

**Abusive Supervision and Turnover Intention: Examining the
Mediating Role of Self-Identity and Moderating Role of Future
Work Self Salience**

By

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Abstract

The main focus of this study is to investigate the impact of abusive supervision on turnover intentions among employees. The study also examines the mediating role of self-identity and moderating role of future work self-salience. Data for this study were collected using a questionnaire from employees working in different public sector organizations. Results indicate that abusive supervision is positively associated with turnover intentions. In addition, abusive supervision has been found to negatively affect self-identity of an employee. However, contrary to expectation, future work self-salience did not moderate the relationship between abusive supervision and self-identity. Implications and future research directions are also discussed.

Keywords: Abusive supervision, self-identity, turnover intentions, future work self-salience

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

In recent past studies are focusing more on negative aspects of supervision role and its impact using diverse outcomes (Tepper, 2007). The leaders possess talent and ability to shape attitudes and behavior of followers through professional interactions. Notably, abusive supervision is considered to be an important part of dark side of leadership, and has been among the key areas of interest for research due to its extensive existence in any industry. Tepper (2000) defined abusive supervision as anticipation of subordinates related to level of supervisor's engagement in sustained display of hostile behavior both verbal and non-verbal excluding physical contact.

The main aspects of abusive supervision include humiliating attitude, threat of job sacking and finally depriving of essential information. Additionally, examples of abusive supervision include blaming employees for others' mistakes, lying, undermining, sarcasm, berating etc. Abusive supervision has also been taken as specific type of workplace mistreatment, as it represents serious problem plaguing modern organizations owing to its volatile implications for subordinates, supervisors and overall work environment. Furthermore, this type of supervision refers to convergence of two prominent field of research: workplace mistreatment and destructive leadership.

In order to better define abusive supervision, four different perspectives can serve the purpose (Pradhan & Jena, 2016). Firstly, abusive supervision represents subordinate's perceptual assessment of supervisor's behavior. Interestingly, many dispositional factors may influence such subjective assessment (e.g., emotional intelligence) of the subordinate along with the

context of assessment (e.g., meaning attached to work and perceived co-worker support). Secondly, abusive supervision is considered to entail sustained display of hostile behavior thus representing vulnerability of the subordinates to abuse and humiliation (Tepper, 2007). An abusive behavior has the characteristic of being regular and frequent rather than a chance happenstance, therefore scolding a subordinate for a specific offence occasionally doesn't fall in the category of abusive behavior. Tepper (2000) contained that abusive relationship will finally force either subordinate or supervisor to terminate the relationship. On contrary, it may also make the supervisor to change such behavior.

Thirdly, abusive supervisor's behavior should be either deliberate or willful (Tepper, 2007). Nevertheless, it is irrelevant to mention either such abusive behavior is meant to harm the subordinate or otherwise. From another perspective, abusive supervision is defined in terms of supervisor's intention: deliberate or unintentional rather in terms of the intended outcome the supervisor's behavior might lead to. Lastly, abuses should be non-physical which excludes all types of physical contact rather encompasses behaviors such as criticizing openly, acting in a rude manner, throwing tantrums and demonstrating inconsiderate behaviors (Bies, 2000).

Different studies have revealed subordinate outcomes of abusive supervision including attitudes such as more aggressive behaviors directed toward supervisors, coworkers, organizations and family members (e.g., Duffy et al. 2002; Mitchell & Ambrose 2007); meagre health effects, deprivation of self-esteem, psychological disorder, burnout and problem drinking and reduced job satisfaction and commitment (Duffy & Ferrier 2003).

From a wider perspective, abusive supervision has been regarded as a widespread and costly organizational problem. According to an estimate, approximately 16 % of US workers have reported to face abusive behaviors (Schat et al., 2006) and resulted in annual organizational

costs of nearly \$23.8 billion. It is worth noting that pervasiveness and urgency of this gigantic organizational problem can be illustrated through such estimate of organizational cost of abusive supervision although it is a rough estimate.

Many other researchers have empirically tested how abusive supervisor affects organizational and individual outcomes (Martinko, et al., 2013; Tepper, 2007). According to these studies, subordinates' perception of abusive supervision is positively related to emotional exhaustion, employee resistance, workplace deviance, negative affect, low leader–member exchange, family–work conflict and intention to quit and negatively associated with organizational citizenship behavior, commitment, job performance, job satisfaction and life satisfaction (Duffy et al., 2002; Tepper, 2000).

As stated earlier, abusive supervision yields highly adverse effects generally at organizational level and particularly at subordinate-supervisor level. It causes costs to the organization. Abusive supervision impacts employees along with damage to organizational ambiance. Abusive supervision may also bring harm to other employees as well, thus causing decline in organizational productivity. In addition, family life of victims may also be badly affected due to abusive supervision (Hoobler et al., 2006).

It is imperative to identify adverse consequences of abusive supervision as regard to every employee so that to reduce different costs arising due to this issue. It means implications of abusive supervision do not cover supervisor-subordinate relationship; instead, these can also possibly harm other employees at the workplace but also family members.

The concept of self-identity is derived from (social) identity theory (Stryker, 1986) and depicts the degree of someone's perception about him or herself as meaningfully meeting the criteria for any given social role (Charng, Piliavin, & Callero, 1988). According to the Identity

theory, identities and behavior are congruent in a stronger perceived fit between identity and a particular behavior related to a stronger intention to enact that behavior (de Bruijn & van den Putte, 2012). Kim and Kim (2016) define self-identity as one's perception developing the self-awareness that one is different from others and proactive. Self-identity helps to identify behaviors incarnating self-realization and leads to accomplishment of desired actions.

Researchers viewed turnover intention as the last and final step while making decision-making before a person actually quits an organization (Steers, 1977). That is why Turnover intention is defined as behavioral intention of an individual to quit an organization. Turnover intention is the degree of an individual's plan of leaving the organization. According to the definition of Tett and Meyer (1993, p. 262), turnover intention may be referred as: 'The conscious and deliberate willfulness of the employee to leave the organization. Employees use turnover as a coping strategy of avoiding present situation. Turnover may be characterized by horizontal mobility wherein employees want leaving the organization.

According to identity-based perspective, According to Strauss et al. (2012), future work self-salience may be defined as individual's future salience of work based identity that may have a significant impact on the identities of employee as compared to abusive supervision within the organization. This concept also depicts how easily hope regarding work based identity is constructed. According to the Rousseau, Ho and Greenberg (2006), employees today work more vigilantly to address their financial needs and try to pursue job instead of reflexively responding to environment. In such scenario, future work based identities provide the way an employee makes efforts to attain career development (Strauss et al., 2012).

Future work self is derived from the idea of potential selves which formulate future based facets of self-concept. Possibility of being positive or negative selves purely relies upon

one's anticipation. Theoretically, potential selves can lead towards motivation based on identity having impact on current behavior in line with a person's characteristics and also geared for attaining anticipated future. (Yu et al., 2016). Among potential selves, studies have established its motivational impact on human behaviors directly inclined towards aspirations of a better career. Just for instance, according to the study of Destin and Oyserman (2010), students of a middle school having poor financial background but desirous of attaining an occupation on the base of higher education were successful in getting higher grades.

1.2 Research Gap

Although identity holds an important position according to identity based, prior research has mainly addressed abusive leader's identity as precursor of the abusive supervisory situation (Johnson, Venus, Lanaj, Mao, & Chang, 2012). Nevertheless, how follower's identities impart role is ambiguous in relation of abusive supervision and its subsequent output despite being a crucial construct (Hogg et al., 2005). Accordingly, it is quite difficult to know how specific identity of employee imparts role in abusive supervision-outcome relationship. Therefore, there is need to study self-identity in relationship of abusive supervision-outcomes (Yu et al., 2016).

In addition, Future Work Self-Salience provides the way an employee makes effort to attain career development. Previous studies have focused relationship of abusive supervision with job performance and then examined moderating effect of future work self-salience (Strauss, Griffin, & Parker, 2012). Interestingly, those individuals having salient hope regarding work based identity have been observed to often direct actions accordingly and more likely be less accepting to negative facets of workplace i.e. abusive supervision that is considered to be hurdle towards anticipated future identity. Previous studies suggest to focus different possible outcomes in this situation such as turnover intention and employee behaviors. Hence, there is need to study

possibility of turnover intentions among employees having high level of future work self-salience in an environment where abusive supervision prevails (Yu et al., 2016).

Finally, this study aims to focus research gaps mentioned earlier in order to provide practical implications not only for practitioners working in the public sector organizations of Pakistan but also future researchers intending to work in this field of study.

1.3 Problem statement

The dyadic relationship structure within organizations carries vital importance due to its significant impact on individual as well as organizational level performance. This is the reason why dark side of supervision i.e. abusive supervision is considered to be highly noxious in working environment. It entails high level of danger for employees being a direct threat to self-identity and ultimately instigates the employees to develop defensive intentions including quitting the job. Additionally, from an identity-based perspective, employees take abusive supervision a hindrance towards attainment of future work salience. Hence, examining the way how abusive supervision brings indemnities is vital along with different other factors having effect in abusive supervision - outcomes relationship.

1.4 Research Questions

On the basis of the above said problems, this study intends to answer questions which have been appended below;

Question 1: Does abusive supervision affect turnover intention?

Question 2: Does self-identity mediate the relationship between abusive supervision and turnover intention?

Question 3: Does future work salience play moderator role on the relationship of abusive supervision and self-identity?

1.5 Aims of the Research

The overall objective of the study is to develop and test anticipated model to examine relationship between abusive supervision, self-identity and turnover intentions of employees. Additionally, the future work self-salience is added as the possible moderator for the relationship of the mentioned variables in this research model. The specific objectives of the study are stated below;

- To examine and understand the relationship between abusive supervision and turnover intentions in non-western (Pakistani) organizational context.
- To examine mediating role of self-identity in the relationship between abusive supervision and turnover intentions in non-western (Pakistani) organizational context.
- To examine the moderating effect of future work self-salience in relationship of abusive supervision and self-identity in non-western (Pakistani) organizational context.
- To provide significant implications for both theory as well as managerial practices based on findings of the study.

