

Abusive Leadership, Surface Acting, and Compulsory Organization Citizenship Behaviors: The Moderating Role of Political Skill

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ABSTRACT: Based on the Chinese cultural context, this paper selects the abusive leadership which is easy to appear in the Chinese organizational environment, and this paper discusses its influence on employees' compulsory organizational citizenship behavior from the perspective of emotional theory. With 429 questionnaires as samples, confirmatory factor analysis and regression analysis are used in SPSS and AMOS environment, which aim at constructing a moderated mediation model of abusive leadership for compulsory organization citizenship behavior. The results show that: abusive leadership positively correlates with compulsory organization citizenship behavior; surface acting mediates abusive leadership and compulsory organizational citizenship behavior; political skill significantly moderates the relationships between abusive leadership and surface acting.

KEY WORD: Econometrics; abusive leadership; surface acting; political skill; compulsory organization citizenship behaviors

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I. INTRODUCTION

As the research on leadership development, more and more scholars find that a bad leader has no less impact on the company than a good leader, and we learn as much from those "bad leaders" as we do from a small number of good leaders (Kellerman, 2004; Mengying Wu, Zhenglong Peng, 2018). Abusive leaders abuse employees, restrict their behaviors, reduce their internal initiative, and severely inhibit their self-expression, which has a huge negative impact on the development of the organization. In 2002, Zellars pointed out that the existence of abusive leaders in organizations would make organizational citizenship behavior become involuntary and compulsory. But then, some scholars proposed that the effect of leaders on subordinates must be regulated by the individual characteristics of subordinates, that is, for different subordinates, the influence of leadership style on their attitude and behavior is different, some subordinates are more susceptible to the influence of leadership, while some subordinates are less susceptible to the influence of leadership.

Although compulsory citizenship behavior has been widely concerned by scholars in recent years, Chinese researchers still focus more on the organizational citizenship behavior that is beneficial to the survival and development of the organization, and pay little attention to the compulsory organizational citizenship behavior with obvious negative effects. If the compulsory citizenship behavior derived from the organizational citizenship behavior is not effectively and deeply understood, then the efforts to effectively stimulate and utilize the organizational citizenship behavior will be ineffective. (Zhenglong Peng, Hongdan Zhao; 2010). Mengying Wu and zhenglongpeng (2018) points out that the compulsory organizational citizenship behavior related to motivation and inner emotional experience are not easy to be directly observed the characteristics, and hiding in complex relationship composed of employees and leaders. The research has not yet clarity the specific mechanism of causing compulsory organizational citizenship behavior.

In addition, in the management practice, the managers are unaware of the compulsory organizational citizenship behavior. Due to the different positions of employees and leaders, the definition of organizational citizenship behavior is extremely different. In order to cater to leaders, employees under the control of leaders have to divert their energies to things outside their duties. This kind of compulsory organizational citizenship behavior has been misinterpreted by managers as organizational citizenship behavior (Vigoda Gadot, 2006). At the same time, in the context of high power distance in China, abusive management generally exists in enterprises, but the empirical research on abusive management in China is very poor (Rujie Qu; 2015). There are only two empirical papers on the relationship between negative leadership and compulsory citizenship behavior, mainly focusing on destructive leadership.

Many foreign studies have proved the positive influence of abusive leaders on compulsory organizational citizenship behavior through empirical analysis, Chinese and western cultures are greatly different, and employees have different feelings about the power distance, which will inevitably affect employees' perception

of abusive management. In addition, in the context of promoting harmony and collectivism, is there a significant positive relationship between abusive leadership and compulsory civic behavior in China, as found in western studies? Few empirical studies have provided a definitive answer.

What's more, existing studies mainly discuss from the perspectives of employees' psychological perception (like the mediating effect of superior pressure) and individual characteristics (the regulating effect of employee characteristics) (Mengying Wu, Zhenglong Peng; 2018), few studies have combined the antecedents of compulsory citizenship behavior with employees' internal emotional labor strategies to study the relationship between them. Though, the domestic existing research considers the individual emotion stress factors in destructive leadership and the intermediary effect between compulsory citizenship behavior, but, according to Arnold "action sequence" theoretical framework in the theory of emotion, we find that with emotion not produce behavior directly, it will experience a tradeoff. The employee is likely to show the inner emotion, and the performance matches the behavior; But it is also possible to adjust their emotion so that they act against innerself. After sorting out relevant literatures, we did not find a paper revealing that under the emotional regulation, employees can still carry out compulsory organizational citizenship behavior after being treated shamefully. Therefore, based on the existing research and according to the theory of optimal differentiation theory and emotional theory (including the theory of emotional events and action sequence), this paper explores the specific mechanism of abusive leadership and compulsory citizenship behavior, including the mediating role of surface acting and the moderating role of employees political skill, which is beneficial to greatly expand the research on relationship between negative leadership and organizational citizenship behavior.

