

CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**Impact of Punitive Supervision  
on Organization Citizenship  
Behavior: Mediating Role of  
Social Undermining and  
Moderating Role of Power  
Distance**

by

**Sikandar Abbas**

A thesis submitted in partial fulfillment for the  
degree of Master of Science

in the

Faculty of Management & Social Sciences  
Department of Management Sciences

2022

Copyright © 2022 by Sikandar Abbas

All rights reserved. No part of this thesis may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, by any information storage and retrieval system without the prior written permission of the author.

*Dedicated to the people I love and admire...My Parents*



## CERTIFICATE OF APPROVAL

### Impact of Punitive Supervision on Organization Citizenship Behavior: Mediating Role of Social Undermining and Moderating Role of Power Distance

by

Sikandar Abbas

(MMS181024)

### THESIS EXAMINING COMMITTEE

S. No.	Examiner	Name	Organization
(a)	External Examiner	Dr. Muhammad Abbas	FAST, Islamabad
(b)	Internal Examiner	Dr. Muhammad Ishfaq Khan	CUST, Islamabad
(c)	Supervisor	Dr. S.M.M. Raza Naqvi	CUST, Islamabad

---

Dr. S.M.M. Raza Naqvi

Thesis Supervisor

August, 2022

---

Dr. Lakhi Muhammad  
Head  
Dept. of Management Sciences  
August, 2022

---

Dr. Arshad Hassan  
Dean  
Faculty of Management & Social Sciences  
August, 2022

## *Author's Declaration*

I, **Sikandar Abbas** hereby state that my MS thesis titled “**Impact of Punitive Supervision on Organization Citizenship Behavior: Mediating Role of Social Undermining and Moderating Role of Power Distance**” is my own work and has not been submitted previously by me for taking any degree from Capital University of Science and Technology, Islamabad or anywhere else in the country/abroad.

At any time if my statement is found to be incorrect even after my graduation, the University has the right to withdraw my MS Degree.

**(Sikandar Abbas)**

Registration No: MMS181024

## *Plagiarism Undertaking*

I solemnly declare that research work presented in this thesis titled “**Impact of Punitive Supervision on Organization Citizenship Behavior: Mediating Role of Social Undermining and Moderating Role of Power Distance**” is solely my research work with no significant contribution from any other person. Small contribution/help wherever taken has been duly acknowledged and that complete thesis has been written by me.

I understand the zero tolerance policy of the HEC and Capital University of Science and Technology towards plagiarism. Therefore, I as an author of the above titled thesis declare that no portion of my thesis has been plagiarized and any material used as reference is properly referred/cited.

I undertake that if I am found guilty of any formal plagiarism in the above titled thesis even after award of MS Degree, the University reserves the right to withdraw/revoke my MS degree and that HEC and the University have the right to publish my name on the HEC/University website on which names of students are placed who submitted plagiarized work.

**(Sikandar Abbas)**

Registration No: MMS181024

## *Acknowledgement*

I take the opportunity to thank my Almighty Allah for blessing me with wisdom and strength to complete the dissertation. Being an MS graduate at Capital University of Science and Technology has been a magnificent as well as most challenging experience to me. During my whole degree, I have found influential guidelines in shaping my academic and professional career. Here is a humble tribute to all those people. I would like to pay the profound and special regards to Dr. Sayyed M. Mehdi Raza Naqvi (Associate Professor, Faculty of Management and Social Sciences) for his irreplaceable supervision and for providing the essential knowledge to accomplish the degree and for providing a healthy learning environment. I would like to thank my family especially my father who had motivated me continuously to achieve this milestone. A word of applause for my friends and classmates throughout the MS degree program (especially Ms. Mahin Abid & Mr. Waqas Tahir) who had given me assistance wherever required in sharing knowledge and other resources to conduct and complete this research. Thank you all.

**Sikandar Abbas**

## *Abstract*

This research is aimed to investigate the influence of punitive supervision on organization citizenship behavior, on such employees who are employed in public sector organizations of Pakistan. The study has established the mediating roles of social undermining of employees for the given relationships between punitive supervision and organization citizenship behavior. The study also explored the moderating role of power distance between the relationship of punitive supervision and organization citizenship behavior of employees.

Data was collected from a sample of total of 324 employees, constituting a 64% response rate. The response was obtained from leading public sector Organizations in Islamabad & Rawalpindi, through a convenience sampling technique. SPSS and AMOS software were used for the data analysis. The results revealed that punitive supervision has a positive and significant effect on the organization citizenship behavior. The results also showed that employee social undermining is significantly mediating the relationship between punitive supervision and organization citizenship behavior.

The results of the study showed that power distance was not moderating the relationship between punitive supervision the outcome variable: organization citizenship behavior. The central objective of this study was to create an understanding for the effect of punitive supervision, which the public sector can use to prevent the occurrence of undesirable outcomes. The limitations and future directions are also discussed.

**Keywords:** Punitive Supervision, Social Undermining, Organization Citizenship Behavior, Power Distance, Leader Membership Exchange (LMX) theory.



# Contents

<b>Author's Declaration</b>	<b>iv</b>
<b>Plagiarism Undertaking</b>	<b>v</b>
<b>Acknowledgement</b>	<b>vi</b>
<b>Abstract</b>	<b>vii</b>
<b>List of Figures</b>	<b>xi</b>
<b>List of Tables</b>	<b>xii</b>
<b>1 Introduction</b>	<b>1</b>
1.1 Background of the Study . . . . .	1
1.2 Gap Analysis . . . . .	5
1.3 Problem Statement . . . . .	5
1.4 Research Questions . . . . .	7
1.5 Research Objectives . . . . .	7
1.6 Significance of the Study . . . . .	8
1.7 Supporting Theory: Leader Member Exchange (LMX) . . . . .	9
<b>2 Literature Review</b>	<b>12</b>
2.1 Punitive Supervision: . . . . .	12
2.2 Organization Citizenship Behavior . . . . .	16
2.3 Social Undermining . . . . .	19
2.4 Power Distance . . . . .	21
2.4.1 Punitive Supervision and Organization Citizenship Behavior	23
2.4.2 Mediating Role of Social Undermining Between the Relationship of Punitive Supervision and Organization Citizenship Behavior . . . . .	25
2.4.3 Moderating Role of Power Distance in the Relationship between Punitive Supervision and Organization Citizenship Behavior . . . . .	27
2.5 Theoretical Model . . . . .	28

---

<b>3</b>	<b>Research Methodology</b>	<b>30</b>
3.1	Research Approach . . . . .	30
3.2	Research Design . . . . .	31
3.2.1	Purpose of the Study . . . . .	31
3.2.2	Type of Investigation . . . . .	31
3.2.3	Study Setting . . . . .	31
3.2.4	Data Collection . . . . .	32
3.2.4.1	Procedure . . . . .	32
3.2.4.2	Population . . . . .	32
3.2.4.3	Sampling Technique . . . . .	33
3.2.4.4	Characteristics of Sample . . . . .	33
3.2.5	Time Horizon . . . . .	37
3.2.6	Measures . . . . .	37
3.2.6.1	Punitive Supervision . . . . .	37
3.2.6.2	Social Undermining . . . . .	38
3.2.6.3	Organization Citizenship Behaviors . . . . .	38
3.2.6.4	Power Distance . . . . .	38
3.3	Tool for Analysis . . . . .	38
3.4	Pilot Testing . . . . .	39
3.5	Reliability of the Scales . . . . .	39
3.6	Sample Size . . . . .	40
3.7	Confirmatory Factor Analysis (CFA) . . . . .	41
<b>4</b>	<b>Results</b>	<b>43</b>
4.1	Control Variables . . . . .	43
4.2	Descriptive and Normality Analysis . . . . .	44
4.3	Correlation Analysis . . . . .	45
4.4	Testing Theoretical Relationships . . . . .	47
4.4.1	Mediation Analysis . . . . .	47
4.4.2	Moderation Analysis . . . . .	49
<b>5</b>	<b>Discussion and Conclusion</b>	<b>51</b>
5.1	Discussion . . . . .	51
5.1.1	Discussion on Research Question 1 . . . . .	52
5.1.2	Discussion on Research Question 2 . . . . .	53
5.1.3	Discussion on Research Question 3 . . . . .	54
5.2	Research Implications . . . . .	55
5.2.1	Theoretical Implications . . . . .	55
5.2.2	Practical Implications . . . . .	56
5.3	Limitations of the Research . . . . .	57
5.4	Future Research Directions . . . . .	58
5.5	Conclusion . . . . .	59
	<b>Bibliography</b>	<b>61</b>



# List of Figures

2.1	Research Model: Impact of Punitive Supervision on Organization Citizenship Behavior; mediating role of Social Undermining and Moderating role of Power Distance . . . . .	28
3.1	Gender . . . . .	34
3.2	Age . . . . .	35
3.3	Qualification . . . . .	36
3.4	Experience . . . . .	37
3.5	Confirmatory Factor Analysis (path diagram) . . . . .	42

# List of Tables

2.1	Summary of Hypothesis . . . . .	29
3.1	Frequency by Gender . . . . .	34
3.2	Frequency by Age . . . . .	35
3.3	Frequency by Experience . . . . .	36
3.4	Reliability of Pilot Testing . . . . .	39
3.5	Reliability Analysis . . . . .	40
3.6	Reliability Analysis . . . . .	41
4.1	Control Variables . . . . .	44
4.2	Descriptive and Normality Analysis . . . . .	45
4.3	Correlation Analysis . . . . .	46
4.4	Correlation Analysis . . . . .	48
4.5	Correlation Analysis . . . . .	49
4.6	Hypotheses Result Summary . . . . .	49

# Chapter 1

## Introduction

### 1.1 Background of the Study

Engaging an individual employee and improving upon his work performance has been a major concern of every supervisor. As performance can be improved by many tangible/intangible elements at the same time and these elements are significant not only to bring about a positive work behavior outcome, but also counter-productive behavior at the same time. One significant aspects in this background is the way of behavior and dealings staffs have within their workgroup settings with their supervisors, colleagues and the juniors which creates the overall work environment or culture in an Organization.

Leadership plays a major role in the workplace and past investigation have investigated that leaders can improve the performance of a group, work unit, or organization by using a blend of specific task, relations, change, and external behaviors that are relevant for their environment (Yukl, 2012). Since the beginning, the construct with the positive side of leadership has been drawing attention (Schilling, 2009) and not much focus has been given to the negative side of leadership.

However, investigation has acknowledged the dark side of leadership (Schyns & Schilling, 2013). In todays environment, organizations are highly concerned about the negative side of leaders (Hoobler & Hu, 2013). Generally, in the process of evaluation of leadership types, the unique characteristics, emerges such as a spiritual leader; servant leaders; authentic leader, transformative leader, etc., whereas,

on the other hand destructive leadership styles like the Aversive leadership (i.e., leading through bullying, threats, and punishment; Bligh, Kohles, Pearce, Justin, & Stovall, 2007), despotic leadership (i.e., leading by using personal supremacy to pursue leaders self-interests; De Hoogh & Den Hartog, 2008), Exploitative leadership (i.e., leading with the main intent to further leaders self-interests; Schmid, Verdorfer, & Peus, 2019), and Leader narcissism (i.e., leaders behaviors that are “principally motivated by their own egomaniacal needs and beliefs”; Rosenthal & Pittinsky, 2006, p. 631), Leader bullying (i.e., leaders targeting negative behaviors toward followers who have difficulty defending themselves; Einarsen & Skogstad, 1996), Leader exclusion (i.e., leaders denying followers acceptance or attention; Scott, 2007), and Leader undermining (i.e., leaders hindering followers interpersonal relationships and work-related success; Duffy, Ganster, & Pagon, 2002) are the few types that can be well-thought-out as destructive leadership styles.

All of the above-mentioned types of destructive leadership mainly emphasis on the harmful styles, whereby, a leader can use to influence their followers as well. It is important to note the nuances of each destructive leadership style within the broader destructive leadership agenda because they each have associations for theory development within this literature and accordingly, all impact on the followers outcomes may likely to differ altogether. Although there has been a great deal of rich conceptual work done to differentiate numerous styles of destructive leadership, it is important to build a cohesive literature that accounts for the theoretical foundations of various destructive leadership styles because destructive leadership is deliberately conceptualized as a broad umbrella construct that includes these various types of destructive leadership (Krasikova et al., 2013).

Researchers have developed a keen interest in the dark side of leadership, and have introduced many terminologies, such as petty tyranny (Ashforth, 2009), abusive supervision (Tepper, Moss, & Duffy, 2011), and destructive leadership (Einarsen, Aasland, & Skogstad, 2007). Schmid, Pircher, and Verdorfer also evaluated three different types of destructive leadership patterns and their effects on followers and found negative outcomes associated with each of the negative leadership style (Braun, Kark, & Wisse, 2018). The concept of punitive supervision has been recently introduced by Cangiano, Parker, & Yeo, 2018. Its concerned with a person

who tends to respond negatively and blames employees for losses. It's a newly identified scourge of anti-social behavior (Brown, 2019). When provocation is used by the punitive boss (most often in the form of anger, self-lacerating rebukes); he seeks to reinforce the avoidance of conduct that breaches job rules and regulations.

The boss usually knows that aggression is hurtful to the employees but doesn't show much concern. He emphasizes that if someone wants to prevent this in the future, follow rules and regulations. The supervisors' engagement in punitive behaviors towards subordinates isn't limited to blame, it also included shout, ridicule, terror, withholding information, and/or threaten to the employee for dismissal (Lopez, Dohrn, & Posig, 2019). Which include intentionally provoking employees verbally (Peltokorpi & Ramaswami, 2019). The supervisors' abusive actions might appear in disrespect, rudeness, criticism, contempt, and other offensive activities including verbal and non-verbal threats (Ghani, 2020).

Punitive supervision is an important concept to be examined in greater depth and perspectives of those people who find themselves in the dangerous end of those supervisory activities and practices (Harris & Jones, 2018). The researchers have long argued that punitive supervision can restrict or strain direction, implemented only when people have highly punitive supervisors (Liu, Tangirala, Lee, & Parker, 2019). Thus, this study focuses on both; the supervision style and the associated employees' outcomes (Raza, Ahmed, Zubair, & Moueed, 2019).

Without any followers, leadership cannot exist (Mary Uhl-Bien, 2014), as followership is considered as the other side of the leadership coin. For several years the focus on leadership has been studied as a fundamental part of the Management and Organizational behavior Literature (Yukl, 2002). Studies in this field have identified that leadership itself has played a key part in organizational effectiveness, Individuals, groups, and organizational performance (Ilies, R., Nahrgang, J. D., & Morgeson, F. P., 2007).

As more leaders are being considered as role models and their character are also idealized by their faithful followers in most organizations, therefore, they are expected to present a clear vision of their organization to their successors or followers (Emery & Barker, 2007).



