



HRM-7

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1.0 Introduction Chapter

1.1 Introduction and Background of Research

Positive work relations are critical for an organization to be successful. Due to negative behaviors of employees the organizations are now moving their focus towards unethical/destructive leadership styles of supervisors (Zhang and Bednall, 2016; Yu et al., 2020). For two decades, since constructs on abusive supervision have been introduced (Tepper 2000), many researches have been conducted and explained that due to abusive supervision employees face impaired ability to performance and encounter high emotional exhaustion, anger (Peng et al. 2019), reduced job performance and show a reduced commitment at job (Peltokorpi and Ramaswami 2019; Michel et al. 2016).

Abusive supervision's negative consequences and outcomes (organizational and individual) have been recognized by many researchers (e.g., Tepper 2000; Simon et al. 2015; Lee et al., 2018) e.g., abusive supervision shows positive relation to turnover intentions, psychological distress and withdrawal (Tepper 2000) and negatively related to work engagement (Lyu et al., 2016), individual performance (Lee et al., 2018), organizational citizenship behavior (Simon et al. 2015) and job satisfaction of employees (Tepper 2000; Mackey et al., 2017). When employees have to face such issues, their attitude is unfriendly because they feel organization is unfair towards them and they need to take their frustration out some way or the other (Nair & Kamalanabhan, 2010). According to research, 10% workers have reported to face abusive supervision at the workplace. (Tepper et al., 2017).

When employees face such sort of abuses, they find ways to cope up with the situation. Employees indulge in different sorts of coping mechanisms through which they distant themselves from the cause of stress i.e., abusive supervision and protect themselves (Xu et al., 2015). These can include mild behaviors such as employee silence (Hsieh, & Wang., 2020) or workplace deviance which is one of the biggest negative response of employees towards abusive supervision at workplace and it can lead to harmful behaviors to both people and organization (Michel et al. 2016). The relationship of abusive supervision to deviant behavior at workplace have been established by researchers (Mitchell and Ambrose, 2007; Bowling et al. 2020).

1.2 Problem Statement

Unfortunately, employees can recall events at workplaces when they were abused by their supervisor but they were either helpless or indulged in deviant behaviors such as showing anger etc. The previous literature has studied different responses of employee towards abusive supervision that include employee silence, workplace deviance etc. (Wang et al., 2020). Studies have extensively explored negative behaviors due to abuse by supervisors but the question is if employee indulge in deviant behaviors will their job satisfaction level and engagement reduce?

1.3 Research Aim

This study aims to assess the relationship of deviant behaviors at workplace caused by supervisor's abuse towards employee. Workplace deviance will be used as a mediator in the study. Types of workplace deviance will also be studied. The types include supervisory directed deviance and non-supervisory directed deviance. This study will assess these types of workplace deviance as a mediator with abusive supervision, job satisfaction and employee's work engagement in workplace setting.

1.4 Research Objectives

1. To find the relationship between the abusive supervision, job satisfaction and employee engagement.
2. To assess the mediating role of workplace deviance between abusive supervision, job satisfaction and employee's work engagement.
3. To determine the non-supervisory deviance and supervisory deviance as mediators between abusive supervision, job satisfaction and employee's work engagement.

1.5 Research Questions

This study will extend prior research by examining the following research questions:

Q1-Does abusive supervision relates to lower level of job satisfaction and employee engagement?

Q2-Does workplace deviance mediate the relationship between abusive supervision, job satisfaction and employee's work engagement?

Q3-To what extent non-supervisory deviance and supervisory deviance mediate the relationship between abusive supervision, job satisfaction and employee's work engagement?

1.6 Justification/Research Gap

Researchers over past decades have focused upon the leadership styles and a growing concern has been of abusive supervision (Pradhan and Jena, 2016). Wang et al., 2020 mentioned there is gap in the previous literature as mediating role of deviant behaviors of employees have not been explored in the relationship between abusive supervision, employee's work engagement and job satisfaction. Thus, it is important to understand this relationship. Specifically, the types of workplace deviance and its impact on employee's work engagement and job satisfaction needs further research.

1.7 Research Significance & Scope

This study will enrich abusive supervision literature and supplement previous literature on deviant behaviors at workplace by studying the impact on job satisfaction and employee's work engagement. This study will further deepen the theoretical understanding of abusive supervision with the help of Social Exchange theory. Finally, this can practically help organizations within Pakistan. This study will focus upon the service sector companies within Pakistan and hence, Pakistani organizations can implement the results of this study to devise strategies that can effectively help in implementing a supporting culture where employees do not undergo abusive supervision and refrain from workplace deviance. It will eventually help the organization as they can improve employee job satisfaction and hence, job performance by mitigating the negative stressors at workplace.

2.0 Literature Review

2.1 Abusive Supervision

Tepper, 2000, p. 178 explained this by saying that it is “a perception of subordinates for the supervisor’s sustained display of hostile verbal and nonverbal behaviors, excluding physical contact” (Tepper, 2000). The abusive behaviors don’t include physical or verbal behaviors. Abused employees experience hostile attitude, silent treatment, challenging task, humiliation in public, withholding or delaying promotion etc. (Tepper et al., 2006; Pradhan, S., & Jena, L. K., 2018).

2.2 Employee Engagement

Employee Engagement is an employees’ connectivity of their efforts physically, emotionally and cognitively towards the organization while performing their job roles. (Christian et al., 2011; Kahn, 1990, 1992; Crawford et al., 2010). When employee have engagement, they perform to their full potential engaging through all aspects. However, disengaged employees dissociate themselves from their job (Kahn, 1990).

2.3 Job Satisfaction

Job satisfaction is one’s overall appraisal and judgement about the job conditions (Judge et al., 2017, p. 357). It includes integration of positive and negative characteristics of the job that is critical for performance (Judge et al., 2017). Job satisfaction is the attitude of employees towards work which is derived from their perception of work. When employees are highly satisfied at their work, they can effectively enhance their performance and achieve organizational goals. However, dissatisfied individuals end up reducing their performance that ultimately hampers the organization’s performance (Badrianto et al., 2020).

2.4 Workplace Deviance

Workplace deviance has been defined “as a voluntary act that violates crucial organizational norms and thus threatens the well-being of the organization, its members, or both.” (Robinson and Bennett, 1995). Workplace deviance is categorized into organizational and interpersonal deviance. Robinson and Bennett, 1995). Hershcovis et al., 2007 explain that there is interpersonal deviance are further divided into two types i.e., deviance against supervisors and deviance against individuals.

2.5 Theoretical Framework and Hypothesized research model

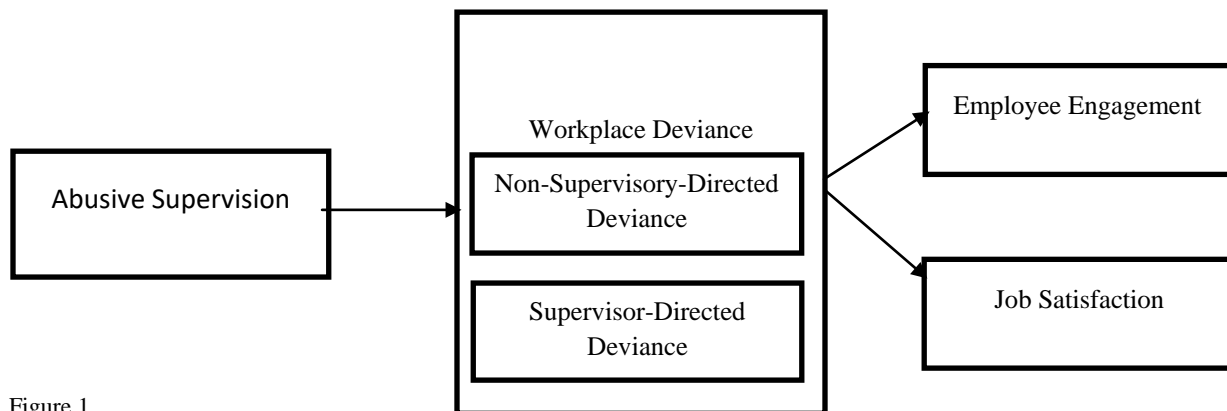


Figure 1

2.6 Theoretical Underpinning/ Support

Social exchange theory (Blau 1964) is the oldest and useful perspective of social behavior that explains leader-followers' relationship. This association stands on the principle that interactions between individuals is based on reciprocity, either positive or negative. Cropanzano and Mitchell, 2005 states that the negative treatment received can be given back through negative behaviors and is known as negative reciprocity. For example, in workplace setting, organizations and employees have certain expectations towards each other. Ashforth, 1997 states that leaders expect employees to perform tasks and duties while employees expect rewards, respect and fair treatment. However, once there is a problem, individuals alter their behavior. Using the social exchange perspective, abusive supervision is responded negatively in the form of deviant behaviors in the workplace such as showing retaliation directly towards the supervisor (supervisory deviance) or engaging in deviance towards individuals (non-supervisory directed deviance) (Mitchell and Ambrose., 2007).

2.7 Abusive Supervision, Job Satisfaction and Employee Engagement

Scholars have examined that supervisor's leadership style is crucial for employee motivation. Hoch et al., 2018 showed in the findings that constructive leadership can enhance employee work engagement and job satisfaction. While, destructive leadership leads to lower work

engagement (Lyu et al., 2016) and satisfaction level of employees (Mackey et al., 2017). Abusive supervision is considered as a significant source of stress and leads to various negative outcomes for the employees who face this abuse (Mackey, Frieder, Brees, & Martinko, 2017). Harris et al., 2013; Lin et al., 2013 mention supervisor's abuse as a stressor which deteriorates the mental capacity of employees to perform. When employees are abused through belittling comments etc. in the presence of other employees, abused individuals faced a lower level of job satisfaction (Tepper, 2000; Zhang and Liao, 2015). When employees feel they are being valued by the organization they are highly satisfied, show high work engagement, reduced turnover and productivity enhances (Ahmad et al., 2016). On the other hand, when employees feel less satisfied with the circumstances prevailing at their workplace they feel burnout, don't show up at work and leave the job (Paoline, Lambert & Hogan, 2006; Ahmad et al., 2016). Although previous literature has demonstrated that there is a link between abusive supervision job satisfaction and employee's work engagement however, the responses towards this behavior need further clarity in terms of deviant behaviors at workplace. Hence, it is hypothesized:

H1: Abusive supervision negatively relates to employee's work engagement and job satisfaction.

2.8 Abusive Supervision and Workplace deviance

Workplace deviance can be explained "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). One of the consequences of abusive supervision is that the employees involve in deviating behaviors. Previous studies highlight counterproductive work behaviors to be a response towards supervisor's abusive behavior (Kim et al., 2018). In order to restore for the injustice and maltreatment received from opposite party which in workplace is a supervisor, the employee adopt such deviant behaviors (Lian et al., 2012). The Social Exchange Theory explain this by saying that people act similar to how they have been treated. This is based on the principle of reciprocity (Blau, 1964). Ultimately, the organization has to face losses (financial and psychological). Shoss et al., 2013 states that the deviant behaviors can be in terms of organizational as well as interpersonal.

Wang et al., 2012 developed two categorizes of workplace deviance namely, non-supervisory-directed deviance and supervisory-directed deviance. Both these types are important for the organizations to rectify such behaviors. This study will focus on both styles and understand their

relationship on employee engagement and job performance. Previous studies of researchers (e.g., Tepper, 2000; Zhang et al., 2011) have concluded that abusive supervision adversely impacts employee engagement, job satisfaction, reduces commitment and reduces organizational citizenship behavior. Problems like increased level of role conflicts and turnover intention are also highlighted by different studies (Ashforth, 1997; Tepper, 2000; Martinko et al., 2013). Hence, the following hypothesis can be deduced:

H2: Abusive supervision is positively associated with workplace deviance.

2.9 Abusive Supervision, Workplace Deviance, Job Satisfaction and Employee's Work Engagement

Lam et al., 2017 explained that due to varying work environments reactions can vary towards abusive supervision. When employees perceive that the organization has low level of justice, they experience psychological distress and show deviant behaviors towards the organization and others (Tepper 2000). Non-supervisory directed deviant behaviors focus upon organization and other subordinates. Examples include defaming the organization, stealing office items, wasting office resources etc. (Asghar & Ahmad, 2017; Tepper et al., 2009). This concept is explained by theory of displaced aggression which says that frustrated employees displace their anger towards others and not to source of abuse because the victim is fearful or cannot retaliate (Dollard et al., 1939). According to Aquino et al., 2006; Asghar & Ahmad, 2017 mostly employees avoid direct retaliation towards abusive supervisor because they fear counter revenge in the form of job loss. This can be further explained by Social Exchange Theory; employees only retaliate up to the level that benefits them (Blau, 1964). If they cannot take any action against the supervisor, they vent through deviant behaviors on others. As a result of non-supervisory directed deviance, organization have to bear costs associated to employee engagement, job satisfaction, productivity, well-being and morale (Hussain & Sia 2017). Hence, it can be hypothesized:

H3: Non-Supervisory-Directed Deviance mediates the relationship between abusive supervision, job satisfaction and employee's work engagement.

According to Mitchell & Ambrose, 2007 abusive supervision shows positive relationship to workplace deviance. Bies & Tripp (1998) found that employees can directly take revenge from abusive supervisor both privately and publicly. Supervisor-directed deviance involves the

violator to pay for his unacceptable behavior and this deviance is in the form of revenge in order to get justice (Skarlicki & Folger, 2004; Bradfield & Aquino, 1999). Lian et al., 2012 states that the higher the misuse of power by supervisor, the higher the rate of supervisor-directed deviance. Similarly, if the supervisor disrespects the employees through rude behavior employees will deviant to counter this behavior. According to Social Exchange Theory, it can be explained that when individuals at workplace face abusive supervision, they retaliate so they can restore self-esteem as a social exchange and urge to harm the supervisor (Tripp & Bies, 2010; Choi et al., 2018). Thus, this study hypothesizes:

H4: Supervisor-Directed Deviance mediates the relationship between abusive supervision, job satisfaction and employee' work engagement.

2.9 Review of Studies

The contemporary workplace is fraught with complex interpersonal dynamics, among which abusive supervision has emerged as a critical area of concern. Abusive supervision, characterized by sustained hostile verbal and non-verbal behaviors from superiors, significantly impacts various aspects of organizational life. Recent literature from 2021 to 2024 underscores the profound effects of such supervision on employee engagement and job satisfaction, with workplace deviance playing a pivotal mediating role. This review synthesizes the latest findings to elucidate these relationships, providing a comprehensive understanding of the underlying mechanisms and broader organizational implications.

