediating effect of job stress and the moderating influence of hostile attribution. Second, this study can help the outcome of Micromanagement on work stress and even antecedents of organizational commitment in the industrial Model. Third, existing studies may have primarily focused on Iranian corporate culture with high power distance, which might be the ideal method to manage people, overlooking the influence of cultural differences on perceptions of Micromanagement and organizational commitment. (Badger et al., 2009)

This study addresses the following critical questions to understand Micromanagement's multidimensional impact on organizational commitment: This primary research topic examines how micromanagement approaches affect employee commitment to their organization. Furthermore, it will study how job stress influences the connection between Micromanagement and organizational commitment. How hostile attribution bias moderates the relationship between job stress and organizational commitment.

***Micromanagement and organizational commitment***

We expect Micromanagement to prove unsuccessful, leading to suboptimal employee outcomes. *Micromanagement* is interference and disruption, delegating authority related to subordinate job process details of any part of the organization of individuals or objects that is excessive, unwelcome, and unhelpful. (Chambers, 2009; Nazarpouri et al., 2023). Also, they show that the micromanagement approach to organization is frequently used to ensure that all operations are conducted according to the manager's preferences and knowledge. (Khoury & Tannous, 2020)(Khoury et al., 2020). The majority of managers who adopt a micromanaging style justify their approach by claiming it is required to assure success or assist subordinates in achieving the organization's objectives. (Chambers, 2009)

The perception of being micromanaged will likely impair employees' sense of responsibility and organizational commitment.(Irani-Williams et al., 2021; Oehlhorn et al., 2019) An organization's commitment directly or indirectly impacts various components of the organization. It is typically a passive response to a specific scenario, such as a bad perception of how the organization is being managed.(Adeel & Arshad)

The Social Exchange Theory posits a reciprocal relationship between organizational commitment and Micromanagement, wherein their commitment to the organization influences the conduct and attitude of staff members. Regarding this, they replied in favor of the organization regarding their expectations. (Blau, 2017; Malinowski, 2013; Suresh, 2020) When managers choose an approach that does not foster a sense of responsibility among employees, they resist accepting responsibility. This, in turn, affects their ability to fulfill promises. The organization cannot predict individuals' engagement toward their work.(Choudary & Ponnuru, 2015) Research indicates that the level of commitment can be influenced by the leadership or management style, which plays a crucial role in helping businesses achieve their objectives and maintain their long-term existence. (Cerit, 2010; SHAMSPOUR et al., 2023) When employees feel they lack trust in management and doubt their loyalty and skills, they may indirectly transfer their lack of trust in the organization and decrease their commitment to it.(Sunarsi et al., 2020) Employees cannot openly express their unhappiness to managers due to their authority in the workplace and the potential negative impact on productivity and outcomes.

**H1:** *Micromanagement negatively influences organizational commitment.*

### ***Micromanagement and job stress***

Under the classical Job Demand-Control Model (Karasek Jr, 1979), it is easy to conceptualize that Micromanagement causes employees to face job stress (Garg & Dhar, 2014). That many stress-related symptoms at work occur because of unhealthy management style behavior and employee relationships (Bélanger et al., 2016; Yoho, 2021). Within this management, underpinned by the Job Demand-Control Model theory, we have High-demand managers with careful attention to detail, which might make the job seem more complicated than it is. Low job control Micromanagement usually makes it harder for workers to decide and work independently because the manager closely watches and directs tasks and processes. Stress may increase when employees have no control over their jobs in workplace. This theory even emphasizes the Lack of Social Support by manager style. A hostile work environment can result from Micromanagement, which may reduce the amount of social support employees receive and increase their stress levels. This theory even emphasizes the Lack of Social Support by manager style. A hostile work environment can result from Micromanagement, which may reduce the amount of social support employees receive and increase their stress levels.

Studies defined job stress as the product of workplace stress (Abdel-Halim, 1982). The impact of managerial considerations on employment outcomes and job anxiety is substantial. Prior studies have indicated that managers who exhibit a toxic, detrimental, or destructive leadership style contribute to heightened levels of stress among employees. (Syed, Rehman (Syed et al., 2018). Furthermore, Between 60% and 75% of employees reported that the most remarkable anxiety-inducing aspect of their employment was their management style. (Woestman & Wasonga, 2015)

There is a lack of scholarly literature that has examined Micromanagement, which is an approach to leadership distinguished by an expectation of immediate results and an emphasis on strict oversight and control. However, this approach frequently results in an uncomfortable workplace environment, slowing down achieving beneficial organizational results. Employees initially perceive Micromanagement as a form of managerial attention. However, over time, it negatively affects employee stress levels, as they feel constantly monitored, ultimately interfering with productivity and personal development. Over time, this kind of management makes the workplace more stressed, which hurts employees' behavior and motivation (Kamarudin et al., 2023).

**H2: Micromanagement positively influences job stress.**

Recent research on job stress related to employee dysfunction showed a negative and significant effect on employee commitment and productivity (Kotteeswari & Sharief, 2014; Raditya & Supartha, 2023). Significantly, job stress can majorly affect behavior and physiology, leading to insufficient organizational results such as turnover and decreasing any positive outcome related to productivity, which is important for the industrial sector. (Baysak & Yener, 2015; Welty Peachey et al., 2014) Stress occurs when there is a lack of compatibility between an individual and the work environment as managers and coworkers, as well as other related job performance. When the level of Stress increases, it can paralyze and harm an individual, so this gets worse when it reaches the production line, which might require more concentration on the job (Raditya & Supartha, 2023).

Employee commitment to the organization refers to the degree to which personnel are inclined to associate themselves with the organization and commitment to active participation. It is distinguished by members' acceptance and trust of the organization's values and objectives, a desire to maintain their membership and not leave their work, and a readiness to exert maximum effort for the workers' and manager organization's benefit (Leung et al., 2024; Sheraz et al., 2014). In addition to the Job Demand-Control Model theory, a lack of autonomy in the work environment negatively influences job stress and follows that organizational commitment. So, as in human nature, when people encounter the pressure of stress and low levels of resistance, they experience burnout and turn away and leave the job (Syaifuddin, 2016; Wahyuniasih & Dewi; Yoho, 2021).

