

LINKING ABUSIVE SUPERVISION TO TURNOVER INTENTIONS: THE ROLE OF A PSYCHOLOGICAL CONTRACT BREACH AND POTENTIAL ADVANCEMENT

^{1*}Dr. Muhammad Wasim Akram, ^{2,3}Shaza Mahar, ⁴Bushra Mahar

¹Assistant Professor, Faculty of Management and Administrative Sciences, University of Sialkot, Pakistan.

*Corresponding Email: mr.wasim08@hotmail.com

²PhD Scholar - Azman Hashim International Business School (AHIBS), Universiti Teknologi Malaysia (UTM), Johor, Malaysia.

³Lecturer - Faculty of Management and Administrative Sciences, University of Sialkot, Pakistan. Email: shaza.mahar1@gmail.com

⁴Lecturer - National University of Modern Language, Islamabad.

ARTICLE INFO	ABSTRACT
<p><i>Article History:</i> Received: 30 Dec 2019 Revised: 19 Mar 2019 Accepted: 10 May 2020 Available Online: 20 Jun 2020</p> <hr/> <p><i>Keywords:</i> Abusive supervision, Psychological Contract Breach, Advancement potential, Turnover Intentions.</p> <hr/> <p><i>JEL Classification:</i> H21, O16</p>	<p>This paper proposes pathways through which abusive supervisor behavior influences employee outcomes. Specifically, we propose that abusive supervision influence turnover intentions. Further, abusive supervision will indirectly influence employee outcomes through breach of psychological contract and advancement potential. A total of 100 responses were gathered for the analysis of study. The analysis was done through filling up questionnaires from the respondents Statistical Package of Social Sciences (SPSS) was implemented to get the results. The results find that Psychological Contract Breach, Advancement potential mediates and moderates between abusive supervision and turnover intention respectively.</p>

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1. INTRODUCTION

Abusive supervision is normally supervisor's strange and hostile behavior towards employees. However, it all depends on employee individual perception too. The employees could have different cognizance about supervisor's behavior in different scenarios. Just as few of the individuals may not feel abusive and do not think of leaving organization because they would have certain liabilities to look upon. Secondly employees might take all the responsibility of their abusive behavior as their own fault and thus minimizing the chances of feeling of quitting and dissatisfied. Most of studies have focused on outcomes in terms of employee's response to the concerned hostile behavior found that abusive supervisory behavior was positively related to task performance, frustration, cynicism, employee dissatisfaction and turnover. It was found that employee who went through abusive behavior of their supervisor had less interest and satisfaction in their job satisfaction. It is also believed that abusive behavior of supervisor at work place badly affects the performance and the attitude of employees. Abusive supervision develops negative behavior and also negatively related to employee various attitude which ultimately leads to employee lack in organization interest and turnover intention. Turnover intention is a serious issue currently prevailing in the public and private organization. Employees plan to quit or to leave their organization due various personal or professional reasons. Turnover can either be from organization side or from employee's perspective. It could be therefore voluntary or involuntary. Studies says that employees having greater turnover intention tend to dissatisfy and disengaged themselves from the organization. (Buris et al., 2008). More over Turnover intention has also a factor of abusive supervision in the back drop Tepper et al. (2009). However, employees with higher turnover intention have less dependency on supervisor just because they have already detached themselves from the influence of supervisor.

Recent literature shows that supervisor daily abusive behavior has drastic impact on workplace environment (Hershcovis, and Barling, 2010). Moreover, extensive research into this has shown that abusive supervision has led to several consequences that is decreased OCB, increased dissatisfaction and intention to quit. Abusive supervision has also been discussed in terms of subordinate aggression and negative behavior. In response to this behavior it is very obvious for employees to respond in terms of turnover intention however the complex system of power dynamics in an organization prevents employees from responding in a certain manner. But there are certain times when employee are in a stronger position to retaliate especially when their turnover intention is high. Several studies shows the supervisor daily abusive behavior shaping employee's attitude and response. Researchers suggest that subordinates

who are victim of abusive behavior are more dissatisfied in their job, and have increased level of turnover intention (Keashly, 1998). This study contributes to social exchange theory by examining the relationship of abusive supervision, breach of psychological contract, potential advancement and turnover intention. The results of this study will be significant for supervisors/managers.