This paper introduces political skills as a moderator variable to explore the relationship between abusive leadership, surface acting and compulsory organizational citizenship behavior, which is of great significance to deeply understand the boundary conditions that leadership affects subordinates' attitudes and behaviors. At the same time, in China, a country with high totalitarianism and power distance, abusive behavior and compulsory organizational citizenship behavior often occur in organizations. Therefore, the research on abusive leadership, compulsory organizational citizenship behavior and moderating effect of political skill in the Chinese context can not only make leaders realize that leaders should be firm and gentle, respect employees and reduce aggressive behaviors; On the other hand, it is beneficial for employees to understand that the purpose of leadership is not to insult and abuse employees, but the fundamental purpose is performance, so that employees can learn to manage up and understand their superiors, to improve their political function, and finally, they can understand each other and achieve good results even if the leadership behavior is harsh.

II. LITERATURE REVIEWS AND RESEARCH HYPOTHESIS

2.1 Compulsory Organizational Citizenship as A Behavioral Response to Abusive Leadership

Compulsory organizational citizenship behavior is common in organizations, and such forced and helpless organizational citizenship behavior causes tension in labor relations and threatens internal harmony of organizations (Hongdan Zhao, 2014). Compulsory organizational citizenship behavior mainly refers to a kind of extra-role behavior (vigoda-gadot, 2007), in which employees are influenced by civic pressure rather than engage in organizational citizenship activities spontaneously (vigoda-gadot, 2007). At present, among the studies on the antecedent variables of compulsory organizational citizenship behavior, the main antecedent variables (Hongdan Zhao, Zhenglong Peng, 2012) have been proved to be subject characteristics (e.g., individual personality), object characteristics (e.g., leadership style) and organizational environment (e.g., organizational atmosphere). Among them, the researchs taking leadership as the object characteristic agree that the leader's behavior has the remarkable influence to the employee's behavior. Abusive leadership is considered as an important factor to trigger employees' compulsory organizational citizenship behavior.

"Abusive Supervision" refers to four types of verbal and non-verbal hostile behaviour from one leader to one employee except for physical contact. It can include openly accusing and taunting one's subordinates, being rude and disrespectful to one's subordinates, not living up to one's commitments to one's subordinates, ignoring one's subordinates and randomly venting one's emotions to one's subordinates (Tepper, 2000). According to the emotional event theory, a series of events occurring in the production of work will directly affect the attitude and behavior of employees. Positive events bring about positive emotions, which in turn lead to positive behaviors. Negative events bring about negative emotions and hence negative behaviors.

The leader's behavior is closely related to employee behavior, when leadership showed positive behavior, employees' positive emotional experience, and then on the attitudes and behavior are more willing to actively support the leadership, under a state of positive, employees are more willing to show a positive organizational citizenship behavior, but once the leadership to make employees negative behavior, under negative attitude showed the citizenship behavior of employees is supervisor under the pressure and necessity of acting out behavior.

Vigoda-gadot (2006) pointed out that in the market economy, the competitive pressure is huge, and the survival and development of modern enterprises are faced with many challenges. The enterprise managers hope

to encourage employees to perform more organizational citizenship behaviors to safeguard the interests of the organization by means of abusive management without increasing operating costs. In an organization, the leader has certain control over the members of the organization, and it is difficult for employees to refuse the expectation of the leader, especially the leader who carries out abusive management, so that employees can feel great citizen pressure more easily (Hongdan Zhao, 2010). Hua Wan and Youquan Ouyang (2011) found that abusive leaders force employees to perform more organizational citizenship behaviors by means of forced persuasion, role definition and deliberate pursuit. Therefore, the following hypotheses are proposed in this study:

H1: abusive leadership is positively correlated with employees' compulsory organizational citizenship behavior.

