

## **The Impact of Abusive Supervision on Employee Creativity, with the Mediating Effect of Emotional Exhaustion: A study on R&D Sector in Twin Cities of Pakistan**

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### **Abstract**

*The purpose of this study is to determine the impact of abusive supervision on employee creativity with the mediating effect of emotional exhaustion on the Research & Development sector in twin cities of Pakistan. The population of the research study is Research & Development employees working in the private sector-based organization. Data was collected through quantitative research techniques by using questionnaires from a sample of 214. A simple random sampling technique was adopted. Data were analyzed using SPSS and AMOS software. Results of the study shown that abusive supervision is a negative and significant effect on employee creativity. Similarly, the study showed that emotional exhaustion has a mediating effect on abusive supervision and employee creativity.*

**Keywords:** Abusive Supervision, Employee Creativity, Emotional Exhaustion

### **Introduction**

It has been perceived that employee creativity plays the main role in the success of any organization. The organization cannot survive without creative employees (Javaid, 2018). But some settings destruct the organizational productivity and the creativity of the employees inclined by them. One main outcome of weakens employee creativity is supervisory abuse behavior with employees (Javaid, 2018). Abusive supervision impacts employees negatively, it is also a question of the endurance and economic development of any organization (Tahira, Saif, Haroon, & Ali, 2019). Research on this negative style of supervision has been found to prompt various troublesome results, such as lower performance and creativity, increased turnover, and organizational deviance (Tahira, Saif, Haroon, & Ali, 2019). Abusive supervision disturbs the physical and psychological practices of the subordinate (Aminah & Zoharah, 2013), prompting an overall negative effect on the organization. Despite the larger numbers of researchers utilized and late theoretical work in the area (Mackey et al., 2015) recommend that view of abusive supervision begin as abusive of supervisory unfairness that advance to join the social trade forms shared by subordinates and administrators over time (Mackey et al., 2015). In the present development-driven economy, creativity is the way to grow the upper hand through which the firm can continue in the expediently fluctuating environmental factors. A recent theory indicates (Cai et al., 2019) that working creativity identifying analyzing employee creativity character. Creativity credit to "the creation of innovative and valuable thoughts inside items, services, and processing" (Javaid, 2018) has gotten various basic for the steadiness and animosity of the working environment nowadays (Javaid, 2018). Theories contended that emotional exhaustion play imperative part on burnout and stress (Mackey et al., 2015). While most of the earlier literature has concentrated on the optimistic part of supervision empowering effect on creativity, theories have given distant consideration clarifying why some administration types are unfavorable to creativity (Jahanzeb et al., 2019).

### **Problem Statement**

R&D is pivotal for the success of a business but in Pakistan, many companies do not understand the importance of R&D until it is too late. This study has observed that in the development-based organization's employee creativity is the most challenging task in the context of Pakistan, especially in the R&D sectors. (Radek, 2019). Other factors such as supervisor relation with employees, supervisor

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behavior to employees, manager relations, are the influencing factors that determine the productivity and the creativity of the employees. But in some conditions that diminish the organizational productivity and the creativity of the employees is abusive supervision. Pakistan is a high-power distance nation where creative thoughts are not supported in the private sector-based organization, causing low intrinsic motivation in the employees. Abusive supervision in an organization executes the employee creativity to work, and this field in Pakistan requires perseverant endeavors, each discontent R&D energy shapes strain to perform. In Pakistan, abusive supervisor demonstrations little concern for the welfare of their employees, and the experience of abusive supervision is highly stressful for employees that leads to emotional exhaustion. As conflicting discoveries of connections between supervisory abuse and creativity of employees in the study, it is important to explore the limited conditions between damaging supervisory and the creativity of employee on an R&D sector in Pakistan, creative R&D sector's employees is usually a gray area. (Jahanzeb et al., 2019).