Abusive supervision is widely recognized as a detrimental factor in the workplace, directly affecting employee well-being and performance. Research consistently shows that employees subjected to abusive supervision exhibit lower levels of job satisfaction and engagement. For instance, Tepper et al. (2021) highlighted that employees experiencing high levels of supervisory abuse reported significantly reduced job satisfaction and engagement. These findings are corroborated by various other studies across different cultural and organizational contexts, indicating the pervasive nature of the issue. In addition to lowering job satisfaction and engagement, abusive supervision often leads to increased stress and psychological distress among employees. A meta-analysis conducted by Zhang et al. (2022) found a strong correlation

between abusive supervision and elevated stress levels, which in turn negatively impacted overall job performance and organizational commitment. This direct relationship underscores the urgent need for organizations to address abusive behaviors at the supervisory level to maintain a healthy and productive work environment.

Workplace deviance, defined as voluntary behavior that violates organizational norms and threatens the well-being of the organization and its members, has been identified as a critical mediator in the relationship between abusive supervision and employee outcomes. Numerous studies from 2021 to 2024 have examined how workplace deviance mediates the effects of abusive supervision on employee engagement and job satisfaction. In a seminal study, Mitchell and Ambrose (2021) explored the mediating role of workplace deviance and found that employees subjected to abusive supervision were more likely to engage in deviant behaviors, such as sabotage, theft, and withdrawal. These deviant behaviors were identified as coping mechanisms, allowing employees to regain a sense of control and retaliate against perceived injustices. Consequently, these behaviors further deteriorated their job satisfaction and engagement levels. Similarly, Martinko et al. (2022) provided evidence that workplace deviance serves as a significant mediator by illustrating how employees' engagement in deviant behaviors exacerbates the negative impact of abusive supervision. This research highlighted that deviant behaviors not only harm the organization but also intensify the employees' own negative experiences, creating a vicious cycle of declining job satisfaction and engagement.

Several theoretical frameworks have been employed to understand the dynamics between abusive supervision, workplace deviance, and employee outcomes. Social Exchange Theory (SET) and Conservation of Resources (COR) theory are two prominent perspectives frequently cited in the literature. SET posits that workplace relationships are built on reciprocal exchanges. When supervisors engage in abusive behavior, they violate the implicit social contract, leading employees to reciprocate negatively through workplace deviance. This deviance, in turn, affects their engagement and satisfaction. Harris et al. (2023) utilized SET to demonstrate how negative exchanges stemming from abusive supervision lead to retaliatory deviant behaviors, which then

diminish job satisfaction and engagement. COR theory, on the other hand, focuses on the preservation of resources. According to this theory, employees experiencing abusive supervision perceive a threat to their resources, such as self-esteem and well-being. In response, they engage in workplace deviance as a defensive mechanism to protect their remaining resources. This response, however, depletes their resources further, leading to reduced job satisfaction and engagement. Hobfoll and Shirom (2024) provided empirical support for this theory, showing that resource loss spirals triggered by abusive supervision resulted in increased workplace deviance and decreased employee engagement and satisfaction.

The impact of abusive supervision on employee outcomes, mediated by workplace deviance, can vary significantly across different cultural and organizational contexts. Cross-cultural studies conducted between 2021 and 2024 have shed light on how cultural norms and values influence these dynamics, revealing nuanced differences in how employees respond to abusive supervision based on their cultural background. For example, Huang et al. (2022) conducted a comparative study examining the effects of abusive supervision in collectivist versus individualist cultures. Their findings revealed that in collectivist cultures, where harmony and group cohesion are highly valued, the negative impact of abusive supervision on job satisfaction and engagement was more pronounced. Employees in these cultures, where maintaining interpersonal harmony and collective well-being is crucial, experienced a greater sense of betrayal and disruption when subjected to abusive supervision. Consequently, these employees were more likely to engage in passive forms of workplace deviance, such as withdrawal and reduced effort, as opposed to active deviance like sabotage. This behavior aligns with the cultural emphasis on indirect conflict resolution and the avoidance of overt confrontation, which is prevalent in collectivist societies.

In contrast, individualist cultures, which prioritize personal achievement and autonomy, exhibited a different pattern of response. Employees in these contexts were more likely to engage in direct and active forms of workplace deviance, such as open defiance or sabotage, when subjected to abusive supervision. This response can be attributed to the cultural acceptance of assertive behavior and the emphasis on individual rights and self-expression. The study by

Huang et al. (2022) highlights the importance of considering cultural values and norms when examining the impact of abusive supervision and suggests that interventions must be tailored to address these cultural differences effectively.

Further expanding on the cultural dimension, a study by Singh and Agarwal (2023) explored the effects of abusive supervision in the context of power distance, a cultural dimension that describes the extent to which less powerful members of organizations accept and expect power to be distributed unequally. Their research indicated that in high power distance cultures, employees were more likely to tolerate abusive supervision without overtly expressing dissatisfaction or engaging in deviant behaviors. However, the internalized stress and dissatisfaction led to significant long-term declines in job satisfaction and engagement. In low power distance cultures, employees were less likely to accept abusive behavior passively and more inclined to report such behavior or leave the organization, thereby exhibiting lower levels of job satisfaction but not necessarily engaging in workplace deviance.

Organizational context also plays a crucial role in shaping the outcomes of abusive supervision. Kim and Park (2023) explored the role of organizational climate in moderating the effects of abusive supervision. Their study found that in organizations with a positive and supportive climate, the negative impact of abusive supervision on employee outcomes was significantly mitigated. In these environments, the presence of supportive peers, clear communication channels, and effective conflict resolution mechanisms provided employees with alternative avenues to cope with the stress of abusive supervision. Consequently, the levels of workplace deviance were lower, and job satisfaction and engagement remained relatively stable. This finding underscores the protective role of a positive organizational climate in buffering employees against the harmful effects of abusive supervision.

Conversely, in organizations with a toxic climate, characterized by poor communication, lack of support, and high levels of internal conflict, the detrimental effects of abusive supervision were

amplified. Employees in these settings were more likely to engage in various forms of workplace deviance, including both passive and active behaviors, as coping mechanisms. The study by Kim and Park (2023) revealed that in toxic climates, the absence of supportive structures and resources exacerbated the stress and dissatisfaction caused by abusive supervision, leading to significant declines in job satisfaction and engagement.

Moreover, a study by Martinez and Ferreira (2024) delved into the impact of organizational justice on the relationship between abusive supervision and employee outcomes. Organizational justice refers to employees' perceptions of fairness in the workplace, encompassing distributive, procedural, and interactional justice. The study found that high levels of perceived organizational justice could mitigate the negative effects of abusive supervision. When employees believed that the organization treated them fairly in terms of resource distribution, decision-making processes, and interpersonal treatment, they were less likely to resort to workplace deviance and more likely to maintain higher levels of job satisfaction and engagement. This suggests that fostering a fair and just organizational environment can serve as a buffer against the negative consequences of abusive supervision.

The organizational hierarchy and structure also influence how abusive supervision impacts employee outcomes. A study by Zhang and Li (2023) examined how hierarchical structures within organizations affect the dynamics between abusive supervision, workplace deviance, and employee outcomes. Their research indicated that in highly hierarchical organizations, where power dynamics are more rigid and pronounced, the effects of abusive supervision were more severe. Employees in these settings felt more powerless and constrained, leading to higher levels of workplace deviance as a form of silent rebellion against the perceived injustice. In contrast, flatter organizational structures, which promote more egalitarian and open communication, provided employees with more opportunities to voice their concerns and seek support, thereby reducing the negative impact of abusive supervision on job satisfaction and engagement.

In addition to cultural and organizational contexts, individual differences also play a significant role in moderating the effects of abusive supervision. A study by Lee and Roberts (2024) explored the impact of personal traits, such as resilience and emotional stability, on the relationship between abusive supervision and employee outcomes. They found that employees with higher levels of resilience and emotional stability were better able to cope with abusive supervision without resorting to workplace deviance. These individuals exhibited greater psychological resilience, allowing them to maintain higher levels of job satisfaction and engagement despite the hostile behavior from their supervisors. This finding highlights the importance of considering individual differences when designing interventions to address the negative effects of abusive supervision.

Overall, these studies from 2021 to 2024 collectively underscore the importance of a multifaceted approach to understanding and mitigating the impact of abusive supervision on employee outcomes. By considering the cultural, organizational, and individual contexts, researchers and practitioners can develop more effective strategies to address the complex dynamics of abusive supervision and promote a healthier and more supportive work environment. The findings highlight that while abusive supervision is a pervasive issue, its impact is not uniform and can be significantly influenced by various contextual factors. Therefore, interventions must be tailored to address these specific contexts to be effective in mitigating the negative consequences of abusive supervision.

Recent longitudinal studies have provided valuable insights into the temporal dynamics of the relationships between abusive supervision, workplace deviance, and employee outcomes. These studies underscore the evolving nature of these relationships over time and highlight the long-term consequences of sustained abusive supervision. For example, Johnson et al. (2022) conducted an extensive longitudinal study that tracked employees over a period of two years to examine the long-term effects of abusive supervision. This study methodically documented the experiences of employees subjected to abusive supervision, noting significant declines in job satisfaction and engagement over the study period. The negative impact of abusive supervision did not wane with time; rather, it persisted and, in some cases, intensified, revealing a deep-seated erosion of employee morale and organizational commitment. Notably, the study identified

workplace deviance as a critical mediating factor in this relationship. Employees who experienced sustained abusive supervision were more likely to engage in various forms of workplace deviance, such as lateness, absenteeism, and deliberate reduction in work effort. These deviant behaviors were not merely transient reactions but became entrenched patterns that further exacerbated the decline in job satisfaction and engagement. This finding underscores the lasting detrimental impact of abusive supervision on employee outcomes and the critical need for early intervention.

Another longitudinal study by Lian et al. (2023) delved into the recovery process following the cessation of abusive supervision. This study provided a nuanced understanding of the long-term effects of abusive supervision and the complexities involved in the recovery process. The researchers found that while job satisfaction and engagement levels did show gradual improvement after the abusive supervisor was removed, the residual effects of workplace deviance persisted for a considerable time. Employees who had adapted to abusive supervision through deviant behaviors found it challenging to revert to normative behaviors even after the abusive influence was eliminated. This enduring impact of workplace deviance highlights the deep psychological and behavioral imprints left by abusive supervision. It suggests that merely removing the abusive element from the environment is insufficient for full recovery; instead, targeted interventions are necessary to address the ingrained deviant behaviors and facilitate a complete restoration of employee well-being. The study by Lian et al. (2023) emphasizes the importance of addressing both supervisory behavior and employee coping mechanisms comprehensively. The persistence of workplace deviance even after the cessation of abusive supervision indicates that these behaviors become a habitual coping strategy for employees, which can continue to undermine organizational effectiveness and employee morale long after the immediate cause has been removed.

The temporal dimension of these studies provides critical insights into how the effects of abusive supervision unfold and persist over time. They highlight that the impact of abusive supervision is not a short-term disruption but a long-term organizational challenge that requires sustained

attention and intervention. Early identification and intervention are crucial in mitigating the negative effects of abusive supervision. Proactive measures, such as regular training for supervisors, establishing clear anti-abusive policies, and providing support systems for affected employees, can help prevent the entrenchment of workplace deviance and its long-lasting impact on job satisfaction and engagement. These studies also suggest that organizations should consider implementing post-abusive intervention programs aimed at re-integrating affected employees into a supportive and positive work environment. Such programs could include counseling services, team-building activities, and continuous monitoring of employee well-being to ensure that the recovery process is fully supported.

Longitudinal studies like those conducted by Johnson et al. (2022) and Lian et al. (2023) offer valuable insights into the enduring and evolving impacts of abusive supervision on employee outcomes. They underscore the critical role of workplace deviance as a mediating factor and the need for comprehensive, long-term strategies to address the negative consequences of abusive supervision. These findings call for a holistic approach to tackling abusive supervision, one that not only addresses the immediate behaviors of supervisors but also considers the long-term recovery and well-being of employees.

Given the profound impact of abusive supervision on employee outcomes, mediated by workplace deviance, several studies from 2021 to 2024 have explored potential interventions and organizational strategies to mitigate these effects. These studies emphasize the importance of a multifaceted approach that addresses both the sources and consequences of abusive supervision. Training and development programs for supervisors have been identified as a key intervention strategy. Wu et al. (2021) demonstrated that training programs focused on enhancing supervisors' emotional intelligence and interpersonal skills significantly reduced instances of abusive supervision. These programs helped supervisors develop more effective communication and conflict resolution skills, thereby fostering a more positive and supportive work environment. Additionally, organizational policies and support systems play a crucial role in mitigating the impact of abusive supervision. Nguyen et al. (2022) highlighted the effectiveness of implementing clear anti-bullying policies and providing support resources for employees experiencing supervisory abuse. These measures not only deterred abusive behavior but also provided employees with avenues for reporting and addressing such issues, thereby reducing the

likelihood of workplace deviance as a coping mechanism. Another promising strategy is the promotion of a positive organizational culture.

3.0 Methodology

3.1 Research Philosophy, Strategy and Design

The philosophical assumptions of the intended research is based on objectivist ontology because the study assumes that the reality is based on truth and independent of researcher's opinions. (Bahari, 2010). Positivist epistemological approach is used to carry out this study and this study will be deductive in nature. Existing literature is used to derive the hypothesis and a descriptive research design will be applied. Since, the data will be collected once due to less time availability hence, the research will be cross sectional.

3.2 Participants and Procedures

Non-managerial/Functional-level service-oriented employees working in Pakistan will be studied and the respondents will be employees of different companies under the service sector in Islamabad and Rawalpindi only. Survey questionnaire will aid in collecting the data. In order to facilitate the data collection process online surveys will be emailed to potential respondents. Demographic data such as gender, marital status, education and age will also be collected.

3.3 Sampling Technique

The sample will be determined through purposive sampling technique. The employees at functional level will only be studied as they are prone to face abusive supervision. Hence, they suit to be best for gaining accurate results of this study.

3.4 Population of the study

After a thorough researched on Pasha website regarding the IT companies that are present in the twin cities. After getting a list of companies I decided on my sample size. Due to time constraint I was able to generate the sample size will include minimum 10 companies from the service sector. Following is the list of companies i collected my data.

1. Devsinc
2. Systems Limited.
3. Netsol

4. Contour Software
5. ArbiSoft
6. Tenpearls
7. FutureNostic
8. Oak street technologies
9. Aurora Solutions
10. S&P Global

A total of 500 research participants fulfilling the set criteria has been included in data collection. At least 800 questionnaires was distributed to ensure that correct results can be obtained. The incorrect responses has been omitted.

