Impact of Abusive Supervision on Organizational Citizenship Behavior with the Mediating Role of Organizational Justice: A Study of Individuals Working in Private Sector Firms of Pakistan

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Abstract

This study examines the result of the effect of Abusive Supervision (AB) on Organizational Citizenship Behavior (OCB) with the mediating role of Organizational Justice (OJ). Data were collected from individuals working in the private sector firms of Pakistan. A total of 275 questionnaires were distributed among respondents. To test the proposed hypotheses, the technique of structural equation modeling was used. AMOS-22 was used for the analysis and the results affirmed the direct and indirect effects of the Abusive supervision on the Organizational Citizenship Behavior along with the significant effect of partial mediation. It is evident from the results that perceived organizational justice strongly mediates the relationship between abusive supervision and organizational citizenship behavior. In addition, this study furnishes several future directions for academic scholars and practitioners.

Keywords: Abusive Supervision, organizational citizenship behavior, organizational justice, empirical evidence

Introduction

The leader has positive as well as the negative side of behavior that can affect the organization positively and negatively. In this context, destructive leadership is the behavior of the leaders and supervisors which affects the real interest of the organization undermining the organizational goals, tasks, performance, and motivation etc. Destructive leadership includes tyranny, bullying, abusive supervision, coercive power, social undermining, and aversive leadership. Organizational citizenship behavior includes the activities which are not a part of the contractual tasks, e.g., courtesy and sportsmanship. Organizational justice refers to the prevalence of fairness in the workplace as perceived by employees. It is composed of three types, namely, distributive justice, interactional justice, and procedural justice. In this study, abusive supervision means the perceptions of subordinates to which supervisors involved in the nonstop display of hostile verbal and nonverbal behaviors, but it doesn't include their physical actions. The definition of abusive supervision is of subjective nature. It varies from person to person. The one individual, for example, A may sometimes view a supervisor's behavior as abusive in one context or in one scenario or find it nonabusive in another context or scenario, and two subordinates/individuals could find themselves differ in their evaluations of the same supervisor's behavior. As we know business is changing rapidly along with changing economies due to continuing globalization and turbulent environment, in which employee creativity becomes a necessity for the development of products, practices, services or procedures, it becomes more vital and increasingly important for the survival and competitiveness of today organizations (Shalley, Gilson, & Blum, 2009). A number of researchers have found the relation between employee creativity and positive leadership behaviors which includes transformational leadership (Shin

& Zhou, 2003). Existing knowledge leadership in employee creativity remains incomplete because of few studies related to as to whether the disadvantage of management and abusive supervision especially may affect the inventive performance of employees. The negative kind of contextual factors has a larger influence on attitudes and behaviors of individuals rather than the positive ones. Tepper defined AB in the sense of leaders engagement which includes sustained hostile of verbal and non-verbal behaviors, but should not include physical contact. AB is linked with a number of negative results which includes poor employee attitudes toward his job and about the organization, larger work-family conflict (WFC) and psychological distress, and larger employee intentions to leave the organization compared with employees who do not work for AB. This study basically finds out the influence of the mechanism of the abusive supervisor on OCB from the perspective of organizational justice. Conflicts in organizations can arise in different types like intrapersonal, interpersonal, intergroup and inter-organizational conflicts. Negative results within an organization are most of the time generated by the conflict, so it should be decreased. Lesser studies find that organizational citizenship behavior can be the main factor to reduce it. Organizational citizenship behavior is considered to be very important for the organization to stay alive. The first purpose of the study is to find the Impact of AB on OCB and the second objective is to research out the impact of AB on OCB with mediating role of OJ.

