

# **Abusive Supervision, Employee Cynicism and its Consequences: Coping Role of Peer Support**

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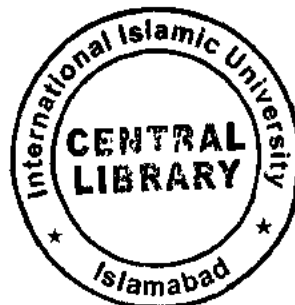
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# **Abusive Supervision, Employee Cynicism and its Consequences: Coping Role of Peer Support**

*(A dissertation Proposal MS-Management)*

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Registration No. 76-FMS/MSMGT/S11

Submitted in partial fulfillment of the requirement for the  
MS Degree with the specialization in Management  
at the Faculty of Management Sciences,  
International Islamic University,  
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July, 2015

## **DEDICATION**

To my loving mother who always remained a source of inspiration to me and  
to sweet memories of my Late Father.

(Acceptance by the Viva Voce Committee)

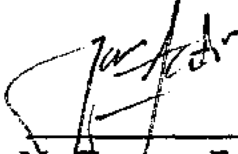
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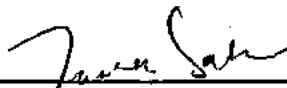
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Viva Voce Committee

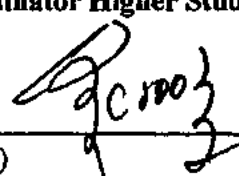
  
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## **ABSTRACT**

The study is conducted to test the mediating effects of employee cynicism between Abusive Supervision and job satisfaction, job stress and turnover intentions of employees. A moderator Peer Support is used to minimize the impact of abusive supervision on employees' feeling component of attitude that is Employee Cynicism.

It is hypothesized in the present study that employee cynicism mediates the relationship between abusive supervision and job satisfaction, job stress and intention to quit. On the other hand, to cope with detrimental effects of abusive supervision on employee, Peer Support is used as a moderator in the relationship between abusive supervision and employee cynicism.

The proposed model of the study is tested on the data gathered through cross sectional design study and the unit of the analysis was 'individual'. Data for the study is collected from the manufacturing and service industries from twin cities of Pakistan including Rawalpindi and Islamabad. Selected organizations are registered with Securities and Exchange Commission of Pakistan (SECP). From manufacturing sector out of 346 selected employees, 251 responses were recorded and response rate was 73% while in service industry out of 354, 294 participated in the present study and response rate remained 83%.

The results indicate that abusive supervision is negatively related to job satisfaction and positively related to job stress and quit intentions. Moreover, employee cynicism partially mediates the relationship between abusive supervision and the two outcomes (Job Satisfaction & Job Stress) and fully mediates the relationship between abusive supervision and Intentions to Quit. Additionally, Peer Support was used as a moderator to moderate the relationship between abusive supervision and employee cynicism and it was found that the positive relationship between Abusive Supervision and Employee Cynicism is weaker when Peer Support is high. Theoretical and practical implications, limitations and future research avenues are also discussed in the study.

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## FORWARDING SHEET

The thesis entitled "Abusive Supervision, Employee Cynicism and its Consequences: Coping Role of Peer Support" submitted by Ms. Sadia Bukhari as partial fulfillment of MS degree in Management Sciences with specialization in Management, has completed under my guidance and supervision. The changes advised by the external and the internal examiners have been incorporated. I am satisfied with the quality of student's research work and allow her to submit this thesis for further process as per IIU rules & regulations.

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# TABLE OF CONTENTS

<b>CHAPTER 1</b> .....	<b>7</b>
<b>INTRODUCTION</b> .....	<b>7</b>
1.1 Background of Study .....	7
1.2 Research Gap and Rationale of the Study .....	10
1.3 Significance of the Study.....	11
1.4 Problem Statement.....	14
1.5 Research Questions .....	14
1.6 Research Objectives.....	15
<b>CHAPTER 2</b> .....	<b>16</b>
<b>LITERATURE REVIEW AND THEORETICAL FRAME WORK</b> .....	<b>16</b>
2.1 Abusive Supervision .....	16
2.1.1 Abusive Supervision and Job Satisfaction .....	19
2.1.2 Abusive Supervision and Job Stress .....	22
2.1.3 Abusive Supervision and Intentions to quit .....	24
2.1.4 Abusive Supervision and Employee Cynicism .....	25
2.2 Employee Cynicism .....	27
2.2.1 Employee Cynicism and Job Satisfaction .....	31
2.2.2 Employee Cynicism and Job Stress .....	33
2.2.3 Employee Cynicism and Intentions to quit .....	34
2.3 Peer Support .....	36
2.4 Job Satisfaction .....	38
2.5 Job Stress .....	41
2.6 Intentions to quit .....	43
2.7 Mediating Role of Employee Cynicism.....	47
2.7.1 Theoretical Support for Mediation Link.....	48
2.8 Moderating Role of Peer Support .....	50
2.9 Proposed Model.....	54
<b>CHAPTER 3</b> .....	<b>55</b>
<b>RESEARCH METHODOLOGY</b> .....	<b>55</b>
3.1 Research Design .....	55
3.2 Population.....	56

3.3	Procedure.....	56
3.3.1	Sample Design and Size:.....	56
3.4	Instruments.....	63
3.4.1	Abusive Supervision .....	63
3.4.2	Employee Cynicism .....	63
3.4.3	Peer Support .....	63
3.4.5	Job Stress .....	64
3.4.6	Intentions to Quit.....	64
3.5	Pilot Testing.....	64
3.6	Data Collection.....	65
3.7	Data Analysis.....	65
<b>CHAPTER 4 .....</b>		<b>66</b>
<b>RESULTS .....</b>		<b>66</b>
4.1	Hypotheses .....	66
4.2	Reliability Analysis.....	68
4.3	Sample Demographics .....	68
4.4	Descriptive Statistics.....	70
4.4.1	Variance Inflation Factor (VIF) .....	70
4.5	Control Variables.....	71
4.6	Regression Analysis (Main Effects) .....	73
4.6.1	Abusive Supervision, Job Satisfaction, Job Stress, Intentions to Quit and Employee Cynicism .....	73
4.7	Employee Cynicism, Job Satisfaction, Job Stress and Intentions to Quit.....	78
4.8	Mediator Analysis .....	82
4.9	Sobel Test.....	85
4.10	Moderation Analysis with Peer Support.....	86
4.11	Summary of Accepted/ Rejected Hypotheses .....	89
<b>CHAPTER 5 .....</b>		<b>91</b>
<b>DISCUSSION.....</b>		<b>91</b>
5.1	Summary.....	91
5.2	Major Findings .....	92
5.3	Finding and Discussion.....	95
5.4	Theoretical Implications.....	97

5.5	Practical Implications.....	98
5.6	Limitations of the Study.....	99
5.7	Directions for Future Research.....	99
5.8	Conclusion.....	100
<b>REFERENCES.....</b>		<b>102</b>
<b>APPENDIX.....</b>		<b>117</b>

## LIST OF TABLES

Table 1: Variance Inflation Factor Abusive Supervision, Employee Cynicism and its Consequences: Coping Role of Peer Support .....	<b>Error! Bookmark not defined.</b>
Table 2: List of selected Manufacturing and Service Industry .....	56
Table 3: Organization wise breakdown of Manufacturing Industry in sample .....	59
Table 4: Organization wise breakdown of Service Industry in sample .....	60
Table 5: Reliability coefficients for research instruments .....	68
Table 6: Mean, Standard Deviation, Correlations and Reliabilities for the main variables in the study .....	69
Table 7: Variance Inflation Factor .....	71
Table 8: ONE WAY ANOVA for all dependent variables by AGE .....	72
Table 9: ONE WAY ANOVA for all dependent variables by TOTAL EXPERIENCE ..	72
Table 10: Regression Analysis for main effects of Abusive Supervision on Job Satisfaction .....	74
Table 11: Regression Analysis for main effects of Abusive Supervision on Job Stress ..	75
Table 12: Regression Analysis for effects of Abusive Supervision on Intentions to Quit .....	76
Table 13: Regression Analysis for main effects of Abusive Supervision on Employee Cynicism .....	77
Table 14: Regression Analysis for main effects of Employee Cynicism on Job Satisfaction .....	79
Table 15: Regression Analysis for main effects of Employee Cynicism on Job Stress ...	80
Table 16: Regression Analysis for main effects of Employee Cynicism on Intentions to Quit .....	81
Table 17: Regression Analysis for mediating effects of Employee Cynicism in relationship between Abusive Supervision and Job Satisfaction .....	82
Table 18: Regression analysis for mediating effects of Employee Cynicism in relationship between Abusive Supervision and Job Stress .....	83
Table 19: Regression analysis for mediating effects of Employee Cynicism in relationship between Abusive Supervision and Intentions to Quit .....	84
Table 20: Regression analysis for moderating effects of Peer Support in relationship between Abusive Supervision and Employee Cynicism .....	86

## LIST OF FIGURES

<b>Figure 1: Abusive Supervision &amp; Job Satisfaction</b> .....	<b>21</b>
<b>Figure 2: Abusive Supervision &amp; Job Stress</b> .....	<b>23</b>
<b>Figure 3: Abusive Supervision &amp; Intentions to quit</b> .....	<b>25</b>
<b>Figure 4: Abusive Supervision &amp; Employee Cynicism</b> .....	<b>26</b>
<b>Figure 5: Employee Cynicism and Job Satisfaction</b> .....	<b>33</b>
<b>Figure 6: Employee Cynicism &amp; Job Stress</b> .....	<b>34</b>
<b>Figure 7: Employee Cynicism &amp; Intentions to quit</b> .....	<b>35</b>
<b>Figure 8: Mediation Concept</b> .....	<b>47</b>
<b>Figure 9: Peer Support as a moderator</b> .....	<b>52</b>
<b>Figure 10: Proposed Model</b> .....	<b>54</b>
<b>Figure 11: Sampling Frame</b> .....	<b>62</b>
<b>Figure 12: Interactive effects of Abusive Supervision and Peer Support on Employee Cynicism</b> .....	<b>88</b>

# CHAPTER 1

## INTRODUCTION

### 1.1 Background of Study

The behavior of leaders and their supervisory role have direct impact on the working environment, employee work outcomes and on the organizational performance (Kritonis, 2004). A good working relation between supervisor and employees is essential for effectiveness and high level performance in the organization (Lok & Crawford, 2003; Keller & Semmer, 2013); hence good relation between supervisor and employees may bring positive impact on employees as well as on outcome of the organizations. On the same analogy, bad relation between supervisor and employees may lead to harm working environment, develop negative attitudes and behavior in the employees which ultimately slashes the performance of the employees. Previous literature focuses that the development of such negative attitude is related to the personality (Kim, Bateman, Gilbreath&Andersson, 1997; Humphrey, Nahrgang, & Morgeson, 2007) and imbalance which exists among the employees' expectations from the organization. (Cartwright & Holmes, 2006).