Literature on toxic leadership proposes that when the followers permit by supporting the bad leadership it further contributes to a sense of power. Bad followers or henchmen are then themselves drawn to the bad leaders as they mutually can share similar characters or control (Lipman-Blumen, 2005). Leaders Member Exchange (LMX) theory has explained this concept with the follower intention to be part of the in-group of the Organization.

Organizational Citizenship Behavior (OCB) is employee's inclination to voluntarily perform a few extra roles, which is considered important in the study of the organizational long term sustainability. Accordingly, Kelley (1992) has mentioned that five main styles of followership. These styles include an conformist, exemplary, alienated, passive and pragmatist style and these styles are founded on a main mixture of two dimensions: either engagement or critical thinking (Kelley, 1992). Wherein, the follower engages between passive and active. Passive engagement style contains such followers who wait for guidance from the leader before reactively taking action (Latour & Rast, 2004).

Active engagement comprises of such followers who like to take initiative to actively participate in the organization's responsibilities (Bjugstad, Thach, Thompson, & Morris, 2006). In the critical thinking there exist two further types dependent uncritical thinking and independent critical thinking exists. In the case of dependent uncritical thinkers, they agree to take the information that is brought to them at face value without raising any questioning. Whereas in case of the Independent critical thinkers do not give consent to the information without inquiring reasonably, they assess and examine the information to identify significances and prospects (Latour & Rast, 2004).

Historically speaking, scholars have produced a great deal of research on the previous circumstances and consequences of followers' organizational citizenship behaviors (Organ, Podsakoff, & MacKenzie, 2006). However, in a competitive environment, ineffectual human resource management, arising from unmannerly supervision, has become a real hazard to long-term organizational sustainability. Scholars have shown their interest in abusive supervision as a dark side of leadership that upsets OCB (Molino, Cortese, & Ghislieri, 2019).

## 1.2 Gap Analysis

Punitive Supervision affects employee performance as it hinders an ideal working atmosphere where workers can debate openly and try out new ideas and approaches (Henriques, Curado C., Jernimo, & Martins, 2019). While, evidence suggest that the main factors of the punitive supervision on employee OCB (e.g., Mackey, 2017; Zhang & Liao, 2015), have not yield the passageways to the unmannerly supervision related consequence relationships. Accordingly, Zhang and Liao have requested for further prospects and studies to investigate “the mechanisms between punitive supervision and its consequences.” There is a need to investigate the black box of disruptive behavior like punitive to reflect the perspectives of those that are at the target of such behavioral activities (Jahanzeb, Fatima, Bouckenoghe, & Bashir, 2019; Harris & Jones, 2018). To fill this gap this study would investigate how dysfunctional supervision can affect the employee and his OCB. Additionally, it would explore how social undermining acts as central mechanisms that describe the deleterious effect of punitive supervision on the outcomes.

Moreover, Social undermining has limited theorizing in literature but contemporary researches have established that punitive supervision is associated with social undermining (Duffy et al., 2002) which affects employee performance; yet totally neglecting social undermining mediating between two, in particular within management settings. The study on social undermining has repeatedly focused for more study that looks at antecedents (punitive supervision) that unfolds such costly workplace behaviors (Eissa, Wyland, & Gupta, 2020). Therefore, the current study aims to know whether punitive supervision leads to employee social undermining or not. Additionally, concerned with exploring the mechanism that bridges the punitive supervision and the creativity and task performance of employees.

## 1.3 Problem Statement

The purpose for undertaking a research topic in this field is that organizational behavior philosophies which are established in one country are not appropriate

in another, because of main cultural changes like uniqueness/socialism, power distance and also fostering/achievement, etc. Pakistan has a culture of high power distance. It must also be noticed, that many researched on serving leaderships is done in western culture which are called individualist & culture of low power distance. So, it can be claimed that the cultural change, power distance, is a possible defense to study the destructive leadership & also its probable attitudinal significances in the Pakistani cultural background.

In Pakistan's context, as per Hofstede's in his popular four-dimensional model Pakistan society experiences a moderately high collectivist orientation, high tendency toward uncertainty prevention, abundant power distance and manhood mostly account for many norms and practices including strict obedience to hierarchy, control, corruption, nepotism, and gender disparity in administrative roles (Islam, 2004). As mentioned, loyalty within a collectivist culture dominates and supercedes most other collective rules and regulations. The society nurtures strong relations where everyone takes accountability for fellow members of their group. This study is being addressed by taking a unique context of Pakistan.

As the individual behavior influences the performance and employees are more engage in their work and accordingly exhibit innovative ideas if they perceived support from their supervisors. Involving in proactive behavior employee are more willing to solve critical problems of the organization and actively participate in the organization activities. Punitive supervision is a form of negative supervision which is a recent concept which affects employees psychologically, which changes employees attitudes and behaviors simultaneously. Punitive supervision has a bad impact on the behavior of the employee and employee is not able to deliver to their abilities at their peak.

Top management in organizations remains unaware that rudeness is exercised by their managers and supervisors at the workplace, which eventually encourages employees, lower their performance due to power distance. Consequently, employees dont show their complete potential. Thus, the present study is going to address all these issues and investigating the explanatory mechanism of social undermining and power distance for the linkage between punitive supervision and organization Citizenship Behavior. The situational experiences sometimes instigate the

employees to exhibit defensive behaviors. Thus, the study would be a significant theoretical and contextual addition to the literature.

## 1.4 Research Questions

In this research the core idea of undertaking this study is to examine the answers to the following questions:

### **Question 1:**

Does punitive supervision lead to Organization Citizenship Behavior?

### **Question 2:**

Does social undermining mediate the relation between Punitive Supervision and Organization Citizenship Behavior?

### **Question 3:**

Does power distance moderates the relationship between Punitive Supervision and Organization Citizenship Behavior?

## 1.5 Research Objectives

The aim and objective of this research is to test/develop an expected prototype for finding out the connection between punitive supervision & OCB with social undermining as a mediator. Additionally, power distance, in this research model, is incorporated as the moderator for the connection of main variables. This study intends to consider the following objectives.

### **Objective 1:**

To explore the relationship between punitive supervision and Organization Citizenship Behavior.

### **Objective 2:**

To explore the mediating role of social undermining between punitive supervision and organization citizenship behavior.

**Objective 3:**

To examine the moderating effect of power distance on the relationship of punitive supervision and organization citizenship behavior.

## 1.6 Significance of the Study

The most major impact of the research is that it contributes to the punitive supervisory literature and OCB. This study has a novelty because the variables and the relationships explored in this integrated model haven't been discussed prior, as punitive supervision is also a new variable. Thus, the study intends to identify the impact of punitive supervision on employee's creativity and task performance by using social undermining and knowledge hiding affectivity as a mediator and employee resilience as a moderator.

This study would offer some suggestions to practitioners in the public sector to better understand how punitive supervision can affect an employee's OCB. It will help to improve awareness among the organizations regarding punitive supervision and their behavior among employees. On a further note, this research will also assist the supervisors to retain/identify a healthy environment where employees could show their creativity, expertise, and capabilities, and task performance and they could easily contribute to the success of the organization. The present research will assist the public sector and its policymakers at the same time to manage these critical problems of punitive supervision.

This study will add to existing research and literature on punitive supervision - outcome relationship and Followers OCB in several important ways. First, punitive supervision has been studied with several outcomes, however, as highlighted earlier, limited studies are available related to follower's behavior outcomes and follower's Organizational Citizenship Behaviors is a new area of study and contribution of our proposed investigation. Second, social undermining has been studied earlier as a mediating factor in despotic outcome relationship, however, social undermining as

an emotional state has not been studied earlier, therefore this study will contribute as to how punitive supervision effect the social undermining of the followers.

Finally, our study will contribute by investigating the integrative framework, comprising of punitive supervision followers organization citizenship behavior relationship under the moderating effect of power distance as a personal trait which has not been studied jointly by earlier research in the context punitive supervision.

## **1.7 Supporting Theory: Leader Member Exchange (LMX)**

It is been observed that the most of the contemporary studies are mainly reliant on LMX, Leader Member Exchange (LMX) theory, which was proven on this basic primary observation that the sympathetic nature of the leader permits the employees to have similar affect i.e. an accountable & caring nature, as a result entire organizations achievement raises with servant leadership. Additionally, it is perceived that members performance supports in achievement of organization goals by gaining extraordinary employee performances and fundamental features for this achievement & worker performance is through trustworthy leader (the supervisor) who is a servant leader. Blau, 1964 similarly explained exchange associations, while tendency of a causal arrow is slightly uncertain. For example, Blau had appealed the attractiveness of the association between an exchange associates may affect the procedure of social exchange (p.97.), such that the linking effects the nature of exchange. Whereas, he claimed that a strong relation can mark an individual keen to other individual (p. 101), proposing even conversation frequently has a positive result on the relation. Blaus (1964) defenses has another argument that this conversation is used to report a form of linking / relationship, but the word association and exchange are dissimilar in terms of their meaning, though, they are associated.

Belief is very important for a strong exchange. Leader Member Exchange (LMX) theory was originally developed after the philosophy of vertical dyad linkage (VDL), which was imagined by Dansereau, Graen, and Haga in the year 1975 (Dansereau

Jr, 1975). Generally, vertical dyad theory had concentrated on the two dyads that are high level (in-groups) and low level (out-groups) of exchange between superior leader and his lower subordinate. However, the basic idea that the association of leaders is not the similar with each supporter, with some supporters the association being of greater value than others. Similar supporters in high-value relations are part of an “in-group,” while those undergoing lower quality associations are “out-group” members.

A high-level LMX generates self-confidence, an elevated level of interaction, motivation and loyalty. In-group members are more responsible during performing their tasks and they got more support from their leader. LMX enhanced organizational performance and have a positive effect on its employees satisfaction. (anssen & Van Yperen, 2004). Different studies found that the relationship between leaders and subordinates empowers them to participate in organizational goals (Schyns B. P., 2005). However, a change of focus took place as early research was more focused on in-groups and out-groups. Whereas, the late readings were more fixated on how the LMX theory is related to organizational overall success.

In our chosen topic area, we will be taking the support of LMX Theory to explain the less focused dark side of leadership to study the relationship between a punitive supervision i.e. punitive supervision and Organization Citizenship behavior. A Leader secure back will give bolster in time of require, will encourage the supporters almost the accomplishment of their objectives and creating their aptitudes and capacities, the pioneer will provide a free hand to people while performing their part within the organization (Wu & Parker, 2017). Leader-Member Exchange theory explains that high and low relationships of leadership and members which results in variation in commitment and loyalty to organizational goals. Low quality of relations is also associated with positive behavior (Moorkamp, 2010). Whenever an employee showed trust in leadership with high LMX then the relationship is long-lasting.

The focus of the current research is to identify the impact of punitive supervision on Organization Citizenship Behavior with mediator role of social undermining and moderator role of power distance. We used Leader-Member Exchange theory as a supporting theory that focuses on lower leader-member relationships which caused

a low level of employee's job performance, team performance, and also stunts organizational commitment and loyalty. Social undermining plays an important role to maintain this high LMX relationship. Power distance can further reduce the strength between punitive supervision and OCB.



# Chapter 2

## Literature Review

### 2.1 Punitive Supervision:

By mere definition such supervisor who is more inclined to react destructively or to blame the employees for mistakes are to be called punitive supervisors (Hamblin, 1964). Whereas, in the year 1988, Organ in his research has explained Organization Citizenship Behavior as an “individual behavior that is discretionary, not explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization”. Working under the changing surroundings is an vital feature of organizations (Lee, E., Dedrick, & Smith, 1991), as the current organizations are becoming more reliant on individuals who are keen to fruitful change, irrespective of proper job requirements (Somech & DrachZahavy, 2004).

An important traditionally conceptualized contextual factor which either cultivates or suppresses the creativity of employees are supervisors (Liu, Liao, & Loi, 2012). In building a well-performing and creative workforce, supervisors play their role (Guo, et al., 2018). Workplace supervisors, who can provide the organization and its members with innovation-based expertise, resources, skills, and motivation, are argued for creating ripple effects directly through innovation-based expertise, resources, skills, and motivation (Barsade, 2002).

Employee performance decreases when the work environment of innovation and motivation encouragement decreases or when problems increase (Ma & Jiang,

2018). One of the studies predicts that workplace supervisors humiliation harms employee creativity through decreased job resources and creative interaction with processes (Kwan, Zhang, Liu, & Lee, 2018).

In short, the term punitive supervision is considered as opposite of emotional well-being, already documented to be important in the background of proactivity (Dollard & Bakker, 2010). Emotional well-being is about an optimistic, harmless atmosphere nurtured by one's team members and peers, precisely more stress on the part that managers play in influencing the extent to which being proactive might undermine apparent capability and stimulate nervousness in subordinates.

It is a fact that leaders are destined to inspire the workers. Few supervision styles are considered as dysfunctional administration and might incite employees to undesirable behaviors. The dysfunctional management can be contaminated, unsuitable behavior in the direction of employees can be destructive in nature. Leaders portray these behaviors on consistent basis, frequently from time to time not just rarely (Erickson et al., 2015). Leaders continually impact their employees behaviors and activities. Past studies have already emphasized many diverse types of negative leadership styles that creates a negative work atmosphere. Such as supervisors actions include, dishonest leadership, leaders who are not honest with their organization, they put on devious approaches to create harm (Schilling, 2009). Other examples may include corrupt leadership, petty despotism (leaders who exercise authority over groups in a negative way) (Ashforth, 1997). Moreover, evil management in which leaders leads by obliging massacres (Kellerman, 2004). Which result in employee's behavior inversely.

Large number of scholars have clarified that the dysfunctional management will lead to damage to the organization as well as the employees (Krasikova et al., 2013). As it can affect the performance of employees (Tepper & Duffy, 2011) and can also be directed towards divergent workplace performances (Vogel & Mitchell, 2017). Few studies of the past have clarified that weak association of employer and employee can influence the organizational obligation of the employees, lower their ob fulfilment and can increase turnover intention (Griffeth & Hom, 2002) AS the result we can conclude that punitive supervision incites workplace undesirable behaviors among personnel.

Through analysis of the literature it has been recognized that the supervisor actions are a critical contextual factor that marks the employee creativity (Zheng & Liu, 2017). Social effects that rise from individual creative behavior yield creativity (Jiang & Gu, 2016). And for permitting a constructive association between employee inspiration and organizational development, is called creativity (Sigalaa & Chalkiti, 2015). Creativity in business environment is widely researched upon and is growing (Hon & Lui, 2016), Due to radically changing national environment these days, it is important to improve the organizations to endure and thrive (Liua, Jiang, Shalley, Keem, & Zhou, 2016).

