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Effect of Abusive Supervision on Pro-Social Citizenship Behaviors: the Mediating Role of Interactional justice, Organization-Based Self Esteem and Meaning of Work

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Abstract

The aim of the present study is to check the effect of abusive supervision on pro-social silence and pro-social voice through three mediating variables—interactional justice, meaning of work and organization based self-esteem in the context of Pakistan. Data were collected from 917 subordinate-supervisor dyads from Pakistan. Results from structural equation modeling revealed that only interactional justice partially mediates the negative relation of abusive supervision with pro-social voice pro-social silence, whereas meaning of work and organization-based self-esteem did not show significant mediating effects. The present study will broaden the existing literature regarding the effect of abusive supervision on pro-social voice and pro-social silence— the two very distinct and essential forms of OCB considering the boundary conditions of a developing Asian country such as Pakistan. Conducting such study in Pakistan clarifies the difference in the attitude and the reaction of employees against abusive supervision in a developing Asian country, as these cultures are featured by high power distance and unemployment that affect these behaviors differently effect of abusive supervision on pro-social citizenship behaviors: the mediating role of interactional justice, organization based self-esteem and meaning of work.

Keywords: abusive supervision, interactional justice, organization based self-esteem, meaning of work, subordinate rated pro-social silence, supervisor rated pro-social voice.

1. Introduction

Management researchers have studied the "dark side" of leadership using labels like tyrannical leadership, bullying, destructive , and toxic leadership (Pellitier, 2010), but one of the most widely studied leadership practices to date is that of abusive supervision

(Tepper et al., 2017). Tepper (2000) defines abusive supervision as "subordinates' perception of their supervisors' engagement in a sustained display of hostile verbal and nonverbal behaviors, excluding physical contact." Scholars have shown a keen interest in the subject because of its high pervasiveness and damaging effects (Schyns & Schilling, 2013), which are likely due to its involving of supervisors with whom subordinates have direct daily interactions, the frequency of which makes supervisors more prone to being perceived as abusive (Purcell & Hutchinson, 2007).

Several authors have grounded discussions about subordinates' retaliating against the supervisors' abusive treatment in social exchange theory (Aryee et al., 2007; Inness et al., 2005; Liu & Wang, 2013; Mitchell & Ambrose, 2007; Tepper et al., 2008). However, these studies have claimed that subordinates may not be able to show their resentment openly for fear of retaliation, punishment, or lost rewards. Therefore, they decrease their organizational citizenship behaviors (OCB) which are not part of their job descriptions, are not evaluated through formal processes, and are largely unobservable and not punishable. OCB has been defined as supportive behaviors that enhance an organization's social and psychological environment (Organ, 1997).

However, Tepper (2007) characterized our knowledge of effects of abusive supervision as 'fragmented and poorly integrated'. As abusive supervision and its reactions are highly dependent on the employees' attitudes, that are shaped by organizational, regional and cultural components. Tepper (2007) claimed that 80% of studies on abusive supervision were being conducted only in US and he suggested more studies in this area in other parts of the world. A meta-analytical study identified that several authors responded to that call but the research on prevalence and impact of abusive supervision still lacks in Asian countries (Tepper et al., 2017).

Identifying the need Rafferty & Restubog (2011) and Wang & Jiang (2015) conducted their studies in Philippines and China respectively. Both studies have shown negative effect of abusive supervision on two essential citizenship behaviors pro-social voice (PSV) and pro-social silence (PSS). Prior Research has proved that PSV and PSS are the variables of significant importance as they are not felt easily but the presence of such behaviors brings considerable benefit to the organization (Brinsfield et al., 2009; Rafferty & Restubog, 2011; Wang & Jiang, 2015). PSV indicates opinion and ideas for the betterment of the organization, while PSS refers to withholding confidential information or protecting proprietary knowledge with the intention to protect the organization (Van Dyne et al., 2003). Following the same line present study aims to examine the underlying effects of abusive supervision on PSS and PSV in the context of Pakistan.

Moreover, Tepper et al. (2017) revealed in their meta-analysis that, since its emergence in 2000, many studies have examined the consequences of abusive supervision based on mediated frameworks. But these mediation frameworks test typically account for one or rarely two mechanisms underlying the effect of abusive supervision. Tepper et al. (2017) further stated that though these studies are informative but they leave us with an incomplete picture that which mechanisms and corresponding theoretical perspective are more or less important. Tepper et al. (2017) suggested for studying more multi-pathway mechanisms under specific circumstances that untangles the relationship between abusive supervision and subordinate's behaviors. In this regard, Using social exchange theory and institutional theory the present study proposes three variables as mediators between supervisors' abusive behavior and PSS/PSV — interactional justice (IJ), meaning of work

(MOW) and organization based self-esteem (OBSE). Scholars have established that supervisors have unique opportunity to create IJ by treating all subordinates on merit and MOW and OBSE by modifying their beliefs about their capabilities, significance, and worthiness in the organization (Kelloway et al., 2005; Pierce & Gardner, 2004). Nevertheless, supervisors' mistreatment affects the subordinates' perception of IJ, MOW, and OBSE negatively and consequently subordinates reduce their OCB towards organizational or any of the organizational factors (Rafferty & Restubog, 2011). Hence, the objective of the present study is to determine the effect of abusive supervision on subordinates' PSS/PSV through the mediation of IJ, OBSE and MoW.

This study will broaden the existing literature regarding the effect of abusive supervision on pro-social voice and pro-social silence— the two very distinct and essential forms of OCB considering the boundary conditions of a developing Asian country such as Pakistan, which has its own specific circumstances (Hofstede, 2013). The present study will identify the differences these factors create in the reaction of employees in the Asian cultures as these cultures are more sensitive to the environment and tend to think holistically, are featured by high power distance and unemployment (Choi et al., 1999; Hofstede et al., 2010; Pakistan Bureau of Statistics, 2017).