1.6 Significance of the study

This study will primarily help to delineate the concept of abusive supervision in an organization. Since, abusive supervision may entail different shapes through which it is expressed/exercised so defining different possible abusive behaviors will also be point of discussion. The term abusive supervision is considered to be quite hostile in terms of its adverse effects on employees as well as organizational environment (Martinko, et al., 2013). All of its possible outcomes including job

dissatisfaction, reduced productivity and turnover intentions will be discussed to unfold its multi-facet adversity at workplace.

Secondly, this study is going to serve the practitioners to enhance their understanding about an employee's self-identity and its importance in organizational context. Self-identity shares a substantial connection towards a specific behavior. Since, identity and behavior are congruent, these shape different intentions of employees within the organization. Also, the mechanism through which abusive supervision will have an impact on self-identity of employee and thus turnover intentions will be developed still remains almost intact (Yu et al., 2016). The researchers and practitioners will gain useful information in this context through this study.

Thirdly, this study will particularly focus employees having high future work self-salience. As a point of concern, such employees always prove to be less tolerant to hostile aspects of the organization such as abusive supervision considering it as obstacle on their way to the positive future identity (Strauss et al., 2012). Possible reactions of such employees especially the likelihood of turnover intentions will be discussed for better understanding.

1.7 Theoretical Background

1.7.1 Social Exchange Theory

This model has the support of Social Exchange Theory. According to this theory, social behavior is result of some exchange of material or non-material reward like recognition and prestige, and the individual who is engaged in social behavior must expect the same value from the other party and this process continues in order to balance the contributions from both parties involved in the social exchange. According to Cropanzano and Mitchell, (2005), Social Exchange theory helps to understand an employee's emotions as well as method of evaluation of their different work

events. As per social exchange theory, Employees maintain mutual relationship on the basis of cost-benefit analysis, because both expect something in return from the other party.

According to social exchange principles (Blau, 1964), supervisory mistreatment promotes retaliatory behavior (Mitchell and Ambrose, 2007). Employees who are abused by their supervisors seek to retaliate their harm doer in some way (Skarlicki & Folger, 2004). According to Tepper et al., (2001), employees who perceive that their supervisors interpersonally mistreat them are more likely to resist their supervisors' influence tactics and subsequently engage in deviant behavior targeted toward the supervisor (Innes et al., 2005) and the organization (Detert et al., 2007).

Skarlicki and Folger (1997) have made similar arguments. They integrated principles of social exchange in suggesting employees seek to retaliate for perceived mistreatment and unfair acts. Retaliation is a form of workplace deviance that encompasses behavior that seeks to get back at or to make the transgressor pay (Skarlicki & Folger, 2004). Skarlicki and Folger (1997) contend that supervisors act as organizational agents because they take on responsibility for making decisions that impact employees' outcomes and work life.

Thus, unfair supervisory treatment promotes organizational retaliation, as employees hold their organization accountable for its agents' actions and target their deviant behaviors accordingly (Skarlicki & Folger, 2004). It means when a supervisor uses abusive language, this will give rise to deviant behavior in the employee. As the supervisor will continue using abusive treatment, the employee will finally intend to leave organization (Tepper et al., 2009).

1.8 Definitions of Study Variables

1.8.1 Abusive Supervision

Abusive supervision refers to subordinate's perception of the level upto which supervisors are engaged in sustained display of hostile behaviors both verbal and non-verbal but not including physical contact (Tepper, 2000, p. 178).

1.8.2 Self identity

According to Kim and Kim (2016), self-identity refers to an individual developing the self-awareness that they are different from others and positive. Self-identity determines behaviors incarnating self-realization and is expected to lead to successful performance of actions required to get a result.

1.8.3 Turnover Intention

Wunder, Dougherty and Welsh (1982) defined Turnover intentions as perceptions of employees to quit their present job. According to the definition of Tett and Meyer (1993), turnover intention may be referred as cognizant and cautious willfulness of the employee to quit the organization'.

1.8.4 Future Work Self Salience

Future work self-salience is defined as the salience that characterizes how an individual easily constructs hope for work based identity with clarity. (Strauss et al., 2012).

CHAPTER 2

LITERATURE REVIEW

2.1 Abusive supervision and turnover intention

Previous studies have primarily focused effective, constructive and successful form of leadership (Kelloway, Mullen, & Francis, 2006) including authentic leadership, transformational leadership and servant leadership. As regards to the ineffective leadership, it has been traditionally assumed that it refers to merely lack of leadership (Ashforth, 1994). Nevertheless, current studies have refuted this assumption (Kelloway et al., 2006). For instance, a leader may demonstrate destructive behaviors but he may not be an ineffective leader while encouraging the work-related behaviors of followers. Thus, a single dimension may not accurately describe leadership behaviors. Instead, a multidimensional superordinate construct that contains subordinate dimensions such as destructive and transformational leadership can better define leadership behaviors which seem not be commonly exclusive.

In this context, organizations trying to seek better understanding of leadership in broader concept must have a close look at both sides of the leadership. Doing so may enable organizations to better understand effectiveness and development of leadership (Einarsen, Aasland, & Skogstad, 2007). During preceding years, a notable increase in destructive leadership on the workplace has been observed and noticed although specific causes of such trend have been unknown. Resultantly, researchers such as have more interest in behaviors of dark side of leadership particularly abusive supervision (Martinko, Harvey, Brees, & Mackey, 2013).

Abusive supervision refers to the situation wherein employees perceive their supervisor treating them unfairly, laughing at them and taking the credit of their success (Hoobler & Brass,

2006). It may also be described as demonstration of verbal and non-verbal aggressive supervisory behavior (Harvey, Heames, Richey, & Leonard, 2006). According to Tepper (2000), abusive supervision refers to the subordinate's anticipation of the degree to which the supervisor is engaged in sustained display of the hostile verbal and non-verbal behavior excluding physical contact. The salient facets of abusive supervision include threat of job sacking, humiliating attitude and depriving of essential information.

Abusive supervision is also associated with a concept that has been referred by Blake Ashforth (1994) as petty tyranny, i.e. supervisor's power utilization capriciously, oppressively and vindictively". Petty tyranny is said to be comprised of six sub-dimensions: arbitrariness and self-aggrandizement, lack of consideration, a forcing style of conflict resolution, discouraging initiative, non-contingent punishment and belittling subordinates. Just as abusive supervision, workplace bullying refers to sustained exposure towards hostile actions at workplace. Nevertheless, almost 75% of workplace bullying are being committed by hierarchically superior agents i.e. supervisors towards subordinates.

Abusive supervision causes adverse impacts towards the organization as a whole whereas on subordinates and supervisors in particular. There is emergent evidence corroborating adverse implications of abusive supervision on working environment, specifically as regards to financial impact for employees as well as organization. For example, different outcomes of abusive supervision may include reduced performance, decreased job satisfaction and high rate of turnovers (Tepper, 2000). Researchers have concluded that abusive supervision adversely affects subordinates and causes reduced job satisfaction, physical health issues, increased turnover intentions, job burnout, high blood pressures, aggressive behaviors, lower organizational

commitment, decreased self-efficacy, psychological issues and overall reduced productivity (Martinko et al., 2013).

Implications of the abusive supervision surpass dyadic relationship of supervisor and subordinates rather [possibly impacts rest of the employees' as well and also home domain, including family members. Working of all other employees may be significantly affected in such environment wherein subordinates are mishandled by abusive supervisor and thus results decline in employee productivity. Family life of the employees also becomes vulnerable to abusive supervision (Hoobler et al., 2006). From management's perspective, it is quite necessary to identify adverse impacts of the abusive supervision on an employee enabling the management to reduce overall costs associated with this problem.

As discussed earlier, employees face abusive behaviors of their supervisors. Those employees who get better attention of the organization in terms of investment on their development tend to frequently contest harmful impacts of the abusive supervision upto a certain extent. However, such employees also become victim of abusive supervision. In case of continuation of such behavior, effects can be even more dangerous as cumulative loss of psychological resources will make the employees exposed to stressors (Carlson et al., 2012). Readiness of the employees to challenge their supervisor regarding injustice will be reduced as the employees consider supervisor as abusive (Hoobler et al., 2006). Such employees may feel risk of their family life as well.

In addition, other proximal outcomes of abusive supervision include reduction in job satisfaction along with high turnover rate. In general, both these outcomes cause financial costs to the organization and also affects workplace environment. Such employees may tend to exhibit counterproductive work behaviors in general that eventually causes decrease in organizational

citizenship behavior (Martinko et al., 2013). It has been observed that negative interpersonal conflict increases distress among employees at workplace. More dangerous situation arises when such employees tend to interpret following happenings more deleteriously. Abusive supervision generates the sense of being undervalued among such employees along with anticipation of social outcast in organization (Michel et al., 2015).

Such employees may also tend to lash out at their supervisor in an attempt to reinstate sense of self-worth caused by the supervisor (Bowling & Michel, 2011). That is subordinates exposed to abusive supervision and similar mistreatments at workplace possibly commit workplace deviance. Resultantly, abusive supervision proliferates among employees. From another perspective, lower level managers may also become abusive supervisors if they receive same treatment from their bosses.

