

Abusive Supervision and Workplace Deviance: The Moderating Role of Power Distance

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Abstract

The aim of this paper is to examine the association of abusive supervision with workplace deviance, for instance supervisory directed deviance, non-supervisory directed deviance, and emotional exhaustion. Further, in this paper we examine how power distance moderates these relationships. Cross-sectional data was collected through self-administrated questionnaire from banking sectors in Lahore, Pakistan. To test the hypothesis, structural equation-modeling (SEM) technique is used; moreover, for moderation test hierarchical regression is applied. The finding suggests that abusive supervision is positively associated with supervisory directed deviance, non-supervisory directed deviance, and emotional exhaustion. In moderation test, the individual power distance influences the relationships between abusive supervision and supervisory directed deviance as well as emotional exhaustion. However, it has not affected the relationship among abusive supervision and non-supervisory directed deviance. The results indicate that mostly mistreated employees involved in negative reactions and these reactions are not only contained deviating behavior, it also influences them emotionally. By addressing abusive supervision issues, this research has key implication for abusive supervision practically. In practical terms, 'Policy makers' can also take benefit from this research by considering how abusive supervision can influence the employees' well-being in organizations while making organizational policies.

Keywords: abusive supervision, workplace deviance behavior, supervisory directed deviance, non-supervisory directed deviance, emotional exhaustion, individual power distance, banking sector.

1. Introduction

The loyal and devoted employees influence the success of any organization. This devotion may decrease when they are not treated fairly. Abusive supervision is effect on desired outcomes. As, supervisors have different roles in the workplaces, they mentor, monitor and evaluate employees on their routine job activities (Aryee et al., 2008). Employees usually expect support and motivation from their supervisors. Employee is considered as a vital resource of organizations and without them, a firm could not generate profits. Hence, a fair and respectful interpersonal treatment with employees can lead them to feel satisfied and valuable assets of organizations (Alexander, 2011).

In current business environment, supervisors might adopt such behaviors that can influence the interpersonal relationships. The problem is that manager engaged in abused supervisory behaviors for instance publically criticism, loud, angry tantrums, rudeness, inconsiderate actions and coercion, threats, hiding important information and ridiculing with or in front of co-workers (Mitchell et al., 2015). Consequently, employees to cope up their behavior may involve in counterproductive work activities. Growing concern has been shown in management literature on employees' counterproductive work behaviors at the workplace, because of its impacts on organizations and its members (Lin et al., 2012). Counterproductive work behavior refers to intentionally adopted behaviors by the employees to harm organizations or its members (Mawritz, 2014).

The counterproductive work behaviors could be 'Retaliation' (Skarlicki & Folger, 2004), 'Revenge' (Shoss et al., 2013), 'Workplace Aggression' (Mawritz, 2014), 'Violation' (Aryee et al., 2008) and 'Deviate Behaviors' (Alexander, 2011). Abusive supervision has been under consideration over the last two eras (Martinko et al., 2013) because it is not only negatively impacts on psychological well-being but organizations as well. This study focuses on Social Exchange Theory (SET) (Blau, 1964), SET defines that individuals come into a connection with others to maximize their benefits and reduce cost (Blau, 1964; Greenhaus & Betell, 1985).

From last two decades, several studies have been carried out on abusive supervision (Martinko et al., 2013), which shows the probable significance of this area of research in the current era. Literature suggests most of the researches on abusive supervision have done, on sample taken from the western countries (Tepper et al., 2011; Khan, 2014). As it matters significantly in managing employees of different, cultural backgrounds due to globalization may vary therefore, findings of the western context on abusive supervision may not be appropriate in other social settings (Tepper et al., 2007). Consequently, several calls have been made to study it in Asian culture (Aryee et al., 2008; Martinko et al., 2013; Wang et al., 2012; Lin et al., 2012). Western countries base on low power distance, whereas Asian countries (for instance Pakistan, China and India) rely on high power distance (Hofstede, 2013).

Mostly, researchers studied on abusive supervision with the constructs of trust, organizational citizenship behavior and workplace bullying in Pakistan. It could be argued that little is known in Pakistan on the link of abusive supervision through workplace deviance and psychological distress. Thus, the study filled the gap in literature by

studying abusive supervision and its two significant consequences in Pakistan (Aryee et al., 2008; Tepper et al., 2007; Martinko et al., 2013; Wang et al., 2012; Lin et al., 2012).

The aim of this study is to examine the relationships of abusive supervision with supervisory-directed deviance, non-supervisory directed deviance and emotional exhaustion. It also investigates the effect of power distance on these relationships. The current study has chosen the power distance as moderation and investigates the relationship with abusive supervision (Lin et al., 2012; Hussain & Sia, 2017). The research question is how abusive supervision affects the relationship with all types of workplace deviance and how individual power distance influences these relationships. Thus, the scope of the study is to assist organizations, supervisors and subordinates to take constructive actions against abusive supervision. In addition, study adds value to the management and social sciences literature and opens future avenues by studying abusive supervision in Pakistani context.

After introduction session, we reviewed the existing literature according to the study that included abusive supervision, workplace deviance and power distance. After that, we refer to the methodology and data analysis in terms of SEM and moderation test approach by using AMOS and SPSS. At the end, the results and discussion are reported.

2. Literature Review

As published in Social Exchange Theory by Blau (1964), people usually respond whatever they get at their working environment consistently, thus individual who perceives harm involves negative reactions in return (Mitchell & Ambrose, 2007; Liu et al., 2010). In other words, people generally return whatever they obtain from others in any social context. One of the views of SET is reciprocity or return in kind (Wang et al., 2012). For instance, if an employee perceives a co-worker making fun of him/her in front of others, then to restore interpersonal mistreatment of disrespect, employee may damage co-worker's personal property (like, mobile phone). Feeling of fair treatment can increase the likelihood of socially accepted behavior in return (such as OCB). Cropanzano and Mitchell (2005) in the light of SET stated employees usually deviate negatively because of improper treatment by supervisors at the workplace.