It is also found that negative attitude of employees are dysfunctional effects of leadership (Hoel & Cooper, 2001). Abusive Supervision has been in the focus of researchers to understand its impact on the employees' negative attitude. The term Abusive supervision is defined as the perception of subordinates about the hostile actions of their leaders/supervisors including both verbal and nonverbal, targeting them (Tepper, 2000; Tepper, Duffy, Hoobler, & Ensley, 2004).



Literature reveals, that the abusive supervision has negative impact like less job satisfaction (Tepper 2000; Tepper et al., 2004), increased stress level, increased Intentions to quit, counter work behavior and low job commitment (Schat, Desmaris & Kelloway, 2006). Such supervision has extensive damaging effects on employees.

The relationship between Abusive Supervision and employee negative attitude cannot be perceived simple because Abusive supervision may develop negative perception first among employees and then its consequences affects the organizational performance. Organizational Cynicism is one of those negative perceptions that develop in employees minds under Abusive Supervision. Organizational Cynicism is defined as the negative attitude of an employee towards the organization (Dean, Brandes, & Dhwardkar, 1998; Humphrey, Nahrgang, & Morgeson, 2007), or it may be an attitude of an individual employee with a negative key characteristic. In the present study the term 'Cynicism' is an attitude which occurs when employees feel that they are not trustworthy and their supervisor doesn't rely upon them (Abraham, 2000). Such attitudes make subordinates to think that they are victim of their direct supervisor and in reciprocity resultantly, they become cynics and exhibit the negative behavior which affects the work outcomes (Zellar, Tepper & Duffy, 2002). Cynics mistrust the organization, supervisors and their objectives/motives due to the belief that their employer tries to exploit their contribution at workplace (Andersson & Bateman, 1997; Kanter & Mirivis, 1989; Neves, 2012). Such attitudes work as primary appraisal and lead to negative results for an organization viz. reduced job satisfaction, high stress level which affects the overall performance of the organization and increase in turnover rate. Employee Cynicism is targeted towards the management and other entities at the workplace (Davis & Gardner, 2004). This type of

cynicism is based on management unjust policies at workplace and negative relationship with supervisor (Anderson & Bateman, 1997; Kritonis, 2004).

The leaders have great impact on the performance of employees working under their supervision. If the leader is abusive towards their employees, this will generate a negative attitude among the employees and they will become cynics which results; increase in stress level, dissatisfaction at workplace and employees intend to quit their jobs. Therefore, the in-sufficient support from the leader side may cause cynicism among employees which may further lead to dissatisfaction and stress (Maslach et al., 2001; Kritonis, 2004). Pakistan is a high power distance country and there is a lot of authority differences among managers and subordinates. As such there are chances that Abusive supervision may exist among manufacturing and services industries of Pakistan.

In this study, 'peer support' has been taken as moderator between the abusive supervision and employee cynicism. Peer Support is defined as the giving and receiving help established on the principles of shared responsibility, respect and the common settlement or agreement of what could be helpful for employees (Stiver & Miller, 1997; Lok & Crawford, 2003). This concept is to understand the other's situation empathically by collective experience of emotions and psychological pain. In peer support relation, people feel themselves affiliated with each other (Friere, 1995; Keller & Semmer, 2013). Hence, this support is useful to improve peers morale and to bring them out of a negative situation.

This study also looks into the crucial issue of 'abusive supervision' and its negative impact on employee satisfaction, stress and intentions to quit through mediating effects of employee cynicism. Then the concept of peer support is introduced as a coping strategy for negative attitudes caused by abusive supervision and employee cynicism.

## **1.2 Research Gap and Rationale of the Study**

Literature indicates that most of the research is available on the concept of organizational cynicism, however very little work is available on the various types of cynicism. Previous research work shows that the effects of organizational cynicism have been studied with job outcomes e.g. counterproductive work behavior, low commitment (Neves, 2012). According to the best knowledge of researcher, no study has been conducted on cynicism at individual level i.e. Employee Cynicism. The present study is therefore aimed at employee cynicism; a type of organizational cynicism which has a great impact on the overall performance of an individual. Another surprising situation is; employee's intentions to quit the job are related with the pay (pay level or pay distribution as a reason to quit the job) (Hom & Griffeth, 1995; Kritonis, 2004), with organizational justice (DeConinck & Stilwell, 2004; Keller & Semmer, 2013) and with abusive supervision (Poon, 2011) in earlier studies. Hence, there is a need for research to analyze the effects of employee cynicism on intentions to quit the job as well as on job satisfaction and job stress.

Prior research has shown that abusive supervision when occurs, its effects can cost to both; the employer and employee as such supervision is related to the attitudes of employees and their behavioral job outcomes (Poon, 2011). In addition to examine the relationship of abused supervision, employee cynicism and further negative attitudes (Job Satisfaction, Job Stress and Intentions to quit), this study narrow down the research gap in literature by examining the moderating effect of Peer Support on Employee Cynicism.

The current study is based on moderated mediation model of abusive supervision and employee cynicism where peer support has been proposed as a moderator and playing a

role of coping mechanism to mitigate the negative effects of abusive supervision on employee attitudes. Thus, this study investigates the coping role of Peer Support' on the positive relationship between Abusive Supervision and Employee Cynicism which has never been explored earlier. The following important elements of the current study contributes towards the uniqueness of research:

- Employee Cynicism mediates the relationship between Abusive Supervision and its Consequences (Job Satisfaction, Job Stress and Intentions to quit)
- Explores coping role of Peer Support by using it as moderator between Abusive Supervision and Employee Cynicism

The Peer Support moderates the relationship between the Abusive Supervision and Employee Cynicism in such a way that when the Peer Support is high, the negative relation of independent variable (Abusive Supervision) and mediating variable (Employee Cynicism) becomes weaker and vice versa.

### **1.3 Significance of the Study**

The available literature reveals that many studies have been conducted on the abusive supervision and on organizational cynicism wherein it has been found that the abusive supervision has negative affect on employees' attitude (Burton & Hoobler, 2006; Tepper, et al., 2008). Similarly, the cynicism has dysfunctional impact on the job outcomes (Johnson & O'Leary-Kelly, 2003; Wilkerson, Evans, & Davis, 2008). However, to the best of the researcher's knowledge, no research work is available that enquires the effects of abusive supervision on employee emotional component of attitude i.e. Employee Cynicism. Gap of research is also found in the available literature that investigates the

coping role of peer support in mitigating the employee cynicism. Therefore, in order to fill this gap, the present study, investigates the impact of abusive supervision on employees' perception of cynicism and also proposes the peer support as moderator which mitigates the effect of abusive supervision in terms of employee cynicism.

The present study has three unique aspects for theoretical contribution.

Firstly, it provides base to the phenomenon that Abusive Supervision causes employee cynicism by developing negative attitude among employees.

Secondly, contribution of this study is to use the concept of Employee cynicism as a mediator. Literature shows that this concept has not been explored yet, although, many studies have been conducted on organizational cynicism. In organizational context, the concept of exchange and reciprocity has been discussed widely viz. employee and employer relationships. Employees provide services to the organization, therefore, the employer should give importance to their employees and should take care of them (Cropanzano & Mitchell, 2005; Kritonis, 2004). But, what if one of them i.e. either employee or employer does not respond properly to the exchange relationship? It is obvious that employee feels injustice and inequality in the organization and the organization fails to meet its pledges. Thus, such perceptions among the employees give way to negative feelings about the organization which is referred to as organizational cynicism (Dean et al., 1998; Poon, 2011). But the present study is limited to individual level viz. the relation between employee and his direct supervisor. The outcomes of the relationship between the direct supervisor and employees are same in the context of Lazarus stress theory. If the employee perceives that he is victim of the hostile actions (verbal & non-verbal) of supervisor (this perception acts as a stressor/ antecedent), he reciprocally, will exhibit

negative attitude towards supervisor (process) which will develop further negative attitudes among employees such as stress, low job satisfaction and quit intentions (effects). Hence, organization performance will suffer ultimately.

Thirdly, the present study also proposes a coping strategy for deleterious consequences of abusive supervision and employee cynicism. In this study Peer Support, that has positive impact on the employees attitudes (Repper & Carte, 2011; Neves, 2012), has been proposed as moderator which reduces the negative results of abusive supervision and employee cynicism on employee performance.

Despite of above three main aspects, another contribution of this study is; as it is widely accepted that organizational success depends on the employees' satisfaction and employee's attitude is considered as a key element for achieving organizational excellence. Hence, current study helps managers to understand the development of negative employee attitudes i.e. low Job Satisfaction, Job Stress and Intentions to quit and helps in planning of human resource management practices to keep employees satisfied and improve the organizational performance.

Good working environment keeps employees satisfied and improve their efficiency. But if there are some issues among the supervisor and subordinates, it may cause serious problems and interrupt the regular activities of an organization. Hence, there is a need to sort out such issues and resolve them by taking timely action. The present study helps both the supervisor and subordinates to establish a friendly working environment by understanding the perception and attitude of one another.

