

## **Influence of Workplace Mistreatment and Structural Empowerment on Employee Engagement through Knowledge Hoarding**

**Shaista Jabeen**

University of the Punjab, Lahore, Pakistan

**Rizwan Qaiser Danish**

University of the Punjab, Lahore, Pakistan

**\*Labiba Sheikh**

University of the Punjab, Lahore, Pakistan

**Muhammad Ramzan**

University of the Punjab, Lahore, Pakistan

**Muhammad Hasnain**

University of the Punjab, Lahore, Pakistan

The notion of workplace bullying or mistreatment has attained substantial attention in recent years. Workforces are victimized or mistreated when colleagues or supervisors disrespectfully treat them, undermining, rude, or simply ignore them at the workplace. This research study examined Pakistan's services sector in terms of workplace mistreatment and structural empowerment outcomes through the one-way mediation process. So, the present study aims to examine the association between workplace mistreatment (abusive supervisor), structural empowerment (SE), and employee engagement (EE) and whether it is mediated by knowledge hoarding (KH). A self-administered questionnaire (SAQ) was used for data collection from the services sector of Pakistan. The data collected from the self-administered questionnaire were analyzed through specialized software for variance-based structural equation modeling. ADANCO 2.2.1 software serves the purpose it is used to conduct hypothesis testing and model fitness. Descriptive analyses were run to analyze the data through SPSS. Mistreatment at the workplace makes employees feel less satisfied, distressed with their job, and less committed or dedicated to the organization; they also become less productive and more probable to quit so here in this intended research we examined that how it affected the engagement of the mistreated employees. Whereas empowerment structures provide a pragmatic impact to enhance work or employee engagement which provides work effectiveness through a mediating mechanism.

*Keywords:* abusive supervisor, structural empowerment, employee engagement, knowledge hoarding

As we know that the contemporary business realm is exclusively diverse and different from the past. In the business climate nowadays, intangible assets like engagement, knowledge, and retention of talent provide the competitive advantage and tangible assets are not supposed to be as important as they were in the past (Daraei & Vahidi, 2014). In South Africa, Human Capital Trend's 2014 survey showed that retention and engagement both are the third biggest challenges of talent retention which organizations face (Bersin, 2014). Mabindisa (2013) and Bersin (2014) infers that organizations should shift from "holding" to "attracting and engaging" employees. As per Memon et al. (2014) businesses that recruit and

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\*Correspondence concerning this article should be addressed to Dr. Labiba Sheikh, Assistant Professor, Institute of Business Administration, University of the Punjab, Pakistan. Email: labiba@ibapu.edu.pk

develop human capital will flourish. Nevertheless, in many organizations, the issue of employee inclination to leave the organization irrespective of employers' actions to retain them, still occurs (Finnegan et al., 2004). Intentional turnover may be triggered by stress, workplace mistreatment, workplace bullying, and benefits or pay issues (Mabindisa, 2013). This phenomenon is prevalent in collectivist culture like Pakistan as in most of the households people depend on one bread winner that can alter the mental situation of an employee.

Mistreatment at the workplaces is a common occurrence in organizations internationally which damages the efficiency and effectiveness of workforces and organizations. In contemporary work organizations, there are interlinked systems of social interaction that can deliver required support and friendship when others are kind and courteous (Dutton & Heaphy, 2008), but that interwoven system can also be the basis of conflict and stress when others act in unfriendly or hostile ways (e.g., bullying, abuse, incivility, ostracism and undermining). Workplace mistreatment normally refers to any hostile behavior in workplaces, whether verbal or otherwise, that leads to a variety of stressful consequences. Due to this globally rampant phenomenon, most of the human capital move towards negative job-related behaviors such as low job engagement or you may say employees who enjoy their *work* environments are *more engaged* and more productive.