The term 'Abusive Supervision' referred as "subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact" (Tepper, 2000). Some of the manifestations of abusive supervision might be disparage, yelling, taking unnecessary credit of work, menacing, silent treatment, withholding information, use of painful language and interfering in privacy and discouraging (Wu, 2008). Research on abusive supervision demonstrate that abusive behaviors charged employees to exhibit low level of self-satisfaction, devotion, faithfulness, equity and fair acknowledgment (Hamid et al., 2015) and increase the rate of replacements, work family conflict and psychological distress (Lin et al., 2012).

2.1. Abusive Supervision and Workplace Deviance

Workplace deviance may explain as the intentionally adopted behaviors of employees that violate the important organizational customs and intimidate the well-being of organizations and employees or both at the same time (Tepper et al., 2008). Deviating behaviors are substantial consequences of abusive supervision (Tepper et al., 2009, Lian

et al., 2012). An employee who perceives injustice, threats, bullying and mistreatment at workplace, usually, adopt deviant behaviors to restore the mistreatment and injustice faced from the opposite party (Wang et al., 2012; Lian et al., 2012). As for SET (Blau, 1964), people normally act as same as they receive at their workplace. In other words, people generally return whatever they obtain from others in any social context.

Therefore, deviance from workplace can be a source of financial and psychological cost that an organization has to bear. It can be organizational deviance and interpersonal deviance (Shoss et al., 2013). Deviance towards organizations might consequence to lower level of productivity, akin to equipment sabotage or compensation payments for fake injuries (Mawritz, 2014). While interpersonal deviance is an outcome of the relationship between two individuals dealing with one another. The study proposed that abusive supervision is positively related to employee's interpersonal and organizational deviance (Hussain & Sia 2017).

It is a core element of abusive supervision due to triggering deviate behaviors towards co-workers, for instance gossiping with co-workers and blaming them for it, verbally abused them, harassed them and reflecting unhealthy behaviors to restore their autonomy and to feel retaliation against abusive supervisor (Hamid et al., 2015).

Moreover, deviating behaviors developed typology that categorizes workplace deviance into two foremost types (Wang et al., 2012). First, 'non-supervisory-directed deviance' which is directed towards an organization or co-workers and second, 'supervisor-directed deviance' that is directed towards supervisor (for example delaying in work assignment assign by supervisor) (Mitchell et al., 2015). Knowing differentiation between these two types of workplace deviance is important for organizations to take constructive steps in future. This study examined both types of deviate behaviors including supervisor and non-supervisor. Asghar and Ahmad (2017) suggest that employees may respond directly to supervisors or other employees to restore the feelings of mistreatment.

The association of abusive supervision with supervisor-directed deviance and co-worker directed deviance at the workplace are discuss below.

2.2. Abusive Supervision and Non-Supervisory-Directed Deviance

Abusive supervision is a hostile condition that can be resulted as disbelief among organizational members and negative attitudes towards organizations (Tepper et al., 2007). Non-supervisory-directed deviance is focused an organization and other fellows expect supervisor. Employees generally diverge towards firms when they go through uncertain to deviate alongside supervisors or subordinates due to further abuse (Asghar & Ahmad, 2017). Organizations might face human cost in respect of loss of employees' productivity, performance, morale and well-being due to non-supervisory-directed deviance (Hamid et al., 2015; Hussain & Sia 2017). Examples of deviance towards organizations are possibly taking office things at home or talking bad about an organization in front of others (Asghar & Ahmad, 2017), spoiling office furniture, wasting organizational resource like electricity, printing papers, damaging machines or working slowly (Tepper et al., 2009).

Previous studies showed that abusive supervision negatively affect the employees' efforts to support colleagues in organizations (Xu et al., 2015). Individuals might show deviate behaviors to colleagues due to difficulty to deviate against the abusive supervisor or distress of further retribution from supervisors (Asghar & Ahmad, 2017). Coworker directed deviance could be making fun of subordinates, spreading rumors, speaking lies or taking credit of co-workers work. Employees usually evaluate the maximum benefit of deviation and then deviate to a suitable target. For instance, when an individual cannot bring benefits from targeting supervisors then returning deviate behaviors to other targets is believe to be advantageous (Mitchell et al., 2015). Consequently, it might be accepted that people subjected to abusive supervision may go amiss to organizations or colleagues rather than the supervisor in the wake of assessing most benefits out of the circumstances. Non-supervisory-directed deviance can be considered as incidental counterproductive behavior that may keep going for a broad time without aware of it. In reality, abusive supervision can damage future development of an organization and execution.

Thus on the basis of above literature, this study proposed the following hypothesis.

- **H₁**: Abusive supervision has positive association with non-supervisory-directed deviance.

2.3. Abusive Supervision and Supervisor-Directed Deviance

Employees could follow the varieties of interpersonal deviance in organizations. Supervisor directed deviance is one of the kind of deviation that observe to 'make the violator pay' to get unacceptable action (Skarlicki & Folger, 2004). Unexpected punishments could make an individual annoyed along with engage in diverge behaviors at place of work. The higher a manager will oblige strength and misuse of assistant, the higher will be possibilities of supervisor directed deviance (Lian et al., 2012).

Similarly, whenever a supervisor will perform interpersonal mistreatment to subordinate by disrespecting, being rude or telling lies, subordinate will deviate to capture the losses of mistreatment. When an employee chances to quit an organization will be high there will be probability of deviating behaviors due to abusive supervision (Tepper et al., 2009). Employee who perceive their supervisors to be abusive will feel urge to harm in return as a social exchange (Tripp & Bies, 2010). As Social Exchange Theory and Social Role Theory (Eagly, 1987) explains that why individuals response to experienced frustration in against the abusive supervision behavior. It also explains that how supervisor's behavior affects the subordinate behavior, and managerial role and bahviour affect the individual behavior (Collins et al., 2014). Abusive administration may contribute the subordinate to understand being unjustifiably treated and manage to deal with self-esteem including appropriate capacities (Choi et al., 2018). This show, abusive supervision can influence an individual to reconsider through obsessed skills and capabilities, which may lead to harmful ramification for subordinate's attitude and well-being about anticipated self-satisfaction and support the SET and Social role theory. Prior research provides evidence that targeted subordinates will seek revenge by adopting counterproductive work behaviors in reaction to abusive supervision (Kim et al., 2018). Research upon how workers react to offensive manager suggests subordinates realizing higher instead of less will continue extensive deviate together with avenge behaviors (Choi et al., 2018). Perceptions and reactions of individuals to abusive supervision vary

due to variation in their working environment (Lam et al., 2017). Thus on the basis of above literature, this study proposed the following hypothesis.

