

CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**The Effect of Abusive Supervision  
on Employee Silence: Mediating  
Role of Justice Perception and  
Moderating Role of Equity  
Sensitivity**

by

**Erum Naz**

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

in the

Faculty of Management & Social Sciences

Department of Management Sciences

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*To my beloved parents*



CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY  
ISLAMABAD

**CERTIFICATE OF APPROVAL**

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Role of Equity Sensitivity**

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## *Abstract*

The purpose of the study is to explore the impact of abusive supervision on employee silence. This study is based on the Conservation of Resource (COR) theory, and the main objective is to expand our knowledge on the destructive impacts of abusive supervision. Abusive supervision is defined as the subordinate's perceptions that their manager is involve in the continuous display of aggressive verbal and nonverbal behavior. The COR theory discusses the sensitivity of employees being emotionally over extended by their work and it is expressed by both physical exhaustion and psychologically and emotionally tired.

The data for the present study were collected from a sample of 274 respondents from the private sector organizations of Pakistan which includes banks (MCB, Allied Bank, Habib Bank, Soneri Bank), telecommunication sector (Mobilink, Ufone), housing societies (Behria town, Fasial residencia). Outcomes of this study indicate that there is a positive relationship between abusive supervision and employee silence, and justice perception mediates the relationship between abusive supervision and employee silence.

We further observe that the equity sensitivity moderates the relationship between abusive supervision and employee silence, such that if the equity sensitivity is high than the (positive) relationship between the abusive supervision and employee silence would be stronger. Present study is a significant contribution in the area of management sciences and it has further multiple implications at managerial level and academic level. In future, it would interesting to explore if the present research, for example, is applicable in the cross cultural contexts.

**Keywords:** Abusive supervision, Employee silence, Justice perception, Equity sensitivity.



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# Chapter 1

## Introduction

### 1.1 Background

Supervision and leadership are essential part of a workplace that intends to take advantage of its success potential. Leaders are usually considered as role models, a foundation of encouragement for their followers and employees, therefore, behaviors of supervisors and managers are long been studied in literature. In the last few years, there has been an improved attention in studying the injurious or negative behaviors in the organizations. Abusive supervision can have severe consequences on employees' well-being (Duffy, Ganster, and Pagon, 2002; Hoobler and Brass 2006), attitudes (Tepper, Duffy, Hoobler, and Ensley, 2004), and deviant behavior (Burton and Hoobler 2011; Lian, Ferris, and Brown, 2012; Liu, Kwong, Wu, and Wu, 2010; Tepper, Carr, Breaux, Geider, Hu, and Hua, 2009; Thau, Bennett, Mitchell, and Marrs, 2009).

Despite the increasing body of research on abusive supervision in the previous years (Martinko, Harvey, Brees, and Mackey, 2013), relatively slight research consideration has been paid to analysts of abusive supervision, particularly analysts linked with subordinates (Henle and Gross 2014; Mawritz, Mayer, Hoobler, Wayne, and Marinova, 2012; Restubog, Scott, and Zagenczyk, 2011; Shoss, Eisenberger,

Restubog, and Zagenczyk, 2013). (Tepper, Moss, and Duffy, 2011) observed managers' observed deep-level distinction with their workers, managers' perceived relationship clash with employees, and supervisor's rankings of subordinate's task performance as predictors of perceptions of abusive supervision. Greatly this study emphasizes on deviant behaviors of subordinates (Bennett and Robinson, 2003). Many researchers, however, have recently studied the destructive behaviors supervisors commit specifically the abusive supervision (Tepper, et al., 2004).

In the last few years, this concept has grasped much attention and many other similar concepts have been developed like abusive supervisor (Tepper, 2000), workplace bullying (Hoel, Glaso, Hetland, Cooper, and Einarsen, 2010), destructive leadership (Einarsen, Aasland, and Skogstad, 2007), etc. Organizations' performance and reputation always hurt by this negative leadership styles by reducing employee's dedication and commitment, productivity, involvement and motivation. In the past few decades of progression in academic and public interest in the ultimate response of supervision within their organization (Whitman, Halbesleben and Holmes, 2014), such advancement have been placed because the supervisors have always a great impact over the performance of their subordinates. A number of factors affect the subordinates working experiences, for example, allocation of tasks, distribution of resources and the way in which they deal with their interpersonal relations (Whitman, et al., 2014). A similar job can be altogether different relying upon the style of management that directed by supervisor to their employee (Hershcovis and Barling, 2010).

In particular, abusive supervision has been negatively identified with employee physical comfort and to be more destructive to their attitudinal and behavioral consequences, for example, job dissatisfaction and counterproductive working behavior. Additionally, the most damaging outcome of abusive supervision is often lack of control of supervisor to their subordinates (Hutchinson, 2015). Thus, it is important to completely understand the response of subordinate to an abusive supervisor also that finds negative different consequences of abusive supervision that may provide us authentic prospect to improve employees' performance (Xu, Loi, and Lam, 2015). Furthermore, another logical response of employee toward

abusive supervision is employee's silence (Xu, et al., 2015). Employee silence refers to deliberately withholding critical information, ideas and options related to their job and organizations (Brinsfield, Edwards and Greenberg, 2009).

Research suggests that this reluctance to speak about organizational issues may be caused by leaders, which manages voice process within an organization (Donaghey, Cullinane, Dundon and Wilkinson, 2011). We focus on employee silence behavior because of its potentially severe consequences, e.g., accidents, deaths (Kiewitz, Restubog, Shoss, Garcia, and Tang, 2016). The emerging silence literature has constantly pointed out the dysfunctional relations with the superiors as the source for employee's decision to withhold logistically relevant information (Greenberg and Edwards, 2009; Morrison, 2014). Importantly, an employee's choice to remain silent is very often motivated by fear of their manager (Milliken, Morrison, and Hewlin, 2003; Dyne, Ang, and Botero, 2003). Yet, we are not aware of empirical tests of this relationship in the context of abusive supervision research to date. In addition, arguing for a link between supervisor abuse and subordinates' fear highlights another gap in the literature: little research exists that has explicitly investigated the role of discrete emotions in abusive supervision processes.

Many philosopher including Aristotle, Plato, Socrates, Nozick and Rawls have studied the concept of justice from the view point of a social norms in the society (Çetinkaya and Çimenci, 2014). However in the management literature the main attention of academicians is to study the dynamics of justice in the work environment, whereas philosophers and ethic experts consider that justice as a foundation of collective interactions and for conflicts of interest (Cughero Escofet and Fortin, 2014). In any organization justice would not only mean that how fairly salaries and rewards are being decided but also on how employees perceive about such decisions (İçerli, 2009). The perception of fairness of management would result in many positive outcomes including job satisfaction, employees taking extra initiatives and even having sense of ownership with the organization. The organizational justice would also help to reduce the negative consequences such as uncertainty and conflicts (Çetin, Basım and Karataş, 2011). The scholars have concluded that the organizational justice depends on the supply of outcomes, management of the

sharing decisions, the means used during the placement of resources, and social interactions (Çetinkaya and Çimenci, 2014).

In a developing country like Pakistan, the rate of unemployment is quite high, people find less opportunities of work, and they do not intend to leave their job due to social and economic pressure. Downsizing is considered as an important cause of abusive supervision, especially for subordinates that appear particularly vulnerable and submissive (Neves, 2014). Instead of apparent reprisal and aggression with ending relationships with supervisor (Tepper, 2007), which could result in their future job loss in a risky economic conditions, employees rather try to avoid interactions with the source of abuse by keeping a distance from their supervisor (Yagil, Ben-Zur, and Tamir, 2011; Prouska and Psychogios, 2016) and remain silent about organizational issues. Understanding the industry demands of this age where flow of information is very fast, the organizational strategies may require change with the passage of every single day due to the environmental demands. In order to fulfill customer's requirements and to satisfy them quality assurance, the concept of continuous improvement remained the core focus of employers.

In order to understand the basic concept of equity theory we quote from (Adams, 1963): "*Equity theory defines workplace motivation in terms of the perceived equity between the effort individuals put into a job and the outcomes they receive in exchange, especially compared with others in similar situations*". Understanding equity is important because employees' perception about justice generally impact his work attitudes and behaviors (Colquitt, Scott, Rodell, Long, Zapata, Conlon, and Wesson, 2013; Cropanzano, Bowen, and Gilliland, 2007). Greater the pressure employees feel, the tougher they will attempt to reinstate equity and, in that way reduce pressure. Equity scholars have commonly assumed invariance in the equity sensitivity across individuals; that they have assumed that individuals retain identical preferences for different input and outcome combinations and thus, respond in a similar way to perceived equity/inequity.

The harmful consequence of employee silence are well known, but the research on why and when employee withheld important and valued information, ideas, suggestions and concerns about their jobs and their workplace is hardly sufficient



(Morrison, 2014). Despite the proliferation of research on organizational justice, some fundamental issues remain unclear. In particular, the bulk of research on justice has focused on establishing the attitudinal and behavioral consequences of experiencing fairness and unfairness and the affective and cognitive mechanisms that underlie such experiences (Colquitt et al., 2013; Ferris, Spence, Brown, and Heller, 2012; Johnson and Lord, 2010). Hence, the present study is an important addition to this scantiness. Moreover, the causal process wherein employees consider that they are treated as unfair is also tested as an antecedent of employee silence.

## 1.2 Gap Analysis

In the modern era, several organizations are investing huge amounts and resources to strengthen leader and subordinate relationships, because they together can lead organizations towards success. Still, few leaders and employers who believe in the centralization and formalization of structure. A few studies already exist where the impact of perceptions of abusive supervision on employees has been tested. The linkage of abusive supervision with employee silence has also been tested with the mediating role of emotional exhaustion (Xu, et.al., 2015). The moderating role of equity sensitivity has not been established yet.