Organizational commitment is demonstrated through a mindset of embracing having a firm belief in the values and objectives of an organization to accomplish its goals. One of the factors for employee engagement is less job stress, which can consider the organization's goal and job operation ahead of his / her advantage. Therefore, job stress as a hidden factor can gradually affect organizational outcomes.(Rachmawati & Saudi, 2020)

**H3:** *There is a significant negative impact of Job stress on Organizational commitment  
Job Stress as a mediator between Micromanagement and organizational commitment.*

The relationship between Micromanagement and organizational commitment is mediated by job stress, which refers to the manager's perception of closely monitoring and supervising employees' activities to achieve the overall conceptualized goals. However, excessive control, providing excessive information, and having zero tolerance for mistakes can create a negative impact. This managerial style has detrimental consequences for employees, resulting in increased stress and anxiety and less organizational commitment. (Solaja et al., 2022; White

Jr, 2010) Adopting a micromanagement leadership style leads to reduced employee satisfaction and organizational commitment, both of which significantly increase the risk of turnover, which results from job stress that reduces job satisfaction, perceived lack of worth, lessened drive and innovation, monotony, and decreased commitment (Irani-Williams et al., 2021; Ndidi et al., 2022) Job stress arises from the circumstances encountered while performing work within an organization, which might impact the organization's effectiveness.(Maslach et al., 2001; Wahyuniasih & Dewi)

Micromanagement is characterized by an excessive level of control that extends to every specific aspect and even the smallest detail with a criticizing personality and hard-to-show satisfaction of employees with inadequate delegation and resistance to change—requiring all jobs to be performed in alignment with their expected standards (Georgewill & Tantua). The micromanaging approach rarely cares about what qualified subordinates suggest to get the job done better. In addition, increased stress is experienced by the employee when facing and encountering errors that might be criticized and humiliated, making the employee avoid engagement with the organization's objective. Therefore, it mitigates the level of their commitment to the organization. (Syed et al., 2018). Also, the manager is expected to perform tasks like arranging, detecting, and so forth, and their actions could harm the organization's observation (Kamarudin et al., 2023).

The relationship can be elucidated through social exchange theory (Blau, 2017), which asserts that employees engage in a reciprocal process within firms. Employees often refrain from displaying discretionary good behavior. We hypothesize as follows:

**H4:** *Job stress mediates the relationship between Micromanagement and Organizational Commitment*

***The moderating role of hostile attribution bias***

The Social Theory suggests that individuals respond to costs and benefits differently. (Blau, 2017). We argue that individuals supervising a micromanager often feel intimidated as they fear that the tiniest infraction may cause humiliation. This situation drives employees through the job insecurity exchange by elevating perceived costs (e.g., reduced autonomy and increased stress). They deplete the loyalty of subordinates and serve as a source of anxiety in organizations. High levels of resources might lead to commitment in organizations, as suggested by specific experts. The employees who have been abused may reduce their level of commitment to the firm. (Cheng et al., 2020; Chi & Liang, 2013) The hostile attribution bias could amplify these effects by distorting views of stress due to Micromanagement, thus increasing the perceived costs even more(Martinko et al., 2011).

Hostile attribution bias refers to the tendency to see others' actions as having a more hostile or hostile intent than they do by referring to blame on others (Adams & John, 1997; Milich & Dodge, 1984). Individuals with strong hostile attribution bias are always more likely to interpret comments negatively in the organization with dispositional hostility and have a pessimistic view of the encompassing environment, including its objects and events, which leads to negative reactions. (Dodge et al., 2015; Wu et al., 2014; Zeng et al., 2023). Because of hostile attribution bias, employees may view administrative initiatives as invasive or controlling, even if they are well-intentioned. This might lead to increased unpleasant emotions and reduced commitment to the organization (Lyu et al., 2016). Employees with greater degrees of hostile attribution bias are more likely to attach the worst intentions to action and, therefore, are more vulnerable to regard others as hostile, even when indicators do not express a clear intent. (Matthews & Norris, 2002; Milich & Dodge, 1984)

Micromanagement is perceived by employees with a high hostile attribution bias as a deliberate scheme to revoke their organizational autonomy and exert control. They believe that micromanagers deliberately hinder the functional development of their employees through this approach, thereby eroding their sense of ownership and accountability towards the organization. This perspective profoundly impacts frustrating situations and ultimately determines the degree of organizational commitment. Conversely, those with low hostile attribution bias interpret micromanaging as unintentional hostility and forgivable and reasonable. (Lyu et al., 2016; Zhu et al., 2021). When employees perceive micromanaging effects and costs as limiting autonomy and increasing stress, this might cause less commitment and satisfaction to the work environment and organization, so we hypothesize:

**H5:** *The negative correlation between job stress and organizational commitment is moderated by hostile attribution bias; the negative correlation is stronger among employees with high hostile attribution bias as opposed to low hostile attribute*

## METHODOLOGY

The current investigation was undertaken in Mashhad, Iran, where just a few studies have been conducted. This study aimed to examine the influence of Micromanagement on job stress and organizational commitment among employees in one of two mega factories, Mashhad in the context of the growing presence of surveillance cameras that monitor all aspects of employee work. We examine the Hostile attribution bias and its role in moderating the link between Micromanagement and job stress in the workplace, specifically in connection to organizational commitment in the industrial setting.



**Table 1.** Population size

S. No	factory N	N	S
1	Electric factory	360	186
	Total	360	186

### ***Questionnaire Design***

The data was gathered by a questionnaire comprising 18 statements, rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The statements were adapted from the literature on Micromanagement with four statements: Organizational commitment four statements, hostile attribution bias (six statements), and job stress (four statements). To ensure validity, the researchers conducted a pilot study with 25 participants with characteristics similar to those of the primary sample.