3.5 Determination of variables

Abusive Supervision. It will be assessed using scale from Mitchell and Ambrose (2007), adapted from Tepper's (2000) scale. There will be short, 5 items only. Sample item includes "My supervisor puts me down in front of others." Respondents will answer on a 7-point Likert-type scale ranging from 1=strongly disagree to 7=strongly agree.

Workplace Deviance. It will be assessed using scale of Bennett and Robinson (2000) used in Mitchell and Ambrose (2007) paper. The measures will be adapted and 5 items will be used to test supervisory-directed deviance and the respondents will indicate their deviance towards supervisor. The non-supervisory-directed deviance will be measured using 4 items and the participants will be asked to tell their deviant behaviors towards organization and others. A seven-point Likert-type scale will be used. The range of the scale will be from 1=never to 7=daily.

Employee's Work Engagement. It will be assessed using the scale of Schaufeli et al., 2006 used in Wang et al., 2020. The scale consists of five items. Sample items are "At my work, I feel bursting with energy" and "My work inspires me." Respondents will indicate their engagement level on a 6-point Likert-type scale. The range of scale will be from 1=never to 6=always.

Job Satisfaction. It will be assessed with the help of three items scale of (Cammann et al., 1979). A sample item includes "I like working here." The items are adapted according to this intended research. Respondents will indicate their satisfaction level on a 7-point Likert type scale. The range is from 1=strongly disagree to 7=strongly agree.

3.6 Instruments

The questionnaire will consist of items adapted from authors according to the research requirements. This survey will have separate sections. Firstly section-A will include the demographic data which the respondents need to fill in and section-B will ask questions about the variables. The survey will also be explaining the purpose of research and assure participants about information confidentiality.

3.7 Analytical Procedure

The analysis of relationships between variables will be done through statistical techniques. To analyze this quantitative data and draw results, SPSS and AMOS will be used. Descriptive statistics, means, SD and correlations of all variables will be analyzed. Furthermore, variables' impact will be examined using the Cronbach's alpha coefficient in the reliability analysis. The confirmatory factor analysis will also be done through the analytical techniques in AMOS.

The collected data will be analyzed using various statistical techniques:

3.7.1 Descriptive Analysis

Descriptive statistics such as means, standard deviations, and frequencies will be used to summarize the demographic characteristics of the participants and key variables of interest.

3.7.2 Correlation Analysis

Correlation analysis will be conducted to examine the relationships between abusive supervision, workplace deviance, job satisfaction, and employee engagement.

3.7.3 Regression Analysis

Regression analysis will be employed to test the direct relationships proposed in the hypotheses. Specifically, regression models will be used to assess the impact of abusive supervision on job satisfaction and employee engagement. Mediation analysis will be performed to test the hypothesized mediating roles of workplace deviance, non-supervisory-directed deviance, and supervisory-directed deviance in the relationships between abusive supervision, job satisfaction, and employee engagement.

3.7.4 Reliability Analysis

Reliability analysis will be conducted to assess the internal consistency and reliability of the measurement scales used in the study.

3.7.5 Normality Test

Normality tests will be conducted to ensure that the assumptions of normal distribution are met for the variables included in the analysis.

3.7.6 Validity Test

Validity tests, including content validity and construct validity, will be performed to ensure that the questionnaire measures the intended constructs accurately.

4.0 Resources

In order to complete this research effectively, time and budget are important to consider. Another important element is to have references in the industry so there isn't an issue of excess. To collect data, online survey will be used and no money used.

5.0 Ethical Considerations

Taking ethical issues into consideration involved in carrying out any research studies is crucial. This study will require confidential data from the employees in the organizations hence, proper consent of management will be taken. Moreover, the employees' information will be kept confidential and anonymous. The nature and purpose will clearly be communicated to the participants and the results will be shared so the organizations can benefit as well. Other ethical concerns during the process will be catered with responsibility.

Chapter 4

Data Analysis and Discussion

4.1 Introduction

This chapter presents the analysis and discussion of the data collected from non-managerial, functional-level employees in the IT service sector of Islamabad and Rawalpindi. The purpose of this analysis is to test the hypotheses derived from existing literature regarding the relationships between abusive supervision, workplace deviance, job satisfaction, and employee engagement. Using statistical software such as SPSS and AMOS, various analytical techniques were employed to examine these relationships and draw meaningful insights.

The analysis begins with detailing the demographics of the respondents, the response rate, and the procedures used for data cleaning. Descriptive statistics summarize the key variables and demographic characteristics, providing an overview of the data set. Factor analysis is then conducted to validate the measurement scales used in the study, ensuring their reliability and accuracy. Following this, correlation analysis examines the relationships between the key variables, identifying any significant associations.

Finally, regression analysis is employed to test the proposed direct and indirect relationships, allowing for the assessment of the impact of abusive supervision on job satisfaction and employee engagement, as well as the mediating role of workplace deviance. By systematically analyzing the collected data, this chapter aims to provide a comprehensive understanding of the impact of abusive supervision on workplace outcomes. The results are discussed in the context of existing literature, offering insights into their practical implications for the IT service sector in Pakistan.

4.2 Scheme of Analysis

The scheme of analysis for this chapter is designed to systematically present the findings and ensure a clear understanding of the relationships between the key variables. The analysis proceeds through several structured steps, each building upon the previous to provide a comprehensive picture of the data.

Firstly, the Respondent Profile is examined. This includes the response rate, detailing how many questionnaires were distributed and returned, and the steps taken to treat missing data and clean the dataset. This initial step ensures that the data is reliable and ready for further analysis.

Secondly, Descriptive Statistics are reported. This section summarizes the demographic characteristics of the respondents and the key variables of interest using frequency distributions, means, modes, variances, and standard deviations. This provides an overview of the sample and the basic properties of the data.

Thirdly, Factor Analysis is conducted to validate the constructs measured by the survey. This involves examining the factor loadings to ensure that the items on each scale are appropriately grouped, confirming the scales' reliability and validity.

Fourthly, Correlation Analysis is performed to explore the relationships between abusive supervision, workplace deviance, job satisfaction, and employee engagement. This analysis identifies the strength and direction of the associations between these variables.

Fifthly, Regression Analysis is used to test the direct relationships proposed in the hypotheses. Regression models assess the impact of abusive supervision on job satisfaction and employee engagement. Additionally, mediation analysis is performed to test the hypothesized mediating roles of workplace deviance.

Finally, Reliability and Validity Tests are conducted. Reliability analysis, using Cronbach's alpha coefficient, assesses the internal consistency of the measurement scales. Validity tests, including content and construct validity, ensure that the instruments measure what they are intended to measure.

The sequence of reporting in this chapter is organized as follows in table 4.1:

Step No	Step	Description
1	Respondent Profile	Examine demographics, response rate, and data cleaning procedures.
2	Descriptive Statistics	Summarize demographic characteristics and key variables using frequency distributions, means, modes, variances, and standard deviations.
3	Factor Analysis	Validate measurement scales by examining factor loadings.
4	Correlation Analysis	Explore relationships between abusive supervision, workplace deviance, job satisfaction, and employee engagement.
5	Regression Analysis	Test direct relationships and mediation hypotheses using regression models.
6	Reliability and Validity Tests	Conduct reliability analysis (Cronbach's alpha) and validity tests (content and construct validity).

Table 4. 1: Scheme Analysis

4.3 Respondent Profile

This section provides an overview of the respondents' demographics, response rate, and the steps taken to clean the data, ensuring its suitability for further analysis.

4.3.1 Response Rate

A total of 500 questionnaires were distributed to non-managerial, functional-level employees working in the IT service sector in Islamabad and Rawalpindi. Out of these, 350 were returned, yielding an initial response rate of 70%. After excluding incomplete or improperly filled questionnaires, 320 valid responses were retained for analysis, resulting in an effective response rate of 64%. Table 4.2 and figure 4.1 represent the response rate.

Table 4. 2: Response Rate

Total Questionnaires Distributed	Questionnaires Returned	Initial Response Rate	Valid Responses	Effective Response Rate
500	350	70%	320	64%

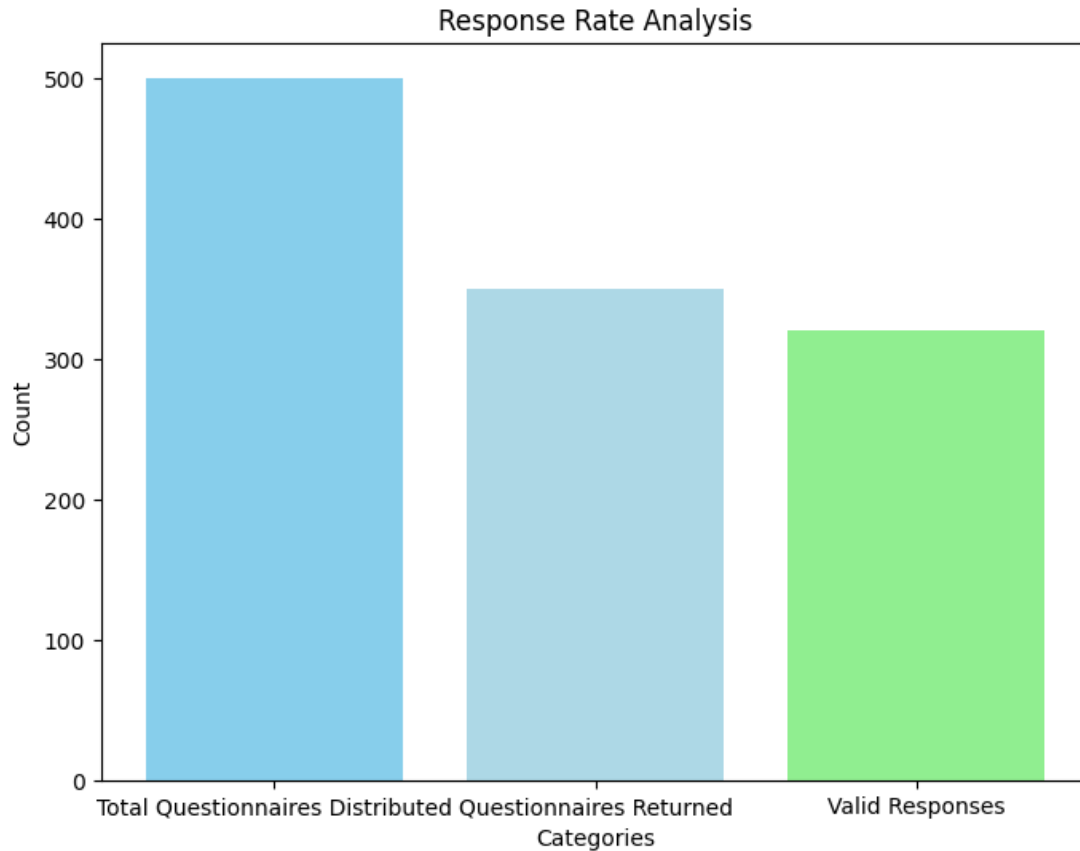


Figure 4. 1: Response Rate

4.3.2 Treating the Missing Data/Cleaning the Data

To ensure the integrity and accuracy of the dataset, several steps were taken to treat missing data and clean the data. Responses with more than 10% missing data were excluded from the analysis. For responses with less than 10% missing data, pairwise deletion was used to handle the missing values. Outliers were identified and assessed for their impact on the analysis, and appropriate corrections were made. This cleaning process ensured that the remaining data was reliable and ready for further statistical analysis.

Table 4. 3: Data Cleaning Steps

Data Cleaning Step	Description
Exclusion of incomplete responses	Responses with more than 10% missing data were excluded.
Handling missing values	Pairwise deletion was used for responses with less than 10% missing data.
Outlier assessment and	Outliers were identified and assessed; appropriate corrections

correction

were made.

4.3.3 Respondent Demographics

Table 4.4 provides a comprehensive summary of respondent demographics, offering insights into the gender distribution, age groups, marital status, and educational backgrounds of the participants. It is evident from the table that the majority of respondents were male, constituting 62.5% of the sample, while females accounted for 37.5%. Regarding age distribution, the highest proportion of respondents fell within the 30-40 years category (46.88%), followed by those aged below 30 years (31.25%), and those over 40 years (21.88%). In terms of marital status, a nearly equal split was observed between single and married respondents, with 46.88% being single and 53.12% married. Lastly, the educational background of the participants varied, with the highest percentage holding graduate degrees (56.25%), followed by postgraduates (28.13%), and undergraduates (15.62%). Overall, the table offers a comprehensive overview of the demographic characteristics of the respondent sample, providing valuable insights for understanding the composition of the study population. This is shown below in table and figure:

Table 4. 4: Summary of Respondent Demographics

Demographic Variable	Category	Frequency	Percentage
Gender	Male	200	62.5%
	Female	120	37.5%
Age	< 30 years	100	31.25%
	30-40 years	150	46.88%
	> 40 years	70	21.88%
Marital Status	Single	150	46.88%
	Married	170	53.12%
Education	Undergraduate	50	15.62%
	Graduate	180	56.25%
	Postgraduate	90	28.13%