2. LITERATURE REVIEW

2.1 Abusive supervisor behavior

Tepper (2000) characterized abusive supervision as representatives' view of how much their supervisor's show managed examples of forceful or antagonistic nonverbal and verbal practices. Injurious supervision comprises of an extensive variety of practices. A manager who reliably scrutinizes a worker before others, improperly accuses representatives, is impolite and discourteous to representatives, undermines employees, unjustifiably assumes praise, hollers at workers, has irate upheavals, attacks representatives' protection, or utilizations coercive strategies can be viewed as abusive (Tepper, 2000; Tepper et al., 2006; Tepper et al. 2011). Tepper (2000) noticed that abusive practices may reflect detachment (e.g., a director hollering at her workers essentially to expand efficiency) or pernicious purpose towards representatives (e.g., a manager embarrassing a representative to make an impression on different representatives). A basic characterizing highlight of injurious supervision is that such practices are supported after some time (Tepper, 2000).

2.2 Turnover intention

At the point when representatives of association move past the limits of association, it alludes to employee turnover (Rahman W, 2013). There are three basic parts of the word turnover aim in the withdrawal perception prepare, initial alludes to when workers have contemplations of leaving the place of employment, second is when representative plan to scan for various occupations and the last one is the point at which they goal to leave the place of employment (Carmeli, 2006).

2.3 Abusive supervision and turnover intention

Employees' turnover intentions have been of real enthusiasm for the administration writing. In the wake of bearing a negative involvement in the working environment (abusive supervision), representatives may assess the circumstance and question whether to stay in the business relationship (Turnley, 1999). Abusive supervision creates and increases over the long haul. It might begin from a contention between two people and afterward reach at high purpose of escalation. Likewise he proposes that the manhandle conduct change after some time. The greater part of manhandled begin with a procedures to understand the contention in productive way and then the system may change a few circumstances lastly the abused attempt to quit and leave the association. Additionally as indicated by (Liu, 2009) abusive supervision influences OCB and task performance contrarily, while it relates emphatically to passionate fatigue and worker turnover. As indicated by one gauge, expenses of turnover can constitute as much as 5% of an association's operating budget (Hinkin, 2000). Accordingly, a prevalence of proof focuses to the evil impacts of working environment abuse. Inquire about demonstrates that abusive supervision is identified with lower levels of fulfillment, commitment, and equity perception, and larger amounts of turnover, role conflict, and mental distress (Ashforth, 1997).

H₁: Abusive supervision is positively associated with Turn over intention.

2.4 Breach of Psychological Contract

Psychological contract has attracted attention of researchers in understanding the employment relationships. In the past two decades, there has been numerous numbers of publications on the topic of psychological contract, which leaves the impression that it is a significant concept which needs to be studied. Also, there is a strong need to conduct national and cross-national researches as there can be a difference in levels of psychological contract within and across societies (Rousseau and Schalk, 2000). This is quite obvious that sometimes organizations are unable or unwilling to meet the obligations or promises made to the employees, resulting in the breach of the contract and known as psychological contract breach. Robinson and Morrison (1997, p. 230) describe that psychological contract breach occurs when, "... one's organization has failed to fulfill one or more obligations composing one's psychological contract." In literature, several studies, such as Suazo (2009) and Zhao et al. (2007), have highlighted the outcomes of psychological contract breach.

According to these studies, there are high possibilities that when organizations or workplace do not fulfill employees' expectations, they are unsatisfied with their job. In the past, researchers have given attention to the construct of psychological contract breach (Morrison and Robinson, 1997; Zhao et al., 2007). According to Morrison and Robinson (1997), there is vagueness about foundation of the psychological contract breach in existing literature.

At one end, psychological contract breach is considered to be perception of employees that organization is unable to fulfill their promises and obligations which are implied through psychological contract. Alternatively, it is referred as the emotional and affective state in which it goes beyond the cognition state of not fulfilling the promises or obligations by the organization (Berger, 2009). Turnover intention is considered to be the outcome of the psychological contract breach, which is not suitable for an organization's performance and productivity. Employees become dissatisfied with their jobs as they experience psychological contract breach, which leads to lower organizational commitment and ultimately results in increased turnover intention (Aykan, 2014).