## **1.4 Problem Statement**

Abusive supervision has been discussed with its negative outcomes in literature (Tepper, 2000; Burton & Hoobler, 2006; Tepper, et al., 2008; Repper & Carte, 2011). Similarly, the cynicism among employees badly affects the job outcomes (Andersson, 1996; Dean et al., 1998; Reichers et al., 1997; Neves, 2012). The performance of an employee in an organization is dependent on the working environment. Friendly working conditions can keep an employee satisfied. In organizations, there may arise several issues among supervisor and subordinates due to their perception about each other. Therefore, there is a need to sort out and resolve these issues in affective manner. Any organization, if does not establish a good working setup may suffer from human resource problems like cynic employees with high stress level and low job satisfaction. In the present study, it is to be explored that abusive supervision creates any negative impact on employees' attitudes (Job Satisfaction, Job Stress & Intentions to quit). This link has been investigated through the mediating effects of employee cynicism. Further it has been tried to check out that does Peer Support provide a coping mechanism to lessen the negative effects of employee cynicism on further employee attitudes?

## **1.5 Research Questions**

Following are the core questions which will be answered in the current study:

**Question 1:** How employee cynicism mediates the relationship between Abusive Supervision and its Consequences (Job Satisfaction, Job Stress and Intentions to quit)?

**Question 2:** How peer support moderates the relationship between abusive supervision and employee cynicism.

## **1.6 Research Objectives**

The main objectives of this study are

- To investigate the relationship between Abusive Supervision and its Consequences (Job satisfaction, Job stress and Intentions to quit).
- To investigate the relationship between Abusive Supervision and Employee Cynicism.
- To examine the relationship between Employee Cynicism and Job satisfaction, Job stress and Intentions to quit.
- To investigate mediating role of Employee Cynicism between Abusive Supervision and its Consequences (Job satisfaction, Job stress and Intentions to quit).
- To examine the moderating role of Peer Support between Abusive Supervision and Employee Cynicism.



## **CHAPTER 2**

### **LITERATURE REVIEW AND THEORETICAL FRAME WORK**

#### **2.1 Abusive Supervision**

The Scholars have shown interest in the term Abusive Supervision with the passage of time. It has been defined as the perception of an employee or subordinate towards his supervisor that he has hostile behavior towards him. To harm an employee deliberately doesn't come under this phenomenon as many supervisors do not know how abused one perceives their actions (Meglich & Eesley, 2011). But the consequences of such behavior are always negative i.e. dissatisfaction from job and life, stress, low self-esteem, reduction in citizenship behavior and morale (Burton & Hoobler, 2006; Tepper, 2000; Tepper, Henle, Lambert, Giacalone, & Duffy, 2008; Zellars, Tepper, & Duffy, 2002; Repper & Carte, 2011). However, how much the abusive attitude with employees or subordinates cost; has not yet been explored but dissatisfaction at workplace, stress, low morale ultimately result in low productivity, low profitability and produce dissatisfied customers. Hence, when abuse occurs; it losses both employees as well as the organization (Tepper, 2000; Meglich & Eesley, 2011). The term has also been referred as hostile eye contact of supervisor, threats of job loss from boss, humiliation of subordinates in front of others (Tepper, 2000; Kritonis, 2004).

Meglich & Eesley (2011) found that when organization has less number of employees, the impact of abused behavior from supervisor has great impact and abused employees' exhibit work deviant behavior against the organization and supervisor by damaging the equipment

or not obeying the instructions of supervisor. Small firms have limited financial ability to cover the cost of turnover caused by abusive behavior of supervisor. The direct or indirect cost of turnover includes the reduced customer loyalty and low revenues and profits.

Tepper (2000) worked on the abusive supervision. The base of his work was justice theory and he found that the consequences of such behaviors are harmful for the organization and result in quit to job intentions among abused subordinates. While those subordinates who continue their work under abusive supervision show life and job dissatisfaction, low affective commitment, conflict between family and work. However, organizational justice reduces these effects to some extent. As abusive supervision is defined as the perception of subordinates, therefore, it is an assessment only. The same employee views the supervisors' behavior differently in two different situations. Similarly, different subordinates have different views about the same supervisors and evaluate him differently. Abusive behavior can be physical or non-physical. Keashly and his colleagues (1994) found that at workplace, the occurrence of non-physical abuse is more frequent than physical one viz. throwing things on subordinates, punching, or threatening via weapon and the individuals who experience supervisory abuse becomes dissatisfied with their jobs. The studies of medical students suggest that abusive supervision has association with dissatisfaction and higher levels of psychological distress (Richman, Flaherty, Rospenda & Christensen, 1992; Sheehan, Sheehan, White, Leibowitz, & Baldwin, 1990; Tepper, Moss & Duffy, 2011). Both studies suggest that non-physical abusive behavior of supervisors have negative influence on subordinates' working attitude as well as on their psychological health (Duffy, Ganster, & Pagon, 1998; Repper & Carte, 2011).

Tepper, Moss and Duffy (2011) explored three unexamined causes of abusive supervision. As per their work, the dissimilarity in the perception of supervisor- subordinate relation conflict and the performance of subordinates are the predictors of abusive supervision.

It has been estimated that more than thirteen percent of people working in US are the targets of hostility by their immediate supervisors (Schat, Frone, & Kelloway, 2006). The predictors of abusive supervision have been examined in three published studies only viz. (Aryee, Chen, Sun, & Debrah, 2007; Hoobler & Brass, 2006; Tepper et al., 2006). In these studies, the abusive supervision has been expressed as the response of mistreatment of an employee by his employer.

Carlson et al. (2011) investigated the impact of abusive supervision on work to family conflict and tension relationship. Researchers demonstrate the negative effect of abusive supervision on the workplace; for example increase in job dissatisfaction (Tepper, 2000) and workplace deviant behavior from the victim (Mitchell & Ambrose, 2007; Tepper, Henle, Lambert, Giacalone & Duffy, 2008; Thau, Bennett, Mitchell, & Marrs, 2009). The dysfunctional consequences of abusive supervision are not limited to the work domain only rather outside the work area too; for example, the victim start to consume alcohol (Bamberger, Bacharach, 2006). No one can deny the work-place reality of abusive supervision and the Carlson and his colleagues (2011) explained the role of this stressor not only in the subordinate life at work place rather beyond this boundary.

Some time it has been referred as the perception of subordinates about their supervisors. The subordinates think that they are being victimized by the inimical attitude and they start to exhibit reciprocate behavior which ultimately affects the performance (Zellars, Tepper & Duffy, 2002).

Literature shows that on the antecedents of abused supervisory behavior, a very little work has been done. One of the apt antecedents is; supervisor s' perception of workplace stress which is associated with subordinates' perception of abused supervision. This type of link between supervisor and subordinate results in dysfunctional performance; for example, job dissatisfaction and low organizational commitment (Tepper 2000 & Keashly et al. 1994; Burton et al. 2012). It has also been found that stressful working environment is not a single cause of abusive supervision as physical exercise can weaken the negative effects of stressed supervisor. The study shows that every stressed supervisor does not redirect his harm doing behavior to the subordinates especially those supervisors who are engaged in physical exercises. However, the type of exercise does not matter in this matter. Such supervisors who are engaged in exercise, have great ability to cope up with all aspects of life as well as the workplace stress and their subordinate report less abused supervisory behavior (Burton, Hoobler & Scheuer, 2012).

### **2.1.1 Abusive Supervision and Job Satisfaction**

Leaders and their behavior have direct impact on the working environment, outcomes of work and organizational performance (Kritsonis, 2004). The studies conducted on leadership behaviors give emphasis that individuals' response to the values of organization and leadership behaviors motivate them to show increased performance (Fu et al., 2006). Lok & Crawford (2003) argued that to achieve the high level of organizational performance, it is crucial that employer and employee both have the high level of satisfaction; if both cannot maintain the satisfaction level then there are chances to lose the high level of performance.

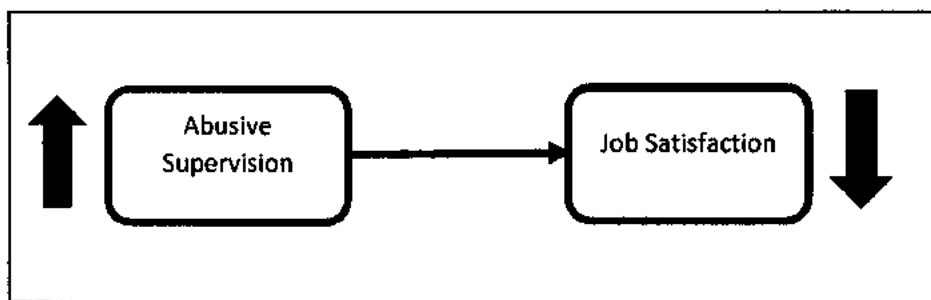
Many studies indicate that one important determinant of job satisfaction is; the behavior of leader (Cheng & Yang, 1977; Euske & Jackson, 1980 as cited by Darwish, 2000). As such, the employees may become dissatisfied if insufficient behavior is observed from the supervisor side (Maslach et al., 2001). In this study, the term abusive supervision is used which is defined as an employee perception that his immediate boss has the hostile behavior towards him. To harm the subordinate deliberately does not cover the term abusive supervision. It is only the perception of an employee (Meglich & Eesley, 2011). The previous studies indicate that consequences of abusive behavior have negative effects on subordinate performance; for example dissatisfaction from job, dissatisfaction from life, less self-esteem and reduction in citizenship behavior (Burton & Hoobler, 2006; Tepper, 2000; Tepper, Henle, Lambert, Giacalone, & Duffy, 2008; Zellars, Tepper, & Duffy, 2002). In abusive supervision, the subordinates receive threats of job loss and their supervisor can humiliate them in front of others (Tepper, 2000; Shahzad & Mahmood, 2012).

Schat, Frone & Kelloway (2006) explored the abusive supervision and found that almost thirteen percent of people working in US face the hostile behavior of their immediate supervisor.

