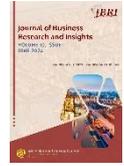




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## Article

### Self-control Capacity as a Moderator of the Relationship between Supervisory Styles and Affective Commitment: Evidence from Non-Managerial Employees in Selected Apparel Organizations in the Western Province of Sri Lanka

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#### ABSTRACT

*In the apparel industry, employees often work under high pressure conditions. In such environments, supervisory behaviours can strongly influence employees' emotional attachment to the organisation. This study addresses a critical gap by examining to what extent different supervisory styles affect the affective commitment of non-managerial employees in the western province of Sri Lanka. Additionally, it investigates whether employees' self-control capacity moderates the relationship between supervisory styles and affective commitment. The research adopts a positivist approach and employs quantitative research methods. Accordingly, a random sampling technique was used to select 257 non-managerial employees from three knitwear organizations. Data were collected using a self-administrated questionnaire. Linear regression analysis was conducted to test the developed hypotheses. The findings suggest that the overall impact of supervisory styles on affective commitment is significant with supportive supervisory style having a positive impact on affective commitment while task-oriented supervisory style and abusive supervisory style have negative impacts. The moderating role of non-managerial employees' self-control capacity on the impact of supervisory styles on affective commitment is found to be insignificant. This study has practical implications for organizations as it indicates that supervisors should adopt a supportive and cooperative approach to help subordinates accomplish their tasks. Moreover, it emphasizes the importance of taking employees' self-controlling capacities into account as a selection criterion and as a component of non-managerial training programs.*

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## Introduction

Research highlights the significant role of supervisors in shaping employees' workplace experiences (McLarty et al., 2021). Despite abundant research on supervisory styles, few studies simultaneously consider both supportive and abusive supervisory behaviours in shaping non-managerial employees' affective commitment (Trisakhon & Jermstipparsert, 2019; Chen et al., 2022., Rathi & Lee, 2017). Further, empirical evidence suggests that individuals with high self-control better manage thoughts, emotions, and impulses than those with low self-control (Baumeister et al., 1998; Johnson et al., 2018). A comprehensive understanding of these relationships requires consideration of personal characteristics like self-control which have been examined as potential moderators. However, the findings remain inconclusive, particularly in the context of apparel industry (Santana-Martins et al., 2022).

In the context of the apparel industry where high pressure environments are common, supervisory behaviours can have a particularly profound impact on non-managerial employees' emotional attachment to the organisation (Bartholomeusz, 2021., Fibre2Fashion, 2008). The competitive and fast paced nature of the industry necessitates understanding how different supervisory styles shape workplace commitment making this research highly relevant for Sri Lanka's economic landscape. Thus, this study focuses on specific knitwear exporters. Both job resources (supervisor support) and personal resources (personal characteristics) significantly impact employee commitment (Thisera & Wijesundara, 2020). Therefore, this study examines to what extent supportive, task-oriented, and abusive supervision styles influence affective commitment among non-managerial employees in the apparel sector. By examining these relationships, this research provides insights into how positive and negative supervisory behaviours can influence employee commitment with potential implications for improving managerial practices in the industry.

### *Research Problem of the Study*

Affective commitment among non-managerial employees in Sri Lanka's apparel sector is significantly low, posing a critical challenge to the

industry's operational efficiency and success (Rajapaksha et al, 2017., Gnanayudam & Dharmasiri 2007). In the apparel sector, the working conditions are often characterized by poor environments, discrimination, and harassment, which undermine job security and morale, even when employees strive to perform their best (Rajapaksha & Chandrasiri, 2023). The Sri Lankan apparel industry faces the significant challenge of high labour turnover (Aponso et al., 2021; Dheerasinghe, 2009). High turnover disrupts production processes, leading to operational inefficiencies. With employees frequently leaving, companies struggle to maintain consistent productivity which is essential in the highly competitive apparel industry. On the other hand, the need to constantly train new employees adds to operational costs and the time it takes for new employees to reach peak productivity creates delays in meeting export deadlines. In addition to that, absenteeism particularly in production roles directly affects the flow of work. Missed workdays create bottlenecks, especially in assembly line settings where each employee's task is crucial for the next step in the process (Aponso et al., 2021; Dheerasinghe, 2009; Sapukotanage et al., 2020; Welmilla, 2020; Gamage, 2021).