H₂: *Breach of psychological contract mediates the relationship between abusive supervision and turnover intention.*

2.5 Potential advancement

According to transactional stress theory, the affective experiences resulting from appraisals of given stressors influence how an individual cope with the situation and performs his or her tasks. Thus, pleasant and unpleasant feelings experienced in developmental job assignments are likely to be related to advancement potential. Developing advancement potential requires employees to engage actively in their current job assignments, and to anticipate and adapt proactively to changing environments (DeRue & Ashford, 2010). Research suggests that pleasant feelings provide the necessary motivation for such engagement and encourage an active style of coping (Cacioppo & Gardner, 1999; Watson, Wiese, Vaidya, & Tellegen, 1999), both of which will help employees to meet their challenging job demands successfully. Previous studies also suggest that pleasant feelings promote cognitive availability and flexibility (Ashby, Isen, & Turken, 1999; Fredrickson, 2001), thus facilitating the integration of diverse information and creative solutions (Amabile, Barsade, Mueller, & Staw, 2005; George & Zhou, 2007). Therefore, employees experiencing more pleasant feelings during their job assignments may exhibit greater engagement, competence, adaptability, and creativity, which facilitate obtaining and utilizing the new skills and abilities required at higher job levels. In contrast, unpleasant feelings tend to promote avoidance tendencies or protective stances, which inhibit employees' engagement with others and their job assignments (Cacioppo & Gardner, 1999; Watson et al., 1999). Unpleasant feelings also decrease employees' cognitive flexibility and narrow their thought-action repertoires (Fredrickson, 2001). Therefore individuals experiencing unpleasant feelings may be less engaged with the developmental tasks, less willing to approach and influence people at work, and less proactive and creative in handling work-related problems. In addition, they may have more difficulty in developing and implementing the coping behaviors, such as effective environmental scanning and interpersonal communication (Bagozzi, 2003), which are critical if they are to perform well in developmental job contexts. As a result, employees who experience unpleasant feelings are less likely to develop and demonstrate leadership capabilities, leading to a lower evaluation of potential for superior performance at high-level positions. Taken together, these arguments suggest that pleasant affective experiences are positively related to advancement potential, whereas unpleasant feelings are negatively related to it.

H₃: *Advancement potential moderates the relationship between breach of psychological contract and turnover intention*

2.6 Theoretical framework

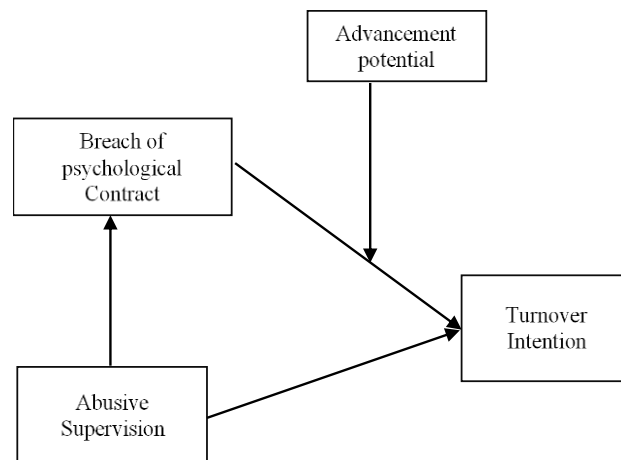


Fig. 1. Proposed Theoretical Framework

3. Research methodology

3.1 Sample and procedure

The present research can be called as causal and cross sectional. The instrument used for the data collection was a survey questionnaire containing structured close-ended questions. The questionnaire had two sections. Section 'A' comprised of demographic information such as sector (public or private) with gender, age, experience and education, section 'B' comprised the questions which enclosed of different items to measure responses on the variables. All questions were adapted using the five likert scale (Likert, 1967), form ranging from 1 (strongly disagree) to 5 (strongly agree). Population of the study was the employees from public sector of Pakistan. The sample size of the study included workers of public sector from Islamabad/Rawalpindi. The sampling strategy used for this study is convenience sampling technique. Unit of analysis for this study is individual analysis that includes the employees of public sector, because abusive supervision is observed by majority of the employees in an organization. Majority of the organizational members who interact with each other tend to feel emotional, verbal and physical abuse by their supervisors. A pilot test of 31 respondents was conducted from the employees. The result of pilot test indicated that all the items of the instrument were reliable with ($\alpha > 0.900$) showing high level of internal consistency for all variables (Nunnally, 1978). A total number of 150 questionnaires were distributed out of which 143 were returned back with a response rate of 95%.

3.2 Instruments

Abusive supervision as an independent variable was also measured by thirteen items adapted. Turnover intention as a dependent variable was also measured by three items adapted these items have also shown an adequate internal high consistency ($\alpha = 0.972$). Psychological safety was measured by means of seven items (Cranbach's $\alpha = 0.966$). Advancement potential was measured by means of seven items (Cranbach's $\alpha = 0.966$).