Job Satisfaction is defined as the positive feeling of an employee towards his work and working place (De Nobile, 2003). This is basically an employee attitude that he feels at his workplace. The organizational performance is dependent on this feeling of employee (McConnell, 1998). Only satisfied employee can work in productive manner. An unsatisfied worker can never produce the best organizational performance, despite of full job involvement and commitment (Sekaran, 1989; Weiss, 2002).

Job Satisfaction can be measured through many ways: (i) job satisfaction with pay (ii) job satisfaction with work and (iii) job satisfaction with supervisory relation. The third measurement of this variable has great importance as the performance or subordinate is associated with his supervisor behavior (Tor et al., 1997; Zuber, 2001; Solomon, 2004). If supervisor provide incomplete information to their employees on how to carry out the jobs then the subordinate will become dissatisfied due to ambiguity of his role (Mobley, 1979; Firth et al., 2007).

As the negative consequences of abusive supervision are obvious on the employee performance and only a satisfied worker can contribute towards the organizational performance; therefore, it can be hypothesized that abusive supervision create negative effects on employee perception and employees become dissatisfied under such supervision. As the supervisor becomes more abusive towards his employee, the satisfaction level of that employee decreases with the same ratio. The employer's abusive action act as a stressor for the worker which effects job satisfaction that is one of dependent variable. Hence, a negative relation exists among the abusive supervision and job satisfaction as demonstrated in **Figure 1**.



**Figure 1: Abusive Supervision & Job Satisfaction**

**H1 (a):** Abusive supervision is negatively associated with job satisfaction

### **2.1.2 Abusive Supervision and Job Stress**

Literature on leadership indicates that behavior of a leader has its impact (Kritsonis, 2004). Many studies have explored that abusive supervision decreased the job satisfaction (Tepper 2000; Tepper et al., 2004) and increases the stress among employees at their workplace and they start to exhibit the counterproductive behavior (Schat, Desmaris & Kelloway, 2006).

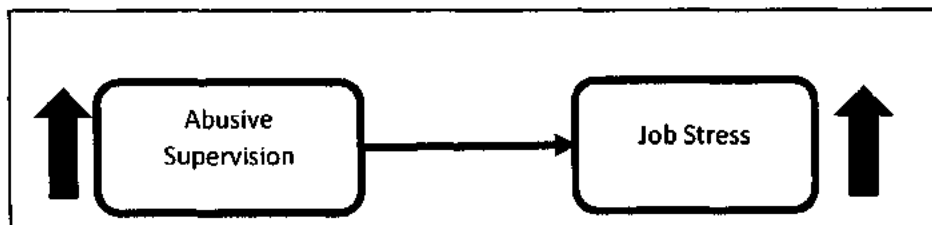
Abusive supervision not only has negative consequences at workplace rather it generates work to family conflict (Carlson et al., 2011). The dysfunctional effects of abusive supervision are not limited to work domain rather outside the work area, its effect sustains and becomes a stressor for an employee (Bamberger, Bacharach, 2006). Carlson and his colleagues (2011) labeled the abusive supervision as a stressor which interrupts the life of subordinate within workplace and outside the work place boundary.

Burton, Hoobler & Scheuer (2012) explored that supervisor may indulged in abusive behavior due to his own stressful working environment. He further explored that physical exercises can reduce the negativity of stressed supervisor and ultimately, he will avoid passing his harmful behavior to his subordinates.

Job related stress is defined as the negative emotional state experience and it is individuals' own experience. All people behave in different way to the similar events or situations (Kyriacou, 2001; Manthei & Gilmore, 1996; McKenna, 1987; Firth et al., 2007). Job related stress emerges from the several factors which can be categorized as employees own behavior (McLean, 1974) and environmental factor (Cooper and Marshal, 1976; Sean,

Godkin, Fleischman, & Kidwell, 2010). The environmental factors are related to the job environment. Its examples are work overload, role conflict, role ambiguity, poor working condition and insufficient support from supervisor (Manshor, Fontaine & Chong Siong Choy, 2003).

The job stress causes three types of consequences (i) Physical consequences (ii) Psychological consequences (iii) Behavioral consequences. This third type of consequence is the actions of an individual and it includes less performance, abusing behavior and poor relation with colleagues (Aluja et al, 2005; Angerer, 2003; Dinham, 1993; Kalliath& Beck, 2001; Sarros & Sarros, 1992; Solman & Feld, 1989; Spector, 2000; Troman, 2000).



**Figure 2: Abusive Supervision & Job Stress**

**H1 (b):** Abusive supervision is positively associated with Job stress

In accordance with Lazarus Theory of stress, abusive supervision acts as a stressor at workplace, therefore, it may develop negative attitudes as consequences among the subordinates which ultimately effects not only the performance of an individual as well as serve as hindrance in the organizational performance. On the basis of this rationale, it can be said that abusive supervision has strong positive relation with job stress as reflected in **Figure2**.



### **2.1.3 Abusive Supervision and Intentions to quit**

Mitchell & Ambrose (2007) argue that abusive supervision is connected with job quit intentions of subordinates as well as the psychological distress. As the subordinate perceive abusive behavior from their supervisors, their job tension start to increase (Harris et al., 2005) and results in quit to job intentions. The turnover intention leads to psychological detachment form the work environment and from the organization in the end (Tett & Meyer, 1993; Griffeth, Hom & Gaertner, 2000).

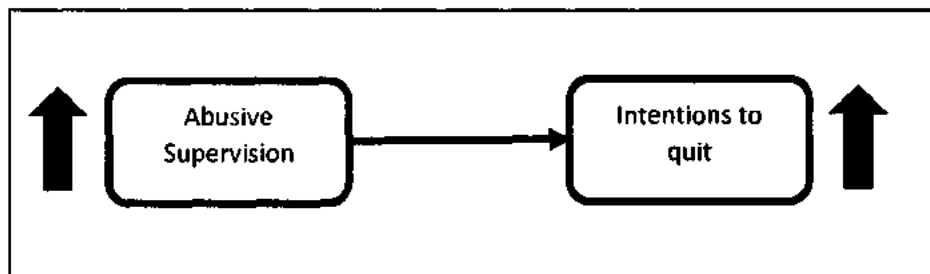
Researches reveal that the psychological detachment is the consequence of abusive supervision (Tepper 2000; Yagil 2006; Tepper & Lockhart 2005). Due to the detachment element, employee becomes less involved in job related task and keeps a distance from the others to hide the emotions, values, personal relations and beliefs from others (Kahn 1990; Burris et al. 2008; Neves, 2012).

Tepper (2000) has major contribution on abusive supervision concept. His work was based on justice theory. According to him one of the harmful consequences is quit to job intentions of abused subordinates. Some employees continue to work under such behaviors but they become dissatisfied not only at their work place but also in their family. Such employees exhibit less commitment towards the job assignments.

Intentions to quit of the subordinates also have negative consequences on organizational performance, therefore, it has gained the researchers' attention (Shaw, Gupta, & Delery, 2005; Kacmar, Andrews, Van Rooy, Steilberg, & Cerrone, 2006; Sean, Godkin, Fleischman, & Kidwell, 2010; Chen, Polyhart, Thomas, Anderson, & Bliese, 2011; Pitts, Marvel, & Fernandez, 2011). If abusive supervision will occur at workplace, the

subordinates will become dissatisfied and will leave the organization by their own choice. As such the voluntary intentions to quit are more relevant to the abusive supervision.

Schat et al. (2006) &Tepper (2000) worked on abusive supervision and found that such supervision leads to intention to quit. It is clear that abusive supervision influences the subordinates to quit the job. As per theory of stress, the abusive supervision has again worked as stressor for an employee and generated job quit intention among employee as an effect. Therefore, it can be posited that abusive supervision is linked positively with intentions to quit of a subordinate. This relation has been illustrated in **Figure 3**.



**Figure 3:** Abusive Supervision & Intentions to quit

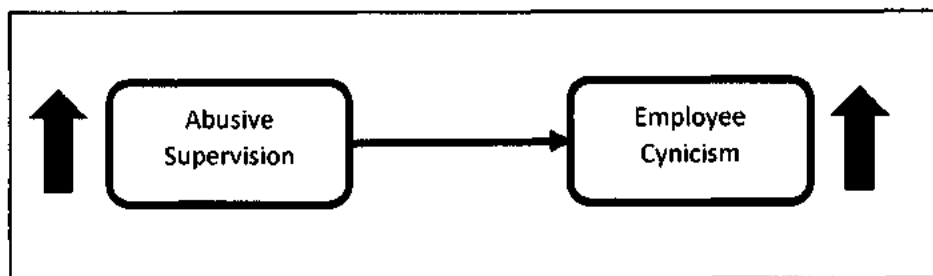
**H1 (c):**Abusive supervision is positively associated with Intentions to quit

#### **2.1.4 Abusive Supervision and Employee Cynicism**

Abusive supervision has been defined as the perception of subordinates about their supervisors that they display unfriendly or aggressive behavior to them. This unfriendly behavior may be verbal or non-verbal (Tepper, 2000; Fu et al., 2006). In this definition, Tepper characterized the term 'Abusive Supervision' from employees' perspective. The negative consequences of abusive supervision remained in the focus of researchers since many years. Duffy, Ganster and Pagon (2002) shed light on the negative influence of abusive supervision on workplace attitude of employees. The negative consequences of

abusive supervision on abused subordinates are low job commitment, dissatisfaction from job, stress and counterproductive behavior (Tepper, 2000). Thus abused subordinate may become cynic employees. When employees have such feelings that their supervisor exploit their contribution and involvement at workplace, they become cynic (Kanter & Mirvis, 1989; Andersson & Bateman, 1997; Kacmar, Andrews, Van Rooy, Steilberg, & Cerrone, 2006). Such type of beliefs if prevails among employees or subordinates, the organizational performance suffers as the cynic becomes counterproductive to the organization (Wilkerson, Evans, & Davis, 2008).