### ***Micromanagement***

The Four items refer to Micromanagement we adopted from (McKnight, 1997) with (reverse coded) items such as "My direct supervisor rarely gets so involved that s/he does my task for me" and "Our direct supervisor hardly gets too involved in the activities of my job" as well "I hardly ever see our direct supervisor take a larger role in work assigned to me than s/he should"

### ***Organizational Commitment***

Items related to organizational commitment were adopted from (Mowday, Steers, & Porter, 1979) as "I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful" and "This organization inspires the very best in me in the way of job performance" as well. "I show by my actions that I really care about the fate of this organization"

### ***Hostile attribution bias***

The six items pertaining to • Hostile attribution bias were derived from (Adams and John, 1997). Some examples of these were included "I commonly wonder what hidden reason another person may have for doing something nice for me." And "Most people are honest chiefly through fear of being caught" and "I think most people would lie to get ahead."

### ***Job Stress***

The four items about job stress were validated by Beehr et al. in 2001. Some instances of these goods were:" How often have you felt nervous and stressed at job?" and "How often have you found that you cannot cope with all the things that you had to do?" also, "How often have you been angered because of things that happened were outside your control?"

### **Data Collection**

The selection of participants was conducted using a random sampling Determining sample size for research Krejcie and Morgan N:340 and S:186 respondent (Morgan, 1970). The objective was to guarantee that every participant had an equitable opportunity for selection. We selected employees from three factories of Mashahd Industries. The abovementioned process was executed over nearly three months, from January 2024 to March 19, 2024. The questionnaires were distributed twice to assess the data's reliability and integrity. In order to enhance the specificity of the procedure, we employed two distinct distribution channels for our study. First, the authors distributed the questionnaires personally among the employees inside the factory in a sealed pocket. They collected in a group pack to keep the identity of staff more secure. With this method, nobody could get the corresponding paper filled out. Second, we made a Google form for those people who had access to a cellphone and apps and were more comfortable with Google form on their messenger. Informed consent was received from all participants before final data collection, and detailed orientation was given to the participants regarding the 186 usable questionnaires from the 200 questionnaires we distributed.

## **ANALYSIS**

### **Discussions of Findings**

**Table 2:** Convergent and Discriminant Validity of Constructs

	<b>Cronbach's alpha</b>	<b>Composite reliability (rho_a)</b>	<b>Composite reliability (rho_c)</b>	<b>Average variance extracted (AVE)</b>
Hostile attribution bias	0.873	0.921	0.894	0.588
Job stress	0.821	0.837	0.878	0.644
Micromanagement	0.800	0.889	0.849	0.589
Organizational Commitment	0.778	0.778	0.858	0.603

**Source:** PLS 4.0 Output on Research Data, 2024

#### **Composite Reliability:**

According to the results reported in Table 2, the latent constructs had good composite reliability values, ranging from 0.778 (organizational commitment) to 0.873 (hostile attribution bias). This means that the proportion of the total composite variance that serves as an estimation of the true-score variance of each construct is higher than the 0.70 cutoff value (Hair et al., 2017).

#### **Construct: Convergent Validity**

Table 2 shows that all variables have AVE values greater than 0.50, as recommended by Fornell and Larcker (1981) for variance extraction. The hostile attribution bias latent variable produces the lowest AVE at 0.588, whereas organizational commitment produces the highest AVE at 0.603. In addition, since there are more than zero degrees of freedom, all the models end up being overidentified. That the model has convergent validity is, thus, both required and sufficient.

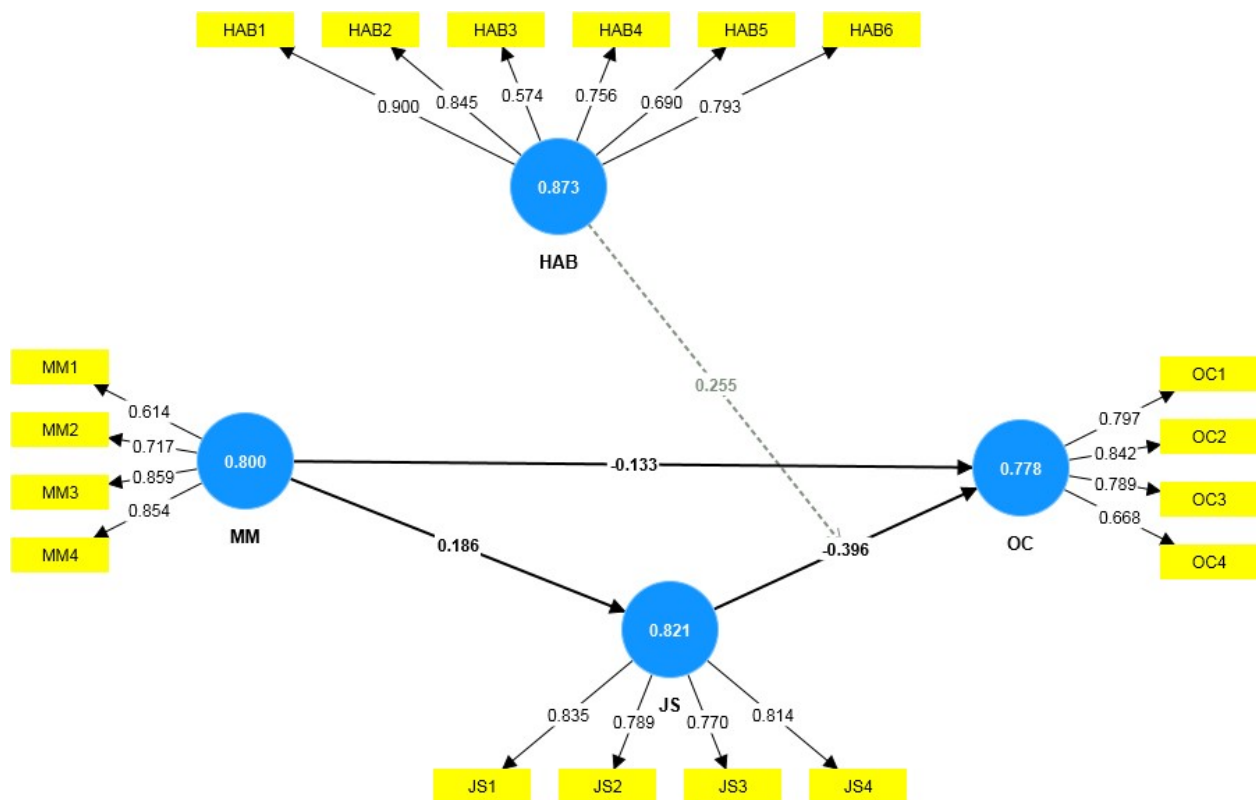
### **Construct: Discriminant Validity**

