



HRM/15

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Department of Business Studies

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# **The Effect of Abusive Supervision on Employee Silence: Mediating Role of Justice Perception in Oil and Gas Sector of Pakistan by**

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## **Abstract**

The ambition of this research is to investigate the effect of the abusive supervision on employee silence with mediating role of justice perception. This present study is backed by Conservation of Resource (COR) theory; the major purpose is to enlarge our knowledge on the noxious impacts of abusive behavior of supervisors, it supervision can be detailed as employees attention that their managers or supervisors is engaged in the continuous array of hostile verbal and nonverbal behavior. The sample for this study were gathered from sample of 131 respondents from oil and gas sector of Pakistan which includes the following departments OGDCL, Mari Petroleum, Pakistan Petroleum, Saif Energy, Petroleum exploration limited, general petroleum limited and united energy Pakistan . The outcome of this research specifies that abusive supervision have positive connection with employee silence, and the justice perception has mediating effect between them. Present study is a remarkable contribution in the area of management sciences and it has also further multiple implications at academic level and managerial level. In future, it will be amusing to prospect this research in diverse cultural conditions and organizations.

**Keywords: Abusive supervision, Employee silence, Justice Perception.**

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# Chapter 1

## Introduction

### 1.1 Background

Leadership is very important part of a workplace as it has significant effect on the achievement of any organization. Leaders are role models for their followers and employees, the behaviors of managers have been studied in literature. In the past years, an improved attention is made towards examining the abusive and negative behavior of the managers and supervisors with their staff and employees. It has been examine that the Negative, Noxious and Abusive leadership are the various forms of dark sides of leadership (Jain, Srivastava, & Cooper, 2021). The research work on abusive supervision has got extensive amount of attention in last few decades (Mackey, et al, 2017).

The negative response of the employees to their work is mainly due to the abusive supervision as it is said to be as workplace stressor. It is considered by many researchers and managers that the abusive supervision results to aberrance behavior in the organization and Moral issues (Valle M. , Kacmar, Zivnuska, & Harting, 2019). The past studies have shown that the work engagement and job satisfaction has been highly negatively affected by abusive behavior of supervisors. (Mackey, Frieder, Brees, & Martinko, 2017).

The existence of bad leadership in an organization will result in the abusive interactions and workplace bullying. To explain abusive supervision and its impact the researchers use the organizational justice theory (Avey, et al, 2015). Many aspects like employee's productivity, commitment, involvement, dedication and motivation is reduced by the negative leadership styles which

always hurts the reputation and administration of the organization. In a past research it is examined that the abusive supervision-turnover intension relationship becomes more strengthened by the emotional intelligence (Pradhan & Jena, 2018).

The employee's working experience can be affected by many factors like distribution of resources, allocation of tasks and dealing with their interpersonal relations (Scheel, Otto, Hinz, Holstad, & Rigotti, 2019).

The physical comfort of the subordinates' is negatively affected by the abusive supervision, and they are more toxic to their behavior, e.g. counterproductive working behavior and job dissatisfaction. Lack in control of managers to their subordinates is the most damaging result of the abusive supervision (Hutchinson, 2015). The employees have to face two broad possibilities of a work supervisor or manager, either they can be good or bad which will enhance or reduce employee performance (Valle, Kacmar, Zivnuska, Zivnuska, & Harting, 2019). By observing the significance of employee silence and its impact of organization success, many researches have been conducted on this but very few researches have concentrated on the relationship of abusive supervision with employee silence (Rai & Agarwal, 2017). Many consequences can be occurs due to employee silence e.g. accidents, deaths, so we have to focus on it (Kiewitz, et al, 2016).

The concept, justice from view point of social norms in the society has also been studied by many philosopher including Plato, Aristotle, Rawls, Socrates and Nozick (Cetinkaya & Cimenci, 2014). The organization justice is not only to give salaries and rewards fairly but also on how employees perceive about such decisions (İçerli, 2009). Many positive outcomes will come in the result



of perception of fairness of management like job satisfaction, positive outcomes and employees taking extra initiatives.

In a developing country like Pakistan, there are less employment opportunities, so people don't want to lose their jobs due to the economic and social pressure. Due to the abusive behavior of the supervisors the employees avoid to make interaction with the supervisor and keep distance from them and remain silent in case of any organizational issue. (Prouska & Psychogios, 2018). The strategies of the organization are required to be changed each day in the industry on the demand of this age where the flow of information is very fast.

## **1.2 Gap Analysis**

In the modern era, several organizations are investing large amount and resources to enhance the leader and inferior relationship in the organization, because they together can lead the organization to success and enhance organization performance. Some of researches already stands where the influence of abusive supervision have been proved. The connection of abusive supervision has also been tested with the organizational productivity (Phulpoto, Phulpoto, Brohi, & Memon, 2021). The mediating role of justice perception has not been established yet. Extensive researchers on silence are required in future to justify the unusual relation; the outcomes can give advantage to future researchers who aim to analyze the relation of employee silence in diverse cultural environment (Dong & Chung, 2020). For Future studies different variables can be used e.g., psychological insecurity, self-awareness, emotion intelligence, mental wellness with of silence (Jain, Srivastava, & Cooper, 2021).

The main intension of this research is to inspect the Justice perception a core mediating medium. Those employees who are working under abusive supervision perceive that being silence would be a safe reply to sustain the remaining resources caused by justice perception. As per equity theory employees feel motivated when they get returns on their efforts, work and performance in the form of salary, rewards and bonuses. The desire of all employees is to have equal input-outcome proportion in the comparison with the other employees. As such recently no research has been done on the influence of abusive supervision on employee silence with justice perception as mediator in Pakistan Oil and Gas sector. Therefore it would contribute significantly towards literature as well as the research study in the Oil and Gas Industry of Pakistan.