- **H₂:** Abusive supervision has positive association with supervisor directed deviance.

2.4. *Abusive Supervision and Psychological Distress*

In an organization, employees may encounter threatening events; such events are known as job stressors, which include role conflict, interpersonal conflict and perception of injustice, role ambiguity and organizational constraints. For example, if an employee may come across interpersonal mistreatment in the form of abusive supervision, then the event will be considered as a job stressor (Lin et al., 2012). In addition, job stressor leads to strains, which can be defined as the negative consequences resultant from stress (Chi & Liang, 2013). Target of abusive supervision will end up in strains. Strains can be in any form psychological, physical or behavioral. Consideration of the study is on psychological strains that incorporate anger, frustration, depression, emotional exhaustion, anxiety and burnout (Mawritz, 2014). Psychological strains can result into psychological distress to an individual due to mistreatment in form of abusive supervision. In the response to abusive supervision the individuals amplifies subordinates is more engaged in deviant behavior, it shows that it created a negative effect such as anger, frustration and emotional exhaustion (Garcia et al., 2015).

Moreover, looking from SET (Blau, 1964), interpersonal association has impact on employees well-being. Interpersonal theories of psychological distress attribute psychological difficulties of irregular patterns of interaction (Lin et al., 2012). Individual might encounter emotional exhaustion whereas having difficulties in the variety of interpersonal association. In other words, a person will feel emotional exhaustion while encountering hurdles in social relationship with the opposite party (Li et al., 2016). Furthermore, an offensive supervision has an adverse relationship among emotional exhaustion, anxiety, depression and depersonalize (Michel et al., 2016) that can lead to Social Role Theory, as it shows that. Depression, anxiety and emotional exhaustion are the most commonly revealed consequences of subordinates who examine their manager behaviors to be offensive (Lam *et al.*, 2017). Victims of abusive supervision revel in excessive levels of emotional distress inform of anxiety and depression (Choi et al., 2018). Consequences of abusive supervision on employees' health are costly and unbearable for organizations.

Thus on the basis of above literature, the following hypothesis is proposed.

- **H₃:** Abusive supervision has positive association with emotional exhaustion.

2.5. *The Role of Power Distance*

By considering existing literature on abusive supervision, one can assume that consequences of abusive supervision can influence employee's physical and psychological health and work as a barrier in employees' career development. Researchers showed more concern for the variables that can play the role of moderators to buffer the effect of abusive supervision with its consequences (Aryee et al., 2008). Few researchers tested Power distance as a moderator in relationship of abusive supervision

(Lin et al., 2012; Wang et al., 2012), negative reciprocity beliefs (Mitchell & Ambrose, 2007), traditional values (Liu et al., 2010) and intention to quit (Tepper et al., 2009).

However, this paper has chosen power distance as a moderator from the framework developed by Hofstede (2013) that linked national cultural values with organizational behavior. According to SET (Blau, 1964), power distance may play the role of moderator in the association among abusive supervision and workplace deviance (Wang et al., 2012). Power distance refers to the measure in which a society accepts the fact that power in institutions is distributed unfairly (Hofstede, 2013). If the national culture promotes equality between individuals, then a person associated with such culture will also look the world with the eye of equality and will not impose unfair powers on others. Individual level power distance states that the degree which an individual admits unequal distribution of power (Tepper et al., 2009).

There are some significant reasons to select power distance as a moderator from Hofstede's (2013) cultural values. Initially, power distance is one of the vital national cultural values that could find in framework (Kirkman et al., 2009). Another, power distance is essentially cultural value in the existing investigation because abusive supervision express itself in a variety of misuse of power (such as mistreatment with employees in an organization), and for employees are probably impact on their understanding and reaction for supervisor offensive behavior (Lin et al., 2012).

Correspondingly, the notion of individual level power distance measures the interpersonal power, influence between a supervisor, and subordinate (Wang et al., 2012). Members with less power can perceive power distributed unequally among individuals (Hofstede, 2013). This idea is associated with the values of more and less powerful members of a society (Khan, 2014) that leads to Social Role Theory. Social Role Theory indicates to identify and explains the role of supervisors where the expectation of individuals were attached to an relevant position (Ouyang et al., 2015). In other words, individual level power distance can be explained as the way one perceives power has been unequally distributed in a society or organization. The greater will be the perceived inequity the maximum chances of restoring of mistreatment through deviant behaviors.

Cultural contrasts may refers the ways of people behave and react; one can also believe individual level power distance states the deviating behavior of employees in an organization against exploitation (Lian et al., 2012). Employees who indicate high power distance can easily bear the offensive behavior of supervisor by considering them as respectful bodies that they should follow in all conditions (Kang & Jensen, 2009). In high level of power distance societies, employees easily neglect the abusive behavior in any circumstances as compare to low power distance cultures (Lin et al., 2012).

Likewise, in high power distances employees are more enthusiastic and allow higher authorities to make decisions on their own. In addition, such employees do not attempt to adopt influential behaviors against higher authorities in comparison of low power distance employees (Wang et al., 2012). Coworkers with high power distance, respect supervisors and does not engage in deviating behaviors while low power distance subordinates implement deviate behaviors against abusive supervision as a reaction (Liu et al., 2010). If a person will be from low power distance society, he/she will exhibit all traits of equality and will behave by considering every person equal in terms of rights,

power and position in society. Whereas people associated with high power distance believe in inequality of rights, power and positions, they respect, obey and follow orders of their elders without interruption in decisions (Wang et al., 2012).