2.2 Indirect Effect of Abusive Leadership on Compulsory Organizational Citizenship Via Surface Acting

In an organization, employees often have to regulate and control their emotions. Hochschild (1983), an American sociologist, proposes that besides physical and mental labor, there is another important contribution of employees in the workplace -- emotional labor. In work, emotional labor refers to the process in which employees regulate and control their emotions in order to meet the needs of organizations or interpersonal relationships. On the one hand, emotional labor is a dynamic psychological process; on the other hand, it is a behavior that can be perceived by others (Morris, Feldman, 1996; Liu chao, zhanghuan et al., 2014). According to the theory of optimal differentiation, in an organization, employees need to maintain the similarity with others on the one hand, and maintain their own uniqueness on the other hand (Johnson h.m., Spector, P. E; 2008). In the choice of social identity, employees will find a balance between uniqueness and attribution. Therefore, employees are motivated not only to maintain the consistency with the organization and use emotional labor, but also to maintain their own uniqueness and express their natural emotions (Duanxu Wang, Xi Li; 2015).

Under abusive leadership, leaders create a high-pressure environment through practical actions, which severely inhibiting the self-expression needs of employees. If employees keep a high level of uniqueness, they will face huge losses, such as being worn by the leadership, being fired, etc. And if you make a compromise, meet the needs of the leadership, choose to meet the attributes, may get recognition, salary, promotion and other benefits. In contrast, the optimal difference selection is to minimize uniqueness and select attributes. It also means that employees have a higher level of emotional labor under the management of abusive leaders. The classification of emotional labor into two dimensions of deep acting and surface acting has been generally recognized by scholars. This paper chooses the surface acting dimension of emotional labor. Because under the management of abusive leadership, employees are more likely to adopt surface acting strategy, that is: employees do not change their inner emotional feelings, only adjust their emotional expression, pretending to show the emotions accepted or required by the organization. This is mainly because the negative treatment of abusive leaders will make employees feel that they are an outsider who is not liked by the leaders, making it difficult for employees to identify with the leaders from the bottom of their hearts. In addition, long-term hostile behavior will make the working atmosphere tense, employees lack of psychological security, and employees have difficulty in trusting their leaders (sun jianmin, song meng, et al., 2013). Employees are in a negative emotional state in the organization, so employees lack the internal motivation to do deep acting. Zellars (2002) pointed out that employees often adopt negative coping strategies such as surface acting or feedback avoidance to face workplace pressure or abuse. Other scholars also generally believe that, when employees' working freedom and satisfaction are reduced and supervisors perform destructive behaviors, employees' psychological capital is excessively drained and it is difficult to perform deep acting strategies, but more likely to adopt surface acting strategies (Diefendorff, Richard, 2003; Grandey, 2003; Chen et al., 2012).

According to the theory of emotional events, the characteristics of organizational environment will cause individual emotional reactions, thus influencing the behavior of employees (Weiss, Cropanzano, 1996). The emotional event theory constructs the complete logical chain of "event-emotion-behavior", which can well explain the mediating role of employees' emotions in the organization from work events to employee behaviors. Many researchers have verified this mediating mechanism, and agree that emotion is a mediating variable between organizational events and employee behaviors (Wagge, Dick, Fisher, West, Dawson, 2006). This paper identifies the mediating effect of emotions, that is, according to the theory of emotional events, emotions play a mediating role between abusive leadership and compulsory organizational citizenship behavior. But at the same time, this theory does not explain why employees can show compulsory citizenship behaviors under negative emotions rather than other retaliatory behaviors. This led to the introduction of Arnold's theoretical framework of "action sequence", in which he proposed that the process of human action follows such a sequence: perception-evaluation-emotion-needed-thinking-action. That is to say, under the leadership of the abuse of shame type, employees perceived leadership of stimulation such as abuse, satire, rude, evaluation of its own, the judge himself suffered a "bad" or "unfair" treatment, negative negative emotions, such as: emotional feeling will be full of stress, anger, tension, anxiety and so on, this kind of emotion will wake to match action requires, including counterattack or revenge, make response to the leadership of insulting abuse behavior.