The main objective of the existing study is to observe Justice Perception as a core mediating mechanism where injustice refers to the idea that an action or decision is ethically right. In particular, employees working under abusive supervision feel that being silent would be a safe reply to conserve the remaining resources caused by justice perception. As per equity theory, employees feel motivated by a mental comparison of what they give (work, efforts and performance) versus what they receive in exchange (salary, possession, reward). Instead of supposing that all employees' desire is to have equal input-outcome proportions in comparison with the other employees. The equity researchers have recognized that employees' response depends upon the level of their sensitivity. The sensitive ones would prefer their input-outcome ratio to be equivalent to that of a comparison

with the other employees working in the organization (Adams, 1963). As such recently no study has been done on the effects of abusive supervision on employee silence with mediating role of justice perception and moderating role of equity sensitivity in Pakistani context. It would, therefore, contribute significantly towards the literature as well as towards the research study in Pakistan for private sector organizations.

### 1.3 Problem Statement

As abusive supervision is known as the dark side of leadership in the existing literature, and the hidden cost associated with the consequences of this type of leadership or supervisory behavior remained focus of the researchers in the last decade. However, the impact of abusive supervision on the employee silence along by the mediating role of justice perception and equity sensitivity as a moderator has not been studied. The major problem faced by the private sector organizations is rapidly increasing competition and because of that work load is high on employees. The environmental and psychological pressure on leader or supervisor that leads them towards the abusive supervision and employees towards equity sensitivity, their justice perception is high with increasing knowledge about their rights.

The moderating role of equity sensitivity is still unexplored in defining the impact of abusive supervision on employee silence with mediating role of justice perception. This is a novel domain which has not been studied yet along with all the variables, such as abusive supervision, employee silence, and justice perception and equity sensitivity. Furthermore, the existing knowledge of abusive supervision and employee silence remains partial (Morrison, 2014).

The existing study proposes Justice Perception as a basic mediating mechanism, and equity sensitivity in a moderating role. The equity theory is often used to clarify the impacts of distributive justice where precise effects are judged as rational or partial. Without timely provision of important information, the organizations fail to take corrective measures as and when required. Therefore, there is a need

to study the cost associated with the silent behaviors of employees due to their perceptions of unfairness.

## 1.4 Research Questions

The present study intends to find answers for these questions:

- Q.1.** Does abusive supervision, impact Employee Silence?
- Q.2.** Does Justice Perception mediate the relationship of the Employee Silence and Abusive Supervision?
- Q.3.** Does Equity sensitivity moderate the relationship of the Employee Silence and Abusive Supervision? As a high equity sensitivity would result in a stronger relationship between employee silence and abusive supervision.

## 1.5 Research Objectives

Research objective is to explore the relation between the variables according to the proposed model. It will also find whether equity sensitivity affect the relationship of abusive supervision and employee silence as a moderating variable?

The precise objectives of this study are;

1. To observe the relationship between Employee Silence and Abusive Supervision.
2. To examine the mediating role of Justice Perception between Employee Silence and Abusive Supervision.
3. To investigate examine the moderating role of Equity Sensitivity between Employee Silence and Abusive Supervision.

## 1.6 Significance of the Study

This study objectives are to identify the abusive supervision and its effects on employee silence in the private sector of Pakistan. This phenomenon has detrimental effects on the well-being of subordinates and on the organization as a whole. This study will help the management of the private sector to encourage interpersonal communication so that employees can discuss the important ideas, concerns and information with their supervisors timely. Up to our best knowledge, no such study has been conducted where the association of abusive supervision and subordinate silence is tested via mediating role of justice perception in the private sector of Pakistan. This will aid a theoretical contribution in the literature research, as well as will further elaborate the moderating role of equity sensitivity between abusive supervision and employee silences in private sector of Pakistan.

## 1.7 Supporting Theory

The Conservation of Resource (COR) theory is supporting all variables of the proposed research. The COR theory covers all the variables in an appropriate way, and provides both direct and indirect links between various variables. This study is going to depict the influence of abusive supervision of managers on employee silence with employee's perception of justice and their equity sensitivity. Therefore, the COR theory is generalizing all the links between the abusive supervision of a manager, employee silence, justice perception and equity sensitivity through a clear path way.

The COR theory, first coined by Stevan Hobfoll in 1988, is a theory of stress (Hobfoll, 1989), which explains the implications of stress and its management in life. In this theory, resource refers to all those objects, characteristics, conditions or any emerge that are valued to the employees. Such resources are valued because they are the ways, which help individuals to accomplish greater achievements (Hobfoll, 1988). These valuable resources can also make individuals feel stressed when they feel that their resources are threatened, are either lost or have become

unstable or when the individuals think that their efforts are not sufficient to protect and foster their resources. Hence, individuals struggle to obtain, retain, protect, and foster those things that they value.

If we relate COR theory with the proposed research model, the abusive supervision depicts a leader's behavior that creates an unfair environment in their organization where employees under their supervision are treated unethically and dishonorably. Therefore, under such conditions, the justice perception (fairness of the processes) of employees will be reduced because of their leader's unfair behavior. In other words, employees will face a depletion of psychological resources.

Subsequently, employees will have less autonomy and power for their work giving rise to a feeling of isolation and their justice perception will be reduced in the organization. However Justice Perceptions can be based on the organization's adherence, and hence justice is determined by the perceptions of consequences as encouraging or destructive to the perceiver. If employees are more equity sensitive will go towards silence because individuals differ in their attitudes and reactions to an inequitable outcome and situations. They will only perform tasks that are important for the job retraining and will not exhibit organization citizenship behavior because of their supervisor's abusive behavior.

# Chapter 2

## Literature Review

### 2.1 Abusive Supervision

Abusive supervision is one of the construct that falls under the umbrella of destructive leadership including angry outbursts, rude behavior, invasions of privacy, lying, taking credit for subordinate's success, public ridiculing, and expressions of anger directed at subordinates (Tepper, 2000). After the great work of (Tepper, 2000), there have been a number of studies in which the venomous (toxic) impacts of perceptions of abusive supervision, its impacts on employees and subsequently the organizational outcomes have been studied. Where in the result of such negative leadership is found in the form of low individual and group performance (Priesemuth, Schminke, Ambrose, and Folger, 2014), counter productive work behaviors, poor employee attitude towards job and organization (Tepper, 2000), work family conflict (Hoobler, and Brass, 2006) and psychological distress and less helping aptitude (Peng, Schaubroeck, and Li, 2014) reduction in employee well-being (Lian, Ferris and Brown, 2012). (Tepper, 2007) identified that abusive supervision causes certain cost to organization, e.g., approximately 14% of U.S. workers experience abusive supervisors resulting in an annual estimated cost of \$24 billion to organizations in the form of excessive day offs, lost productivity, and health-care costs. The targets of abusive supervision also display lower levels of

task performance resulting more poorly on official performance appraisals (Harris, Kacmar, and Zivnuska, 2007).

Negative supervisory behavior remained the area of interest of researchers since very long. Initially this behavior has been referred as supervisor undermining (Duffy, Granster and Pagon, 2002) and supervisor aggression is also used (Schat, Desmarais and Kelloway, 2006), the construct was labeled as abusive supervision and got great attention forming a broad theoretical ground in last 15 years. It includes the association between the abusive supervision and key organizational outcomes such as violent behavior (Burton and Hoobler, 2011), Low organizational citizenship behavior (Rafferty and Restubog, 2011), employees performance (Tepper, et. al., 2011), and workplace deviance (Mitchell and Ambrose, 2007), employee silence (Xu, et.al., 2015), employee knowledge sharing (Wu, and Lee, 2007) and employee creativity (Liu, Gong, Zhou, and Huang, 2017). Another study also identified displaced aggression as being an antecedent to abusive supervision (Liu, Liao, and Loi, 2012). Supervisor when felt abused by his/her seniors became more abusive to their subordinates. Hence abusive supervision at one level can promote the occurrence of further abuse at another level. Supervisor's depression mediates the relationship between supervisors' experience of injustice and abusive supervision (Tepper, et.al, 2006).

Organizations' norms and culture plays important role in cultivating or restricting the abusive tendencies in supervisors. In view of this, different organizational structures have been studied with respect to the occurrence of abusive supervision where in (Aryee, Sun, Chen, and Debrah, Aryee 2008) compared the mechanistic structure which is characterized as a highly centralized structures with mainly top-down communication with organic structures that is defined as less centralized and more collaborative. Previous studies have shown that the abusive supervision very strongly affects the mechanistic structures as compared with the organic structures. Additionally, the work climate cannot be ignored in this scenario. For example, (Mawritz, Mayer, Hoobler, Wayne, and Marinova, 2012) found that presence of a hostile work climate results in higher interpersonal deviant under abusive supervision the relationship between abusive supervision. One individual

could consider some behavior as extremely abusive while it could be quite normal for the other one (Tepper, 2000), while the characteristics of subordinates and their hostile attribution styles is also related to abusive supervision (Martinko, Harvey, Sikora, and Douglas, 2011).

Occurrence of abusive supervision may also vary with the industry and with the nature of work and customer demands. It has been proved in the recent research that abusive supervision varies within person, as the daily sleep qualities of leaders are strongly related to continuous abusive behavior, which eventually results in toxic outcomes for subordinates (Barnes, Lucianetti, Bhave, and Christian, 2015). In addition to this, supervisor's overload increases frustration in supervisor resulting in worst negative behaviors. Personality traits of the supervisors moderate the relationship of supervisor role overload and frustration (Eissa, and Lester, 2017). A recent research explored that Family Work Conflict (FWC) is one of a strong predictor of abusive supervision and employees who experience FWC display more abusive behavior towards their subordinates; this capacity is found more in female supervisors (Courtright, Gardner, Smith, McCormick, and Colbert, 2016).