Furthermore, individual level power distance may play a role of moderator in the association among abusive supervision and psychological distress (Lin et al., 2012). As noted before, employees will reciprocate exactly the same way one receives from the opposite party in an interpersonal relationship (Tripp & Bies, 2010). Employees generally evaluate encounter behaviors and then react in accordance to experienced situations. The degree to which a person will experience strain happening from stressors be contingent upon on how people interpret these stressors (Xu et al., 2015). Fundamentally, cultural values influence extended range of behaviors that an individual may execute in an organization (Li et al., 2016).

Therefore, employees react differently to abusive supervision behavior in different levels of power distance culture. Individuals who belong to high-level power distance respect people who achieved high positions in an organization, such as supervisors (Kernan et al., 2011). Moreover, a study also hypothesized that this relationship of abusive supervision with both interpersonal and organizational deviance will be moderated by power distance (Hussain & Sia 2017). Such coworkers expect that they are under their supervisor in status and accept the unequal behavior (Vogel *et al.*, 2015). Due to this, they take abusive behaviors normal and do not caution how supervisors treated them. Thus, it shows the direct association of abusive supervision and psychological distress (Zhang & Bednall, 2016). All above arguments confirm individual-level power distance is an appealing phenomenon while studying within an organizational context. According to Hofstede (2013) survey, almost one half of the Pakistani respondents believe power distance is part of our culture; consequently, abusive supervision is acceptable and ignorable. However, nature of organization and type of work may influence the findings.

Thus on the basis of above literature, this study proposed the following hypotheses.

- **H_{4a}**: Individual level power distance influences the association between abusive supervision and non-supervisor-directed deviance.
- **H_{4b}**: Individual level power distance influences the association between abusive supervision and supervisor-directed deviance.
- **H_{4c}**: Individual level power distance influences the association between abusive supervision and psychological distress.

2.6. Conceptual Framework

As shown in figure 1, the conceptual framework of this study is illustrated. It has designed by the review of the existing literature. The below figure show the relationship between the constructs such as abusive supervision, individual power distance, non-supervisory directed deviance, supervisory directed deviance and emotional exhumations.

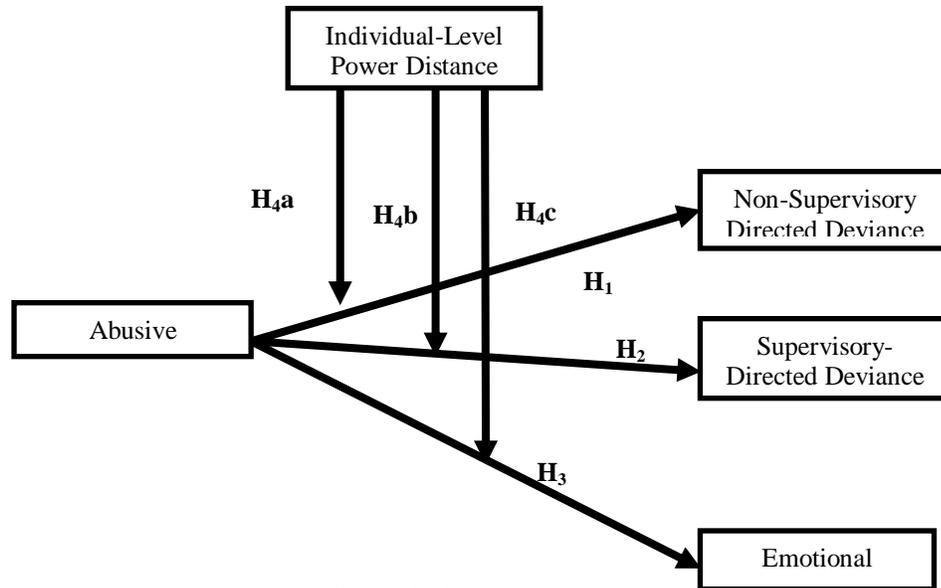


Figure 1: Conceptual Model

3. Methodology

3.1. Participants

315 questionnaires were distributed among employees. A total of 200 employees were involved in this study representing 63.6% response rate. This response rate was encouraging as Baruch (1999) recommended that 55.6% of response rate is acceptable in academic studies for journal publications. The minimum sample size in SEM can be 200 (Kline, 2011), so the sample size of this study is justifiable for SEM. They were composed of double as many male respondents than female respondents. Almost half of the respondent's rates were between the age of 18 and 30, and least of them were over the age of 50. It shows that majority of respondent's age were 18 to 30 years. In addition, one-third respondent's fall between the range of 20k-30k. Furthermore, more than half respondents were married and less than half were single. More than half of the respondent has highest qualification while one-third have bachelor's degree. The highest qualification indicates that the majority of the participants had been in tertiary education. Master's degree holders made up over half of the respondents, with one third having a Bachelor's degree.

3.2. Procedure

Self-administrated questionnaires were randomly distributed among employees through convenient sampling. Convenience sampling is best technique because "it is affordable, easy and the subjects are readily available. The main objective of convenience sampling is to collect information from participants who are easily accessible to the researcher like recruiting providers attending a staff meeting for study participation" (Etikan et al., 2016).

All the participants comprising males and females are working in private Banks situated in Lahore, Pakistan. The reasons behind to select Banks are; the manager and assistant associations are common in this sector (Hu, 2012). The other one is; banking sectors of Pakistan is continually developing which is solely adverse to the declining economy of Pakistan during the last 25 years (Faiz, 2015). These sectors are classified with administrative culture, extortion, and inferiorly managed human resource discipline (Obaid, 2013). The main reason is that the significant portion of intellectual in Pakistan is working in banks. The reason to choose on city is that the Lahore is capital of Punjab Province and second biggest metropolitan city of Pakistan (Karachi is first) with population of more than 10 million. According to the study by Britannica (2014) Lahore is highly cultural and religious city of Pakistan. The researcher's intention was to obtain samples from those who are working Pakistani banks as employees. This study focusing on employees hence, data is collected from employees to get their perceptions. We researchers cannot collect data from the whole population due to the time limitations and access to the organizations. This respondent data has been used for further analysis. 5 point Likert scale has been used as a measurement scale (Likert, 1932). For data analysis, this study used AMOS and SPSS statistical software to run analysis including confirmatory factor analysis and hierarchal regression analysis.