Literature review

According to Tepper (2000) who defines abusive supervision as the involvement of leaders and supervisors in aggressive verbal and non-verbal behavior the aggressive verbal behavior can be like a bad language, yelling at employees, and intimidating job insecurity. However, aggressive non-verbal behavior may include ignoring an employee or aggressive eye-contact. There are some important factors including in this definition. First, it is a subjective perception of employees about their supervisor after observing their behaviors. This attitude may change according to the personality of the observer or due to the environment. Second, abusive supervision contains consistent hostile and abusive behavior. If this behavior sometimes occurs or one or two times then it cannot be termed as abusive supervision. For example, a supervisor with a bad mood due to any personal reason may behave abusively with employees at the workplace. Therefore it cannot be called abusive supervision unless it continues on a regular basis. The final point includes an element of willful behavior. It means it will not be termed as abusive supervision if supervisor adopts this practice to achieve the objectives of the organization (Tepper, 2000). Organizational citizenship behavior (OCB) is defined as the optional activities that are not part of the duties (Murphy, Athanasou, & King, 2002; Organ, 1988. OCB is the difference between the necessary nature and those which are voluntary (LePine, Erez, & Johnson, 2002; Organ, 1997. Baron (1991)], said employees take part in OCB when they are in a happy and fresh mood. Organ (1988) has proposed five proportions of OCB including altruism, civic virtue, conscientiousness, sportsmanship, and courtesy. Long established leaders have been defined as a contextual factor which is considered to be important which cultivates employee creativity (George, 2008). however in any kinds of literature has not examined the effect of abusive supervision on OCB, a limited but growing body of abusive supervision research has verified that exposure to abusive supervision results in subordinates' refusal to "go the extra mile" to perform behaviors which ultimately benefit their organization. When team members within organization meet abuse by leaders, which may be in the form of censure on public, backbiting comments, loud and angry outburst impoliteness, unacceptable actions, and force, they are taken to, downgrade, humiliated, and undermined as to their reputation in the workplace (Keashly & Harvey, 2005). AB can also demotivate subordinates in doubts whether might be their organizations, Employers respect their contributions or not and whether their jobs are meaningful or not towards

the development of their organization.(Rafferty & Restubog, 2011)**.** Accordingly, abusive supervision most of the time decreases employees enjoyment for their jobs, and in the end causing decrease their motivation which is necessary for their jobs. In addition, abusive supervision is one of the major sources of psychological tensions (Restubog, Scott, & Zagenczyk, 2011)**.** Due to Abusive supervision employees, most of the time suffer from depression, anxiety, and emotional instability, and they sometimes are inclined to disaffect themselves from their jobs (Aryee et al., 2007; Hoobler & Brass, 2006; Tepper et al., 2004)**.** Very few studies have studied the effects of the behavior of individuals similar to abusive supervision. Ashforth (1997) found that tyrannical supervision which includes the mocking to subordinates, displaying towards them little consideration, and using the non-contingent punishment was linked with frustration, helplessness, and alienation. Keashly and colleagues (1994) found that physical violence like throwing things and non-physical abuse occurred more commonly than physical violence which includes punching or threatening with a weapon and those individuals who faced more they become less satisfied with their job. Interactional justice is especially relevant to this analysis because it shows the interpersonal fairness dimension (Bies, 2000). Bies and Moag (1986) state accordingly that individuals face interactional injustice when their organizational council is unable to treat them with respect, honesty, and does not understand their personal needs. Subordinates who face abusive supervision for a longer time period may think that their organization has not done a job of developing that discipline abuser or protect targets of abuse. According to theories of distributive justice individuals make equality judgments when they start comparing their results with those of a referent (Adams & Freedman, 1976). We conclude that subordinates of abusive supervisors may experience what Martin (1981) referred to as relative deprivation. In this they think that they are receiving lesser than they merit as compared to target referents. For example, subordinates of abusive supervisors may feel poor compared to peers if their supervisors spend more time berating them than providing the mentoring functions that prepare junior colleagues for progress (Tepper, 1995). We can say that the Workplace injustices is the root of aggravation which negatively affects employees self, social images, and problems which ultimately cause anger (Greenberg, 1990). As the injustices linked with testing of drugs programs (Konovsky & Cropanzano, 1991), selection criteria (Gilliland, 1994), pay decisions (Folger & Konovsky, 1989), other organizational issues further dissatisfaction from their jobs which causes turnover voluntarily (Aquino, Griffeth, Allen, & Hom, 1997), the supposed injustices is the outcome of abusive supervision as they are expected to translate into job hates and to take a quick substitute employment opportunities. The term organizational justice refers to the degree to which employees perceive that workplace behavior isn't fair with them. OJ is also known as the perception of people about fairness within organizations how much they are treated fairly. OJ has an impact on people's stance, behavior and also their performances which affects the success of the organization. Today the world's organizational justice concept and attitude towards work had a new concept and it has importance also. First OJ was defined as a system of reward and punishment within the organization. After that applying the processes and equality rule the human relations added and that came. If JP of employees is positive which means the loyalty towards the organization will increase & performance will rise also and so the competence of the organization also. The negative JP of employees reduces loyalty and performance also negative behaviors with their coworkers and managers. Organizational conflict may increase when intrapersonal, interpersonal, intergroup and inter-organizational conflicts arise. The negative outcomes generate it so it should be decreased. Few studies find that OCB to reduce. OCB is vital for an organization to survive. Organs said that OCB means voluntary actions such as assist equals polite behavior and described the organization to outside people which improve the organization. Studies on OJ strengthen on distributive, procedural