4. RESULT AND DISCUSSION

4.1 Descriptive Statistics and Analysis

This chapter presents descriptive analysis, reliability tests results and findings of correlation and regression analysis.

Table 1. Descriptive Statistics - Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	36	72.0	72.0	72.0
	Female	14	28.0	28.0	100.0
	Total	50	100.0	100.0	

The first demographic dimension was Gender, which was sub-categorized into Male and Female population. Out of total 50 survey respondents, 36 were male which constituted 72.0 % of respondents and 14 were female, which constituted 28% of respondents. Hence majority of respondents were male.

Table 2. Descriptive Statistics - Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Matric	1	2.0	2.0	2.0
	Graduate	8	16.0	16.0	18.0
	Post graduate	41	82.0	82.0	100.0
	Total	50	100.0	100.0	

The second survey dimension was education. As it turned out that 8 respondents had an graduate degree, which constituted 16% respondents and 41 had a post graduate qualification, which made up 82% respondents and only one had a matric degree.

Table 3: Descriptive Statistics - Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 YEARS	38	76.0	76.0	76.0
	6-10 YEARS	12	24.0	24.0	100.0
	Total	50	100.0	100.0	

Third survey dimension in terms of demographics was Experience which included respondents with between 1-5 years, and 5-10 years in all. Amongst them, 38 had experience between 1-5 years and constituted 76% survey respondents which turned out to be highest number; 12 had an experience of more than 5 years, which constituted 24% survey respondents. So majority of the respondents belonged to the 1-5 years' experience.

Table 4. Descriptive Statistics - Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25YEARS	29	58.0	58.0	58.0
	26-30YEARS	21	42.0	42.0	100.0
	Total	50	100.0	100.0	

Fourth demographic survey dimension was age. 29 respondents belonged to the 20-25 age, which made up 58% respondents, and 21 belonged to the 26-30, making up 42.2% respondents. So, the majority of the respondents were 20-25 age.

4.2 Correlation analysis

To explore the interrelationship between the constructs, Pearson correlation coefficient was performed.

Table 5. Correlations

		AS_AVG	BPS_AVG	TI_AVG	AP_AVG
AS_AVG	Pearson Correlation	1	.985**	.947**	.974**
	Sig. (2-tailed)		.000	.000	.000
	N	50	50	50	50
BPS_AVG	Pearson Correlation	.985**	1	.943**	.964**
	Sig. (2-tailed)	.000		.000	.000
	N	50	50	50	50
TI_AVG	Pearson Correlation	.947**	.943**	1	.940**
	Sig. (2-tailed)	.000	.000		.000
	N	50	50	50	50
AP_AVG	Pearson Correlation	.974**	.964**	.940**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	50	50	50	50

** Correlation is significant at the 0.01 level (2-tailed).

Correlation measures the direction, strength and significance of relationship between two variables. For this study, Pearson's Correlation test was applied in SPSS 20. Table shows correlations amongst variables, between two variables as independent and dependent variable. As reported in table, the relation between abusive supervision as an IV and turnover intention as a DV, was strong, positive and significant ($r=0.947, p<.01$); between abusive supervision and breach of psychological contract, it showed a strong, positive and significant relation ($r=0.985; p<.01$), between abusive supervision and advancement potential there was again a strong, positive and significant relation ($r=.974; p<.01$).

4.3 Hypothesis testing

H₁: Abusive supervision is positively associated with Turn over intention.

Table 6. Direct Relationship

Hypothesis	IV	DV	R2	F	B	t	Sig.
1	AS	TOI	.897	418.88	.947	20.4	.000**

Regression Analysis examines the effect of IV on DV. In this study, Linear Regression Analysis was carried out to assess the impact of Challenge Stressors (IV) on Positive Outcomes (PO). Model fitness was assessed using R-Square and F-test. R-square estimates the relationship between the model and DV. It was found that there was 89% variation in TOI (DV) due to the Ch.St. (R-Square=.89), which is an acceptable value in studies related to human behavior. The model was found to be fit ($F=418.88, P<0.01$) as the regression model requires that value of $F>5$. For accepting a hypothesis it is required that value of $t>2$ and significant. To test the direct hypothesis, B and t-tests were

performed. Value of unstandardized B coefficient indicated positive change (.947) and value of $t > 2$, ($t = 20.46$, $P < .01$), direct hypothesis was accepted

H₂: Breach of psychological contract mediates the relationship between abusive supervision and turnover intention.