Table 1 shows the measures of instrument.

Table 1: Measures

Concepts	Cronbach's Alpha	Source	Items
Abusive Supervision	$\infty = 0.86$	Tepper (2000)	8 items
Non-supervisory directed deviance	$\infty = 0.89$	Bennett and Robinson (2000) Aquino, Lewis, and Bradfield (1999)	4 items 2 items
Supervisor-Directed Deviance	$\infty = 0.91$	Dorfman and Howell (1994)	4 items
Emotional exhaustion	$\infty = 0.77$	Maslach and Jackson, (1986)	6 items
Individual-level Power Distance	$\infty = 0.8$	Dorfman and Howell (1994)	6 items

4. Results

4.1. Measurement Model

To test the elements of constructs and their validity; this study perform Confirmatory Factor Analysis on the data set through AMOS software, which showed the goodness of

model fit (Hair et al., 1986). The goodness of the model assessed because of ten measures from three perspectives. First, over all fit perspective (χ^2 , df, χ^2/df , GFI, RMR, RMSEA), comparative fit to a base model perspective (CFI, NFI) and model parsimonious perspective (PGFI and PNFI). Table 2 shows that the computed values of the ten measures, in addition to their thresholds. In summary the value of χ^2/df is less than 2, meanwhile values of GFI CFI, NFI are equal to 0.8 (Browne & Cudeck, 1992; Hu & Bentler, 1999; Ryu, et al., 2003). Hence, it indicated a good fit to the data.

The face validity of each question items of the instrument show that the questions reflect exactly what a construct is intended to measure (Saunders, 2011)? Hence, the question items used on our instrument is checked based on Saunders' suggestions and our items, measure the same, as the construct is defined. In a research, the content validity shows the extent of questions of questionnaire, cover different dimensions of the construct. As suggested by Cooper and Schindler (2008), we used existing literature, discussion with subject experts to finalize useful question items for better content validity.

Convergent and discriminant validity as suggested by various researchers are subgroup of construct validity. Cooper and Schindler (2008), suggests that it is not possible to treat a construct independently, because, researcher and respondent as human beings are interlinked with a complex network of emotions. However, in this research, our focus is to study particular aspect of the construct, and avoid to study irrelevant dimensions of the construct. In this paper using CFA with strong fit indices provide evidences of the construct validity. As suggested Arifin, and Yusoff, (2016), the items and construct relationships are evident through recommended fit indices. Hence, this study paper has no issue in construct validity. The robustness analysis shows the following

- The conceptual model robustness is confirmed using confirmatory factor analysis CFA, where fit indices are in acceptable range. This tests shows that the model used in this study is valid and has no issue in reliability and validity.
- Technique, CFA using maximum likelihood shows robustness of the model (Li, 2016).

Table 2: Fit Indices (CFA)

Goodness of Fit Index	Scores	Recommended Value
Measures of Absolute Fit		
χ^2	1301.351**	Near to degree of freedom
d.f.	713**	The greater the better
$\chi^2 / \text{d.f.}$	1.825**	$\leq 2, 3$ or 5^*
GFI	.84**	≥ 0.90 or 0.8^*
RMR	.069**	≤ 0.05 or 0.08
RMSEA	.064*	$\leq 0.08^{**}$
Incremental Fit Measures		
CFI	.86**	$\geq 0.90^*$
NFI	.74*	$\geq 0.08^{**}$
Parsimonious Fit Measures		
PGFI	.67*	The higher the better**
PNFI	.68**	0.06-0.09**
Acceptability: ** (acceptable,) (Browne & Cudeck, 1992; Hu & Bentler, 1999) and (Ryu, <i>et al.</i> , 2003) **.		

4.2. Test of Hypotheses (SEM)

To test the hypotheses, this paper performed the hierarchical regression analysis. Two separate hierarchical regression analysis (Gelman & Hill, 2006) was applied on data for testing the hypotheses. The analysis was based on three steps. Table 3, demonstrates direct and moderating influence of individual level power distance on the association among abusive supervision and non-supervisory directed deviance, supervisor-directed deviance and emotional exhaustion.

The first step shows the effect of control variables. In the next step, “main effects” indicate the association between abusive supervision with three dependent variables such as non-supervisory directed deviance, supervisor-directed deviance and emotional exhaustion. Hypothesis 1 proposed that abusive supervision has positive association with non-supervisory-directed deviance. As shown in Table 3 (Model 2, step 2), abusive supervision had significant and positive relation to non-supervisory-directed deviance ($\beta = 0.443$, $p < 0.01$), so H_1 was supported. H_2 stated that abusive supervision has positive association with supervisory-directed deviance. As Abusive supervision was significant and positive related to supervisory-directed deviance ($\beta = 0.410$, $p < 0.01$) as shown in Model 5, thus H_2 is supported. H_3 indicated that abusive supervision has positive association with emotional exhaustion. As Abusive supervision is significant and positively associated to emotional exhaustion ($\beta = 0.389$, $p < 0.01$) as indicate in Model 8, so H_3 was accepted.