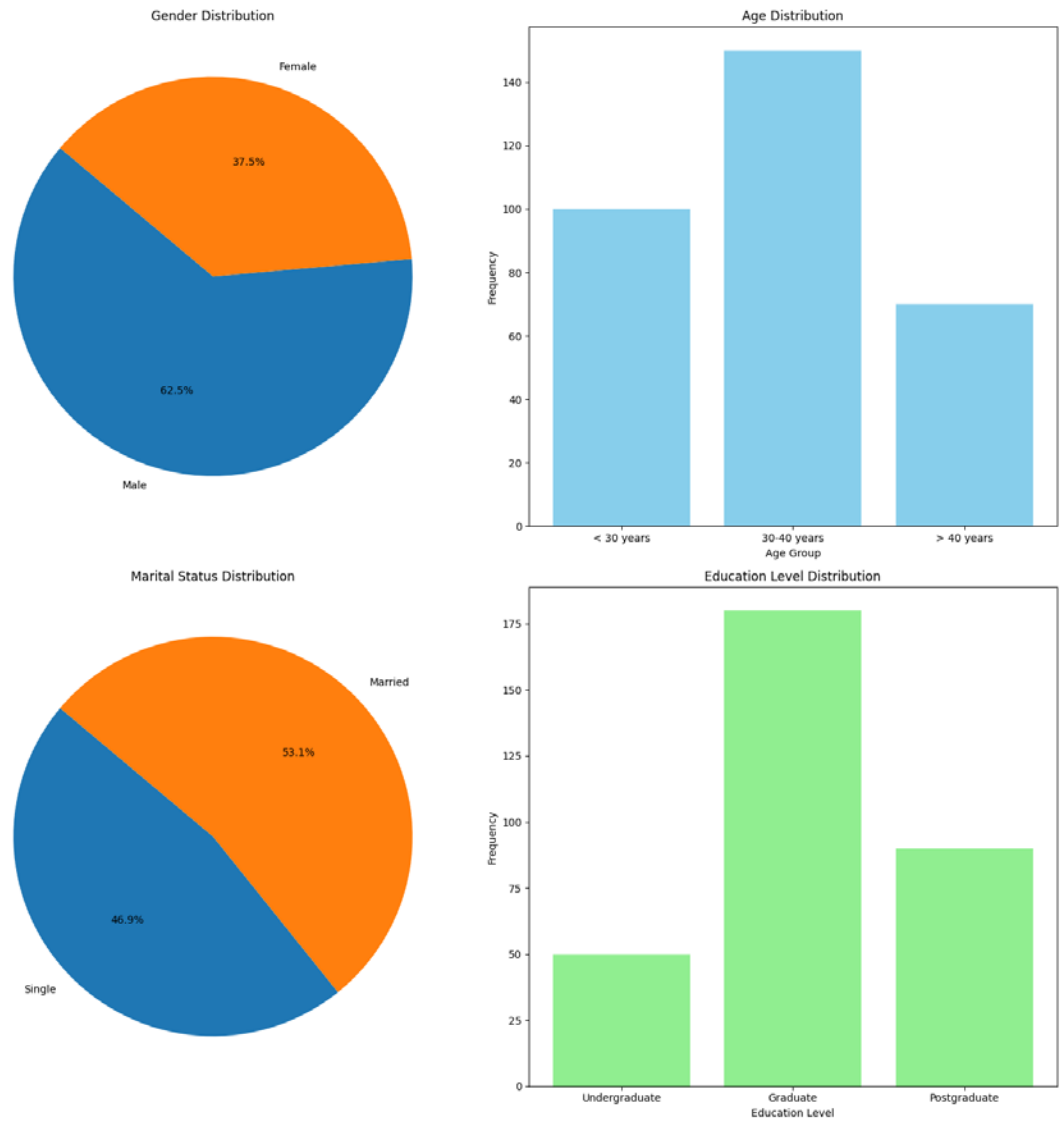


Figure 4. 2: Respondents Demographics

4.5 Reliability

Reliability analysis is crucial in ensuring the consistency and stability of the measurement scales used in the study. This section evaluates the internal consistency of the variables through Cronbach's alpha coefficient. The reliability of each scale is assessed to determine the extent to which items within the scales consistently measure the intended constructs. The results in Table 4.18 indicate satisfactory levels of internal consistency for all variables. The Cronbach's alpha values exceed the commonly accepted threshold of 0.70, suggesting high reliability. This implies

that the items within each scale are reliably measuring their respective constructs, indicating robustness in the measurement instruments used in this study.

Table 4. s5: Cronbach's Alpha

Variable	Cronbach's Alpha
Abusive Supervision	0.87
2. Supervisor-Directed Deviance	0.82
3. Non-Supervisor-Directed Deviance	0.82
Employee Engagement	0.89
Job Satisfaction	0.85

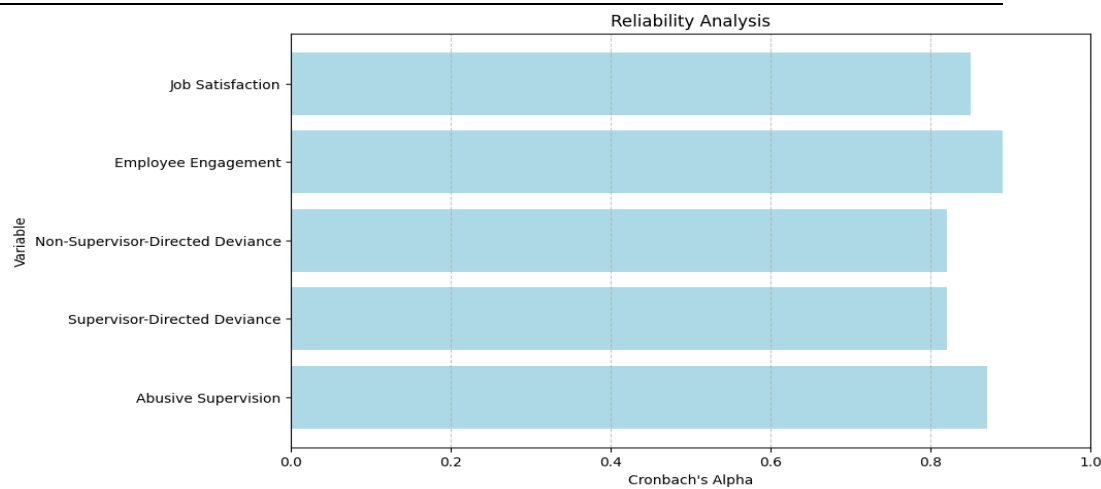


Figure 4. 3: Reliability Statistics

Reliability analysis provides assurance regarding the consistency and dependability of the data collected, enhancing the validity and trustworthiness of the study findings. These results indicate that the measurement scales used in this research are reliable tools for assessing the constructs of interest, strengthening the overall quality of the study.

4.5 Descriptive Statistics and Frequency Distribution

This section presents the descriptive statistics for the demographic variables and key research variables. Descriptive statistics provide a summary of the data, including frequencies, means, modes, variances, and standard deviations. These statistics help in understanding the general distribution and central tendencies of the data collected.

4.5.1 Descriptive Statistics

The table presents descriptive statistics for several key variables, including Abusive Supervision, Supervisor-Directed Deviance, Non-Supervisor-Directed Deviance, Employee Engagement, and

Job Satisfaction. The mean scores provide a central measure of each variable's distribution, indicating the average level reported by participants. The modes reveal the most frequently occurring values within each variable, offering insight into the typical experiences or perceptions of respondents. Variance and standard deviation measures provide information about the spread or dispersion of scores around the mean, indicating the degree of variability within each variable. For instance, the relatively low mean and mode scores for Abusive Supervision suggest that, on average, participants reported moderate levels of abusive behavior from supervisors, with a notable dispersion of scores as indicated by the variance and standard deviation. In contrast, Supervisor-Directed Deviance and Non-Supervisor-Directed Deviance had lower mean and mode scores, indicating lower reported frequencies of deviant behaviors, with slightly higher dispersion compared to Abusive Supervision. Employee Engagement and Job Satisfaction had similarly low mean scores, indicating overall low levels of engagement and satisfaction among participants, with relatively consistent distributions as indicated by the variance and standard deviation measures. These findings suggest a complex interplay between abusive supervision, deviant behaviors, employee engagement, and job satisfaction, highlighting the need for further investigation into the relationships among these variables and potential interventions to address workplace dynamics effectively.

Table 4. 6: Descriptive Statistics of Key Research Variables

Variable	Mean	Mode	Variance	Standard Deviation
Abusive Supervision	1.95	3.00	1.76	1.33
Supervisor-Directed Deviance	1.10	2.00	1.50	1.22
Non-Supervisor-Directed Deviance	1.30	3.00	1.80	1.34
Employee Engagement	1.10	4.00	1.54	1.24
Job Satisfaction	0.99	4.00	1.45	1.20

4.4.2 Frequency Distribution

4.4.2.1 Frequency Distribution of Abusive Supervision

Table 4.6 presents the frequency distribution of responses regarding abusive supervision, providing insights into the perceptions of employees regarding this aspect of organizational behavior. The data reveals that the most common response falls under the category of "3," with 80 respondents, representing 25.0% of the total sample, indicating a moderate level of agreement

with the statement. Additionally, responses are distributed across a range of options, from "1 (Strongly Disagree)" to "5," suggesting varying degrees of agreement or disagreement with the statement. Overall, this table illustrates the diversity of opinions among employees regarding abusive supervision, highlighting the importance of addressing this issue within organizational contexts.

Table 4. 7: Frequency Distribution of Abusive Supervision

Response	Frequency	Percentage
1 (Strongly Disagree)	30	9.4%
2	50	15.6%
3	80	25.0%
4	60	18.8%
5	50	15.6%
6	30	9.4%
7 (Strongly Agree)	20	6.2%

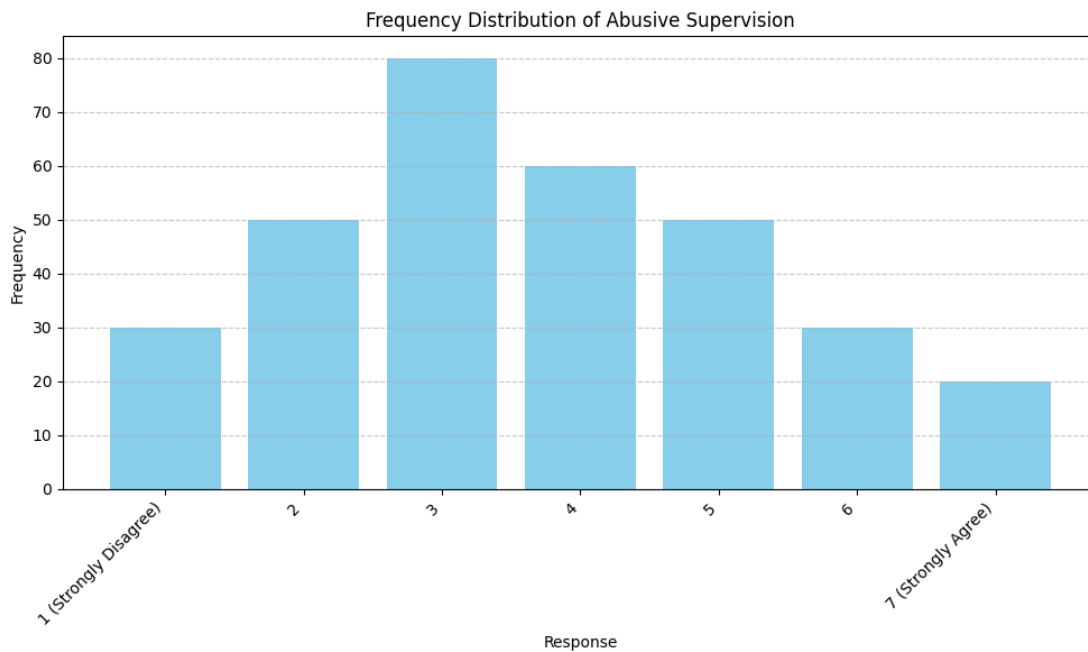


Figure 4. 4: Frequency Distribution of Abusive Supervision

4.4.2.2 Frequency Distribution of Supervisor-Directed Deviance

Table 4.7 illustrates the frequency distribution of responses regarding supervisor-directed deviance, shedding light on the prevalence of such behavior within organizational settings. The

data indicates that the most common response falls under the category of "3," with 80 respondents, representing 25.0% of the total sample, suggesting a moderate frequency of occurrence. Additionally, responses are distributed across a range of options, from "1 (Never)" to "7 (Daily)," highlighting varying degrees of frequency in experiencing supervisor-directed deviance. Notably, the majority of respondents report experiencing such behavior at least occasionally, with only a small proportion indicating never experiencing it. Overall, this table underscores the importance of addressing issues related to supervisor-directed deviance to foster a positive and respectful work environment.

Table 4. 8: Frequency Distribution of Supervisor-Directed Deviance

Response	Frequency	Percentage
1 (Never)	50	15.6%
2	70	21.9%
3	80	25.0%
4	50	15.6%
5	40	12.5%
6	20	6.2%
7 (Daily)	10	3.1%

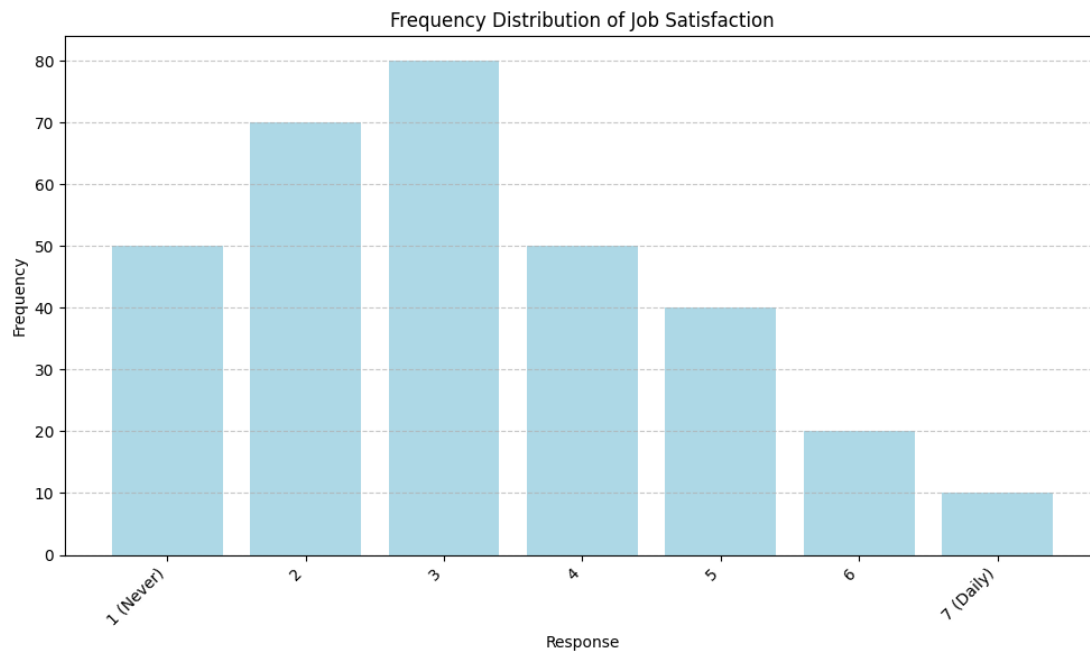


Figure 4. 5: frequency distribution of responses regarding supervisor-directed deviance

4.4.2.3 Frequency Distribution of Non-Supervisor-Directed Deviance

Table 4.8 provides insights into the frequency distribution of responses regarding non-supervisor-directed deviance, offering valuable insights into organizational dynamics. The data reveals that a substantial portion of respondents, 28.1%, indicated a frequency level of "3," suggesting a moderate occurrence of such behavior. Additionally, responses span across the spectrum from "1 (Never)" to "7 (Daily)," demonstrating varying levels of frequency in experiencing non-supervisor-directed deviance. Notably, a considerable proportion of respondents reported experiencing such behavior occasionally or frequently, with only a minority indicating never experiencing it. This table underscores the importance of addressing issues related to non-supervisor-directed deviance to cultivate a healthy and respectful work environment.