## **2.2 Employee Silence**

Employees are considered as a critical source of organizational information as they can come up with ideas, significant information and suggestion for improvement of organization performance. Individuals are regarded as basis of change, creativity, learning, and innovation, e.g., the success factors of organizations. Whereas at times employees choose to remain silent and they are often reluctant to share a wide range of information and issues in their organization. As a result supervisor not only deprived of important and useful information regarding work but it also creates future problems. The construct of employee silence has become the focus of study in research of organizational behavior. It is not about nothing to say and non-communication rather it focuses on the important issues or piece of information for which employees are reluctant to share or communicate with supervisor (Tangirala and Ramanujam, 2008).



Employee silence is considered as a dysfunctional behavior which results in the form of hindrance in organizational change and it reduces the positive job attitude of employee's job satisfaction and commitment (Vakola and Bouradas, 2005). Finding the reasons and factors that cause employee silence is one of the significant issues in management because if managers ignore such factors serious and negative consequences can occur. (Van Dyne, 2003) discussed silence as a complex and multi-dimensional construct. Employee silence comprises of a greater set of behaviors including equally expressive and oppressive open choices of employees (Hewlin, 2003).

There are certain empirical and conceptual studies intended to find out the reason of employee silence about potential organizational issues (Briensfield, 2013). Employees are not restricted or forced by any of the source to remain silent at workplace rather it is treated as discretionary and deliberate choice of employee (Donovan, O'Sullivan, Doyle, and Garvey, 2016), i.e., psychological care, implicit voice theories, distribution of duty and organizational weather are tested as the antecedents of personnel' willingness or unwillingness to speak up at workplaces (Le Pine and Van Dyne, 2001; Botero, and Van, 2009). Context is a prime factor and makes individuals to exhibit certain behavior. Several contextual factors have been identified as strong predictors of employee silence including unsupportive leadership and adverse group climate (Madrid, Patterson, and Leiva, 2015). Institutional opportunities, employment rules and regulations, policies, contracts and employment protection are identified as predictor of employee silence (Khalid, and Ahmed, 2016). While a great perceived level of managerial support strengthens the confidence level of employees, which further increases positive feedback and decrease silence behavior in employees (Wang and Hsieh 2013).

Apart from the context there are many individual variables such as limited self-efficacy and the knowledge of destructive affect linked with the employee silence (Edwards, Ashkanasy and Gardner, 2009; Harvey, Martinko, and Douglas, 2009). Fear, shame and regret provide an affective process for employee silence, showing that these discrete emotions can directly restrain speaking up with ideas (Kish-Gephart, Detert, Trevino, and Edmondson, 2009). Employee sense of power is

also considered as one of the strong predictor of employee silence. There are more chances of displaying silent behavior in individuals who feel low sense of power as compared to others (Morrison, See, and Pan, 2015). The employees do not want to remain silent in some cases but they do so because they think that due to certain administrative and organizational policy factors their say will not mean anything and will not make any change (Milliken et al. 2003, Brinsfield, 2013; Kish-Gephart, Detert, Trevio and Edmondson, 2009). The most basic reason behind such behavior amongst the demonstrated reasons considered as lack of confidence. Research reveals that the employee's lack of confidence in organization in which he/she works more are the chances of organizational silence (Nikolaou, Vakola, and Bourantas, 2011).

The reluctant conduct of personnel about speaking up on crucial troubles can make contributions to terrible consequences which includes corruption (Ashforth and Anand, 2003), affected person deaths because of medication mistakes in hospitals and injuries (Schwartz and Wald, 2003). Evidence in previous research also indicates that it is not mandatory that silence is always passive response of the employees. There are certain conditions where silence is chosen intentionally in order to protect or favor colleagues. This form of silence is referred as prosaically silence in literature (Knoll and van Dick, 2013). Individuals think about the results associated with selling or highlighting any issue if promoting an issue would enhance or damage their image and on beliefs about the possibility of successfully attainment the attention of the top managing team (Ashford, Rothbard, Piderit, and Dutton, 1998). In spite of deleterious impacts of employee silence, this is considered useful as managers could avoid too much information and data and it also reduces fights between the colleagues (Van Dyne, Ang and Botero, 2003).

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

Individuals when confronted with stress feel threatened about possible future resource loss and exhaustion, hence they intend to preserve remaining resources. Individuals also invest certain remaining resources and try to engage in inactive

and defensive behaviors while trying to distance themselves from the source of stressors (Hobfoll and Shirom, 1993). It has been established in the COR theory that as compared to resource gain, resource loss is considered more significant (Hobfoll, 2011). Since psychologically depleted employees often exhibit counterproductive work behaviors and their organizational citizenship behavior is reduced (Martinko, et. al., 2013). Employee silence is a counterproductive work behavior resulting from abused subordinates as they decide to keep on silence mode instead of sharing important information and ideas they may have (Pinder and Harlos, 2001; Tangirala and Ramanujam, 2008).

Emotionally depleted individuals thus regularly resort as indicated by rationing their different resources by utilizing diminishing their assurance, bringing down their commitment as indicated by the business and decreasing their general performance efforts (Wright and Hobfoll, 2004). Also that subordinates select after attempt avoidance behavior then latent conduct in understanding to take out the mental distress related with the stressors. Silence holds employee's intention regarding dynamic necessary information and issues in relation to problems at workplace. It is not about non-communication; rather, it is individuals' choice of not deliberately reporting issues, withholding recommendations and remains silent in workplace (Pinder, et al., 2001; Tangirala, et al., 2008). In this way, research in this domain recommend that silence as like a detached counterproductive work conduct which is most likely harming to organizations (Bolton, Grawitch, Harvey, and Barber,,2012). As to COR theory perspective, talking on in essence is frequently distinctly exorbitantly and furthermore perilous (Bolino, and Turnley, 2005). It also involves more exertion, time, and quality because of the reality individual need to clean their thoughts, be waiting because of an appropriate time then afterwards articulate within a suitable behavior (Detert and Edmondson, 2011; Ng, and Feldman, 2012). Those who advise the threat viewing its reality set apart as like protestors or inconvenience creators, then they may decrease attractive individual and expert assets with circumstances (Milliken et al., 2003; Detert, and Treviño, 2010). In particular, communicating issues related with basic employment issues can likewise challenge the present state of affairs and the expert,

whose esteem might be more prominent than accessible resources or additionally prompt to future valuable asset exhaustion (Ng, et al., 2012). It is significantly less time or asset devouring than speaking (Morrison, 2011). Moreover, withholding imperative certainties could likewise decrease the conceivable as set hardship from current work.

Exploring the Tepper's (2007) studies that the effect of abusive supervision is directed by characteristics of their employees and workplace, we recognize that most of subordinates under the abusive supervision particularly are influenced by assertiveness to remain silent due to fear of recourse loss (Xu, Van Hoof, Serrano, Fernandez, and Ullauri, 2017). Moreover, we acknowledge that low-assertive employees who encounter more fear as a consequence of abusive supervision will not participate in organizational improvement issues and remain silence due to the high social and instrumental cast connected with attesting themselves. Given the negative impact regarding abusive supervision, the present study is particularly involved in silence; an adverse condition of voice such as "is failure to voice" (Morrison, 2011). Silence is damaging to organizations, as it may restrict organizational learning, confusion correction, or danger prevention (Morrison, 2014).

Furthermore, social exchange theory (Cropanzano and Mitchell, 2005) proposes that subordinates' behavior and attitude are dependent upon the activities and behavior of their supervisor, then both of parties are required to maintain certain rules and guidelines of exchange (Cropanzano and Mitchell, 2005). At the point when employee receiving suitable treatment, they will be more motivated to take part in progressing activities that are helpful for managers and their organization. But, when negative standards of exchange are activated through supervisor with hostile treatment, subordinate concentrate on the return of injuries (Gouldner, 1960). In the working environment, the power-reliance and power-asymmetry between a manager and subordinate can possibly impact on each other victim of actions (Emerson, 1976) because the negative consequences hold employees optional behavior, lowering silence cost less and is more secure than facing supervisor straightforwardly.

As per (Van Dyne, et al., 2003), silence is proactive and self-arranged, and, as Organization Citizenship Behavior (OCB), they are discretionary and can't be requested by organization. According to OCB literature, supervisor' behavior assume an imperative part in deciding employees' optional behavioral choices (Podsakoff, MacKenzie, Paine and Bachrach, 2000). Contrasted together and other presumption of OCB, silence is all the more likely in an ethical climate (Wang and Hsieh 2013) and choice by subordinate to impart an issues or issue require more boldness and mental security (Detert, and Burris, 2007). The creation of a moral and protected organizational environment, depends on supervisor and their balance behavior (Shin, 2012). Therefore, abusive supervision is accepted to apply a negative effect on subordinates' master social voice and silence.

Keeping in mind the employee's choice to remain silent and non-participation from speaking up, it is up to the supervisor that voice of employee can be taken as either positive or negative. Speaking up is considered highly-priced and risky as one has to use extra resources in order to make their ideas presentable and using right articulation in correct manner and on right time to speak up with supervisor (Ng and Feldman, 2012). Intentional decision of non-communication is logical, natural and safe way of abused subordinates for the sake of conservation of remaining resources (Morrison, 2011). Therefore, abused and stressed subordinates withhold the critical information and concerns so that they may not be deprived of professional development opportunities hence it is safely assumed that:

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

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

Organizational Justice can be defined as perception of equity and response to that perception in the organization (Greenberg, 1987). Meta analytic studies and reviews indicate that fairness in the organization is function of three dimensions of

justice: 1) Distributive Justice, 2) Procedural Justice and 3) Interactional Justice (Bies, Moag, Lewicki, Sheppard and Bazerman, 1986). Distributive Justice refers to appropriateness of outcomes. It is inherent nature of employees to feel that they are not treated in equality with others in terms of various outcomes like salary, benefits, and status prerequisites as compared to their individual attributes like qualification, skills, seniority, age and social status (Adams, 1965). Procedural Justice can be defined as the fair means by which outcomes are allocated. It also stresses upon the role of participants in decision making process. Interactional Justice refers to how one treats another. If one person shares all information, interactions are often treated as fair.