For this purpose, we used the criteria proposed by Fornell and Larcker to determine discriminant validity (1981). "The square root of the AVE of each construct must be greater than its correlations with other constructs," reads the criterion. A higher value of AVE is required than the squared correlation with any other construct, according to Hair Jr. et al. (2013). According to the results in Table 3, there is a statistical and empirical difference between each of the study's constructs. Put another way, the table shows that the square roots of the extracted average variance are all far larger than the correlations between the constructs, lending credence to the idea that each construct is separate. This result provides ample evidence of discriminant validity, which is both required and sufficient to draw that conclusion.

**Table 3: Inner Model Analysis**

Hypothesis	Original sample (0)	Sample mean (M)	Standard deviation (STDEV)	T statistics (IO/STDEVI)	P values	Decision
MM -> OC	-0.206	-0.219	0.062	3.343	0.001	Significant Negative
MM -> JS	0.186	0.202	0.069	2.699	0.007	Significant Positive
JS -> OC	-0.396	-0.400	0.068	5.788	0.000	Significant Negative
MM -> JS -> OC	-0.0074	-0.081	0.032	2.310	0.021	Significant Negative
HAB -> JS -> OC	0.255	0.251	0.065	3.913	0.000	Significant Positive

*Source: PLS 4.0 Output on Research Data, 2024*



**Figure 2:** Path coefficient showing the T-values

Source: PLS 4.0 output on Research Data, 2024

**H1: Micromanagement negatively influences organizational commitment.**

The first hypothesis proposes that Micromanagement has a negative impact on organizational commitment. The analysis of the path relationship, as depicted in Figure 2 and Table 3, indicates a significant and negative correlation between Micromanagement and organizational commitment (T-Statistics = 3.343,  $p = 0.001$ ). We estimate that the covariance between Micromanagement and organizational commitment is 3.343. The covariance between Micromanagement and organizational commitment is significantly different from zero ( $p = 0.001$ ) at the 0.05 level of significance (two-tailed). In light of this, the study accepts the hypothesis and concludes that there is a negative and significant relationship between Micromanagement and organizational commitment. Micromanagers constantly hover, hindering employees' sense of control and decision-making. This erodes trust in their abilities and demotivates them (Kamarudin et al., 2023). Constant supervision feels like a lack of confidence in their work. This leads to feelings of frustration and dissatisfaction with their jobs (Irani-Williams et al., 2021). This study corroborates the findings of Eisenberger et al. (1999), who argued that micromanaging behaviors signal a lack of trust in employees' abilities to complete tasks independently. This stifles creativity, initiative, and overall job satisfaction. Micromanaged employees often perceive their skills and expertise as

undervalued. This lack of recognition can lead to decreased motivation and a sense of purposelessness (Steger et al., 2012; Ndidi et al., 2022).

### ***H2: Micromanagement positively influences job stress***

The second hypothesis states that Micromanagement positively influences job stress. The path relationship analysis presented in Figure 2 and presentation in Table 4 indicates that there is positive and significant paths between Micromanagement and job stress (where  $T$ -Statistics = 2.699,  $p = 0.007$ ). We estimate the covariance between Micromanagement and job stress to be 2.699. The covariance between Micromanagement and job stress is significantly different from zero ( $p = 0.007$ ) at the 0.05 level of significance (two-tailed). Since the  $p$ -value (0.007) is less than the commonly used significance level of 0.05, we do not reject the hypothesis. In other words, the evidence from the data allow the conclusion that there is a statistically significant relationship between the variables. In light of this, the study does not reject hypothesis two and states that there is a positive and significant relationship between Micromanagement and job stress. Micromanaging stifles an employee's ability to make decisions and manage their workload, leading to feelings of being controlled and undervalued. Employees stressed by Micromanagement are less likely to be productive (Solaja et al. 2022).

When every step is monitored, employees lose the motivation to excel or take initiative. Employees may call in sick more or look for new jobs to escape the stressful environment (Maheswari, 2017).

The fear of making mistakes under constant scrutiny creates anxiety and stress. Micromanagement implies a lack of trust in employee skills and abilities, which can be demoralizing. Chronic stress can lead to physical and mental health issues (Ndidi et al. 2022; Georgewill & Tantua, 2020).

### ***H3: Job stress negatively affects organizational commitment***

Hypothesis three states that job stress negatively affects organizational commitment. The path relationship analysis presented in Figure 2 and presentation in Table 3 indicates that there is a negative and significant path between job stress and organizational commitment (where  $T = 5.788$ ,  $p = 0.000$ ). The covariance between job stress and organizational commitment is estimated to be 5.788. The covariance between job stress and organizational commitment is significantly different from zero ( $p=0.000$ ) at the 0.05 level of significance (two-tailed). In light of this, the study, therefore, accepts the hypothesis and states that there is a negative and significant relationship between job stress and organizational commitment. This means that

as job stress increases, organizational commitment goes down. When employees are stressed, they are less likely to feel emotionally connected to their company. This weakens their affective commitment, which is the emotional bond they have with the organization (Coetzee & De Villiers, 2010).

Chronic stress can make employees feel less obligated to stay with the company. This weakens their normative commitment, which is the sense of duty or obligation they feel toward the organization (Wongsuwan et al. 2023).

High job stress can lead employees to feel like they cannot cope and may consider looking for a new job. This weakens their continuance commitment, which is the feeling that they need to stay with the company due to a lack of better alternatives (Ruzungunde et al. 2016).