But, before really make a positive response behavior, employees will do some thinking and weigh, when employees consider to preserve jobs, career development and promotion for a raise needs more important than fighting them leadership, employees will adopt the strategy of emotional play, help you choose important need and use it as the final action motivation, drive to cater to their own leadership behavior (JianzhongQiao; 2008). Therefore, this paper proposes the following hypotheses:

H2: Surface acting plays an intermediary role between abusive leadership and compulsory organizational citizenship behavior

2.3 Political Skill as Moderators

In organizations, political skills play a positive role in improving the situation of employees (tang le et al., 2015). Political skills are the ability to correctly understand the work environment and use the knowledge acquired based on understanding to influence the behavior of others, so as to promote the realization of personal or organizational goals, including social acuity, interpersonal influence, network ability and sincere performance. As an important social skill within an organization, Ferris, Perrew, Anthony, and Gilmore (2000) believe that political skill is the ability to persuade, influence, and control others for better survival. On the one hand, individuals with high political skills can flexibly choose appropriate ways to express themselves according to different objects and situations (Ferris, 2007) and establish close connections with others. On the other hand, employees with high political skills also know how to handle complex relationships or events, and are more likely to adjust their emotions and behave sincerely (Ferris, Treadway, Kolodinsky, 2005).

Therefore, the level of employees' political skills in the organization directly affects the cognition, emotion, attitude and behavior of employees in a negative environment. It is of great theoretical and practical significance to explore the possible interaction between employees' political skills and abusive leadership, surface acting and compulsory organizational citizenship behavior. Employees with high political skill tend to view their work from a positive perspective and create an image of easy control over their work (Ferris et al., 2005). In the face of a negative environment, the ability to timely adjust the inner feelings, choose the best way out of the dilemma, thus reducing the frequency of surface acting.

In addition, employees with high political skills have outstanding social skills, are good at reading the signs and expressions, have more opportunities to communicate with leaders, can timely capture the needs of leaders, and are more likely to get to know each other with leaders. In this way, they can help themselves to establish harmonious and trusting relationship between superiors and subordinates and high-quality social circles, so that they can be "treated differently" by the leaders. Compared with other employees, they can not only experience less coercion, control and abusive behavior, but also get more resources and opportunities from leaders and organizations. This not only effectively protects the psychological resources of employees; It can also stimulate employees' positive feelings towards the organization, so that employees have more autonomy and sense of self-esteem in the organization, which greatly reduces the frequency of employees being forced to carry out organizational citizenship behavior. Therefore, this paper proposes the following hypotheses:

H3: The political skills of employees have a moderating effect on the mediating effect between abusive leadership and employees' compulsory organizational citizenship behavior. When the level of political function of employees is high, the intermediary role of the surface layer is weaker.

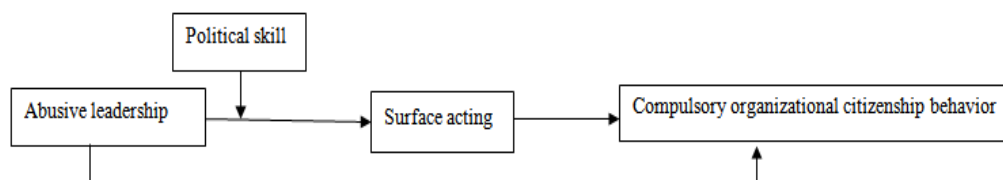


Figure1. The conceptual model of the study

III. RESEARCH METHODS

3.1 Research Sample

Data collection was carried out in the form of questionnaire in this study, and the respondents were mainly from the financial, computer, real estate, consulting and other industries in Jiangsu, Zhejiang, Liaoning, Guangdong, Anhui and Shanghai. A total of 437 questionnaires were collected, of which 429 were valid and the recovery rate was 98.00%. Among the 429 valid questionnaires, 51.3% were male and 48.7% female. According to the age of respondents, 29.14% are aged 20 to 30, 16.77% are aged 31 to 40, 37.95% are aged 41 to 50, and 16.14% are aged 51 and above. From the perspective of education background, 4.9 percent of respondents are from junior high school or below, 13.3 percent are from high school or technical secondary school, 22.8 percent are from junior college, 48.5 percent are from bachelor's degree, and 10.5 percent are from master's degree or

above. From the perspective of working years, 21.9 percent are 1 year or less, 41.7 percent are 2 to 5 years (inclusive), 24.9 percent are 6 to 10 years (inclusive), and 11.4 percent are 10 years or more.