### **1.3 Problem Statement**

Abusive supervision can be said as the horrible edge of supervision in the existing research, the hidden costs associated with this kind of supervisory behavior and leadership is remained the focus of many researchers. The major problem inside the Oil and Gas industry of Pakistan is the growing competition and because of that the work load is high on employees. The psychological and environmental pressure on leader and supervisor lead them towards abusive supervision and the employees towards silence. As the knowledge of the employees increased, their justice perception is also high.

## **1.4 Research Questions**

The present research will find the answers of the following questions.

**Q.1.** What is abusive supervision?

**Q.2.** What is employee silence?

**Q.3.** What is organizational Justice Perception?

**Q.4.** How does abusive supervision impacts employee silence in the presence of justice perception?

## **1.5 Research Objectives**

The principle of research objective explores relationship between the variables according to the proposed model. It will also find whether there is mediating effect of justice perception between dependent and independent variable in the oil and gas sector of Pakistan.

This research has,

1. To inspect the abusive supervision and its impacts on employees in oil and gas sector of Pakistan.
2. To investigate relation between Employee Silence and Abusive Supervision in oil and gas sector of Pakistan.
3. To investigate the relation between abusive supervision and justice perception.
3. To examine mediating effect of Justice Perception between Employee Silence and Abusive Supervision in oil and gas sector of Pakistan.

## **1.6 Significance of the Study**

The research objectives seek to identify abusive supervision and its effect on employee silence in Pakistan's oil and gas sector. This phenomenon imprints serious impression on comfort of subordinates and organization as a whole. The research will benefit the administration of Oil and Gas sector to uplift communication skills to make employees share their concerns, meaningful ideas, useful information and issues with the supervisors and managers. In past, no research has been done where linkage of abusive supervision and employee silence is evaluated with mediating role of justice perception in the Oil and gas industry of Pakistan, this research will help them to detect their employee's problems and the reasons beside the problems so that they can overcome of those issues to enhance organization performance.

## **1.7 Supporting Theory**

All the variables of this research are supported by Conservation of Resource theory. Theory provides direct and indirect links between all the variables. Current study is going to identify influence of abusive supervision of supervisors on employee silence with the employee's judgment of justice. Therefore, Conservation of resource theory is observing all the relations among offensive supervision of a supervisor, employee silence and justice perception.

## **Chapter #2**

### **Literature Review**

#### **2.1 Abusive Supervision**

Rude supervisors or managers are likely to always abject and blame their subordinates in a hostile way and they have feeble relationship and less interaction with their subordinates (khalid et al, 2018). Subordinates who are facing insulting supervision had uncomfortable and obnoxious work experience and dissatisfaction on their employment (Pan et al, 2018). When abusive supervision is high, the negative relationship liability and job pleasure also breakthrough. Rude supervision magnifies the real contact of liability and emotional exhaustion and job pressure (Wang et al, 2018). The past studies illustrate that, employees who observe immense offensive supervision have less work commitment as long as they preserve their stamina to defend important assets (Lyu et al, 2016). Earlier researches related to offensive supervision have proposed that the subordinates who face abusive behavior disappointed at work and they have deviant behavior towards organization (Park et al, 2019). (Tepper, 2007) Recognize that vulgar regulation put specific cost on company, e.g. in United States almost 14% of their workers face abusive supervision which results in yearly price of \$24 billion to organization in shape of lost productivity, health-related and excessive day offs. Abusive supervisory behavior has been the area of many researchers since very long. At the beginning this type of behavior has been introduce as employer undermine (Duffy et al, 2002) also the word manager invasion (Schat, 2006).

Abusive supervision is considered as a big threat to employee's deviant behavior, commitment and said to be a killing agent of innovation and creativity (Valle, Kacmar, Hating, & Zivnuska, 2019). In past few years, many researchers have found different paths or methods to measure the impacts of abusive supervision and employee silence (Valle, et al, 2019), where researchers have establish that the abusive supervision has certain effect on aberrant manner of manpower. The relationships that workers make within workplace are established on two core purposes. One is economic exchange and second is social exchange phenomena of the relationship; the researcher has renamed the social exchange phenomena into social exchange theory (Casimir, Ng, Wang, & Ooi, 2014) . The economic exchange is based on the pay scale against the work done, it has no relation with the psychological contracts or other elements related to it, these types of employees are concerned much with their outcomes and pay instead of work flexibility, human relations and other elements related to organization relationship (Cropanzano & Mitchell, 2005).

(Hoobler & Brass, 2006) Found that the reason beside the self-damage of employees is abusive supervision. As the result of abusive behavior, employees found increase in morale, dissatisfaction and commitment level. This behavior also enhance the turnover rate, absenteeism level and decrease the employees workplace productivity and in society (Hoobler & Brass, 2006). The difference between follower evaluations and leader behavior might be overly critical. However, the evaluation and behaviors are specific conceptions with clear consequences and antecedents (Banks, et al, 2021). The reasons beside abusive supervision also include the type of industry, customer demand

and nature of work. In recent studies it has been proved that the reasons beside abusive supervision are the daily sleep routine of the leaders, which results in the toxic outcomes for employees (Barnes, Lucianetti, Bhave, & Christian, 2015). The overload of work increases the frustration in supervisors which result in abusive and negative behavior. The relationship of frustration and supervisor overload is moderated by the personality traits of the supervisors (Eissa & Lester, 2017). The nature of employees with their adverse credit types is linked with harsh supervision (Martinko, et al, 2011).