The cynicism also has negative relation with the organizational citizenship behavior (Andersson & Bateman, 1997; Firth et al., 2007; Pitts, Marvel, & Fernandez, 2011). When leader abuse their subordinates, the abused subordinates mold their behavior accordingly and become less connected to the organization, with peers and with their jobs. Further, they behave at workplace negatively (Tepper, 2000; Zellars et al., 2002). Cynics have belief that their supervisors exploit them, hence they mistrust the organization and mistrust the leaders (Kanter & Mirvis, 1989; Andersson & Bateman, 1997; Carlson et. al., 2011).



**Figure 4: Abusive Supervision & Employee Cynicism**

**H2: Abusive supervision is positively associated with employee cynicism**

The development of negative attitude among employees due to abusive supervision (stressor) explains the mediating process in terms of stress theory. Therefore, it can be said

that employee cynicism may exist due the mistrust on leaders which negatively affects the organizational performance. On the basis of this argument, it is hypothesized that abusive leadership may create employee cynicism and a strong positive relation exist among these variables as shown in **Figure 4**.

## **2.2 Employee Cynicism**

Adnersson & Bateman (1997) tried to identify the causes and consequences of cynicism which can be seen in the workplace. They found that high levels of executive compensation/ rewards, poor organizational performance, and immediate downsizing generate cynicism among the workers. Further, they found that cynicism has negative relation with the aims of employees to perform organization citizenship and to obey the immoral requests. Their study was based on an important factor i.e. Employee Attitude. Cynics mistrust the organization, leaders and their motives at workplace due to the belief that their leaders/ employer always try to exploit their involvement and contribution (Kanter & Mirvis, 1989; Andersson & Bateman, 1997; Neves, 2012). Such beliefs of employees have sever effects on the functions of organization like increase in emotional exhaustion (Johnson & O'Leary-Kelly, 2003), counterproductive behaviors (Wilkerson, Evans, & Davis, 2008), job satisfaction (Johnson & O'Leary-Kelly, 2003) and resistance towards change (Bernerth, Armenakis, Feild, & Walker, 2007).

Literature indicates that organizational cynicism and workplace deviant behavior are the two main ideas derived from organizational behavior. Shahzad & Mahmood (2012) specifically studied the organizational cynicism and workplace deviant behavior and found a significant positive relationship between these two variables mediated by the burnout.

The negativity of the relation was moderating the burnout and work deviant behavior. The sample of study was taken from the banking sector of Pakistan.

Organizational cynicism has influence on interpersonal relationships as well as on organizational functions; this concept is being studied these days. Neves (2012) has worked on the same idea; his study identifies the gap by two ways viz. effects of organizational cynicism on the relationship of supervisor & subordinate then extension of this concept of employees performance. Traditionally, the concept of cynicism was associated with personality later it has extended the attention of researchers towards attitude leads to particular targets i.e. organization (Kim, Bateman, Gilbreath & Andersson, 2009; Neves, 2012). Employees become cynics when they find imbalance between the organizations' expectations in terms of time, efforts and devotion and reward system (Cartwright & Holmes, 2006). An employee can develop cynicism due to many reasons, for example: employees' perception of breach of psychological contract, frequent layoffs etc. (Andersson & Bateman, 1997; Cole, Bruch & Vogel, 2006; Johnson & O'Leary-Kelly, 2003; Neves, 2012).

Why employees display negative attitude to their organization or employers? To answer this question, Dean, Brandes & Dharwadkar (1998) worked out for the first time and studied the literature of various disciplines. They defined the organizational Cynicism as "A negative attitude toward one's employing organization, comprising three dimensions: (1) a belief that the organization lacks integrity; (2) negative affect toward the organization; and (3) tendencies to disparaging and critical behaviors toward the organization that are consistent with these beliefs and affect (Dean, Brandes & Dharwadkar, 1998, p. 345)."

TH-14511  
AGREEMENT NO.

Cynicism is a widely spread phenomenon which exist in organizations of Asia, Europe (Kouzes& Posner, 1993) and U.S. (Kanter & Mirvis, 1989; Meglich & Eesley, 2011). Barton & Ambrosini (2013) worked on the concept of cynicism. Their main focus was on middle managers who are the main actors in organization for implementing strategies. Excellent Performance is only possible if the middle managers successfully implement the strategic change in the organization. Hence, they play an apt role in making strategies. To implement the effective strategic change in organization, the middle managers also face some hurdles. The failure of successful strategic implementation is due to the incapability or resistance of an employee to adopt the required behaviors which are necessary to commit and accomplish the strategic objectives of an organization. One of the hurdle in accomplishment of strategic objective is; leaders have lack in clear understanding of the steps required for implementation of strategic change (Heracleous 2000; Bernerth, Armenakis, Field & Walker, 2007). For positive strategic change, an organization must keep into account the role of middle managers in strategy formulation and the psychological processes of these managers (Wooldridge, Schmid & Floyd, 2008). Cynicism may occur if an organization overlook the role of middle managers and the consequences of cynicism may be low organizational commitment & job satisfaction, lack of trust in organization and motivation among employees (Elias, 2009).

However, change is not a single cause for cynicism. It has been found that employees become cynics when they response to many other factors within the organization like procedural injustice, power distribution among employees and leadership (Dean et al., 1998; Davis & Gardner, 2004), downsizing and restructuring in organization (Clark & Koonce, 1995), high executive compensation in terms of layoffs (Andersson, 1996;

Andersson & Bateman, 1997), Corporate Mergers (Marks & Mirvis, 1997; Repper & Carte, 2011).

Nair & Kamalanadhan (2010) study is evidence that organizational cynicism affects the ethical intentions of employees. Their contribution in literature of cynicism is; the managers at senior positions facing high level of organizational cynicism show less unethical behavior as compared to the managers at junior positions. Some researchers are in view that the basis of an organization are; establishment of one element i.e. Trust between the management and employees (Gomez & Rosen, 2001; Schneider et al., 1996). Employees will develop trust on management if they feel fairness in matters and consideration of their opinions (Devos, Buelens & Bouckenooghe, 2007). To make the organizational change a success, employees trust and support are two basic elements. A cynical employee has a pessimistic view about change which results a failure in change (Wanous, Reichers & Austin 2000).

Researchers conclude the organizational cynicism as problem (Andersson, 1996; Dean et al., 1998; Meyer, Mirvis & Kanter, 1989; Reichers et al., 1997; Elias, 2009) but this is not the case only. For example: the non-committed employees who lack attachment with organization and pride from organization may not necessarily have hard negative feelings toward the organization (Dean et al., 1998; Field & Walker, 2007). Organizational cynicism also differs from trust as the trust is comprised of beliefs (Andersson & Bateman, 1997; Wooldridge, Schmid & Floyd, 2008) and it is not considered as an attitude (Dean et al., 1998). Lack of knowledge about organization may result as lack of trust. Hence, the organizational cynicism is related to some experiences of employees with that specific organization (Dean et al., 1998; Neves, 2012).

On the concept of organizational cynicism, literature is available but on the types of organizational cynicism, very little work has been done. Niederhoffer (1967) worked on cynicism. During his studies he tried to measure the cynicism level among the police officers. His findings show that a particular type of cynicism exists among the officers of Police Department only. This specific type of cynicism is known as occupational cynicism which exists in different work setting.

Another type of cynicism has obtained the fame in literature i.e. 'Employee Cynicism'. This type is based on the unjust policies of senior managers at workplace (Anderson & Bateman, 1997; Shahzad & Mahmood, 2012). Bryne & Hochwarter (2005) suggested that such type of cynicism among employees is due to inequity. They studied the pay gap among the American employees and found that there exist an elite class and on the other hand a marginal class which hardly meet the basic necessities of life. Hence, this unequal situation in the organizational setting leads towards the employee cynicism.

### **2.2.1 Employee Cynicism and Job Satisfaction**

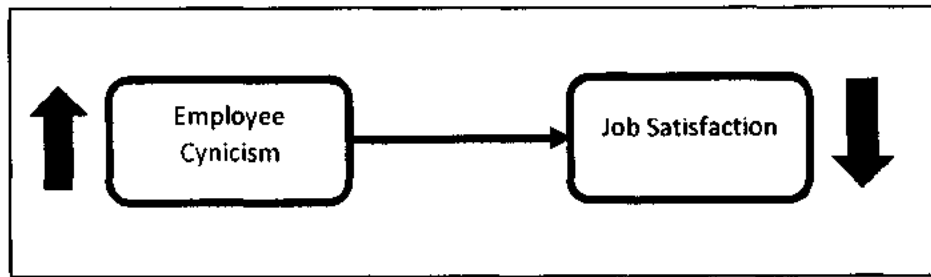
Cynicism is a complex phenomenon to deal within the organization (McCarthy & Garavan, 2007). In every organizational setup, there are some individuals who have such attitude (Grzeskowiak & Al-Khatib, 2009). These individuals are known as the cynics. While job satisfaction is explained as the level of delight of an individual towards the organization (McConnell, 1998; Firth et al. 2007). If an employee is dissatisfied, he doesn't show dedication and commitment to his job responsibilities which can hinder the organization to achieve its targets and goals. Sekaran (1989), in his study argued that quality of work is determined through job satisfaction. A satisfied worker will work with more involvement



and dedication which increases his performance and ultimately the organizational performance while the results of dissatisfied worker will be vice versa.

Ololube (2005) pointed out that job satisfaction depends on many factors like work environment, one's feeling towards his work or job and on relationship of an employee with his supervisor. In relationship employee cynicism and job satisfaction where all the factors of job satisfaction has its influences, but the relationship of supervisor with his subordinates gets the more weightage. If this relation (supervisor & subordinate relation) is weak or poor then it will lead to create the cynicism among employee which may lower the satisfaction level of an employee.