#### ***H4. Job stress mediates the relationship between Micromanagement and Organisational Commitment***

The fourth hypothesis states that job stress mediates the relationship between Micromanagement and organizational commitment. Path relationship analysis shown in Figure 2 and Table 2 shows that job stress acts as a bridge between Micromanagement and organizational commitment in a way that is negative and significant (T-Statistics = 2.310,  $p = 0.021$ ). We estimate the covariance between Micromanagement and organizational commitment, as mediated by job stress, to be 2.310. At the 0.05 level of significance (two-tailed), the covariance between Micromanagement and organizational commitment mediated by job stress is significantly different from zero ( $p = 0.021$ ). In light of this, the study does not reject the hypothesis and states that there is a negative and significant relationship between Micromanagement and organizational commitment mediated by job stress. Micromanagement leads to a loss of autonomy, decreased motivation, constant pressure, and a feeling of distrust. These factors all contribute to an increase in job stress (Lee et al. 2023). Employees experiencing chronic stress become less invested in the organization's success. They may feel less motivated to go beyond and may even start looking for new opportunities elsewhere (Jain et al., 2013).

***Hypothesis 5.*** The negative correlation between job stress and organizational commitment is moderated by hostile attribution bias; the negative correlation is stronger among employees with high hostile attribution bias as opposed to low hostile attribution bias.

According to the fifth hypothesis, there is a negative relationship between job stress and organizational commitment that is moderated by hostile attribution bias. The negative relationship is stronger among employees who have a high hostile attribution bias compared

to those who have a low hostile attribution bias. The path relationship analysis presented in Figure 1 and presentation in Table 2 indicates that there is a positive and significant path between job stress and organizational commitment (where T-Statistics = 3.913,  $p = 0.000$ ). The covariance between job stress and organizational commitment, moderated by hostile attribution bias, is estimated to be 3.913. The covariance between job stress and organizational commitment is significantly different from zero ( $p = 0.000$ ) at the 0.05 level of significance (two-tailed). In light of this, the study rejects the hypothesis and restates that there is a positive and significant relationship between job stress and organizational commitment moderated by hostile attribution bias. This finding relates to the findings of Anku-Tsede et al. (2016) in their study on transformational leadership and employee turnover intention. The study shows that affective commitment would decline workers' quitting intention and serves to promote a degree of trust and willingness to follow their leaders' philosophy, ideology, vision, and guidance in the organization. Hence, affective commitment fully mediates the relationship between transformational leadership and employee turnover intention. In addition, Adil et al. (2020) evaluated the impact of perceived organizational support and workplace incivility on work engagement and creative work involvement: a moderating role of creative self-efficacy. The results show that perceived organizational support has a significant impact on work engagement; however, workplace incivility does not predict work engagement. Moreover, work engagement is found to be a very strong predictor of creative work involvement. The positive relationship between work engagement and creative work involvement is stronger among participants who reported a higher level of creative self-efficacy.

Some individuals may thrive under a certain level of stress. They might view challenges as opportunities for growth and learning, leading to a sense of accomplishment and increased commitment. This positive stress, termed eustress, could be associated with higher commitment (Ates & Ihtiyaroglu, 2019).

Employees who perceive their organization as fair and supportive might be more likely to remain committed even under stressful conditions. This sense of justice can act as a buffer against the negative effects of stress (Wright & Cropanzano, 1998).

Employees with a strong bias might interpret any work pressure as a sign of organizational incompetence or a manager's hostility. This leads to increased stress and decreased commitment (reinforcing the negative stress-commitment relationship) (Hargrove et al. 2016).

Employees with a low bias might attribute job stress to external factors or see it as a temporary situation. This reduces the negative impact of stress and allows them to maintain commitment despite challenges (Lazarus & Folkman, 1984).

### ***Managerial implications***

The findings of this study have several implications for managers. First, a manager with micromanaging skills has to *understand* and accept the impact of his behavior in the workplace on job stress and follow that organizational commitment; micromanagers must know the effective result of their behavior on organization outcomes and know to time when this style might work out in a situation (Delgado et al., 2015; Khoury & Tannous, 2020)

Second, micro-imaging behavior *attacks autonomy* as one of the important factors related to the staff, and lack of autonomy is the root of burnout and reducing commitment, which we can address that is an important outcome in the lifecycle of organizations (Andina-Díaz et al., 2024). In addition, In any industry, skillfulness is one resource and essential for the production line, and following that strips the responsibility of the employee in the organization. Giving control to employees can reduce negative impacts and boost satisfaction and commitment by trust in staff to let them share their positive contributions to the organization.

*Third, Effective communication* is important in mitigating the hostile effects of Micromanagement in the organization. When managers communicate clearly and frankly with their employees, it promotes a culture of trust and respect. Additionally, workers are urged to be open and honest with their supervisors about their approach to management as well as to express their thoughts (Khoury & Tannous, 2020).

*Fourth, hiring the best and most skillful employees with authority.* However, micromanagers often claim to seek the most talented individuals, but they cannot provide an environment that allows these individuals to excel. The cause sometimes stems from ambiguous roles and responsibilities and reluctance to trust their expert in the end, so they have to trust their ability to run the organization if not in the future has more negative results than controlling employees (Chambers, 2009; Englert, 2024; Mitchell, 2013).

*Fifth, delegates.* Delegation is a crucial skill for enhancing productivity, which in this case is important in result for a manager has to hand over some tasks to people in charge, which back to trust to system and concentrate on other jobs in the organization (Baker & Murphy, 2022; MISHRA; Mookerjee et al., 2022; Ndidi et al., 2022)



### ***Limitations and future directions***

Based on our research, we have identified numerous limitations. First, we collected data from the industrial sector in two factories in Mashhad. This might limit the applicability of our findings. Second, We specifically investigated the negative behavior of Micromanagement in supervision. To further enhance our understanding, future research could explore the impact of alternative management styles. Third, Because our study was cross-sectional, we cannot exclude the possibility of reverse causation. Experimental or longitudinal designs may be implemented in future research in order to avoid this limitation.