and interactional justice as the following Distributive justice: distributional justice is the perceptions of workers that whether the savings of the organizations are distributed according to the real estimate and the performance presented (Moorman, 1991). Distributive justice has three important principles like equity, equality and needs (Organ, 1988) as following explained. The principle of equity means that rewards should be given according to the contributions. The principle of equality: Under this principle, all employees should give equal opportunities for access to rewards, irrespective of their individual characteristics. The principle of need: which means that according to the needs of employee's resources should be allocated.

Procedural justice: It is related to the fairness of rules and policies used in decision making. (Greenberg, 1990). On the other hand, Konovsky (2000) stated how decisions for the distribution of outcomes are made sometimes P.J refers to it. Leventhal (1980) planned six procedural justice rules for supervisors to ensure that procedures are perceived by employees as fair; Employees should be involved in the type of decision-making process that will affect them. There must be opportunities to modify or reverse decisions made throughout the allocation process if needed. Good information for the allocation of resources must be given; procedures of allocation should be reliable. The interest of the self should be banned. Procedures must be good. According to (Barling & Michelle, 1993), interactional justice is the explanation provided to people that conveys information regarding procedures were used or why results were distributed in a certain way. Bies and Moag (1986) identify some key points of interactional justice, which can increase people's perceptions of fair treatment in the organization as the following:

1- Truthfulness means Information provided to employees must be real & correct.

2- Respect means Employees treated with dignity with no insults or discourteous.

3- Propriety means Questions and statements never be incomplete or do not include harmful.

4- Justification: When any perceived injustice has occurred, giving a social account such as an explanation can reduce or eliminate the sense of anger generated.

Research shows that the perception of employees regarding workplace fairness is linked with a positive view of OCB. Therefore, decreasing the OCB can be one solution to injustice anywhere in the organization. In the past literature, a number of studies related to OJ and OCB employees think that actions in the organization are honest then employees will show extra role behavior within the organization. Moorman research that the perception related to justice within an organization is an important key point which increases the citizenship behavior.

In literature, there are also studies which examine the relationship between OJ and OCB from the viewpoint of workers health. Dennis Organ, Bateman (1983) used the OCB term for the first time. Barnard (1938) defines OCB means cooperation willingness. **Organ (1988)** concept of OCB as individual behavior is optional which not recognized formal reward system is, and that promotes the effectiveness within the organization. The past researches were mainly focused on the relationship between the effectiveness of leaders & distributive, procedural, and interpersonal fairness (van Knippenberg, De Cremer, & van Knippenberg, 2007; Grover & Coppins, 2012). If managers do not pay their attention to concerns regarding fairness properly (regarding processes, interpersonal treatment or outcomes), leadership should not be effective because leader's power will be rejected by their followers (Pillai, Scandura & Williams, 1999). AB shows a main key concern of injustice which has scope for both organizations & employees who can't work properly Tepper's (2000). Since AB affects interactional, procedural and distributive unfairness, perceptions which have implications for organizations and employees model of AB came from the theory of OJ. It states when subordinates or employees perceive injustice in balance feelings may take them towards negative behaviors & attitudes which affect their job dissatisfaction and intentions regarding turn over. Justice-related scholars state that DJ (fairness related to perception of the results which indi-