To be more precise the word Creativity is well-defined as the improvement of ideas about services, products, processes, or measures that are meaningful for the evolution factor of an organization (Wang, Zhang, & Jia, 2017). Researchers have identified that leadership can develop the creativity skills among its workforces as it shows a productive connection between supportive leadership and creativity of its employees through three mediating instruments: intrinsic motivation psychological empowerment and engagement of processes (Zhang & Bartol, 2010). Accordingly, it is also evident from the research that workplace managers' humiliation damages employee performance through reduced job resources and creative collaboration with procedures (Kwan, Zhang, Liu, & Lee, 2018).

Such Supervisors who have a dysfunctional faade like blameworthy attribution (Lian, Morrison, & Rachel Brown, 2014), rude behavior (Tepper, Simon, & Park, 2017), bullying conduct (Karabulut, 2016), aggressive attribution style (Costa & Neves, 2017). Further, a lot of characteristics in the work atmosphere have the probable cause to challenge workplace creativeness of employees, including the organizational practice of widely critiquing to new ideas, excessive prominence on the status quo, political problems within the organization, traditional risk-averse arrogances among managers, and abuse identification lapse (Hur, Moon, & Jun 2016).

Similarly, the modern management and its supervisors play an essential role in the welfare of employees, which in turn, meaningfully influences their task performance (Lin, Wang, & Chen, 2013). A dysfunctional management is considered to be chiefly related with a range of organizational consequences such as,

workplace nonconformity (Mitchell & Ambrose, 2007), employee's task enactment (Tepper, Moss, & Duy, 2011), violence (Burton & Hoobler, 2011). Therefore, studies have widely argued on the basic argument that negative response results in an alteration in self-respect, leading to bargain task performance (Vancouver & Tischner, 2004), accordingly destructive response from supervisors shaped rage and hindrance in subordinates, leading to insufficient approaches to deciding the performance matters at hand (Gaddis, Connelly, & D.Mumford, 2008). Impolite behaviors are very likely to generate negative sentiments and these sentiments should be unpredictable with task performance (Porath & Erez, 2007). Moreover, these negative expressive processes give way to a lack of direction when perceptive energy is sidetracked towards solving social struggles within the group instead of concentrating on reaching the group's performance objectives (Tee, Ashkanasy, & Paulsen, 2013). Research shows that few studies have examined task performance consequences of dysfunctional supervision insight and continually found a negative association (Martinko, Harvey, Brees, & Mackey, 2013).

It is common among employees that when an employees recognizes gloomy dispositions during the workday, they are less encouraged to adjust their energy and performances concerning achieving successful objectives, which eventually lead to a deterioration in the performance of tasks (Chi & Huang, 2015). It was inspected that effects of the collaboration of the punitive supervision practices of proprietors and associates on employee results, such as reductions in task performance (Hannah & Peng, 2016). Philosophers have contended that such workers experiencing dysfunctional supervision retort by dropping their performance worth (Harris, Kacmar, & Shaw, 2007). Additionally, few studies have identified that dysfunctional supervision (punitive supervision) procedures of abusive management are destructively related to employee's task performance (Decoster, Camps, Vandevyvere, & Tripp, 2013). In view of the above it could be deducted that those employees who experience punitive supervision at workplace react by dropping the standard of their task performance.

Afore mentioned supervisor's management style are purposely hostile in nature and deliberately hostile just to control responses of the employees and make sure that workers are acting consequently to rules and orders of the association (Day, 1971).

Thus, the punitive management is observed to be deplorable and unpromising for the employees, who respond with aggressive impulses, subsequent in sharp decline in production. Penal scrutiny promotes aggressive attitudes and negation to obey with orders (Hamblin, 1964).

Past research has emphasized the problems regarding organization that doesn't provide inconvenience to employees, but association with other colleagues and managers can cause distress (Zapf, 1999). Earlier literature shows that dysfunctional management can lead to undesirable behaviors such as crowding, intimidation, and concentrated citizenship behavior towards other employees (Ahmad, 2018). Such employee is inclined to portray negative behaviors and arrogances towards organization due to partial treatment received from managers. Workers becomes cruel and irritating at workplace due to constant target of undesirable behavior from managers (Matthiesen & Einarsen, 2010).

## **2.2 Organization Citizenship Behavior**

Organ (1988) had defined the basic concept of the term Organizational Citizenship Behavior (OCB) as a specific behavior that is optional and not openly or plainly recognized by the Organizational formal reward arrangement, and that promotes the joint environment operational functioning of the business. By the use of the term optional, it is assumed that such conduct is not an enforceable obligation of the part or the job narrative, that is, the clearly specifiable standings of the person's service contract with the business; the conduct is somewhat a substance of individual choice, in which its oversight is not commonly understood as illegal or offensive. The mere notion has its origins in the idea of inclination to Collaborate by Barnard (1938) and Katz's concept of inventive and impulsive behaviors (Katz, 1964). This can include such constructive behaviors which are unpaid and independent in the sense of going beyond the enforceable obligation of the job description (Organ, 1997). Likewise, payments in regard with OCBs are indeterminate and unintended, as compared to more official offerings (Organ, 1997).

The concept of Organizational Citizenship appeared in 1980s to label employee behavior within diverse organizations public systems. Meanwhile, the concept has progressed into a substantial arena of study because of the increasing significance of independent and team based work in place of harsh, traditional chain of command (LePine et al., 2002). Further, the understanding Organizational Citizenship Behavior (OCB) is progressively essential to the upkeep of existing organizations social schemes and member of staff roles within them. Whereas, at both the micro/macro stages, in terms of the changing nature of all organizations, and with respect to distinct organizations, the part of employees and their OCBs is essential. Workplace behaviors can further be classified into in-role and extra-role behaviors, the roles which are mandatory and must be performed, and the roles which are discretionary in nature.

A majority of organizational citizenship behavior researchers have paid attention to “good soldier syndrome” highlighting the positive effects of organizational citizenship behavior on individuals and organization. Very few researchers consider it as volunteer and self-initiated behavior. As advocated by Vigoda-Gadot (2006), it is pertinent to note that citizenship behaviors are not always volunteer but at time the result of supervisor’s hostility toward employees. This implies that it is at times a forced behavior rather than an opted one. CCB (Compulsory Citizenship Behavior) as proposed by Vigoda-Gadot (2006) is a behavior that is forced and not self-initiated. Hence, few researchers have concluded that contrary to organizational citizenship behavior, CCB can be negatively associated with job satisfaction, in-role performance and other work-related outcomes (Morisson, 1994; Turnley, Bolino, Lester, & Bloodgood, 2003; (Van Dyne & Pierce, 2004; EranVigoda-Gadot 2006).

The most important aspect of the OCB concept is a main point highlighted in the Organ’s definition of OCB (1988) and accordingly his revised definition (1997) was that these actions improve organizational performance because they loosen the social machinery of the group (Podsako et al., 1997). As for long this relationship for the evidence of any such relationship was not recorded these evidences can be identified easily (Podsako et al., 2000). One such analysis was conducted by Podsako, Whiting and Blume (2009) which elaborated the significant association

with many separate and organizational level consequences and suggested that in future further.

Exploration of this area is required. LePine, Erez and Johnson (2002) in their research have suggested that though OCB is extensively researched concept but its emphasis persisted on the forecasters of OCB so investigators should emphasize on its consequences as it has a lot of applied insinuations for the performance of organization. Bolino and Grant (2016) argued that past literature has given us a deep understanding of prosocial performances behaviors but room for additional research still exist in order to answer the about the bright and dark sides of Organizational citizenship Behavior.

Few researchers recommended that workers who tend to show more OCB towards organization are less likely to be included in absenteeism and give less care towards organizational skepticism (Organ, Podsakoff & MacKenzie, 2006). Later, Podsakoff et al. (2009) carried out a meta-analysis and demonstrated that all the outcomes of organizational citizenship behavior are not necessarily positive and can give a different result. Researchers generally apply the principle of reciprocity to understand citizenship behaviors i.e. if the organization treats an employee well (e.g. justice perceptions), he/she will reciprocally respond in the form of organizational citizenship behavior (Lavelle et al., 2007). Specter and Fox (2010) concluded that citizenship behaviors are not always because of employee's willingness but because of organizational climate.

Earlier works has debated that there are many aspects that can indorse the citizenship behavior of the workers in organization. Such as high fulfilment from job, professed justice and a well leader-subordinate association (Ackfeldt & Coote, 2000).

The days due to factor of globalization and high rivalry, organizations want to put extra pains to be in market. As they must struggle hard to gain modest advantage. The organizational rules itself are just not enough to move ahead with such an advantage. Consequently, workers are likely to work beyond defined duties. Administrations can only attain competitive advantage, where its workers are eager to commit more efforts and show more assurance towards work, without

being expectant any personal gain. This is an intended behavior of employees voluntarily. Past studies have emphasized that, volunteer behaviors of employees lead to constructive outcomes (Lam & Wan, 2016). Administrative efficiency rises whenever workers show citizenship conduct towards organization. Workers who are hardworking and devoted to their work are significant assets of organization. They incline to work beyond their supervisor's hopes and thus makes organization to amplified level of productivity.

Organization Citizenship Behavior (OCB) doesn't mean that working late hours in a given organization, implementation of extra job without any credit or reward. Relatively it's the constructive behavior of workers such as finding progressive solutions to multifaceted hitches or deliver their valued suggestions that support organizations to nurture. This extra hard work of employees can lead organization to be resourceful and increase functioning (Koichi & Furukawa, 2009).

## **2.3 Social Undermining**

Mostly founded on hatred and diminishing of others (Abbey, Abramis, & Caplan, 1985; Rook & Dooley, 1985). Moreover, Social undermining can also be defined as a behavior to create interruption, over time, the ability to institute and uphold positive interpersonal associations, favorable standing and work-related achievement (Duy et al., 2002). This leads to such a social interfaces among the employees who are not willing or concerned due to uncertainty about their role and accordingly they perform unproductively which eventually result in argumentative organizational performance (Seeman, 1983), and behavior of such an individual who are not showed properly about their assignment will involve themselves less significantly in social contact with others at workplace. This imbalance approach or Disparity of standards, principles and behaviors between individual and his work settings serve negative energy down the line (Seeman, 1972), and result in a misrepresentation of message and decrease employee participation in the organizational responsibilities and managerial members (Kanungo, 1981). Accordingly, these social underminings leads to an undesirable accomplishment of social life



that imposes huge overheads on organizations and cultures. These behaviors leave an undesirable effects and consequences on organizations and people as well.

As a consequence of social undermining conduct done intentionally is detriment to other individual's relations at social level, professional and work-related accomplishment, and standing (Duy, Ganster, & Pagon, 2002). Similarly, such an employee who may feel vulnerable and is at conflict with any other colleague, try to carry them alongside via social undermining element.

Research has recognized negative consequences of this undesirable social undermining phenomenon (Duffy et al., 2002; Taylor, 1991). Further, it has been argued that negative affective, intellectual and social consequences of the phenomenon of social undermining (Castille et al., 2017). Yoo and Frankwick (2013) in their research have reflected the adverse effect of supervisor, peer and subordinate undermining and its effect on counterproductive performances of employees. The efforts of Aquino et al. (2004) in social undermining clearly differentiate between intentional and accidental undermining. Yet, there is a vast opportunity in finding out the reasons for intentional undermining and the views of people shaped as a consequence. The diverse reasons for distrust, greediness or selfpromotion can bring about diverse behavioral results in employees. In reference of Pakistan public sector organizations, due to lack of crystal clear assessments, uncertain performance criterions, unclear promotional standards and favoritism, employees are more susceptible to be affected by social undermining both as offender and target. Keeping the above in view, it is obvious that when an individual obstructs the objective social relationships and try to malign his or her work related accomplishment; give away his or her job related accomplishments and successions or obstruct the target's status (Hershcovis, 2011). These situations may arise when decreasing the risk focused towards them when they are not been ethical. These actions of delaying relationships and discouraging achievements become easy to achieve. Such that the performances can be done easily on the cost of the objective's image. Such as in case a rumor spread by a threatened teacher about another moral and ethical colleague teacher with the objective of devastating her standing and rank in the organization. Distrust and jealousy, an element of menace, instigating self-destruction have also been known to be linked to social discouragement

behavior such as dishonesty (Moran & Schweitzer, 2008), counterproductive work ethics (Cohen Charash & Mueller, 2007), or delaying the target's performance (Cohen Charash, 2009). Hence threatened employees will his level best to show such behavior at any given chance that may harmfully affect the others objective's performance. Such as a worker may be untruthful to the target or intentionally postpone their work which directly will affect their performance. These vulnerable employees will evade helping a more moral coworker and may not achieve assurances or promises. (Pemberton & Sedikides, 2001). Similarly, such individual can also become socially undermining target which would result in attacking an ethical coworker informally by unveiling disgust for the coworker publically.

Social undermining phenomenon includes behaviors intended at a victim that shows or display negative effects (dislike, anger), wrong assessment of the victim in terms of its actions, attributes and efforts (criticism), and activities that impede the achievement of contributory objectives (Duffy, Ganster, & Pagon, 2002). Some of the examples of social undermining behavior in the workplace include delaying work to make others feel bad and damage others feelings viewed as a breach of the social contract and also suggesting that it may have serious and dangerous consequences that will lead to the individual as well as the organizational level (Ong & Tay, 2015). Social undermining interrupts the working relationship, and this also reflects at the victim, and the behavior of others is also aimed towards the victim. Therefore, social undermining can be described as interference with working relationships and also damages peoples reputation. At the conceptual level, social undermining conduct differs from other forms of disruptive behavior because it is comprised of only deliberate behavior and behavior designed to deteriorate its target gradually or by degree (Duffy, Scott, Shaw, Tepper, & Aquino, 2012).

## **2.4 Power Distance**

The concept of power distance was derived as study of the cross-cultural values and within organizational perspective it can be considered as a tendency to which any individual can trust and admit the fact that control in any given organization

can be dispersed unequally (Hofstede & Bond, 1984). Such individuals having a notion to be declined towards high power tendency will be having autocratic behavior and are strong believer of one-way communication. They rarely involve any of the subordinate in any of the decision making phase for accomplishment of goals and objectives, rather they always look for their supervisors to provide any relevant path for achieving their goals and objectives, they accept decisions from themselves, and obey instructions given by themselves (Farh, Hackett, & Liang, 2007). Low power distance supporter are having a point of view where they essential be given an authenticated power to express their own opinions and rely on their solutions for the problems they have or had met, they are more likely to improve their own sense of control and low power distance leaders and followers always look views as opposition to have more appropriate solutions and take necessary actions they think are right for achievement of goals and objectives (Bai, Dong, & Liu, 2016).

Power distance is the facet of culture recognized by Hofstede (2001). It is the propensity to which individual acknowledges that there is an uneven circulation of power (Peltokorpi, 2019). More precisely it's the magnitude to which the participants of a society admit that power in organizations and administrations is concentrated unequally". Furthermore, such Organizations ensuring power distance can control the influence of administration practices on employee approach (Sander, Yang, & Li, 2019). Power distance is significant but the mistreatment of power is a foremost distress. In great power distance nations, the member can just accept the immoral behavior as they think through it right by someone having power and ability.