Researches that study the association between workplace mistreatment and positive workplace job attitude, like work engagement, innovative work behavior, and creativity is scarce. The present research-based article aims to prolong the former research on mistreatment at the workplace by analysing the negative effect of workplace mistreatment on one of the classic job-related constructive variables—work engagement. However, in the prior studies many researchers have documented and talked about the undeviating impacts of workplace mistreatment on employee outcomes, but the processes through which mistreatment influences employee outcomes have acknowledged little attention empirically (Park & Ono, 2017; Tuckey & Neall, 2014). Nonetheless, a few studies have investigated the combined influence of abusive supervision and access to empowering work structures on employees' work engagement. The purpose of this study is to test a theoretical model linking abusive supervisor and workplace empowerment to the employees' work engagement through a mediation mechanism.

### **Abusive Supervisor**

Abusive supervision is a subgroup of destructive leadership which refers to — “employees' perceptions of the extent to which their supervisors at the workplace are engaged in the persistent display of inimical verbal and nonverbal actions, which exclude physical contact” (Tepper, 2000). In other words, “abusive supervision is the persistent psychological or emotional mistreatment of somebody” (Harvey et al., 2007). Vigoda-Gadot (2007) suggested the inclusion of repressive behaviors like unjustified requests of supervisors that cannot be negated. Workers being persecuted for abusive supervision face some behaviors like yelling, mockery, or other practices of interpersonal mistreatment by a supervisor (Tepper, 2000). Abusive behaviors are categorized as public mock, wrong blame, rudeness, invasion of privacy, breach of promises, information discrimination, selfishness but no physical contact which is among ferocious behaviors (Harris et al., 2007). Abusive

supervision is that form of mistreatment which is not a one-time act but embraces frequently persistent pattern over a prolonged period (Harvey et al., 2007). Persistent chronic stressors such as an abusive supervisor will likely reduce the employee's resources over time and lead to diminish work engagement (Maslach et al., 2001). Greater indications of supervisor abuse (AS) give rise to in lower EE. Thus, work organizations should not tolerate abusive supervisors that maltreat their workforces.

### **Empowerment Structures (Structural Empowerment)**

A management practice that makes an employee the distinct owner of the work is empowerment. Empowering subordinates makes them final decision-makers and with this technique, they decide how they will do their work and in what way. Whereas structural empowerment (SE) specifically comprises of provision for and access to explicit job-related resources, opportunities to use formal and informal power and information (Havens and Laschinger, 1996). The theoretical definition of structural empowerment (SE) is "an organization's ability to offer access to resources, support, information and opportunity in the work organization" (Kanter, 1993). For the organizational overall effectiveness, empowerment is a fundamental factor that may increase when access to information, power, support, and opportunity are disseminated (Keller & Dansereau, 1995). Irrespective of the significant and magnificent work, the contemporary studies have made in examining the psychological effects of workplace mistreatment constructs e.g. ostracism, the pragmatic effect which is equally important has been mainly neglected. Robinson et al. (2013) specified in their research study that there are two major reasons why investigators should give special consideration to the pragmatic effect. In this regard, the first reason is the cost of this negligence to the target in terms of pragmatic work-related resources (like access to the resources and information, opportunity to have power, influence, and getting advice). Thus, the pragmatic effect possibly results in decreasing the target's social and behavioral contributions to the work organization. Second, different interpersonal mistreatments like ostracism, incivility, bullying, or interpersonal conflicts will generate different and considerable pragmatic effects which we need to study.

Consequently, in the current study, we discuss that structural empowerment through the mediation mechanism can provide a significant and positive relationship with employee engagement which can result in enhanced employee performance. Therefore it results in a clear understanding to the managers how they can enhance the performance of their subordinates in the organizations through pragmatic impacts, which is the major part of the organizational environment. We propose a mechanism in this research that is hypothetically significant and pertinent to our goal: the empowerment structures (access to power through information, access to opportunity, resources, and support) (Robinson et al., 2013) are proposed as a pragmatic impacting the employee's outcome (performance) or job attitude (engagement) relationship. Research has shown that the pragmatic impact through the combination of the employee's empowerment and employee engagement is a significant predictor of work effectiveness, intent to remain in an organization, and job satisfaction (Leiter & Maslach, 2004) so this will assist to achieve effectiveness in the workplace which ultimately accounts for organizational progress. Laschinger and Finegan (2005) investigated that SE has a positive impact on EE.