### **REFERENCES**

- Abdel-Halim, A. A. (1982). Social support and managerial affective responses to job stress. *Journal of organizational behavior*, 3(4), 281-295.
- Adams, S. H., & John, O. P. (1997). A hostility scale for the California psychological inventory: MMPI, observer Q-sort, and big-five correlates. *Journal of Personality Assessment*, 69(2), 408-424.
- Adeel, A., & Arshad, I. Leader Member Exchange and Unethical Pro-Organizational Behavior: Mediating role of organizational commitment.
- Adeel, A., & Arshad, I. Leader Member Exchange and Unethical Pro-Organizational Behavior: Mediating role of organizational commitment.
- Adil, M. S., Ab Hamid, K. B., & Waqas, M. (2020). Impact of perceived organisational support and workplace incivility on work engagement and creative work involvement: a moderating role of creative self-efficacy. *International Journal of Management Practice*, 13(2), 117-150.
- Anderson, C. M. (2020). Strategies to retain employees within an organization [Walden University].
- Andina-Díaz, E., Rodríguez-Puente, Z., Arias-Gundín, O., & Pérez-Rivera, F. J. (2024). Lack of autonomy and professional recognition as major factors for burnout in midwives: A systematic mixed-method review. *Journal of Advanced Nursing*.
- Andina-Díaz, E., Rodríguez-Puente, Z., Arias-Gundín, O., & Pérez-Rivera, F. J. (2024). Lack of autonomy and professional recognition as major factors for burnout in midwives: A systematic mixed-method review. *Journal of Advanced Nursing*.
- Anku-Tsede, M. A. G. O., Okpoti, M. A. S. C. A., & Adjei, M. A. S. C. (2016). Transformational leadership and employee turnover intention. *World Journal of Entrepreneurship, Management and Sustainable Development*, 12(3), 243-266.
- Ates, Ö. T., & Ihtiyaroglu, N. (2019). Analysis of the Relationship between Stress and Organizational Commitment in Employees: A Meta-Analysis Study. *Journal of Education and Training Studies*, 7(1), 94-106.
- Badger, W., Sullivan, K., Wiezel, A., & Bopp, P. H. (2009). Profiling the leadership of project managers. *International Journal of Construction Education and Research*, 5(2), 121-146.
- Baker, E. L., & Murphy, S. A. (2022). Delegation: A Core Leadership Skill. *Journal of Public Health Management and Practice*, 28(4), 430-432.
- Baker, E. L., & Murphy, S. A. (2022). Delegation: A Core Leadership Skill. *Journal of Public Health Management and Practice*, 28(4), 430-432.
- Bélanger, J. J., Pierro, A., Barbieri, B., De Carlo, N. A., Falco, A., & Kruglanski, A. W. (2016). One size doesn't fit all: the influence of supervisors' power tactics and

- subordinates' need for cognitive closure on burnout and stress. *European Journal of Work and Organizational Psychology*, 25(2), 287-300.
- Blau, P. (2017). *Exchange and power in social life*. Routledge.
- Capler, J. (2021). *Death by Authoritative Leadership and Micro-management*. In *When Leadership Fails: Individual, Group and Organizational Lessons from the Worst Workplace Experiences* (pp. 49-57). Emerald Publishing Limited.
- Carter, T. D., & Walker III, W. D. (2018). Retaining, cultivating, and investing: Strategies for leading millennial managers. *The Journal of Government Financial Management*, 67(2), 20-25.
- Cerit, Y. (2010). The effects of servant leadership on teachers' organizational commitment in primary schools in Turkey. *International Journal of Leadership in Education*, 13(3), 301-317.
- Chambers, H. E. (2009). *My way or the highway: The micromanagement survival guide*. ReadHowYouWant.com.
- Chambers, H. E. (2009). *My way or the highway: The micromanagement survival guide*. ReadHowYouWant.com.
- Cheng, B., Dong, Y., Zhou, X., Guo, G., & Peng, Y. (2020). Does customer incivility undermine employees' service performance? *International Journal of Hospitality Management*, 89, 102544.
- Chi, S.-C. S., & Liang, S.-G. (2013). When do subordinates' emotion-regulation strategies matter? Abusive supervision, subordinates' emotional exhaustion, and work withdrawal. *The Leadership Quarterly*, 24(1), 125-137.
- Choudary, D. V., & Ponnuru, M. (2015). The importance of soft-skills training for MBA students and managers. *Abhinav International Monthly Refereed Journal of Research in*, 4(11), 6-14.
- Coetzee, M., & De Villiers, M. (2010). Sources of job stress, work engagement and career orientations of employees in a South African financial institution. *Southern African Business Review*, 14(1).
- Delgado, O., Strauss, E. M., & Ortega, M. A. (2015). Micromanagement: When to avoid it and how to use it effectively. *American Journal of Health-System Pharmacy*, 72(10), 772-776.
- Delgado, O., Strauss, E. M., & Ortega, M. A. (2015). Micromanagement: When to avoid it and how to use it effectively. *American Journal of Health-System Pharmacy*, 72(10), 772-776.
- Englert, B. (2024). *Spheres of Influence: How to Create and Nurture Authentic Business Relationships*. Greenleaf Book Group.
- Englert, B. (2024). *Spheres of Influence: How to Create and Nurture Authentic Business Relationships*. Greenleaf Book Group.
- Gagnon, J., & Rochat, L. (2017). Relationships between hostile attribution bias, negative urgency, and reactive aggression. *Journal of Individual Differences*, 38(4), 211-219.
- Garg, S., & Dhar, R. L. (2014). Effects of stress, LMX and perceived organizational support on service quality: Mediating effects of organizational commitment. *Journal of Hospitality and Tourism Management*, 21, 64-75.
- Georgewill, E., & Tantua, E. (2020). Micromanagement and Employee Morale of Printing Firms in Rivers State. *International Journal of Business School Annals*, 6(2), 45-57.
- Georgewill, E., & Tantua, E. *Micromanagement and Emp Firms in Rivers S.*
- Hargrove, M. B., Hargrove, D., & Becker, W. S. (2016). Managing stress: human resource management interventions for stress and eustress. *Journal of Human Resources Education*, 10(2), 25-38.