#### **Research Objectives**

- To examine the impact of abusive supervision on employee creativity among the R&D employees.
- To investigate the effect of abusive supervision on emotional exhaustion among the R&D employees.
- To determine the mediating effect of emotional exhaustion between abusive supervision and employee creativity among R&D employees

#### **Research Questions**

- What is the impact of abusive supervision on employee creativity among R&D employees?
- What is the impact of abusive supervision on emotional exhaustion among R&D employees?
- Does Emotional exhaustion mediate the relationship between abusive supervision and employee creativity among R&D employees?

#### **Literature Review**

##### **Employee Creativity**

The word creativity is derived from the Latin word "Creatus" or "Creare", intends to make. The most normally acknowledged meaning of creativity in the U.S. is the creation of novel and valuable thoughts concerning items, administrations, procedures, and methodology that are acknowledged inside significant areas (Taylor, 2015). Creativity refers to the creative ability to begin or make new considerations, ideas, and thoughts (Asghar & Sultana, 2017). The terms Innovation and creativity are regularly utilized reciprocally, yet scholarly writing makes an understood qualification between the two develops. Research indicates that the creativity of employees can add to authoritative advancement, viability, and endurance (Human et al., 2018). Creativity is not something that can be executed effectively by the worker. It is an entangled, staggered, and new marvel that needs to create after some time. Besides, it requires the correct supervisor style to augment the advantages of employee creativity (Javaid, 2018). The inventiveness period of this technique suggests age, thoughts, and development, progress alludes to the period of executing ideas concerning healthier methods and components. Development, innovativeness, can occur at the level of the independent, workgroup, affiliation, all merged at this point will continually achieve conspicuous favorable circumstances, in any event, one of these degrees of examination" (Human et al., 2018).

##### **Abusive Supervision**

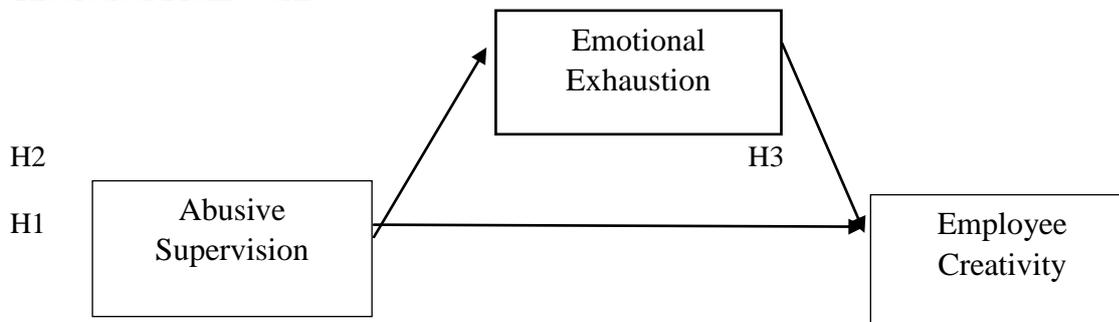
Abusive supervision studies started in the United States (Tepper, 2000), it presently incorporates discoveries from numerous worldwide examples (Tepper et al., 2017). Abusive supervision is a dark side of supervision, nowadays has become a broad phenomenon in organizations. Abusive supervision is the degree that supervisors take part in the continued exhibition of aggressive non-verbal and verbal practices, excluded touching body intimation physical contact" (Leadership, 2018). This category revolves around unprofessional acts leaders play out that result in employees' dissatisfaction and refusal, eventually demotivating them (Hamad et al., 2018). Despite the outcome of uprooted or incited aggression vibe, is connected with a collection of negative outcomes including subordinates' repulsive points of view toward the work and association, obstruction conduct (Tahira, Saif, Haroon, & Ali, 2019), linked to abusive supervision, aggressive and deviant work conduct (Tepper, 2007), lower organizational commitments (Effect et al., 2019).