vidual receives) is the best estimator of personal results (Colquitt, Conlon, Wesson, Porter, & Ng, 2001) DJ related to the fairness perception of subordinates for the results which have a strong influence on the background of organization from which the division of results is considered to be a necessary part (Cohen, Charash & Spector, 2001). For example, subordinates of AS may have a feeling of disadvantaged compared to target referents, by thinking that they are receiving less they want to increase the time and effort for the performance of their tasks which decreasing the perceptions of DJ (Tepper, 2000).

AS and OCB (Abusive supervision and Organizational citizenship behavior)

According to Zellars et al. (2002), abusive supervision has a negative impact on OCB. Employees who are the victims of abusive supervision generate negative thinking about the organization and as a result, they will feel inferiority and less likely to involve in OCB. Saks and Ashforth (1994), said due to AS, employees do against the anticipation of the organization. Previous researchers found, there is a negative relationship between bullying job security of employees and their intentions toward organizational citizenship behavior (Brehm, 1966; Wright & Brehm, 1982). Based on the above literature review, we have assumed the following relationships to examine from the context of Pakistan.

H5: AS has a significant impact on OCB

Hypothesis 1. Abusive supervision has a harmful impact on organizational justice (distributive, procedural and interactional justice)

H*. The association between abusive supervision and OCB is mediated by organizational justice.

By the results, this relationship provides strong support for this hypothesis. Means organizational justice actually works as a mediator between IV and DV.

Hypotheses Development:

H1: If the abusive supervision will increase OCB will decrease/Abusive supervision will have a negative effect on employees OCB.

H2: If perceived organizational justice (procedural, distributive, interactional) will decrease resulting from abusive supervision, OCB will decrease.

H3: Subordinates justice perceptions will mediate the relationship between abusive supervision and OCB.

H4: Organizational justice mediates the relationship between abusive supervision and OCB.

Theoretical framework

Independent variable: abusive supervision;

Dependent variable: OCB

1. Organizational justice (interactional, distributive, procedural)

2. Abusive supervision impacts the OCB and organizational justice mediates the relationship of both.

3. As abusive supervision increases OCB decreases means there is a negative relationship between both and O.J mediates the relationship of both.

4. Organizational justice positively related with OCB, but as abusive supervision impacts on OCB in a negative way, and the perceived injustices resulting from abusive supervision are translated into dislike for a job and employees try to find the alternatives for a better environment.
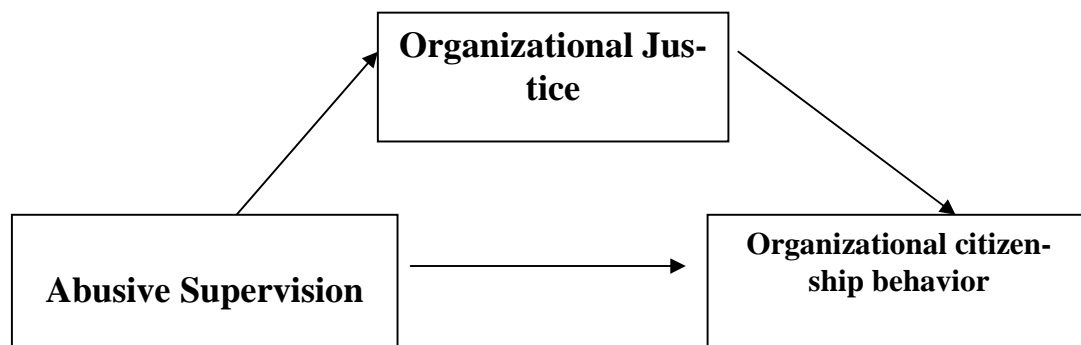
Figure 1: Theoretical framework

Methodology

Data was collected through questionnaires and convenient sampling technique was used. The population of this study was the employees of Cure & MD. The sample size was 275 for this study. 15 items were used to measure Abusive Supervision, 20 items were used to measure the OCB and 20 items were used to measure the OJ. Every variable was measured on a five-point response scale. To analyze the data AMOS version 22 was used.