- Hargrove, M. B., Hargrove, D., & Becker, W. S. (2016). Managing stress: human resource management interventions for stress and eustress. *Journal of Human Resources Education*, 10(2), 25-38.
- Irani-Williams, F., Tribble, L., Rutner, P. S., Campbell, C., McKnight, D. H., & Hardgrave, B. C. (2021). Just Let Me Do My Job! Exploring the Impact of Micromanagement on IT Professionals. *ACM SIGMIS Database: the DATABASE for Advances in Information Systems*, 52(3), 77-95.
- Irani-Williams, F., Tribble, L., Rutner, P. S., Campbell, C., McKnight, D. H., & Hardgrave, B. C. (2021). Just Let Me Do My Job! Exploring the Impact of Micromanagement on IT Professionals. *ACM SIGMIS Database: the DATABASE for Advances in Information Systems*, 52(3), 77-95.
- Jain, A. K., Giga, S. I., & Cooper, C. L. (2013). Stress, health and well-being: the mediating role of employee and organizational commitment. *International Journal of Environmental Research and Public Health*, 10(10), 4907-4924.
- Kamarudin, N., Nizam, N. Z., Mat Sani, A., & Khodri Harahap, A. Z. M. (2023). The Impact of Micromanage Issue Among Manufacturing Industry: Employees Perception and Job Satisfaction. *International Journal of Industrial Engineering & Production Research*, 34(2), 1-14.
- Karasek Jr, R. A. (1979). Job demands, job decision latitude, and mental strain: Implications for job redesign. *Administrative science quarterly*, 285-308.
- Khatri, N. (2009). Consequences of power distance orientation in organisations. *Vision*, 13(1), 1-9.
- Khoury, I., & Tannous, A. (2020). Micromanagement's impact on banks' performance. 2020 International Conference on Decision Aid Sciences and Application (DASA),
- Khoury, I., & Tannous, A. (2020). Micromanagement's impact on banks' performance. 2020 International Conference on Decision Aid Sciences and Application (DASA),
- Kong, A., Thorleifsson, G., Frigge, M. L., Vilhjalmsson, B. J., Young, A. I., Thorgeirsson, T. E., Benonisdottir, S., Oddsson, A., Halldorsson, B. V., & Masson, G. (2018). The nature of nurture: Effects of parental genotypes. *Science*, 359(6374), 424-428.
- Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal, and coping*. Springer publishing company.
- Lee, J., Ahn, S., Henning, M. A., van de Ridder, J. M., & Rajput, V. (2023). Micromanagement in clinical supervision: a scoping review. *BMC Medical Education*, 23(1), 563. .
- Lyu, Y., Zhu, H., Zhong, H.-J., & Hu, L. (2016). Abusive supervision and customer-oriented organizational citizenship behavior: The roles of hostile attribution bias and work engagement. *International Journal of Hospitality Management*, 53, 69-80.
- Maheswari, N. (2017). Micromanagement-Impact of depression in work environment. *International Journal of Science Technology and Management*, 6(11), 1-16.
- Malinowski, B. (2013). *Argonauts of the western Pacific: An account of native enterprise and adventure in the archipelagoes of Melanesian New Guinea [1922/1994]*. Routledge.
- Martinko, M. J., Harvey, P., Sikora, D., & Douglas, S. C. (2011). Perceptions of abusive supervision: The role of subordinates' attribution styles. *The Leadership Quarterly*, 22(4), 751-764.
- Martinko, M. J., Harvey, P., Sikora, D., & Douglas, S. C. (2011). Perceptions of abusive supervision: The role of subordinates' attribution styles. *The Leadership Quarterly*, 22(4), 751-764.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual review of psychology*, 52(1), 397-422.

- Matthews, B. A., & Norris, F. H. (2002). When is believing "seeing"? Hostile attribution bias as a function of self-reported aggression 1. *Journal of Applied Social Psychology*, 32(1), 1-31.
- Milich, R., & Dodge, K. A. (1984). Social information processing in child psychiatric populations. *Journal of abnormal child psychology*, 12(3), 471-489.
- Milich, R., & Dodge, K. A. (1984). Social information processing in child psychiatric populations. *Journal of abnormal child psychology*, 12(3), 471-489.
- MISHRA, N. Influence of Micromanagement Leadership on the Performance of Teaching Staff in Higher Educational Institutions ICFAI University, Jharkhand].
- MISHRA, N. Influence of Micromanagement Leadership on the Performance of Teaching Staff in Higher Educational Institutions ICFAI University, Jharkhand].
- Mishra, N., Rajkumar, M., & Mishra, R. (2019). Micromanagement: an employers' perspective. *International Journal of Scientific & Technology Research*, 8(10), 2949-2952.
- Mitchell, R. (2013). Building a winning team: The efficiency, social responsibility and ethics of human capital management & values in business. Georgetown University.
- Mitchell, R. (2013). Building a winning team: The efficiency, social responsibility and ethics of human capital management & values in business. Georgetown University.
- Mookerjee, A., Li, B., Arora, B., Surapaneni, R., Rajput, V., & Van de Ridder, M. (2022). Micromanagement during clinical supervision: solutions to the challenges. *Cureus*, 14(3).
- Mookerjee, A., Li, B., Arora, B., Surapaneni, R., Rajput, V., & Van de Ridder, M. (2022). Micromanagement during clinical supervision: solutions to the challenges. *Cureus*, 14(3).
- Morgan, K. (1970). Sample size determination using Krejcie and Morgan table. *Kenya Projects Organization (KENPRO)*, 38, 607-610.
- Nasby, W., Hayden, B., & DePaulo, B. M. (1980). Attributional bias among aggressive boys to interpret unambiguous social stimuli as displays of hostility. *Journal of Abnormal Psychology*, 89(3), 459.
- Nazarpouri, A. H., Shariatnejad, A., & Hassanpour, L. (2023). Identifying and Explaining the Antecedent and Consequence Factors of Micromanagement. *Public Organizations Management*, 11(Series 43), 53-68.
- Nazarpouri, A. H., Shariatnejad, A., & Hassanpour, L. (2023). Identifying and Explaining the Antecedent and Consequence Factors of Micromanagement. *Public Organizations Management*, 11(Series 43), 53-68.
- Ndidi, A. M., Amah, E., & Okocha, B. F. (2022). Micromanaging Behaviour and Employee Productivity in SMEs in Rivers State. *International Journal of Research and Innovation in Social Science*, 6, 745-755.
- Ndidi, A. M., Amah, E., & Okocha, B. F. (2022). Micromanaging behaviour and employee productivity in SMEs in rivers state. *International Journal of Research and Innovation in Social Science*, 6(4), 745-755.
- Oehlhorn, C. E., Laumer, S., & Maier, C. (2019). Sustaining the IT workforce: A review of major issues in 25 years and future directions. *Proceedings of the 2019 on Computers and People Research Conference*,
- Oehlhorn, C. E., Laumer, S., & Maier, C. (2019). Sustaining the IT workforce: A review of major issues in 25 years and future directions. *Proceedings of the 2019 on Computers and People Research Conference*,
- Rauh, M. T. (2019). Micromanagement. Available at SSRN 3520017.