### **Knowledge Hoarding**

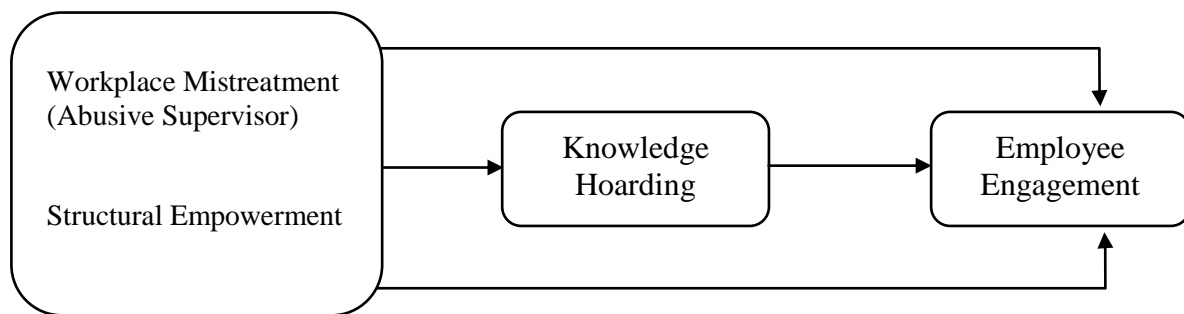
An individual's strategic and deliberate suppression or holding of information and knowledge or the fact is called knowledge hoarding (Evans et al., 2014). Knowledge hoarding is different from some allied concepts such as counterproductive workplace behavior and knowledge hiding. Knowledge hiding means "the concealed knowledge must be demanded by another person" (Connelly et al., 2012), where knowledge hoarding emphasizes the accumulated knowledge which may not essentially be demanded by another person (Webster et al., 2008). Gupta (2011) was of the view that the political behavior in a workplace is mostly furtive and subject to differences of opinions. Whereas differences in perceptions mostly lead towards workplace mistreatment. Results exhibited that if workers perceive more political or negative, undesirable behavior in an organization, they are less expected to be involved in the behavior of knowledge sharing and employees will also be less engaged. Results showed that the employees' perceptions of organizational covert maltreatment significantly impact job satisfaction, turnover-intention, work engagement, and unrelated to the behavior of knowledge sharing. Lee et al. (2014) examined that high levels of empowerment structures lead to higher team performance through knowledge sharing activities this inferring that SE encourages knowledge sharing behaviors and undermines KH which affects employee's job-related resources. Research scholars have studied the effect of different organization-related variables on work engagement whereas there are limited studies available on the impact of workplace mistreatment (AS) on employee engagement through different processes, however in this research study knowledge hoarding is serving this purpose.

### **Employee Engagement**

Prior research studies have depicted that workplace bullying or mistreatment is associated with the employee engagement negatively (Baillien et al., 2009; Einarsen et al., 2018; Park & Ono, 2017; Rodríguez-Muñoz et al., 2013). In this research study, two theoretical perspectives differentiated the "job demands-resources (JD-R) model" an extension of the original job demands-resources, JD-R model (Crawford, Rich, & LePine, 2010; Demerouti & Bakker, 2007) and Conservation of Resources theory (COR) have been used to describe mistreatment–employee engagement relationship (Ono & Park, 2017; Einarsen et al., 2018). COR theory states that mistreatment results in the depletion of resources and the depletion or the absence of resources can diminish enthusiastic processes, and may result in a low level of employee outcomes like engagement (Ono & Park, 2017). As per the differentiated JD-R model, mistreatment can cause sustained mental stress on the person which was affected and trouble of surviving with it results in a low level of engagement (Einarsen et al., 2018). Rai and Agarwal (2017) also proposed that workplace mistreatment is significantly related to work engagement. The present research contributes to the literature in the following ways. First, this study adds to the existing literature on EE through the impact of negative acts like workplace mistreatment (abusive supervisor). Consequently, how abusive supervisor (AS) negatively affects employees' engagement levels are of interest to both practitioners and researchers. This study will have a distinct place in the extant literature in the sense that we are going to study the impact of negative act (AS) on job attitude (EE), which itself adds to the novelty of this study because most studies are