Given the substantial influence of supervisory styles on affective commitment in this labour intensive sector, there is a pressing need for further research to explore the extent to which different supervisory styles impact affective commitment. As highlighted by Kang et al. (2017) and Chandrasekara (2019), positive supervisory behaviour can enhance employee growth, while negative practices, such as lack of support and high pressure environments, can lead to increased demotivation. Moreover, the leadership styles of supervisors' influence factors like job satisfaction and working environment, which are key to employee performance and affective commitment (Rajapaksha & Chandrasiri, 2023). Additionally, understanding how non-managerial employees' capacity for self-control might mitigate these effects could provide valuable insights for improving management practices in selected apparel organizations in the Western Province of Sri Lanka. Thus, based on the problem justification above, the main research problem of this study is "To what extent do supervisory styles influence the affective commitment of non-managerial employees, and in what ways does their self-controlling capacity

mitigate that impact in selected apparel organizations in the Western Province, Sri Lanka?”.

### **Research Objectives**

The primary aim of this study is to investigate the overall impact of various supervisory styles on the affective commitment of non-managerial employees in selected apparel organisations. Specifically, the study focuses on examining the effects of Supportive, Task-Oriented, and Abusive supervisory styles on employees' affective commitment. Additionally, this research aims to explore the moderating role of non-managerial employees' self-control capacity in influencing the relationship between supervisory styles and affective commitment. Further, it investigates to what extent does self-control capacity specifically moderate the impact of these three selected supervisory styles on affective commitment within the selected apparel organisation in Sri Lanka.

### **Literature Review**

Supervisory styles refer to the various methods and tactics supervisors use in managing teams and interacting with subordinates (Holloway & Wolleat, 1981 as cited in Li et al., 2021). The supportive supervisory style is a leadership approach where the supervisor is friendly, approachable, and genuinely concerned about the well-being and needs of subordinates (House & Mitchell, 1975). This style fosters an environment where employees feel comfortable sharing concerns, knowing they will receive support and understanding. The focus is on creating a positive, caring work atmosphere where the leader prioritizes the welfare of their team members (House & Mitchell, 1975). The task-oriented supervisory style is characterized by behaviours that clarify follower expectations, duties, and responsibilities, focusing on task accomplishment and clear communication (Derue et al., 2011). This leadership approach emphasizes defining roles, responsibilities, and efficient task completion through straightforward communication systems, ensuring all team members understand their tasks and how to communicate effectively. Abusive supervision is defined as subordinates' perception of continuous hostile behaviour from their supervisors, including aggression and incivility (Tepper, 2000; Bhattacharjee & Sarkar, 2022). It is linked to increased stress, job dissatisfaction, reduced organizational commitment, counterproductive work behaviours, and turnover intentions (Bormann & Gellatly, 2021; Qian et al., 2017; Pradhan & Jena, 2018). Abusive supervision is described as

“nonphysical hostility perpetrated by managers against their subordinates” (Tepper et al., 2008, p. 721; Tepper et al., 2011, p. 279).

Affective Commitment is defined as “identification with, involvement in, and emotional attachment to the organization” (Allen & Meyer, 1996, p. 253). It refers to the strong emotional bond employees have with their organization, where they genuinely care about the company and actively support its mission and culture. This commitment reflects a deep psychological connection with the workplace, going beyond job tasks to show a sense of belonging and attachment (Still, 1983).

Self-control is defined as the cognitive process of suppressing or restraining automatic, habitual, or innate behaviours, urges, emotions, or desires that impede goal directed behaviour (Barkley, 1997; Kanfer & Karoly, 1972). It involves consciously controlling impulses and actions to align with long term goals and societal norms, characterized by resisting immediate gratification in favour of self discipline (Bargh & Chartrand, 1999). In the workplace, self-control helps employees align their behaviours and actions with task performance, organizational values, and performance expectations (Johnson et al., 2018). It is the capacity to override or suppress desirable behaviours when pursuing long term objectives (De Ridder et al., 2012). The present study applied Social Exchange Theory (SET) based on the principle that workplace antecedents give rise to social exchange relationships with supervisors, coworkers, organizations, and other stakeholders, and these relationships shape behaviour through reciprocity (Kieserling, 2019). Reciprocity is considered the central rule of exchange operating as interdependent exchanges, (Frieder, 2018). Research has further refined reciprocity into positive reciprocity orientation (repaying kindness with kindness) and negative reciprocity orientation (retaliating against mistreatment) (Cropanzano et al., 2017; Eisenberger et al., 2004). Empirical studies confirm that supportive exchange enhance affective commitment, performance, and citizenship behaviour (Cropanzano et al., 2017; Liang et al., 2008) Conversely, adverse exchanges undermines trust, well-being, and performance (Mitchell & Ambrose, 2007; Harris et al., 2007).

This study applied SET's exchange ideology and reciprocity principles to examine the theoretical proposition that supportive supervision fosters higher commitment through positive reciprocal exchanges, whereas abusive supervision reduces commitment due

to perceptions of unfair treatment. However, drawing on SET, the study also considers the moderating effect of self-control capacity, suggesting that employees with high self-control may still maintain commitment despite experiencing abusive

supervision. By grounding the analysis in SET, the study explains how employees form obligations toward supervisors and organizations to reciprocate support with commitment or mistreatment with disengagement moderated by individual psychological capacities.