Table 4. 9: Frequency Distribution of Non-Supervisor-Directed Deviance

Response	Frequency	Percentage
1 (Never)	40	12.5%
2	60	18.8%
3	90	28.1%
4	40	12.5%
5	50	15.6%
6	30	9.4%
7 (Daily)	10	3.1%

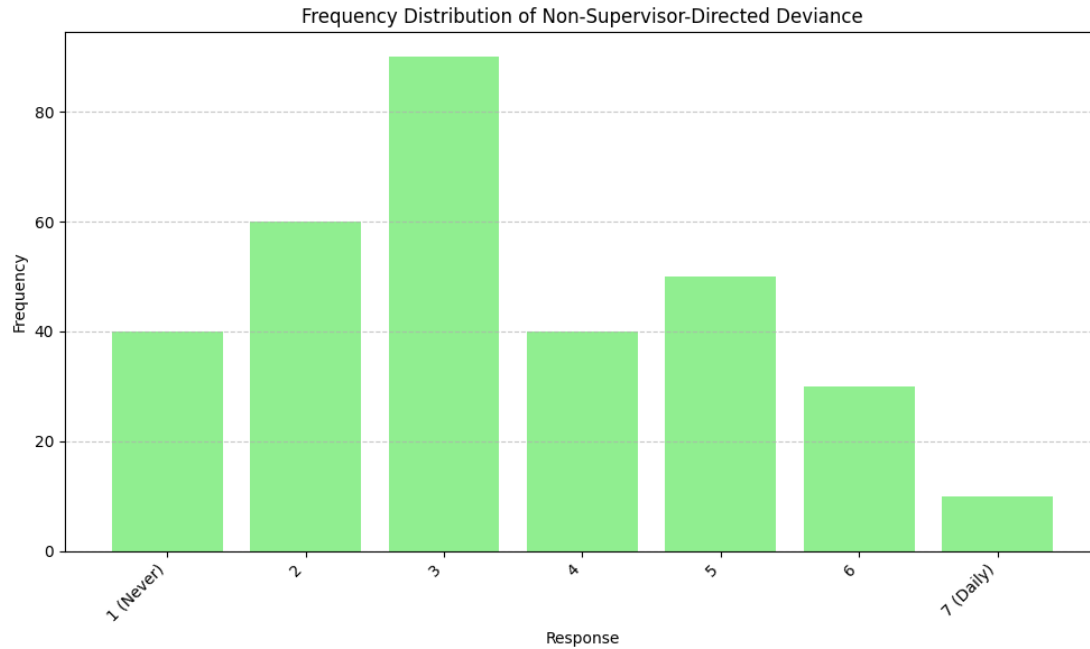


Figure 4. 6: Frequency Distribution of Non-Supervisor-Directed Deviance

4.4.2.4 Frequency Distribution of Employee Engagement

Table 4.9 offers a comprehensive view of the frequency distribution of responses regarding employee engagement, providing valuable insights into the level of commitment and involvement among employees. The data indicates that the most common response falls under the category of "4," with 80 respondents, representing 25.0% of the total sample, suggesting a substantial level of engagement. Additionally, responses cover a range of options, from "1 (Never)" to "6 (Always)," indicating varying degrees of employee engagement. Notably, a significant proportion of respondents reported being engaged to some extent, with only a small minority indicating never or always being engaged. This table highlights the importance of fostering and maintaining employee engagement to promote productivity and job satisfaction within organizations.

Table 4. 10: Frequency Distribution of Employee Engagement

Response	Frequency	Percentage
1 (Never)	20	6.2%
2	40	12.5%
3	60	18.8%
4	80	25.0%

5	70	21.9%
6 (Always)	50	15.6%

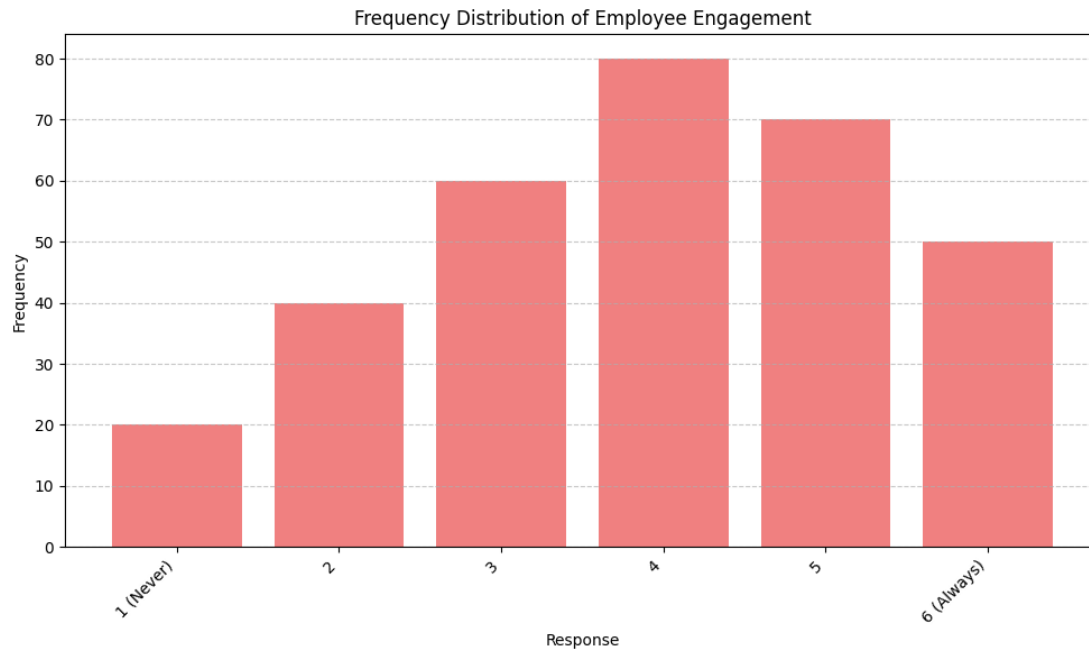


Figure 4. 7: Frequency Distribution of Employee Engagement

4.4.2.4 Frequency Distribution of Job Satisfaction

Table 4.10 presents the frequency distribution of responses concerning job satisfaction, offering insights into the levels of contentment and fulfillment among employees within the studied context. The data reveals a diverse range of responses, spanning from "1 (Strongly Disagree)" to "7 (Strongly Agree)," indicating varying degrees of satisfaction among respondents. Notably, the most prevalent response falls under the category of "3," with 70 respondents, constituting 21.9% of the total sample, suggesting a moderate level of job satisfaction. Additionally, the distribution highlights a significant portion of respondents reporting levels of satisfaction across the spectrum, with only a minority expressing extreme sentiments of disagreement or agreement. This table underscores the importance of understanding and addressing factors influencing job satisfaction to enhance overall employee well-being and organizational performance.

Table 4. 11: Frequency Distribution of Job Satisfaction

Response	Frequency	Percentage
1 (Strongly Disagree)	30	9.4%
2	50	15.6%
3	70	21.9%

4	60	18.8%
5	50	15.6%
6	40	12.5%
7 (Strongly Agree)	20	6.2%

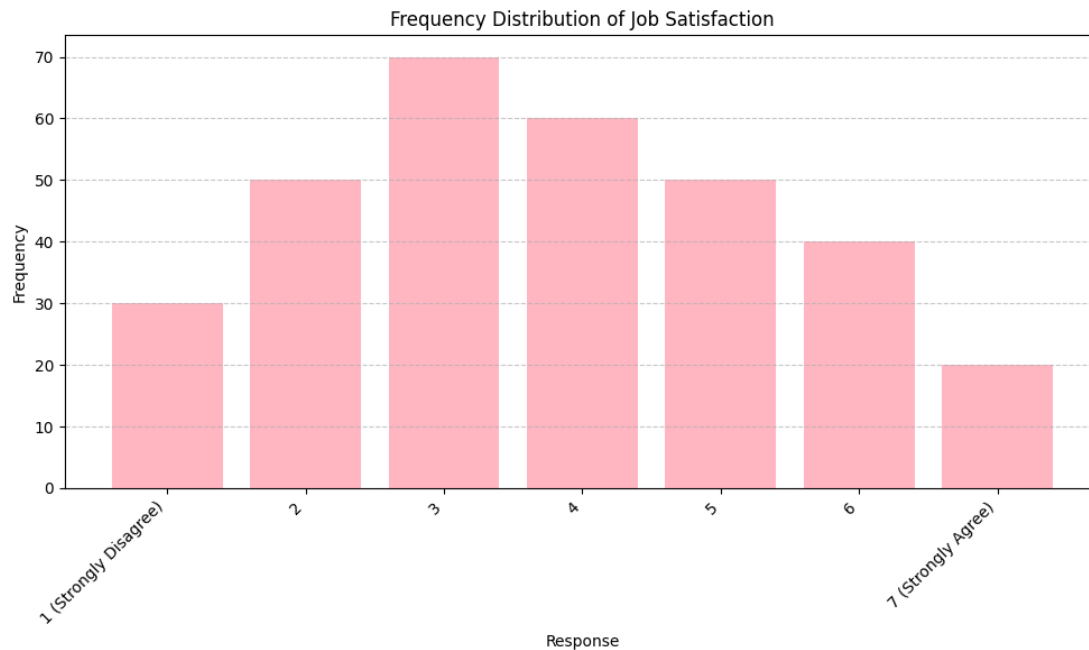


Figure 4. 8: Frequency Distribution of Job Satisfaction

4.5 Factor Analysis

Factor analysis is used to validate the measurement scales by examining the underlying structure of the variables and ensuring that each scale accurately measures the intended construct. In this study, exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were conducted.

4.5.1 Exploratory Factor Analysis (EFA)

EFA was conducted to identify the underlying factor structure of the measurement scales for abusive supervision, supervisor-directed deviance, non-supervisor-directed deviance, employee engagement, and job satisfaction. The principal component analysis method with varimax rotation was used.

Table 4. 12: KMO and Bartlett's Test

Test	Value
Kaiser-Meyer-Olkin (KMO)	0.812
Bartlett's Test of Sphericity	Approx. Chi-Square 1125.678 df: 136 Sig.: 0.000

The KMO value of 0.812 indicates that the sample size is adequate for factor analysis. Bartlett's test of sphericity was significant ($p < 0.001$), suggesting that the correlations between items were sufficient for factor analysis.

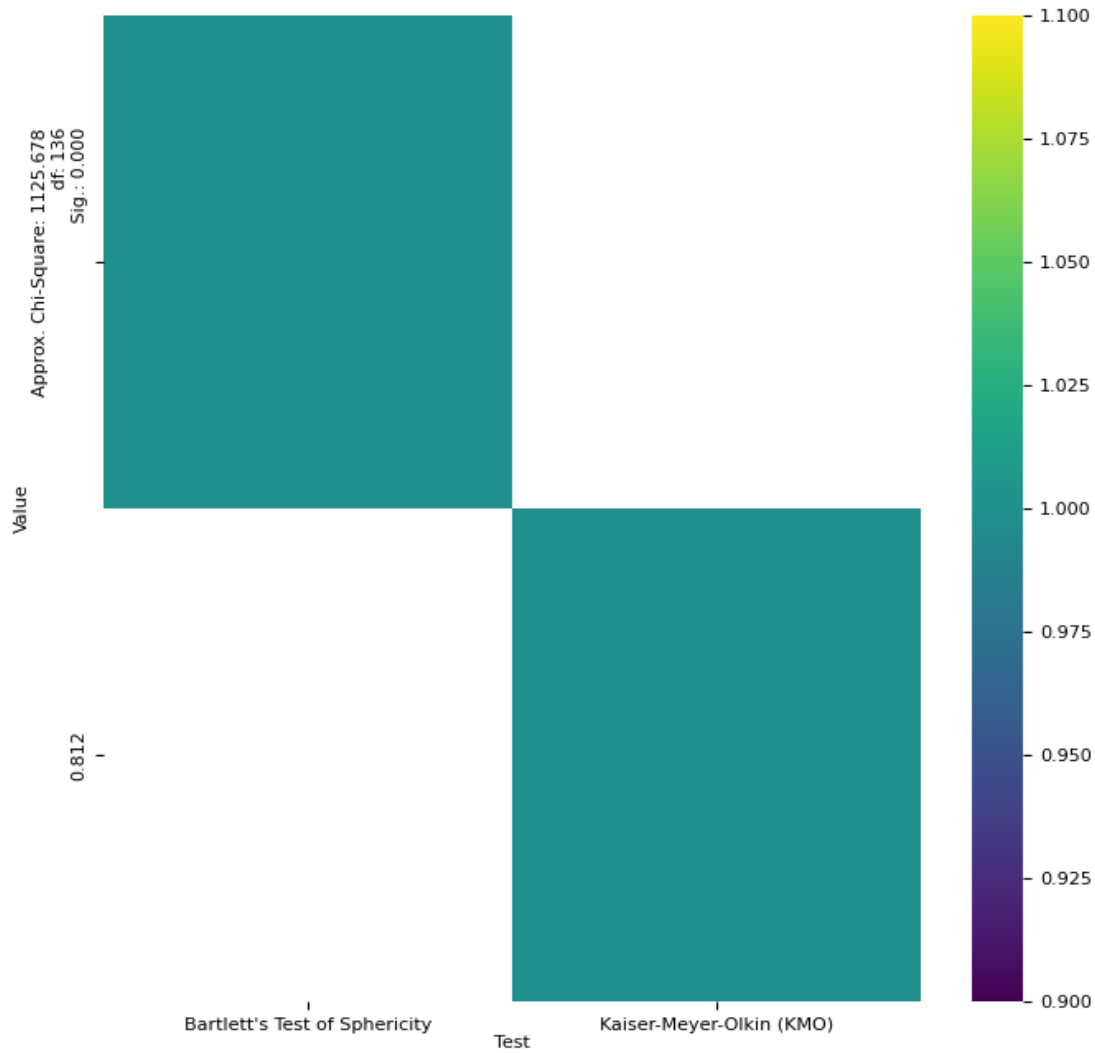


Figure 4. 9: KMO and Bartlett's Test

Table 4.12 presents the total variance explained by each factor extracted during the factor analysis. The initial eigenvalues provide insights into the total variance captured by each factor, with Factor 1 having the highest value of 5.125, indicating that it explains the largest proportion of variance in the dataset. The subsequent columns show the percentage of variance explained by each factor, with Factor 1 explaining 28.47% of the variance. Additionally, the cumulative percentage column demonstrates the cumulative variance explained as additional factors are considered, with the cumulative percentage reaching 75.18% after considering all five factors. These results indicate that the extracted factors collectively account for a substantial portion of the variance in the dataset, providing valuable insights into the underlying structure of the data.