Table 1: Descriptive statistics of variables in this paper (N=429)

Variable Name	Percentage
Gender	
male	51.3
female	48.7
Age	
20 to 30	29.41
31 to 40	16.77
41 to 50	37.95
>50	16.14
Education	
<=Junior high school	4.9
high school	13.3
junior college	22.8
bachelor's degree	48.5
>=master's degree	10.5
Working Years	
<=1	21.9
2 to 5	41.7
6 to 10	24.9
>= 10	11.4

This study collected questionnaire data in the form of self-report, which may have some common methodological deviations. Zhou hao and long yingrong put forward that the control methods of common method deviation can be divided into program control and statistical control. In terms of program control, in order to control homologous deviation, this research adopts leader-employee pairing method. In addition, the purpose of the study was explained in detail before the questionnaire was issued, and the anonymity of respondents was ensured. In terms of statistical control, this paper adopted Harman single factor method for testing and factor analysis with SPSS.24 software. It was found that the total variance interpretation was 67.493%, and the variance of the first factor interpretation was 33.261%, less than 50%, indicating that the first factor did not play a major role in the interpretation of variance and there was no obvious common method deviation.

3.2 Variable Measurement

In order to ensure the reliability and validity of measurement tools, this study selected the existing mature scales at home and abroad and widely used in domestic situations. All likerts are scored on a Likert7 scale, ranging from 1 for total disagreement to 7 for complete agreement. Abusive leadership. Tepper (2000) developed a 15-item scale of abusive leadership based on the western cultural context. With the increasing attention paid by the academic community to abusive leaders, Hannah (2013) and Peng et al. (2014) developed a 7-item scale based on Tepper (2000), combining with the abusive problems in the Chinese context.

Abusive leadership. This paper adopts a 7-item scale in line with the Chinese situation. Specific topics such as "my superior said that my thoughts and feelings are slow", "I love to ignore the superior." The reliability coefficient (Cronbach's) of the scale in this study was 0.898, indicating a good reliability.

Surface acting. Surface acting belongs to a conceptual dimension of emotional labor. In this study, the emotional labor scale translated by Taiwanese scholar wupeijun (2003) was adopted, which was developed and

compiled by Grandey (2003) and widely used. There are 8 questions in total, among which the surface acting dimension contains 4 questions, such as "for the emotions to be displayed in work, I just need to pretend". The reliability coefficient (Cronbach's) of the scale in this study is 0.882, which is an acceptable reliability level.

Political skills. The scale developed by Ferris (2005) has been proved to be mature and representative by many scholars, and has been tested in Chinese studies, such as those of Farh et al. And Cole et al. The scale consists of 18 items, such as "I spend a lot of time and energy building my social network". The reliability coefficient (Cronbach's) of the scale in this study was 0.942, which was considered as a good reliability.

Compulsory organizational citizenship behavior. From vigo-gadot's five-item scale. This scale has been adopted by most Chinese scholars (Zhenglong Peng, 2018; Hongdan Zhao, 2014; Yu guilan, 2013). Under pressure from my boss, I have to put more pressure on myself to meet his/her work requirements. The reliability coefficient (Cronbach's) of the scale in this study is 0.930, which is an acceptable reliability level.

Control variables. In order to obtain accurate data analysis results, based on previous research experience, this study takes as control variables such as employees' gender, age, education background, working years and other demographic variables that may affect employees' compulsory organizational citizenship.

Table 2: The Cronbach's coefficient of the variable

Variable Name	Cronbach's
Abusive leadership	0.898
Surface acting	0.882
Political skills	0.942
Compulsory organizational citizenship behavior	0.930

IV. RESEARCH RESULTS

4.1 Confirmatory Factor Analysis

Confirmatory factor analysis was used to evaluate the discriminative validity of four major variables: abusive leadership, surface acting, employee political skills and compulsory organizational citizenship behavior. The results are shown in table 1. The fitting indexes of the four-factor model are all better than those of other models, and all indexes meet the judgment criteria. It is the best fitting model, indicating that the discriminative validity among the four variables is good.

Table 3: Results of confirmatory factor analysis (N=429)

Model	X ² /df	CFI	TLI	IFI	GFI	RMSEA
Four-factor model	1.782	0.938	0.933	0.938	0.938	0.047
Three-factor Model	2.061	0.915	0.909	0.916	0.843	0.055
Two-factor Model	2.3999	0.888	0.880	0.889	0.786	0.064
One-factor model	2.678	0.865	0.856	0.866	0.768	0.070

note:

four-factor model: abusive leadership, surface acting, political skill, compulsory organizational citizenship behavior;

three-factor model: abusive leadership, surface acting + political skill, compulsory organizational citizenship behavior;

two-factor model: abusive leadership + surface acting, political skill + compulsory organizational citizenship behavior;

one-factor model: abusive leadership + surface acting + political skill + compulsory organizational citizenship behavior.