Also, the arrangement permits the higher the ruling classes to decide on their own (Iqbal & Rasheed, 2019). Auh, Menguc, Spyropoulou, and Wang (2016) described that power distance is the volume of inadequate power such as currency, rank, control, position and power which is recognized by certain persons, individuals, and administrations. Further, the member in high power distance involvement creates more maltreatment as associated with low power distance cultures (Lin, Wang, & Chen, 2013). The dependents in low power distance assume that the supervisor would seek out facts from them and appreciate their view. However,

when the administrator is authoritative individual, they are motivated to react harmfully but paralleling to high power distance when the leader displays authoritarianism the employee may experience discouragement, insulted, and too much controlled and look ahead to be strongly connected to authoritarian personalities (Wang & Guan, 2018). Previous investigation demonstrated that power distance placement influences the personal dealings and association between supervisor and member. Graham, Dust, and Ziegert, (2018) premeditated the power distance and mismatch of superior and member. The consequences displayed that if the supervisor constructs a high power distance, employees do not reflect it important to take duty.

As of yet Power distance has achieved an important point in different sectors as it is vital cultural value which explains accepting the authority (Earley & Gibson, 1998; Yang et al., 2007). On culture level, power distance refers the extent to which a society admits the fact that control in institutions and organizations is distributed unequally (Hofstede, 1980, p. 45). In Hofstede's experimental study on the values of culture, many researchers have highlighted that these studies were done individually rather than on society level (Kirkman et al., 2006; Farh et al., 2007). The level in which unbalanced power is spread in any organization is referred as the power distance at an individual level. As informed by (Hofstede, 2001) the subordinates with more power distance criteria have faith in the circumstance that this distance is due to the position and they (the subordinates) are more submissive to their leaders. In these circumstances, more distance in power looks to be more appropriate.

#### **2.4.1 Punitive Supervision and Organization Citizenship Behavior**

Supervision that has dysfunctional aspects like abusive behavior (Tepper, Simon, & Park, 2017), blame attribution (Lian, Morrison, & Rachel Brown, 2014), hostile attribution style (Costa & Neves, 2017), bullying behavior (Karabulut, 2016) damage employee creativity (Mullen, Fiset, & Rheaume, 2018). For example, a lot

of topographies in the work setting have the possibilities to weaken workplace creativity of employees, including the administrative practice of extensively critiquing new concepts, political complications within the organization, extreme importance on the status quo, conventional risk-averse attitudes among managers along with abuse oversight (Hur, Moon, & Jun 2016).

In its support the existing literature has already recognized the fact that a supervisor behavior is a critical factor that affects employee creativity at workplace (Zheng & Liu, 2017). According to modern-day management practices, supervisors perform a pivotal role in the well-being of employees, which in turn, significantly impacts employee's task performance (Lin, Wang, & Chen, 2013). Dysfunctional supervision is primarily associated with a variety of organizational outcomes such as aggression (Burton & Hoobler, 2011), workplace deviance (Mitchell & Ambrose, 2007), employee's task performance (Tepper, Moss, & Duffy, 2011). Research has also explored the argument that negative feedback results in a shift in self-respect, leading to reduced task performance (Vancouver & Tischner, 2004) and destructive feedback from supervisors created anger and frustration in subordinates, leading to inadequate approaches to resolving the performance issues at hand (Gaddis, Connelly, & D.Mumford, 2008). These Rude behaviors are to trigger negative emotions and these emotions should be inconsistent with task performance (Porath & Erez, 2007). Negative emotional processes contribute to a lack of co-ordination when cognitive energy is diverted towards solving social conflicts within the group instead of concentrating on achieving the groups performance goals at hand (Tee, Ashkanasy, & Paulsen, 2013).

In the past, several studies have analyzed task performance outcomes of dysfunctional supervision perception and constantly found a negative relationship (Martinko, Harvey, Brees, & Mackey, 2013). When employees experience depressive moods during the workday, they are less motivated to regulate their effort and behaviors concerning achieving successful goals, which can lead to a decline in the performance of tasks (Chi, Chang, & Huang, 2015) investigated that effects of the interaction of the punitive supervision experiences of owners and coworkers on employee results, such as decreases in task performance (Hannah, Schaubroeck,

& Peng, 2016). Philosophers have argued that employees undergoing dysfunctional supervision respond by reducing their performance quality (Harris, Kacmar, Zivnuska, & Shaw, 2007). Furthermore, some studies show the findings that dysfunctional supervision (punitive supervision) forms of abusive supervision are negatively related to employees task performance (Decoster, Camps, Stouten, Vandevyvere, & Tripp, 2013). Based on this description, we suggested that employees can negatively respond to punitive supervision.

More emphasis is made on managers because they are in a position of control, which is a position that is likely to test the benefits of and stress the emotional risks of proactive action (Detert & Trevio, 2010). Further, we propose that punitive supervision should undermine the agentic assistances of behaving proactively, which will reduce the views of capability that usually flow from performing proactively (Cangiano & Parker, 2015; Strauss & Parker, 2014). For example, when staffs are fearful of likely penalties and reprimand due to their supervisor's behavior, they may be particularly attentive to the potential deficiencies of their actions and related personal faults if they have voiced their apprehensions or otherwise performed proactively (Bolino, Valcea, & Harvey, 2010). In this spirit, these employees will feel less certain of the penalties of behaving proactively, which will reduce the potential for feeling capable, associated with employees behaving proactively who believe their supervisor is more accepting towards errors. As a result, the effects should have downstream values experienced at the end of the workday. Therefore, in view of the above our hypotheses are as follows:

**Hypothesis 1: Punitive supervision has a negative impact on Organization Citizenship Behavior.**

#### **2.4.2 Mediating Role of Social Undermining Between the Relationship of Punitive Supervision and Organization Citizenship Behavior**

Participative leaders support their employees by providing them a chance to direct their ingenuity, thus providing them the authorities and chances for their decision

making. Such an optimistic behavior by supervisors can lead employees to be authorized, as a result dependent will tend to respond in a positive way as well. Workers will put extra energies and resolve in achieving the goal. The reassurance makes them feel optimistic regarding their leaders honesty. They trust that engaging in citizenship behavior to an organization will be an advantage for both a win-win situation (Somech, 2010). Participation of employees in decision-making aids employees to trust that they are considered and appreciated. Their services and capabilities are known by the leader. But on the other hand, bad supervision such as punitive supervision can obstruct the self-efficacy among workers and can disregard their self-worth (Lu, Jiang, Yu, & Li, 2015).

Indeed, studies have shown that the employees keep a notice of and appear to react to their supervisor's attitudes and conducts (Greenbaum, Mawritz, & Eissa, 2012) and usually employees look in another place to contend with behaviors that undermine society, creating coworkers at workplace to be more convincing targets. In particular, in these cases our routine colleagues at workplace serve as an ideal target, as staffs spend much of their time and work together with them (Eissa, Wyland, & Gupta, 2018). Researchers examine the long-term effects of punitive supervision on employees in terms of worker productivity, turnover and social undermining and aggressive retaliatory feelings (Hamblin, 1964). Employees purposely try to hinder coworker's progress by more likely through social undermining (e.g., providing information to colleagues, postponing work to make coworkers look bad or slow them down, contending with coworkers for rank and recognition) (Greenbaum, Mawritz, & Eissa, 2012).

Researchers find that employees creative efficiency is likely hindered by undermining, as an unsupportive working environment is created by undermining activity (Eissa, Chinchachokcha, & Wyland, 2017). This ineffectiveness undermines their capability to innovate because it is an employees inventiveness that forms a basis of new ideas, which in turn creates the starting point for innovations (Dijk & Ende, 2002). According to literature, several studies have analyzed poor employees performance outcomes as a result of negative supervision (punitive) perception and constantly found a negative relationship (Martinko et al., 2013) and this belief can, in turn, affect employees work behavior like social undermining (Chan &

McAllister, 2014). Hence, based on these empirical and theoretical underpinnings and the common observations. We suggest the following hypothesis:

**Hypothesis 2: Employee social undermining mediates the relationship between punitive supervision and Organization Citizenship Behavior.**

### **2.4.3 Moderating Role of Power Distance in the Relationship between Punitive Supervision and Organization Citizenship Behavior**

Persons with less power distance standards believe that authority should be distributed properly, and everyone should have same privileges & say. (Yang et al., 2007; van Dierendonck, 2011). Past readings observed moderating outcome of power distance & establish that power distance moderates relation among many other variables for example, between individual level outcomes and practical justice climate (Yang et al., 2007), work outcomes and perceived organizational support (POS) (e.g., affective organizational commitment, OCB and performance of job) (Farh et al., 2007), also between routine justice and transformational leadership (Kirkman et al., 2009), as well as contribution of team & empowerment (Zhang & Begley, 2011) and also between employee wellbeing and abusive supervision (Lin et al., 2013). Earley & Gibson (1998) highlighted there is a need that team level must be studied in light of power distance. Further suggested by Yang et al. (2007), that group fellows power distance could gather to teams and group levels with the particular designs of public connections might be greater organizational power & authority.

Research shows that abusive supervision may arise more frequently in nations with high power distance (Tepper, Moss, & Duffy, 2011). Whereas, (Hofstede, 1980, p. 45) others traits this to a greater recognition of unequal power distribution among subordinates in these nations. In Pakistans context, as per Hofstedes famous four-dimensional model Pakistan society experiences a comparatively high collectivist bearings, high tendency toward uncertainty evasion, high power distance and masculinity largely account for many customs and practices including strict devotion



to hierarchy, power concentration, corruption, nepotism, and gender differences in administrative roles (Islam, 2004). Moreover, the association between punitive supervision and various subordinate attitudes is weaker in low power distance nations. Yet, as Mackey et al. has identified in his research that the studies of punitive supervision in different cultural settings are relatively few, which calls for more international studies. Hence, based on these empirical and theoretical underpinnings and the common observations. So accordingly, we suggest the following hypothesis:

**Hypothesis 3: Power Distance moderates relation between Punitive Supervision and Organization Citizenship Behavior in such a way that relation between Punitive Supervision & Organization Citizenship Behavior will be weak when Power Distance will be high & vice versa.**

## 2.5 Theoretical Model

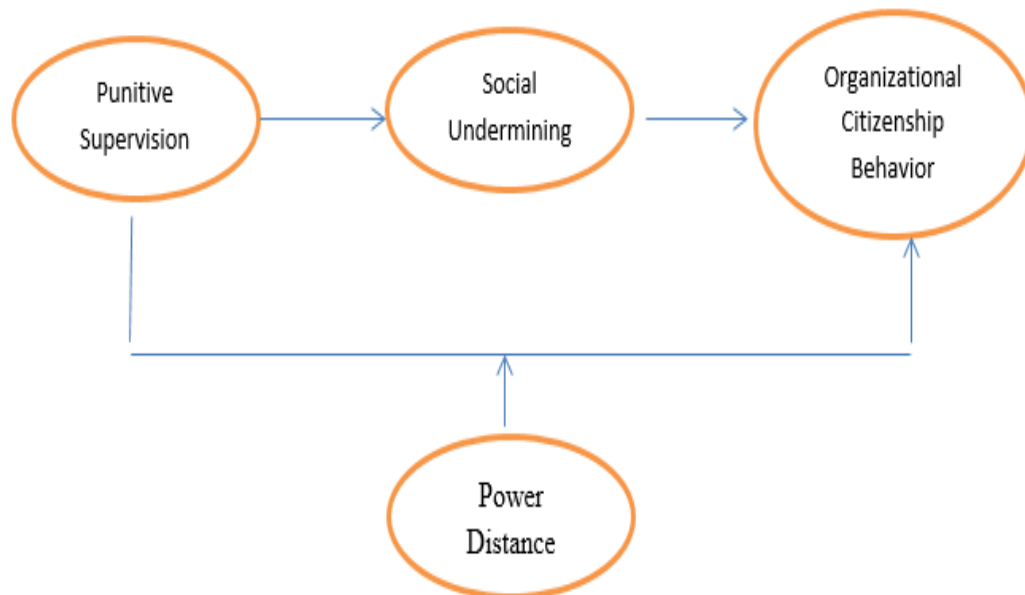


FIGURE 2.1: Research Model: Impact of Punitive Supervision on Organization Citizenship Behavior; mediating role of Social Undermining and Moderating role of Power Distance

TABLE 2.1: Summary of Hypothesis

---

<b>Hypothesis Statements</b>	
H1:	Punitive supervision has a negative impact on Organization Citizenship Behavior.
H2:	Employee social undermining mediates the relationship between punitive supervision and Organization Citizenship Behavior.
H3:	Power Distance moderate's relation between Punitive Supervision and Organization Citizenship Behavior in such a way that relation between Punitive Supervision & Organization Citizenship Behavior will be weak when Power Distance will be high & vice versa.

---

# Chapter 3

## Research Methodology

This chapter discusses the methods that are applied for analyzing the data. The method used to carry out current research is dependent upon the theoretical background of the variables. This chapter utilizes the methodology to explain the relationship of punitive supervision on OCB through mediating role of social undermining and moderating role of power distance. This chapter highlights the specifics of population of the study, sampling technique applied, procedure for data collection and tools for analysis. Furthermore, it explains the reliability and model fitness of the variables.

### 3.1 Research Approach

The research approach is a strategy and method that consists of the actions of broad assumptions to detailed methods of data collection. There are two basic types of approaches namely qualitative approach and quantitative approach.

Qualitative research focuses on in-depth knowledge of ideas, information or events. This approach utilizes the opinions, motivations and ideas provided by the researcher for finding the problem. The information achieved can be even sometimes further applied in testing hypothesis for quantitative study. But this approach still has some weaknesses, as there are risks that researcher may be biased in representing the data or information. The biasness of researcher makes this approach ambiguous (Pride et al., 2008).

On other hand, researcher's from social sciences are more focused on quantitative approach. In this approach quantification is done, data is given numbers and figures which makes it more reliable. Further, the chances of researcher's biasness are minimized. This approach provides more generalizability (Zikmund et al., 2003), and ensures results with less ambiguous aspects (Bryman & Bell, 2007). Due to these benefits, our study focused on quantitative approach rather than qualitative approach.

## **3.2 Research Design**

The research design indicates to overall approach that is applied to incorporate the different components of the study in a clear and rational way. It explains the purpose of research, investigation type, and study settings, method of data collection, time horizons and measurement of variables.

### **3.2.1 Purpose of the Study**

The purpose of our study is hypotheses testing. The main aim is to test the theoretical relationships among variables, that whether punitive supervision impacts organizational citizenship behavior or not.

### **3.2.2 Type of Investigation**

The type of investigation of our study is cause and effect approach, where one thing causes other thing to happen. The literature of our study explained that punitive behavior from supervisors effects the employee's citizenship behavior in an organization, in a negative manner. Here, punitive supervision is causing employee's to depict less citizenship behavior towards organization.