Results

Table 1.Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
OJIJ_20	1.000	5.000	.511	3.457	-.094	-.318
OJIJ_18	1.000	5.000	.308	2.087	-.041	-.140
OJIJ_16	1.000	5.000	.655	4.433	-.207	-.700
OJIJ_15	1.000	5.000	.568	3.848	-.011	-.036
OJIJ_14	1.000	5.000	.747	5.054	-.144	-.487
OJIJ_12	1.000	5.000	-.084	-.568	-.201	-.682
OJPJ_11	1.000	5.000	.728	4.930	-.168	-.568
OJPJ_10	1.000	5.000	.463	3.134	-.062	-.210
OJPJ_8	1.000	5.000	.297	2.010	-.358	-1.212
OJPJ_7	1.000	5.000	.564	3.817	.394	1.332
OJPJ_6	1.000	5.000	.382	2.586	-.054	-.184
OJDJ_5	1.000	5.000	.352	2.380	.610	2.063
OJDJ_4	1.000	5.000	.722	4.887	.141	.476
OJDJ_3	1.000	5.000	.507	3.434	-.060	-.204
OJDJ_2	1.000	5.000	.710	4.809	-.059	-.200
OCB_20	1.000	5.000	.782	5.292	-.281	-.952
O_15	1.000	5.000	.781	5.289	-.588	-1.989
OCB_13	1.000	5.000	.223	1.510	-.026	-.087
OCB_12	1.000	5.000	.338	2.290	-.325	-1.102
OCB_11	1.000	5.000	.683	4.625	-.476	-1.610
OCB_10	1.000	5.000	.583	3.949	-.538	-1.821
OCB_9	1.000	5.000	.109	.735	.020	.066

| Variable	min	max	skew	c.r.	kurtosis	c.r.
OCB_8	1.000	5.000	.191	1.295	-.222	-.751
OCB_7	1.000	5.000	.692	4.687	-.424	-1.435
OCB_6	1.000	5.000	.589	3.990	-.729	-2.467
OCB_5	1.000	5.000	.643	4.356	-.885	-2.994
AB_14	1.000	5.000	1.112	7.528	-.061	-.207
AB_13	1.000	5.000	.942	6.375	-.391	-1.325
AB_12	1.000	5.000	.589	3.989	-1.005	-3.402
AB_11	1.000	5.000	.550	3.721	-1.056	-3.576
AB_10	1.000	5.000	.828	5.603	-.628	-2.126
AB_8	1.000	5.000	1.335	9.037	.885	2.997
Multiva-riate					243.161	43.222