According to researchers, abusive supervision yields almost \$23.8 billion costs to the organizations in lieu of health issues, turnovers and lower productivity (Tepper et al., 2006). Among other outcomes, workplace deviance has been an important outcome of the abusive supervision which is defined as voluntary actions having the ability to weaken the individual as well as organizational interests (Robinson & Bennett, 1995). Workplace deviance includes property and production deviance such as enjoying prolonged breaks, sabotage and stealing office equipment etc. Interpersonal deviance and aggression is another type such as verbal abuse, gossip and favoritism (Michel et al., 2015). Such vengeance to abusive supervision may be taken positive if perpetuated by prevailing norms of the organization (Michel et al., 2015). Workplace deviance needs to be addressed with regard to the organizational outcomes.

Sometimes, abusive supervisors may receive supervisor targeted aggression as an outcome of behavior they exhibit (Inness et al., 2005). In case abused employee finds no other

choice to quit job, he/she can exhibit more aggression to decide this issue that can ultimately harm the supervisor (Inness et al., 2005). Possibly, few employees may behave aggressively to non-abusive supervisors.

Level of employee's perception regarding abusive supervision differs among employees so its subsequent impact on employee's performance also differs. Among other possible outcomes of abusive supervision, decrease in commitment level and loyalty of employee causes deviance behavior at organizational and individual level and ultimately develops turnover intentions (Turnley & Feldman, 1999). According to Tettand Meyer (1993), turnover intention is referred to cognizant and cautious readiness to quit the organization. Considering turnover intention a significant factor in modeling of turnover behavior among employees, behavioral intentions have been determined as the single best determinant of turnover (Abrams, Ando, & Hinkle, 1998). Overall, turnover intention has emerged as the strongest precursor to turnover.

Turnover intention is subjective perception of employee to leave the present job for alternative opportunities. Employees leaving on the organization's request along with those who leave on their own intention can cause interruptions in work team dynamics, operations and unit performance. The investments made by the organization on training and developing of the employees will be lost upon employee's turnover. Turnover intention is considered to define three specific elements in the process of withdrawal cognition including thought of leaving job, intention of seeking other job and finally intention to leave (Carmeli & Weisberg, 2006).

Theoretically, Fishbein and Ajzen's theory of reasoned actions (1975) has helped to define turnover intent (and turnover) which highlights such intentions mediate relationship between attitudes and behavior. As a result, different attitudes towards self, co-workers, job, management, supervisor and alternate available jobs may lead towards behavioral tendency to

stay or quit the organization. Theoretically, it has been proposed that best predictor of actual turnover is always intention to turnover

Despite the fact that many organizations give importance to actual turnover, however, it is equally important to understand the employee's intention to quit as they precede the actual quitting behavior (once they have quitted, it is hard to get access to them) and can be changed so as to stem subordinate's turnover. Research has attempted to find the reasons that trigger employee's intention to quit the organization (Kalliath& Beck, 2001). One of the reasons that lead to an employee's intention to quit and then subsequently actual quitting is strained relationship between subordinate and immediate supervisor.

The dyadic relationship between subordinate to the immediate supervisor or the reporting authority is the most significant interpersonal relationship at workplace. If this relationship gets strained due to any reason including supervisor's abusive behavior, it will cause different negative outcomes. The immediate supervisor possibly holds very important role in employee's work life through having impact on subordinates' attitudes, behaviors and job performance. A supervisor may help a subordinate to enjoy a healthy working environment through cooperative interaction. This means that immediate supervisors' role is central in leading and assessing subordinate's work, impeding o supporting employee's access to organizational resources and in many other ways. Infact, a leader's behavior has been shown to be strong determinant of turnover intention among employees.

Most important outcome of abusive supervision is subordinates' decision to quit the organization. Such unfortunate employee turnover results in low productivity, decreased morale of rest of the employees and additional cost in recruitment and development of new staff. Taking the help from social exchange theory, we can conclude that subordinates anticipate supervisory

abuse not merely to the supervisor rather entire organization is held responsible and thereafter may withdraw their organizational commitment. In such case, subordinates will eventually opt retaliation strategy towards abusive supervision having no other option available with them and finally decide to leave job.

Similar thoughts are also reflected in Porter and Steers (1973) 'met expectations' model which suggest that employees generally have a set of job expectations, one of which is healthy relationship with the supervisor. But if these expectations remain unattained (having unsatisfactory relationship with the supervisor), then the disgruntled employee will plan to leave the organization. Subordinates feeling frustrated and powerless at workplace owing to the abusive supervision will earnestly start considering discontinuing their relationship with the organization. As a next step, such type of employees will preferably develop turnover intentions and this will continue to create higher level of turnover (Tepper, 2007).

On the basis of the prior studies the following hypothesis is generated;

H1: There is a positive association between abusive supervision and turnover intention of the employees.

2.2 Abusive supervision and Self-identity

According to Tepper (2000), abusive supervision is the perception of subordinates regarding level to which supervisors involve in sustained demonstration of their behaviors both hostile verbal and nonverbal but excluding physical contact. This definition can be viewed in different ways. Firstly, subordinates make assessment about their supervisor's behaviors on the basis of personal observations, thus making it a subjective assessment. It is worth mentioning that subordinate's assessment may be colored by characteristics of the subordinate and observer such as personality and demographic profile along with the context of assessment like coworker perceptions and

work environment. Secondly, this type of supervision includes sustained demonstration of non-physical aggression. Abusive supervision also causes disclosure towards hierarchical mistreatment wherein supervisor having bad day and mistreating employees working under him cannot be taken as abusive supervisor as long as he continuously exhibits this behavior.

Finally, abusive supervision involves deliberate behavior, i.e. supervisors commit abusive behavior purposely. Nevertheless, abusive supervision doesn't include intentional outcomes of the perpetrator i.e. to cause harm. Subordinates can receive mistreatment from abusive supervisor accomplish assigned objectives other than causing injury. Just for instance, supervisor can show mistreatment towards subordinates by asking them to show high performance or conveys that mistakes will not be accepted. Such behavior may be taken as abusive supervision, however, causing harm to others is not perpetrator's immediate intent. This means certain indicators of abusive supervision actually do not correlate with aggression.

Identity is how an individual is perceived by oneself called personal identity and by others called social identity. For instance, "I am racially/morally superior", "I am a believer in doctrine x" and "I am hailed as a martyr". Self-identity (or "me" identification) is standpoint a person takes toward himself/herself while taking the role of generalized or specific others, hence constituting set of identity standards able to guide identity-relevant behaviors (Rise, Sheeran, & Hukkelberg, 2010). Previous research has shown that leadership is positively related to aspects of employees' self-identity (Kark, Shamir, & Chen, 2003) and also foster employees' self-efficacy and group identification.

The concept of self-identity is primarily drawn from (social) identity theory (Stryker, 1986). It demonstrates the degree of individual's perception about himself/ herself as meaningfully meeting the given benchmarks towards a specific social role (Charng, Piliavin,

&Callero, 1988). According to the Identity theory, identities and behavior are congruent in a stronger perceived fit between identity and a particular behavior related to a stronger intention to enact that behavior (de Bruijn & van den Putte, 2012). Kim and Kim (2016) define self-identity as one's perception developing the self-awareness that one is different from others and proactive. Self-identity helps to identify behaviors incarnating self-realization and is also expected to lead to accomplishment of actions in line with desired output.

Having deep roots in sociology, identity theory defines behaviors across the social structure and relevant variations in such a differentiating way that is totally opposite to the theory of reasoned action's view (Charng, Pivliavin & Callero, 1988). According to identity theory, self-concept of an individual is generally divided into different role identities matching with position of the person in his/her social structure including employee, spouse and parents. Self-identity from the psychological perspective may be described as a person's salient portion of self-concept that is connected with behavior. Hence, it may be considered to be a combination of expectations coming through the social position of an individual, also referred as role-person merger (Charng et al., 1988). In this way, it implies how much role may be internalized as portion of the self. On contrary, different roles occupied by a person in social structure can also be represented through social identity that articulates itself in a different scheme of group identifications and belongings (Terry et al., 1999).

Self-concept of an individual refers to narrative knowledge structure imbuing different information with meanings, helps to organize the memory and lastly imparts key role to regulate cognition along with behavior (Oyserman, 2007). Since individuals possess limited processing ability of information therefore they may not be able to have access over self-relevant knowledge at any particular stage. Rather, multiple levels are activated pertaining to self-concept comprising

of working self-concept of a person (Markus & Kunda, 1986). In this context, Brewer and Gardner (1996) classified self-identity into three levels; individual, relational and lastly collective level.

The first level refers to evaluations at individual level wherein a person feels uniqueness along with self-worth on the basis of being superior to others. At individual level, personal attitudes and welfare constitutes behavior. Relational level refers to the fact that dyadic relationship provides base for self-definitions and associated with welfare of partners. The third level refers to the importance of respective social groups where people rate themselves. In addition, welfare of these groups gives motivation to them and they adapt combined norms and goals. It is worth noting that self-worth is considered to be taken from the quality of relationships with a person's partner and group at relational and collective levels. According to Oyserman (2007), working self-concept is dynamic structure and very much sensitive as regard with social and situational cues. For example, salient cues at work can elicit different identity levels.

According to research evidence, it is suggested that employee's self-esteem gets more influenced by adverse rather positive events (e.g., Schroth & Shah, 2000). Furthermore, individuals always keep in mind bad impressions and interaction with supervisors and intensively recall the same. Hence it is quite possible that any such adverse experience may create instability within an employee's self-esteem and be an episode of abusive behavior. It is very important to check how abusive supervision may impact self-esteem of an employee as self-esteem is significantly correlated with employee's job performance (Judge & Bono, 2001). Abusive supervision through adverse impact of self-esteem may cause highly negative implications at organizational level.

Individual self-view mainly depends on the belief that how other people perceive them. Participation in such relationship having high level of trust and esteem conveys sense of communality. On contrary, if a person interacts with others but having lack of trust and respect may feel exclusion along with loss of social identity (Lind et al., 2001). A person's psychological and social need of self-esteem can be satisfied through exchange relationships. In addition, a person may lose self-esteem if denied acceptance or inclusion in interpersonal situations.