### **3.2.3 Study Setting**

The setting of the study was non-contrived. The involvement of researcher was minimal. The data was collected in natural settings.

### **3.2.4 Data Collection**

The collection of the individuals which are the main focus of the study, explains the population. The following lines explain the data collection method and sampling procedure used in our study.

#### **3.2.4.1 Procedure**

For the collection of the data, we applied survey method. Approximately 500 questionnaires were distributed among the employees working in public sector organizations across Rawalpindi and Islamabad. Individually visited public sector organizations and had meetings with senior managers to discuss the objective of the study. After receiving permission from senior management, employees were handed envelopes containing the questionnaire, pen and cover page that explains the purpose of survey. In addition to all this, employees confidentiality was ensured. It was explained that the secrecy of responses will be maintained and will only be used for research purpose. Employees were given enough time and privacy to complete the forms.

Total 500 questionnaires were distributed, and 176 questionnaires form it were discarded. Because many forms were totally blank, some were half filled, and some employees responded by not taking it seriously. The remaining 324 questionnaire were correct and used for analysis. So, the overall response rate of respondents was 64%.

#### **3.2.4.2 Population**

The population of the study consists of the employees working in public sector of Pakistan, and more specifically employees working in twin cities Rawalpindi and Islamabad. The main reason for selecting private sector for our research was that the public organizations at capital city are the companies of Federal Government with wider range of national interest involving public matters and services. The political behaviors and bureaucratic style of working in public organizations results into existence of negative behaviors at workplace. Also, there are increased chances

of being target of supervisors punitive behavior. This leadership style may induce more negative behaviors among employees towards organizations, such as reduced citizenship behavior.

In the study we have selected the public sector organizations of Pakistan. Data has been collected and filled by the managers and subordinates working at these organizations. The current study collected data from those public sector organizations which have their head offices either in Rawalpindi or Islamabad. 5 x major public sector Organizations with their head offices in Rawalpindi/Islamabad include: Capital Development Authority (CDA), Pakistan Telecommunication Company Limited (PTCL), National Database and Registration Authority (NADRA), Oil and Gas Development Company Limited (OGDCL) and Pakistan Agriculture Research Department (PARC)/ National Agriculture Research Department (NARC).

#### **3.2.4.3 Sampling Technique**

Our research focused on non-probability sampling technique. In this sampling technique, samples are selected in a way that not all individuals are given equal chances. Within non-probability technique, the convenience sampling method was applied to collect the responses. When researcher faces issues regarding less time and low budget, convenience sampling technique is considered most preferable (Cooper & Schindler, 2007). In convenience technique, the respondents are selected by researcher that easily available. Further, snowball technique was also applied. In this, already selected respondents give further recommendations of other respondents, who may fulfill criteria of our selection.

#### **3.2.4.4 Characteristics of Sample**

The characteristics of sample are as follows:

##### **Gender**

The table below shows that in sample of 324, 283 were male respondents and 41 were female respondents. And in terms of percentage 87.3% were male and

12.7% were female, representing male respondents are much higher in number as compared to female respondents.

TABLE 3.1: Frequency by Gender

Gender	Frequency	Percentage
Male	283	87.3
Female	41	12.7
Total	324	100

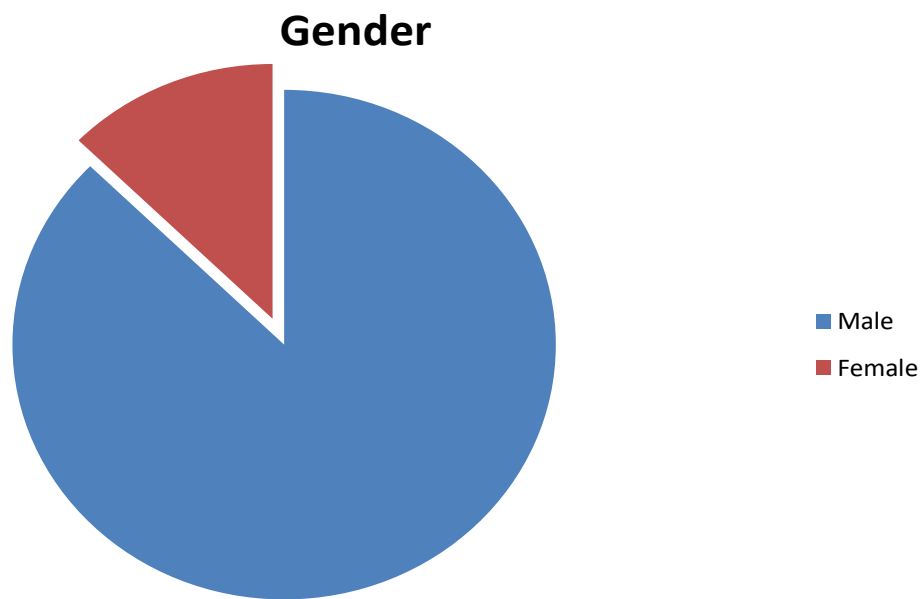


FIGURE 3.1: Gender

### Age

The table below shows that 1.9% were respondents whose age range from 18-25, 58.6% were from 26-33 age range, 12% were belong to 34-41 age group, 27.5% were in range of 42-49 years of age and no respondents were above 50 years of age. It can be seen from the table that maximum respondents were young employees having age from 26 to 33 years.

TABLE 3.2: Frequency by Age

Age	Frequency	Percentage
18-25	6	1.9
26-33	190	58.6
34-41	39	12.0
42-49	89	27.5
50 and above	0	0
Total	324	100

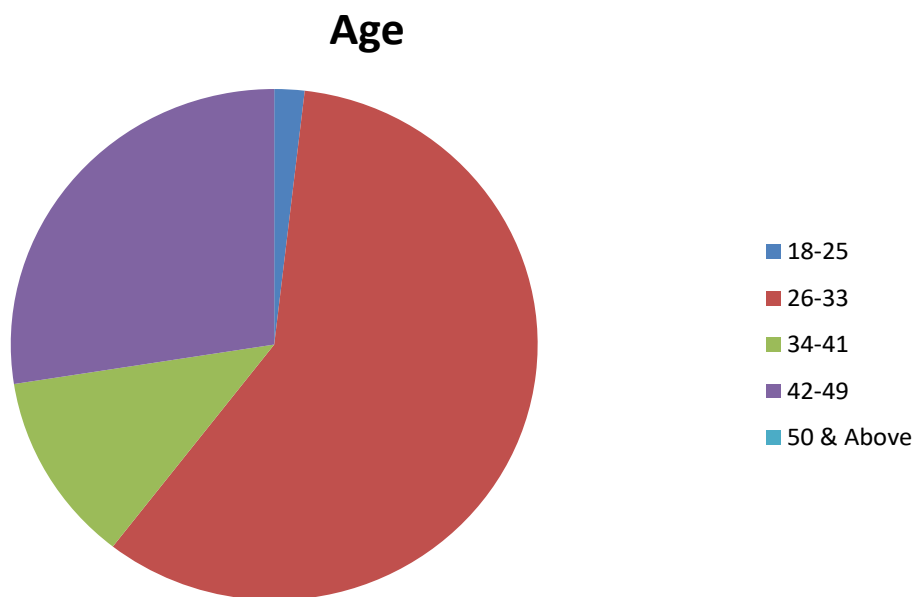


FIGURE 3.2: Age

### Qualification

According to table below, 27.8% respondents had bachelors level degree, 28.1% respondents had master’s degree, 43.8% were having MS/ MPhil degree and only 0.3% had PhD degree. It can be seen from table that none of respondents had matric or intermediate degree while maximum respondents were holding MS/M.Phil. Degree.



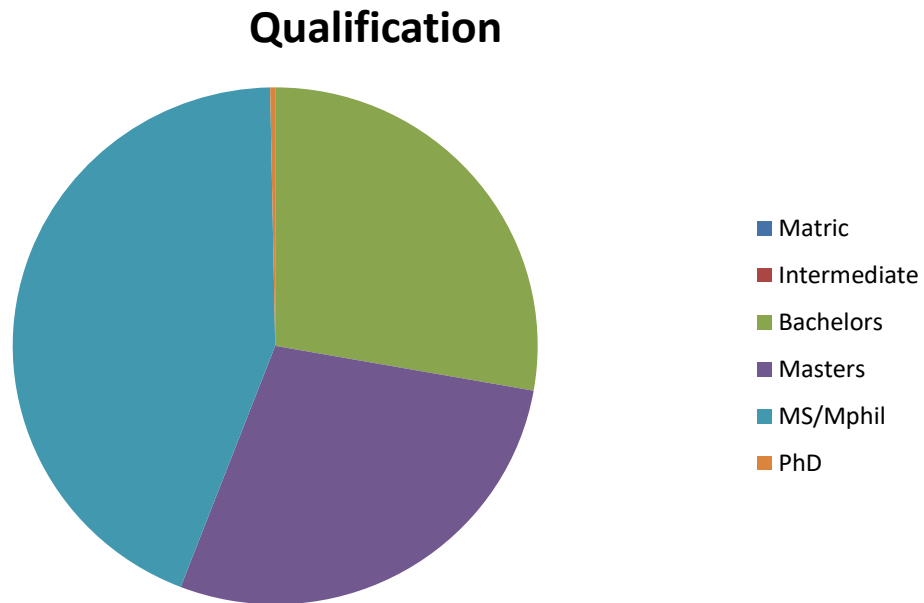


FIGURE 3.3: Qualification

### Experience

Maximum respondents 50.6% were having experience of 1-5 years, 23.1% respondents had experience of 6-10 years, 16.7% had 11-16 years of experience and 9.6% respondents had 17-22 years of experience. None of the respondents had experience of above 23 years.

TABLE 3.3: Frequency by Experience

Experience	Frequency	Percentage
1-5 years	164	50.6
6-10 years	75	23.1
11-16 years	54	16.7
17-22 years	31	9.6
23-28 years	0	0
29 years and above	0	0
Total	324	100

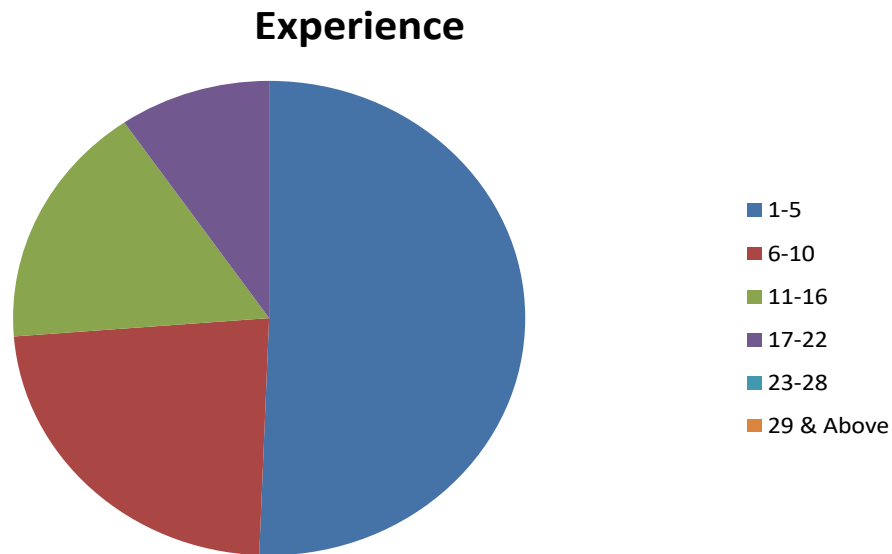


FIGURE 3.4: Experience

### 3.2.5 Time Horizon

The cross-sectional method for data collection was used in our research. In this method, data for each variable is collected at single time. On other hand, time lag studies are more preferred by the researchers, because it eliminates the chances of biasness. But due to limitation of time and low response rate from respondents, we applied cross-sectional method. The data collection process took almost two hand half months to collect data from 324 respondents.

### 3.2.6 Measures

For the collection of data, we used questionnaire survey method. This is labeled as instrument as it is used as a measuring tool for the measurement of variables. Our questionnaire consisted of 29 questions from all variables of the study. In addition, there were four demographic variables.

#### 3.2.6.1 Punitive Supervision

A three-item measure of the construct has been used to gain the extent to which employees perceive their supervisors as blame oriented (Cangiano, Parker, & Yeo,

2018). Respondents were asked how their supervisor behaves on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The sample item is as follows: “My supervisor gets angry or upset with staff if they make a mistake”.

### **3.2.6.2 Social Undermining**

A 13-item scale has been used to measure the social emasculating behavior of employees, created by Duffy, Ganster, & Pagon, (2002). The responses have obtained through a 5-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. Sample scale items included “Gave a team member the silent treatment”, “Belittled another team member or team members ideas”, “Put another team member down when he/she questioned work procedures”.

### **3.2.6.3 Organization Citizenship Behaviors**

Organization Citizenship Behaviors (OCB) would be measured with the eight items, developed by Williams and Anderson (1991). Sample items are “Helps other who have been absent.” and “Helps others who have heavy work-loads” All items were measured using a seven-point Likert scale ranging from 1 “strongly disagree” to 5 “strongly agree.”

### **3.2.6.4 Power Distance**

5 items scale is used in this study which is established by Farh, Jiing-Lih, Rick D. Hackett, & Jian Liang (2007), to measure Power distance. All items are answered through 5-point Likert scale, ranging from 1= strongly disagree to 5= strongly agree. One reserve coded query is included. Items include in this scale are; without consulting subordinates, use power and authority, seldom ask opinion, avoid contact with employees.

## **3.3 Tool for Analysis**

The collection of the data was done through the software known as statistical package for the social sciences (SPSS). SPSS is one of commonly used tools for the

analysis of the data. It can easily handle the complicated data and issues of analysis by just simple instructions. The reliability, descriptive analysis, demographic analysis, regression, correlations, mediation analysis and moderation analysis were run to check the hypothesis of the study.

### 3.4 Pilot Testing

Pilot study is done on small sample size to see the responses of the respondents. It can help in assessing the validity of the variables (Van, Teijlingen & Hundley, 2001). It is done before collecting data from large sample size. It is basically used to see respondent's view, either the questions are easily understood by them or not. Pilot study is done on about sample size of 40-50 respondents. If Cronbach's alpha of the variables is above 0.7, then we can say questionnaire is reliable and acceptable (Hair et al., 2006). The table below indicates that all the variables have Cronbach's alpha above 0.7. So, further analysis can be done on complete sample size i.e., 324 respondents.