- Ruzungunde, V. S., Murugan, C., & Hlatywayo, C. K. (2016). The influence of job stress on the components of organisational commitment of health care personnel in the Eastern Cape province South Africa. *The International Business & Economics Research Journal (Online)*, 15(5), 219.
- Ryan, S., & Cross, C. (2024). Micromanagement and its impact on millennial followership styles. *Leadership & Organization Development Journal*.
- Sandhu, M. A. A., & Fatima, T. (2021). Examining the Relationship between Psychopathic Leadership, Work Phobic Anxiety and Employee Work Alienation: The Moderating Role of Hostile Attribution Bias. *Journal of Organisational Studies & Innovation*, 8(1).
- Selesho, R. A., & Matjie, M. A. (2024). Exploring turnover intentions of employees at a South African government education council. *SA Journal of Human Resource Management*, 22, 2251.
- SHAMSPOUR, H. R., MALIBIRAN, D. L. T., & ABADI, M. D. (2023). MODERATING ROLE OF LEADERSHIP IN RELATIONSHIPS BETWEEN ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT AMONG EMPLOYEES IN MASHHAD PRIVATE COMPANIES BASIS FOR ENHANCING OF POLICY. [ioer-imrj.com](http://ioer-imrj.com).
- Solaja, O. A., Oyalakun, D. O., John, O. O., Solaja, O. O., Olasubulumi, O. M., & Itunuoluwa, O. A. (2022). Detrimental Implication of Micromanagement. *Izvestiya Journal of Varna University of Economics*, 66(1-2), 60-73.
- Steger, M. F., Dik, B. J., & Duffy, R. D. (2012). Measuring meaningful work: The work and meaning inventory (WAMI). *Journal of career Assessment*, 20(3), 322-337.
- Sunarsi, D., Rohaeni, N., Wulansari, R., Andriani, J., Muslimat, A., Rialmi, Z., Kustini, E., Kristianti, L. S., Rostikawati, D., & Effendy, A. A. (2020). Effect of e-leadership style, organizational commitment and service quality towards indonesian school performance. *Syst. Rev. Pharm*, 11, 472-481.
- Suresh, A. (2020). Impact of Micromanagement on Millennial Employee Engagement Among Teleworkers. *A Quantitative Study Northcentral University*].
- Syed, A. R., Rehman, K. U., & Kitchlew, N. (2018). Impact of perceived leadership style on employees' work stress: moderating and mediating role big 5 personality traits. *Paradigms*, 12(1), 6-15.
- Taylor, B. K. (2016). *Micromanagement and its Impact on an Organization's Success* [The Chicago School of Professional Psychology].
- Wahyuniasih, D. P. P., & Dewi, I. G. A. M. Does Job Stress Mediate The Effect of Work Load and Work-Family Conflict on Nurses' Burnouts?
- White Jr, R. D. (2010). The micromanagement disease: Symptoms, diagnosis, and cure. *Public Personnel Management*, 39(1), 71-76.
- Wiersma, U. J. (1992). The effects of extrinsic rewards in intrinsic motivation: A meta-analysis. *Journal of occupational and organizational psychology*, 65(2), 101-114.
- Woestman, D. S., & Wasonga, T. A. (2015). Destructive leadership behaviors and workplace attitudes in schools. *Nassp Bulletin*, 99(2), 147-163.
- Woldu, D. E. (2020). Perceived challenges of shared leadership in teamwork: The case of Glaxo Smith Klein (GSK).
- Wongsuwan, N., Phanniphong, K., & Na-Nan, K. (2023). How Job Stress Influences Organisational Commitment: Do Positive Thinking and Job Satisfaction Matter?. *Sustainability*, 15(4), 3015.
- Wright, T. A., & Cropanzano, R. (1998). Emotional exhaustion as a predictor of job performance and voluntary turnover. *Journal of applied psychology*, 83(3), 486.

- Wu, L. Z., Zhang, H., Chiu, R. K., Kwan, H. K., & He, X. (2014). Hostile attribution bias and negative reciprocity beliefs exacerbate incivility's effects on interpersonal deviance. *Journal of business ethics*, 120, 189-199.
- Yoho, J. (2021). Leadership Style And Subordinate Work Stress.
- Zeng, K., Cao, F., Wu, Y., Zhang, M., & Ding, X. (2023). Effects of interpretation bias modification on hostile attribution bias and reactive cyber-aggression in Chinese adolescents: a randomized controlled trial. *Current Psychology*, 1-14.
- Zhu, H., Lyu, Y., & Ye, Y. (2021). The impact of customer incivility on employees' family undermining: A conservation of resources perspective. *Asia Pacific Journal of Management*, 38, o use it effectively. *American Journal of Health-System Pharmacy*, 72(10), 772-776.