The organization culture and norms also plays necessary role in restricting or cultivating the abusive behavior in supervisors. In this view, many organization structures have studies to specify the presence of abusive supervision where in (Aryee, Sun, Chen, & Debrah, 2008) compared the organic structures which are more collaborative and less centralized with the mechanistic structure which is highly centralized structure with having top-down communication. The past studies exposed that the abusive supervision has less effect on the organic structure and strong effect on the mechanistic structure. In addition to this, the work climate also affects the variable. For example (Mawritz, et al, 2012) discovered that presence of adverse work climate results in more aberrant behavior under abusive supervision. It is very important for all organization to determine abusive supervision timely. There are three functions of management through which the abusive supervision can be identified (Osenbach et al, 2014). The functions which can identify abusive supervision are the emotional experience of the subordinates, the behavioral response of supervisors and the appraisal system. The supervisor's abusive behavior will lead the employees to fear, anger and silence. Further, it will

reduce the interaction between the employees, less interaction with top management, and as result employees will start to seek better opportunities and start leaving organization (Oh & Farh, 2017).

## **2.2 Employee Silence**

The critical source of information for the organization is their employees, as they can provide significant information, new ideas and suggestion to improve the organization performance. Many individuals have their own abilities of learning, innovation and creativity which can lead the organization towards success. The employees choose to remain silent and do not share the wide range of information and issues with the organization if they are affected by the abusive behavior. As the result of employee silence the supervisor may not only lost the useful information but it will create future problems also.

It is not just about nothing to say and remain silent, it will waste the employee's useful information and they may not deliver their issues to the supervisor (Tangirala & Ramanujam, 2008). The organizational context is a prime factor which makes the employees to do certain behavior. A few contextual factors like adverse group and unsupportive leadership are identified as strong predictors of the employee silence (Madrid, Patterson, & Leiva, 2015). Many elements like policies, employment rules and regulations, institutional opportunities, contracts and employment protection is found to be predictors of the employee silence (Khalid & Ahmed, 2016). While if the management have supportive manner towards employees and confidence building environment will increase in the employees positive feedbacks and it will then reduce the silent behavior in employees (Wang & Hsieh, 2013).



There are many conceptual and empirical studies which identified the reasons beside the silence of the employee on the essential organizational issues (Brinsfield, 2013). The employees are not forced or restricted to remain silent but it is their own deliberate choice of the employee (Donovan, et al, 2016).

Chances of displaying silent behavior in individuals are more in people who felt less wisdom of authority in comparison to rest (Morrison, et al, 2015). In many cases the subordinates shall not want to stay mute in many situation but they remained silent as they believe that their actions will not make any change due to that certain organizational and administrative policy (Milliken, 2003, (CT, 2013), (J. J, Detert, Treviño, & Edmondson, 2009) . The major reason behind this kind of behavior is the lack of confidence. Research expose that the employees who has lack of confidence in their workplace where they work, their will have more possibility of the administrative silence (Nikolaou, Vakola, & Bourantas, 2011).

Adverse guide of employees about discussing on vital problems can make many horrible implications happen which contains dishonesty (Ashforth, et al, 2003) and due to medication mistakes in injuries and hospitals can effected person deaths (Schwartz, et al, 2003). The past study also suggests that it is not necessary that employee will give submissive reaction in their silence. There exist particular circumstances where the order of stillness is selected purposely in order to favor and defend partners. This type of muteness is called as ordinarily muteness in literature (Knoll, et al, 2013). Before selling or highlighting an issue the individual will think about the results associated with it and it would damage or enhance their image and the possibility of attaining the attention of top management (Ashford, Rothbard, Piderit, & Dutton, 1998).

Even though destructive influences of employee silence, this is beneficial as supervisors will get less information and it diminishes the disputes among the employees (Dyne, et al, 2003).

### **2.3 Abusive Supervision and Employee Silence**

In compliance to conservation of resource concept, the assets departure is extra silent then the departure acquire (Hobfoll, 2011). Emotionally drained people thus “often retreat to preserving their rest of funds by reducing their confidence, reduced their dedication to corporation and declining their execution activities” (Wright et al, 2004). (Tepper et al, 2007) Advised that employees decide to endorse passive or avoidant manners to lighten emotional anxiety connected with the aggressive abusers. It is not about to make interactions or communication within organization: Instead, it’s a cautious subordinates' choice of withholding suggestion or avoid declaring issues (Pinder & Harlos, 2001). Accordingly, researchers have considered muteness as an indifferent injurious workplace attitude which is possibly damaging to firms (Bolton et al., 2012). Those who speak out are at risk of being pointed as trouble-makers or complainers, and as result they lose adorable professional opportunities or personal resources (Detert & Treviño, 2010), (Milliken, Morrison, & Hewlin, 2003).

Additionally, societal exchange theory advices that employee’s viewpoint and behavior is dependent on their supervisor behavior and activities, then on both sides certain guidelines and rules are required to maintain (Cropanzano & Mitchell, 2005). When subordinates receive satisfactory treatment and behavior from supervisors, they will get motivation and will take part in

activities which are useful for manager and organization, but when negative and abusive treatment are delivered to employees from supervisors, they will go towards silence (Gouldner, 1960). In active zone, the strength-asymmetry and force-reliance within an employee and supervisor can likely influence on actions of them (Richard & Emerson, 1976) since the adverse impact make the subordinates to have voluntary behavior, remain silent charge them small instead of facing supervisor straightforwardly.

## **2.4 Perceptions of Organizational Justice and Justice Perception**

### **Theory**

According to the research (McCardle, 2007), organizational justice is explained as an employee or group of employees perception about the treatment which they received from an organization and their behavior and reaction derived from those perception. The recent reviews and studies signify that integrity in a company is the duty of three types of justice e.g. Distributive Justice, Procedural Justice and interactional justice (Lewicki et al, 1986). Distributive justice is associated with appropriateness of conclusion. It is genetic nature of subordinates which make them feel that they are treated unequally in term of many outcomes like benefits, salary and status prerequisites in comparison to their subordinate's qualities like age, skills, seniority, qualification and social status (Adams, 1965). According to the researches (Kumar, 1996) and (Hertel et al, 2002) in a relation which is exchange based, distributive justice integrate that how benefits, profits and burdens are allocated between two parties. The research by (Colquitt, 2001) and (Leventhal, 1976) describe that distributive justice indicate towards equity of conclusion findings. The Procedural justice described as the right policies,

procedures and processes used for the distribution of benefits to employees (Korsgaard et al., 1995).