Finally, in step 3, the abusive supervision x individual-level power distance. Table 3 (Step 3), indicate the result of moderation test. It illustrates that individual level power distance does not moderates the association among abusive supervision and non-supervisory directed deviance (Model 3 shows, $\beta = -.071$, $p > 0.05$) which means H_{4a} is not supported. However, individual level power distance moderates the association among

abusive supervision and supervisor-directed deviance at ($\beta=-.180$, $p<0.05$) as shown in Model 6 which means H_{4b} was supported. Similarly, individual level power distance moderates the association between abusive supervision and emotional exhaustion at ($\beta=-.201$, $p<0.05$, Model 9) which means H_{4c} was supported. Moreover, we used online calculator developed by Preacher, Curran and Bauer (2006) for plotted the interaction to estimate the simple slopes relating the effects of moderator (individual level power distance) in the association among non-supervisor directed deviance (Figure 2), supervisor-directed deviance (Figure 3) and emotional exhaustion (Figure 4). Specifically, the average power distance was the mean that is indicated by dotted lines, the high power distance was designated by 1 SD above the mean specified by straight line, the low power distance was titled by 1 SD below the mean that is shown by line (- -) (Lin et al., 2012).

Figure 2 indicates no effects because the result shows that individual-level power distance has no effects on the association amongst abusive supervision and non-supervisory directed deviance and H_{4a} is rejected and slope was non-significantly negative for power distance (simple slope = -1.77 (low), -2.02 (average), -2.4 (high), $p>0.05$). When power distance is low then the relationship is declined from high to low and it is higher with the high power distance, Figure 3 shows that the slope was significantly negative for the low power distance (simple slope = -1.78, $p<0.05$), for average power distance (simple slope = -2.38, $p>0.05$) and also significant for high power distance (simple slope = -2.79, $p>0.05$). Figure 4 indicates that the slope was significantly negative for power distance (simple slope = -1.8 (for low power distance), -2.41 (for average power distance), -2.85 (for high power distance), $p<0.05$). It shows that the H_{4b} and H_{4c} have accepted.

Table 3: Hierarchical Regression Analysis

Dependent Variables									
	Non-Supervisory Directed Deviance			Supervisor-Directed Deviance			Emotional Exhaustion		
Predictors	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9
Step 1: Control Variable									
Age	-.013	-.028	-.026	-.111	-.123	-.117	.017	.005	.012
Gender	.117	.051	.052	.005	-.056	-.054	.024	-.034	-.032
Income	-.257	-.194	-.205	.075	.137	.110	-.135	-.077	-.108
Marital Status	.147	.128	.137	-.040	-.068	-.044	.125	.102	.129
Qualification	.125	.103	.106	-.008	-.030	-.023	.000	-.020	-.011
Step 2: Independent Variable									
Abusive Supervision (AB)		.443**	.446**		.410**	.418**		.389**	.398**
Individual-Level Power Distance (IPD)		.078	.086		.175	.194**		.134	.155*
Step 3									
AB x IPD			-.071			-.180**			-.201**
R ²	0.71	.294	.299	0.11	.261	.292	.018	.223	.262
ΔR ²	0.71	.223	.005	0.11	.250	.031	.018	.205	.039
Note: Significance *p , 0.05 and **p , 0.01									

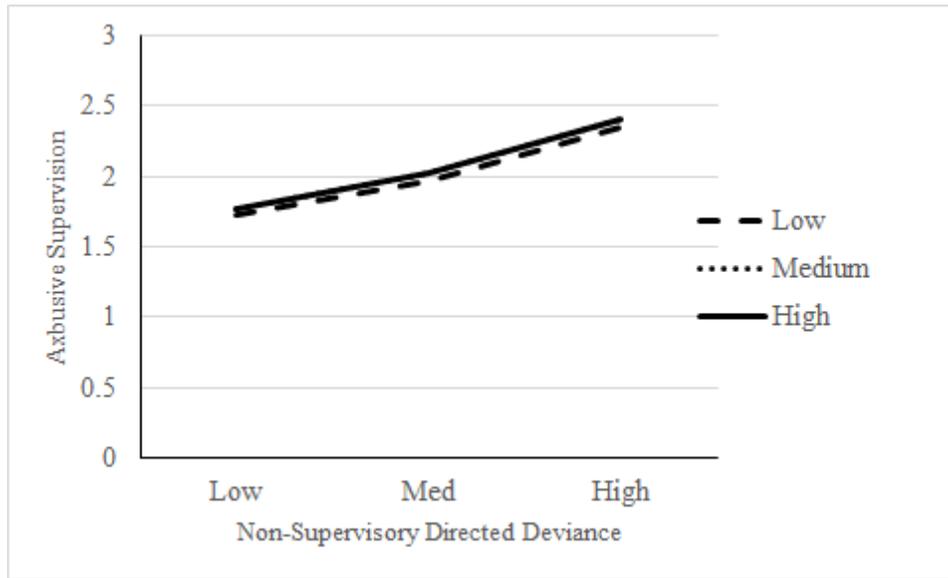


Figure 2: The Association among Abusive Supervision and Non-Supervisory Directed Deviance

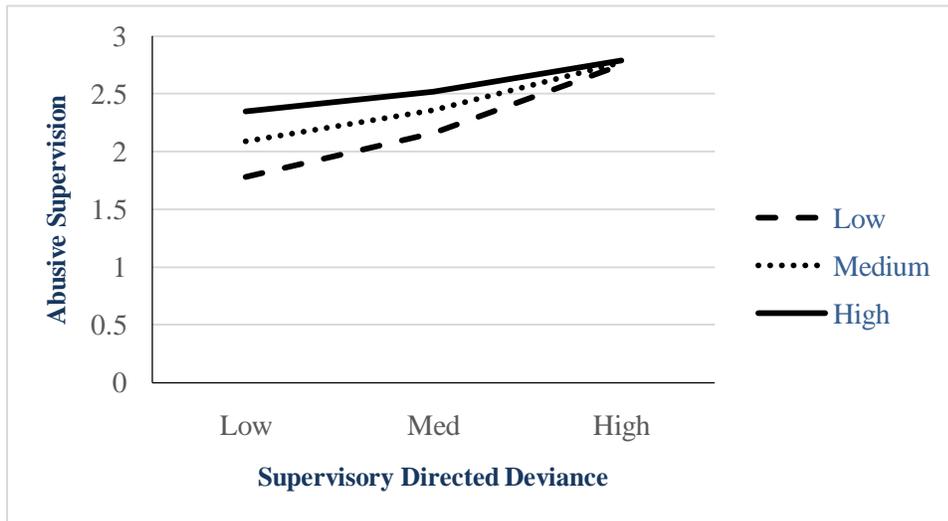


Figure 3: The Association among Abusive Supervision and Supervisory Directed Deviance