2. Literature Review

2.1 Theories

2.1.1 Social Exchange Theory

The essence of social exchange theory is the norm of reciprocity of actions (Gouldner, 1960). The studies that are grounded on social exchange theory pertaining to perceptions of and reactions to injustice have provided the foundation for contemporary studies on abusive supervision and they suggested that lowering OCB is a safe reaction to supervisory mistreatment due to un-parallel positions of supervisors and subordinates, for it's being less observable and accountable (Colquitt et al., 2013; Cropanzano et al., 2001; Greenberg & Colquitt, 2013; Podsakoff et al., 2009; Tepper, 2007).

Management researchers have studied social exchange theory extensively through perspectives and interactions like an individual's relationship with his or her leader, co-workers, employing organization, customers, and suppliers and have shown that these exchanges are discrete, each with its own antecedents and effects. Thus, the reaction of an abused employee also varies towards different factors of the organization and should be studied exclusively (Cropanzo & Mitchell, 2005; Wayne et al., 1997). Considering its exclusive nature, the present study caters two very specific dimensions of OCB (PSS and PSV) in response to abusive supervision as these could be the most probable reactions due to its less obviousness and covert nature (Rafferty & Restubog, 2011).

2.1.2 Institutional Theory

Institutional theory claims that social structure institutions have attained high degree of resilience depending on the normative, cultural-cognitive, and regulative elements that together provide meaning to social life (Scott, 2005). Institutions are transmitted by various types of carriers, including routine, artifacts, symbolic and relational systems. Institutions operate at different levels of jurisdiction, from the world system to localized interpersonal relationships. The specific properties of institutions make them distinct from each other. Henceforth, it is highly recommended to view the causes and effects of a

variable subjective to the prevailing circumstances and institutional effects (Scott, 2005). The present study grounded in institutional theory proposing to study specific variables from prior literature in the specific circumstances of Pakistan.

2.2 Abusive Supervision

Behaviors consistent with this definition includes calling by derogatory names, yelling or screaming, threatening employees, withholding important information, silent treatment humiliating in front of others, invading employees privacy and using coercive tactics (Tepper et al., 2011; Zellars et al., 2002).

There are quite a number of scholars who have proved that abusive supervision leads to a decrease in OCB (Liu & Wang, 2013; Zellars et al., 2002). In this regard, Wang and Jiang (2015) explained that although one of the reactions of mistreated subordinates is to decrease job performance but this mode of reciprocation threatens employees' survival and promotion (Aquino et al., 2006). Therefore, decreasing citizenship behaviors such as PSS and PSV becomes employees' preferable choice.

2.3 Pro-Social Voice and Pro-Social Silence

Van Dyne et al. (2003) referred PSS to withholding information to benefit organization itself or members of the organization. PSS is considered as an act of OCB because of its discretional and proactive nature which cannot be mandated by organizations (Lester et al., 2008).

On the other hand, PSV is intended to bring positive and constructive changes in the organization (LePine & Van Dyne, 2001). Van Dyne & Botero, 2003 and Zhou & George, 2001 stated that PSV plays a significant role during challenging times as it benefits the organization through continuous improvement. According to Organ (1988) raising voice and making suggestions for change may be one of the more noble forms of organizational citizenship behavior because it involves personal risk and people generally prefer to compromise with the existing systems, it needs guts to speak against conventional structures. Previous literature identified many variables positively associated with PSS and PSV such as internal psychological perception, gender, self-esteem, personality characteristics, self-monitoring, interactional injustice, meaning of work (Jie Lu & Xiajuan Xie, 2013; Wang & Jiang, 2015).

2.4 Abusive Supervision, Pro-Social Voice and Pro-Social Silence

PSS and PSV are kinds of behaviors that need a great deal of confidence from the organization as speaking-up involves risks of being perceived as a threat to the organization. While, withholding critical organizational information is a sign of the high commitment to the organization (Restubog & Rafferty, 2011). OCB like PSS and PSV depend upon organizational culture, they flourish where organization gives enough favorable space to its employees to share their views or conceal critical organizational information (Ashford et al., 1998; Depret & Fiske, 1993; Van Dyne & Botero, 2003). Supervisors have been considered as key personnel as they are held responsible for creating a safe environment, a suitable culture and develop commitment in employees to the extent that they are encouraged to voluntarily adopt favorable discretional behaviors that involve some risk and high commitment (Shin et al., 2012). On the contrary, supervisors fail to do so due to their mal-treatment will result in deterioration of these

highly valuable discretional behaviors such as PSS and PSV (Rafferty & Restubog, 2011).

Management scholars have established that decreasing PSV and PSS are considered safer reactions to any unfavorable condition than performance deterioration as performance deterioration has greater chances of detection and thus are more likely to be counter-retaliated by supervisors and PSS and PSV are covert in nature (Van Dyne et al., 2003; Wang & Jiang, 2015). Hence, this study expects a decrease in PSS and PSV as a reaction against abusive supervision.

- **H_1:** Abusive supervision has a negative effect on pro-social voice / pro-social supervision

2.5 Interactional Justice

Interactional Justice referred to whether the supervisor is delivering related information to specific subordinates and whether subordinates are informed and satisfied with the distribution of resources (Greenberg, 1990; Greenberg & Cropanzano, 1993). It depicts the perception about attitude and treatment of an executer in the process of execution of procedures (Liangtie Dai et al., 2016; Priesemuth & Schminke, 2017).