The literature from past researches of organizational science, The effectiveness of organization is highly effected by justice (Colquitt et al, 2001). The action can be outlined as impartial if most of subordinates considered it right (Cropanzano & Greenberg, 1997). The Justice theory explain the employees judgement about the equity and morality in a corporation. The intensity towards which subordinates discern in the manner they are mediated in the corporation is fine, unbiased and expectable according to the moral principles (Cropanzano, et al, 2007). The subordinates become apprehensive and uncertain about the material and non-material resources, if the justice for providing these resources is being isolated which also makes them dissociate from workgroup and organization (Colquitt et al, 2002). The justice preception is associated with differnet work outcomes which includes organizational commitment, job satisfaction and organizational immunity behaviors (Cohen-Charash & Spector, 2001).

## **2.5 Mediating Effects of Justice Perception within Abusive**

### **Supervision and Employee Silence**

Many researchers have so far manifest that the abusive supervision give rise to emotional exhaustion in employees which is indication of stress (Xu, et al, 2015). The subordinates which observes unfairness in their organization on regular basis feels that they have scare or less resouces to solve or sustain their problems (Tepper, 2001). The employees would run into distributive injustice, once their managers or administrators are much rude, they have to pay increased cost in form of psychological withdrawal (Sagie, Birati, &

Tziner, 2002) across with the usual cost of actual exit (Kacmar, Andrews, Rooy, Steilberg, & Cerrone, 2006). We can more widen our argument that subordinates who works under abusive supervision has the choice to remain silent or to make choice of staying/leaving (Barry, 2007) .

Due to abusive supervision and distributive injustice employees feel dissatisfaction but still they do not leave their job because they are relying on their managers and supervisors for their job, salary, promotion and supervisor support. They would select choice of non-participation and remain silent to not isolate themselves with the stress or abusive behavior (Tepper, 2007). Employees adopted the silence in injustice environment, to overcome abusive behavior and mental depression, in this way they can protect their rest of resources (Hobfoll, 2011).

Theory of abusive supervision interpreted that subordinates judgement about injustice in organization is the reason by which employees attitudes and behavior is affected by abusive supervision (Tepper, 2000). Many researcher supports the (Tepper, 2000) justice model of abusive supervision. It is also deep-rooted in literature that the strong predictor of abusive supervision is procedural justice (Tepper, Duffy, Henle, & Lambert, 2006). It has been displayad that procedural injustice is voilation and bias suppression of emotional distress and ethical rules, and the outcomes of procedural injusrice are stress and anger (Barclay, Skarlicki, & Pugh, 2005). The employees realize that the managers naver think that bottom line employees would be badly affected by his negative behavior and the organization is also not willing to handle and oppose abusive behaviors. In the result, the employees may not

share their issues, concerns, suggestions and ideas on organizational working that the procedures for distributing the resources are not good or fair.

## 2.6 Research Model

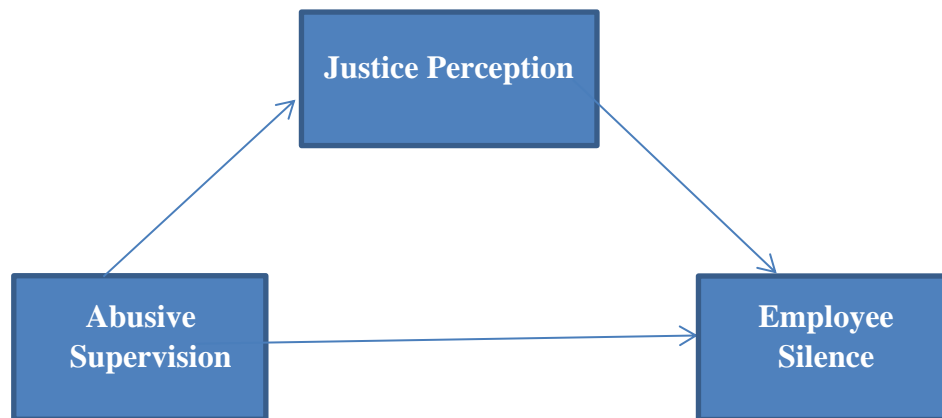


Figure 2.1: Research model for the impact of abusive supervision on employee silence: mediating role of justice perception in Oil and Gas Industry of Pakistan.

## 2.7 Research Hypothesis

**H1.** Abusive supervision is significantly and positively related with employee silence.

**H2** Abusive Supervision has significant negative effect on Justice Perception.

**H3** Justice Perception has negative effect on employee silence.

**H4.** Justice Perception mediates the relation between employee silence and abusive supervision.

## **Chapter #3**

### **Research Methodology**

This section will clarify about methods and procedures applied in this study. It includes details regarding the, population, design of research, sampling characteristics, sampling techniques, reliability of the variables, items and instruments involved in this research.

#### **3.1 Type of Study**

The study proposes to explore the effect of abusive supervision on employee silence by the mediator as justice perception. For this purpose, the oil and gas industry of Pakistan is chosen to gain the required data, through which we can get authentic results.

The target for questioner was 150 but 131 genuine responses were collected. The sample which was selected for the study is supposed to represent the entire oil and gas sector of Pakistan. This will assist to derive results from sample statistics which will likely to be manifest by the entire oil and gas domain of Pakistan.

#### **3.2 Research Philosophy and Quantitative Research**

The hypothetical research method is followed in the research. Here existing theories and previous research has been used to support and demonstrate our hypothesis.

To find a wide scale of people, mostly quantitative techniques are exercised and valued. So in current study the quantitative research method has been utilized to gather prime data for intension of linking variables and to manifest kind of connection among all variables exploited in this research.