As per literature of the organizational science, justice plays a vital role in the effectiveness of an organization (Colquitt, Conlon, Wesson, Porter and Ng, 2001). An act is defined as fair if majority of individuals consider it as fair (Cropanzano and Greenberg, 1997). It is an individual's subjective sense of fairness (DiFabio, Palazzeschi and Bar-On 2012). Organizational justice is defined as how fairly the employees are treated in their workplace and how their perception affects other work related issues (Moorman, 1991). The Justice Theory is all about one's judgment of the degree of fairness in the organization. The degree to which employees perceive that the way they are treated within the organization is fair, in line and expectable as per the ethical standards (Cropanzano, Bowen and Gilliland, 2007).

Employees become uncertain and apprehensive about material and non-material resources when they feel that perceptions of justice being violated insecure which also detach them from the organization and workgroup (Colquitt, Noe and Jackson, 2002; Tyler and Lind, 1992). Justice perceptions are linked with important work outcomes including job satisfaction, organizational commitment, and organizational citizenship behaviors (Cohen Charash and Spector, 2001; Colquitt, et.al., 2001). Frustration, threat to employees self and social images and moral outrage are some of the negative behaviors produced by workplace injustice at workplace (Greenberg, 1990).

## 2.5 Mediating Effects of Justice Perception between Abusive Supervision and Employee Silence

Researchers have already shown that the abusive supervision causes emotional exhaustion which is a symptom of stress (Xu, et.al., 2015). Individuals who perceive injustice in daily routine further feel that they have less or scarce resources to sustain or solve their problems (Tepper, 2001). Given these possibilities, subordinates would experience distributive injustice when their supervisors are more abusive incurring increased cost in the form of psychological withdrawal (Sagie, Birati, and Tziner, 2002) along with the well-known costs of actual exit (Kacmar, Andrews, Van Rooy, Steilberg, and Cerrone, 2006). We can further extend our argument that employees working under abusive supervision have two choices, leaving/staying while the other is, silence (Barry, 2007).

The employees feeling dissatisfaction due to, for example, distributive injustice and abusive supervision still tend to continue their job because they are dependent on their supervisors for the salary, job, promotion, supervisor support etc. They would select more logical and safe choice of non-participation by isolating themselves from the sources of stress using some regulative tactics (Tepper, 2007). In the form of silence, to overcome mental depression of working in injustice (distributive injustice) environment. In this way can protect their remaining resources (Hobfoll, 2011).

Initially the theory of abusive supervision explained that employee's perception of injustice is the mechanism by which abusive supervision influences the behaviors and attitudes (Tepper, 2000). Many studies support the (Tepper, 2000) justice-based model of abusive supervision. It has also been established in the literature that the procedural injustice is the strong predictor of abusive supervision (Tepper, Duffy, Henle, and Lambert, 2006). While it is expected that victims of abusive supervision may perceive that organization is not adopting appropriate ways to handle abusers or to protect the targets of abuse. It has been highlighted that

the procedural injustice is case of bias suppression and violation of ethical rules and emotional distress, ill will, anger and stress are outcomes of procedural injustice (Barclay, Skarlicki, and Pugh, 2005). Where in employees perceive that the organization is not willing to oppose and handle abusive behaviors and high performing managers never even fear that the bottom line would be negatively affected. Moreover, the accuracy rule is violated when individuals take management as one, which is not collecting and using appropriate documentation to monitor supervisory behaviors that might warrant disciplinary action. In this way, they may avoid sharing ideas, concerns, issues and suggestions regarding organizational matters when they perceive that resource allocation and the procedures to distribute resources are not fair.

Individuals have firm criteria for personal respect, however, there are certain contexts which may influence these criteria such as rudeness is seen as a part of stress interview (Bies and Moag, 1986) and verbal battery and degradation as a procedural part of a drill instructor for the training of new recruits (Schein, 1990). Other than these special cases where resentment could be tolerated, it is expected by the individuals that higher management or supervisor should know the acts which may threat self and social image of subordinates (Goffman, 1967). Interactional injustice includes interactional concerns and other behaviors including unfriendliness and impoliteness from authority figure which is more related with abusive supervision (Mikula, Petri and Tanzer's, 1990). Previous research has shown abusive supervision to be a strong predictor of injustice (Tepper, 2000; Zellars, Tepper and Duffy, 2002). Employees work attitudes, psychological health, and behavioral performance is influenced as they try to ease the stress of inequity and regain justice (Tepper, 2000; Greenberg and Cropanzano, 1993). Perception of injustice make the employees withdraw and exhibit negative attitude towards outcomes of organizations (Zoghbi, 2010). Employee silence is a reaction against perceived injustice in the organization (Pinder & Harlos, 2001) which could affect employee's decisions to speak up or remain silent on some critical issues. Extending the line of research, it is therefore assumed that abusive supervision and perceived injustice will cause employees to withhold important ideas, suggestions or issues of



important nature.

***H2. Justice Perception mediates the relationship between abusive supervision and employee silence.***

## **2.6 Equity Sensitivity and its Moderating Role**

As stated earlier the equity researchers have generally presumed that the individuals possess invariance in equity. They have presumed that employees hold identical preferences for diverse input and outcome combinations and thus, respond in a similar way to perceived equity/inequity. On the other hand, (Vecchio, 1981) established that sensitivity to equity concerns controls individual reactions to inequity. (Huseman, Hatfield and Miles, 1987) introduced three groups of employees that vary with respect to their comparative equity preferences: (a) Benevolent or “givers” who prefer to give more than they receive; (b) Equity sensitives, who prefer combinations in which the balance of inputs to outcomes are equal; and (c) Entitled or “takers” who prefer to receive more than they give.

Abusive supervision (Tepper, 2000), is a toxic and prevalent phenomenon that has caught the attention of researchers and consultants alike. Indeed, a burgeoning literature seeking to understand its consequences has associated perceptions of abusive supervision with a range of negative subordinate outcomes, including increased turnover intentions (Tepper, 2000), aggression (Thau and Mitchell, 2006), and psychological distress (Tepper, Simon and Park, 2017). Lowered job satisfaction and other desirable job behaviors (Tepper, Moss and Duffy, 2011). Despite this accumulation of empirical findings, several important but unanswered questions remain.

One important question is that why individuals tend toward certain responses but not others? Although research to date has documented how various subordinates, supervisors, and contextual moderators can render a subordinate more or less likely to exhibit certain responses more intensely than others (Martinko, et.al., 2013; Tepper, 2007). Their work however, does not explain different subordinates behaviors, one showing aggression other choosing turnover and yet another with

holding the organizational inputs; under the same stimulus of abusive supervision. The majority of research has focused on the aftermath of perceived abuse and little theory exists to explain the circumstances under which supervisor behaviors are perceived as abusive, in the first place (Martinko et al., 2013). It may well be that what one individual sees as abusive is considered appropriate supervisor behavior by another, but at present, it remains unclear as to why that might be. If the behaviors are not inherently “abusive” until they are observed, and if perceived abuse is what causes a host of subordinate outcomes, then describing when supervisor behavior is perceived as abusive creates a necessary starting point for understanding differences in subordinate responses.

During the past few decades, organizations have gone through traumatic transformations in order to compete successfully within their respective markets. They have been compelled to find innovative ways to improve their efficiency, reduced expenses, and efficient procedures throughout the entire organization. Furthermore, strategies must be designed and adopted are elastic and allow room for frequent reforms and the organizations’ reconfiguration as it raises and matures (Cappelli, 1999). These constraints of pressures and forces have affected the inner structure of many organizations by amending their work arrangements, as well as changing the nature of the psychological bond between the employee and employer. A psychological contract, in general, is an employee’s confidence about the mutual obligations that exist between the employee and his/her institute (Rousseau, 1998). This individual’s confidence is based on the perception that a supervisor promise has been made (e.g., competitive salaries, profile-raising opportunities, job training) and the subordinate responsibility is offered in exchange for it (e.g., give organization his/her energy, time, and practical skills) (Rousseau and Tijoriwala, 1998).

Most of the research on the psychological contract has explored employees’ undesirable reactions to unsatisfied organizational promises. Whenever promises and responsibilities have been exchanged in the situation of the employee’s supervisor relationship, the breach prolongs beyond the sense of unmet expectations of specific rewards (Rousseau, 1989). Psychological contract breaches deny employees

preferred outcomes. On an extensive level, the employee believes that he/she has been treated unfairly. This prompts employees to make efforts at restoring equity in the relationship. In this study, equity sensitivity moderates the relationship of abusive supervision and silence.

***H3. Equity sensitivity moderates the relationship between abusive supervision and employee silence in such a way that if equity sensitivity is high than relationship between abusive supervision and employee silence would be stronger.***

## 2.7 Research Model

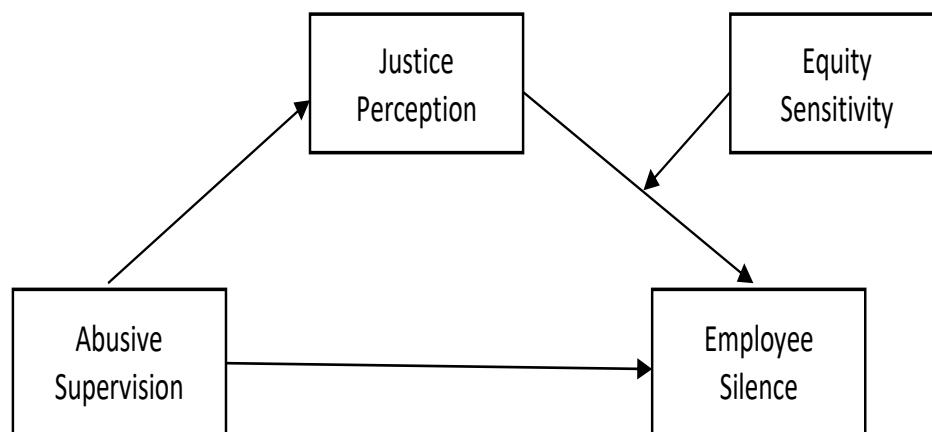


FIGURE 2.1: Research model for the impact of abusive supervision on employee silence: mediating role of justice perception and moderating role of equity sensitivity.