conducted by using job outcomes e.g. performance (in-role, extra-role), or OCB, etc. However, less attention is paid to job attitudes. Second, this research intends to examine a new affective mediation mechanism (knowledge hoarding) in the mistreatment-employee engagement relationship. Third, the current research study provides a pragmatic approach through SE towards the job attitude (employee engagement) through a significant mediator (knowledge hoarding). To the best of our knowledge, the association between KH and SE and association among AS-EE through KH is a novel idea not tested in this context yet.

**Figure 1**  
*Hypothesized Model*



### Aims of the Study

The aim of the current study include;

- Examine the effect of workplace mistreatment (abusive supervisor AS) and structural empowerment on employees' engagement.
- Examine the association between workplace mistreatment (AS) and knowledge hoarding (KH) of the employees within the organization.
- It also investigates the impact of SE on knowledge hoarding. Last but not the least, present research tends to examine the extent and impact of knowledge hoarding on employees' engagement with an organization.

### Hypotheses of the Study

- Workplace mistreatment (abusive supervisor) has a significant relationship with employee engagement.
- Knowledge hoarding has a significant relationship with employee engagement.
- Structural empowerment has a significant impact on employee engagement.
- Structural empowerment significantly impacts knowledge hoarding.
- Workplace mistreatment (abusive supervisor) significantly impacts knowledge hoarding.
- Knowledge hoarding mediates the association among structural empowerment and employee engagement.
- Knowledge hoarding mediates the association between workplace mistreatment (abusive supervisor) and employee engagement.

## **Method**

For this research study positivist paradigm has opted under which deductive approach is used for this research because the purpose was to test the mediation model and generalize the results among the well-established variables of the study. The ontological assumption of singular reality and the epistemological assumptions take into account the objectivity of knowledge (Creswell, 2017). The quantitative cross-sectional survey design which is the most used method in Social Sciences has been used for this research study and when data are to be collected at a single point; it is considered more appropriate (Neuman, 2005).

### **Research Design**

A cross-sectional study is conducted, using a questionnaire for the data collection on workplace mistreatment (AS), structural empowerment (SE), knowledge hoarding (KH), and employee engagement (EE).

### **Sample**

Population comprises four sub-sectors of the services sector of Pakistan. Which are Education (public and private Universities), Telecommunications (Telenor, Jazz, Warid, Ufone, and Zong), Health (public and private hospitals), and Financial Services (UBL, ABL, HBL, MCB, and NBP) sectors. Nevertheless, due to limited financial resources and time, this study used 350 respondents. Data were gathered from the employees of the services sector who served as the respondents of the current study and are employed in different cities of Pakistan. Stratified sampling of the probability sampling design is used for this study. Strata were made based on the industrial composition of subsectors which includes banking, telecommunication, education, and health services.

### **Assessment Measures**

#### ***Demographic Section***

The questionnaire was divided into five (5) parts. The first part of the questionnaire comprises the demographic information about the respondents of the study, like gender, age, experience, etc.

#### ***Abusive Supervision***

Following demographics, the questionnaire included questions regarding abusive supervisor. For measuring abusive supervisor Scale by Tepper et al., (2000) was used. It is measured on five-point Likert scale from Strongly Disagree-1 to Strongly Agree-5.

#### ***Structural Empowerment***

The third part of the questionnaire consists of a scale of structural empowerment by Laschinger et al., (2001). It is measured on five-point Likert scale from Strongly Disagree-1 to Strongly Agree-5.

### ***Employee Engagement***

Following structural empowerment, we list EE questions, measure through the Utrecht Work Engagement Scale (UWES-9; Schaufeli et al., 2006). . It is measured on five-point Likert scale from Strongly Disagree-1 to Strongly Agree-5.

### ***Knowledge Hoarding***

Measurement for the construct of knowledge hoarding by Muhenda and Lwanga (2014) comprises the fifth part of the questionnaire. It is measured on five-point Likert scale from Strongly Disagree-1 to Strongly Agree-5.