### Conceptual Framework

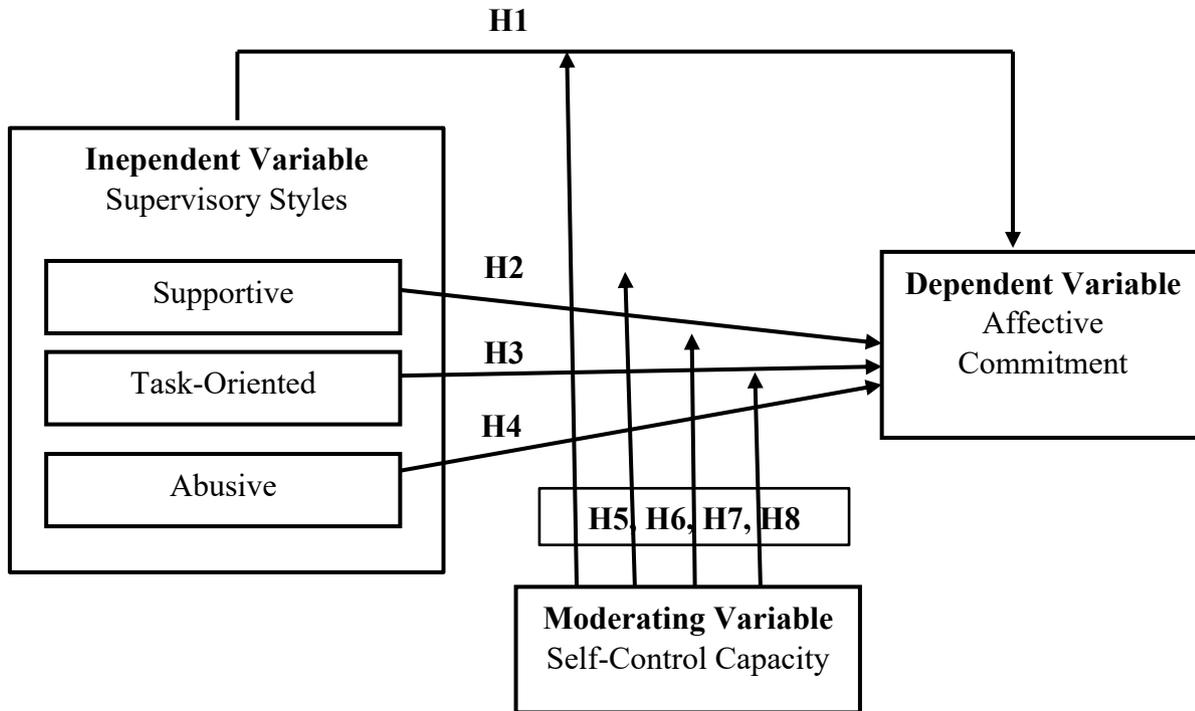


Figure-1 Conceptual Framework

(Source: Authors developed, 2024)

### Hypotheses Development

#### *Impact of Supervisory Styles on Affective Commitment*

Supervisory styles significantly impact employees' affective commitment to their supervisors and organizations. Self-determination theory suggests that an autonomy supportive style positively influences affective commitment, while a controlling style has a negative impact (Kanat-Maymon et al., 2017). Yahaya and Ebrahim (2016) found a positive correlation between employees' commitment, engagement, and supervisory leadership behaviours. Yu (2017) emphasized the importance of supportive supervision in fostering positive attitudes and confidence among followers. Chih et al. (2018) highlighted supportive leadership's role in meeting followers' needs and enhancing well-being.

Conversely, Mehta and Maheshwari (2013) reported a negative correlation between toxic leadership and organizational commitment. Similarly, Weaver and Yancy (2010) found an inverse relationship between destructive leadership and affective commitment, along with a positive link to turnover intentions.

Mishra and Ghosh (2020) found that interactional monitoring which represents a task-oriented supervisory style positively affects psychological need satisfaction and perceived supervisory support thereby strengthening their affective commitment. Additionally, supervisory support and a positive supervisory alliance can mitigate the negative effects of workplace bullying on employee well-being (Sprigg et al., 2019). Ammirudin and Moeins (2021) found a significant correlation between leadership practices in garment companies and employee satisfaction. Naotunna and Arachchige (2016) reported that perceived organizational support positively impacts employees' affective commitment to change. Lapointe and Vandenberghe (2017) discovered that affective commitment to a supervisor predicts overall organizational affective commitment. Based on the evidence, the authors formulated the first hypothesis as follows:

H1: There is an impact of supervisory styles on affective commitment of non-managerial employees.