Although, research has not significantly focused relationship between abusive supervision and self-esteem however abusive behavior has been found to be a minor part of the tyranny and same has been considered to positively associated with helplessness, reactance, stress and frustration (Ashforth, 1997). Furthermore, abusive behavior has been found to be positively associated with work unit cohesiveness, employee's performance and leader endorsement. Lastly, it has been observed from the perspective of organizational based self-esteem that people evaluate how others have treated them and this affects their sense of self-worth (e.g., McAllister & Bigley, 2002). That's why it is contained that there is negative relationship between abusive supervision and individual's feeling of self-worth.

According to Tepper (2000), implications of abusive supervision towards work related behaviors among those employees having less job mobility have been found to be stronger. He proposed that abused subordinates having less employment options would feel trapped and also impotent to avoid cause of stress i.e.boss. According to Duffy et al. (2002),support from the supervisor even worsened impact of abusive supervision on the basis that varying behavior including combination of supportive behavior and hostility stimulates diminished control, insecurity with reduced trust, hence resulting less promising results as matched to hostility alone.

Tepper et al. (2007) also observed moderating role of abusive supervision in the relationship of coworkers' OCB and job satisfaction of fellow employees'. Interestingly, in case of low abusive supervision, the relationship was positive and vice versa. This means that in the absence of abusive supervision, employees respond positively towards their coworkers' performance of pro-social behaviors. However, if supervisor is abusive, employees remark coworkers' citizenship just as twofaced attempt in order to curry favor with the abusive supervisor. This means high citizenship leads to less promising attitudes.

Research shows that employees are as active agents rather than passive recipients of their self-identity (Ashforth& Meal, 1989) and leaders have the ability to shape self-identity of employees to a greater degree in case if employees consider them as in-group instead of than out-group members (Ellemers, de Gilder, & Haslam, 2004). Hence, considering negative aspect of leadership, it is evident that abusive supervisory style a leader will directly hit self-identity of subordinates. This means in an environment of abusive supervision, self-identity of the employee will be susceptible at all three levels i.e. individual, relational and collective.

It has already been discussed that individual identity level refers to a situation wherein an individual feels uniqueness and self-worth based on being different and better from the others. Such individual shapes behavior on the basis of personal attitudes and welfare. Abusive behavior will have significant impact on self of individual identity holder. Similarly, relational identity involves an interlinking of an individual's sense of self with the external party i.e. a dyadic partner. Although relational identity holder gets motivated through welfare of their partners, nevertheless, impact of abusive behavior will render adverse implication for such individual as well. At collective identity level, self is defined by the social groups a person belongs to.

However, abusive supervisor will lower identity of the individual who being resentful will lose collective identity.

On the basis of the prior studies the following hypothesis is generated;

H2: There is a negative association between abusive supervision and self-identity of the effected employee.

2.3 Self-identity and turnover intention

Self-identity is considered to be a significant element of behavior both within psychological as well as sociological literatures. According to Biddle et al., (1987), specific part of a person's self that is related with specific behavior that demonstrates labels used by people to define themselves is self-identity. Previous studies tried to address degree to which self-identity may have proved to be a productive addition towards theory o planned behavior (Charng, Piliavin, & Callero, 1988; Cook et al., 2002; Terry, Hogg, & White, 1999). As per previous research, it is viable to consider specific behaviors for which self-identity is considered to be important determinant of intentions.

During late 1980s, researchers argued self-identity as an important factor as per structure of theory of reasoned actions. Biddle, Bank, and Slavings (1987) validated the assumption that self-identity can help towards forecast of different behavioral intentions irrespective of attitudes. Granberg and Holmberg (1990) provided basic evidence for the effect of self-identity on behavior independent of behavioral intentions.. A study conducted on college retention decisions by Biddle et al. (1987) demonstrated that specific behavior independent of individual preferences is associated with self-referent identity labeling. According to these authors, different labels used by people to describe themselves, generally called self-referent identity labelling backs behavior.

According to Charng et al. (1988), a person's self-concept relies on repeated behaviors and eventually becomes central to the person. Carrying out these behaviors transmits meanings over and above both negative as well as positive attitudes people may hold for undergoing behavior. These researchers observed an independent effect for each predictor variable through intentions regression for donating blood on role identity and attitudes. In addition, they showed an increase in role identity in donating blood with increased blood donations. Interpretation of role identities have been taken by these authors following Stryker (1986) along with others through evolutions in identity theory wherein we define role identity as a person's position in societal structure including employee, spouse or parent (Charng et al., 1988)

During a study by Granberg and Holmberg (1990) on voting intentions, it has been observed independent effects of self-identity and previous behavior towards behavioral intention and voting behavior. Results regarding TRA/TPB by Biddle et al. and Charng et al. were initially challenged by Sparks and Shepherd (1992). They took self-identity of a person distinct as compared to the evaluative attitudes. Also, bi-directional causal relationship has also been anticipated between self-identity and attitudinal evaluation. It was felt that no possibility of any causal relationship between self-identity and behavioral intentions independent of impact of attitudinal evaluations. Accordingly, different researchers may take individual's self-identity to be demonstrated through values, beliefs along with attitudes.

Later on, Sparks and Guthrie (1998) observed independent predictive effects caused by self-identification, being health conscious consumer, on intentions of the respondents to adapt low fat diet. Besides structure of TRA/TPB, effect of self-identity in other domains has also been observed. A measure of significance of household recycling to self-concept caused independent impact on intentions to take part in the activity of household recycling on upcoming fortnight.

A good self -concept is in itself considered a significant outcome in a variety of areas, it is also highly valued as an important mediating factor that can influence other important psychological and behavioral outcomes (Cowin, 2002). Employee turnover intention can be described as a psychological response to specific organizational conditions along a continuum of organizational withdrawal behaviors, ranging from day-dreaming to leaving the organization.

Turnover intention can hence be attributed as a significant psychological and behavioral outcome. Also, theoretical and empirical evidence suggest that self-concept may operate at implicit levels (Lane & Scott, 2007) and have effects on behaviors that occur outside people's awareness and control. This may trigger into employee's turnover intentions later on.

Thus, self-identity has been empirically proved to have an influence on behavior (Oyserman, Fryberg, & Yoder, 2007). In fact, Sparks and colleagues (Sparks & Guthrie, 1998; Sparks & Shepherd, 1992) found evidence for self-identity has been found to be predictor of intention, and behavior.

It is important to know that organizational identification has very significant impact on an employee's work related attitudes, behaviors and motivations, assuming that employee's organizational membership is associated with self-concept. Employees having high organizational identification are always eager to accept converging goals and also perform extra-role behavior to attain collective performance. Organizational identification is highly correlated with in-role and extra-role performance and job involvement. Thus, apparently employees possessing high levels of organizational identification more likely gets motivation in order to produce more emotional attachment and also retain their presence. Likewise, in case of low organizational identification, this relation will be negative as employees will think about leaving

the organization. Indeed, turnover can frequently occur unless organizational goals and values are adopted and shared by employee.

Since intentions depend upon nature of the current situation and prevailing circumstances, we can conclude that an employee scared of abusive supervisor may find his self-identity vulnerable owing to hostile attitude of the supervisor. Such employee will not be able to maintain determination and commitment towards job as well as the organization. As a next step, scared employee will subsequently move towards different outcomes including deviance behavior, reduced commitment and finally leaving the organization.

Turnley and Feldman (1999) proposed a model to explain the relationship between abusive supervision and turnover intentions. According to their model, abusive supervision gives birth to the negative behavior of employees at work which becomes reason of employee turnover. As discussed above, abusive supervision negatively impacts self-identity at all three levels hence, it can be hypothesized that in an environment of abusive supervision, self-identity being a predictor of intentions, will develop intentions to leave the organization.

On the basis of the prior studies the following hypothesis is generated;

H3:There is negative association between self-identity and turnover intention of the employees.

2.4 Mediating Role of Self identify between abusive supervision and turnover intention

In case an individual takes self-identity as central to himself, outcome of behavior may be reflected in the creation, assertion or sustaining of self-identity through behavior's performance (Sparks & Shepherd, 1992). Nevertheless, researchers used skeptical opinion of potential for independent role of self-identity for predicting behavioral intentions along with behavior using TPB domain, independent impact for measure of self-identity on intentions for consuming vegetables produced organically has been observed by them.

Different studies pertaining to behavior towards food choice have provided supplementary backup to the proposal of creating worthwhile addition to structure of TPB model through self-identity. An independent effect of self-identity (for those cautious about health consequences for consuming food) on individual's anticipation towards minimizing consumption of different food items causing higher levels of fat consumption has been observed by Sparks and Shepherd (1995).

On the basis of prior studies, following hypothesis is generated;

H4:Self-identity mediates the relationship between abusive supervision and turnover intention.

2.5 Moderating Role of Future work self-salience

According to Strauss et al (2012), future work self signifies representation of an individual about himself/herself in future particularly related with individual hopes and aspirations as regard to the work. Salience of future work self mainly depends upon clarity and accessibility of this representation. Future Work Selves provide an essential link between self-concept and behavior, and function as incentives for future behavior in relation to work (Markus & Nurius, 1986). Like other possible selves, Future Work Selves are components of the dynamic self-system (Markus & Wurf, 1987); they become relevant to individual's motivation and behavior when they are an active part of their self-concept (Markus & Nurius, 1986). Thus, we focus on the salience of the Future Work Self, which we propose is the quality that determines its activation in the self-concept and hence its effect on behavior.

Future Work Self-salience is the degree to which the Future Work Self is clear and easy to imagine for a person. We also propose that the degree of elaboration of a Future Work Self further influences its motivational power. As elaborated, Future Work Self is complex and

contains multiple elements, which we suggest generates openness to relevant information and feedback, thereby prompting greater proactive career behavior.