### **Procedure**

For testing the proposed hypotheses of this research study, quantitative technique for the collection of the data we used. A self-administered questionnaire (SAQ) was used whereas the respondents of the study were the employees of the services sector. ADANCO 2.2.1 and SPSS 23 tools were applied to execute data analysis. Structural equation modeling (SEM) and descriptive statistics were used to estimate the relationships. ADANCO software as it is specialized for variance-based SEM (structural equation modeling) (Henseler et al., 2014).

### **Ethical Considerations**

The data collected was purely for academic purpose and the respondents contributed voluntarily without any compulsion. As the responses were used in aggregate, nobody showed any conflict of interest.

## **Results**

To estimate the reliability of the model fit Cronbach's alpha value was measured. A satisfactory threshold of reliability is 0.7 and above. Jöreskog's rho value confirms the uniformity and consistency of the model i.e. composite reliability (CR) lies within the suitable range (Marshall, 2014). The threshold for the Joreskog's rho is 0.7 and above. In the below table 2, all the values of Joeskog's rho are above 0.8 which is better. The convergent validity of the estimated structural model is measure through the acceptable value of the average variance extracted (AVE) which is supposed to be above 0.5. In this study minimum AVE value appeared is .7255, which demonstrates that the validity of this model is acceptable (Table 2).

The questionnaire was sent out to a total of 780 prospective respondents of the study, of which only 350 concrete survey responses were received back. Hence, the response rate is 45 percent. The demographic profile of respondents ( $N=350$ ) with respect to gender, age, Marital status, sector, industrial composition, working experience, and position are given in Table 1.

**Table 1**  
*Demographic Characteristics of Respondents*

Characteristics	<i>f (%)</i>
Gender	
Male	125(32.7)
Female	225(64.3)
Age	
20-29	261(74.6)
30-39	74(21.1)
40-49	15(4.3)
50- Above	0(0)
Marital Status	
Married	97(27.7)
Single	253(72.3)
Job Sector	
Private	131(37.4)
Pubic	219(62.6)
Industrial Composition	
Financial Services	60(17.2)
Education	173(49.4)
Health-care (Hospitals)	27(7.7)
Telecommunication	44(12.6)
Other	46(13.6)
Work Experience	
Less than 2 years	116(33.1)
2-5 years	148(42.3)
5-10 years	63(18.0)
10-15 years	22(6.3)
More than 15 years	1(0.3)
Position	
Managerial	131(37.4)
Non-Managerial	219(62.2)

Note. *N*=350

**Table 2**  
*Overall Reliability of all the Constructs and Convergent Validity*

Construct	<i>R<sup>2</sup></i>	<i>Jöreskog's rho (ρc)</i>	<i>(α)</i>	<i>AVE</i>
Employee Engagement	0.393	0.93	0.90	0.77
Abusive Supervisor		0.89	0.82	0.73
Knowledge Hoarding		0.89	0.81	0.73
Structural Empowerment		0.88	0.81	0.72

Note. *α* = Cronbach's alpha



### Discriminant Validity

Discriminant validity (Cable et al., (2014) was used for testing whether the concepts or models that are not in relation are unrelated. In Table 3 below, the theory presented by Fornell and Larcker is magnificently matched, henceforth the discriminant validity of the suggested model is acceptable.

**Table 3**

*Discriminant Validity: Fornell & Larcker's Criteria*

Constructs	<i>EE</i>	<i>AS</i>	<i>KH</i>	<i>SE</i>
Employee Engagement (EE)	0.73			
Abusive Supervisor (AS)	0.11	0.77		
Knowledge Hoarding (KH)	0.07	0.23	0.73	
Structural Empowerment (SE)	0.02	0.31	0.40	0.72

### Structural Equation Model

Structural equation modelling (SEM) via bootstrapping method is provided in figure 2 below. Path analysis is supposed to be the special case of SEM, and exploring the correlations within a well-defined network employs the causal modelling approach. This correlation is compared through the calculations of the sum of the path contributions that connect all the variables of the study. The strength of each path is calculated through the products of the path coefficients along the path (Schreiber et al., 2015). The  $R^2$  value of our study model is .393, which supports the suggested research model.