When an employee experience less outcome than the expected one, he becomes dissatisfied (Lawler, 1994; Bamberger, Bacharach, 2006). Such experiences lower the effective performance of employee and make him cynic. Fisher (2000) argued that job dissatisfaction is linked with negative emotions. Similarly, Cynic employees have low job commitment and involvement and display negative work behavior towards their job responsibilities. The dissatisfied worker also exhibits the similar work behavior at work place. In Lazarus theory of stress, this cynic behavior of employee is mediating process which leads towards the negative effects. Hence, it may be posited that cynicism makes the employees dissatisfied and Employee cynicism have negative relation with job satisfaction. This relation has been explained in **Figure 5**.



**Figure 5: Employee Cynicism & Job Satisfaction**

**H3 (a):** Employee Cynicism is negatively associated with Job satisfaction

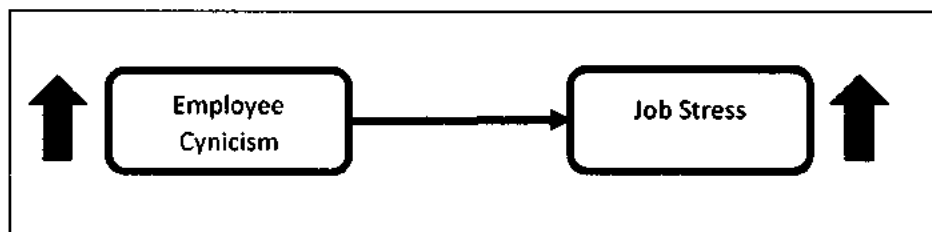
### **2.2.2 Employee Cynicism and Job Stress**

The concept of cynicism has attained the focus of researchers these days due to its influence on the organizational performance. Employee cynicism has been worked out by the researchers by very little literature available on this variable. The employee cynicism concept is derived from organizational cynicism by Niederhoffer when he was conducting a research on police department Niederhoffer (1967). Employee cynicism is a negative attitude (Dean et al., 1998; Kritsonis, 2004) which affects the organizational functions as the cynic employees display counterproductive behavior (Wilkerson et al., 2008). They remain dissatisfied with their work and working environment (Kyriacou, 2001; Johnson & O'Leary-Kelly, 2003) and make get into the stressful situations.

These days stress has become an important element of health related issues. It cannot be referred as the individual problem in terms of mental and physical disabilities that exist in an individual rather it has broaden its damaging effects to the organizational level (Lu, 1999). Stress becomes harmful when exceeded from a certain limit. However job stress is necessary for good performance, if it is up to some limit (Moustaka & Constantinidis, 2010).

There are several factors which may cause job stress to an employee and disturbance in normal course of life (McLean, 1974; Vansell, Brief & Schular, 1981) like conflict in roles, poor condition of working environment (Cooper & Marshal, 1976), abusive behavior of supervisor (Fontaine & Chong Siong Choy, 2003).

According to Lazarus theory, there are some antecedents; composed of human emotions, then a mediating process comes and at the end its effects are observed. Similarly, Job stress is an effect which may exist among employees when they develop they become cynic. As cynicism is negative attitude (Dean et al., 1998; Kalliath & Beck, 2001; Yukl, 2008) and the stress has been referred as mental or physical disabilities (Lu, 1999) and both has deleterious impact on the organization. Hence, preceding literature lead to the following hypothesis, illustrated in **Figure 6**.



**Figure 6:** Employee Cynicism & Job Stress

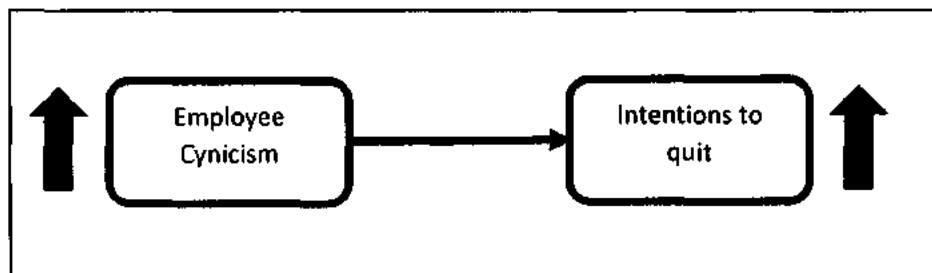
**H3 (b):** Employee Cynicism is positively associated with Job stress

### **2.2.3 Employee Cynicism and Intentions to quit**

Dean et al. (1998) argued that cynicism is an attitude of employee which is negative in its nature. Similarly employee Intentions to quit negatively effects the performance of an organization (Chen, Polyhart, Thomas, Anderson, & Bliese, 2011; Kacmar, Andrews, Van Rooy, Steilberg, & Cerrone, 2006; Pitts, Marvel, & Fernandez, 2011; Sean, Godkin,

Fleischman, & Kidwell, 2010; Shaw, Gupta, & Delery, 2005). So, it is an employee behavior which is negative.

Many earlier studies have been conducted on cynicism which found negative relationship between cynicisms (negative attitude) and organizational citizenship behavior (positive behavior) (Andersson& Bateman, 1997; Schat, Desmaris & Kelloway, 2006). Similarly Fishbein & Ajzen (1975) found that employee behavioral intentions are important to study as it represent the actual behavior of the individual. Literature indicates many reasons for turnover that is job stress, dissatisfaction, job design, working condition etc. (Firth et al., 2007). As per theory of stress, Intentions to quit the job are the effects which are caused due to some stressor (antecedent) as such behaviors are not developed automatically rather have some emotions at the back. Cynicism also have the similarly antecedents which may develop negative attitude in an individual. A negative attitude may lead towards a negative behavior. In this perspective, employee cynicism and Intentions to quit have a strong positive relation with one another as shown in **Figure 7**.



**Figure 7: Employee Cynicism & Intentions to quit**

On the base of above literature review, following hypothesis is proposed:

**H3 (c):**Employee Cynicism is positively associated with Intentions to quit

### **2.3 Peer Support**

The term 'Peer Support' can be defined as the way of giving and receiving the help from the colleagues on the basis of some principles like to respect each other, to share the responsibility and mutual consensus on what is helpful for all. In other way, it is the understanding of others situation sympathetically or to understand the others by putting oneself in others situation through common emotional experience and to feel that persons' psychological pain (Stiver & Miller, 1997; Elias, 2009). Hence, the Peer Support is not only related to diagnostic and psychiatric models. In general, people feel linking when they find association with people by feeling that others are like them.

Stiver & Miller (1998) stated that such profound, complete linkages and association are based on the common experiences when people find themselves to be with each other without any outmoded relations. Another element is building up of trust. In this connection, people are able to challenge one another in respectful manner whenever they find themselves in the situation of conflict. This thing allows the peers to search out some new behaviors (Heracleous 2000; Repper & Carte, 2011).

Peer support attempts to think on non-judgmental and creative manner about the individual experience and makes meaning from their lives (Curtis, 1999; Devos, Buelens & Bouckenooghe, 2007). Most of the studies on Peer support are related with mental illness and how people treat such patients being a member of Peer community. Thus, it is a natural growth of community instead of professionalized care taking of people who are defined as defective. In such a way, peer support is a movement of community building and

sovereignty. It is based on a model that encourages diversity instead of homogeneity and helps to identify the individual's strength (Zinman, 1998; Shahzad & Mahmood, 2012).

Finally, the term peer support is not just a link between the mentally ill people rather it is a model which generates room for all to experience fully that who they are, to grow in the directions of their own choice and in these processes they are being supported by others in achieving their goals ((Mead & Palmer, 1997; Johnson & O'Leary-Kelly, 2003). In another study, Friere (1995) said that in peer support environments where mutual empathic relations exist, new ways of driving meanings and feeling social power and personal worth can be find out.

Repper & Carte (2011) worked on peer support and found that employee peer support workers in mental health services is a great development in recent years and mutual support and help which is grouped on shared experiences; play very important role in recovery. They demonstrated that with the help of peer support, improvements have been observed in many issues which affects the lives of those people who have mental health problems. However, peer support involves numerous challenges in its development and requires careful supervision, training and management. In literature, it has also been discussed that peer support approach accepts that the people having analogous experiences can be related and they show more empathy and authentic support (Mead & Macneil, 2004).

In most of the studies, Peer Support has been referred as illness model but it is not just an ill model which describes the symptoms and problems rather it is a model of wellness that emphasis on strengths & recovery i.e. people with positive attitude and have supportive and effective functioning ability (Carter, 2000; Keller & Semmer, 2013). The relationships which peer have with one another are based on reciprocity i.e. to give and receive support

from one another, to share experiences with each other and to build up the common understanding that provides benefits to each party (Mead, Hilton, & Curtis, 2001). While in services sector, the peer support role is considered more important as a roadmap to recovery (Davidson, Chinman, Sells, & Rowe, 2006). To support those who are in struggling situation or in crisis, the peer use their experiences to overcome it. Thus in service sector the peer support is not just a reciprocal relationship rather more than it (Davidson et al., 1999). Thus it seems that level of reciprocity varies based on the adopted approach among the peers. Peer support doesn't mean the expertness in role. It is not about to be an expert or not to be an expert; rather it is social emotional support (Solomon, 2004).

## **2.4 Job Satisfaction**

De Nobile (2003) defined the job satisfaction an extent to which employees has positive or favorable feelings about their work and working environment. Job satisfaction refers positive attitudes or emotional characteristics, people may get from their work and from work aspects.

Job Satisfaction is related with the employees' behavior which they exhibit at workplace. This employee behavior is so important that it judges the fate of an organization. The satisfied employee performs his job responsibilities in the committed way and tries hard to achieve the organizational objectives while the other way round, an employee who is dissatisfied with his job exhibit counterproductive behavior at work place. He not only performs his job in poor manner but also creates hurdles to achieve the long and short term objectives of the organization. Job satisfaction can be defined as the level of delightfulness of a worker or employee which he gets form the organization (McConnell, 1998). Okpara

(2004) conceptualized the Job satisfaction as a general attitude on an employee towards an object like the job. If an individual wants to increase his job satisfaction at workplace, the commitment and full involvement in job will never bring up the satisfaction level (Sekaran, 1989; Heracleous 2000).