### ***Impact of Supportive Supervisory Style on Affective Commitment***

Supportive supervisors who care for their employees' emotional needs foster a positive work environment (Rhoades & Eisenberger, 2002). Such environments, marked by friendliness and psychological support, help employees form emotional bonds and a sense of belonging (Mottaz, 1988; Wallace et al., 2013). Epitropaki and Martin (2005) found that favourable perceptions of supervisors enhance affective commitment. Kim and Hancer (2011) noted that sympathetic and considerate leaders increase emotional attachment and motivation to stay with the organization. Lott and Abendroth (2022) reported that employees who feel supported and respected, even remotely, maintain strong commitment and dedication. Famakin and Abisuga (2016) found a significant link between supportive leadership and affective commitment in construction projects. This suggests that supportive supervisory style contributes to higher levels of affective commitment. Based on the evidence, the authors formulated the second hypothesis as follows:

H2: There is a positive impact of supportive supervisory style on affective commitment of non-managerial employees.

### ***Impact of Task-Oriented Supervisory Styles and Affective Commitment***

Task-oriented supervisory behaviours focus on organizing and directing work to accomplish tasks (Lee & Carpenter, 2018). Research indicates that while task-oriented behaviour is positively related to job satisfaction, it does not necessarily impact organizational commitment (Mathieu et al., 2015). Conversely, a study in Vietnam found a positive relationship between task-oriented leadership and organizational commitment in small and medium organizations (Huynh & Hua, 2020). Additionally, task-oriented supervisory styles have been linked to a positive working alliance with supervisors (Ladany et al., 2001). However, Ladany et al. (2001) also noted that a sole focus on task agreement might weaken the supervisory alliance, as it may neglect personal and emotional needs, potentially reducing employees' commitment and engagement. Therefore, the authors developed the third hypothesis as follows:

H3: There is an impact of task-oriented supervisory style on affective commitment of non-managerial employees.

### ***Impact of Abusive Supervisory Style and Affective Commitment***

Abusive supervision leads to a sense of disconnection and disengagement among employees, resulting in feelings of betrayal and unappreciation, which can reduce emotional attachment to the organization (Schmid et al., 2018; Hanifah et al., 2021). Literature consistently shows a negative correlation between abusive supervision and affective commitment (Rayner & Cooper, 1997; Tepper, 2000). Studies in Ghana's MSMEs and China's telecommunication sector found that abusive supervisory behaviour negatively impacts employee work behavior and organizational commitment (Hanu et al., 2023; Aryee et al., 2008). Tepper et al. (2004) noted that high levels of abusive supervision decrease co-workers' organizational citizenship behaviour, negatively affecting affective commitment. Additionally, abusive supervision increases turnover intentions and emotional exhaustion, leading to reduced commitment (Burriss et al., 2008; Hanifah et al., 2021). This suggests that abusive supervisory style has a negative impact on affective commitment. Therefore, the authors developed the following hypothesis.

H4: There is a negative impact of abusive supervision on affective commitment of non-managerial employees.

### ***Moderating impact of Self-Control Capacity on the relationship between Supervisory Styles on Affective Commitment***

The impact of supervisory styles on affective commitment can be moderated and mediated by other factors. Personal characteristics of employees can play a crucial role in moderating the impact of different supervisory styles on employee affective commitment, and one such characteristic is self-control capacity (Santana-Martins et al., 2022). Employees with high self-control are better able to regulate emotional reactions and resist impulsive responses, allowing them to process guidance or criticism thoughtfully and consider long term consequences (De Ridder et al., 2012). This capacity helps them respond constructively to supervisory actions, enhancing commitment to both supervisors and the organization. In contrast, employees with low self-control may react impulsively to criticism or direction, weakening their affective commitment (De Ridder et al., 2012; Wang et al., 2021). Emotional awareness, a component of self-control capacity, has been found to be positively correlated with affective commitment to leaders (Santana-Martins et al., 2022). Similarly, Rivkin et al.

(2015) demonstrated that on days with high self-control demands, employees with stronger affective commitment reported higher psychological well-being than less committed employees, indicating that commitment can buffer the strain associated with self-control challenges. These findings suggest that self-control capacity can moderate the effect of supervisory styles on affective commitment. Based on this, the authors developed the following hypothesis.

H5: The impact of supervisory styles on affective commitment moderated by non-managerial employees' self-control capacity.