TABLE 3.4: Reliability of Pilot Testing

<b>Variables</b>	<b>No. of items</b>	<b>Cronbach's Alpha</b>
Punitive Supervision	03	0.72
Social Undermining	13	0.84
OCB	08	0.79
Power distance	05	0.93

N=40

### 3.5 Reliability of the Scales

Cronbach's alpha is computed to check the internal consistency of the items of a particular variable. The value of Cronbach's alpha must be equal or above

0.7 (Hair et al., 2006). It tells that how much items of the variable are closely related to one another. The table below shows all the values of Cronbach's alpha along with number of items of variable. The value for punitive supervision, social undermining, OCB and power distance are 0.74, 0.82, 0.79 and 0.72 respectively. All values are in acceptable range, so further computations can be done.

TABLE 3.5: Reliability Analysis

<b>Variables</b>	<b>No. of items</b>	<b>Cronbach's Alpha</b>
Punitive Supervision	03	0.74
Social Undermining	13	0.82
OCB	08	0.79
Power distance	05	0.72

N=324

### 3.6 Sample Size

Ethics explains the right and wrong. There are many aspects that must be considered while conducting the research, especially dealing when dealing with the data. Our research followed the ethics firmly. Firstly, the overview about the research project was given to the respondents. Secondly, respondents were assured about the confidentiality of the responses. It was made clear to them that the data is collected only for research purposes and will not be used for any other purposes. Thirdly, the data collection was done in natural settings; none of the respondents were forced to fill the questionnaire.

The data was only collected from those respondents who showed their willingness. Furthermore, respondents were given enough time to properly read and respond the questions accordingly. Despite all this, some respondents depicted careless

behavior. Many questionnaire forms were not returned, some were not filled properly, and some forms were lost by respondents. But overall, this behavior can be neglected, as none of them misbehaved or used any bad wordings.

### 3.7 Confirmatory Factor Analysis (CFA)

An IBM Amos tool was used to find the fit indices. It tells us that whether the model is acceptable or not. The fitness of the model is necessary for doing further analysis. The validation of the variables of the study is important after that we can do analysis for hypothesis testing. The fit indices include chi-square, IFI, CFI, TLI and RMSEA. According to (Byrne, 1994), the values for comparative fit index (CFI) and Incremental fit index (IFI) should be greater than 0.90. The CFI tells us about that variance that occurs between the actual data and the hypothesized model. The Tucker Lewis index (TLI) values must also be greater than 0.90 or 0.95, larger the values greater will be fit (Hu & Bentler, 1995). The Chi-square explains about the association between dependent and independent variables, and acceptable value for Chi-square must be less than 2 or 3 (Kline, 1998; Ullman, 2001). The root mean square error of approximation (RMSEA) explains that how far the hypothesized model is from the perfect model, the smaller values are more acceptable. It should be lower than 0.8 or more preferably lower than 0.5 (Steiger, 1990). The table shows that values before drawing covariance's, values were not much in range but after drawing covariances in the model, the values improved, and model becomes fit for further analysis. No items of variables were deleted. All the values lie in acceptable range. Overall, the model is fit, so further analysis can be done for hypothesis testing.

TABLE 3.6: Reliability Analysis

	CMIN/DF	IFI	TLI	CFI	RMESA
Initial model	1.643	0.764	0.883	0.887	0.063
Modified model	1.524	0.920	0.909	0.918	0.041

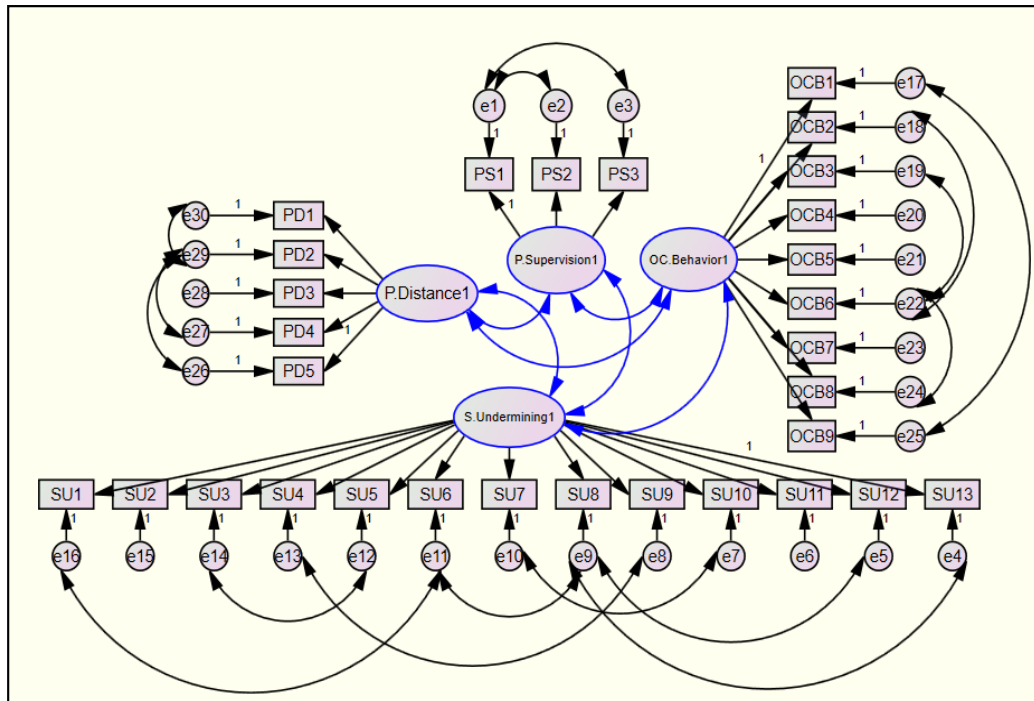


FIGURE 3.5: Confirmatory Factor Analysis (path diagram)

# Chapter 4

## Results

This chapter discusses the analysis of the responses collected from respondents i.e., questionnaire. Its the most crucial part of the research as it evaluates everything critically. To examine the relationship among all variables, one-way ANOVA test, descriptive statistics, Pearson correlation, moderation, and mediation was performed by using different software such as SPSS. Furthermore, for checking the model fitness, confirmatory factor analysis was conducted by using Amos software.

### 4.1 Control Variables

One-Way ANOVA or analysis of variance relates the means of two or more independent groups in order to determine whether there is statistical evidence that the associated population means are significantly different. One-Way ANOVA is a parametric test. This test is also known as: One-Factor ANOVA. One-way ANOVA test was run to check the effect of control variables. One-way ANOVA is typically used when you have a single independent variable, or factor, and your goal is to investigate if variations, or different levels of that factor have a measurable effect on a dependent variable. This test is run to find out whether control variables can affect the dependent variable i.e., OCB, or not. Studies explained that the control variables such as demographic variables can influence the other variables of the study (Allworth & Hesketh, 1999). The impact of these variables must be insignificant. The significance (if found) shows that these variables are



influencing the other variables, then these variables must be controlled. The table below indicates that demographics of the study such as age, gender, qualification and experience are highly insignificant. The p-value is greater than 0.05. So, we can say that demographics are not affecting other variables and there is no need to control these variables.

TABLE 4.1: Control Variables

Control variables	F-Value	Significance
Gender	0.99	0.47
Age	0.91	0.60
Qualification	1.21	0.19
Experience	1.02	0.44

## 4.2 Descriptive and Normality Analysis

Descriptive statistics helps to explain the characteristics of the sample in practical manner (McDowall & Saunders, 2010). The mean value explains the central tendency or the average value of the responses. The table shows that mean values for the variables are nearly two and three, indicating that the average responses of respondents are towards neutral and disagree options. Standard deviation explains about the deviation from the average point. It basically indicates any outliers that may be present in the data. Higher the deviations from average value higher will the chance of presence of outliers in the data. The value for standard deviation must be lower than one. The table shows that all values are less than one, ranging from 0.67-0.97. Indicating that no outliers are present in our data.

The Skewness and Kurtosis explains about the normality of the data, i.e., whether the data is normally distributed or not. The values for skewness must be in range of -1 to +1. The table shows that the values for punitive supervision, social

undermining, OCB and power distance are -0.31, 0.09, -0.10 and 0.24 respectively, all lie in acceptable range.

The acceptable value range for kurtosis is from -3 to +3. The kurtosis values for punitive supervision, social undermining, OCB and power distance are -0.37, 0.38, 0.17 and -0.01 respectively, all are in acceptable range. Skewness explains about symmetry of the data while kurtosis explains the normal distribution of data.

TABLE 4.2: Descriptive and Normality Analysis

<b>Variables</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Skewness</b>	<b>Kurtosis</b>
Punitive Supervision	3.27	0.97	-0.31	-0.37
Social Undermining	2.95	0.67	0.09	0.38
OCB	3.32	0.72	-0.10	0.17
Power Distance	2.67	0.89	0.24	-0.01

### 4.3 Correlation Analysis

The correlation results explain about the relationship between pair of variables. It tells about one-to-one relationship between pair of variables, that whether the pair is strongly or weakly related. The correlation values ranging from -1 to +1 is considered acceptable. West and Aiken (2014) gave the different ranges of correlation. According to them value ranging from 0 to 0.29 indicates the smaller correlation, values ranging from 0.3 to 0.49 represents the moderate relationship between variables. Furthermore, the values between 0.5 to 0.8 are considered as strong correlation. The values must not exceed 0.8, as it will indicate the error of multicollinearity.

The below table of Pearson correlation shows that punitive supervision and social undermining have correlation value of 0.120, it is positive and represents the weak relationship. The positive sign indicates the positive relationship, as supervisors

punitive behavior increases, employees social undermining will also increase. The correlation between punitive supervision and OCB is -0.489, and it represents the moderate and negative relationship between variables. The increase in punitive behavior from supervisor will eventually decrease the OCB of the employees. The social undermining and OCB have correlation value of -0.114, it is indicating weak and negative relationship. Punitive supervision and power distance shows the value of -0.504 which is strong and indicating negative relationship. The relationship between social undermining and power distance is 0.445 showing significant moderate relationship. And OCB and power distance represents negative values -0.430, it is also moderate relationship.

The p-value is significance value, if p-value is smaller or equal to 0.01 then hypothesis is accepted at 1% meaning that there is 1% chance of error in results, while if p-value is smaller or equal to 0.05 then it means the hypothesis is accepted at 5% meaning that there is 5% chance of error in the results of this study. The below table shows that all the correlation values are significant on 1% and 5% chance of error.

TABLE 4.3: Correlation Analysis

<b>Variables</b>	<b>Punitive Supervision</b>	<b>Social Un- dermining</b>	<b>OCB</b>	<b>Power Distance</b>
Punitive Supervision	1			
Social Un- dermining	0.120*	1		
OCB	0.489**	0.114*	1	
Power Dis- tance	0.504**	0.445**	0.430**	1

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

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

## 4.4 Testing Theoretical Relationships

To analyze the theoretical relationships, we used PROCESS macros tool given by Hayes, 2012. The PROCESS Macros apply the bootstrapping method, in which the random samples are produced from the data and to assess the important statistic in each resample (Preacher & Hayes, 2004; Shrout & Bolger, 2002).

To access the mediating relationship of social undermining between punitive supervision and OCB, we applied model 4. And for testing moderating relationship of power distance on punitive supervision and OCB, we applied model 5 of process macros.

### 4.4.1 Mediation Analysis

There are three steps in model 4. Firstly, we analyzed the effect of independent variable on dependent variable, without the presence of the mediator. It is simply known as total effect or path-C. Secondly, we analyzed the effect of independent variable on mediator, also known as path-a of mediation. Lastly, we analyzed the relationship of mediator towards the dependent variable, also known as path-b. The complete mediation path is known as indirect effect, which is combination of path-a and path-b. The overall effect of independent variable on dependent variable in presence of a mediator is called direct effect or path-c'.

The table below shows that the punitive supervision is a significant predictor of organizational citizenship behavior (Path-C) as it brings about 36-units change in the dependent variable. With each unit increase in punitive supervision the employee's organizational citizenship behavior will be reduced by 36 units. Thus, the first hypothesis of the study i.e., "Punitive supervision has negative impact on organizational citizenship behavior" is accepted.

Further it can be seen from the table below that the punitive supervision is also a significant predictor of social undermining (path-a), as it brings 08-units change in mediator. Therefore, its confirming that path-a of the mediation is significant. Social undermining is also a significant predictor of the dependent variable i.e., organizational citizenship behavior, as it brings 6-units change in OCB, confirming

the path-b of mediation is significant. The negative sign indicates the negative relationship, as social undermining of the employees increases; they are less likely to depict the organizational citizenship behavior.

The direct effect is significant as punitive supervision brings 36-units change in OCB, with the presence of the mediator. The overall indirect effect of study is significant, as values of LLCI and ULCI are 0.288 and 0.432 respectively. As we can see that both signs of ULCI and LLCI are positive, and there is no zero in between hence mediation is present. Furthermore, there is partial mediation because both direct effect and indirect effect are significant. Hence the second hypothesis of the study i.e., “*Employee social undermining mediates the relationship between punitive supervision and Organization Citizenship Behavior*” is accepted.

TABLE 4.4: Correlation Analysis

	<b>Predictors B</b>	<b>SE</b>	<b>t</b>	<b>p</b>	<b>R<sup>2</sup></b>	<b>F</b>	
1	<b>Path a</b> X to M	-0.083	0.038	-2.17	0.030	0.145	4.72
2	<b>Path b</b> M to Y	-0.060	0.530	-1.14	0.025	0.242	51.36
3	<b>Path C</b> X to Y	0.365	0.363	10.06	0.000	0.239	101.31
4	<b>Path c'</b> X to Y	0.360	0.036	9.85	0.000	0.242	51.36
<b>Bootstrap for indirect effect</b>			$\beta$	SE	LLCI (95%)	UPCI (95%)	
Social Undermining			0.005	0.006	0.288	0.432	

X = Punitive supervision, Y = OCB, M = Social undermining, LL = lower limit;

CI = confidence interval; UL = upper limit. N = 324; Unstandardized regression

coefficients are reported.

#### 4.4.2 Moderation Analysis

Model 5 was applied to test the moderating effect of power distance between punitive supervision and OCB. The table below indicates that power distance is insignificant moderator as p-value is higher than 0.05 i.e., the chance of error is approximately 30 percent. Furthermore, the LLCI and ULCI both have opposite signs. Thus, the last hypothesis of the study i.e., “*Power distance moderate’s relation between punitive supervision and organization citizenship behavior in such a way that relation between punitive supervision and organization citizenship behavior will be weak when power distance will be high and vice versa*” is rejected.