## 2.8 Research Hypothesis

- H1.** Abusive supervision is positively and significantly related with employee silence.
- H2.** Justice Perception mediates the relationship between abusive supervision and employee silence.

- H3.** Equity sensitivity moderates the relationship between abusive supervision and employee silence in such a way that if equity sensitivity is high than relationship between abusive supervision and employee silence would be stronger.

# Chapter 3

## Research Methodology

This chapter details the procedures and methods applied in this study. The discussion includes details regarding design of research, population, sampling techniques, sampling characteristics, instruments and reliability of all the variables and items involved in this research.

### 3.1 Type of Study

The study is rather causal in nature, targeted to explore the impact of abusive supervision on employee silence through the mediating mechanism of organizational justice. The moderating role of equity sensitivity between abusive supervision and employee silence is also tested. For this purpose, private sector organizations of Pakistan has been targeted to get the required data needed to get the authentic results.

The data was collected at one time only, therefore, the study is cross sectional in its tendency. Initially 350 questionnaires were set as a target but 274 genuine responses were collected. The sample that was selected for this study is assumed to represent the entire private sector organization's employees of Pakistan. This will help to generalize the results from the sample statistics that will likely to be exhibited by the entire private sector organization's employees of Pakistan.

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

This research is following the hypothetical deductive research method which is based on the determinism philosophy. Here previous research and the existing theories have been utilized to demonstrate and support our hypothesis which will then be tested empirically for verification of the proposed hypothesis.

As to reach a large scale of population, generally quantitative methods are used and appreciated. Hence, in this study quantitative research has been used in order to collect the quality data for the purpose of associating variables to each other and for demonstrating the nature of relationship between the variables used in the research.

## **3.3 Unit of Analysis**

The unit of analysis can range from an individual to different groups, organizations, cultures etc. As this study is focusing on the relationship between abusive supervisors and employees silence, abusive supervision is the unit of analysis for this study. In order to assess the success in business, study needed to approach different organization's supervisors which basically required to create cooperative and supportive environment in their organizations to make their businesses successful.

## **3.4 Population and Sample**

### **3.4.1 Population**

A population of research is considered as the group of characters or items that holds individualities of comparable nature (Castillo, 2009). The population utilized in this study includes employees working private sector organizations in Pakistan

which includes banks (MCB, Allied Bank, Habib Bank, Soneri Bank), telecommunication sector (Mobilink, Ufone), housing societies (Behria town, Faisal residence). As private sector organizations are the emerging source of competitive advantage for Pakistan, private sector is contributing in a considerable way to attract investors to invest, which in return is increasing the global recognition of Pakistan as a new emerging and developing country. Furthermore profitability through private sector organization cannot flourish without an effective supervision in every organization.

About 350 questionnaires were distributed in the organizations. Participants were ensured of the confidentiality about the information that they will provide for the research purpose. 319 questionnaires were returned but 274 genuine responses were collected. The overall response rate remains 78.3%. The technique in this for data collection was survey method. This method of data collection is simple and it helps to collect data from number of respondents at the same time as compared to other methods. In research studies, this method has mostly been used in order to generalize the result on whole population. Questionnaires were also distributed online to the websites of private sector organizations for the quick response. As according to past researches, online collection of data is the more convenient way of collecting data, as respondents have ease to fill the questionnaires as compared to the process of filling questionnaires through paper-pen procedure and regardless of the method of collection of data there is no significant impact on the quality of data while using any of the two methods mentioned above (Church, Elliot and Gable, 2001). Considering the time and resource constraints, the above-mentioned techniques has been very effective for data collection in the present study.

### **3.4.2 Sample and Sampling Technique**

It is very difficult to collect data from the entire population due to resource and time constraints, therefore, sampling is the commonly used procedure to collect data. For this purpose a specific group of people are chosen that are the true representatives of the required population. Generally, only those organizations were approached who have extra work load and because of that supervisors some

time show abusive behavior towards their subordinates to compel them to meet deadlines. Hence the sample selected for the research represents all the elements needed to get the required results and is a true representative of the required population.

Since, the present study is going to contribute towards the novel aspects in enhancing the justice in the workplace, so the main focus would be the private sector organizations of Pakistan. The sample consists of employees of different private sector organizations, hence data will be collected through self-reported questionnaires. Almost 350 questionnaires were distributed in the organizations. Participants were made assured of the confidentiality about the information that they will provide for the research purpose.

### **3.5 Sample Characteristics**

The demographics measured in this study are; age, work experience, employee's gender and, qualification. As it was a research about the supervisor's abusive behavior towards their subordinates in the organization the questionnaires were made to be filled by the employees only.

Sample characteristic's details are following:

**Age:** Age is considered as one of the demographics, to which respondents sometimes feel uncomfortable to disclose openly. For the sake of convenience of respondents, information about age was collected in ranges. It has been shown in Table 3.1 that most of the respondents were having age between the range of 26-33, that means 62.4% of majority respondent were having age ranging between 26-33, 31.8% of respondents were having age ranging between 18-25, 4.7% respondents were having age ranging between 34-41 and only 1.1% of the employees were having age range of 50 or above.



TABLE 3.1: Frequency by Age.

Age	Frequency	Percent
18-25	87	31.8
26-33	171	62.4
34-41	13	4.7
50 and above	3	1.1
<b>Total</b>	<b>274</b>	<b>100.0</b>

**Experience:** To collect information regarding the experience of the respondents, different ranges of experience time period were developed so that every respondent can easily sport out the specific tenure of their experience in the relevant field. It can be seen from the Table 3.2 that most of the respondents were having an experience ranging between 05-10 years, which depicts that 56.6%, 37.6% respondents were having experience ranging between 11-16 years, 4% respondents were having experience ranging between 17-22 years, 1.1% respondents were having experience ranging between 23-28 years and only .7% of respondents were having experience of 36 years and above.

TABLE 3.2: Frequency by Experience.

Experience	Frequency	Percent
05-10	155	56.6
11-16	103	37.6
17-22	11	4
23-28	3	1.1
36 and above	2	0.7
<b>Total</b>	<b>274</b>	<b>100.0</b>

**Gender:** Gender is an element which remains in highlights for the purpose to maintain gender equality, so it is also considered as the important element of the demographics because it differentiates between male and female in a given population sample. In this study, it has been tried to make sure the privilege of gender equality but still it has been observed that ratio of male managers is

considerably greater than the ratio of female managers. Table 3.3 depicts the ratio of male and female respondents, where we observed that 77.7% of the respondents are male and the rest are female.

TABLE 3.3: Frequency by Gender.

Gender	Frequency	Percent
Male	213	77.7
Female	61	22.3
<b>Total</b>	<b>274</b>	<b>100.0</b>

**Qualification:** Education is the major element which contributes towards the prosperity of the whole nation and also the basic need to compete globally. Qualification is a vibrant dimension of the demographics because education opens up many new and unique paths for success. It has been shown in Table 3.4 that most of the respondents were having qualification of Bachelor, which comprises 39% of the total respondents chosen as the true representative sample of the whole population. 30.3% of the respondents were having qualification of Masters. 29.6% respondents were having qualification of MS/M.Phil. and 1.1% of the respondents were PhD amongst the 274 respondents.

TABLE 3.4: Frequency by Qualification.

Qualification	Frequency	Percent
Matric	0	0
Bachelor	107	39.0
Master	83	30.3
MS/M.Phil.	81	29.6
PhD	3	1.1
<b>Total</b>	<b>274</b>	<b>100.0</b>

## 3.6 Instrumentation

### 3.6.1 Measures

The data was collected through the questionnaires selected from different authentic sources through adoption of those questionnaires. Questionnaires were distributed in English but were translated to Urdu where it was needed. Almost 20-30 questionnaires were distributed in each organization that has been visited during questionnaire distribution period. Questionnaires were also distributed online to the websites of private organizations for the quick response. As according to past researches, online collection of data is the more convenient way of collecting data, as respondents have ease to fill the questionnaires as compared to the process of filling questionnaires through paper-pen procedure and regardless of the method of collection of data there is no significant impact on the quality of data while using any of the two methods mentioned above (Church, Elliot and Gable, 2001).

Information about all the items i.e., abusive supervision, employee silence, justice perception and equity sensitivity has to be provided by the employees/subordinates only. All the items of the questionnaire are to be filled on a 5-points Likert-scale where 1 represents (strongly disagree), 2 represents (disagree), 3 represents (Neutral), 4 represents (Agree) and 5 represents (strongly agree) and on another scale as well where 1 represents (Never), 2 represents (Rarely), 3 represents (Some Times), 4 represents (Often) and 5 represents (Always). All these scales were approved by passing them through reliability test.

The Questionnaire includes 50 questions in total having 5 sections i.e., demographics, abusive supervision, employee silence, and justice perception and equity sensitivity questionnaires. Demographic information which includes the variables Gender, Age, Qualification and Experience, will also be collected in order to make the results more accurate and authentic by making it sure that information provided by the participants will be kept secret.

350 questionnaires were distributed and 319 were received. The actual numbers of questionnaires used for the analysis of data for demonstrating the results were 274 (78.3%). The discarded questionnaires were those which were not having the complete information hence making them not appropriate for the study.