Bies and Moag (1986) identified four principles which becomes the basis of interactional justice: propriety, truthfulness, justification and respect. Scott, Colquitt, and Zapata-Phelan (2007) noted that if the behavior of superiors conformed to these four principles would help to build the perception of subordinate and consequently influence the behaviors of the subordinate. Wang and Jiang (2015) found that abusive supervision distorts all of the interactional justice conditions, hence become the strong antecedent of perception of interactional injustice.

On the other hand perception of interactional injustice has detrimental effects as its outcome. The studies of management sciences established that high perception of interactional justice encourages employees to engage in OCBs (Ando & Matsuda, 2010; Tahseen & Akhtar, 2016) and in contrast, its low perception leads to counter-productive behaviors (Le Roy et al., 2012).

2.6 Meaning of Work (MoW)

MoW is defined as, “the value of a work goal or purpose and meaning involves a fit between the requirements of a work role and beliefs, values, and behaviors” (Spreitzer, 1995). There is quite a number of prior studies proving that meaning of work is the strong predictor of employees’ behavior (Boudrias et al., 2004; Bunderson & Thompson, 2009; Elangovan et al., 2010; Pratt et al., 2006; Wrzesniewski, 2003).

Pratt and Ashforth (2003) explained that MoW is determined by the value an employee interprets out of his/her work. Prior literature on MoW established that it is a subjective phenomenon, depending on the need, attitude and environmental circumstances of an individual (Wrzesniewski, 2003). Rosso et al., 2010 stated that the work context has a strong impact on MoW and an employee judge MoW by its environment including his/her supervisor.

2.7 Organization-Based Self-Esteem (OBSE)

Organization-based self-esteem is defined by Pierce et al. (1989) as the degree to which an individual considers him/her role worthy, capable and significant in an organization.

OBSE enhances in the environment where more autonomy is given to employees and systems are less structured (Korman, 1976). Another major source of variation in self-esteem at workplace is signals received from other people in an organization. An employee self -esteem increases when others at workplace think that the employee is capable, worthy and competent for his/her job and lastly self- efficacy and experience play role is forming OBSE (Korman, 1976).

Scholars have established that OBSE is also affected by organizational culture and interpersonal relationship; it's on the high side in case of positive interpersonal relationships and likewise in positive organizational culture. OBSE flourishes in complex organizational structure and autonomy, it mitigates when there is strict control and there is little decision power being given to employees (Pierce and Gardner, 2004). Organization-based self-esteem is an important predictor of employee behavior and attitudes (Pierce and Gardner, 2004) and positively related to performance and discretionary behaviors such as OCB (Judge and Bono, 2001).

2.8 Mediating Role of Interpersonal Justice

Tepper (2000) based his basic idea of abusive supervision on justice theory, he established that adverse outcomes of abusive supervision are mediated through the perception of interpersonal injustice in the organization; this relationship is further supported by several management scholars (Aryee et al., 2007; Burton & Hoobler, 2011; Le Roy et al., 2012; Shahzad et al., 2014). Several scholars established that when abusive supervisors displayed hostile behaviors, their subordinates would perceive emotional and psychological mistreatment, which triggered the decreasing interactional justice of the subordinates (Tepper et al., 2017; Wang & Jiang, 2015). Greenberg (1990) stated that interactional injustice acts as a threat to employees' social images that causes frustration in them and hence consequently employees involve in deviant behaviors. Cohen et al., 2001 also supported the notion by declaring interactional injustice as a big cause of deviant behavior, due to the fact that injustice in procedures and distribution of resources are more systematic and applied more consistently all over the organization. In contrast, IJ is more subjective in nature thus a greater reaction is expected in response. Innes et al. (2005) examined the contextual factors which further become the cause of variations in the reactions against abusive supervision. They found that IJ is an important mediator which compels employees to respond negatively. Several other scholars also supported the notion of the role of IJ in negative relationship between supervisor's abusive behavior and deterioration in subordinate's citizenship behaviors (Aryee et al., 2007; Blakely et al., 2005).

Bies and Moag (1986) established that subordinates perceive interactional injustice when supervisors fail to treat them with honesty, respect, and sensitivity to their needs, which further leads to decrease in employee's commitment with the organization and consequently they don't hesitate to conceal critical organizational information from outsiders. On the other hand, a considerable body of research on justice has claimed that the perception of fair treatment provides a comfortable environment where employees speak and share ideas and strengthen the communication and collaboration among organizational members. However, employees perceive injustice they avoid speaking up in the favor of organization and thus raise low pro-social voice (Allen & Rosen, 2007; Chen & Kanfer, 2006; Chen et al., 2011; Detert & Burris, 2007).

In the light of previous studies, it is proposed that IJ decreases in response to abusive supervision and further leads to failure in providing a suitable environment where PSS and PSV are expected to flourish. Hence, IJ is posited as a mediator between the negative relation of abusive supervision and PSS/PSV.

- **H_2a:** Abusive supervision has a negative effect on institutional justice
- **H_2b:** Institutional justice plays a mediating role between the negative relation of abusive supervision and pro-social silence / pro-social voice

2.9 The Mediating Role of MoW

Wrzesniewski et al. (2003) have explained the phenomenon of MoW as a dynamic process which changes over time and these changes depend on self as well as the opinion of the other individuals in the organization. These opinions are being generated through interpersonal interactions. Organizational theories about interpersonal sense-making perspective and finding meaning in the job have a long history, that establishes that other people at work-place provide informational and social cues about the work which determines the meaningfulness of job (Hackman & Oldham, 1976; Salancik & Pfeffer, 1978; White & Mitchell, 1979). Lack of meaningfulness of work results in sense of detachment and apathy from the organization and ultimately lowers the employee's commitment (Thomas & Velthouse, 1990). Prior studies have stated that leaders can play a very constructive role by modifying the perception of employees about the characteristics of their job including the MoW (Kelloway et al., 2005). On the contrary, employees working with abusive supervisors report less self-worth and significance in the organization. As a result, they hesitate to take part in constructive activities, Such as PSS and PSV (Refferty & Restubog, 2011). Harris et al. (2007) established a negative relationship between abusive supervision and MoW such that employees reporting high MoW are likely to perform poorly when they face abusive supervision. Wrzesniewski, (2003) claimed that people who find their work meaningful have more faith in management and supervisor, ultimately result in better work team functioning. In the light of previous studies, the present study posits that abusive supervision has a negative effect on MoW and ultimately lowers pro-social activities like PSS and PSV.