Researchers found the job satisfaction as one individual's own feeling towards his job assignment which is affected by numerous factors like, supervisor and subordinate relationship, physical workplace environment, salary of the employee, compensation and benefits offered by the employer organization etc. (Ololube, 2005). The performance of the organization and the quality of deliverable or output is dependent on job satisfaction or dissatisfaction (Sekaran, 1989 )and it can be measured by different job related factors; for example, the work and the working environment, salary and the sense of achievements.

For the continuous development of an organization and for improved performance, the key elements are job satisfaction, commitment and motivation among employees (Ololube, 2005). Similarly, the tension relevant to the work of an individual has vital effect on its job satisfaction level (Kemery, Mossholder & Bedeian (1987).Job Satisfaction is also determined through the disposition of employees (Judge, Locke, Durham, & Kluger, 1998; Davidson, Chinman, Sells, & Rowe, 2006).

Griffin & Bateman (1986) illustrated that job satisfaction is an attitude of individual which conveys the degree to which his work is able to satisfy him and his needs or dissatisfied him and his needs. Mbah & Ikemefuna (2012) stated that job satisfaction can be measured with various factors including satisfaction with pay, work and supervisor's relationship.



Job satisfaction can be categorized according to the work dimensions (Vroom, 1964; Devos, Buelens & Bouckenooghe, 2007). To explore the job satisfaction in the terms of dimensions of job has an advantage as it makes the things more specific that what aspects of work may lead towards the satisfaction or dissatisfaction and with the help of specific information, focused process of remediation is possible. Work dimensions include recognition, pay, working condition, communication, participation in decision making, relations with colleagues, responsibility and work (Chaplain, 1995; Dinham & Scott, 1998; Herzberg, 1968; Lester, 1987; McCormick & Solman, 1997a; 1997b; Scott & Dinham, 2003).

In the present study, the unit of analysis is individual that is an employee. So, it is to examine that how satisfied an employee is with his direct supervisor (Bass, 2010). The past studies indicated that the supervisor play an important role in determination of satisfaction level of an employee (Yukl, 2008). Saari & Judge (2004) defined job satisfaction as an emotional state of one's mind that comes from the evaluation of job experiences. It is the judgment of an individual who makes about his or her job; so it can be either positive or negative (Weiss, 2002; Keller & Semmer, 2013).

Boswell et al., (2005) discussed that job satisfaction has linked with many other organizational variables like turnover, commitment and organizational performance. Some situational variables; for example job design and working environment have been used in many studies to predict the job satisfaction (Humphrey, Nahrgang, & Morgeson, 2007; Keller & Semmer, 2013). Literature indicates that personality traits also have its importance in determining the level of satisfaction among an employee (Judge, Heller, & Mount, 2002; Saari & Judge, 2004).

## 2.5 Job Stress

Kyriacou (2001) defines the job Stress, also referred as occupational stress as negative emotional state results or experiences; for example anxiety, frustration, depression and worry. These emotional states are attributed as the work related factors. All people do not react to same events in same way. As such, job stress is an individual's own experience that is based on the ones traits (Manthei & Gilmore, 1996; McKenna, 1987; Devos, Buelens & Bouckenooghe, 2007).

Moustaka and Constantinidis (2010) argue that work related stress is good up to certain level as it improves the quality of life and individual's performance. He suggested that certain level of stress is crucial and healthy for an individual to experience challenges within ones' life. But if this pressure exceeded, its beneficial effects will be vanished.

Literature on job related stress discloses that there are several factors in job which affect the employees' behavior that results disturbance in normal life (McLean, 1974; Vansell, Brief & Schular, 1981; Ololube, 2005). The stress at job is based on the environmental factors or stressors like role unclarity or ambiguity, work overload, poor working conditions at workplace and role conflict (Cooper and Marshal, 1976; Saari & Judge, 2004). Similarly, Manshor, Fontaine & Chong Siong Choy (2003) found the sources of job related stress in his study on Malaysian managers. They found that relation at workplace, working condition and work overload are the key basic concerns of manager that lead towards the occupational stress. They further added that level of stress is influenced by some demographical variables too.

An Australian study on job related stress identified that workload pressure, parental expectations, time and negative attitudes of community are the high rated stressors (Thomas, Clarke & Lavery, 2003; Elias, 2009). The job stress may result three types of consequences among the employees:

- Physical Consequences
- Psychological Consequences
- Behavioral Consequences

**Physical Consequences:** Physical consequences of job stress are the changes in the normal functioning of body (Ashcraft, 1992; Davidson, Chinman, Sells, & Rowe, 2006). The physical consequences, identified in numerous research settings are; stomach complaints, high blood pressure, migraine, heart diseases, chest pain, ulcers, neck & back pain, dryness in throat and tiredness (Angerer, 2003; Ashcraft, 1992; Brown & Ralph, 1992; Burke & Greenglass, 1994; Dinham, 1993; Kyriacou & Sutcliffe, 1978; Yukl, 2008).

**Psychological Consequences:** Psychological consequences of job stress include anxiety, anger, burnout, frustration, less job commitment, dissatisfaction from the work and its environment (Aluja, Blanch, & Garcia, 2005; Angerer, 2003; Borg, Riding, & Falzon, 1991; Manthei & Gilmore, 1996; Sarros & Sarros, 1992; Troman, 2000).

**Behavioral consequences:** Behavior consequences of job stress are the individual's own actions. These actions may be due to stress or may be the result of physical or psychological reactions. Literature supports five main behavioral consequences viz. reduction in performance, withdrawal, weaken relationship with colleagues, abusing behavior and accidents (Aluja et al, 2005; Angerer, 2003; Dinham, 1993; Kalliath & Beck, 2001; Sarros

& Sarros, 1992; Solman & Feld, 1989; Spector, 2000; Troman, 2000; Humphrey, Nahrgang, & Morgeson, 2007).

It is important to understand that stress is a state which may arise due to excessive demand of work; it cannot be referred as the illness. The stress occurs when an employee feels lack of support from their colleagues and supervisors (Moustaka & Constantinidis, 2010).

## **2.6 Intentions to quit**

A ratio of the total number of employees that to be replaced in a given time period to the average number of employees is known as the Turnover (Agnes, 1999; Boswell et al., 2005). It is mostly used as a performance indicator of an organization that is easily observable and refers to the decline in organizational efficiency and effectiveness (Weiss, 2002; Glebbeek & Bax, 2004). More often, turnover is linked with the process of filling out the vacancy, whenever a position is being vacated whether voluntarily or involuntarily, organization hires a new employee and invests on training for his skills development. Hence, this cycle of replacement is called turnover (Woods, 1995; Solomon, 2004). In simpler words, turnover is the gain or loss of employee for an employer. As such, it is not a new terminology in management studies rather a key issue of human resource management that is getting attention all over the globe (Ongori, 2007).

As employee Intentions to quit have negative effects on the organizational performance, therefore, it has been remained in focus of researchers (Chen, Polyhart, Thomas, Anderson, & Bliese, 2011; Kacmar, Andrews, Van Rooy, Steilberg, & Cerrone, 2006; Pitts, Marvel, & Fernandez, 2011; Sean, Godkin, Fleischman, & Kidwell, 2010; Shaw, Gupta, & Delery, 2005). Due to the negative association of employee Intentions to quit with organization,

managers try to get the improved and better ways to keep/retain their valued employees to maintain the high level of performance.

Meyer (1993) found that intentions to quit an organization are considered as outcome or dependent variable in various studies instead of actual turnover. The reason behind this is simple as employees make decision in advance to leave the organization or not before their final exit. Studies conducted on the relationship between intentions to quit and the turnover in actual support the signification relationship between these two variables (Lambert, Hogan, & Barton, 2001; Weiss, 2002; Keller & Semmer, 2013). Therefore, Intentions to quit are considered as the alternative construct for the turnover in actual (Price, 2001). Fishbein and his colleagues (Fishbein, 1967; Ajzen & Fishbein 2000) suggested an employee behavioral intentions are more important as it serve as basic antecedent of the actual behavior.

There are several variables that influence the Intentions to quit of employees and help to predict it. Literature identified personal characteristics, factors related to work and external factors help to determine the turnover inclination (Tyagi & Wotruba, 1993; Aluja et al, 2005). Therefore, it is necessary to identify the other factors too that influence the Intentions to quit of an employee.

Turnover intention is not only influenced by a single factor as there are several variables that could predict it. For example, literature has identified work related factors, personal characteristics and external factors as determinants of employee turnover tendency (Tyagi & Wotruba, 1993; Shaw, Gupta, & Delery, 2005). Therefore, the identification of other factors that relate or impact on Intentions to quit is considered important. Employee turnover has different types:

- **Voluntarily or Involuntarily**
- **Internal or External**
- **Skilled or Unskilled**

**Voluntarily or Involuntarily:** Employee turnover may be voluntarily or involuntarily. If employee leaves the organization by its own choice, this is voluntarily turnover while the involuntary turnover is when there is no choice for an employee for its termination; for example, retirement and dismissal etc. (Chen, Polyhart, Thomas, Anderson, & Bliese, 2011).

**Internal or External:** Turnover may be categories as internal of external. When job rotation takes place within the organization and an employee takes up new assignments, position or roles, it is internal turnover while an employee is retired or move to a job in another organization is known as the External turnover (Kalliath & Beck, 2001; Shaw, Gupta, & Delery, 2005).

**Skilled or Unskilled:** Contract employees have high rate of turnover as they may leave the company, if get a relative better opportunity of favorable job. If such employees' skills are readily available in the market, their gap can be filled easily but if the specialized and skilled employees leave the organization, it can not only cause the replacement cost to the organization but also create competitive disadvantage for the organization (Ajzen & Fishbein 2000).

Ongori (2007) argued that in business circles, the term 'Employee Turnover' is used widely. Most of the studies focus on the root causes of turnover but scarce exist to

determine the sources & effects of this variable as well as strategies to cope with turnover to maintain and enhance the competitiveness of the organization.