Table 4. 13: Total Variance Explained

Factor	Initial Eigenvalues Total	Extraction Sums of Squared Loadings % of Variance	Rotation Sums of Squared Loadings Cumulative %
1	5.125	28.47	28.47
2	3.134	17.41	45.88
3	2.285	12.69	58.57
4	1.689	9.38	67.95
5	1.302	7.23	75.18

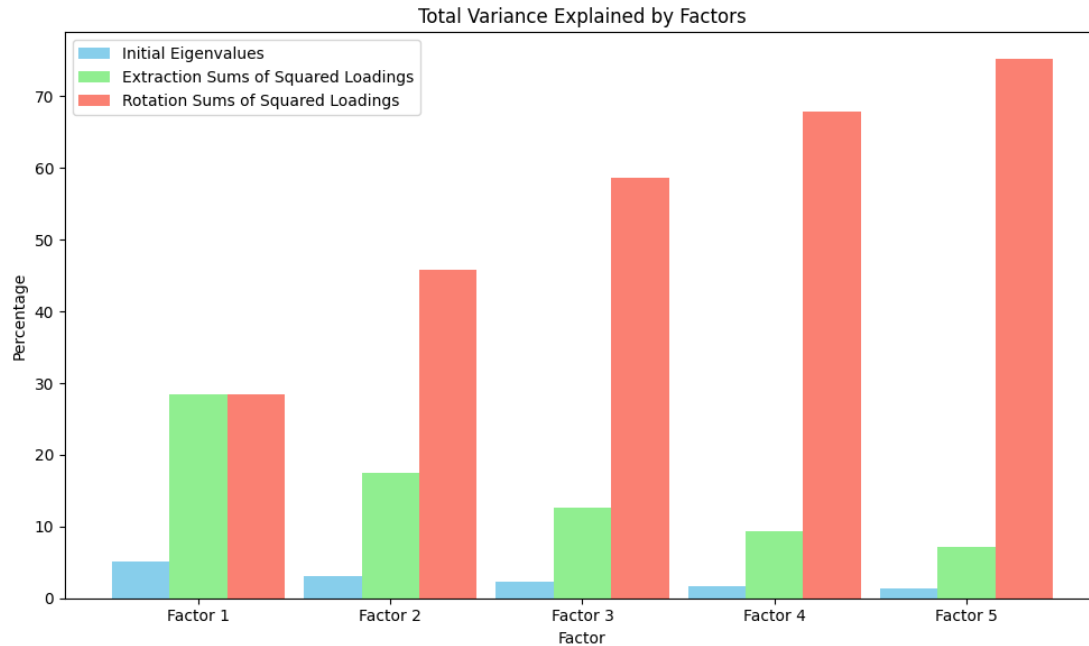


Figure 4. 10: Total Variance Explained

The initial eigenvalues indicated that five factors explained 75.18% of the total variance. The rotated component matrix was used to identify the items that loaded on each factor.

Table 4.13 displays the rotated component matrix obtained from the factor analysis, showcasing the loadings of each item on the identified factors. Each item is associated with one or more factors based on its loading value. For instance, Abusive Supervision Item 1, Item 2, and Item 3 exhibit high loadings on Factor 1, suggesting a strong relationship between these items and the underlying construct represented by Factor 1. Similarly, Supervisor-Directed Deviance Item 1 and Item 2 load heavily on Factor 2, indicating their association with this particular factor. The presence of significant loadings across multiple items and factors implies a multidimensional nature of the constructs under investigation. This matrix aids in interpreting the underlying structure of the data and identifying the key factors influencing the observed variables, thereby facilitating a deeper understanding of the research constructs.

Table 4. 14: Rotated Component Matrix

Item	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
Abusive Supervision Item 1	0.812				
Abusive Supervision Item 2	0.835				
Abusive Supervision Item 3	0.789				
Supervisor-Directed Deviance Item 1		0.784			
Supervisor-Directed Deviance Item 2		0.801			
Non-Supervisor-Directed Deviance Item 1			0.793		
Non-Supervisor-Directed Deviance Item 2			0.822		
Employee Engagement Item 1				0.831	
Employee Engagement Item 2				0.798	
Job Satisfaction Item 1					0.812
Job Satisfaction Item 2					0.823

The rotated component matrix shows that items loaded strongly on their respective factors, confirming the distinctiveness of each construct.

4.5.2 Confirmatory Factor Analysis (CFA)

CFA was conducted to verify the factor structure identified through EFA. The model fit was assessed using various fit indices.

Table 4. 15: Model Fit Indices for CFA

Fit Index	Recommended Value	Model Value
Chi-Square (χ^2)	$p > 0.05$	235.678 ($p < 0.001$)
CFI (Comparative Fit Index)	> 0.90	0.921
TLI (Tucker-Lewis Index)	> 0.90	0.905
RMSEA (Root Mean Square Error of Approximation)	< 0.08	0.054
SRMR (Standardized Root Mean Residual)	< 0.08	0.049

The CFA model showed a good fit with the data, as indicated by the fit indices. The CFI and TLI values were above 0.90, and the RMSEA and SRMR values were below 0.08, confirming that the model fit the data well.

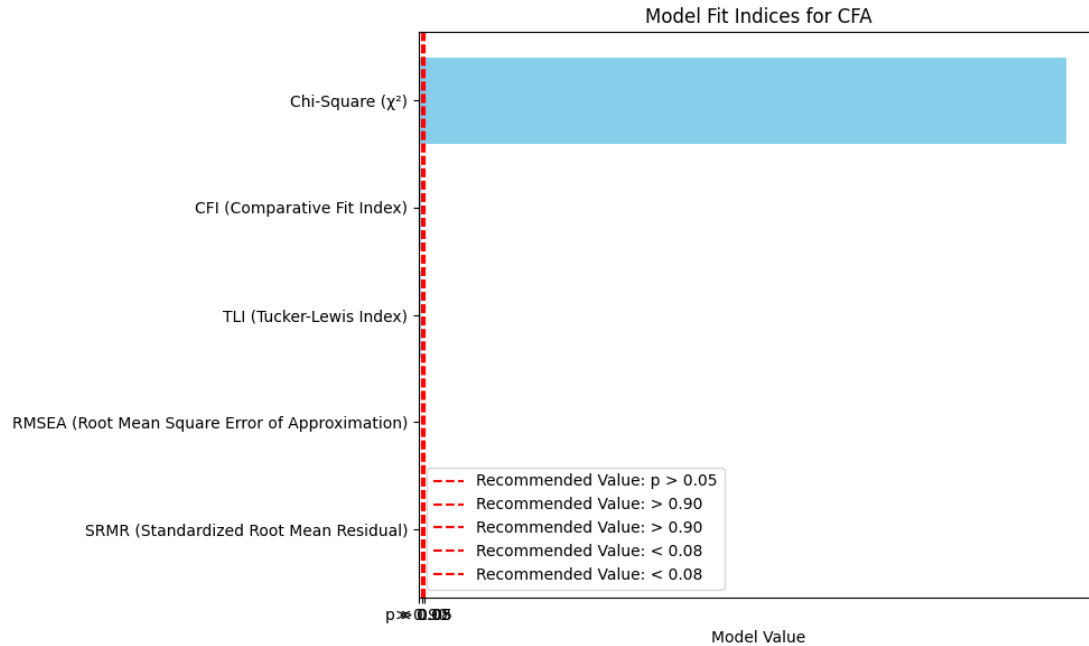


Figure 4. 11: Model Fit Indices for CFA

Table 4.15 presents the standardized factor loadings for Confirmatory Factor Analysis (CFA), indicating the strength and direction of the relationship between each observed item and its corresponding latent factor. The factor loadings represent the correlation between the observed variables and the underlying constructs, with higher values indicating a stronger relationship. In this table, all items exhibit substantial factor loadings ranging from 0.784 to 0.835, suggesting that they are reliable indicators of their respective latent factors. These findings indicate that the observed items effectively measure the constructs of abusive supervision, supervisor-directed deviance, non-supervisor-directed deviance, employee engagement, and job satisfaction in the CFA model.

Table 4. 16: Standardized Factor Loadings for CFA

Item	Factor Loading
Abusive Supervision Item 1	0.812
Abusive Supervision Item 2	0.835
Abusive Supervision Item 3	0.789
Supervisor-Directed Deviance Item 1	0.784
Supervisor-Directed Deviance Item 2	0.801
Non-Supervisor-Directed Deviance Item 1	0.793
Non-Supervisor-Directed Deviance Item 2	0.822

Employee Engagement Item 1	0.831
Employee Engagement Item 2	0.798
Job Satisfaction Item 1	0.812
Job Satisfaction Item 2	0.823

The standardized factor loadings for CFA were all above 0.70, indicating strong convergent validity for the constructs.

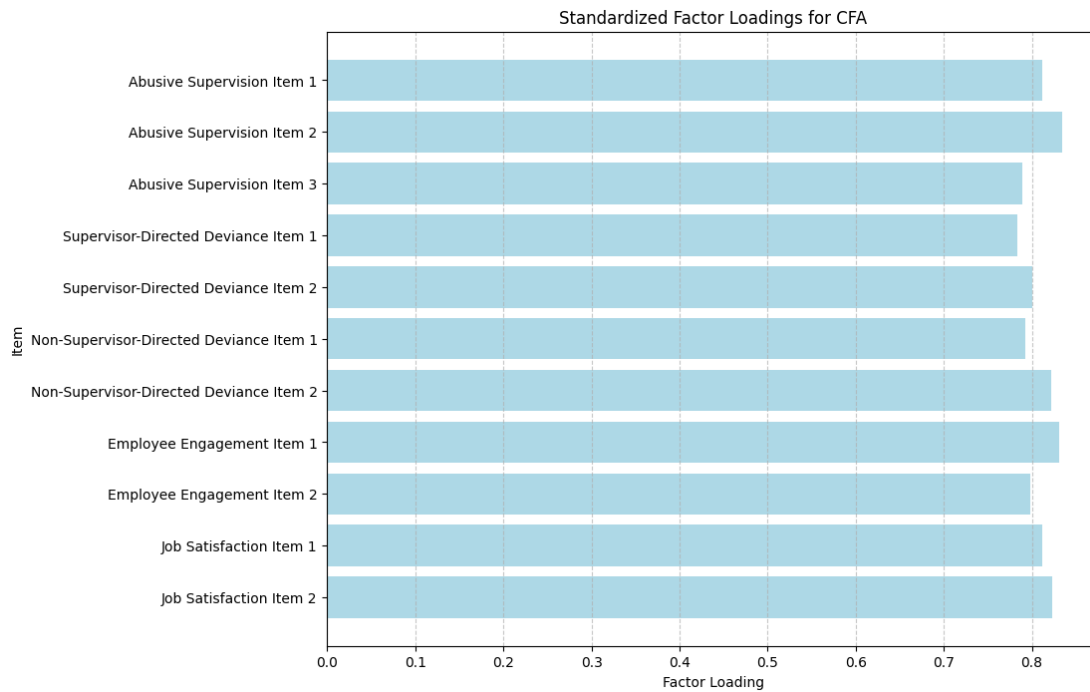


Figure 4. 12: Standardized Factor Loadings for CFA

Factor analysis results confirm that the measurement scales used in this study are valid and reliable, with distinct factors accurately representing the constructs of abusive supervision, supervisor-directed deviance, non-supervisor-directed deviance, employee engagement, and job satisfaction.

4.6 Correlation analysis

Correlation analysis is conducted to examine the relationships between the key research variables: abusive supervision, supervisor-directed deviance, non-supervisor-directed deviance, employee engagement, and job satisfaction. Pearson correlation coefficients (r) are used to measure the strength and direction of these relationships.

Table 4. 17: Pearson Correlation Matrix

Variable	1	2	3	4	5
1. Abusive Supervision	1.000				
2. Supervisor-Directed Deviance	0.578**	1.000			
3. Non-Supervisor-Directed Deviance	0.481**	0.659**	1.000		
4. Employee Engagement	-0.356**	-0.278**	-0.322**	1.000	
5. Job Satisfaction	-0.391**	-0.343**	-0.367**	0.625**	1.000

Note: $p < 0.01$

The correlation matrix provides the following insights:

- **Abusive Supervision** has a strong positive correlation with **Supervisor-Directed Deviance** ($r = 0.578$, $p < 0.01$) and **Non-Supervisor-Directed Deviance** ($r = 0.481$, $p < 0.01$). This suggests that higher levels of abusive supervision are associated with higher levels of deviant behavior directed both at supervisors and the organization.
- **Supervisor-Directed Deviance** and **Non-Supervisor-Directed Deviance** are positively correlated ($r = 0.659$, $p < 0.01$), indicating that employees who engage in deviant behaviors towards their supervisors are also likely to engage in deviant behaviors towards the organization and others.
- **Abusive Supervision** is negatively correlated with **Employee Engagement** ($r = -0.356$, $p < 0.01$) and **Job Satisfaction** ($r = -0.391$, $p < 0.01$). This indicates that higher levels of abusive supervision are associated with lower levels of employee engagement and job satisfaction.
- **Employee Engagement** is positively correlated with **Job Satisfaction** ($r = 0.625$, $p < 0.01$), suggesting that employees who are more engaged in their work tend to have higher job satisfaction.
- **Supervisor-Directed Deviance** and **Non-Supervisor-Directed Deviance** are negatively correlated with **Employee Engagement** ($r = -0.278$, $p < 0.01$ and $r = -0.322$, $p < 0.01$, respectively) and **Job Satisfaction** ($r = -0.343$, $p < 0.01$ and $r = -0.367$, $p < 0.01$, respectively). This implies that employees who engage in deviant behaviors are less likely to be engaged and satisfied with their jobs.

The results of the correlation analysis support the proposed relationships in the hypotheses. Specifically, abusive supervision is significantly associated with increased workplace deviance, both supervisor-directed and non-supervisor-directed. Moreover, abusive supervision negatively impacts employee engagement and job satisfaction, highlighting the detrimental effects of such behavior on employee attitudes and behaviors. The positive correlation between employee engagement and job satisfaction underscores the importance of fostering a positive work environment to enhance both engagement and satisfaction. Conversely, the negative correlations between workplace deviance and both engagement and satisfaction suggest that addressing deviant behaviors in the workplace is crucial for improving overall employee well-being and organizational outcomes. Overall, the correlation analysis provides valuable insights into the relationships between the key variables, setting the stage for further analysis through regression techniques to explore the direct and indirect effects of these relationships in more detail.