- **H_3a:** Abusive supervision has a negative effect on meaning of work.
- **H_3b:** MoW plays a mediating role between the negative relation of abusive supervision and PSS/PSV.

2.10 The mediating role of OBSE

Scholars have noted that OBSE is the perception of self-value that an individual has in a specific organizational setting (Tharenou, 1979; Van Dyne et al., 2000; Wells & Marwell, 1976). Van Dyne et al. (2000) established that OBSE plays a very significant role in devising a position of an employee through making them valuable in the organization and consequently their contribution increases in the organization's well-being. On the contrary, if any factor of the organization becomes the source of their degradation, employees retaliate by minimizing their contribution to extra-role behaviors like OCB. Several other scholars have supported the notion of positive association of OBSE and OCB (Brockner, 1988; Korman, 1970a, 1976b; Pierce & Gardner, 2004; Van Dyne et al., 2000).

On the antecedent's side, scholars have highlighted that OBSE is directly affected by social interactions within the organization; including interactions with a supervisor, co-worker, and subordinates (Bowling et al., 2010). In this regard, supervisor plays a key

role to define the worth of an employee through his/her behavior thus affecting OBSE directly (Bowling et al., 2010; Pierce & Gardner, 2004).

In the context of the present study, where the prime concern is the effect of abusive supervision on two specific citizen behaviors (PSS and PSV), Le Pine and Van Dyne (1998) established that personality factor like self-esteem interacts with situational factors like leadership style to predict voice behaviors (LePine & Van Dyne, 1998). In the light of previous studies, the present study proposes that OBSE plays a mediating role between abusive supervision and PSS/PSV.

- **H_4a:** Abusive supervision has a negative effect on OBSE.
- **H_4b:** OBSE plays mediating role between the negative relation of abusive supervision and OBSE.

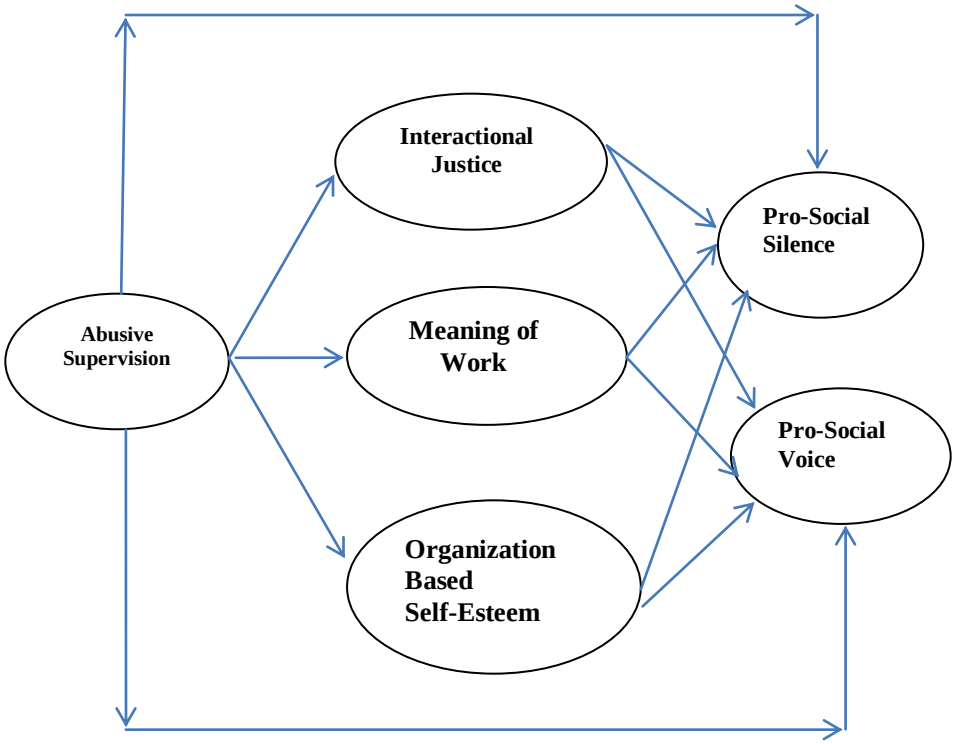

Figure 1: Theoretical Framework

3. Methodology

G*Power was used to determine the sample size necessary for testing the conceptual model (Green, 1991). Based on the number of predictors incorporated in the hypotheses, the minimum sample size was calculated to be 901. Data were collected from employees and their respective supervisors from multi-organizations working in Pakistan in two waves. Subordinates were asked to report abusive supervision, MoW, IJ, OBSE, and pro-social silence while supervisors reported their respective subordinate's pro-social voice.

3.1 Participants and Procedure

A total of 1500 questionnaires were distributed to full-time employees out of which 1240 were returned back, 323 questionnaires were discarded as they were not properly filled.

Hence, the response rate was 61.1%. The sample comprised of 71.9% male whereas 28.1% females. The five sectors from which the data were collected were financial institutions, manufacturing, services, higher educational institutions and retailing.