4.2 Correlation Analysis

Mean value, standard deviation and correlation coefficient of all research variables (excluding control variables) are shown in table 2. It can be found that there is a significant positive correlation between abusive leadership and compulsory organizational citizenship behavior, which preliminarily proves the existence of the main effect. Secondly, abusive leadership has a significant positive relationship with surface acting and surface acting with compulsory organizational citizenship behavior, which provides a possibility for further verifying the existence of mediating effect.

Table 4:Results of correlation analysis (N=429)

Variable	Mean	Std.dev.	Gender	Age	Educa-tion	Work-ing years	AB	SP	PF	CCB
Gender	1.490	0.501								
Age	3.350	2.210	-0.210							
Education	3.490	0.989	-0.200	-0.003						
Working years	2.320	1.052	0.135**	0.131*	-0.027					
AB	3.296	1.414	0.093	0.116*	-0.025	0.004	(0.898)			
SP	4.281	1.214	-0.053	0.042	0.009	0.053	0.379*	(0.882)		
PF	4.555	1.145	-0.100	-0.033	0.059	0.045	-0.754**	0.592**	(0.942)	
CCB	3.931	0.926	0.066	0.081	0.041	0.016	0.395*	0.025	-0.205*	(0.930)

Note: the results were controlled by gender, age, educational background and working years. AB stands for abusive leader, SP stands for surface acting, PF stands for employee political skills, CCB stands for compulsory organizational citizenship behavior. *p < 0.05 , **p < 0.01 , ***p < 0.001 ; The data in brackets are the internal consistency coefficient Cronbach's value of each scale.

4.3 Hypothesis Testing

Table 5:Results of hierarchical regression analysis (N=429)

Varibales		SP				CCB			
		M1	M2	M3	M4	M5	M6	M7	M8
Control variables	Gender	0.063	-0.026	-0.001	-0.035	-0.069	0.031	0.071	0.36
	Age	0.052	-0.007	-0.041	-0.049	0.083	0.035	0.085	0.037
	Educa-tion	-0.010	-0.001	-0.028	-0.064	0.042	0.051	0.042	0.051
	Work-ing years	-0.069	-0.059	0.025	0.018	-0.003	0.007	-0.006	-0.006
independent variables	AB		0.376** *	0.165** *	1.252** *		0.390** *		0.467***
regulated variable	PF			-0.715** *	-0.385** *				
Interactive item	AB*PF				-0.990** *				
mediating variable	SP							0.032** *	0.205***
R ²		0.009	0.147	0.364	0.469	0.013	0.161	0.014	0.197
F		0.869***	12.717**	35.033**	46.272**	1.213**	1.213**	1.047**	15.044***
ΔR ²		0.009	0.147	0.217	0.459	0.013	0.013	0.001	0.036
ΔF		0.869***	59.557*	125.211***	111.175***	1,213**	0.069**	0.391**	16.447***

This research adopts the hierarchical regression analysis, hierarchical regression modeling, HRM) inspection surface play a mediation role and political skills. Table 3 is the result of the hierarchical regression, we can find that, insult type abuse led to surface play (M2, beta = 0.376, p < 0.001) and the compulsory organizational citizenship behavior (M6, beta = 0.390, p < 0.001) has significant positive influence, surface with com-

pulsory organizational citizenship behavior (M7, $\beta = 0.032$, $p < 0.001$) were significantly positive correlation, hypothesis 1, 2, 3 for further verification. After the addition of mediators, the influence of abusive leadership on compulsory organizational citizenship behavior was still significant (M7, $\beta = 0.032$, $p < 0.001$), but the influence was weakened (M8, $\beta = 0.025$, $p < 0.001$). This suggests that surface acting plays a partial mediating role in the relationship between abusive leadership and compulsory organizational citizenship behavior. For further accurate inspection surface plays the leadership of the abuse of shame type and compulsory intermediary role between organizational citizenship behavior, this study based on Wang and Preacher Suggestions using the Bootstrap method to verify the significance of the indirect effect. The Bootstrap random sampling was set at 5000 times, and the results showed that the mediating effect value of surface acting between abusive leadership and compulsory organizational citizenship behavior was 0.1309, and the 95% confidence interval was [0.0915, 0.1787]. The interval did not contain zero, and the positive mediating effect was significant. Therefore, hypothesis 4 was supported. In addition, the specific steps to test the moderating effect are as follows: firstly, abusive leaders are put into the regression equation; Secondly, abusive leadership and political function are introduced into regression equation. Finally, the interaction term between centralized abusive leadership and political function was put into the regression equation, and the interaction term coefficient was investigated. In table 3, it can be seen from model 2 that abusive leadership has a significant positive impact on surface acting ($\beta = 0.546$, $p < 0.001$). In model 3, political skills were put into the regression equation, and abusive leadership had a significant influence on surface acting ($\beta = 0.551$, $p < 0.001$). According to model 4, after putting the interaction term of centralized abusive leadership and political skill into the regression equation, the coefficient of the interaction term of abusive leadership and political skill is significant ($\beta = 0.172$, $p < 0.001$). Thus, hypothesis 3 is supported.