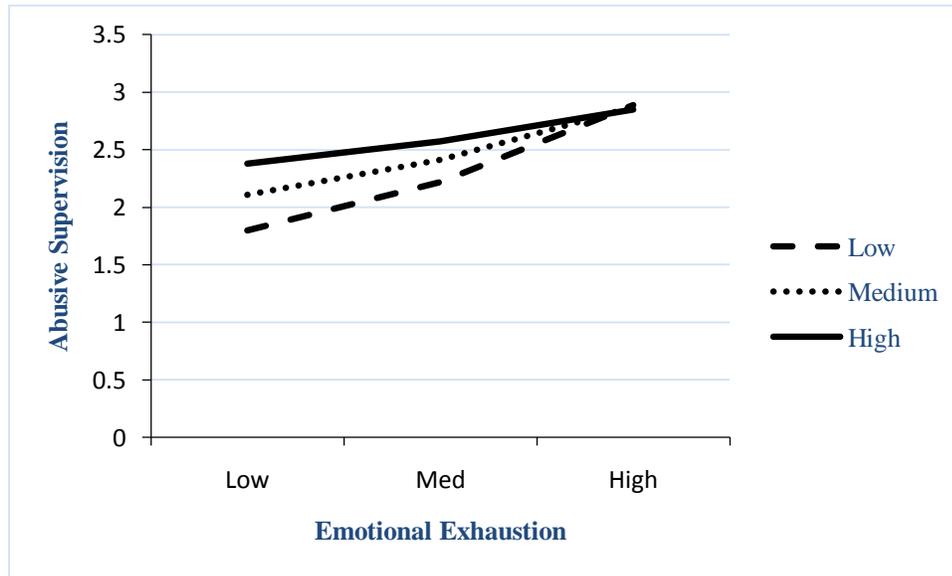


Figure 4: The Association between Abusive Supervision and Emotional Exhaustion

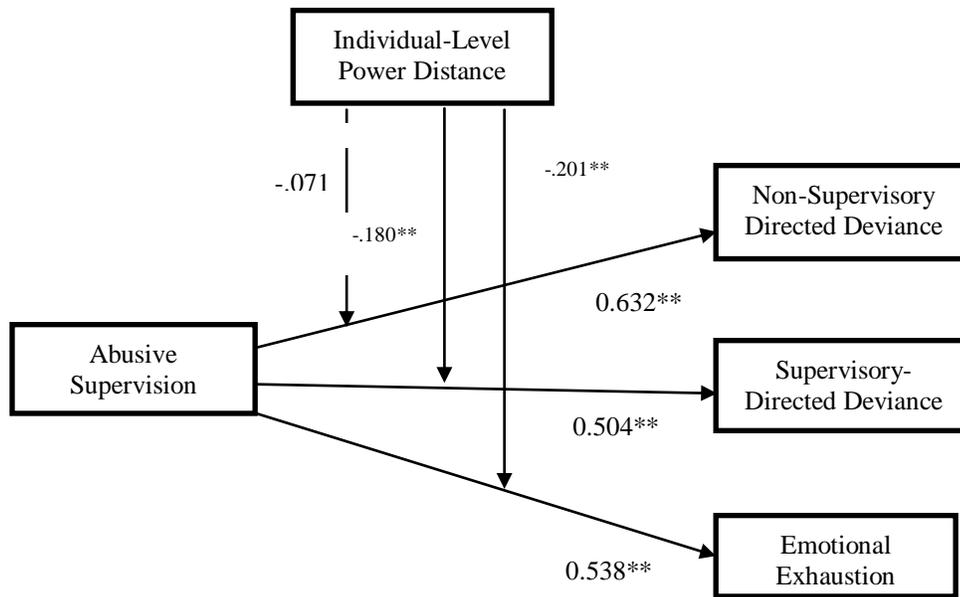


Figure 5: Result Analysis Model

Note: The straight lines shows the hypotheses are accepted and dotted line shows that the hypothesis is rejected.

5. Discussion

The aim of this study is to investigate the role of abusive supervision towards non-supervisory directed deviance, supervisory directed deviance and psychological distress based on SET (Blau, 1964). The findings suggest that abusive supervision have a positive association with non-supervisory directed deviance ($\beta=0.443$, $p < 0.01$). It shows that H_1 is accepted. Result of hypothesis one is reliable with previous research results (Lian et al., 2012; Wang et al., 2012; Tepper et al., 2008). This means, when the supervisor display abusive behaviors then as a reaction to restore the feeling of loss self-respect and self-worth an employee will involve in non-supervisory directed deviance. Such deviance will be directed towards organization or co-workers. Employees generally adopt non-supervisory directed deviance when deviation direct towards supervisor can result into further retaliation.

Moreover, results suggested abusive supervision has positive association with supervisor-directed deviance ($\beta=0.410$, $p < 0.01$) in Pakistani organizations. It shows that H_2 is accepted. This finding is consistent with the study of Wang et al. (2012) who stated that workplace deviant behaviors have negative and significant relationship with employee performance. When a person in an organization perceives his supervisor to be abusive with him/her only, then targeted employee might feel interpersonal mistreatment and deviate to overcome the situation. Additionally, Mitchell and Ambrose (2007) and Liu et al. (2010) findings also suggests that subordinates who perceive their supervisors to be more abusive then they adopt more counterproductive work behaviors directed towards supervisors with delayed work, inconsistent behaviors, intentionally avoiding the supervisory directions. Results suggested that targets of abusive supervision generally feel less or no control over the situation due to lack of power. Individuals at a lower level of organizational hierarchy are more likely to engage in deviate behaviors as compare high level in organizations.