3.2 Measurement

3.2.1 Abusive supervision

Employees completed the 15-item scale developed by Tepper (2000). The data were collected on 7 points Likert scale (7=strongly agree to 1=strongly agree)

3.2.2 MoW.

This construct was measured with ten items by Idaszak and Drasgow, (1987). The data were collected on 7 points Likert scale (7=strongly agree to 1=strongly agree).

3.2.3 IJ

The scale used for IJ consisted of six items by Moorman, (1991). The data were collected on 7 points Likert scale (7=strongly agree to 1=strongly agree).

3.2.4 OBSE

OBSE was measured by using a ten-item scale by Pierce et al, (1989). The data were collected on 7 points Likert scale (7=strongly agree to 1=strongly agree).

3.2.5 PSS

Subordinates assessed pro-social silence using a five-item scale by Van Dyne, Ang, and Botero (2003). The data were collected on 7 points Likert scale (7=strongly agree to 1=strongly agree).

3.2.6 PSV

The construct of pro-social voice was assessed by supervisors with five items by Van Dyne, Ang, and Botero, (2003). The data were collected on 7 points Likert scale (7=strongly agree to 1=strongly agree)

3.2.7 Control variables.

Sample demographics were recorded by gender, organization, designation, and length of service (Rafferty & Restubog, 2011). All variables will be coded and controlled in the statistical process.

4. Analysis

4.1 Normality of Data

The data were analyzed for confirming its normality and the values of skewness and kurtosis lie in an acceptable range. The acceptable range for skewness is ± 1 (Bulmer, 2012) and of kurtosis is ± 3 (Bentler, 2006) showing that the data is free from the threat of abnormality. Result shows that the Skewness values for ABS, MW, IJ, OBSE, PSS and PSV were 0.375, -1.776, -0.114, -1.498, -.0676 and -0.426 respectively. Moreover, the values for Kurtoses were found as -0.498, 3.073, -0.073, 1.665, 1.868 and 0.807 for ABS, MW, IJ, OBSE, PSS, and PSV respectively.

4.2 Validity and Reliability

4.2.1 Internal Consistency

To assess internal consistency between items of their respective constructs Cronbach alpha is assessed by using SPSS. The obtained values of Cronbach alpha were, ABS: 0.925, MW: 0.879, IJ: 0.134, OBSE: 0.947, PSS: 0.421 and PSV: 0.72. All constructs have internal consistency as the criteria set by Lowenthal (1996) but IJ and PSS have values of 0.134 and 0.421. Two items IJ6 and IJ1 were deleted and the value of Cronbach alpha for IJ raises its threshold point up to 0.6, whereas the Cronbach alpha value of PSS had already reached to its threshold point to 0.67.

4.2.2 Construct validity

Construct validity explains the extent to which measured variables actually represent the latent constructs; it can be measured through convergent and discriminant validity (Hair et al., 2009).). AMOS was used to get the results for standardized loading estimates, in addition, software developed by James Gaskin (2011) was used to get the values for convergent and discriminant validity assessment.

4.2.2.1 Convergent Validity

Convergent Validity identifies that how well fitted the construct is in the model. CFA provides a range of methods to assess convergent validity. According to Hair and colleagues (2009), standardized loading estimates that are statistically significant to provide a good start in the process of evaluating convergent validity. All items are significant as the factor loading values are greater than or equal to threshold value of 0.3 (Alumran et al., 2014; Nuno, 2008;) except for two items PSS1 and PSS 3 (Table 3). These suspected items were deleted from the measurement model to safeguard the constructs from the curse of measurement error. The overall value of the CFA saturated measurement model (Table 1 & 2) signifies that the model is an acceptable fit to measure what it is intended to measure. By removing the items having low factor loading, normalized chi-square test (χ^2/df) reduced to 4.53, goodness of fit index (GFI) which is acceptable. Adjusted goodness of fit index (AGFI) both were larger than .81 which comes in acceptable range. In comparative fit index (CFI) the difference of saturated and default model was less than 20%, again it indicated a sign for a good model and root mean square of approximation (RMSEA) was .06 which is less than 0.1, hence in an acceptable range.

Table 1: Standardized Factor Loading of the Constructs (After Item Deletion)

Construct	Items	Standardized Factor Loadings (After Item Deletion)	Significance Level
ABS	ABS1	0.56	P < 0.001
	ABS2	0.55	
	ABS3	0.51	
	ABS4	0.72	
	ABS5	0.70	
	ABS6	0.51	
	ABS7	0.69	
	ABS8	0.74	
	ABS9	0.77	
	ABS10	0.79	
	ABS11	0.82	
	ABS12	0.75	
	ABS13	0.64	
	ABS14	0.64	
	ABS15	0.67	
MW	MW1	0.64	P < 0.001
	MW2	0.76	
	MW3	0.75	
	MW4	0.67	
	MW5	0.71	
	MW6	0.70	
	MW7	0.64	
	MW8	0.57	
	MW9	0.53	
	MW10	0.53	
IJ	IJ2	0.30	P < 0.001
	IJ3	0.35	
	IJ4	0.36	
	IJ5	0.31	
OBSE	OBSE1	0.79	P < 0.001
	OBSE2	0.79	
	OBSE3	0.80	
	OBSE4	0.84	
	OBSE5	0.81	
	OBSE6	0.84	
	OBSE7	0.82	
	OBSE8	0.80	
	OBSE9	0.81	
	BSE10	0.72	
PSS	PSS2	0.46	P < 0.001
	PSS4	0.40	
	PSS5	0.49	
PSV	PSV1	0.42	P < 0.001
	PSV2	0.44	
	PSV3	0.42	
	PSV4	0.44	
	PSV5	0.42	

Note. N= 917. ABS=abusive supervision; MW= MoW; IJ=IJ; OBSE=OBSE; Pro-social silence; PSV= Pro-social voice.