### **3.3 Unit of Analysis**

As from an individual to different organizations, groups, cultures etc. it can be range accordingly. In ongoing study, abusive supervision is our unit of analysis as our focus in this study is between the abusive supervision and employee's silence.

In order to gain success in business, study needs to access supervisors from different departments which need to build supportive and cooperative environment within their organizations in able to construct their business successful.

### **3.4 Population and Sample**

#### **3.4.1 Population and Sampling Technique**

Population of research is examined as a group of items and characters which grips characters of comparable nature. (Castello, 2009). The population tested in this study includes the employees working in oil and gas organizations of Pakistan which includes OGDCL, Mari petroleum, Pakistan petroleum, MOL Pakistan oil and Gas Company, Petroleum exploration limited, Schlumberger Pakistan, General petroleum limited and Saif Energy Limited. As oil and gas sector organizations are approaching source of competitive advantage for Pakistan, The oil and gas sector is contributing in a better way to attract investors, which make the increase in global recognition of our country as a developing and new emerging country. Also the profitability from the oil and gas sector can be increased through effective supervision.

About 150 questionnaires were shared in the organization. The participants were confirmed of the confidentially about information which they will give



for the research purpose. The total genuine responses which were collected are 131. The total response rate was 87.33%. The survey method technique was used for data collection. As compared to other methods it can collect data at the same time from number of respondents. Generally in research studies, this method which is mostly used for data collection. Questionnaires were distributed online through emails of the employees of those organizations, through their website and their social groups for quick response. As from the past researches, As compared to the way of filling questionnaires by paper-pen practice, the method of collecting data online is more effective and there are no serious impacts on quality of data while using both of the methods (Church, Elliot, & Gable, 2001).

The information about all items i.e. abusive supervision, employee silence and justice perception should provide by the subordinates/employees only. The items of Questionnaire have to be filled on 5-points Likertscale in which 1 show (strongly disagree), 2 represent (disagree), 3 typify (Neutral), 4 implies (Agree) and 5 show (strongly agree).

The research Questionnaire has 21 questions in total 4 sections, i.e. demographics, abusive supervision, employee silence, and justice perception. In demographic section it includes Gender, qualification, age and experience, to make results more authentic and accurate this will also collected by making it sure that their information will only be used for research purpose only.

### **3.5 Instrumentation**

#### **3.5.1 Measures**

The data was collected from questioners selected from different genuine sources. The language for the Questioner was English. Almost 30-40

questionnaires were divided in all of organization which was explored while questionnaire allocation period. Questioners were also shared online on the website and groups of those organizations.

As in accordance to previous researches, online gathering of details is the much suitable method of picking data, as suspects have comfort to complete the questionnaires as in comparison to the procedure of filling questionnaires by paper-pen method and despite of the approach of gathering of data there is no serious effect on the attribute of data while utilizing any of the two ways referred above.

### **3.5.2 Abusive Supervision**

So as to analysis the impact of abusive supervision we have used 7 item scale suggested by (Mitchell and Ambrose, 2007) has been applied. The participants rank their answers on 5 point Likert-scale from 1 = strongly disagree to 5 = strongly agree. The items of the scale are, my superior ridicules me, my superior tells me that my thoughts or feelings are stupid, etc.

### **3.5.3 Employee Silence**

To measure employee silence the scale has been adopted from (Tangirala and Ramanujam, 2008). The responses is obtained through 5 point Likert scale range from 1 = Never to 5 = Always. The items in the scale are, you remain silent rather of asking questions when you required to get additional details about employee protection in your working group, You remarked nothing to rest about possible employee protection issues you observed in your work place etc.

### 3.5.4 Justice perception

To measure justice perception the scale has been adopted from (Moorman, 1991). The justice scale consisted of three proportions 1) distributive justice, 2) procedural justice and 3) Interactional Justice. The ranking scale is as of 1 = strongly disagree to 5 = strongly agree.

**Table 3.5: Instruments.**

<b>Variables</b>	<b>Source</b>	<b>Items</b>
Abusive Supervision (IV)	Mitchell and Ambrose, (2007)	5
Employee Silence (DV)	Tangirala and Ramanujam, (2008)	5
Justice Perception (Med)	Moorman, (1991)	11

### 3.6 Analysis Techniques

After getting the data collected from 131 respondents that are according to the study. The software used to analyze data is SPSS. At first the questionnaires that were complete properly were chosen for analysis. All variables were encrypted and then it was applied for data analysis. To explain the sample characteristics, frequency tables were used. Numeric standards were utilized to carry out descriptive statistics. Cronbach alpha was applied to verify the reliability of variables. As a means to identify substantial relationship exists among the variables or not, the correlation analysis was performed. For determining the linkage among independent, dependent and mediator we have used regression analysis technique.

## Chapter 4

### Results

#### 4.1 Demographic Analysis

**Gender:** In demographics gender is considered as an important factor of demographics because it specifies the number of males and females in population size. The difference in number of males and females is only one. Table below shows the ratio of both male and female, in which we have observed that 50.4% are male and the rest 49.6% are female.

Table No 3.1: Gender Frequency

Gender	Frequency	Percent
Male	66	50.4
Female	65	49.6
Total	131	100

**Age:** is examined as one such demographics, which many of the participants hesitate to tell openly. Information is collected in ranges for age to make it easy for correspondents. In the table 3.2, it shows that most of the correspondent's age is between ranges of 26-40, it means 51.9 % of the respondents have age range between 26-40, 33% is lying between the range of 18-25 and the rest 22.9% respondents age is 40 or above.

Table 3.2: Frequency by Age

Age	Frequency	Percent
18-25	33	25.2
26-40	68	51.9
40-Above	30	22.9

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Total

131

100

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**Qualification:** To compete globally education is the basic need and it contributes towards the growth of whole nation. In the table 3.3 below, it shows that most of the respondents from the sample have the qualification of bachelors which is 38.2% of the total respondents, 5.3% respondents have the matric qualification which may be working at small levels, 5.3% respondents have the intermediate qualification, 29% of the respondents have masters qualification, 16.8 % have MS/MPhil qualification and the rest 5.3% have PhD Qualification.