### **3.6.2 Abusive Supervision**

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

### **3.6.3 Employee Silence**

To measure employee silence the scale has been adopted from (Tangirala and Ramanujam, 2008). The responses is obtained through 5 point Likert scale ranging from 1 = Never to 5 = Always. The items of the scale are, you kept quiet instead of asking questions when you wanted to get more information about employee safety in your workgroup, You said nothing to others about potential employee safety problems you noticed in your workgroup.

### **3.6.4 Justice Perception**

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

### 3.6.5 Equity Sensitivity

Equity Sensitivity is moderator and measured by 16 items scale developed by (Huseman, Hatfield and Miles, 1987). The rating scale ranged from 1 = strongly disagree to 5 = strongly agree.

The sample items include, I prefer to do as little as possible at work while getting as much as, I can from my employee, I am most satisfied at work when I have to do as little as possible, When I am at my job, and I think of ways to get out of work.

TABLE 3.5: Instruments.

Variables	Source	Items
Abusive Supervision (IV)	Mitchell and Ambrose, (2007)	7
Employee Silence (DV)	Tangirala and Ramanujam, (2008)	5
Justice Perception (Med)	Moorman, (1991)	20
Equity Sensitivity (Mod)	Huseman Hatfield and Mites, (1985)	16

## 3.7 Statistical Tool

Firstly single Linear Regression was carried out in order to study the casual association between the Independent variable “Abusive Supervision” and Dependent variable “Employee Silence”. Regression analysis is generally used when we have to study the impact of multiple factors on the dependent variable under the study. Regression analysis will make it assure that the previous study regarding the variables is still supporting the acceptance or rejection of the proposed hypothesis or not.

For further analysis three steps of (Preacher and Hayes, 2004) were used. In these three steps, first we have to put the dependent variable i.e., employee silence in the outcome column, the independent variable i.e., abusive supervision in the IV column and after that we have to put all the demographics in covariant column.

We have to perform both mediation and moderation through Preacher and Hayes we have to separately perform the analysis both for mediation and moderation.

### **3.8 Pilot Testing**

Before going to perform on a larger scale it would be a very proactive and effective approach to conduct a pilot testing for it, as it will avoid many risks related to waste of resources and time. Hence, Pilot testing of nearby 30 questionnaires were conducted in order to confirm that whether the results are acquainted and in line with the proposed hypothesis or not. After conducting the pilot testing it was concluded that there was no significant problem in the variables and the scales were completely reliable for the pilot study conducted.

### **3.9 Reliability Analysis of Scales Used**

Reliability is referred to a process of giving the same consistent results over and over again when the specific item is being tested over number of time. Reliability of scale depicts the ability of the scale to give consistent results when it is being tested for number of times. I have conducted reliability test through Cronbach alpha, it tells about the internal reliability of the variables and tells about if those variables have a link between them or along with that it also measures the single construct. Cronbach alpha have a range from 0 to 1. The higher the value, the higher is the reliability of the scale to measure the construct it is meant to measure. Value of alpha above 0.6 is considered to be reliable and below 0.6 is considered to be less reliable in measuring the selected set of construct. In Table 3.6, the Cronbach alpha of all the scales used in the data collection are shown. All the values of Cronbach alpha for the items used under the study are above 0.6. The items i.e., abusive supervision and justice perception, having values 0.9 shows that these two scales are highly reliable to be used in this study according the context of Pakistan.

TABLE 3.6: Scale Reliabilities.

Variables	Cronbach's Alpha	Items
Abusive Supervision	0.90	7
Employee Silence	0.75	5
Justice Perception	0.90	20
Equity Sensitivity	0.72	16

### 3.10 Data Analysis Technique

After the collection of the data that is relevant to the study from 274 respondents, the data was then analyzed on SPSS software version 20. While analyzing the data the following points were kept in consideration.

1. First of all, only the questionnaires which were filled appropriately were selected for the analysis.
2. Each variable of the questionnaire were coded and each coded variable was used for data analysis.
3. Frequency Tables were used in regard to explain the sample characteristics.
4. Descriptive statistics was conducted by using the numerical values.
5. Reliability of all the variables was checked through Cronbach alpha.
6. Correlation analysis was conducted in order to know whether there is a significant relationship exist between the variables understudied in this research or not.
7. Single linear regression analysis of Independent and Dependent variable was conducted to determine the proposed relationship.
8. Preacher and Hayes Process was used for conducting mediation and moderation to determine the existence of the role of mediator and moderator between the Independent and dependent variables.

9. Through correlation and Preacher and Hayes method, the intended hypotheses were tested to check the rejection and acceptance of the proposed hypothesis.



# Chapter 4

## Results

### 4.1 Correlation Analysis

Correlation analysis has been performed to find out the relationship between abusive supervision and employee silence, the mediating role of justice perception and the moderating role of equity sensitivity; to make the proposed hypotheses valid. Correlation analysis is conducted in order to know about the nature of variation between the two variables that if the variables vary together at the same time or not. Basically correlation analysis doesn't contain relationship between two or more than two variables because it is different from the regression analysis.

In correlation analysis, Pearson correlation analysis tells about the strength and nature of the relationship through Pearson correlation range i.e., from -0.1 to 0.1. Hence, through magnitude value we can conclude the strength of the relationship between two variables and that magnitude value can generalize by the distance of correlation from zero. If the correlation is distant from zero that means the relation between the two variables is strong and vice versa. The values are close to zero indicates that no relationship exists between the variables. Positive and negative sign depicts the nature of the relationship, if the sign is positive that means increase in one variable causes increase in the other variable and that is considered as direct relationship and in the same way if the sign is negative that

means that increase in one variable will cause decrease in another variable and that would be an indirect relationship.

Table 4.1 shows that the correlation between the variables of this study. Abusive Supervision is negatively and significantly correlated with Justice Perception of employees with ( $r = -0.517$ ,  $p = 0.013$ ), and Abusive Supervision is moderately and significantly correlated with Employee Silence with ( $r = 0.337$ ,  $p = 0.003$ ) Abusive Supervision is moderately and significantly correlated with Employee Silence with ( $r = 0.455$ ,  $p = 0.000$ ). Correlation between Justice Perception and Equity Sensitivity is low and significant with ( $r = 0.256$ ,  $p = 0.000$ ) Justice Perception is negatively and significantly correlated with Employee Silence ( $r = -0.396$ ,  $p = 0.000$ ). Equity Sensitivity is weakly and significantly correlated with Employee Silence with ( $r = -0.222$ ,  $p = 0.012$ ).

TABLE 4.1: Correlations.

Variables	1	2	3	4	5	6	7	8
Abusive Supervision	0.033	0.214	0.076	0.107	-			
Justice Perception	0.112	0.031	0.088	-0.084	-0.517**	-		
Employee Silence	0.031	0.048	-0.049	-0.045	0.337**	0.256**	-	
Equity Sensitivity	0.068	0.006	-0.068	-0.132	0.454**	-0.396**	-0.222**	-

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

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

## 4.2 Regression Analysis

As we have performed correlation analysis to analyze the existence of relationship between the variables used under the study, but we just cannot only rely on the correlation analysis because it just shows the existence of relationship between variables through an inadequate support and doesn't tells about the casual relationship amongst the variables. Therefore there is a strong need to perform regression analysis in order to collect authentic evidence of dependence of one variable on another variable. Regression analysis basically depicts the extent to which one variable depends on another variable i.e., independent variable on which it is being regressed.

The following hypothesis was presented in the present study that Abusive Supervision has positive impact on Employee Silence at workplace. The results in the Table 4.2 provide a strong reasoning for the hypothesis 1 of the study. As there is no zero present between the LL 95% Confidence interval and UL 95% Confidence interval (0.8058, 0.2637). Hence the first hypothesis of the study is accepted.

TABLE 4.2: Regression Analysis for Direct Effect of Abusive Supervision on Employee Silence.

Variables	B	SE	t	P	LL 95% CI	UL 95% CI
Constant	1.220	0.288	4.23	0.003	0.6534	1.7873
Abusive Supervision → Employee Silence	0.5347	0.1377	3.8834	0.0001	0.8058	0.2637

*n* = 274, Control variables were, Gender, Age, Experience and Qualification, \**P* < 0.05; \*\**P* < 0.01

### 4.3 Mediation Analysis

See Table 4.3, which shows mediation results of indirect effects of Abusive Supervision on Employee Silence through Justice perception has the upper and lower limits of 0.0592 and 0.3026 and zero is not present in the 95% confidence interval, thus we can conclude that Justice perception mediates the Abusive Supervision and Employee Silence relationship and our second hypothesis is hence accepted. The overall model is also highly significant where  $F = 23.81$  and  $p = 0.00$ . This is important to note that when the mediator is excluded from the IV-DV relation, the strength of the relationship between Abusive Supervision and Employee Silence decreases. That proves that mediator links this relationship between IV and DV, and provides a strong support to the acceptance of Hypothesis 2.

### 4.4 Moderation Analysis

Third hypothesis of the study predicts that Equity Sensitivity moderates the relationship between Abusive Supervision and Employee Silence; such that if Equity

TABLE 4.3: Mediation Analysis Results for Justice Perception.

Effect of IV on M		Effect of M on DV		Direct Effect of IV on DV in Presence of M		Indirect Effect of IV on DV		Bootstrap Results for Indirect Effects	
$\beta$	t	$\beta$	T	$\beta$	t	$\beta$		LL 95% CI	UL 95% CI
-0.191**	-14.6	-0.70**	-12.1	0.534**	3.88	0.1734*		0.0592	0.3026

$n = 274$ , Control variables were, Gender, Age, Experience and Qualification, \* $P < 0.05$ ; \*\* $P < 0.01$ ; (IV = Abusive Supervision, M = Justice Perception and DV = Employee Silence).