Table 2: Confirmatory Analysis

Ratio	CMIN/df	GFI	CFI	RMSEA
CFA (before item deletion)	4.48	0.81	0.82	0.06
CFA (after item deletion)	4.53	0.82	0.83	0.06

Note: χ^2=Chi square, df=Degree of freedom, χ^2/df=normalized chi-square, GFI=Goodness of fit Index, CFI=Comparative fit index, RMSEA=Root mean square of approximation.

4.2.2.2 Discriminant Validity

Discrimination validity shows the distinctiveness of a construct in terms of its correlation with other constructs and how measured variables represent only this single construct (Hair, et al., 2009). There are two indications to confirm the discriminant validity of the model. First Maximum shared squared variance (MSV) should be lower than Average variance extracted (AVE); which in our model proves to be true. Secondly, the square root of AVE should be higher than all the correlation among the constructs. Table 3 shows the square root of AVE values in diagonal from column 4 onwards and values of correlation are given below. Values displayed in Table 3 confirm the second condition that Square root of AVE is higher than all correlation values (Fornell & Larker, 1981; Hair, et al., 2009). Another point that should be considered is that average variance extracted (AVE) should exceed .5 as a rule of the thumb (Hair et al., 2009). AVE is defined as the average percentage of variation explained among the items of the construct. The proposed model also fulfills this condition also.

4.2.2.3 Construct reliability (CR)

Reliability refers to the set of variables are consistent with their measurements (Hair, et al., 2009). Table 3 shows construct reliability values, which are all greater than .8 and .8 is considered as threshold values, hence fulfilling the reliability condition (Hair, et al., 2009).

Table 3: Construct Reliability, Convergent, Discriminant Validity, and Correlation

	CR	AVE	MSV	ABS	MoW	IJ	OBSE	PSS	PSV
ABS	0.867	0.521	0.186	**0.722**					
MoW	0.946	0.636	0.186	-0.06	**0.798**				
IJ	0.913	0.637	0.122	-0.19	-0.01	**0.798**			
OBSE	0.907	0.620	0.233	-0.09	0.69	-0.17	**0.787**		
PSS	0.878	0.548	0.233	-0.265	0.28	0.35	0.10	**0.740**	
PSV	0.858	0.525	0.243	-0.12	0.30	0.23	0.15	0.60	**0.71**

Note: ABS=Abusive Supervision; MoW= Meaning of Work; IJ=Interactional Justice; OBSE=Organization Based Self-Esteem; CR= construct reliability; AVE=average variance extract, MSV= Maximum shared squared variance; Bold values in diagonals are the square root of construct reliability scores of latent constructs.

4.3 Correlation

The Table 3 shows that the correlation among different constructs is very low which shows that the data is free from multi- collinearity and every construct is different from the other construct. The results of correlation (Table 3) also depict that ABS has a negative relation with all other constructs. Moreover, ABS has a very weak relation with MOW and OBSE but on the other hand relationship with IJ is comparatively stronger. This shows that ABS has a strong association with IJ as compared to MOW and OBSE.

4.4 Structural Equation Model

As it is a multi-level mediation model so the structural model will be broken into direct effects and an indirect effects model to test the hypothesized relationships. The output of the saturated structural model, direct effect, and the indirect effect model is shown in Table 4.

Table 4: Structural Equation Model: Fit Indices

Ratio	CMIN/df	GFI	CFI	TLI	IFI	RMSEA
SEM for Saturated Structural Model	5.01	0.81	0.81	0.80	0.81	0.07
SEM for Direct Effect Model	7.64	0.85	0.82	0.80	0.82	0.09
SEM for Indirect Effect Model	5.01	0.81	0.81	0.80	0.81	0.07

Note: GFI=Goodness of fit Index, CFI=Comparative fit index, RMSEA=Root mean square of approximation, TLI = Tucker-Lewis Index. IFI=Incremental fit index; CMIN/Df=Chi square.
***P<.001;**p<.01;*p<.05

For overall saturated structural model and the indirect effect structural model, the value of CMIN/df =5, GFI, CFI, IFI are equal to 0.81 and RAMSEA = 0.07. The overall ratios showcase that the overall structural model and indirect effect is reasonably acceptable to test the causal relationships between the respected variables. For direct effect structural model, the values of CMIN/df and RMSEA is not in an acceptable range whereas the value of CFI, TLI, and IFI are slightly higher in comparison to saturated and indirect effects structural model. The value of Goodness of fit index (GFI) is 0.85 but as the value of GFI is sample sensitive so we cannot rely solely on GFI value. By analyzing all the values we state that the structural model to test direct effects is not a good fit for the provided data in comparison to the overall structural model and indirect effects structural model.

Table 5: Regression Weights for Direct Effect and Indirect Effect Structural Model

Direct Effect Structural Model				PSS	PSV
ABS				-0.14*** (0.03)	- 0.06* (0.02)
Indirect Effect Structural Model					
ABS	MW	IJ	OBSE	PSS	PSV
ABS	0.05 (0.03)	0.07*** (0.02)	0.09* (0.03)		
MW				0.21*** (0.04)	0.21*** (0.04)
IJ				1.73*** (0.38)	1.73*** (0.38)
OBSE				-0.04 (0.03)	-0.01 (0.02)

Note: N= 917. ABS=abusive supervision; MW=MoW; IJ=IJ; OBSE=organization based self-esteem; PSS=subordinate rated subordinate rated pro-social silence; PSV=supervisor rated pro-social voice. *p=<0.05; **p<0.01; ***p<0.001

The terms in parenthesis are the values of the standard error for regression estimates Table 5 shows that the direct relationship of abusive supervision with subordinate rated PSS is significant by having a regression coefficient of -0.14with a p-value of 0.001, whereas the relationship between abusive supervision and leader rated PSV is also significant with a p-value of 0.01 and a regression coefficient of -0.06. The direct effect model results explain that by keeping all other factors constant the variance in subordinate rated subordinate rated PSS and PSV decreases by 1.4% and 6% with every one percent increase in abusive supervision.