Strauss et al., (2012) defined Future work self-salience as “ease of construction and clarity of a person’s hope for work base identity”. Employees always prefer meeting their financial requirements and obligations through cautious working. Main objective of employees remain attainment of a suitable earning source that can help to cater different financial constraints. Therefore, employees always remain open to any better job opportunities if available to them rather than merely responding to the environment. In such scenario, identities based on future work provide the way an employee makes efforts to attain career development (Strauss et al., 2012). With respect to the identity-based perspective, Future Work Self-Salience refers to “individual work-based identity in future that may have a significant impact on employee’s identities in organization as regards to the abusive supervision.

As stated earlier, Future Work Selves are future-oriented possible selves. However, not all possible selves are explicitly future-oriented. Possible selves can also refer to selves we believe we could or should be now (Higgins, 1998). The explicit future-orientation of Future Work Selves enables individuals to take risks and set more ambitious goals. Future Work Selves potentially enhances individual aspirations and broaden their creative thinking about future possibilities thus equipping them to proactively shape career.

It has been empirically established that self-regulation based on negative reference values such as feared future selves has been relatively rare and inherently unstable as well (Carver & Scheier, 1990). Striving to avoid becoming one’s negative future self may lead to low perceptions of goal progress and is likely associated with feelings of threat, worry, and anxiety.

Negative Future Work Selves are less likely than positive Future Work Selves to keep the individual focused in a specific direction, and may thus be less effective in regulating behavior.

The concept of Future Work Self is even more specific than that of a hoped for possible self as it explicitly addresses the future self in the work domain. Possible selves tend to be domain-specific and subsequently impact behavior in the area of concerned individual lives. For instance, salient academic possible selves have been shown to be associated with higher levels of academic initiative, higher test scores, and improved grades. Likewise, salient health-related possible selves in older women were linked to higher compliance with cancer screening guidelines (Black, Stein, & Loveland-Cherry, 2001). Salient smoking-related possible selves have been found to be associated with more defensive reactions to antismoking messages (Freeman, Hennessy, & Marzullo, 2001). In line with previous research we thus propose the Future Work Self as a possible self-specific to the context of work.

Although majority people hold a Future Work Self, or are in a position to construct one, however not all Future Work Selves may serve to be a motivational resource. Notably, individuals are able to describe a range of specific possible selves when instructed to, even if they have not given much thought to these possible selves previously. Thus, most people who already hold Future Work Self or can construct it are unlikely to be equally motivating. We argue that salience is a key characteristic that is likely to make Future Work Selves effective in motivating proactive career behaviors.

In addition, it can be drawn that a salient Future Work Self is one in which the image of the hoped for future self is clear and easy to imagine for a person. Salient identities are of high subjective importance in identifying or defining the self, and of high situational relevance. They are chronically accessible meaning by they are easily accessible in a person's memory and

ultimately become activated in the working self-concept, the “continually active, shifting array of accessible self-knowledge”. Activated, salient possible selves organize and energize individual’s behavior aimed at bringing them about (Leonardi, Syngollitou, & Kiosseoglou, 1998). Like other mental constructs, identities can become chronically accessible if they are activated and used frequently. The salience of Future Work Selves thus develops over time as individuals think about their hopes and aspirations for their future, observe role models (Ibarra, 1999), and consider who they might become.

Individuals tend to observe difference between current reality and desired future through Future-oriented identities (Strauss et al., 2012) and thus gain familiarity regarding situational restraints (Atance & O’Neill, 2001). It shows that FWSS is a way through which individuals can foresee themselves in future and gain a better position to make comparison between two different states i.e. present as well as future. The difference between both these states is of vital importance. It should always be noted that antecedents or causes of these differences carry equal importance since deviations means presence of any negative working practices. In addition, employees having significant future work selves would be extra subtle to negative working environment and they will probably remark such conditions as hurdles to career goals.

Since, abusive supervision refers to a continuous display of hostile behavior at workplace (Tepper, 2007) and may cause different negative issues including resistance behavior, antisocial and deviant behavior, work-related attitudes, psychological well-being, performance consequences, its perception as an adverse working condition will be more likely for employees. The employees will be scared of abusive behavior. Thus, they will be less tolerant to abusive supervision by taking it as hurdle to their desired professional achievements and career goals.

According to Biron and Bamberger(2012), leaders are considered as symbol of the organization for their employees. Therefore, in an environment of high level of abusive supervision, it can be reasonably argued that employees will lose collective identities associated with their organization. The hostile behavior of the supervisor creates panic for the subordinates who become vulnerable to such hostility. Consequently, adverse impacts of abusive supervision will be much severe towards identities of the employees having direct relation with present work. On the other hand, it can be contained that high level of FWSS will intensify harmful impact of abusive supervision towards self-identity. Even higher level of FWSS will provide a base for more dangerous outcomes of abusive supervision.

In addition, meaning of work may be taken as a dimension of psychological empowerment. It is worth mentioning that it helps to strengthen the abusive supervision–turnover intentions relationship. In this context, connotation of work can be observed as centrality of identity with present work (Spreitzer, 1995).

As noted previously, self-identity has been expected to work as mediator between relationship of abusive supervision and turnover intentions. Hence, FWSS will have moderator role on indirect effect of abusive supervision on turnover intention through self-identity. FWSS is all about employee's representation in the future combined with hopes and aspirations in relation to work. The clearer and more accessible this representation, the more salient the Future Work Self will be. In case employees take clear depiction of their optimistic work-based selves, they would more likely develop turnover intentions due to abusive supervision through reduced self-identity.

On the basis of the prior studies the following hypothesis is generated;

H5: Future work self-saliencemoderates the relationship between Abusive supervision and self-identity such that high future work self-salience will weaken the relationship between Abusive supervision and self-identity.

2.6 Research Model

Current study aims at examining the direct impact of abusive supervision on turnover intentions along with considering the moderating influence of future work self-salience and mediating effect of self-identity. In this research model (Figure 1), abusive supervision is independent variable, turnover intention is dependent variable, self-identity is mediator and future work self-salience is moderator.

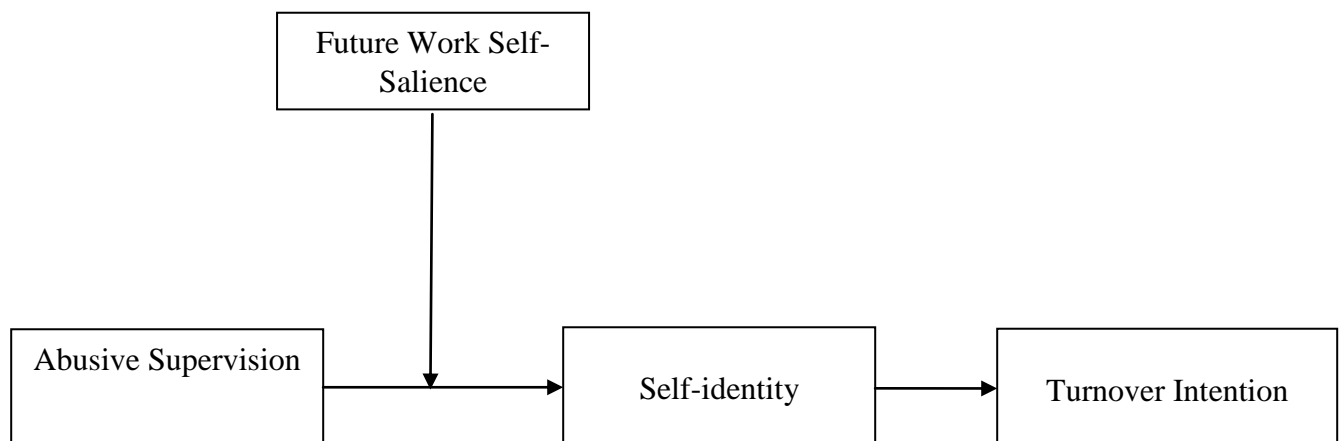


Figure 1: Research model of abusive supervision impact on turnover intentions of employees with the mediating role of self-identity and moderating role of future work self-salience

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

Research design describes the process of investigation and managing research. Main objective of this study is to find relationship between all variables used hereby with respect to the public sector organizations of Pakistan. This portion of chapter entails study type, study setting, time horizon, unit of analysis, data collection process and sampling units etc.

3.1.1 Type of Study

This study examined the impact of abusive supervision on turnover intentions. In this study, self-identity has been used as moderator and future work self-salience as moderator. It is a correlational study as it tested the variables in same year on different respondents. This study was particularly conducted for academic purpose and owing to time limitations, convenience sampling technique was used. Since public sector culture in Pakistan lacks high standards of professional ambiance hence abusive supervision and similar adverse practices are very common here. That's why public sector organizations have been selected for this study.

3.1.2 Study Setting

In order to fill the questionnaires, contact was made with all respondents at their workplaces hence it is a field study. They were all assured regarding confidentiality of their responses enabling them to honestly share responses.

3.1.3 Time Horizon

Data for this research has been collected from public sector organizations working in Islamabad. It took almost two months to collect data from the respondents hence it is a cross-sectional study.

3.1.4 Research Interference

No research related intrusion to affect findings has been observed in this study.

3.1.5 Unit of Analysis

In this study, unit of analysis has been individual (employees belonging to different public sector organizations within capital city Islamabad).

3.1.6 Data Collection Process

Although a significant research work has already been conducted in our country nevertheless respondent's overall exposure and familiarity toward research is still fragile. Normally, employees hesitate in conveying their opinion even for research purpose. Amid such circumstances, conducting a quality research still remains a challenge for the researchers. Hence, data collection process from employees of public sector organizations took substantial efforts.