Table 3.3: Frequency by Qualification

Education Level	Frequency	Percent
Matric	7	5.3
Intermediate	7	5.3
Bachelor	50	38.2
Master	38	29.0
MS/MPhil	22	16.8
PhD	7	5.3
Total	131	100

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**Experience:** To gather information regarding experience of respondents, we have developed multiple dimensions of experience time period so that it can make it easy for the respondent to spot the specific time period of their experience. In table 3.4 below, it shows that most of the respondents have experience range from 6-10 which is 82.4% of the total sample, only 2.3% have experience range of 0-5, 9.1% has experience range of 11-20 and the rest 6.2% have experience of 20 or above

Table 3.4: Frequency by Experience

<b>Experience</b>	<b>Frequency</b>	<b>Percent</b>
0-5	3	2.3
6-10	108	82.4
11-20	12	9.1
20- Above	8	6.2
Total	131	100

## 4.2 Descriptive Analysis

Below table 3.5, shows that descriptive statistics of present study. It reflects the results if Mean, min, max and standard deviation. The minimum value is 1 whereas maximum is 5. Mean value of mean for abusive supervision is 2.31 and standard deviation is 0.90. The mean value for employee silence is 2.73 and value of standard deviation is 0.99. The value of mean for justice perception is 3.74 and standard deviation is 0.74.

Table 3.5: Descriptive Statistics Table.

<b>Variables</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Standard Deviation</b>
Abusive Supervision	1	5	2.31	0.90
Employee Silence	1	5	2.73	0.99
Justice Perception	1	5	3.74	0.74

## 4.3 Reliability Analysis

The process through which the results are always consistent by using the specific item multiple times. Through Cronbach alpha, we have carried out the

reliability test. The Cronbach alpha explains about inner reliability of variables. Range of Cronbach alpha is from 0 to 1. If the value is higher the reliability of scale to evaluate the construct is also higher. The value of alpha below 0.6 is less reliable and value of alpha over 0.6 is reliable in measuring the chosen set of construct. In table 3.6 below, the Cronbach alpha for all the variables are shown. The variables abusive supervision, employee silence and justice perception has value of more than 0.6 for Cronbach alpha so all of them are reliable to utilize in the research accordingly to the context of Pakistan.

Table 3.6: Scale Reliabilities

<b>Variables</b>	<b>No of Responses</b>	<b>Excluded</b>	<b>Cronbach Alpha</b>	<b>No of Items</b>
Abusive Supervision	131	0	0.883	5
Employee Silence	131	0	0.860	5
Justice Perception	131	0	0.893	11

#### **4.4 Correlation Analysis**

To find the linkage within abusive supervision and employee silence and mediating impact of justice perception we have performed the correlation analysis. To find nature of variation between variables the correlation analysis is performed. If the value of correlation is close to zero it tells us there is no such connection among the variables and if the value is distant from zero then it means that the relation is strong between the two variables. The nature of relationship is shown by positive and negative signs; one is direct relation in which increase in one variable will also increase the other one, the second is indirect relationship with a negative sign in which increase in one variable will create decrease in other variable.

Table 3.7: Correlations

Variables	1	2	3
Abusive Supervision	1	.43**	.52
Employee Silence	.43**	1	.35**
Justice Perception	.52	.35**	1

\*\**. Correlation is considerable at the degree of 0.01 levels (2 tailed)*

Correlation analysis is applied to find linkage between the variables, in this study we have three variables, whereas abusive supervision is independent variable, employee silence is dependent variable and justice perception is a mediator variable. In our correlation analysis we identified that there is serious weak positive connection among abusive supervision and employee performance ( $r = .43^{**}$   $p\text{-value} = 0.000$ ). Furthermore there exist no association between abusive supervision and employee performance.

Employee silence has a significant weak positive relationship with justice perception, above table results shows that ( $r = .35^{**}$  and  $p = 0.000$ ) both values are in acceptance range; Hence it is proved that there is considerable weak connection between employee silence & justice perception.

#### 4.5 Regression Analysis

The correlation analysis we have carried out was to investigate the presence of relationship among variables but as it only tells us about the presence of relationship between the variables; it doesn't give any findings about the casual relationship between the variables. To collect accurate evidence there is much need to execute regression analysis.



Hypothesis	R <sup>2</sup>	B	t-stat	F	p-value	Hypothesis Supported
Abusive supervision → employee silence	.189	.481	5.4	30.011	.000	Yes
Abusive supervision → Justice Perception	.003	.043	.596	.355	.552	No
Justice Perception → Employee Silence	.127	-.477	4.33	18	.000	Yes

#### 4.6 Mediation Effect

For the evaluation of mediation effect, we need direct and indirect effects variables, composition of direct and indirect effects determines the mediation effect.

Below table shows the direct effect of variables.

Direct Effect	B	Std.Error	Significance Value
AS=> ES	.481	.088	.000
AS=>JP	.120	.389	.758
JP=>ES	.448	.099	.000

Later, these values are used for Sobel Test for indirect effect and mediation effect.

Sobel test is most authenticated and accepted test used to determine the indirect effect. Findings of Sobel test are as follows:

	<b>Test Statistic</b>	<b>Std.Error</b>	<b><i>p-Value</i></b>
<b>Sobel Test</b>	0.30776901	0.17467646	0.7582581

#### **4.7 Summary of Accepted/Rejected Hypothesis**

<b>Hypotheses</b>	<b>Statement</b>	<b>Result</b>
H1	Abusive supervision is significantly and positively related with employee silence.	Accepted
H2	Abusive Supervision has significant negative effect on Justice Perception.	Insignificant
H3	Justice Perception has negative effect on employee silence.	Accepted
H4	Justice Perception mediates the relationship between employee silence and abusive supervision.	Not Accepted

## Chapter #5

### Discussion and Conclusions

#### 5.1 Discussion

The main aim of ongoing study is to solve many of the unanswered queries related to the connection within abusive supervision and employee silence in the circumstance of Pakistan. Along with mediating effect of the justice perception. Data for the advised hypothesis is collected from the oil and gas organizations of Pakistan.