**Emotional Exhaustion**

Emotional exhaustion portrayed as the degree to which an employee comes up short on the enthusiastic assets expected to take care of relational stressor is guessed the most significant and first part in the burnout processor (Effect et al., 2019), and has been found to create the most grounded connection with undesirable results (Dishop et al., 2019). Emotional exhaustion has a harmful consequence for organizational such as, lower levels of commitment, lower creativity, exhausted workers manifest, switching jobs, and looking employ in another place(Dishop et al., 2019).Theory (Hobfoll, 1989). Such energy diminishes the level of employees’ creativity in the organization. Emotional exhaustion is specifically quiet in psychological wellness, as emotional well-being experts report more elevated levels of passionate fatigue contrasted with numerous other work callings, including wellbeing experts, cops, instructors, directors, and columnists (Oginska-Bulik 2006).

Employees encountered a lack of important possessions because of the abusive conduct from the side of employers. COR theory the Abusive Supervision depicts a supervisor's behavior that makes an unethical environment in the organization where employees under their watch are dealt with dishonestly and shamefully (Rathert, Mittler, Porter, and Williams, 2018). As per COR theory, people are headed to make sure about and keep up assets that help to achieve objectives. Resources incorporate "item, individual attributes, circumstances, vitalities esteemed individually fill in method achievement of items" (Hobfoll 1989). Affective Evens theory, proposes that occasions in the working environment can prompt emotional responses and that those responses, thusly, impact behavior.

**Theoretical Framework**



- H1-**There is a negative relationship between Abusive Supervision and employee creativity.
- H2-** There is a positive association between Abusive Supervision and Emotional Exhaustion.
- H3-** Emotional exhaustion mediates the relationship between abusive supervision and employee creativity.

**Research Methodology**

The philosophical basis of this study is positivism and the approach that this study has adopted is that of deductive reasoning. The current study collected data cross-sectionally and information accumulated in a particular time frame. Similarly, the present study is causal as the effect of Independent Variables on Dependent Variables has been examined.

**Population of the Study**

This study's target population is the Research and development sector employees in a twin city of Pakistan. This study chooses the three renowned R&D sector companies’ employees as a population which is, Apex Consulting Pakistan, Gallup Pakistan, and IPSOS Pakistan. The logic of choosing the three institutions was that they have been providing quality services for the previous several years in different sectors of research services in Pakistan. This study selected twin cities Islamabad/Rawalpindi because firstly Islamabad is the capital of Pakistan and secondly all the three selected companies for this study have their head offices in Rawalpindi/Islamabad.

**Table 4.1**

S. No.	R&D Companies	Number of Employees	Total Population
1.	Apex Consulting Pakistan	150	
2.	IPSOS Pakistan	200	
3.	Gallup Pakistan	130	
			= 480

**Sample Size**

The most convenient model was found in the book by Uma Sekaran 1992 and Krejcie Morgan (1970) table help to find sample size. The population of the present study consists of admin officers and their subordinates working in three companies of the R & D sector. The details of the population can be seen in above table 4.1. This table indicates the total of 480 population consisted of three companies. So according to Krejcie Morgan (1970), the exact sample for 480 population is 214. Therefore, the current study selected 214 sample sizes following the Krejcie Morgan table. Similarly, the current study adopted a simple random sampling technique to collect data by distributing the survey questionnaire. The unit of analysis for the current study is the Admin Officer and their subordinates working in various departments of Research & Development companies.

**Data Analysis & Results**

**Instruments**

Reviewed surveys from dissimilar sources were utilized in this study such as Abusive supervision, employee creativity, and emotional exhaustion. Abusive supervision represents an autonomous variable in this research. It includes 9 item scales that describe abusive supervision. Those questionnaires were developed by (Mitchell & Ambrose, 2007). 1 Strongly disagree to 5 that is strongly agree, a Five-Point Liker scale was utilized. Employee creativity contained nine items utilizing a 6-point scale of supervisor rating (Cronbach alpha .95). From the prevailing self-report instrument four items were taken (Ettlie& O’Keefe, 1982) remaining items depend on the pilot study and the literature review. Utilizing a subscale of the Maslach Burnout Inventory General Survey (MBI-GS), made by Maslach & Jackson (1981), Emotional exhaustion will be assessed. The emotional exhaustion of workers incorporates 8 item scales. The example item incorporates (I feel used up at the end of the workday / I feel emotionally drained from my work). Items are assessed on a 5-point scale reaching from 1 (strongly agree) to 5 (strongly disagree). (Rafique, 2019).