**Table 4**

*Factor Loadings*

Indicator		<i>AS</i>	<i>EE</i>	<i>KH</i>	<i>SE</i>
Abusive Supervisor (AS)	Q1	0.87			
	Q2	0.85			
	Q3	0.85			
Employee Engagement (EE)	Q4		0.84		
	Q5		0.94		
	Q6		0.88		
	Q7		0.83		
Structural Empowerment (SE)					0.90
	Q9				0.87
	Q10				0.76
Knowledge Hoarding (KH)	Q11			0.88	
	Q12			0.87	
	Q13			0.80	

### Model Fitness Analysis

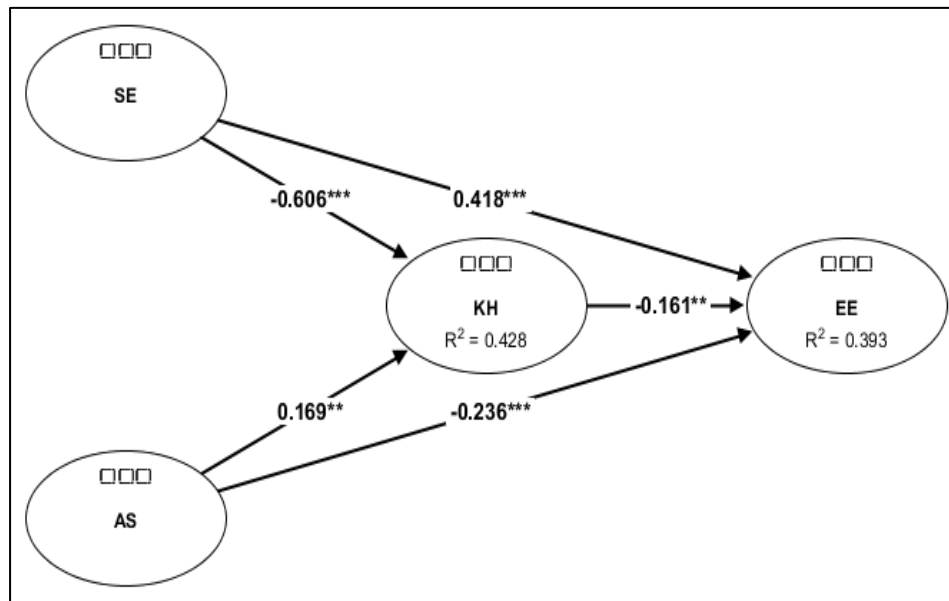
The results show that the overall quality of the model is a good fit, which was taken from the consideration of the evaluation of the model and the measuring of three statistics

values: SRMR ( $0.0789 < 0.08$ ),  $d_{ULS}$  (0.5665,) and  $d_G$  (0.3880)  $< 95\%$  of its bootstrap quartile. This revealed that the model is a good fit.

### Hypothesis Testing

To test the research hypotheses, ADANCO 2.2.1 software is used. In the ADANCO software, bootstrapping option can be selected to show the unknown population data (Sarstedt *et al.*, 2011). By testing the t-statistic, the level of significance is measured. Total seven hypotheses were recognized. All the seven hypotheses of the study are accepted since their path coefficient is either proved to be positive or significantly related. A detailed explanation of each hypothesis or hypothesis testing outcomes are given in Table 5 below.

**Figure 2**  
*Structural Model*



Note. \*\* $p < .01$ ; \*\*\* $p < .001$

**Table 5**  
*Outcomes of Hypothesis Testing*

Hypotheses	Effect	Original Coef.	Standard Bootstrap Results				
			Mean	Standard Error	t- value	p-value (2-sided)	p-value (1-sided)
1	AS -> EE	-0.23	-0.23	0.06	-3.82	0.00	0.00
2	KH -> EE	-0.16	-0.16	0.05	-2.96	0.00	0.00
3	SE -> EE	0.41	0.41	0.06	6.68	0.00	0.00
4	SE -> KH	-0.60	-0.60	0.05	-11.3	0.00	0.00
5	AS -> KH	0.16	0.16	0.05	3.13	0.00	0.00

Source: Results from the calculation.