##### 5.1.1 Hypothesis H1

**Hypothesi-1 Abusive supervision is significantly and positively related with employee silence.**

Explains that abusive supervision carries a significant positive impact on employee silence is accepted. Results of this study clearly specifies that abusive supervision predicts employee silences,  $F(1,129) = 30$ ,  $p \text{ value} = .000 < .001$  shows that AS have significant impact on ES ( $b=.481$ ,  $p<.001$ ). This means there is a direct positive affect between AS to ES. Value of  $R^2$  is .189 that depicts 18 percent of variance in ES.

##### 5.1.2 Hypothesis H2

**Hypothesis-2 Abusive Supervision has significant negative effect on Justice Perception.**

Results that there is negative effect of abusive supervision on justice perception are insignificant. Outcomes of this study clearly reveals that Abusive Supervision shows very less positive impact towards justice perception Justice perception,  $F(1,129) = .355$ ,  $p \text{ value} = .552 > .001$  shows

that AS don't have significant impact on JP ( $b=.043$ ,  $p>.001$ ). This means there is no significant link between AS to JP. Value of  $R^2$  is .003 which is very low and negates the change of AS over JP.

### **5.1.3 Hypothesis H3**

#### **Hypothesis-3 Justice Perception has negative effect on employee silence**

The justice perception draws a significant negative impact on employee silence is accepted. Results of this study clearly reveals that Justice Perception has positive impact on Employee Silence,  $F(1,129) = 18$ ,  $p\text{ value} = .000 < .001$  shows that JP have negative impact on ES ( $b=-.477$ ,  $p<.001$ ). Value of  $R^2$  is .127 that depicts 12 percent of variance in JP.

### **5.1.4 Hypothesis H4**

#### **Justice Perception mediates the relation between employee silence and abusive supervision**

Results that there is no such relation of justice perception among the both dependent and independent variable. Sobel test finding clearly shows that  $p\text{-value}$  is 0.7582 which is higher than 0.5 which indicates that mediation relation among Abusive supervision, Employee Silence & Justice Perception isn't significant; therefore hypothesis H4 is rejected.

## **5.2 Theoretical Implications**

This research has made an important contribution in the expending body of literature. The findings to this research further investigate the linkage between the abusive supervision and employee silence. This research contributes towards new range in the past literature where connection of abusive supervision is analyzed and tested with different variable e.g. work family

dispute (Hoobler & Brass, 2006) also with less helping aptitude and psychological distress (Peng et al, 2014) and reduction in human well being (Lian et al, 2012). By analyzing the past literature on abusive supervision this study added very compelling aspects of abusive supervision.

As organizations of Pakistan have diverse culture, this study analyzed new relations which are important to realize the competitive advantage. By exploring the mediation of justice perception among abusive supervision and employee silence, this study has contributed in significant way in the literature.

### **5.3 Practical Implications**

This research is uniformly significant for both subordinates and supervisors of oil and gas organizations of Pakistan. As Pakistan have power distance or highly centralized culture, which require many new researches to control the highly power distance culture that will clarify the concepts of justice perception. By improving relationship between subordinates and supervisors, so that they can share their ideas and problems in the organization, which are most important requirement in the organizations in this century. By implying that abusive supervision influence on employee silence, it is recommended to supervisors that they should respect the dignity and rights of subordinates, improve workplace standards, encourage and motivate their subordinates who come up with innovated ideas and implement their ideas in their practical work.

### **5.4 Limitations of Research**

By intimation of the research and the outcomes, the research has some limitations as well. Initially, current study covers the oil and gas departments

of Pakistan, so the results could be different if we explore it to other cultural contexts and other industries of Pakistan. Secondly, the sample size is small; only 131 respondents responses are collected so future researchers should use large sample size to derive the results of the present study. As this research is positioned on cross sectional type hence common method bias is expected (Podsakoff, et al, 2003).

Another limitation is the common method technique to data collection, as complete information regarding the investigated variable can be collected by interviewing the employees. Hence the outcomes might not be broadly generalized. Many problems were faced during data collection, as many of respondents were not attentive or interested to fill the questionnaire and convince them to do that was a difficult task. Due to high power distance culture, the results are not the same as compared to the previous literature and researches, so the results might not be appropriate in a non-Pakistani environment.

## **5.5 Future Research Directions**

In ongoing research, the effect of abusive supervision is being tested on employee silence, but for future studies other dimensions can be used with these variables e.g. negative emotion of fear or knowledge sharing. There is much scope for further research, as future researches can explore the relationship in different cultural environments. Many cultural proportions can be added (e.g. power distance) where the power of control is observed very higher (Morrison & Rothman, 2009).

Further studies can be conducted through different constraints like negative emotions of fear (Kiewitz, et al, 2016) adverse emotions of anxiety (Kish-Gephart, et al, 2009) and fundamental psychological desires (Lian et al, 2012). This study only focused on growing construct of employee silence while researchers have earlier indicated versatile nature of employee silence (Morrison, 2014) i.e. defensive or acquiescent silence. Hence it is recommended to use this model with different forms of silence of employees.

## **5.6 Conclusions**

In terms of subordinates performance and responses the role of leader plays an important role. The theory we applied to check the dim side of abusive supervision in this study is COR theory, the emotions of injustice and inequality incensed by abusive or adverse handling of supervisors and ensuring reaction of employee silence in the oil and gas sector of Pakistan. These results would additional construct the boulevards for authority research i.e. how it could impact generally and forcefully while examine supervisor and subordinate relationship, that is the most important and popular in the current era in order to get competitive advantage.