**Table 5.1 Correlations**

		AS	EC	EE
AS	Pearson Correlation	1	-.157*	.276**
	Sig. (2-tailed)		.021	.000
	N	214	214	214
EC	Pearson Correlation	-.157*	1	-.058
	Sig. (2-tailed)	.021		.395
	N	214	214	214
EE	Pearson Correlation	.276**	-.058	1
	Sig. (2-tailed)	.000	.395	
	N	214	214	214

\*. Correlation is significant at the 0.05 level (2-tailed).

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

Correlation conveys the relationship among variables, it moreover investigates that the two factors move the reverse or the same way.

**Table 5.2 Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.490	.185		18.914	.000
	TAS	-.132	.057	-.157	-2.321	.000

a. Dependent Variable: TEC

Here the above table indicates the connection AS with EC as negative and significant at 0.000.

**Table 5.3 Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.670	.208		12.828	.000
	TAS	.268	.064	.276	4.185	.000

a. Dependent Variable: TEE

Here the above table indicates the effects on EE which is positive and significant at 0.000.

**Table 5.4 Coefficients**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	3.254	.214		15.240	.000
	TEE	-.050	.059	-.058	-.852	.395

a. Dependent Variable: TEC

Here the above table reveals that in EE when there is a beta value of -.058. As the beta coefficient sign is negative it implies that when there is a decrease in one unit of EE, there will be a one-unit decrease in the beta coefficient of EC. Similarly, the influence of EE on EC came negative & significant at 0.000.

For more clarification as for the test whether the mediation that happened was partial mediation or not, this study utilized the Preacher and Hayes mediation test for mediation since various analysts had referenced it.

**Model Table 5.5**

	Coeff	se	T	P	LLCI	ULCI
Constant	3.5272	.2465	14.31111	.0000	3.0414	4.0131
TAS	-.1282	.0593	-2.1628	.0000	-.2451	-.1114
TEE	-.0139	.0610	-.2285	.0000	-.1343	.1064

**Table 5.6 direct effect of X on Y**

Effect	Se	T	P	LLCI	ULCI
.1282	.0593	-2.1628	.0000	-.2451	-.1114

**Table 5.7 indirect effect(s) of X on Y**

	Effect	BootSE	BootLLCI	BootULCI
TEE	.1071	.0174	-.1439	-.2723

With the table for the outcome variable, emotional exhaustion, the “a” path from abusive supervision to emotional exhaustion was checked. It is significant and the estimations of the lower level of confidence interval (LLCI) and upper degree of confidence interval (ULCI) are

LLCI: .1420

ULCI: .3948

The "b" way from emotional exhaustion to abusive supervision table for the result variable of abusive supervision was checked. It is huge and the estimations of the lower level of confidence interval (LLCI) and upper degree of confidence interval (ULCI) are

LLCI: -.2451

ULCI:-.1114

The c' way, the direct way from abusive supervision to employee creativity in the table for result variable of employee creativity was checked. It is significant and the estimations of the lower level of confidence interval (LLCI) and upper degree of confidence interval (ULCI) are

LLCI:-.1343

ULCI: .1064

Furthermore, the direct effect of AS (X) on EC (Y) is additionally given in the table in which estimation of LLCI is -.2451 and the estimation of ULCI is -.1114and the relationship is significant.

For mediation of EE, this study predominantly centered around the table of the indirect impact of AS on EC in which after bootstrapping, the value of LLCI is-.1439and the value of ULCI-.2723is and the indirect impact was discovered noteworthy between AS and EC when the mediation happened.