V. CONCLUSION

5.1 Research Conclusions

This study draws the following conclusions: (1) abusive leadership has a significant positive impact on mandatory organizational citizenship behavior; (2) surface acting as a part of the intermediary between abusive leadership and coercive organizational citizenship behavior; (3) political skills have a positive regulating effect on abusive leadership and surface acting, that is, the higher the political skills of employees, the weaker the positive influence of abusive leadership on surface acting. (4) political skills on the surface play in the relationship between abusive leadership and mandatory organizational citizenship behavior intermediary role has a moderating effect, and the higher the political skills, the weaker the surface play the intermediary role.

5.2 Theoretical Significance

Previous studies on the influence of abusive leadership on employees' compulsory organizational citizenship behavior were mainly based on the western social exchange theory and lacked consideration of Chinese context. Based on the situation of Chinese localization and from the perspective of emotional theory, this study verified the role of abusive leadership in employees' compulsory organizational citizenship behavior, and made an important supplement to previous studies.

In addition, in the theoretical framework of this paper, surface acting is included as an intermediary variable. Based on the theory of emotion, it is proposed and verified that abusive leadership can indirectly affect employees' compulsory organizational citizenship behavior through surface acting. To some extent, it enriches the action mechanism of abusive leadership on employees' compulsory organizational citizenship behavior.

5.3 Practical Significance

As an enterprise, we should recognize the importance of leaders to master multiple leadership styles at the same time. In management practice, enterprises should consciously recruit and promote people with dialectical thinking. At the same time, it is necessary to train employees, cultivate their political skills, develop the ability of interaction and smooth communication between leaders and employees, improve the leadership level of leaders, effectively motivate employees, and thus promote the long-term development of enterprises.

As for leaders, they should be aware of the hidden nature of compulsory organizational citizenship behavior. Leaders can detect whether employees' citizenship behavior is forced or not according to employees' emotional playing strategies. In addition, in the environment of high humiliation and abuse, employees spend more psychological capital to carry out emotional labor, and show the compulsory organizational citizenship behavior that has no actual help to the organization. The organization needs to cherish and protect the mental resources of employees, so that the emotional labor of employees will not be wasted.

As for employees, although it is difficult to choose and decide the leadership style, it does not mean that employees cannot do anything about the abusive behavior of abusive leaders. Employees can improve their political skills and enhance their influence through training. This kind of acquired ability can also provide coping strategies for the organization to cope with the behavior of abusive leaders undermining the organization.

The organization can carry out targeted training activities to shape and improve the skills of employees and enhance their initiative and enthusiasm for work.

5.4 Research Deficiencies and Prospects

Although some achievements have been made in this study, there are still some deficiencies and limitations, which can be improved in future studies. First, the independent variable and dependent variable in this paper come from the same subject. Although there is no obvious common method bias in this paper, and the measurement of independent variables is the perceived abusive leadership of employees, which does not affect the research conclusion of this paper, it still needs to be improved in this aspect in the future. In the future, we can try to collect data from both employees and leaders, and integrate data from different sources, so as to obtain more objective research results. Second, the research design of this paper is a cross-sectional study. When abusive leaders influence employees' coercive organizational citizenship behavior through surface acting, the mediating effect itself also contains a certain time effect, and cross-sectional data cannot provide strong evidence for the causal relationship between variables. Therefore, two-stage measurement method can be adopted in the future to measure antecedent-cause and result variables respectively based on different time points, so as to better reflect the dynamic action process and effect of benevolent leadership on employee voice behavior, so as to improve the credibility of the research results.

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