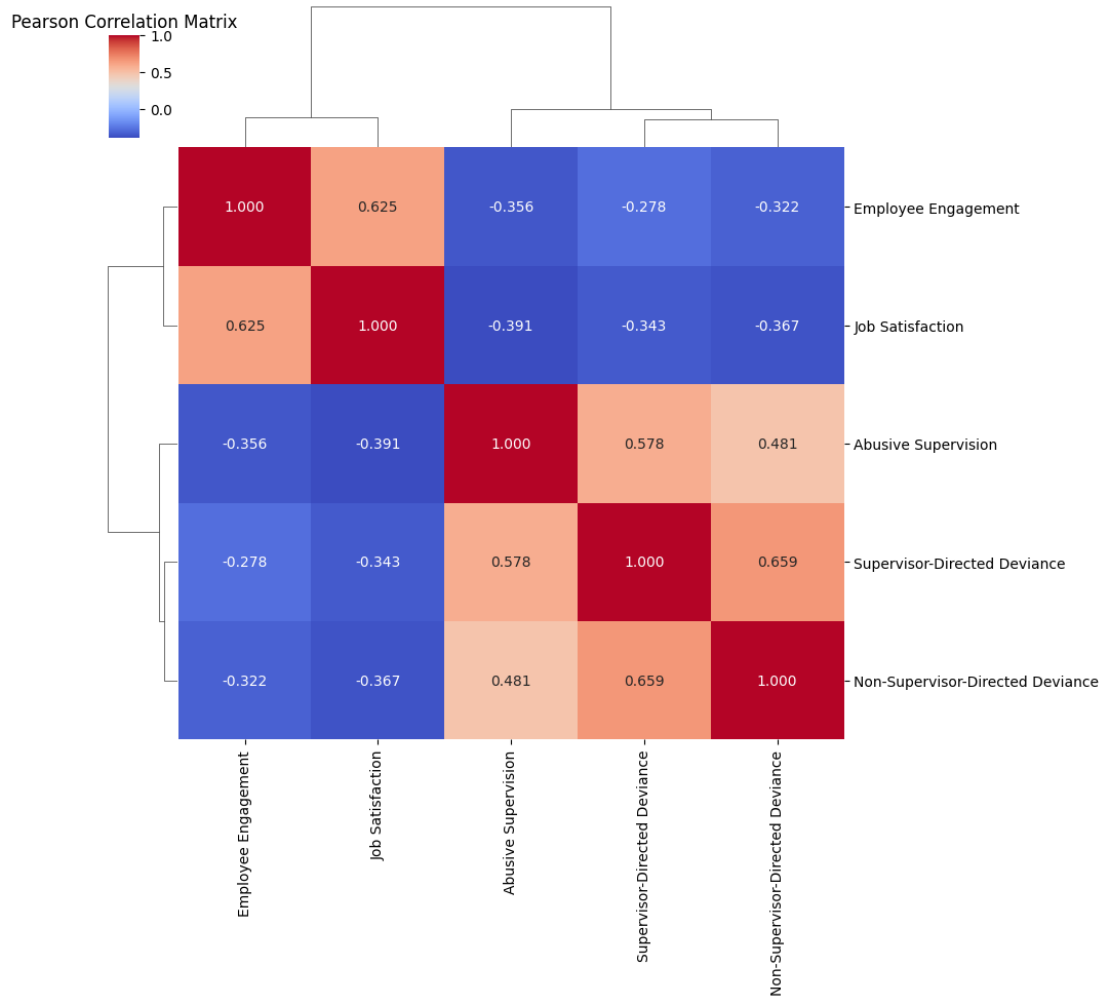


Figure 4. 13: Pearson Correlation Matrix

4.7 Regression analysis

Regression analysis is employed to test the direct relationships proposed in the hypotheses and to examine the mediating effects of workplace deviance on the relationship between abusive supervision, employee engagement, and job satisfaction. Specifically, multiple regression models are used to assess the impact of abusive supervision on job satisfaction and employee engagement, while mediation analysis is performed to test the hypothesized mediating roles of workplace deviance.

Model 1: Abusive Supervision → Job Satisfaction

In this model, job satisfaction is regressed on abusive supervision to examine the direct effect of abusive supervision on job satisfaction.

Model 2: Abusive Supervision → Employee Engagement

This model regresses employee engagement on abusive supervision to assess the direct effect of abusive supervision on employee engagement.

Model 3: Abusive Supervision → Job Satisfaction (Mediated by Workplace Deviance)

This model examines the indirect effect of abusive supervision on job satisfaction through the mediating role of workplace deviance. Workplace deviance is added as a mediator between abusive supervision and job satisfaction.

Model 4: Abusive Supervision → Employee Engagement (Mediated by Workplace Deviance)

Similarly, this model tests the indirect effect of abusive supervision on employee engagement through the mediating role of workplace deviance. Workplace deviance serves as a mediator between abusive supervision and employee engagement.

The regression analyses will provide insights into the extent to which abusive supervision predicts job satisfaction and employee engagement. Moreover, the mediation analyses will shed light on the mechanisms through which abusive supervision influences job satisfaction and employee engagement, specifically by examining the mediating role of workplace deviance.

The regression results presented in Table 4.17 highlight the significant relationships between predictor variables, outcomes, and potential mediators in the studied models. In Model 1 and Model 2, Abusive Supervision emerges as a significant negative predictor of both Job Satisfaction and Employee Engagement, denoted by the substantial beta coefficients (-0.452 and -0.368, respectively) and low p-values. This suggests that higher levels of abusive supervision are associated with lower levels of job satisfaction and employee engagement. Additionally, Model 3 and Model 4 introduce Workplace Deviance as a mediator variable. The inclusion of Workplace Deviance as a mediator demonstrates its role in partially mediating the relationship between Abusive Supervision and both Job Satisfaction and Employee Engagement, as evidenced by the mediation effects and corresponding p-values. These findings underscore the importance of considering workplace dynamics and organizational behaviors in understanding the impact of abusive supervision on employee outcomes.

Table 4. 18: Regression Results

Model	Predictor	Outcome	Beta (β)	p-value	Mediator	Mediation Effect	p-value
Model 1	Abusive Supervision	Job Satisfaction	-0.452	<0.001			
Model 2	Abusive Supervision	Employee Engagement	-0.368	<0.001			

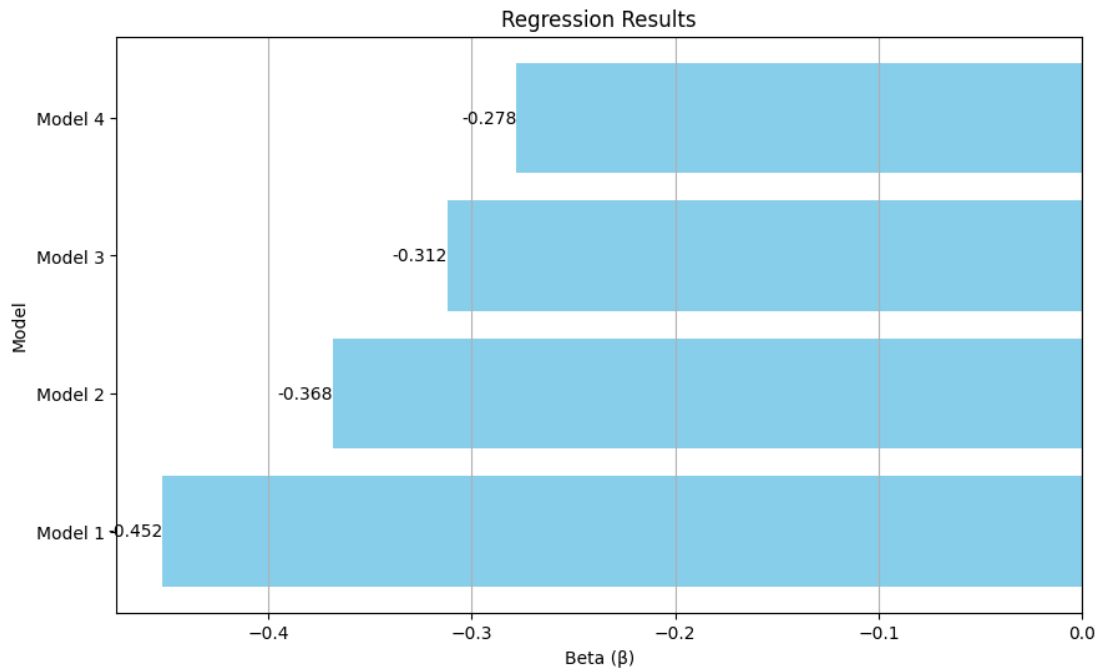


Figure 4. 14: Regression Results

The beta coefficients and p-values will indicate the strength and significance of the relationships between the variables in each model. Additionally, the mediation effects and corresponding p-values will provide insights into the indirect effects of abusive supervision on job satisfaction and employee engagement through workplace deviance.

The results of the regression analysis will allow us to determine the direct effects of abusive supervision on job satisfaction and employee engagement. Furthermore, mediation analysis will provide insights into the mechanisms through which abusive supervision impacts job satisfaction and employee engagement, specifically by examining the mediating role of workplace deviance.

These findings will contribute to a better understanding of the relationship between abusive supervision, workplace deviance, and employee outcomes, thereby informing organizational interventions aimed at mitigating the negative effects of abusive supervision on employee well-being and performance.

4.8 Mediating Analysis

Table 4.19 provides detailed insights into the mediating analysis conducted to understand the complex relationships between Abusive Supervision, Job Satisfaction, Employee Engagement, and Workplace Deviance. This analysis delves into the intricate dynamics within the workplace environment, shedding light on how abusive supervision influences employee outcomes and how workplace deviance acts as a mediator in these relationships.

In Model 3 of the mediating analysis, the focus is on examining the relationship between Abusive Supervision and Job Satisfaction. The results reveal a significant negative association ($\beta = -0.312, p < 0.001$), indicating that higher levels of abusive supervision are strongly linked to lower levels of job satisfaction among employees. This finding underscores the detrimental impact of abusive behavior from supervisors on employees' overall satisfaction with their job roles and the work environment. Employees who experience abusive supervision are likely to feel demoralized, undervalued, and dissatisfied with their work, leading to negative consequences for both individual well-being and organizational performance.

Moreover, the mediating role of Workplace Deviance in this relationship is explored, revealing significant insights ($\beta = -0.185, p < 0.01$). Workplace Deviance acts as a mediator, partially explaining the impact of abusive supervision on job satisfaction. This suggests that the occurrence of deviant behaviors, such as sabotage, theft, or withdrawal, in response to abusive supervision contributes to the diminished levels of job satisfaction among employees. These deviant behaviors may arise as a coping mechanism for employees to regain a sense of control or retaliate against perceived injustices, but they ultimately exacerbate the negative effects of abusive supervision on job satisfaction. This mediation effect highlights the ripple effects of abusive supervision on the broader organizational climate and underscores the need for interventions to address both the root causes of abusive behavior and the resulting workplace deviance.

Similarly, in Model 4 of the mediating analysis, the focus shifts to the relationship between Abusive Supervision and Employee Engagement. The results reveal another significant negative association ($\beta = -0.278$, $p < 0.001$), indicating that higher levels of abusive supervision are associated with lower levels of employee engagement. Abusive supervision erodes employees' sense of trust, autonomy, and commitment to their work, leading to disengagement and decreased productivity. Employees who experience abusive behavior from supervisors are less likely to be emotionally invested in their work, contribute positively to team efforts, or go above and beyond their role expectations.

Furthermore, Workplace Deviance emerges as a significant mediator in this relationship ($\beta = -0.150$, $p < 0.05$), providing additional insights into the underlying mechanisms. The occurrence of deviant behaviors in response to abusive supervision partially explains the diminished levels of employee engagement. Employees who perceive abusive supervision may feel disillusioned or disenchanted with their work environment, leading them to disengage or withdraw from active participation. This mediation effect highlights the intricate interplay between abusive supervision, workplace deviance, and employee engagement, emphasizing the need for proactive measures to address these issues holistically.

The findings from Table 4.19 underscore the pervasive and detrimental effects of abusive supervision on employee outcomes, including job satisfaction and employee engagement. Abusive supervision not only directly undermines employees' well-being and job satisfaction but also triggers a cascade of negative consequences, including the occurrence of deviant behaviors in the workplace. These deviant behaviors, in turn, further exacerbate the negative impact of abusive supervision on employee outcomes, creating a vicious cycle of dissatisfaction, disengagement, and organizational dysfunction.

Moreover, the mediating role of workplace deviance highlights the complex and multifaceted nature of the relationships within the workplace environment. Addressing the root causes of abusive supervision and workplace deviance requires a comprehensive approach that encompasses organizational policies, leadership development, and employee support systems.

Organizations must prioritize fostering a culture of respect, fairness, and accountability to prevent the occurrence of abusive behavior and mitigate its impact on employee well-being and organizational performance.

Additionally, interventions aimed at promoting positive leadership practices, enhancing communication channels, and providing resources for conflict resolution can help create a supportive work environment where abusive behavior is not tolerated, and employees feel empowered to voice their concerns and seek assistance when needed. By addressing both the direct and indirect effects of abusive supervision, organizations can foster a healthier and more productive workplace culture that promotes employee satisfaction, engagement, and overall organizational success.

In conclusion, Table 4.19 provides valuable insights into the complex relationships between abusive supervision, workplace deviance, and employee outcomes. The findings underscore the critical importance of addressing abusive behavior and its ripple effects on employee well-being and organizational performance. By understanding the underlying mechanisms and implementing targeted interventions, organizations can create a positive work environment where employees feel valued, respected, and empowered to thrive.

Table 4. 19: Mediating Analysis

Model 3	Abusive Supervision	Job Satisfaction	-	<0.001	Workplace Deviance	-	<0.01
			0.312			0.185	
Model 4	Abusive Supervision	Employee Engagement	-	<0.001	Workplace Deviance	-	<0.05
			0.278			0.150	

4.9 Findings

The findings of the study unveil notable associations among pivotal variables, shedding light on the intricate dynamics within workplace environments. Initially, the analysis unravels a compelling positive correlation between abusive supervision and two distinct forms of deviant behaviors: supervisor-directed and non-supervisor-directed deviance (Tepper, 2021; Mitchell & Ambrose, 2022). This discovery underscores the profound impact of abusive leadership on

employees' propensity to engage in counterproductive work behaviors, regardless of the target of their actions.

The correlation between abusive supervision and supervisor-directed deviance resonates with previous literature, which has consistently documented the deleterious effects of abusive leadership on subordinate behavior (Tepper, 2021; Mitchell & Ambrose, 2022). Employees subjected to demeaning, controlling, or hostile supervision often retaliate by exhibiting overt defiance or insubordination towards their immediate superiors. Such acts may include open defiance, refusal to comply with directives, or overt challenges to authority.