Data is normal with no missing values.
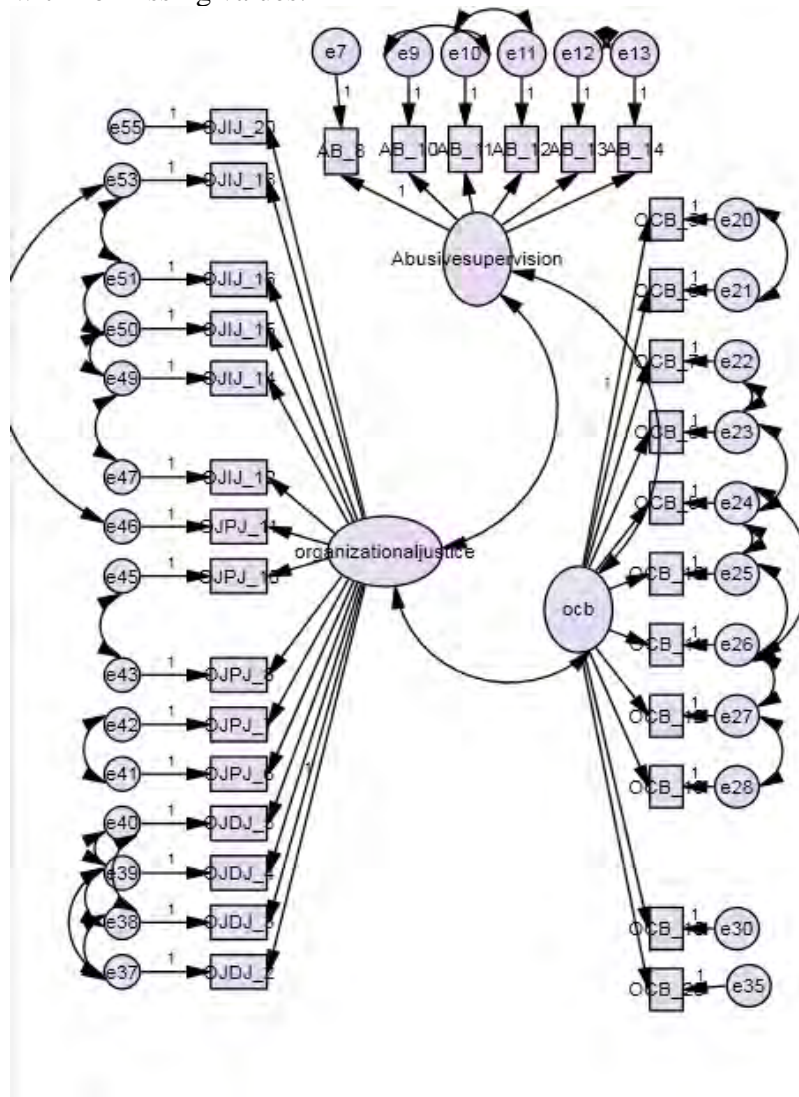
Figure 2: Model of the impact of AB on OCB with the mediating role of OJ.

Table 2

	MODEL VALUE	**THRESHOLD VALUES (Hu & Bentler, 1998)**
CMIN/DF	1.577	<3
CFI	.951	>.90
GFI	.884	Closer to 9
AGFI	.855	>.85
RMSEA	.046	<.08
RMR	.032	<.05

Table 3 Mediational Analysis

Path	Direct beta without Mediation	Direct Beta with Mediation	Indirect Beta	Results
Abusive supervision→organizational justice-→organizational citizenship behavior	.655***	.524***	.370***	Partial Mediation

The above model shows both the direct and indirect effect which means there is a partial mediation in our model. The model was the impact of abusive supervision on OCB with the mediating role of organizational justice. We analyzed the results in AMOS 22 using the CFA model and checked the mediating effect as well. According to the results our data is normal and model is fit because of CMIN/DF =1.577 which is acceptable because it should be between 2 to 5 and if less than 3 that is acceptable for model fit. Our CFI is .951 and it should be greater than .9 so it's also acceptable. GFI of our model is 0.884 it should be greater than .9 or closer to 9. RMSEA is 0.046 it should be less than 0.08 and it's almost equal and near so it's also acceptable. According to mediation test, our results show that the direct and indirect effects are significant so there is a partial mediation.

Implications

This study can be applied to various organizations. It will provide help in improving the workplace.

Conclusion

In this study, the researcher studied the impact of abusive supervision on OCB with the mediating role of organizational justice. We collected the data from questionnaires with a sample size of 275 from a private firm named CURE AND MD. To analyze the results we used AMOS 22 with CFA model and mediation, in meditation we checked the direct and indirect effects of abusive supervision on OCB both effects were significant. The CFA model results showed that our proposed model is a good fit and there is partial mediation in our model.

Limitations/Future direction

Limitations of this study are that the data was collected only from one company of Pakistan. In future, it can be collected from more than one company and from various sectors to increase the generalizability of the results.

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