**Table 6***Type of Mediation*

Type	IV->Med	Med->DV	IV->DV
Partial Mediation	<i>Sig</i>	<i>Sig</i>	<i>Sig</i>

*Adapted from Little et al., (2007)***Table 7***Type of Mediation*

Indirect Effect	Original coefficient	t-value	p-value	Sig.	Type
SE->KH->EE (H6)	0.0974	2.8380	< 0.05 (0.04)	Sig	Partial Mediation
AS->KH->EE (H7)	-0.0272	-2.0193	<0.05 (0.00)	Sig	Partial Mediation

Hypothesis 1 shows the influence of abusive supervisor on employee engagement. The effect is significant with the t value -3.8298 and ( $\beta = -.2363$ ,  $p$ -value .0001) which is highly significant at 0.1% level of significance. Thus hypothesis H1 is accepted. Higher indications of abusive supervisor resulted in lower employee engagement. Organizations that cannot deal with the abusive supervisors may see the diminished well-being or engagement of employees (Scheuer et al., 2016). This research article validates the findings of prior studies. In this study, the negatively related beta value shows and perceives that an abusive supervisor undermines the employee outcomes or wellbeing e.g. work engagement.

Hypothesis 2 shows the effect of knowledge hoarding on employee engagement. It effect significantly with the t value -2.9694 and ( $\beta = -0.1607$ ,  $p$ -value 0.0031) which is significant at 1% level of significance. Thus hypothesis H2 is accepted. Ford *et al.*, 2015 found a statistically significant and negative association between knowledge concealment and employee engagement. Through our survey, we have determined that the pervasiveness of knowledge hoarding undermines the engagement of the employees which is indicated by the negative beta value of -0.1607.

Hypothesis 3 examined the influence of the empowerment structures (SE) on employee engagement. The effect is significant with the t-value 6.6820 and  $p$ -value 0.0000 which is highly significant as ( $\beta = 0.4178$ ,  $p$ -value is < 0.01). Thus, hypothesis H3 is accepted. Laschinger et al., (2009) tested a strong positive association between structural empowerment and employee engagement in their study. This current study fills the gap by researching through a pragmatic approach by using structural empowerment rather than a psychological approach or psychological empowerment. In earlier research Greco et al., (2006) found that organization's empowering behaviors influence job attitudes (engagement) positively through structural empowerment. They argue that when leaders empower employees this will promotes organizational goals and construct positive job attitudes.

Hypothesis 4 argued for the effects of structural empowerment (SE) on knowledge hoarding (KH). The effect of SE is proved highly significant with t-value -11.326 and ( $\beta = -0.6060$ ,  $p$ -value 0.0000 < 0.01) hence, H4 is accepted. This indicates that SE has a high

influence on the KH. Earlier studies (Lee et al., 2014) argued that high levels of empowerment structures are statistically related to knowledge-sharing activities and lead to higher team performance. While empowering organizational structures relates to knowledge withholding negatively. In our study, the negatively related beta value testifies a negative significant relationship, implying that SE encourages knowledge sharing behaviors and undermines KH which affect employee's job-related resources.

Hypothesis 5 highlights the effect of the abusive supervisor on knowledge hoarding. The effect is proved significant with the t-value of 3.1336 and ( $\beta = .1694$ ,  $p$ -value .0013) which is significant at 1% level of significance. Hence, H5 is accepted. This shows that the mistreatment such as abusive supervisor strongly influence knowledge sharing behaviors of the employees and they significantly hoard the knowledge which they possess. Research studies identified some gaps in the literature by investigating how abusive supervisor may impact different forms of employee well-being specifically employee engagement through mediation mechanisms differentially (Scheuer et al., 2016). One of the major gaps in the literature is identified by Khalid et al., (2018) who examine that the abusive supervisor is related to knowledge hiding behaviors positively which is the first study of its kind to analyse the relationship. Whereas the relationship of knowledge hoarding and abusive supervisor is rarer than knowledge hiding up to the best of knowledge this is the first study to examine the relationship between abusive supervisor and knowledge hoarding direct and as mediation mechanism. In our study, the positively related beta value clearly shows that if the employees in the organization have mistreated then they opt for knowledge hoarding behaviors which hinders engagement of the employees through a mediation mechanism.