TABLE 4.5: Correlation Analysis

	<b>B</b>	<b>SE</b>	<b>T</b>	<b>P</b>	<b>LLCI (95%)</b>	<b>ULCI (95%)</b>
<b>Constant</b>	2.69	0.433	6.20	0.462	-1.837	3.545
<b>Int-term</b>	-0.034	0.033	-1.02	0.302	-0.101	0.031

N = 324, Punitive supervision x power distance = int-term

TABLE 4.6: Hypotheses Result Summary

<b>Hypotheses</b>	<b>Statements</b>	<b>Results</b>
H1	Punitive supervision has negative impact on organizational citizenship behavior.	Accepted
H2	Employee social undermining mediates the relationship between punitive supervision and Organization Citizenship Behavior	Accepted

---

<b>Hypotheses</b>	<b>Statements</b>	<b>Results</b>
H3	Power distance moderates relation between punitive supervision and organization citizenship behavior in such a way that relation between punitive supervision and organization citizenship behavior will be weak when power distance will be high and vice versa	Rejected

---

# Chapter 5

## Discussion and Conclusion

### 5.1 Discussion

In this section, the result of the research is discussed in detail. It contains the discussion about the research hypothesis and discusses whether the anticipated hypothesis is accepted or rejected. It also comprises of the theoretical and practical implications of the research. The effectiveness or significance is also emphasized in this section. The future direction for the researchers is given in this section. Further, as no study is perfect always it contains some grey areas; therefore, present study also has some limitations which are discussed in this section. All these elements help for further research in this area. In this chapter the conclusion of our study is also present.

By means of LMX Theory, the main aim of the study is to test proposed research framework drawn with the help of previous literature to clarify the probable associations between Punitive Supervision and Organization Citizenship Behavior through the mediation of social undermining and moderating role of Power distance. This chapter will discuss the findings of the study and also provides the justification of the results and offers further insight for practitioners and theorists as well.

In our current study we have examined three hypotheses in order to study the impact of punitive supervision on Organization Citizenship Behavior. At first, the association between punitive leadership and Organization Citizenship Behavior



was tested. Secondly, the mediating role of social undermining between punitive supervision and Organization Citizenship Behavior was analyzed and moderating role of Power distance was tested between punitive supervision and Organization Citizenship Behavior. Demographics were controlled while testing these associations. Generally, a good support for most of the proposed hypotheses is observed through empirical analyses. For this purpose, data for the suggested hypothesis were collected from the public sector of Rawalpindi and Islamabad.

The main conclusion of the study is that punitive supervision in the Organization decreases the employees Organization Citizenship Behavior. However, both independent and dependent variables give affirmative result between the relationship and their association, which means in the presence of punitive supervision effect of Organization Citizenship Behavior. On the other hand, punitive supervision has negative impact and it makes the relationship weak, indicating that in the presence of punitive supervision the effect of Organization Citizenship Behavior decreases. With the help of different techniques of the analysis, all the hypothesis is proved and accepted except once.

The hypotheses wise discussion of each relationship is given below: gives positive result between the relationship of punitive supervision and Organization Citizenship Behavior, which means in the presence of punitive supervision effect of Organization Citizenship Behavior is reduced. On the other hand, social undermining has negative impact and it makes the relationship weak, indicating that in the presence of punitive supervision the effect of Organization Citizenship Behavior decreases. With the support of different techniques of the analysis, the entire hypothesis is proved and accepted except one. The hypotheses wise discussion of each relationship is given below:

### **5.1.1 Discussion on Research Question 1**

The first research question the study addressed was:

**Q1:** Does punitive supervision lead to Organization Citizenship Behavior?

While the subsequent hypothesis we formulated was:

**H1:** Punitive supervision has a negative impact on Organization Citizenship Behavior.

The hypothesis was developed based on the existing literature. Nonetheless, the findings of this study supported the first hypothesis that punitive supervision is negatively associated with employees Organization Citizenship Behavior. The results provide strong reasoning for the hypothesis of H1 of the study, which indicates that if there is a one-unit change in punitive supervision then there is a probability that employee Organization Citizenship Behavior would decrease.

The study focused on the actions and behaviors studies of a destructive or weak supervisor (Harris & Jones, 2018). A punitive supervision is form of an abusive supervision, where the basic difference in punitive supervision is that punitive supervisors is blaming employees for their mistakes, react negatively to employees mistakes, and show aggression to them verbally that has further negative consequences. A punitive supervisor is thought to create frustration among employees, which is linked with negative feelings about ones creative mind that reduce the occurrence of employee creativity as they become more conscious about work and not use their ideas to explore new ways to achieve targets.

Punitive supervisors never inspire employees to improve and think out of the box that decreases the confidence of their subordinate employees, which ultimately results in the low creativity of employees. There are many studies on the dark side of leadership but there has been no study found between the relationship of punitive supervision and OCB.

### 5.1.2 Discussion on Research Question 2

The second research question the study addressed was:

**Q2:** Does the social undermining mediate the relation between Punitive Supervision and Organization Citizenship Behavior?

While the subsequent hypothesis we formulated was:

**H2:** Employee social undermining mediates the relationship between punitive supervision and Organization Citizenship Behavior.

The second hypothesis H2 has been accepted. Employee social undermining as a mediator between punitive supervision and OCB remained effective. The results of the second hypothesis H2 revealed that employee social undermining decrease employee creativity.

It could be seen in the literature review above that there are some studies of employee social undermining with other types of the dark side of leadership and with employee OCB but there is little attention paid to how punitive supervision trigger responsive states of employees which is employee social undermining and then how employee social undermining leads to decrease in OCB. The leader or supervisor creates an atmosphere best suitable in any organization, so if a leader does not cooperate or does not raise the value of the work or any ideas by shared by their employees then definitely it creates a stressful situation for employees through which employee social undermining level increases, therefore employees further misbehave with their colleagues, which causes a decrease in their OCB.

### 5.1.3 Discussion on Research Question 3

**Q3:** Does power distance moderates the relationship between Punitive Supervision and Organization Citizenship Behavior?

While the subsequent hypothesis we formulated was:

**H3:** Power Distance moderates relation between Punitive Supervision and Organization Citizenship Behavior in such a way that relation between Punitive Supervision & Organization Citizenship Behavior will be weak when Power Distance will be high & vice versa.

This hypothesis got rejected, as the results of the current study show an insignificant relationship. Earlier research studies have recognized the pivotal part of individual differences in explaining and determining detrimental behaviors in the workplace, as shown that personal dispositional traits act as a moderator within workplace relationships and behaviors. In this perspective, one of the key personal Characteristics of OCB has gained very little attention. The concept of perceived control has been widely studied, as it is found that control of belief is connected

with a range of psychological and behavioral results and based on personal experience.

Individuals have the different dispositional tendency to believe that they can control or cope up with the distressed environment and become happy over time. This fact has denied the way some individuals are unable to observe the linkage between their actions and outcomes (external), while others have the lasting belief that consequences are functions of their actions (internal) (Ng, Sorensen, & Eby, 2006).

The impact of power distance as a moderator can be explained through past researches, which is partially or wholly in support of the positive impact of Power distance as a moderator (Lanz & Bruk-Lee, 2017). Higher perceived stress and lower resilience were associated with increased adverse behaviors (Feng & Wang, 2019). This may be because punitive supervision's adverse impact is sufficient to make employees perceive a lack of power that the employee's tolerance becomes poor, leading to hiding employee information. Lack of organizational interventions also exacerbates the problem and, in simple words, employees with a lower level of personal attributes like resilience become perpetrators of negative behaviors like knowledge hiding and then such organizations suffer the form of delinquent behaviors and resulting low performance.

## **5.2 Research Implications**

### **5.2.1 Theoretical Implications**

In this research there are few theoretical implications as well, which are elaborated one by one. The present study explored the link of punitive supervision and employee OCB. Earlier, limited knowledge is available related to punitive supervision and outcome variables employee OCB in our cultural aspect. This research contributes to the literature by exploring the process by which experiences to punitive supervision effects employee OCB. Therefore, this is a new era of study and contribution to our study.

Secondly, the role of employee social undermining and social undermining as the emotional states and punitive supervision has not been earlier studied in the Pakistani context with specific consideration of public sector employees; therefore, this study has contributed as how punitive supervision leads employees to social undermining. Personal dispositional factors of the supervisor modify the implications of negative actions in the workplace. Employee undermining is influential in providing the victim with the strength to apply psychological adjustments, emotional regulations, and behavioral orientation. Beyond theoretical advancements to the research of punitive supervision, the present study also expands the emotions literature by asserting that various work situations behave as negative events (i.e. punitive supervision) and these events probably trigger negative emotions (i.e. employee's social undermining and knowledge hiding) which eventually instigate negative behavioral reactions (i.e. lower employee's OCB). Therefore, the present study delineates theoretical implications to the emotions research by manifesting support for hypothesized associations. The consequences of punitive supervision are generalized across Pakistan that could be fruitful for further implementation.

### **5.2.2 Practical Implications**

This study has some important implications for the public sector organizations operating in Pakistan. The idea of punitive supervision has gained very little attention until now; even though punitive supervision exists at almost each hierarchy levels of public/private sector organizations. The leading factors that may be influential in such is that such events are not properly reported due to various factors. It is certain that the consequences of punitive supervision in the workplace consist of multiple detrimental effects; however, organizations may take actions to curb its tendency.

A typical measure, which may be adopted, is to include such Standard Operating Procedures (SOPs) which are placed to handle such behaviors. Organizations may educate employees to report such incidents of punitive behaviors of leaders at the appropriate level to mitigate such issues and highlight the perpetrators, with the reassurance to defend the interest of the victims. Moreover, given the circumstance

that personal dispositional and emotional states of the individuals frame the final outcomes of punitive supervision at either positive or negative directions, it is imperative for the organizations to re-visit its selection and assessment criteria as well. Empirical studies have established the fact that employees with a low level of employee OCB under the state of enhanced employee social undermining are more prone to negative impacts of punitive supervision, this study is of particular importance.

It is suggested that the public sectors Organizations may focus more on the selection/growth of such candidates who are psychologically and emotionally fit so that they can evade many of the workplace maledictions from both the perception of the perpetrator and victims as well. Through a timely psychological evaluation mechanism, while selecting/shortlisting of a potential candidates (supervisors/employees) for employment as per the nature of the job and working environment.

Similarly, public sector Organization may also adopt an intervention strategy to minimize the effects of negative behaviors for its existing employees. Moreover, the public sector may also introduce intervention strategies and advanced level in-house training programs for supervisors and employees to develop their capabilities of managing/avoiding negative experiences and behaviors. Usually, it has been observed that the occurrence of bullying and detrimental behavior by leaders/bosses has a downward bearing and therefore, advance technique such as appraisal measures (like the 360-degree appraisal approach) may be a useful tool in gauging the assessment of a leaders/bosses in terms of his behaviors towards subordinate staff.

### **5.3 Limitations of the Research**

In every study, there exit few obstacles, hence in the current study there are also few limitations, which we identified while conducting our particular study. We made our best attempt to use all means and resources available to us to meet the required standards of a professional study. Like, the data collection for the current study is cross sectional due to time and resources limitations, as this does

not permit for making deduction regarding causality between variables study as shown in hypothesized model. Similarly, the current research takes only public organizations into consideration the limitation is the generalizability of the study. Third, as some leadership research explore leadership on group level rather than individual level, the subordinate-supervisor dyad utilized in the current research may serve as limitation. Another limitation of the current study is that it missed three-way interaction as the result shows that power distance strengthens the relationship of punitive supervision and employee OCB. As the current study, did not condition power distance with another moderator, which is a three-way interaction effect. Therefore, for further study the recommendation is for condition effect of the moderator “Power Distance” with another moderator may be utilized to investigate this relationship.

## 5.4 Future Research Directions

There is space for improvement in everything, which gives way for future directions. Likewise, there are few suggestions regarding the existing research on which research should be directed in future. Firstly, as already stated above the current research foundation is set. Surely, other theories may give substitute explanation to the links theorized. Future researchers would also have the advantage from delineation of other well documented and credible theories in order to pledge further support to hypothesized model or develop substitute mechanisms or explanation for apprehending the links between variables exhibited in the current study.

Secondly, the current study utilized cross sectional method for data collection, it is suggested that any future research should utilize different research designs like longitudinal designs that could bestow predictive validity to the present study (Hobfoll, 1989).

Thirdly, as the subordinate-supervisor dyad studies in this study is on individual level. According to research by Greenbaum, Mawritz, and Eissa (2012) employees working in the same group are likely to be influenced by similar leadership behaviors, suggesting that leadership behaviors operate at the group level”. Therefore,

future research on leadership, involving research on social undermining should investigate these links at group level for the generalizability across different level such as peer to peer or in different timelines.

Future research can build on our findings to fully explain the role of numerous leader behaviors, traits, and characteristics in facilitating or an antecedent of employees OCB such as abusive leadership and accordingly can also explore that either this relationship is applicable in cross-culture or not. One of the areas that future research may engage is the domain of moderators that influence the hypothesized model of employees OCB.

Particularly, in current study cultural dimension power distance used as a moderator for further investigation use other cultural dimensions such as individualism, collectivism or psychological capital, locus of control, and consciousness to study the relationship between punitive supervision on employee's OCB.

## **5.5 Conclusion**

In light of the discussion above, it could be argued that the supervisory role plays a significant part in organizational existence and its evolution in terms of its effect on employee's responses and performances in the workplace, however, as now organizations are also concerned that how supervisors directly/indirectly affects its employees. The notion of the existing of a dark side of leadership has gained much attention over sometime due to its detrimental effects on employees and organizations. Due to its widespread nature and exorbitant impact of punitive supervision on individuals and organizations, the researchers need to start research to completely observe and comprehend the causes that make supervisors delineate such punitive behavior.

The purpose and focus of the research were to identify the relationship between punitive supervision and employee Organization Citizenship Behavior within an integrative framework under the underpinning assumptions of LMX theory in the public sector organizations of Pakistan. Anyhow, our research work contributes to the literature of punitive supervision and employee's OCB. As punitive supervision



is a recent variable introduced, so these findings would further produce the boulevards for the leadership researchers. In our study we have given various practical as well as theoretical implications and also provided new ways to other researchers for future studies.

# Bibliography

- Allworth, E., & Hesketh, B. (1999). Constructoriented biodata: Capturing change-related and contextually relevant future performance. *International journal of selection and assessment*, 7(2), 97-111.
- Anssen, O., & Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. *Academy of management journal*, 47(3), 368-384.
- Aronson, E. (2001). Integrating leadership styles and ethical perspectives. *Canadian Journal of Administrative Sciences*, 244256.
- Ashforth, B. E. (2009). Petty Tyranny in Organizations:. *Canadian Journal of Administrative Science*, 126-140.
- Asrar-ul-Haq, M., & Kuchinke, K. P. (2016). Impact of leadership styles on employees attitude towards their leader and performance: Empirical evidence from Pakistani banks. *Future Business Journal*, 54-64.
- Balwant, P. T. (2016). Transformational instructorleadership in higher education teaching: a meta analytic review and research agenda. *Journal of leadership studies*, 20-42.
- Baron, D. (1999). *Moses on management:50 leadership lessons from the greatest manager of all time*. Simon and Schuster.
- Bjugstad, K., Thach, E. C., Thompson, K. J., & Morris. (2006). A. (2006). A fresh look at followership: A model for matching followership and leadership styles. *Journal of behavioral and applied management*, 304-319.