Table 6: Standardized Parameter Estimates for Direct Effect and Indirect Effect Structural Model

Direct Effect Structural Model				PSS	PSV
ABS				-0.27***	-0.13*
Indirect Effect Structural Model					
ABS	MW	IJ	OBSE	PSS	PSV
ABS	-0.06	-0.21***	-0.09*		
MW				0.30***	0.29***
IJ				1.10***	0.72***
OBSE				0.08	0.02
R^2 in Indirect Effect Structural Model					
	0.00	0.04	0.01	1.31	0.60

Note: *p<0.05; **p<0.01; ***P<0.001

The indirect effect structural model (Table 6) explains 0% of the variance in the MoW, 4% variance in justice, 1% variance in OBSE, 131% in PSS and 60% variability in PSV by their respective predictor. The total effect of abusive supervision on PSS and PSV is the sum of the indirect effects of three variables such as the MoW, IJ, and OBSE. To estimate the impact of direct effects and indirect effects on the model it's preferable to

devise a piecemeal approach rather than testing the full structured model (Awang, 2015). Table 6 shows the standardized parameter estimates of latent constructs and the direct relationship between ABS, PSS, and PSV is significant so H_1 was supported. The indirect effect structured model results for standardized parameter estimates for the indirect model are shown in figure 2.

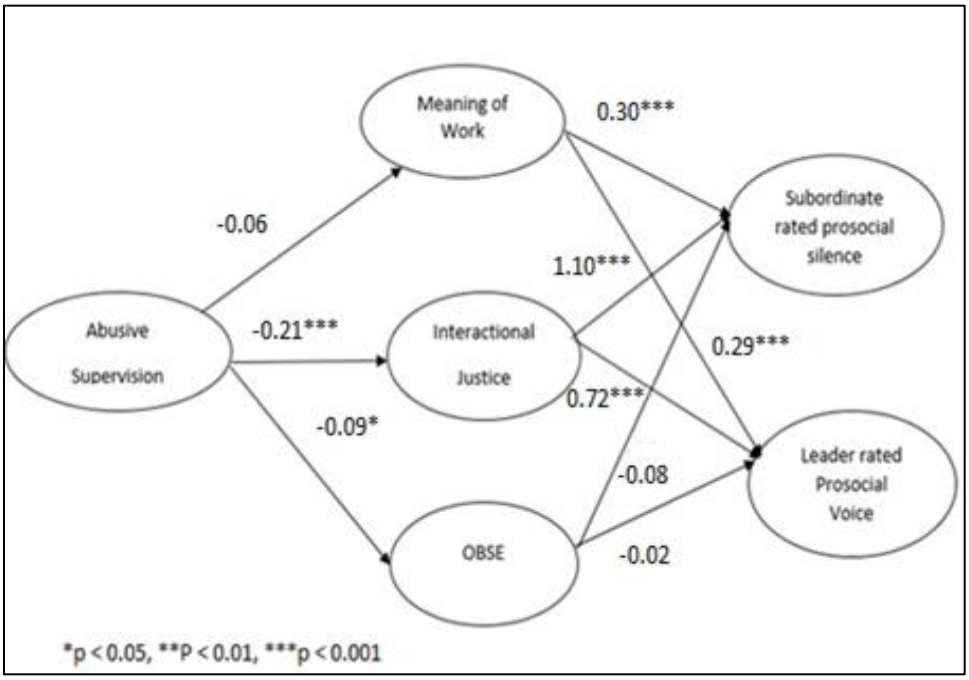

Figure 2: Results for Standardized Parameter Estimates for the Indirect Model

According to Awang (2015) for testing any multilevel mediation it should be appropriate to test each and every path so the several indirect effects present on the same path won't confuse the overall estimation. Mathieu and Taylor (2006) studied that mediating variables are the special types of variables under the presence of which researchers has to focus on the indirect relationship between independent and dependent variable linked via significant paths under the presence of an intervening variable. H_2a claims that the relationship between abusive supervision and IJ is negative and significant which is evident from the results of SEM that 21% of the variability in IJ is significantly explained by abusive supervision (Figure 1). H_2b claims that subordinates IJ mediates the relationship between abusive supervision and PSS/PSV. The figure 1 shows that the relationship between IJ with PSS/PSV is significant so it may reflect mediation. The indirect effect of abusive supervision on PSS (-0.23) and PSV (-0.15) under the presence of IJ as a mediator is less than its respective direct effects so one can say that there is no mediation or a partial mediation on the path between abusive supervision and PSS/PSV. To confirm the mediation Sobel test (Sobel, 1983) is used. The results of the Sobel test for mediation effects in the path between abusive supervision and subordinate rated subordinate rated pro-social silence is z = -2.77, p-value < 0.001which confirms IJ acts as a partial mediator between ABS and PSS. Similarly, the value of Sobel test for mediation

effect of IJ on the path between ABS and PSV is z = -2.19, p-value = 0.03 which also confirms partial mediation in the particular path. So H_2b was fully supported.

