An oral examination in defense of the dissertation for the degree
Doctor of Business Administration with an emphasis in Organizational Behavior

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The Masks We Wear in the Workplace Masquerade: An Examination of Antecedents of Facades of Conformity and the Impact of Abusive Supervision

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Abstract
Years of research conducted into abusive supervision (Tepper, 2000) have provided a greater understanding of how abusive supervision impacts workers including various negative outcomes as well as employee coping mechanisms. One of the possible ways that an employee may respond to abusive supervision is feigning their agreement with organizational values. The literature is somewhat deficient, however, in examining the manifestation of these facades of conformity (Hewlin, 2003). In this study the relationship between abusive supervision and facades of conformity was examined, as well as several moderators of this relationship. The results indicated that abusive supervision was positively and significantly related to facades of conformity. The relationship was also moderated by both perceived minority status and perceived coworker support such that the relationship was stronger for individuals that endorsed more minority classifications and had lower levels of perceived coworker support. Supplemental analyses were also conducted to examine the creation of facades with different sources, specifically supervisors and coworkers. Implications of these findings for both research and practice are discussed, as well as limitations and future directions.

Keywords: Abusive supervision, facades of conformity, minority status, coworker support

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