Sensitivity is high than the relationship between Abusive Supervision and Employee Silence would be weak. From Table 4.5, it can be observed that interaction term of “Abusive Supervision and Equity Sensitivity” moderates on the relationship of “Abusive Supervision and Employee Silence” has the upper and lower limits of -1.01 and -0.155 and zero is not present in the 95% confidence interval, thus we can conclude that Justice Perception moderates Abusive Supervision and Employee Silence relationship. The negative sign indicates that moderator change the direction of the relationship such that if Equity Sensitivity is high than the relationship between Abusive Supervision and Employee Silence negative.

TABLE 4.4: Moderation Analysis Results for Equity Sensitivity on Relationship of Abusive Supervision and Employee Silence.

Variables	$\beta$	SE	T	P	LL 95% CI	UL 95% CI
Constant	1.220	0.288	4.23	0.003	0.6534	1.7873
Abusive Supervision $\times$ Equity Sensitivity $\rightarrow$ Employee Silence	-0.1342	0.0410	-3.2733	0.0001	-1.01	-0.155

$n = 274$ , Control variables were, Gender, Age, Experience and Qualification, \* $P < .05$ ; \*\* $P < .01$

## 4.5 Summary of Accepted/Rejected Hypothesis

Table 4.6 will shows the summarized results of the proposed hypotheses under this study.

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<b>Hypotheses</b>	<b>Statement</b>	<b>Result</b>
H1	Abusive supervision is positively and significantly related with employee silence.	Accepted
H2	Justice Perception mediates the relationship between abusive supervision and employee silence.	Accepted
H3	Equity sensitivity moderates the relationship between abusive supervision and employee silence in such a way that if equity sensitivity is high than relationship between abusive supervision and employee silence would be stronger.	Accepted

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# Chapter 5

## Discussion and Conclusions

### 5.1 Discussion

The main purpose of this study is to consider the responses of many queries which were unanswered regarding the relationship of abusive supervision and employee silence especially in the context of Pakistan. Along with other variables i.e. justice perception which is assessed as mediator and equity sensitivity which is assessed as a moderator between the relationship of abusive supervision and employee silence.

Data for the suggested hypothesis is collected from the private sector organizations of Pakistan. As the hypothesis H1, which depicts that abusive supervision is positively and significantly related with employee silence approves to be accepted. Consistent with the recent research by (Xu, et.al., 2015), result of correlation and regression analysis also indicates that abusive supervision is positively and significantly related with employee silence. Applicably, our findings suggest that employees who are under an abusive manager are probably exhibit silent behavior at major work concerns. Abusive supervision has negative relationship with justice perception. Hence our hypothesis H2 is accepted. While justice perception have negative relationship with employee silence. From the analysis of mediation it is observed that justice perception partially mediates the relationship of abusive supervision and employee silence. Another contribution to the existence literature

of leadership is the moderating role of equity sensitivity between the Abusive supervision and employee silence. The third hypothesis H3 is also accepted because our observation indicate that the speak up capacity of more equity sensitive employees exhaust more rapidly when challenged abusive supervision, in comparison with less equity sensitive employees.

The detailed discussion on each hypothesis is as following:

### 5.1.1 Hypothesis H1

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

The results in the Table 4.2 provide a strong reasoning for the hypothesis H1 of the study. As there is no zero present between the LL 95% confidence interval and UL 95% confidence interval (0.8058, 0.2637). Hence the first hypothesis of the study is accepted.

Consistent with the recent study by (Xu, et.al., 2015), result of correlation and regression analysis also shows that abusive supervision is positively and significantly associated with employee silence. Applicably, our findings suggest that subordinates work under an abusive manager are probably exhibit silent behavior at major work concerns. Other than apparent retaliations against abusive supervision employees also involve in passive copying behavior as they feel threatened about their limited resources which leads them to create intentional distance from source of stress to avoid future resource loss and depletion. Organizations must take into account evaluation of leadership style for the individuals being screened for managerial positions. Managers should be briefed and trained about how to identify and how to rationally intervene and respond to such behaviors.

### 5.1.2 Hypothesis H2

**H2. Justice Perception mediates the relationship between abusive supervision and employee silence.**

Justice perception has been studied as mediator in this study between abusive supervision and employee silence and it has been found to be partially mediating the association of independent variable and dependent variable. Indirect impacts of abusive supervision on employee silence through justice perception has the upper and lower limits of 0.0592 and 0.3026 and zero is not present in the 95% confidence interval. We can conclude that justice perception mediates the abusive supervision and employee silence relationship and our second hypothesis H2 is hence accepted. The overall model is also highly significant where  $F = 23.81$  and  $p = 0.00$ . This is essential to note that when the mediator is excluded from the IV-DV relation, the strength of the relationship between abusive supervision and employee silence decreases.

The results endorse the work done by Tepper (2000) in which the justice perception is observed to have a strong detrimental impact on job satisfaction and life satisfaction and further mediated the effects of abusive supervision on job mobility and employee commitment. As per analysis of this study, employees working in private sector organizations generally feel the unfair treatment prevailing in their workplace. Employees working under abusive supervision perceive injustice in their organization, which in turn motivates them to intentionally withhold the important ideas and issues that could lead negative outcome for the organization. It is also established in the literature that injustice is the strong predictor of abusive supervision (Tepper, et.al., 2006). As compared to employees with unfair perception at workplace, employees who perceive more justice in their organization they feel themselves more respectable and have the sense of being respected member of the organization (Cropanzano et.al., 2001). We observed that abusive supervision predicted employees perception of injustice, which further indorsed their decision to remain silent. In addition, results also show that the high equity sensitivity exaggerates the harmful effects of perceived abusive supervision on injustice and silent behavior. These results contribute to the existing management literature in numerous ways.

Employees working under abusive supervision may know that they are not being treated fairly. Staff working in private sector organizations when feel insulted,



publicly mocked the negative feelings lift into them and there is a chance they further feel deprived while working in unfair environment. They think that their colleagues who are working under the supervision of good supervisor experience more justice. They also feel that their colleagues are working under the supervision of a leader who have productive leadership style are getting support in their career and they get other career progression opportunities (Tepper, 1995). Employees are very much concerned about the ways organization use the allocation and distribution of resources. Procedures for such allocation should be clear, based on accurate information include provisions for appeal, do not based on personal interests and reflect the concerns and ethical system of those affected. Another matter of serious concern for the employees is that whether the decision makers are being fair and use well organized decision making processes while resource allocation and distribution (Rahim et.al., 2000). According to fairness theory when employees received negative treatment from their supervisor which includes abusive supervision they use sense making strategies and perceive injustice (Folger and Cropanzano, 2001). This could make employees to be separated and they are likely to withhold the ideas, concerns that might make things better and they choose to remain silent which is rather a conscious and deliberate behavior (Brinsfield, 2009). From the analysis of mediation it is observed that justice perception partially mediates the relationship of Abusive supervision and employee silence. Hence our Hypothesis H2 is also accepted.

### 5.1.3 Hypothesis H3

**H3. Equity sensitivity moderates the relationship between abusive supervision and employee silence in such a way that if equity sensitivity is high than relationship between abusive supervision and employee silence would be stronger.**

Third hypothesis of the study predicts that equity sensitivity moderates the relationship between abusive supervision and employee silence; such that if equity sensitivity is high than the relationship between abusive supervision and employee silence would be weak. Our observation indicates that the speak up capacity

of more equity sensitive employees exhaust more rapidly when challenged abusive supervision, in comparison with less equity sensitive (benevolent) employees. From the results of moderation analysis it can be observed that interaction term of “Abusive Supervision and Equity Sensitivity” moderates on the relationship of “Abusive Supervision and Employee Silence”. It has the upper and lower limits of -1.01 and -0.155 and zero is not present in the 95% confidence interval, thus we can conclude that equity sensitivity moderates the relationship between abusive supervision and employee silence relationship.

The negative sign shows that moderator change the direction of the relationship such that if equity sensitivity is high than the relationship between abusive supervision and employee silence is negative. Employees working in an organization, expect equity from their supervisor. The abusive behaviour of their supervisor is more detrimental for the progress of the organization. This results in the form of more stress and employees use premeditated behaviour to detach themselves from the source of abuse and they quite sharing of ideas, critical information etc. in order to avoid further unpleasant confrontation with the supervisor.

## 5.2 Theoretical Implications

This research has contributed towards a new domain in the previous literature where the relation of abusive supervision is tested and analyzed with other variables such as work family conflict (Hoobler, and Brass, 2006) and psychological distress and less helping aptitude (Peng, et.al., 2014) reduction in employee well-being (Lian, et.al., 2012). This study has added very significant aspects of abusive supervision towards the past literature by analyzing its impact on employee silence. As employees are known as the living assets of an organization and their valuable ideas are most important for competing and growing in business world, hence this study has explained new concept of justice and equity in the organization for the success and growth of business.

In this study, new relations have been analyzed which are very important for realizing the competitive advantage in this diverse culture of organizations in Pakistan.

This research has contributed in a significant way in the literature by demonstrating the role of justice perception as a mediator between the abusive supervision and employee silence, along with demonstrating the role of equity sensitivity as a moderator between abusive supervision and employee silence. As equity sensitivity is one of the vital variables, so analyzing this variable comes out as a unique research which has contributed significantly in the literature for future research.

### **5.3 Practical Implications**

This research is equally significant for supervisors and subordinates of private sector organizations. Pakistan is facing a highly centralized or power distance culture which needs a lot of new researches to overcome such dimension of Pakistani culture that will illustrate the concepts of justice perception. Enhancing relationships between supervisors and subordinates by sharing issues that organization is facing and ideas for the growth of business which is the most demanding need of this century. By indicating that abusive supervision impact on employee silence, it is suggested in order to decrease employee silence supervisors should control abusive supervision by emphasizing standards in workplace, respecting the rights and dignity of subordinates, encourage their employees that come up with new ideas and put their ideas into exercise. Supervisors in organization should act as role models for their subordinates.