3.2 Population and Sampling

3.2.1 Population

The population of interest in current study comprised of the employees working in different public sector organizations in capital city - Islamabad.

3.2.2 Sample and Procedures

Convenience sampling technique has been used in this study owing to time limitations. Respondents were approached using researcher's professional and personal contacts. The exclusion criterion for respondents included (a) employment with the respective organization for less than 6 months (ensuring that the supervisor had done performance appraisal of the subordinate at least once); (b) have qualification less than matric (to ensure that they could easily understand and fill a questionnaire).

Participation was voluntary and confidential. Questionnaires along with introductory letter mentioning aims and relevance of this study were distributed assuring anonymity of replies along with participant's identity and utilization of the same only for objectives of present research as summary statistics. Total 300 questionnaires were distributed among participants out of which I received 174 usable responses (58%).

3.3 Scales

Following questionnaires have been used for data collection;

- Abusive Supervision (Mitchell & Ambrose, 2007)
- Self-Identity (Selenta & Lord, 2005)
- Turnover Intentions (Kelloway, Gottlieb, & Barham, 1999)
- Future Work Self-Salience (Strauss et al., 2012)

3.3.1 Abusive Supervision

For the purpose of measuring abusive supervision, 5-items scale has been used in this study developed by Mitchell and Ambrose (2007) having acceptable reliability and validity. Responses have been rated on a 5-point scale (1 = strongly disagree, 5 = strongly agree). Sample items include (“ridicules me” and “tells me my thoughts and feelings are stupid”).

3.3.2 Self-Identity

The 15 item scale developed by Selenta and Lord (2005) has been used to measure the self-identity. The responses have been obtained through 5 point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly Agree). The sample items of the scale include, “I thrive on opportunities to demonstrate that my abilities or talents are better than those of other people”, “I have a strong need to know how I stand in comparison to my coworkers” and “I often find myself pondering over the ways that I am better or worse off than others around”.

3.3.3 Turnover Intentions

In order to measure employee's turnover intention, a four item scale developed by Kelloway, Gottlieb, and Barham (1999) has been used. All responses have been rated on 5-point scale ranged from 1 (Strongly disagree) to 5 (Strongly Agree). The sample items include "I am thinking about leaving this organization," "I am planning to look for a new job", "I intend to ask others about new job opportunities" and "I intend to ask people about new job opportunities".

3.3.4 Future Work Self-Salience

5-item FWSS scale has been used to measure Future work self-salience developed by Strauss et al.'s (2012). Participants have been asked to 'mentally travel into the future' and, while imagining their future work selves, rate the salience of the future work selves. Responses have been rated on a 5-point scale (1 = strongly disagree, 5 = strongly agree). Sample items of FWSS scale include 'I am very clear about who and what I want to become in my future work', "This future is very easy for me to imagine" and "The type of future I want in relation to my work is very clear in my mind".

3.4 Measures

The data has been collected through adopted questionnaires from different sources. Employees filled questionnaires rating their supervisors/leaders according to the nature of the questionnaire items, relating to abusive supervision, self-identity, future work self-salience and turnover intention. All items have been responded to by the employees on a 5-points Likert-scale where 1 (strongly disagree) to 5 (strongly agree). Questionnaires also consist of four demographic variables which include information regarding the respondent's Gender, Age, Qualification and Experience. However, none of the demographic variables revealed significant differences in any of the three dependent variables, so did not control these in further analysis.

3.5 Reliability

The data collected have been tested to check its reliability. The reliability scores against each variable are as follows.

Table 1

Scale Reliabilities

Variable	Cronbach's Alpha	No. of Items
Abusive Supervision	0.709	3
Self-Identity	0.896	10
Turnover Intention	0.945	2
Future Work Self-Salience	0.746	3

Internal reliability of a scale refers to its ability to consistent results when administered with several numbers of items or even in the case of checking reliability by various methods such as split half method and others. Reliability test is the one of the common test to verify the validity of scale that asses the reliability of a scale. It refers to its internal consistency in measuring a construct. Value of Cronbach Alpha ranges from 0 to 1. However, higher values are indicates greater reliability of the scale.

It also capable to measure the inter correlation among various items in the scale. Generally the Alpha values above 0.7 are taken to be reliable. Whereas on the other hand, lower values show lower reliability of the scale in measuring construct or its different dimensions. The above table (Table 1) gives details of Cronbach Alpha coefficient used to collect data for this study. Through this table internal consistency of scales used are visible. The highest Alpha value

has been seen for the scale used to measure turnover intention is 0.945. All the scale used for survey shows a high reliability values.

3.6 Data Analysis Procedure

In this study, SPSS 20 has been used to perform following procedures/tests:

- Missing values
- Outlier Analysis
- Frequency distribution
- Descriptive statistics
- Confirmatory factor analysis
- Reliability analysis
- One-way ANOVA
- Correlation analysis
- Mediation and moderated analysis

3.7 Sample Characteristics

Table 2

Respondents' demographic characteristics

	Frequency	Percent	Cumulative percent
Gender			
Male	135	77.6	77.6
Female	39	22.4	100
Age			
18 years to 25 years	4	2.3	2.3
26 years to 33 years	108	62.1	64.4
34 years to 41 years	31	17.8	82.2
42 years to 49 years	25	14.4	96.6
> 50 years	6	3.4	100
Qualification			
Matric	2	1.1	1.1
Inter	1	0.6	1.7
Bachelors	104	59.8	61.5
Masters	49	28.2	89.7
MS/ M.Phil	16	9.2	98.9
Doctoral	2	1.1	100.0
Experience			
5 years to 10 years	121	69.5	69.5
11 years to 16 years	32	18.4	87.9
17 years to 22 years	14	8.0	96.0
23 years to 28 years	7	4.0	100.0

In case of Gender, majority of the respondents were male as per frequency analysis. There are 135 male out of total 174 respondents, 77.6% of the sample. On the other side, number

of female respondents is 39, i.e. 22.4%. This shows gender difference in our society. According to results, majority of the respondents is from 26 to 33 years of age group, i.e. 108 of the total sample of 174 respondents (62.1%) making this figure higher than all other age groups. Whereas 6 respondents are reported 50 years & above group.

Educational credentials of the respondents have also been collected in this study according to which highest percentage has been observed as bachelors. There are 104 of the respondents having formal bachelor's degree i.e. 59.8%. However in other categories, qualification of only two respondents (01.1%) is matric, 1 respondent (0.6%) has inter, 49 respondents (28.2%) have Masters Category, 16 respondents (9.2%) have MS/M.Phil whereas only 2 have completed doctorate that works out to be 1.1 % of the sample. Regarding experience, 121 respondents belong to 5-10 years group making it 69.5% (highest) of the total sample. However, 32 respondents belong to 11-16 years, 18.4% of sample. Rest 14 respondents (8.0%) and 7 respondents (4.0%) are reported having 17-22 years & 23-28 years' experience respectively.

CHAPTER 4

RESULTS

4.1 Descriptive Statistics

Descriptive statistics provides simple summaries about the sample size and the observations that have been made about the data. It tells us the basic details of the data that has been collected such as sample size, minimum value, maximum value, mean value and standard deviation of the data. Descriptive statistics also present large sum of data into arranged and summarized form. Details of data collected for this research are presented in below table.

Table 3

Descriptive Statistics (Minimum, Maximum, Mean and Standard Deviation)

Variable	Sample	Min	Max	Mean	St. deviation
Gender	174	1	2	1.22	.418
Age	174	1	5	2.55	.890
Qualification	174	1	6	3.47	.765
Experience	174	1	4	1.47	.809
Abusive Supervision	174	2.00	5.00	3.9425	1.03156
Self-identity	174	1.50	4.60	2.9759	.93913
Turnover Intentions	174	1.75	4.50	3.4052	1.10617
Future Work Self Saliency	174	2.20	5.00	4.3295	.61932

This table gives the descriptive statistics of different the variables used in this study. Minimum, maximum and average values for each variable have been reported along with mean

and standard deviation. Detail of the variables has been given in first column of the table, sample size of the study in second column and minimum/maximum mean values for the data collected in third & fourth. Instead of using fractions, whole values have been reported for data. Maximum value for Gender is 2 as the gender has been measured on two factor category where 1 indicates male & 2 shows female.

The mean value for abusive supervision is 3.9425 with standard deviation of 1.03156. Self-identity has mean value of 2.9759 & standard deviation of 0.93913. Turnover intention indicates a mean of 3.4052 with standard deviation of 1.10617. The mean of future work self-salience is 4.2395 with standard deviation of 0.61932. Lower scores show disagreement with most of the items.

4.2 Correlation Analysis

Main objective of correlation analysis is to ascertain relationship between two variables or examine trend of these variables in same direction or otherwise. Unlike regression analysis, causal linkages for the variables of concerned study are not considered in correlation analysis. Mainly, direction of the variables is focused whether in similar direction or opposite. In this context, zero correlation is not included. In case of negative correlation values, we can gauge the degree to which increase in any of the variables varies with each other. Pearson correlation is commonly used analysis technique to calculate correlation coefficient and also dependence among two quantities. The values of correlation range from -1.00 to +1.00. In case of positive correlation, values tend toward +1.00. Likewise, if there is negative correlation, negative values will be observed. However, if there is no correlation, value of correlation will be 0.

Correlations among different variables of this study have been indicated through table 4. In addition, results have also been elaborated with reference to demographic variables. For

instance, there is weak and significant correlation between abusive supervision with different demographic variables such as gender ($r = .101$), age ($r = -.056$), qualification ($r = -.017$) and experience ($r = -.032$). The correlation analysis of dependent variable with demographic factors shows that gender ($r = .121$), age ($r = -.067$), qualification ($r = -.032$) and experience ($r = -.021$) also have weak and significant relationship.