Hypothesis 6 argued that knowledge hoarding mediates the relationship between SE (structural empowerment) and EE (employee engagement). The mediation effect is significant with the t-value 2.8380 and ( $\beta = 0.0974$ ,  $p$ -value <0.05). Thus, H6 is accepted. *Hypothesis H7* shows that knowledge hoarding mediates the association among AS (abusive supervisor) and EE. The impact of mediation is significant with the t-value -2.0193 and ( $\beta = -0.0272$ ,  $p$ -value <0.05) which shows H7 acceptance.

## Discussion

The main objective of this research is to analyse and understand the direct and indirect effects of negative (abusive supervisor) and positive (empowerment structures) constructs on employee engagement (EE). Whereas, knowledge hoarding (KH) is used as a mediator in the current study. This paper fulfils research objectives and answers to all the questions asked as a part of this study.

Firstly, the findings of this study show that there is a highly significant and positive impact of positive construct (SE) and highly significant and negative impact of negative construct on EE. In other words, SE significantly impacts EE and positive beta value shows a positive relationship between both which is highly significant, showing that SE enhances the engagement of the employees. This means if employees within the organization have access to job-related resources e.g. information through SE then they will work with dedication and vigour which directly increases their work engagement. Greco et al. (2006) highlights that when leaders empower their employees it will encourage organizational goals and constructs

positive job attitudes. Whereas AS shows a highly significant and negative relationship with the EE, negative values of beta coefficient and t-value indicate that if employees have abusive supervision at the workplace then their dedication to work decreases which leads to less engagement (Scheuer et al., 2016). AS is a chronic organizational stressor and is one form of mistreatment which will likely reduce work engagement (Maslach et al., 2001).

Secondly, the research confirms that SE and AS impacts KH significantly. Whereas SE significantly impact KH and shows a negative effect on it. This means if employees have empowerment structures then they will less likely to hoard knowledge and vice versa. Nowadays, organization are moving towards a culture of knowledge sharing and consider it as a predictor for the effectiveness of the work organization while previously knowledge sharing culture was not adopted nor appreciated in the organizations. On the other hand AS impacts KH positively, which approves that mistreated employees opt for knowledge hoarding behaviors which in return affects the effectiveness of the organization's environment.

Finally, the study exhibits partial mediation effect of the prime mediator (KH). Which significantly mediates the relationship among exogenous and endogenous variables. Research results and structural model shows significant p-values  $<0.05$  through indirect effects interference. Table 7 above indicates significant values of partial mediation because direct paths are also highly significant, whereas the beta value for H6 demonstrates that the mediation relationship is positive and statistically significant. However, in the case of H7 mediation relationship is statistically significant but negative between AS and EE through KH.

Conclusively in this research, we proposed seven hypotheses, and study findings specify that all the hypotheses are statically significant. Hereafter it is suggested that the employees that engaged with the work organization will be way more dedicated and committed to the particular organization which eventually results in the overall performance and effectiveness of the organization. Although it all depends upon the treatment they get from their immediate boss and the access to job resources through empowerment. Previous studies have presented that empowerment is a stronger interpreter of job-related outcomes (Cicolini et al., 2014).

Structural empowerment is grounded on Kanter's theory, conferring to which work behaviors and attitudes are determined by organizational structures and not by personal inclinations (Kanter, 2008). Hence, business organizations should not endure supervisors that maltreat and abuse their staff (Scheuer et al., 2016). To enhance the job outcomes, businesses should encourage empowering supervision or promote an empowerment culture to achieve the milestone of effectiveness in the work organization. Effectiveness benefits in terms of improved EE, performance, and productivity of the employee which directly enhances the performance of individual business units and will eventually affect the performance of the organization.

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