***Moderating impact of Self-Control Capacity on the relationship between Supportive Supervisory Style on Affective Commitment***

The findings of Herath and Shamila (2018) revealed that the personality traits are positively and significantly impact of organizational commitment in selected garment factories in Trincomalee District in Sri Lanka. This can be attributed to the personal characteristics of employees which influence their commitment to the organization. As discussed earlier, supervisory styles especially, supportive style play a crucial role in affecting employees' affective commitment to their supervisors and organizations. Therefore, the authors developed the following hypothesis:

H6: The positive impact of supportive supervisory style on affective commitment moderated by non-managerial employees' self-control capacity.

***Moderating impact of Self-Control Capacity on the relationship between Task-Oriented Supervisory Style on Affective Commitment***

Self-control influences many goal based processes associated with self-regulation (Johnson et al., 2018). The degree of self-control required to achieve a specific goal or complete a particular task can vary depending on the task's nature and its contextual factors (Beal et al., 2005). Some tasks demand relatively low levels of self-control regarding attention. Conversely, more complex tasks often necessitate greater self-control.

Lee and Carpenter (2018) note that task-oriented leader behaviors encompass various actions that support task accomplishment and provide guidance to subordinates within an organization. The context in which tasks are performed also holds significance for self-control. Gyawali (2017) suggests that

employees working under task-oriented supervisors tend to develop a stronger sense of belonging and loyalty to the organization, which in turn leads to higher levels of affective commitment. Based on this, authors developed the hypothesis as follows:

H7: The impact of task-oriented supervisory style on affective commitment moderated by non-managerial employees' self-control capacity.

***Moderating impact of Self-Control Capacity on the relationship between Abusive Supervisory Style on Affective Commitment***

The victims of abusive supervision need self-control to manage hostile emotions and aggression toward the supervisor (Arneklev et al., 1993). Self-control helps employees adhere to social norms, persevere, and avoid aggressive behaviour (Tangney et al., 2004). While self-control in the face of criticism negatively relates to continuance commitment, it positively impacts affective commitment to the leader (Santana-Martins et al., 2022). Kiazad et al. (2010) found that subordinates' perceptions of abusive supervision are influenced by their organization based self-esteem. Older employees, with higher self-control, are better at adapting to social demands (Tsorbatzoudis et al., 2013).

Studies show mixed results on self-control's role in retaliatory behavior. Lower self-control increases deviant responses to abusive supervision (Thau & Mitchell, 2010); However according to Lian et al., (2012), it does not always lead to increased deviant behaviour. These findings indicate that self-control capacity influences how employees react to abusive supervision. Therefore, the authors developed the hypothesis as follows:

H8: The impact of abusive supervisory styles on affective commitment moderated by non-managerial employees' self-control capacity.

**Methodology of the Study**

This study adopts a positivist framework with deductive reasoning to formulate hypotheses from existing literature. The researchers employed a mono-method approach by utilizing quantitative research methods. The data is obtained from non-managerial employees of three knitted export organizations within the western province of the Sri Lankan clothing sector. The study targeted non-managerial employees of three selected garment firms. The sampling frame comprised all non-managerial employees in organization A (1,350 employees), organization B (3,600 employees), and

organization C (2,900 employees), for a total of approximately 7,850 employees. A random sampling method was employed to ensure equal representation and questionnaires were distributed to 470 employees. After excluding incomplete responses 257 valid questionnaires were retained. Data were analyzed using SPSS 23 and the reliability of the scales was confirmed using Cronbach's alpha. Descriptive statistics, correlation, and regression analyses were used to assess the relationships and predictive effects of supervisory styles on affective commitment.

### ***Measurement Aspects of the Variables***

In the present study, various standardized and validated questionnaires were employed to measure key constructs. Affective commitment towards the organization was assessed using the revised version of the affective commitment scale developed by Meyer et al. (1993), cited in Meyer and Allen (2004), which includes six items. Supportive and task-oriented supervisory styles were measured using the questionnaire developed by Friedlander and Ward (1984), which consists of nine items for supportive behaviours and ten items for task-oriented behaviours, with demonstrated reliability and validity in previous studies (Li, 2022). The occurrence and frequency of abusive supervisory behaviours were measured using the abusive supervision questionnaire developed by Tepper (2000), comprising 15 items, which has been widely validated in previous research (Fiset et al., 2019; Mitchell & Ambrose, 2007). Finally, the self-control capacity was measured using the revised self-control questionnaire by Tangney et al. (2004), which includes 13 items, and has shown reliability and validity in assessing self-control abilities in various studies (De Ridder et al., 2020).