The study has one independent variable that is abusive supervision and same is significantly correlated with the dependent variable of the study where r is equal to $.732$ with $p < 0.05$. The table also shows the significant relationship of mediator and abusive supervision as self-identity has $r = -.681^{**}$, $p < 0.05$. Similarly, there is significant relationship with future work self-salience having $r = .152$ and $p < 0.05$. Dependent variable turnover intention has significant relationship with self-identity where $r = -.480^{**}$ having $p < 0.05$ and insignificant correlation with future work self-salience having $r = -.047$ and $p > 0.05$.

Table 4
Correlation

Variables	1	2	3	4
1. Abusive Supervision	1			
2. Self-Identity	-.681**	1		
3. Turnover Intention	.732**	-.480**	1	
4. Future Work Self Salience	.152*	-.133	-.047	1

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

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

4.3 Control Variables

ONE way ANOVA is commonly used in order to predict and subsequently estimate relationship among different variables by evaluating their dependence on each other.

Table 5

One Way ANOVA (Control Variables)

Variable	F Value	Significance
Gender	2.563	> .27
Age	2.563	>.27
Qualification	.941	> .19
Experience	.265	> .11

The results one way ANOVA shows insignificant relationship of gender, age, education, qualification and experience with turnover intentions; gender ($F = 2.563, P > .05$), Age ($F = 2.563, P > .05$), Qualification ($F = .941, P > .05$) and experience ($F = .265, P > .05$). This shows that factors other than employee demographics may affect turnover intention as in case of this study.

4.4 Measurement Model

Confirmatory Factor Analysis (CFA) was used to justify the measurement model (Anderson & Gerbing, 1988) which consisted of four (4) latent variables: abusive supervision, self-identity, future work self-salience and turnover intention. The combination of different fit indices: model chi-square, incremental fit index (IFI), *Tucker-Lewis index* (TLI), comparative fit index (CFI) and root mean square error of approximation (RMSEA), and were used to assess the model fit. The measurement model provided a moderate fit to the data ($\chi^2/df = 3.274, IFI = 0.87; TLI = 0.84; CFI = 0.87; RMSEA = 0.08$) (Hinkin, 1998; Steiger, 1990; Hu & Bentler, 1999) shown table 6. CFAs results showed that four-factor model had satisfactory discriminant validity.

Table 6**Measurement Model**

Model	Factors	χ^2	df	RMSEA	IFI	TLI	CFI
Base Line							
Hypothesized	Four Factors	445.220	136	.08	.87	.84	.87
Model							

* $p > .05$, * $p < .001$

4.5 Tests of Hypotheses

Structural Equation Modeling (SEM) using LISREL 8.80 (Jöreskog&Sörbom, 2006) was used to test the hypotheses, and results shown in table 7, 8 and table 9. Hypothesis 1 states that abusive supervision is positively related to turnover intention. The results confirmed this relationship, as indicated by the regression coefficient ($\beta = .73, p < .05$). Hypothesis 2 states that abusive supervision is negatively related to self-identity. Results supported this relationship, as indicated by the regression coefficient ($\beta = -.70, p < .05$). Hypothesis 3 states that self-identity is positively related to turnover intention. Results, rejected this relationship, as indicated by the regression coefficient ($\beta = .03, p > .05$).

.A 95% BC bootstrap CI of .64 to .86 and regression coefficient ($\beta = .76, p < .05$) show that there was mediation in the model and hypothesis 4 is accepted. Hypothesis 5 states that Future work self-salience moderates the relationship between Abusive supervision and self-identity such that high future work self-salience will weaken the relationship between Abusive supervision and self-identity. Results rejected this relationship, as indicated by the regression coefficient ($\beta = .06, p > .05$). The hypothesized model is shown in figure 1.

Table 7**Path Coefficients in the Baseline Model**

Structural Path	Path Coefficients
Abusive Supervision → Turnover Intention	.73*
Abusive Supervision → Self-Identity	-.70**
Self-Identity → Turnover Intention	.03

* $p < .05$, ** $p < .01$, *** $p < .001$

Table 8**Results on the mediating role of Self-Identity**

	Path Coefficients	BC (95% CI)
Bootstrapping		
Abusive Supervision → Self-Identity → Turnover Intentions	.75**	(.63, .85)

Note:BCa means bias corrected, 1,000-bootstrap samples, CI confidence interval

Table 9**Results on the moderating role of Future work self-salience**

	Path Coefficients	
Abusive Supervision x Future Work Self-Salience → Self-Identity	.06	(.04, .10)

* $p < .05$, ** $p < .01$, *** $p < .001$

Table 10

Summary of Accepted/ Rejected Hypothesis

Hypothesis	Statements	Results
H1:	There is a positive association between abusive supervision and turnover intention of employees.	Accepted
H2	There is a negative association between abusive supervision and self-identity of the effected employee.	Accepted
H3	There is a negative association between self-identity and turnover intention of employees.	Rejected
H4	Self-identity mediates the relationship between abusive supervision and turnover intentions.	Accepted
H5	Future work self-salience moderates the relationship between Abusive supervision and self-identity such that high future work self-salience will weaken the relationship between Abusive supervision and self-identity.	Rejected

Total number of Hypotheses: 05

Hypotheses Accepted: 03

Hypotheses Rejected: 02

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Discussion

Main objective of this study was to examine the relationship between abusive supervision and turnover intention. Besides this, mediating role of self-identity and moderating role of future work self-salience was also to be analyzed.

The findings of the current research supported our mediation hypothesis. Consistent with the identity-based perspective (Tajfel, 1982; Turner, 1999), we found that self-identity mediated the abusive supervision–turnover intention relationship. According to Tajfel (1982), abusive supervision has the ability to shape behaviors of subordinates through self-identity. Since leadership or supervisory behavior is hostile, it will bring adverse effects to self-identity. This damage to employees' identities, as indicated by lower self-identity, will increase turnover intentions. From another perspective and in addition to considering stress caused by an abusive leader, this result suggests that employees also see the leader's part of a social context that can damage their organization-based identity.

However, inconsistent with the identity-based perspective (Tajfel, 1982; Turner, 1999), our results could not provide support for the moderating role of FWSS in the relationship between abusive supervision and turnover intentions. Overall, three hypothesis have been accepted in this study.

This study has tested the mediating role of self-identity. According to regression analysis of self-identity, there exists mediation between abusive supervision and turnover intentions. The results of current study support previous research findings (Tajfel, 1982; Turner, 1999). Thus, the

hypothesis that tests the mediation of self-identity between abusive supervision and turnover intentions is accepted (H4). It depicts that employee possessing uniqueness of identity on the basis of being better than others significantly receives adverse impact of abusive behaviors caused by their supervisor. The study also tests the linear relationship of self-identity with turnover intentions (H3). The relationship between self-identity and turnover intention is found to be insignificant.

In continuation, it is evident that when employees face aggression from their supervisor, they will start feeling complete loss of their identity. Either an employee considers to be better than co-workers being different from them, claims tight bonding and association as a part of any dyadic relationship or feels a strong position in the organization due to group belonging, in each case damage to his/her identity will invoke specific intentions or behaviors matching the adverse feeling. Hence as per above study, lower self-identity of the subordinates will develop negative intentions among them including deviance or any similar behaviors. Notably, if this situation prolongs, disgruntled employee will start thinking to quit the organization.

The study also tests moderating role of future work self-salience between abusive supervision and self-identity. For this purpose, results indicate that future work self-salience does not moderate the relationship between abusive supervision and self-identity (H5).

Above results are inconsistent with previous studies on subject. Markus and Wurf (1987) stated that like other possible selves, Future Work Selves are components of the dynamic self-system and become relevant to individual's motivation and behavior when they are an active part of their self-concept (Markus & Nurius, 1986). Thus, it was assumed that Future Work Self determines its activation in the self-concept and hence its effect on behavior. These studies

suggest that future self-salience plays role in shaping specific behavior of the employee through self-identity.

The reason for rejection of moderation hypothesis can be attributed to our population i.e. public sector of Pakistan. It was assumed that every employee possesses an insight of his/her future position in the organization. This image then directly ties with self-identity of the employee in positive relation. However, during data collection, it has been categorically observed that employees lack visualization of their future roles within the organization. Although, they do care about their present identity nevertheless they do not pay heed to long term anticipations and future roles perhaps due to slow and steady promotion system and dearth of opportunities available to deserving employees.

The actual image of public sector employment demonstrates that employees always enjoy job security along with other perks/privileges. Similarly, criteria for promotions and increments are clearly defined and everyone knows an approximate time frame of his/her promotion. Same has been categorically observed during data collection process. Notably, these attractive elements create convenient working environment and employees do not feel necessary to put extra efforts in assigned tasks.

If we connect these observations with future work self-salience, we will come to know that employees working in public sector organizations can maintain their self-identities on the basis of core competencies however thinking about a desired future role in the presence of strictly defined career progression framework would not be easy for them. As per my experience of public sector organizations during this study, I came to know that time frame for promotion of an officer to next grade is 5 years, 7 years to next grade and then further 5 years to next grade.

Another important observation has been acquaintance of rules of public sector organizations as per which there is no provision of rules regarding accelerated promotions.

If we recall definition of future work self-salience, it refers to mental investment of the employee about work base identity in future. From above observations, it is evident that many employees working in public sector organizations in Pakistan are not primarily sure and concerned about long term anticipations with regard to work. They are generally aware of prevailing practices and believe that no significant change can bring alteration to these official practices in future as well. In such situation, impact of abusive supervision has been significantly observed only on self-identity and moderating role of future work self-salience in this relation remained insignificant.

5.2 Conclusion

Abusive supervision has always been problematic for organizations, employees and ultimately their families. The main objective of this research is to provide a foundation to the practitioners by studying current body of knowledge pertaining to abusive supervision and its impact at individual as well as organizational level. As a next step, organizations may utilize this foundation in order to ascertain and avert abusive supervision before same becomes a gigantic problem in terms of distress and financial cost.