The major objective of this research is to identify the effect of abusive supervision on employee silence and also with demonstrating effect of justice perception as a mediator. Data was collected through questionnaire for data analysis, which was given out to the oil and gas departments of Pakistan. This proposed hypothesis and study are supported through COR theory. In total 150 questionnaires were distributed but only 131 were collected for the analysis purpose.

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## Appendix A

### Questionnaire

Dear Sir/Madam,

My name is Muhammad Atif, and I am doing Masters in Human Resource Management at the Department of Management Sciences at Bahria University, Islamabad. As a requirement for my MBA degree, I am conducting a study on The Impact of Abusive Supervision on the Employee Silence: The Mediating Role of Justice Perception. I would like to request you to kindly fill out the survey attached with this cover letter. The data collected for this study will be kept anonymous and confidential. Furthermore, all the findings of this study will only be used for the study purpose only. Thank you very much for your kindness please feel free to contact me at for any further information.

Email: atifkhanmarwat9116@gmail.com

### Section: 1

#### Abusive Supervision

The following statements interest your practical opinions regarding your ‘Supervisor’ inside the organization. For each item of the statements below, please select one choice by ticking the appropriate number.

SR. No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
01.	My supervisor ridicules me.	1	2	3	4	5
02.	My supervisor tells me my thoughts or feelings are stupid.	1	2	3	4	5
03.	My supervisor puts me down in front of others.	1	2	3	4	5
04.	My supervisor makes negative comments about me to others.	1	2	3	4	5

05.	My supervisor tells me I'm incompetent.	1	2	3	4	5
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## Section: 2

### Employee Silence

The below statements concern your practical opinion about your '**Employee Silence**' inside the organization. For each item of the statements below, please indicate one choice by ticking the appropriate number.

SR. No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
01.	I chose to remain silent when I had concerns about your work.	1	2	3	4	5
02.	Although I had ideas for improving work, I did not speak up.	1	2	3	4	5
03.	I said nothing to others about potential employee safety problems I noticed in my workgroup.	1	2	3	4	5
04.	I remained silent when I had information that might have helped to prevent an incident in my workgroup.	1	2	3	4	5
05.	I kept quiet instead of asking questions when I wanted to get more information about employee safety in my workgroup.	1	2	3	4	5

## Section: 3

### Justice Perception

The below statements concern your practical opinion about your '**Justice Perception**' inside the organization. For each item of the statements below, please indicate one choice by ticking the appropriate number.

<b>SR. No.</b>	<b>Items</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
01.	My work schedule is fair.	1	2	3	4	5
02.	I think that my level of pay is fair.	1	2	3	4	5
03.	I consider my work load to be quite fair.	1	2	3	4	5
04.	Overall, the rewards I receive here are quite fair.	1	2	3	4	5
05.	I feel that my job responsibilities are fair.	1	2	3	4	5
06.	Job decisions are made by my supervisor in an unbiased manner.	1	2	3	4	5
07.	My supervisor makes sure that all employee concerns are heard before job decisions are made.	1	2	3	4	5
08.	To make job decisions, my supervisor collects accurate and complete information.	1	2	3	4	5
09.	My supervisor clarifies decisions and provides additional information when requested by employees.	1	2	3	4	5
10.	Employees are allowed to challenge or appeal job decisions made by my supervisor.	1	2	3	4	5
11.	All job decisions are applied consistently across all affected employees.	1	2	3	4	5

## Thesis

### ORIGINALITY REPORT

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**1st Half Semester Progress Report**

Name of Student(s)	Muhammad Atif
Enrollment No.	01-221202-015
Thesis/Project Title	Impact of Abusive Supervision on Employee Silence ; mediating role of justice perception.

Supervisor Student Meeting Record				
No.	Date	Place of Meeting	Topic Discussed	Signature of Student
1	8-9-21	Supervisor office University.	Chapter 1 and 2 (half) Introduction & literature	
2	30-9-21	Supervisor office	Chapter 2 Abusive supervision and Employee Silence	
3	5-10-21	Supervisor office	Chapter 2 & 3 Research methodology	
4	27-10-21	Supervisor's office	Chapter 4 & 5 Results	

Progress Satisfactory

Progress Unsatisfactory

Remarks: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Signature of Supervisor: Nida Date: \_\_\_\_\_

Name: Nida Kamal

Note: **Students attach 1st & 2nd half progress report at the end of spiral copy.**



**2<sup>nd</sup> Half Semester Progress Report & Thesis Approval Statement**

Name of Student	Muhammad Atif
Enrollment No.	01-221202-015
Thesis/Project Title	Impact of Abusive supervision on employee silence, mediating role of Justice perception.

**Supervisor Student Meeting Record**

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
5	3-11-21	Supervisor's office	chapter 5 Discussion / Hypothesis.	
6	19-11-21	Supervisor's office	Theoretical Implications/ Practical Implications.	
7	23-12-21	Supervisor office	Limitation/ Future research conclusion.	

**APPROVAL FOR EXAMINATION**

Candidate Name: M. Atif Enrollment No: 01-221202-015  
 Thesis Title: Impact of Abusive supervision on employee silence, mediating role of Justice perception.

I hereby certify that the above candidates' thesis/project has been completed to my satisfaction and, to my belief, its standard appropriate for submission for examination. I have also conducted plagiarism test of this thesis using HEC prescribed software and found similarity index at 16.1 that is within the permissible limit set by the HEC for thesis/ project MBA/BBA/BS (A&F), BS(Economics). I have also found the thesis/project in a format recognized by the department of management sciences.

Signature of Supervisor: Nida Date: \_\_\_\_\_

Name: Nida Kamal