Table 7. Mediation

	Effect	SE	t	p	LLCI	ULCI
Total effect of X on Y	0.3629	0.0671	5.4078	0.0000	0.2307	0.4951
Direct effect of X on Y	0.3025	0.07	4.323	0.0000	0.1647	0.4403
	Effect Boot SE					
Indirect effect of X on Y (perceived Value)	0.0604	0.027			0.0172	0.1199
	Effect					
Normal theory tests for indirect effect	0.0604	0.0256	2.3621	0.0182		

The results in the table show the total, direct and indirect effect of AS on TOI through BPC. The mediation results reflects that AS positively affects TOI $\beta = .3629$, $p < 0.001$, 95% (.2307, .4951). AS has direct and positive impact on TOI $\beta = .3025$, $p < 0.001$, 95% (.1647, .4403), showing that with the increase of one unit in AS will lead the change of .30 unit in TOI. The results also indicate that the indirect effect of AS on TOI through BPC is also significant $\beta = .06$, $p < 0.001$, 95% (.0172, .1199). This shows that BPC mediates the relation between AS and TOI. The Sobel test also confirm this indirect effect ($\beta = .06$, $Z = 2.3621$, $p < 0.001$). The above results provide strong support for the hypothesis H₂ showing that BPC mediates the relationship between AS and TOI.

H₃: Advancement potential moderates the relationship between breach of psychological contract and turnover intention.

Table 8. Moderation

	Effect	SE	t	p	LLCI	ULCI
Least Effect	0.222	0.105	2.1154	0.0354	0.0153	0.4388
Average Effect	0.241	0.0685	3.5183	0.005	0.1061	0.376
Maximum Effect	0.26	0.0757	3.4333	0.007	0.1108	0.4092

The above table shows the relationship of the breach of psychological contract and turnover intention in presence of advancement potential as moderator. The value of $\beta = .222$, $p < 0.005$, 95% (.0153, .4388) in least effects relationship shows that the change of one unit in breach of psychological contract will lead the change of .22 units in turnover intention. The value of $t = 2.1154$ confirms the significance of the relationship. The value of $\beta = .241$, $p < 0.001$, 95% (.1061, .376) in average effect shows that change of one unit in breach of psychological contract will lead the change of .24 units in turnover intention in presence of advancement potential as moderator. The value of $t = 3.5183$ confirms the significance of the relationship. The maximum effect value of $\beta = .26$, $p < 0.001$, 95% (.1108, .4092) shows that change of one unit in breach of psychological contract will lead the change of .26 units in turnover intention in presence of advancement potential as moderator. The value of $t = 3.4333$ confirms the significance of the relationship.

5. FUTURE RESEARCH DIRECTIONS AND CONCLUSION

5.1 Future research

Future research ought to extend our model to other working environment results and over different time frames. Our underlying work concentrates on turnover Intention; in any case, there are conceivably numerous different results that could/may be affected by every day abusive supervision behavior, to incorporate attitude, and subordinate anxiety, so the future research can look at alternate variables as said above. Moreover, analyzing the impacts over various terms of time could recognize impacts yet to be revealed. The greater part of the develops in our model, including abusive supervision (to all the more unmistakably disengage contrasts between flitting versus sustained abuse), can be inspected on a more drawn out timescale, considering normal contrasts between individuals, which would be moderately stable. Future research ought to dig further into the causal strides recommended by our model. We effectively gave model mediation, future research ought to look at the procedures fundamental each of these

connections and take care of in more noteworthy detail keeping in mind the end goal to further upgrade our comprehension of how these connections play out. For instance, it might be that subordinate safety or feelings mediates the relationship between abusive supervision and psychological distress. Finally it would be pertinent to increase the sample size for the same test, which will consequently give a clear idea of the model's generalizability because the larger the sample, the higher the generalizability. Secondly, the same model can be applied and tested at a large scale for various organizations and industries, which would enhance and strengthen the validity of the model. In addition same research can be carried while using a different tool/instrument, so that it become certain that all types of research instruments generate same/similar results.

5.2 Conclusion

In conclusion, our study connects daily abusive supervisor behavior and turnover intention. Associations wishing to make positive workplaces for their workforce ought to observe the significance of considering the impact of every day occasions, amid work (e.g., damaging supervision conduct) as forerunners to imperative variable such as turnover intention.

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