- Braun, S., Kark, R., & Wisse, B. (2018). Editorial: Fifty Shades of Grey: Exploring the Dark Sides of Leadership and Followership. *Frontiers in Psychology*, 9:1877.
- Brown, A. D. (2019). Identities in Organization Studies. *SAGE Journals*, 7-22.
- Bryman, A., & Bell, E. (2007). *Business Research Methods*. Oxford: 2nd ed. Oxford University Press.
- Byrne, B. M. (1994). *Structural equation modeling with EQS and EQS/Windows: Basic concepts, applications, and programming*. Basic concepts, applications, and programming. Sage. .
- Cangiano, F., Parker, S. K., & Yeo, G. (2018). Does daily proactivity affect wellbeing? The moderating role of punitive supervision. *Journal of Organizational Behavior*, 2321.
- Cohen, P. W. (2014). Applied multiple regression/correlation analysis for the behavioral sciences. *Psychology Press*.
- Cooper, D. R. (2007). *Business Research Methods*. 9th ed. New York: : McGraw Hill.
- Dansereau Jr, F. G. (1975). A vertical dyad linkage approach to leadership within formal organizations: A longitudinal investigation of the role making process. *Organizational behavior and human performance*, 46-78.
- Day, R. C., & Hamblin, R. L. (1964). Some effects of close and punitive styles of supervision. *American journal of Sociology*, 69(5), 499-510.
- Duffy, M. K., Ganster, D. C., & Pagon, M. (2002). Social Undermining in the workplace. *Academy of Management Journal*, 331-351.
- Einarsen, S., Aasland, M. S., & Skogstad, A. (2007). Destructive leadership behaviour: A definition and conceptual model. *The Leadership Quarterly*, 207-216.
- Eissa, G., Wyland, R., & Gupta, R. (2020). Supervisor to coworker social undermining: The moderating roles of bottom-line mentality and self-efficacy. *Journal of Management & Organization*, 26(5), 756-773.

- Emery, C. R., & Barker, K. J. (2007). The effect of transactional and transformational leadership styles on the organizational commitment and job satisfaction of customer contact personnel. *Journal of organizational culture, communications and conflict*, 77.
- Ghani, U. T. (2020). Tit for Tat: Abusive Supervision and Knowledge Hiding-The Role of. *International Journal of Environmental Research and Public Health*, 17 (4), 1240.
- Gumusluoglu, L., & Karakitapolu-Aygn, Z. &. (2013). Transformational leadership and R&D workers' multiple commitments: Do justice and span of control matter? *Journal of Business Research*, 2269-2278.
- Hair, J. F. (n.d.). *Multivariate data analysis*. (Vol. 6).
- Harris, A., & Jones, M. (2018). Leading schools as learning organizations. *Taylor & Francis*, 38.
- Hayes, A. F. (2012). *PROCESS: A versatile computational tool for observed variable mediation, moderation, and conditional process modeling*.
- Henriques, L., Curado C., M. H., Jernimo, & Martins, J. (2019). Facing the dark side: how leadership destroys organisational innovation. *Journal of technology management & innovation*, 18-24.
- Hoobler, J. M., & Hu, J. (2013). A model of injustice, abusive supervision, and negative affect. *The Leadership Quarterly*, 256269.
- Hu, L. T. (1995). Evaluating model fit.
- Ilies, R., Nahrgang, J. D., & Morgeson, F. P. . (2007). Leader-member exchange and citizenship behaviors: A Meta-Analysis. *Journal of applied psychology*, 92(1), 269.
- Islam, N. (2004). Sifarish, sycophants, power and collectivism: Administrative culture in Pakistan. *International review of administrative sciences*, 70(2), 311-330.
- Jahanzeb, S., Fatima, T., Bouckenooghe, D., & Bashir, F. (2019). The knowledge hiding link: a moderated mediation model of how abusive supervision

- affects employee creativity. *European Journal of Work and Organizational Psychology*, 28(6), 810-819.
- Kelley, S. W. (1992). Developing Customer Orientation among Service Employees. *Journal of Academy of Marketing Sciences*, 27-36.
- Kline, R. B. (1998). *Structural equation modeling*. . New York: : Guilford.
- Latour, S. M., & Rast, V. J. (2004). Dynamic Followership: The Prerequisite for Effective Leadership. *Air & Space Power Journal*, 102-110.
- Lee, E., V., Dedrick, R. F., & Smith, J. B. (1991). The effect of the social organization of schools on teachers' efficacy and satisfaction. *Sociology of education*, 190-208.
- Lipman-Blumen, J. (2005). Toxic Leadership: When Grand Illusions. *Oxford University Press*, 111204.
- Liu, D., Liao, H., & Loi, R. (2012). The dark side of leadership: A three-level investigation of the cascading effect of abusive supervision on employee creativity. *Academy of management journal*, 55(5), 1187-1212.
- Liu, W., Tangirala, S., Lee, C., & Parker, S. K. (2019). New directions for exploring the consequences of proactive behaviors: Introduction to the special issue. *Journal of Organizational Behaviour*, 2334.
- Mackey, J. D. (2017). Abusive supervision: A meta-analysis and empirical review. *Journal of management*, 43(6), 1940-1965.
- Martinko, M., Harvey, P., Brees, J., & Mackey, J. (2013). A review of abusive supervision research. *J. Organ. Behav*, S120S137.
- Mary Uhl-Bien, R. E. (2014). Followership theory: A review and research agenda. *The Leadership Quarterly*, 83-104.
- McDowall, A., & Saunders, M. N. (2010). UK managers' conceptions of employee training and development. *Journal of European Industrial Training*, 34, 609-630.
- McGregor. (1976). An analysis of leadership. In I. W. (Eds., *Leadership and social change* (pp. 2nd ed., pp. 16-24). CA: La Jolla,: University Associates.

- Molino, M., Cortese, C., & Ghislieri, C. (2019). Unsustainable working conditions: The association of destructive leadership, use of technology, and workload with workaholism and exhaustion. *Sustainability*, 446.
- Moorkamp, M. J. (2010). Joint inversion of receiver functions, surface wave dispersion, and magnetotelluric data. Joint inversion of receiver functions, surface wave dispersion, and magnetotelluric data. *Journal of Geophysical Research: Solid Earth*, 115(B4).
- Organ, D., Podsakoff, P., & MacKenzie, S. (2006). Organizational Citizenship Behavior: Its Nature, Antecedents. In W. P. Dennis. Thousand Oaks, CA: SAGE Publications.
- P.Lopez, Y., Dohrn, S., & Posig, M. (2019). The effect of abusive leadership by coaches on Division I student-athletes performance: The moderating role of core self-evaluations. *Sport Management Review*, 130-141.
- Parry, K., & Bryman, A. (2006). *Leadership in organizations. The SAGE handbook of organization studies*. 447.
- Pearce, C. L., & Sims, J. H. (2002). Vertical versus shared leadership as predictors of the effectiveness of. 172197.
- Peltokorpi, V., & Ramaswami, A. (2019). Abusive supervision and subordinates physical and mental health: The effects of job satisfaction and power distance orientation. *The International Journal of Human Resource Management*, 893919.
- Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior research methods, instruments, & computers*, 36(4), 717- 731.
- Pride, W. H. (2008). *A Guide to Business*. . 9th ed. Boston: : Houghton Mifflin Company.
- Raza, B., Ahmed, A., Zubair, S., & Moueed, A. (2019). Linking workplace deviance and abusive supervision: moderating role of positive psychological capital. *International Journal of Organizational Leadership*, 95-111.

- Saeed F., H. A., Fatima, Junaid, V. I., & Zehra, M. .. (2019). The Pressing Need to Raise Awareness about Osteoarthritis Care among Elderly Females in Pakistan: A Cross-sectional Study. *Cureus*, e5302.
- Schilling, J. (2009). From Ineffectiveness to Destruction: A Qualitative Study on the Meaning of Negative Leadership. *SagePub*, 102-128.
- Schmid, E. A., Pircher, V. A., & Peus, C. V. (2018). Different shades different effects? Consequences of different types of destructive leadership. *Frontiers in psychology*, 1289.
- Schyns, B. P. (2005). Comparing antecedents and consequences of leader-member exchange in a German working context to findings in the US. *European Journal of Work and Organizational Psychology*, 14(1), 1-22.
- Schyns, B., & Schilling, J. (2013). How bad are the effects of bad leaders? A meta-analysis of destructive leadership and its outcomes. *The Leadership Quarterly*, 138158.
- Sekaran, U., & Bougie, R. (2016). A skill building Approach. *John Wiley & Sons*.
- Shrout, P. E. (2002). Mediation in experimental and nonexperimental studies: new procedures and recommendations. *Psychological methods*, , 7(4), 422.
- Somech, A., & DrachZahavy, A. (2004). Exploring organizational citizenship behaviour from an organizational perspective: The relationship between organizational learning and organizational citizenship behaviour. *Journal of occupational and organizational psychology*, 77(3), 281-298.
- Steiger, J. H. (1990). Structural model evaluation and modification: An interval estimation approach. *Multivariate behavioral research*, 25(2), 173-180.
- Tepper, B. J. (2002). Consequences of abusive supervision. *Academy of management journal*, 178-190.
- Tepper, B. J., Moss, S. E., & Duffy, M. K. (2011). Predictors of Abusive Supervision: Supervisor Perceptions of Deep-Level Dissimilarity, Relationship Conflict, and Subordinate Performance. *The Academy of Management Journal*, 279-294.

- Ullman, J. B. (2001). *Structural equation modeling. U: BG Tabachnick, LS Fidel (ur.)-Using Multivariate Statistics.*
- Van Teijlingen, E. R. (2001). The importance of conducting and reporting pilot studies: the example of the Scottish Births Survey. *Journal of advanced nursing, 34*(3), 289-295.
- Wang, G., Harms, P. D., & Mackey, J. D. (2015). Does it take two to tangle? Subordinates perceptions of and reactions to abusive supervision. *Journal of Business Ethics, 131*(2), 487-503.
- Wu, C. H., & Parker, S. K. (2017). The role of leader support in facilitating proactive work behavior: A perspective from attachment theory. *Journal of Management, 43*(4), 1025-1049.
- Yukl, G. (2002). A Hierarchical Taxonomy of Leadership Behavior: Integrating a Half Century of Behavior Research. *Journal of Leadership and Organizational Studies, 15*-32.
- Yukl, G. (2012). Effective Leadership Behavior: What We Know and What Questions Need More Attention. *Academy of Management Perspectives, 66*-85.
- Zhang, Y., & Liao, Z. (2015). Consequences of abusive supervision: A meta-analytic review. *Asia Pacific Journal of Management, 32*(4), 959-987.
- Zikmund, W. G. (2003). *Business research methods.* Thomson/South-Western: Appendices.



# Appendix A

## Questionnaires

Dear Respondent,

I am Student at Capital University of Science and Technology (CUST), enrolled in MS. Management Sciences Program. I am collecting data for my research, titled “Impact of punitive Supervision on Organizational Citizenship Behavior: Mediating Role of Social Undermining and Moderating Role of Power Distance”. The research sample chosen for analysis are the employees working at administrative level position in Public sector.

For this purpose, I need some of your valued time to answer the questions. This questionnaire will hardly take your 5 minutes. Please feel free to share precise information as its optimal confidentiality will be ensured, and data will only be used for academic purposes.

Thank you!

Sikandar Abbas

MS Scholar,

Capital University of Science and Technology, Islamabad

**Section I: Demographics**

Please provide following information.

**Gender**

<b>1</b>	<b>2</b>
Male	Female

**Age**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
18-25	26-33	34-41	42-49	50 and above

**Qualification**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Bachelor	Master	MS/M.Phil	PhD	Post PhD

**Experience**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
0-5	6-10	11-16	17-22	23-28

**Section II: Punitive Supervision**

Please indicate the response that describe your belief about your supervisor in general.

The scale ranges from:

1 = Strongly Disagree, 2=Disagree, 3= neither Agree/norDisagree, 4=Agree and 5 = Strongly Agree.

1	My supervisor gets angry or upset with staff if they make a mistake.	1	2	3	4	5
---	--	---	---	---	---	---

2	My supervisor takes responsibility away from staff if they make a mistake.	1	2	3	4	5
3	My supervisor blames staff personally if things go wrong.	1	2	3	4	5

### Section III: Social Undermining

Please indicate the response that describe your belief about your supervisor in general.

The scale ranges from:

1 = Strongly Disagree, 2=Disagree, 3= neither Agree/norDisagree, 4=Agree and 5 = Strongly Agree.

**How often your supervisor has intentionally,**

1	Hurt other member's feelings?	1	2	3	4	5
2	Put another team member down when he/she questioned work procedures	1	2	3	4	5
3	Undermined another team member's effort to be successful on the job?	1	2	3	4	5
4	Let another team member know you did not like them or something about them?	1	2	3	4	5
5	Talked bad about them behind their back?.	1	2	3	4	5
6	Insulted them	1	2	3	4	5
7	Belittled another team member or team members ideas	1	2	3	4	5

8	Spread rumors about a member of my group?	1	2	3	4	5
9	Made them feel incompetent?	1	2	3	4	5
10	Delayed work to make them look bad or slow them down?	1	2	3	4	5
11	My supervisor talked down at them?	1	2	3	4	5
12	Gave a team member the silent treatment?	1	2	3	4	5
13	Did not defend them when people spoke poorly of them?	1	2	3	4	5

#### Section IV: Organizational Citizenship Behaviors

Please indicate the response that describe your belief about your supervisor in general.

The scale ranges from:

1 = Strongly Disagree, 2=Disagree, 3= neither Agree/norDisagree, 4=Agree and 5 = Strongly Agree.

**How often your supervisor has,**

1	Helps other who have been absent.	1	2	3	4	5
2	Helps others who have heavy work-loads.	1	2	3	4	5
3	Assists supervisor with his/her work (when not asked).	1	2	3	4	5
4	Takes time to listen to co-workers' problems and worries.	1	2	3	4	5

5	Goes out of way to help new employees.	1	2	3	4	5
6	Takes a personal interest in other employees.	1	2	3	4	5
7	Attendance at work is above the norm.	1	2	3	4	5
8	Gives advance notice when unable to come to work.	1	2	3	4	5

### Section V: Power Distance

Please indicate the response that describe your belief about your supervisor in general.

The scale ranges from:

1 = Strongly Disagree, 2=Disagree, 3= neither Agree/norDisagree, 4=Agree and 5 = Strongly Agree.

1	Managers should make most decisions without consulting subordinates.	1	2	3	4	5
2	It is frequently necessary for a manager to use authority and power when dealing with subordinates.	1	2	3	4	5
3	Managers should seldom ask for the opinions of employees.	1	2	3	4	5
4	Managers should avoid off-the-job social contacts with employees.	1	2	3	4	5
5	Manager should not delegate important task to employees.	1	2	3	4	5