This study has significantly focused identity-based perspective within boundaries of the organization and thus tried to investigate the role of self-identity along with Future work self-salience in the relationship between abusive supervision and turnover intentions. As per findings, self-identity mediated the relationship between abusive supervision and turnover intentions. However, the future identity-based path of abusive supervision to turnover intention via self-identity could not be established. By using findings, I hope this study may serve as a facilitator to

gain more comprehensive understanding of the mechanisms in relationship between abusive supervision and outcomes.

The adverse impacts on every employee, whether abuser or abused, spread throughout the organization. In fact, organizations may take initiative to prevent this undesirable activity preferably before it takes place. This study very clearly highlights damages caused by abusive supervision and further suggests to take maidensteps toward adapting and then exercising a training plan entirely focused to ascertain and prevent abusive supervision. If employees are mistreated at workplace, it brings adverse consequences hence it should not be tolerated.

Abusive supervision is undoubtedly defined construct with concrete behaviors. If employees are trained to recognize such behaviors, same can be easily identified by them. In addition, reduced stress along with conflict-free family lives can be ensured in the presence of conflict-free workplaces (Hoobler et al., 2013). This may also help the management to ensure with maximization of employee's productivity. Abusive supervision may cause organizational costs of approximately \$23.8 billion (Tepper et al., 2006). In closing, main objective of every organization must be to completely eliminate abusive supervision.

5.3 Implications

This study provides several implications for practitioners. Firstly, organizations need to consider the possible impact of Future work self-salience. It has been discussed that employees with higher FWSS are assumed to possess positive emotions at work. Since, positive emotions have been observed to be predictor of creativity, such employees may prove to be more creative and productive, and it is eventually beneficial for the organization. Hence, organizations must take into account those employees having high level of future work self-salience.

Secondly, it is important to pay due attention to team leaders. Organizations must carefully identify abusive leaders and then interventions aimed at reducing the frequency of abusive supervision. One approach may be through organizing appropriate leadership training programs including classroom lectures, group discussions and role exchanging sessions to underline abusive supervision and its implications. Participation of identified abusive leaders must be ensured compulsory in these training programs. In order to ascertain futility of the training, pre-training and post-training feedback may serve the purpose.

Lastly, managers must understand that employees working under their command may perceive leader's behaviors in different ways on the basis that employees are human beings with different mental approach. Also, one size fits all approach of leading a team may not work all times. Keeping in mind impact of perceptions of unethical leadership towards subordinate's behaviors, leaders need to carefully understand nature of their interaction and communication with their subordinates. As subordinates anticipate to receive ethical behavior and appropriate treatment from the leaders, it is imperative to ensure that leaders are exactly viewed by this way. Hence, managers should exercise periodic ethics audits in order to ensure any ethical lapses within the workplace are being captured and accordingly addressed.

5.4 Limitations

This study has certain limitations of its own. First of all, this has been a cross-sectional study due to time constraint instead of being longitudinal study that required more time period along with resources. Abusive supervision has been measured only once although there always remains enough scope for change in levels as experienced by subordinates within different time frames. Repeated observations would be required to test pattern of abusive supervision among employees at workplace.

Secondly, this study has focused employees working in public sector organizations of Pakistan. This limits scope of study along with implacability of study findings as regard to other major employment sectors. Inclusion of private sector such as banks, textile mills, software houses, hospitality industry, production houses etc. may significantly testify the results or otherwise. More specifically, type of industry also causes different results. It has been observed health care industry particularly faces vulnerability to abusive behavior due to the fact that workers experience significant time pressure, heavy work demands and inherent uncertainty which is associated with diagnosis and treatment coupled with high costs of failure.

Another limitation of this study has been lack of cultural perspective towards abusive supervision. It is plausible that abusive supervision occurs more commonly in countries having high power distance like Pakistan, India, and Mexico etc. where unequal power distributions in different social institutions is a common practice and organizational representatives often invoke legitimate authority. Power distance can affect chances of abusive supervision indirectly through its effect on norms toward abusive behavior. On the other hand, countries like New Zealand and Denmark are attributed for having low power distance as compared to Pakistan (organizational hierarchy is perceived to be exploitive) and therefore it is quite possible that employees working in such countries may react less intensively to abusive supervision.

Some general questions to ascertain whether national culture directly affects abusive supervision or indirectly affects by means of organizational norms towards abusive supervision can help researchers to evaluate cultural support towards body of knowledge. Similarly, other cultural dimensions can also impart role like individualism, collectivism, uncertainty avoidance, masculinity, and time-orientation.

5.5 Future Research Directions

In current research, effect of abusive supervision has been studied on turnover intention being a matter of grave concern for organizations today. In addition, current study only focused on hoped-for work-based identity salience that represents one aspect of identity salience. Researchers should emphasize to address other types of identity salience like current team-based identity salience and leader-related identity salience to gain better understanding of the identity-based mechanism through which abusive supervision leads towards turnover intentions.

Future researchers should also focus towards prevention of abusive supervision at workplace. Although, a lot of information is available about practical implications of research on abusive supervision, however it would be quite beneficial to start testing theoretical implications in real-time organizational setting. In this context, future researchers may seek assistance from recent work on creating a mistreatment-reduction climate via aggression-preventive supervisor behaviors and other existing programs that enhance positive organizational climate for reducing mistreatment, as abusive supervision is a specific type of workplace mistreatment.

Thirdly, researchers should now move their attention from outcomes and implications of abusive supervision towards those attributes and characteristics having potential to influence supervisors toward abusive behaviors (Tepper, 2007). This will prove to be highly prolific effort in terms of its productivity and feasibility towards preventing abusive supervision as compared to the traditional trend of studying its hostile outcomes. Future researchers should also consider industry effects of abusive supervision as it may help detect those segments of society where an understanding of abusive supervision is needed most (Martinko et al., 2013).

Then, future researchers should invest more time and resources using longitudinal designs rather cross-sectional study designs. This will enable them to testify abusive supervision pattern in an organization by getting proximal and clear representation.

Finally, future studies should accentuate cultural effects particularly of power distance on abusive supervision-outcomes relationship. This will enhance generalizability of study findings in a broader spectrum and enable researchers to achieve implications to make contribution specific to their native culture.

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MOHAMMAD ALI JINNAH UNIVERSITY ISLAMABAD

Department of Management Sciences

Questionnaire

Dear Participant,

I am students of MS Management Sciences at Capital University of Science & Technology Islamabad. I am conducting a research on impact of **Abusive supervision on employee turnover intentions; with mediating role of self-identity and moderating role of future work self-salience**. You can help me by completing the attached questionnaire, You will find it quite interesting. I appreciate your participation in my study and I assure that **your responses will be held confidential** and will only be used for education purposes.

Sincerely,

M. Kamran Anwar

Please tick the relevant choices: 1= **Strongly disagree**, 2= **Disagree**, 3= **Neutral**, 4= **Agree**, 5= **Strongly Agree**

	Abusive Supervision					
1	Ridicules me.	1	2	3	4	5
2	Tells me my thoughts or feelings are stupid.	1	2	3	4	5
3	Puts me down in front of others.	1	2	3	4	5
4	Makes negative comments about me to others.	1	2	3	4	5
5	Tells me I'm incompetent.	1	2	3	4	5

	Self-Identity					
1	I thrive on opportunities to demonstrate that my abilities or talents are better than those of other people.	1	2	3	4	5
2	I have a strong need to know how I stand in comparison to my coworkers.	1	2	3	4	5
3	I often compete with my friends	1	2	3	4	5
4	I feel best about myself when I perform better than others	1	2	3	4	5
5	I often find myself pondering over the ways that I am better or worse off than others around me	1	2	3	4	5
6	If a friend was having a personal problem, I would help him/her even if it meant sacrificing my time or money	1	2	3	4	5
7	I value friends who are caring, empathic individuals	1	2	3	4	5
8	It is important to me that I uphold my commitments to significant people in my life.	1	2	3	4	5
9	Caring deeply about another person such as a close friend	1	2	3	4	5

	or relative is important to me					
10	Knowing that a close other acknowledges and values the role that I play in their life makes me feel like a worthwhile person.	1	2	3	4	5
11	Making a lasting contribution to groups that I belong to, such as my work organization, is very important to me	1	2	3	4	5
12	When I become involved in a group project, I do my best to ensure its success	1	2	3	4	5
13	I feel great pride when my team or group does well, even if I'm not the main reason for its success	1	2	3	4	5
14	I would be honored if I were chosen by an organization or club that I belong to, to represent them at a conference or meeting.	1	2	3	4	5
15	When I'm part of a team, I am concerned about the group as a whole instead of whether individual team members like me or whether I like them	1	2	3	4	5
Turnover intentions						
1	I am thinking about leaving this organization.	1	2	3	4	5
2	I am planning to look for a new job.	1	2	3	4	5
3	I intend to ask people about new job opportunities.	1	2	3	4	5
4	I don't plan to be in this organization much longer.	1	2	3	4	5
Future Work Self-Salience						
1	This future is very easy for me to imagine.	1	2	3	4	5
2	The mental picture of this future is very clear.	1	2	3	4	5
3	I can easily imagine my Future Work Self.	1	2	3	4	5
4	I am very clear about who and what I want to become in my future work.	1	2	3	4	5
5	What type of future I want in relation to my work is very clear in my mind.	1	2	3	4	5

Please provide following information.

	1	2
Gender	Male	Female

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

	1	2	3	4	5	6
Qualification	Metric	Inter	Bachelor	Master	MS/M.Phil	PhD

	1	2	3	4	5	6
Experience	5 – 10	11 – 16	17 – 22	23 – 28	29 – 35	36 and above