H_3a highlights the negative relationship between abusive supervision and MoW and the indirect effect structural model shows that the association between the two variables (abusive supervision and MoW) is negative but not significant (Figure 1). Hence H_3a is not fulfilled. To test the effect of mediator (MoW) on prosocial silence and prosocial voice the prerequisite of the analysis (the relationship between independent variable and mediator) is insignificant so we conclude that MoW does not act as a mediator in the relationship between ABS and PSS/PSV. Hence H_3b is not fulfilled. H_4a highlights that there is a significant negative relationship between abusive supervision and OBSE. Multilevel mediation analysis shows that 9% of the variability in OBSE is explained by abusive supervision and the relationship is significant by having a p-value < 0.01. H_4b suggests that OBSE acts as a mediator between ABS, PSS, and PSV. The non-significant relationship of OBSE PSS and PSV is non-significant which nullifies the candidacy of indirect effect model to test further for mediation. So H_4b is not supported. Contrary to the findings of Rafferty and Restubog (2011) the relationship of OBSE with PSS and PSV becomes negative when OBSE was treated as a mediator in the path between ABS and PSS/PSV. In this particular model, there is only one intervening variable (IJ) present on the path from Abusive supervision (ABS) to PSS and PSV.

5. Discussion

Present research is an effort to verify the effect of abusive supervision on PSV and PSS through the mediation of IJ, MoW, and OBSE. In compliance with the previous researches, this study confirmed the proposition in H_1 the negative effect of abusive supervision on PSS and PSV (Gregory et al., 2013). The results had shown (Table 5)14% and6% decrease in PSS and PSV respectively, with every one percent increase in abusive supervision. The relation can be explained through the leader-member exchange theory (LMX) (Martin et al., 2016). The main tenant of LMX theory is that, through diverse types of exchanges, leaders differentiate in the way they treat their subordinates. The leader's treatment further decides the reaction of the subordinate towards different elements of the organization. Thus, in present study abusive supervision leads to decrease in PSS and PSV (Anand et al., 2011; Martin et al., 2010).

Moreover, one of the variables IJ proved to mediate between abusive supervision and the PSS / PSV, supporting H_2a and H_2b. These results can be explained through studies on theory of fairness, according to which many people are strongly motivated by concerns for fairness and reciprocate in response to injustice. The supervisor is the major source of fairness and Justice in an organization; hence any derogatory behavior from supervisor creates an imbalance in IJ, which further causes decrease in employee's voluntary behaviors, such as PSS and PSV (Cropanzano et al., 2002).

However, OBSE and MOW which are comparatively intrinsic in nature did not prove to mediate the negative relationship between abusive supervision and PSS/PSV. Hence H_3a, H_3b, H_4a and H_4b had not been proved to be true in the specific context of Pakistan. This observation does not comply with previous studies (Rafferty & Restubog, 2011 and Wang & Jiang) where OBSE and MoW play a significant mediating role between abusive supervision and its consequences. This varied behavior can be explained through institutional theory (Scott, 2005), which claims that a uniform behavior cannot be

expected in all parts of the world. The results of present study can be explained based upon the distinct circumstances prevailing in Pakistan (Hofstede, 2013). Starting from the basic concepts of MoW and OBSE, it can be noticed from previous studies that OBSE defines the purpose, value and self-worth of an employee in his/her organization and more associated with factors of vital significance in employees' lives and to which they connect their worth(Korman, 1970; Simpson & Boyle, 1975; Spreitzer, 1995). Connecting the basic concept specifically in the context of Pakistan one of the studies claimed that among the factors including monetary incentives, performance feedback and social recognition; monetary incentive has the strongest relation with OBSE, which even supersedes performance feedback and relation with supervisor; the study revealed that the monetary incentives explain 62% of variation in employee's OBSE (Hameed et al., 2013). In another study, Hofstede (2013) revealed that as compared to western cultures uncertainty is Pakistan is very high, therefore in Pakistan the major criterion through which employees determines the value of their job is monetary incentives. Thus, OCB's such as PSS and PSV are more connected to the financial standing of an employee in his/her respective organization and remain unaffected by supervisory abuse (Van Dyne et al., 2003).

Another possible explanation for this relationship is that employees may consider the decrease in OBSE due to abusive supervision, as a temporary factor as compared to other long-term permanent factors such as organizational mechanistic, monitory compensation, social standing among coworkers and job stability (Pierce et al., 1989). Hence, in response to decreased OBSE due to abusive supervision an employee may uphold his/her positive image among peers and his/her commitment to the organization through maintaining supervisor rated pro-social voice and subordinate rated subordinate rated pro-social silence.

5.1 Implications

5.1.1 Theoretical Implications

Tepper, Simon and Park (2017) stated that, despite the non-parallel positions and other risks involved, subordinates retaliate against abusive supervisors, but the social exchange process is still under-studied. The present study adds to the abusive supervision literature by investigating a multi-variable mediated model.

The present study also contributed by examining abusive supervision in an eastern and under-developed country like Pakistan. Factors like high power distance, collectivism and unemployment make it unique from western countries. Hence, findings from western countries cannot be replicated under the unique conditions prevailing in Pakistan.

5.1.2 Practical Implications

Organizations should conduct training programs for managers to improve their sensitivity to and awareness of the direct and indirect reciprocal influences that they may have when they are abusive toward subordinates.

Moreover, organizations should establish an ethical code of conduct that establishes a psychologically safe environment that enables employees to respond to their supervisors' inappropriate behavior (Brown, Treviño & Harrison, 2005).

5.2 Limitations and Future Directions

The present study has certain limitations due to the circumstances in which it has been conducted; they are worth mentioning for the researches in the future. First, the concern is its Cross-sectional nature. Data were collected from subordinates at one point in time. Future studies can conduct longitudinal research to check if the effect the abusive supervision remains the same in longterm.

Second, we realized that the variables included in this model do not work in the same manner as it did in other cultures. So, in the future, we suggest including more variables subjective to specific cultures such that monetary incentives, power distance, and collectivism.

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