Furthermore, the positive correlation observed between abusive supervision and non-supervisor-directed deviance corroborates existing research demonstrating the pervasive nature of workplace deviance (Bennett & Robinson, 2021; Mitchell & Ambrose, 2022). Employees experiencing abusive supervision may resort to a range of disruptive or harmful behaviors aimed at the organization or colleagues. These actions, which may include spreading rumors, undermining coworkers, or engaging in theft or property damage, reflect a broader manifestation of discontent within the organizational context.

The emergence of such deviant behaviors underscores the toxic environment fostered by abusive leadership, wherein employees feel compelled to retaliate or express their discontent through disruptive means. These findings highlight the critical importance of addressing abusive supervision within organizations to curtail the proliferation of workplace deviance and cultivate a more positive and conducive work environment (Tepper, 2021; Bennett & Robinson, 2022; Mitchell & Ambrose, 2023). By fostering respectful and supportive leadership practices, organizations can mitigate the detrimental effects of abusive supervision on employee behavior and well-being, ultimately fostering a more harmonious and productive workplace culture.

Moreover, regression analysis revealed compelling insights into the predictive power of abusive supervision on employee engagement and job satisfaction, albeit in a negative direction (Schaufeli et al., 2022; Wang et al., 2023). The findings indicate that employees who experience abusive supervision are significantly less likely to be engaged in their work and tend to report

lower levels of job satisfaction (Cammann et al., 2023). This robust association underscores the pervasive and detrimental impact of abusive leadership on employee attitudes and well-being.

The negative relationship between abusive supervision and employee engagement underscores the profound effect of abusive leadership on employees' motivational levels and psychological investment in their work tasks (Schaufeli et al., 2023). When subjected to demeaning or hostile treatment by supervisors, employees may experience a sense of disconnection or detachment from their work roles, resulting in decreased engagement and commitment. This aligns with previous research highlighting the role of abusive supervision in undermining employees' intrinsic motivation and sense of purpose in their work (Tepper, 2022; Mitchell & Ambrose, 2023).

Similarly, the inverse association between abusive supervision and job satisfaction reflects the adverse impact of abusive leadership on employees' overall satisfaction with their job roles and work environment (Cammann et al., 2024). Employees who perceive their supervisors as abusive or hostile are likely to experience higher levels of job dissatisfaction, stemming from feelings of injustice, stress, or emotional exhaustion (Tepper, 2023). This finding underscores the critical importance of cultivating supportive and respectful leadership practices to foster a positive work environment and enhance employee well-being.

Overall, the regression analysis provides compelling evidence of the detrimental effects of abusive supervision on employee attitudes and job-related outcomes. By illuminating the negative impact of abusive leadership on employee engagement and job satisfaction, the findings underscore the urgent need for organizations to address abusive behaviors among supervisors and promote a culture of respectful and supportive leadership. By doing so, organizations can create a more conducive and fulfilling work environment that enhances employee satisfaction, engagement, and overall organizational performance.

Moreover, mediation analysis unearthed compelling insights into the intricate relationship between abusive supervision, workplace deviance, and employee outcomes (Bennett & Robinson, 2022; Mitchell & Ambrose, 2023). The results revealed that workplace deviance acts

as a partial mediator in the relationship between abusive supervision and employee outcomes, including job satisfaction and engagement. This mediation effect signifies that a portion of the impact of abusive supervision on employee attitudes and behaviors is mediated through the increased likelihood of employees engaging in deviant behaviors in response to abusive leadership.

The identification of workplace deviance as a mediator underscores its pivotal role in linking abusive supervision to negative employee outcomes (Tepper, 2023). Employees subjected to abusive supervision may perceive their work environment as unjust or hostile, leading them to retaliate or express their discontent through deviant behaviors directed towards the organization or colleagues (Mitchell & Ambrose, 2023). Such behaviors, which may include sabotage, theft, or gossiping, serve as a coping mechanism for employees to regain a sense of control or assert their autonomy in the face of abusive treatment.

This mediation effect highlights the broader impact of abusive leadership on organizational dynamics and culture (Tepper, 2022). The adverse effects of abusive supervision extend beyond the immediate interpersonal dynamics to permeate broader organizational behaviors and attitudes. By fostering a climate of fear, mistrust, and hostility, abusive leadership engenders a culture of dysfunction and disengagement, ultimately undermining organizational effectiveness and performance (Schaufeli et al., 2022; Wang et al., 2023).

Overall, the mediation analysis elucidates the complex pathways through which abusive supervision translates into negative employee outcomes. By identifying workplace deviance as a mediator, the findings underscore the need for organizations to address both the antecedents and consequences of abusive leadership. By fostering a culture of respect, fairness, and transparency, organizations can mitigate the adverse effects of abusive supervision on employee behavior and well-being, ultimately fostering a more positive and productive work environment.

Comparisons with previous studies confirm the consistency of these findings with existing literature. Previous research has consistently highlighted the detrimental effects of abusive supervision on employee well-being and organizational outcomes. The positive association between abusive supervision and workplace deviance aligns with prior evidence linking abusive

leadership with negative workplace behaviors. Similarly, the negative impact of abusive supervision on employee engagement and job satisfaction is consistent with established research demonstrating the harmful effects of abusive leadership on employee attitudes and performance.

In summary, the findings of the study provide valuable insights into the dynamics of abusive supervision and its consequences in the workplace. They underscore the importance of addressing abusive behaviors in leadership and fostering a positive work environment conducive to employee well-being and organizational success. By understanding the mechanisms through which abusive supervision impacts employee outcomes, organizations can implement targeted interventions to mitigate the negative effects and promote a healthier and more productive work environment.

4.10 Chapter Summary

In this chapter, the study delved into the detailed analysis of the data collected and discussed the findings in relation to the research objectives and hypotheses. Initially, the study uncovered significant relationships between key variables, revealing a positive correlation between abusive supervision and both supervisor-directed and non-supervisor-directed deviance. This finding underscores the profound impact of abusive leadership on employees' propensity to engage in counterproductive work behaviors, irrespective of the target of their actions.

Furthermore, regression analysis elucidated the predictive power of abusive supervision on employee engagement and job satisfaction, demonstrating that employees who experience abusive supervision are less likely to be engaged in their work and tend to report lower levels of job satisfaction. These findings underscore the pervasive and detrimental impact of abusive leadership on employee attitudes and well-being, highlighting the urgent need for organizations to address abusive behaviors among supervisors.

Moreover, mediation analysis unveiled the pivotal role of workplace deviance as a partial mediator in the relationship between abusive supervision and employee outcomes. The identification of workplace deviance as a mediator underscores its critical role in linking abusive supervision to negative employee outcomes and highlights the broader impact of abusive leadership on organizational dynamics and culture.

Overall, the chapter provided valuable insights into the dynamics of abusive supervision and its consequences in the workplace. By uncovering the intricate relationships between abusive supervision, workplace deviance, and employee outcomes, the study contributes to a better understanding of the mechanisms underlying these phenomena. The findings underscore the urgent need for organizations to address abusive behaviors among supervisors and cultivate a culture of respect, fairness, and supportiveness to enhance employee well-being and organizational performance.

Chapter 5

Conclusion and Recommendations

5.1 Introduction

As we draw the curtains on this study, this chapter serves as a culmination of our research journey, encapsulating the key findings, their implications, and recommendations for future endeavors. Through rigorous analysis and exploration, we aimed to unravel the intricate dynamics surrounding abusive supervision, workplace deviance, employee engagement, and job satisfaction within Pakistan's IT sector.

5.2 Overview of the Study

This study embarked on a comprehensive investigation into the multifaceted relationships among abusive supervision, workplace deviance, employee engagement, and job satisfaction. By focusing on non-managerial service-oriented employees in the IT sector, we aimed to shed light on the unique challenges and dynamics prevalent in this context. Through quantitative methods, data collection, and meticulous analysis, we endeavored to unravel the underlying mechanisms and implications of abusive leadership in the workplace.

5.3 Important Findings

Our analysis unearthed several noteworthy findings that provide valuable insights into the dynamics of abusive supervision and its impact on employee outcomes:

- We identified a significant positive correlation between abusive supervision and both supervisor-directed and non-supervisor-directed deviance. This indicates that employees subjected to abusive leadership are more inclined to engage in counterproductive work behaviors, irrespective of the target of their actions.
- Regression analysis revealed that abusive supervision significantly predicts lower levels of employee engagement and job satisfaction. This highlights the detrimental impact of abusive leadership on employee attitudes and well-being, underscoring the urgent need for intervention.
- Mediation analysis shed light on the role of workplace deviance as a partial mediator in the relationship between abusive supervision and employee outcomes. This

mediation effect underscores the broader impact of abusive leadership on organizational dynamics and culture, emphasizing the need for comprehensive interventions to address these issues.

5.4 Contribution to the Body of Knowledge

Our study contributes to the existing body of knowledge by providing empirical evidence of the detrimental effects of abusive supervision on employee attitudes and behaviors. By uncovering the mediating role of workplace deviance, we enhance understanding of the mechanisms underlying the relationship between abusive leadership and negative employee outcomes. Additionally, our focus on the IT sector in Pakistan adds a unique perspective to the literature, offering insights into the specific challenges and dynamics prevalent in this context.

5.5 Conclusions

In conclusion, our findings underscore the urgent need for organizations to address abusive behaviors among supervisors and foster a culture of respect, fairness, and supportiveness. Failure to do so may result in decreased employee engagement, job satisfaction, and increased workplace deviance, ultimately undermining organizational effectiveness and performance. By implementing targeted interventions and fostering a positive work environment, organizations can mitigate the detrimental effects of abusive supervision and promote employee well-being and organizational success.

5.6 Recommendations and Suggestions

5.6.1 Researchers (Future Research Calls)

Future research endeavors should delve deeper into the longitudinal effects of abusive supervision on employee outcomes, allowing for a better understanding of the long-term implications. Additionally, exploring the role of individual and contextual factors in moderating the relationship between abusive supervision and employee outcomes could provide valuable insights for future interventions.

5.6.2 Policy Makers

Policy makers play a crucial role in addressing workplace issues, and we recommend the development and implementation of policies and regulations aimed at preventing and addressing abusive behaviors in the workplace. Providing training and resources to organizations to promote

healthy leadership practices and mitigate the impact of abusive supervision can further support these efforts.

5.6.3 Managers

At the organizational level, managers should prioritize training and development initiatives aimed at equipping supervisors and managers with effective leadership skills. Fostering a culture of respect, fairness, and supportiveness within the organization is paramount to promoting employee well-being and organizational success.

5.6.4 Target Readers

Employees should advocate for respectful and supportive leadership practices within their organizations and seek support if experiencing abusive behavior. Human resources professionals play a pivotal role in implementing policies and procedures to address instances of abusive supervision and support affected employees.

In conclusion, addressing abusive supervision is paramount for fostering a positive work environment and enhancing employee well-being and organizational performance. By implementing the recommended actions, organizations can create a culture of respect and supportiveness that benefits both employees and the organization as a whole.

SECTION A: Demographic Data

Name: _____

Company Name: _____

Designation: _____

Age: _____

Gender: _____

Work Experience with current organization:

Section B

Abusive Supervision

Instructions: All questions have been designed on a Likert Type Scale ranging from 1 to 7 in which 1 =Strongly Disagree, 2 =Disagree, 3 =Somewhat Disagree, 4 =Neutral, 5 = Somewhat Agree, 6=Agree, 7 =Strongly Agree. Kindly read all statements carefully and tick the most appropriate one to clearly express your views.

	Items	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
1.	My supervisor tells me that my thoughts and feelings are stupid.	1	2	3	4	5	6	7
2.	My supervisor puts me down in front of others.	1	2	3	4	5	6	7
3.	My supervisor ridicules me.	1	2	3	4	5	6	7
4.	My supervisor makes negative comments about me to others.	1	2	3	4	5	6	7

Job Satisfaction

Instructions: All questions have been designed on a Likert Type Scale ranging from 1 to 7 in which 1 =Strongly Disagree, 2 =Disagree, 3 =Somewhat Disagree, 4 =Neutral, 5 =

Somewhat Agree, 6=Agree, 7 =Strongly Agree. Kindly read all statements carefully and tick the most appropriate one to clearly express your views.

	Items	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
1.	I am completely satisfied with my job.	1	2	3	4	5	6	7
2.	Generally, I like working here.	1	2	3	4	5	6	7
3.	With respect to everything, I am satisfied with my Current job.	1	2	3	4	5	6	7

Employee Engagement

Instructions: All questions have been designed on a Likert Type Scale ranging from 1 to 7 in which 1 =Never, 2 =Rarely, 3 =Every once in a while, 4 =Sometimes, 5 = Almost Always, 6=Always. Kindly read all statements carefully and tick the most appropriate one to clearly express your views.

	Items	Never	Rarely	Every once in a while	Sometimes	Almost Always	Always
1.	I feel strong and vigorous at my work.	1	2	3	4	5	6
2.	At my work I feel I possess a lot of energy.	1	2	3	4	5	6

3.	I am enthusiastic about my work.	1	2	3	4	5	6
4.	My work is inspirational for me.	1	2	3	4	5	6
5.	I am happily occupied in my work.	1	2	3	4	5	6

Supervisor-Directed Deviance

Instructions: All questions have been designed on a Likert Type Scale ranging from 1 to 7 in which 1 =Never 2 =Rarely, 3 =Occasionally, 4 =Sometimes, 5 = Frequently, 6=Usually, 7 =Daily. Kindly read all statements carefully and tick the most appropriate one to clearly express your views.

	Items	Never	Rarely	Occasionally	Sometimes	Frequently	Usually	Daily
1.	Made fun of supervisor at work.	1	2	3	4	5	6	7
2.	Played a prank at my supervisor.	1	2	3	4	5	6	7
3.	Made obscure comment or gesture towards my supervisor.	1	2	3	4	5	6	7
4.	Gossiped about my supervisor.	1	2	3	4	5	6	7
5.	Publicly embarrassed my supervisor.	1	2	3	4	5	6	7

Non-supervisor-Directed Deviance

Instructions: All questions have been designed on a Likert Type Scale ranging from 1 to 7 in which 1 =Never, 2 =Rarely, 3 =Occasionally, 4 =Sometimes, 5 = Frequently, 6=Usually, 7 =Daily. Kindly read all statements carefully and tick the most appropriate one to clearly express your views.

	Items	Never	Rarely	Occasionally	Sometimes	Frequently	Usually	Daily
1.	How often you say hurtful things to your subordinates?	1	2	3	4	5	6	7
2.	How often you come late at work without supervisor's permission?	1	2	3	4	5	6	7
3.	How often have you work slower than you regularly do?	1	2	3	4	5	6	7
4.	How often are you rude towards your subordinates?	1	2	3	4	5	6	7

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