**Discussions and Conclusions**

In the light of the outcomes this study acquired after the examination, particularly from the correlation and regression test, it has been demonstrated that AS founded a negative and significant relationship with the EC. With the estimation of -.157and is significant at 0.000 which is two-tailed. This result has been found near in the past examination excessively dependent on which we developed our first theory in the wake of driving a basic writing survey. (Asghar & Sultana, 2017)in their examination connection between AS and EC at the estimation of  $r = -.384^{**}$  and it was a significant relationship.

**H1.** There is a Negative relationship between Abusive supervision and employee creativity.

With the estimation of  $-0.157$  and is significant at  $0.000$  which is two-tailed. This result has been found near in the past examination excessively dependent on which we developed our first theory in the wake of driving a basic writing survey. (Asghar & Sultana, 2017) and (Guohong Helen Han1, 2015) findings of this examination about abusive supervision are line up with past exploration that shows a negative connection too.

**H2.** Abusive supervision is positively related to emotional exhaustion.

Results show AS impacted a positive relationship with EE at the estimation of  $r = .276^{**}$ . AS sees being abused by bosses so they have to spend a lot of mental undertakings to oversee stressors that can cause emotional exhaustion (Effect et al., 2019). Supervisory abuse exhibits little assistance from their workers, and the experience of the damaging management is exceptionally upsetting for employees. It applies mental, enthusiastic, or conduct requests and relates to critical degrees of fatigue and weariness, and burnout symptoms (Jahanzeb and Fatima, 2018). This outcome is supported by different examination discoveries that show that is positively identified with abusive supervision (Pangestu, Ariani, Wulansari, 2019).

**H3.** Emotional exhaustion mediates the relationship between Abusive supervision and employee creativity.

In light of the outcomes this study got after the investigation, particularly from the correlation and regression tests, there is partial mediation of EE between work AS and EC, and the direct effect is significant. AS reduces EC raises EE consumption, which along these lines diminishes their characteristic motivation at work and long last decreases their ingenuity (Malik and Younas, 2018).

### **Conclusion**

In this research the study discovered, how abusive supervision influences the creativity of research and development sector employees. Second AS has a positive and substantial impact on EE, meaning that the higher the supervisor treats his employees ineffectively, will increase emotional exhaustion in the employee's will and Moynihan (2005). It implies that in the R&D sector, the role of emotional exhaustion lessens the employee's capacity to work with full vitality. Last, this study discovered, that EE mediated between AS and EC. Along these, the examination discoveries were found in the direction of past outcomes too.

### **Practical Implications**

Law Article 37e of the constitution of Pakistan says that the state will give arrangements to just and empathetic working conditions for everybody. As indicated by this arrangement, white-collar or blue color workers 631 must be treated with poise, respect, and regard in the working environment. Additionally, HRM practices, for example, directing classes and workshops on instructing and guiding, to empower voice practices and distinguish adequate, inadmissible practices can help improve relational connection among employees and subordinates (Mackey, Frieder, Brees, and Martinko, 2017). Organizations ought to deliberately watch exercises of administrators who are associated with forceful activities to abused workers, must be thought of these brutal practices at the hour of the advancement of administrative positions. The past examination has been performed comparative with the precursors of experienced supervisory abuse which have increased expanded enthusiasm during the previous quite a while; in any case, little is known about the impact of abusive supervision on employee creativity when seeing the pervasiveness of the evident abuse.

### **Limitation of the Study**

This research has a few limitations that can be consolidated later on in future research. This study is completed uniquely in three private-sector R&D based companies in Rawalpindi/ Islamabad. The generalizability of this study is little since data for this assessment was assembled from a singular division and single cities; the future specialist may gather information from different cities. The aftereffects of the research cannot be summed up to another segment because of the nonappearance of geographical areas. Information is gathered through surveys from the creative research and development sector, the future researchers can utilize numerous ways to deal with gather information, and results might be contrasting whenever applied to another sector from various respondents, like the banking sector employees, telecommunication sector, or hospitality sector. Future research is likely to create different variables among these variables.

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