### **5.4 Limitations of Research**

Yet our population size is large enough to give us significant results. This study was used convenience sample technique, as convenience sampling method is used to collect data randomly from a large population, it limits the generalizability. Hence, the results might not be widely generalized. As data was collected from the private sector organizations of Pakistan, hence the results might be quite different if the data has been collected from the both private and public sector organizations of Pakistan. Another limitation get up due to the study is based on cross sectional

nature hence common method bias is expected (Podsakoff, MacKenzie and Lee, 2003). Longitudinal studies require more time and resources but the chance of common method bias is less. Detailed interviews with the subordinates could provide detailed and complete information about the investigated variables while the common method technique is the limitation to data collection. Hence, the results might not be widely generalized.

We faced many difficulties during the data collection. Many of the respondents were not interested in filling the questionnaire and convincing them was a difficult task. As, it is concluded after analysis that some results are not the same as what was expected in regard with the previous researches and literature, mainly due the high power distance culture, that is why the results might not be applicable in a non-Pakistani context. Another noticeable limitation is the lack of awareness about the research was the serious concern to collect employee's responses.

## **5.5 Future Research Directions**

In this study the model is being tested for the impact of abusive supervision on employee silence, but for future research directions these variables can be studied with other dimensions of supervision along with improvement in the supervisor-worker relationship through other factors like knowledge sharing. There is still a lot of scope for further research, as the cultural aspects are not incorporated in this study. Future research can explore that either this relationship is applicable in cross cultural contexts. Different cultural dimensions should be added (e.g., power distance) where power of authority is considered very high (Morrison and Rothman, 2009).

Partial mediation of Justice Perception is proved in this research. The partial mediation depicts that there could be other constructs relating abusive supervision to employee silence behavior, negative emotions of fear (Kish-Gephart, Detert, Trevino and Edmondson, 2009), avoidance orientation (Ferris, Rosen, Johnson, Brown, Risavy, and Heller, 2011) and basic psychological needs (Lian et.al., 2012). And the current study only focused on the growing construct of employee silence

while researchers have previously indicated versatile nature of employee silence (Morrison, 2014) i.e. acquiescent or defensive silence. Hence it is suggested that this model be tested with different forms of silence of employees.

## **5.6 Conclusions**

Leadership plays significant role in organizational existence and evolution in terms of its effect on subordinate responses and performances in the workplace. The COR theory is used in present study in order to check the dark side of leadership behavior i.e., Abusive supervision, the feelings of inequality and injustice provoked by the negative treatment of supervisor and the subsequent response of employees silence in the private sector of Pakistan. In addition to this the interactive impact of equity sensitivity of employees and Abusive supervision on the employee silence is studied. These findings would further produce the boulevards for the leadership research i.e. how leadership can impact dynamically and generally while considering the supervisor subordinate relationship worth that is the most popular and important in the recent era in order to compete globally amongst all the emerging organizations around the world. The key purpose of this study is to find out the effect of abusive supervision on employee silence also this study has demonstrated the effects of justice perception as a mediator between abusive supervision and employee silence. Besides that, this research has studied the role of equity sensitivity as a moderator.

Data for the analysis of this study were collected through questionnaires, which were distributed to the private sector organizations of Pakistan. This study and the proposed hypotheses are being supported through COR theory. In total 350 questionnaires were distributed but only 274 were used for the analysis purpose because those questionnaires were having the most suitable and full information essential for the analysis of the study. The main contribution of this work is to study effect of the abusive supervision on the employee silence laterally with justice perception as mediator and equity sensitivity as moderator. In this study, there are 3 hypotheses which are being analyzed and tested according to the context of

Pakistan. Moreover, H1, H2 and H3 are being accepted according to the context of Pakistan along with the support of past literature.

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# Appendix A

## Questionnaire

Dear Sir/Madam,

My name is Erum Naz, and I am doing Masters in Human Resource Management at the Department of Management and Social Sciences at Capital University of Science and Technology, Islamabad. As a partial requirement for my degree, I am conducting a study on **The Impact of Abusive Supervision on the Employee Silence: The Mediating Role of Justice Perception and Moderating Role of Equity Sensitivity**. I would like to request you to please fill out the survey attached with this cover letter. Please note that the data collected in this study will be kept confidential and anonymous. Furthermore, all findings will be reported in an aggregate form, and will only be used for academic purposes.

Thank you very much for your kindness

Please feel free to contact me at for any further information.

Best Regards

Erum Naz Akhtar

MS (HRM) Research Scholar, Faculty of Management and Social Sciences

Capital University of Science And Technology, Islamabad, Pakistan

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**Gender**

Male	Female

**Age**

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

**Qualification**

1	2	3	4	5
Matric	Inter	Bachelor	Master	MS/PhD

**Experience**

1	2	3	4	5
1-5	6-10	11-15	16-20	21 & above

**Section: 1**

The following statements concern your practical views about your Supervisor within the organization. For each item of the statements below, please indicate one choice by ticking the appropriate number.

S. No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	My supervisor ridicules me.	1	2	3	4	5
2.	My supervisor tells me my thoughts or feelings are stupid.	1	2	3	4	5
3.	My supervisor puts me down in front of others.	1	2	3	4	5
4.	My supervisor makes negative comments about me to others.	1	2	3	4	5
5.	My supervisor tells me I'm incompetent.	1	2	3	4	5

## Section: 2

The following statements concern your views about yourself within the organization. For each item of the statements below, please indicate one choice by ticking the appropriate number:

“During the past some time, have you been in a situation where”:

S. No.	Items	Never	Rarely	Sometimes	Often	Always
1.	I chose to remain silent when I had concerns about your work.	1	2	3	4	5
2.	Although I had ideas for improving work, I did not speak up.	1	2	3	4	5
3.	I said nothing to others about potential employee safety problems I noticed in my workgroup.	1	2	3	4	5
4.	I remained silent when I had information that might have helped to prevent an incident in my workgroup.	1	2	3	4	5
5.	I kept quiet instead of asking questions when I wanted to get more information about employee safety in my workgroup.	1	2	3	4	5

## Section: 3

The following statements concern about your Satisfaction in the organization. For each item of the statements below, please indicate one choice by ticking the appropriate number:

S. No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	I prefer to do as little as possible at work while getting as much as I can from my employer.	1	2	3	4	5
2.	I am most satisfied at work when I have to do as little as possible.	1	2	3	4	5



S. No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
3.	When I am at my job, I think of ways to get out of work.	1	2	3	4	5
4.	If I could get away with it, I would try to work just a little bit slower than the boss expects.	1	2	3	4	5
5.	It is really satisfying to me when I can get something for nothing at work.	1	2	3	4	5
6.	It is the smart employee who gets as much as he/she can while giving as little as possible in return.	1	2	3	4	5
7.	Employees who are more concerned about what they can get from their employer rather than what they can give to their employer are the wise ones.	1	2	3	4	5
8.	When I have completed my task for the day, I help out other employees who have yet to complete their tasks.	1	2	3	4	5
9.	Even if I received low wages and poor benefits from my employer, I would still try to do my best at my job.	1	2	3	4	5
10.	If I had to work hard all day at my job, I would probably quit.	1	2	3	4	5
11.	I feel obligated to do more than I am paid to do at work.	1	2	3	4	5
12.	At work, my greatest concern is whether or not I am doing the best job I can.	1	2	3	4	5
13.	A job which requires me to be busy during the day is better than a job which allows me a lot of loafing.	1	2	3	4	5

S. No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
14.	At work, I feel uneasy when there is little work for me to do.	1	2	3	4	5
15.	I would become very dissatisfied with my job if I had little or no work to do.	1	2	3	4	5
16.	All other things being equal better to have a job with a duties and responsibilities one with few duties and responsibilities.	1	2	3	4	5

### Section: 4

The following statements concern your practical views within the organization. For each item of the statements below, please indicate one choice by ticking the appropriate number.

S. No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	My work schedule is fair.	1	2	3	4	5
2.	I think that my level of pay is fair.	1	2	3	4	5
3.	I consider my work load to be quite fair.	1	2	3	4	5
4.	Overall, the rewards I receive here are quite fair.	1	2	3	4	5
5.	I feel that my job responsibilities are fair.	1	2	3	4	5
6.	Job decisions are made by my supervisor in an unbiased manner.	1	2	3	4	5
7.	My supervisor makes sure that all employee concerns are heard before job decisions are made.	1	2	3	4	5
8.	To make job decisions, my supervisor collects accurate and complete information.	1	2	3	4	5

S. No.	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
9.	My supervisor clarifies decisions and provides additional information when requested by employees.	1	2	3	4	5
10.	Employees are allowed to challenge or appeal job decisions made by my supervisor.	1	2	3	4	5
11.	All job decisions are applied consistently across all affected employees.	1	2	3	4	5
12.	When decisions are made about my job, my supervisor treats me with kindness and consideration.	1	2	3	4	5
13.	When decisions are made about my job, my supervisor treats me with respect and dignity.	1	2	3	4	5
14.	When decisions are made about my job, my supervisor is sensitive to my personal needs.	1	2	3	4	5
15.	When decisions are made about my job, my supervisor deals with me in a truthful manner.	1	2	3	4	5
16.	When decisions are made about my job, my supervisor shows concern for my rights as an employee.	1	2	3	4	5
17.	Concerning decisions made about my job, my supervisor discusses the implications of the decisions with me.	1	2	3	4	5
18.	The general manager offers adequate justification for decisions made about my job.	1	2	3	4	5

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<b>S. No.</b>	<b>Items</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
19.	When making decisions about my job, my supervisor offers explanations that make sense to me.	1	2	3	4	5
20.	My supervisor explains very clearly any decision made about my job.	1	2	3	4	5