## **Data Analysis**

### ***Reliability***

The assessment of reliability was done using Cronbach's Alpha and Composite Reliability (CR). The study found that the Cronbach Alpha for task-oriented supervisory style (TOS) and affective commitment (AFC) are both 0.884, while self-control capacity (SCC) has a value of 0.922. The supportive supervisory style (SSS) shows a Cronbach's Alpha of 0.849, and Abusive Supervisory Style (ABS) has the highest value at 0.925. All of these values exceeded the minimum requirement of 0.7 (Nunnally & Bernstein, 1994). Moreover, it can be observed (see table 1) that the CR

value of all variables exceeds 0.7, indicating the presence of composite reliability (CR value  $\geq 0.7$ ) (Hair et al. 2010). Therefore, it can be concluded that the research instruments used in this study are reliable and demonstrated the ability to accurately measure complex affective domains across all the constructs.

All factor loadings exceed the recommended threshold of 0.50. Additionally, table 1 demonstrates that the AVE values for the variables supportive supervisory style, task-oriented supervisory style, abusive supervision, and self-control capacity exceed the threshold of 0.5, indicating convergent validity. The AVE of affective commitment is 0.474, slightly below the desired threshold of 0.5. However, it is worth noting that affective commitment standardized factor loadings exceed 0.5 and the CR value of affective commitment is above 0.7. Therefore, the affective commitment construct does possess convergent validity (Cheung et al., 2023). Moreover, according to the table 1, The square root of the AVE (off-diagonal) exceeds the correlation between the constructs in the corresponding rows and columns. Therefore, the present study supports the acceptance of discriminant validity.

### ***Testing for Multi-collinearity***

The analysis of variance inflation factors (VIF) and tolerance values, there is no strong evidence of multi-collinearity among the independent variables in the regression model. The VIF values are well below the threshold of 10 while the tolerance values for these variables are above the critical value of 0.1, indicating that each variable provides unique information without excessive correlation (Johnston et al., 2017; Alita et al., 2021).

The correlation analysis (Table 2) highlights clear patterns between supervisory styles, self-control capacity, and affective commitment. Supportive supervision is strongly associated with higher affective commitment, whereas task-oriented and abusive supervisory styles are negatively related to it. Self-control capacity also shows a positive relationship with affective commitment, yet its negative association with supervisory styles indicates that unsupportive supervision may weaken employees' self-control abilities.

The regression analysis tested (H1-H4) four models (See table 3).

Model 1:  $AFC = 4.905 - 0.516(SS)$

Model 2:  $Affective\ Commitment\ (AFC) = 1.709 + 0.496(SSS)$

Model 3:  $Affective\ Commitment\ (AFC) = 4.328 -$

0.326(TOS)

Model 4: Affective Commitment (AFC) = 4.750 –

0.466(ABS)

**Validity***Table 1 Convergent and Discriminant Validity*

	CR	AVE	TOS	AFC	SCC	SSS	ABS
TOS	0.889	0.503	0.709				
AFC	0.842	0.474	-0.315	0.688			
SCC	0.916	0.527	-0.178	0.368	0.726		
SSS	0.865	0.501	-0.364	0.541	0.358	0.708	
ABS	0.923	0.502	0.622	-0.511	-0.290	-0.480	0.708

Source: Authors developed (2024) based on SPSS output

**Correlation Analysis***Table 2 Correlation Analysis*

	SS	SSS	TOS	ABS	SCC	AFC
SS	1					
SSS	-.159*					
TOS	.801**	-.407**				
ABS	.847**	-.547**	.625**			
SCC	-.167**	.282**	-.153*	-.284**		
AFC	-.284**	.498**	-.304**	-.466**	.314**	1

\* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.001$ 

(SS- Supervisory styles, SSS-Supportive Supervisory Style, TOS- Task-Oriented supervisory style, ABS- Abusive supervisory style, SCC- Self-Control Capacity, AFC- Affective Commitment)

Source: Authors developed (2024) based on SPSS data

**Hypotheses Testing and Discussion***Table 3 Regression analysis of Supervisory Styles and Affective commitment*

	Model 1 (H1) $\beta$ (Sig.)	Model 2 (H2) $\beta$ (Sig.)	Model 3 (H3) $\beta$ (Sig.)	Model 4 (H4) $\beta$ (Sig.)
(Constant)	4.905***	1.709***	4.328***	4.750***
SS	-.516***			
SSS		.496***		
TOS			-.326***	
ABS				-.466***
R	.284 <sup>a</sup>	.498 <sup>a</sup>	.304 <sup>a</sup>	.466 <sup>a</sup>
R <sup>2</sup>	.081	.248	.093	.217
F	22.407	84.048	26.043	70.661

\* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.001$ 

Dependent variable- AFC

Source: SPSS survey data

Model 1 revealed a significant negative relationship between overall supervisory styles and affective commitment, suggesting that certain supervisory approaches may reduce employees' emotional

attachment to their organizations. This support H1 that supervisory styles impact affective commitment. Therefore, H1 is accepted. Model 2 clarified this by showing that supportive supervisory style exerts a positive influence with higher levels of supportive behavior leading to greater affective commitment. Thus, H2 is accepted. This finding is particularly relevant to the Sri Lankan apparel industry which is often subject to frequent changes in fashion trends and production demands (Global Labor Justice, 2023). This places considerable pressure on supervisors to adapt quickly and when they responded by offering guidance and assistance, they are perceived by non-managerial employees as supportive. Such behaviours are especially valuable in facilitating the adoption of new processes and fostering flexibility amidst industry fluctuations. Moreover, in an industry where a large proportion of non-managerial employees hold low skilled occupations, adopting autonomy supportive practices by providing training opportunities enhance well-being and strengthen affective commitment (Yong et al., 2019). The smaller but significant coefficient value highlights that even incremental supervisory support can play an important role in strengthening employee commitment. These findings align with social exchange theory that employees reciprocate positive treatment from supervisors with favourable attitudes and behaviours.

In contrast, Model 3 (Table 3) revealed that task-oriented supervisory behaviour reduces affective commitment, supporting H3. Due to the high pressure environment to supervisors need to ensure maximum productivity from their teams (Global Labor Justice, 2023). As a result, when employees are subjected to inflexible production targets their emotional connection and loyalty to both their tasks and the organisation are likely diminished. Model 4 further emphasized this by showing that abusive supervisory practices have the most detrimental impact, substantially lowering employees' affective commitment, supporting H4. The Sri Lankan apparel industry implemented aggressive recovery strategies while ignoring employee well-being and engagement have led to increased supervisor pressure, this resulting in abusive behaviours like intimidation or verbal abuse to meet targets at the expense of employee well-being (Manjaree & Shakyara, 2023). This abusive behaviour diminishes employees' emotional connection and loyalty. Taken together these results highlight a pattern that supportive supervisory styles enhance commitment while task

focused and abusive approaches erode it.

As in Table 4 after determining the interaction terms for supervisory styles and SCC, H5 to H8 were examined separately. Based on the statistical results the following equations were formulated.

$$\text{Model 5: AFC} = 3.602 - 0.419(\text{SS}) + .302(\text{SCC}) - .040(\text{SS} \times \text{SCC})$$

$$\text{Model 6: Affective Commitment (AFC)} = 1.186 + .437(\text{SSS}) + 0.210(\text{SCC}) + 0.075(\text{SSS} \times \text{SCC})$$

$$\text{Model 7: Affective Commitment (AFC)} = 3.139 - 0.268(\text{TOS}) + 0.301(\text{SCC}) - 0.074(\text{TOS} \times \text{SCC})$$

$$\text{Model 8: Affective Commitment (AFC)} = 3.806 - 0.404(\text{ABS}) + 0.222(\text{SCC}) - 0.065(\text{ABS} \times \text{SCC})$$

Model 5 shows that supervisory styles remain significant, and self-control capacity (SCC) exerts a positive influence on affective commitment ( $\beta = 0.302$ ). However, the interaction term ( $\text{SS} \times \text{SCC}$ ) is not significant ( $p = 0.459$ ). Contrary to expectations, self-control did not buffer or strengthen this relationship. Hence, H5 is rejected. This is due to non-managerial employees in the apparel industry have lack of control over their work environment and limited influence over supervisory decisions (Jayaratne, 2019; Schneider & Harknett, 2019). Therefore, the nature of their roles restrict their autonomy and reduce the moderating influence of self-control capacity on the relationship between supervisory styles and affective commitment. This is further supported by the findings of De Wall et al. (2011) that leaders might be better at regulating their state self-control capacity than frontline employees.

In line with social exchange theory, employees may lack the reciprocal leverage needed to convert personal self-regulatory resources into stronger commitment when supervisory practices are unsupportive. Model 6 similarly demonstrates that a supportive supervisory style significantly enhances affective commitment, while SCC also remains positively related ( $\beta = 0.210$ ). Yet, the interaction effect ( $\text{SSS} \times \text{SCC}$ ) is non-significant ( $p = 0.095$ ). SCC does not moderate the relationship, and H6 is rejected. This suggests that when employees perceive adequate supervisory support, they experience positive emotional outcomes directly without requiring additional self-control to manage negative reactions. Within the SET framework, the exchange dynamic is already favourable and supportive supervision creates a sense of reciprocity that strengthens commitment independently of employees' self-control capacity.

In Models 7 and 8, task-oriented and abusive

supervisory styles significantly influenced affective commitment, while SCC again exerted a positive main effect. Yet, both interaction terms were non-significant, leading to the rejection of H7 and H8. This indicates that SCC did not mitigate the negative effects of either task-oriented or abusive behaviours. This outcome is supported by the cultural context of Sri Lanka, which scores high on power distance (80). Such a score reflects a society that values and accepts hierarchical order without question. This is consistent

with the vulnerability of non-managerial employees in hierarchical contexts where power asymmetries heighten exposure to supervisory mistreatment (Olagama et al., 2010).