Further, the results suggested abusive supervision has a positive and strong association with emotional exhaustion ($\beta=0.389$, $p < 0.01$) and H_3 is accepted. It is the psychology of employees that they reciprocate the leadership behaviors when the supervisor is supportive they perform with the organizational citizenship behavior while they show deviant behaviors towards less supportive supervisors. Previous research (Hu, 2012; Chi & Liang, 2013) is also consistent with the findings of study, which demonstrate that abused employees mostly practiced frustration, agitation and emotional shattering with the decreasing perception of personal control. They engaged in the behaviors, which helps them to restore their feelings of personal control through autonomy and discretion. It is stated the employees facing abusive supervision involve in anxiety, depression and emotional exhaustion.

This paper examined individual-level power distance as a moderator in the association among abusive supervision and non-supervisory directed deviance. However, the result show individual level power distance does not moderators the association among abusive supervision and non-supervisory directed deviance significant, such as ($\beta=-.071$, $p > 0.05$). The result shows that H_{4a} is rejected. This means, in Pakistan individual-level power distance does not moderator the effect of abusive supervision, thus individuals' target of abusive supervision implicate on deviating behaviors towards non-supervisory entities. This result does not converge with the previous studies (Kirkman & Shapiro,

2001; Hofstede, 2013) because previous studies identify that individual level power distance moderates the association among abusive supervision and non-supervisory directed deviance. In addition, previous studies suggested countries where power distance is high individuals does not involve in deviating behaviors , but in existing study these arguments has been rejected.

Whereas, result shows individual level power distance moderator the association between abusive supervision and supervisor-directed deviance at ($\beta=-.180$, $p<0.01$). Hence, H_{4b} is accepted. The result converges with recent studies (Liu et al., 2010; Wang et al., 2012). In high power distance societies, employees accept abusive supervision without any reaction. Findings suggested as Pakistan is high power distance country (Hofstede, 2013), here employees believe their supervisors as an authoritative and respectable entity to whom they are liable to respect even after being abused. Result provided evidence that a country where power distance is high does not involve in abusive behaviors as it happened in this study.

The findings indicate that individual level power distance moderator the association among abusive supervision and emotional exhaustion ($\beta=-.201$, $p<0.01$). Thus, H_{4c} is accepted. The findings suggest individuals associated with high power distance involve less in emotional exhaustion by considering supervisors abusive behaviors as normal without involving in any negative outcomes. As mentioned before, emotional exhaustion were treated as indicators of psychological distress (Tepper, 2000) none of the previous studies considered it as two different independent variables (Lin et al., 2012). Hence, the existing study treated emotional exhaustion as two different variables and suggest studying these two variables separately with the relationship of abusive supervision.

5.1. Contribution

In theoretical terms this research benefit in several manners. The present study signifies some extension in abusive supervision field as studying in Pakistani society. Mostly researches on this topic have conducted in low power distance countries (western). This study will be helpful for the ‘scholars’ in the field of abusive supervision to extend research by relating different concepts to abusive supervision. Although the moderating effect of power distance had confirmed from previous studies (Liu et al., 2010; Wang et al., 2012; Lin et al., 2012), these results had also supported by SET and Social Role Theory. It also expanded the content domain of abusive supervision research in high power distance country like Pakistan by indicating the moderating effect of individual power distance. In practical terms, ‘Policy makers’ can also take benefit from this research by considering how abusive supervision can influence the employees’ well-being in organizations while making organizational polices. In addition, with the help of this research ‘employees’ will be better able to understand and recognize that abusive supervision is not part of their jobs and they have right to stand against it. Lastly, ‘managers/supervisors’ will be aware that their abusive actions can cause harsh reactions of employees in organizations that are not hidden and can cause financial costs.

Lastly, ‘managers/supervisors’ will be aware that their abusive actions can cause harsh reactions of employees in organizations that are not hidden and can cause financial and social consequences. Employees may continue work in such environment, however, they

will not appreciate such behaviors and policies. According to institution theory, organisation legitimacy is recognized by its stakeholders, like employees. “A school succeeds if everyone agrees it is a school; it fails if no one believes that it is a school regardless of its success in instruction or socialization” (Meyer, Scott, & Deal, 1981). Hence, firm’s lawfulness explicates its existence, according to this theory firm show similarity and comprises the diversity. A non-abusive policy across the organisation can help it to grow faster.

5.2. Limitation and Future Research

Apart from various significances, this study has few limitations. First, the data collection has collected from only one city Lahore, Pakistan due to limited access of organizations in short time. Another limitation may be that it merely focuses on consequences that can result because of abusive supervision but does not focus on the antecedents that can trigger abusive supervision at workplace. Lastly, the data is collected from employees only.

The future research ought to focus on longitudinal research for the reason that behavior of employees and supervisors are wavering with the passage of time. Future researcher may consider comparative study out of various sectors and relate the differentiation in the levels of abusive supervision in the sectors such as industrial. It is recommended to study the antecedents of abusive supervision in future (reasons or factors that can force supervisors to adopt abusive behaviors). This can help organizations to control over such antecedents before it converts in abusive behaviors.

6. Conclusion

To conclude, the outcomes of this paper suggest that abusive supervision is positively related to all types of workplace deviant behaviors and emotional exhaustion. The findings reveal that abused employees involve in negative reactions when they are not treated fairly and such reactions not only involve in deviating behaviors but also influence employee’s mental health. Employees take revenge of their mistreatment from organizations, supervisors and other co-workers. In addition, because of questioned self-worth they feel anxiety and emotional exhaustion. This represents that the finding of this study is supported by social exchange theory that emphasize the concept of reciprocity (Cropanzano & Mitchell, 2005; Hussain & Sia 2017). The perspective of reciprocity sights that the abused employees may repay the same towards organization and supervisor by engaging themselves in deviant behavior. These findings further legitimize the argument that to enhance the stream of research, organizations and researchers may study abusive supervision with various consequences that are hidden and need to be identified for better insights and understanding the phenomenon of abusive supervision. It could be argued that abusive supervisors and its consequences in the current knowledge economy are obvious, and we metaphysically can say it an elephant in the room.

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