Within such environments, the reciprocity mechanisms proposed by SET may be constrained as employees lack the autonomy to leverage self-control to offset the rigid demands of task-focused supervisors.

*Table 4 Regression analysis of Self-Control Capacity between Supervisory Styles and Affective Commitment*

	Model 5 (H5) β (Sig.)	Model 6 (H6) β (Sig.)	Model 7 (H7) β (Sig.)	Model 8 (H8) β (Sig.)
(Constant)	3.602 ***	1.186***	3.139***	3.806***
SS	-.419***			
SSS		.437***		
TOS			-.268***	
ABS				-.404***
SCC	.302***	.210***	.301***	.222 ***
SSxSCC	-.040 (.459)			
SSSxSCC		.075 (.095)		
TOSxSCC			-.074 (.183)	
ABSxSCC				-.065 (.179)
R	.394 <sup>b</sup>	.537 <sup>b</sup>	.414 <sup>b</sup>	.508 <sup>b</sup>
R <sup>2</sup>	.156	.288	.172	.258
ΔR <sup>2</sup>	.075	.040	0.079	0.041
F	15.535	34.189	17.473	29.351

\* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.001$

a. Predictors: (Constant), SS,SSS,TOS,ABS

b. Predictors: (Constant), SS, SSS, TOS,ABS, SCC, SSxSCC, SSSxSCC, TOSxSCC, ABSxSCC

c. dependent variable- AFC- Affective Commitment

To cope with negative social interactions, employees often resort to surface or deep acting which involves suppressing or faking automatic emotional reactions in the workplace. This process depletes employees' ability to exercise self-control (Grandey et al., 2005; Lian et al., 2017). Thus, SCC is undermined by the emotional labour demanded in such contexts rather than acting as a protective moderator. Supporting this, prior research indicates that when job responsibilities deplete self-control resources, employees disengage from interpersonal and work-related contributions (Lanaj et al., 2014; Trougakos et al., 2015).

### Implications of the Study

The findings of this study provide a nuanced contribution to Social Exchange Theory (SET) by highlighting its boundaries in hierarchical, high power distance contexts such as the Sri Lankan apparel industry. According to SET, positive exchanges between supervisors and employees should foster reciprocal behaviours including higher affective commitment. Employees' personal resources, like self-control capacity (SCC), may enhance these reciprocal effects. However, this study found that while SCC positively influences affective commitment on its own,

it does not moderate the relationship between supervisory styles and commitment. This suggests that in rigid hierarchies where structural and cultural factors limit autonomy, even individuals with high self-control cannot alter the impact of supervisory practices. These results indicate a boundary condition for SET and underscore the need for future research to examine how individual characteristics interact with organizational factors in contexts where power distance is high.

The study highlights the importance of fostering supportive supervisory styles and reducing abusive behaviours to enhance employee commitment and retention. Supervisors can be trained in emotional intelligence and constructive leadership to promote positive interactions and reduce harmful practices (Chen et al., 2009). Since self-control capacity did not moderate the impact of supervisory styles, organizations should focus on structural changes. They can promote inclusive decision-making to reduce hierarchical distance among non-managerial employees, thereby strengthening affective commitment and improving overall workplace well-being in the apparel industry.

#### **Recommendation for Future Research**

The study acknowledges the limitation of not exploring other individual differences that could have influenced the relationship between supervisory styles and affective commitment. Future research could focus on investigating additional individual differences, such as personality traits, cultural factors, or demographic variables, to provide a more comprehensive understanding of their influence on the relationship. Due to the geographic confinement of the study to the western province of Sri Lanka, future research could conduct similar studies in different locations or industries to assess the generalizability of the findings. This would help in understanding how the relationship between supervisory styles and affective commitment varies across diverse contexts and settings. Moreover, future research could investigate how technology and communication platforms influence the relationship between supervisory styles and affective commitment. This is especially relevant in the context of changing work environments.

#### **Conclusion**

This study examined to what extent supervisory styles and self-control capacity affect affective commitment among non-managerial employees in

the Sri Lankan apparel industry. Supervisory styles significantly influenced commitment while SCC had a positive direct effect but did not moderate these relationships. Theoretically, this refines social exchange theory by identifying boundary conditions in structured workplaces. Practically, organizations should foster supportive supervision and reduce abusive behaviours through training and promote inclusive decision making to empower employees and enhance commitment.

**Authors' Contributions:** SG conducted the literature review, performed the analysis and drafted the manuscript; PJ participated in designing the conceptual model and coordinating the study, helped draft the manuscript, and revised the draft in response to reviewers' comments

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