Many researchers have worked to determine why people have intentions to leave the organization (Kalliath & Beck, 2001; Kramer et al., 1995; Peters et al., 1981; Saks, 1996; Ajzen & Fishbein 2000). The findings on the intentions to quit have very little consistency among the researchers. Hence, there are many causes for which people leave the job. Firth et al. (2007) stated some reasons for why people have intentions to quit the job in his findings which are job stress, organizational commitment lack, factors for job stress and the dissatisfaction from the working environment and job design. These are individual based decisions which make and individual to leave the company. But there are some other factors like locus of control, feeling of powerlessness and personal control (Firth et al. 2007; Pitts, Marvel, & Fernandez, 2011).

Despite of job related factors to quit, literature supports that there are some organizational factors too for which people have the intentions to leave the job. Zuber (2001) argued that the instable organization have high turnover rates. When organizations are instable, employees look for more stable and efficient organization and leave the organization for their own career growth (Alexander et al., 1994; Chen, Polyhart, Thomas, Anderson, & Bliese, 2011).

Labov (1997) found another organizational factor to quit. He supported that employees need to be informed and the organization with poor communication systems have high turnover. Employees stay with those organizations where they feel that they are being involved in the process of decision making, to what extent, the involvement should be; it doesn't matter. High labor or employee turnover is due to poor management policies and

poor supervisory roles and practices and lack of motivation (Magner et al., 1996; Yukl, 2008).

## 2.7 Mediating Role of Employee Cynicism

In this study, Employee cynicism is being examined as mediator. The findings of Barron & Kenny (1986) show that to develop a mediation relationship between the independent variable and dependent variable following two conditions must be fulfilled:

- i. To prove the mediation relationship, independent variable must be related to mediator and mediator to dependent variable (**Link A**).
- ii. Independent variable must be related with dependent variable (**Link B**)
- iii. Based on the two conditions, the above literature provides a theoretical background to establish the mediation relationship among the independent variable viz. Abusive supervision and dependent variables viz. Job satisfaction, Job stress and Intentions to quit. To support the other two conditions; **Link B** has been established in literature review portion. Therefore, following theoretical support establishes the mediating role of Employee cynicism i.e. **Link A**.

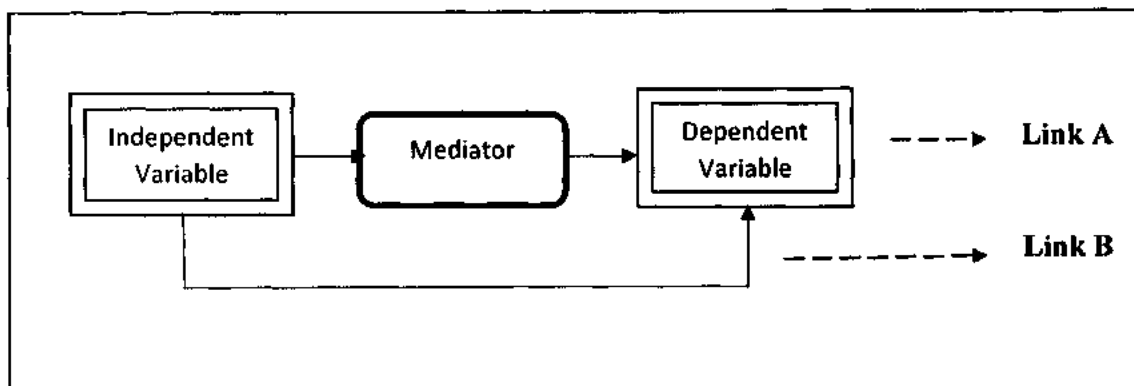


Figure 8: Mediation Concept



Many studies examined the relationship of abusive supervision with job satisfaction (Tepper, 2000; Burton & Hoobler, 2006). In these studies, the job satisfaction has been used an outcome of abusive supervision. How much abusive attitude of supervisor create the deleterious consequences on abused individual is not explore yet however, it lowers the morale of employees and make them dissatisfied and reduce the productivity, this relation has been proved (Tepper, 2000; Meglich & Eesley, 2011). Employee cynicism is a negative attitude which has negative impact on the job outcomes (Dean et al., 1998; Pitts, Marvel, & Fernandez, 2011; Gupta, & Delery, 2005; Yukl, 2008). Both the abusive supervision and employee cynicism affect the organizational performance by lowering the productivity, therefore, it is proposed that if supervisor is abusive to its subordinates, the subordinate will become cynic due to poor relationship with his supervisor, poor working condition and will become dissatisfied worker.

### **2.7.1 Theoretical Support for Mediation Link**

Theory of Lazarus (1991) supports this mediation link. Lazarus (1991) provides the Theory of Stress and according to which, complex processes of emotions are composed of casual antecedents, mediating process and effects. The theory of stress supports the model of the present study as abusive supervision is an antecedent which makes the employees cynics and they develop negative belief about their direct supervisor (mediating process), and such negative attitude develop further employee attitudes (Job satisfaction, Job stress & Intentions to quit) negatively (effects). Here, the employee cynicism is being used as a mediator which later on is moderated by a variable i.e. Peer Support. Organization receives favorable outcomes from their employees if it provides them generous and fair treatment (Aselage, Eisenberger, 2003; Glebbeek & Bax, 2004).

Here the abusive supervisor act as stressor, employee cynicism explains the process of stress while the decrease in job satisfaction, increase in job related stress and in intentions to quit the job are effects of stress. Thus findings in literature support the following hypothesis:

**H4 (a):** Employee Cynicism mediates the relationship between Abusive Supervision and Job Satisfaction

Kritsonis (2004) argued that leaders' behavior have its impact on the subordinate performance and ultimately on organizational performance. Literature indicates that abusive supervision lowers the satisfaction level and increases the stress level of employees at their working environment (Schat, Desmaris & Kelloway, 2006). The negative effects of abused supervision are not limited to workplace only rather it disturbs the family conflict. If these effects sustain for a long period then abusive supervision becomes a stressor for the subordinates (Bamberger, Bacharach, 2006). Due to increase in stress level employees start to perceive their supervisor are not fair with them. As such, they mistrust their employers (Kanter & Mirvis, 1989; Andersson & Bateman, 1997; Wilkerson, Evans, & Davis, 2008). The bullying behavior of supervisor, generate mistrust among the subordinate about his supervisor which will lead him towards job stress. Based on the literature review, the following hypothesis describes the mediating role of employee cynicism:

**H4 (b):** Employee Cynicism mediates the relationship between Abusive Supervision and Job Stress

Abusive supervision is employees' perception about their direct supervisor that he is unfriendly to them at workplace (Tepper, 2000). Such supervisions have negative consequences and influence on the workplace attitude of the subordinates which make an employee cynic and dissatisfied (Duffy, Ganster & Pagon, 2002; Wilkerson, Evans, & Davis, 2008). Thus cynic employees' show counterproductive behavior (Kanter & Mirvis, 1989; Andersson & Bateman, 1997; Chen, Polyhart, Thomas, Anderson, & Bliese, 2011). On these bases, we can say that abusive supervision is stressor for abused employees and such employees have more intentions to quit their jobs. Hence, following hypothesis can be suggested:

**H4 (c):** Employee Cynicism mediates the relationship between Abusive Supervision and Intentions to quit

## **2.8 Moderating Role of Peer Support**

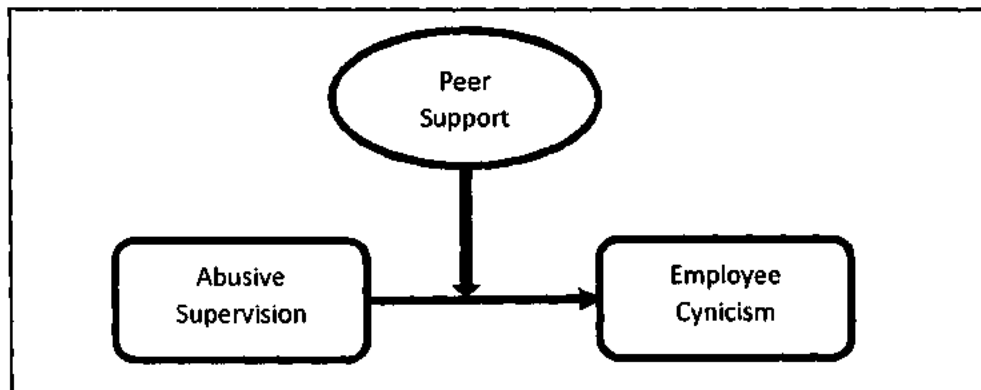
According to Barron & Kenny (1986), Moderator is being used to strengthen or weaken the relationship between independent variable and dependent variable. In current study Peer Support has been used as moderator to cope up with the negative impact of abusive supervision on subordinates and to mitigate the ultimate deleterious effects of abusive supervision on the organizational performance indicators like satisfied workers, job related stress among employees and Intentions to quit of employees. Hence, this research is examining the coping role of Peer Support in moderated mediation model of abusive supervision and employee cynicism. Following theoretical support examine the relation of this moderator:

The dysfunctional effects of abusive supervision on individual performance are obvious due to the perception of hostile attitude of supervisor and subordinate reciprocate it through counter productivity, work deviant behavior, low involvement in work etc. (Kalliath & Beck, 2001; Zellars, Tepper & Duffy, 2002). In the current study, we are trying to cope it through Peer support. This moderator will affect positively on employees and help to reduce the deleterious effect of abusive supervision that results in employee cynicism. As per researcher's best knowledge, Peer support has not been used as a coping mechanism for employee cynicism and in this study it is explored that how Peer Support helps to reduce the impact of abusive supervision.

Peer support is basically an understanding of others' situation in sympathetically manner (Stiver & Miller, 1997; Wilkerson et al., 2008). In environments where peer support exist, feeling of social power, personal worth and new ways of driving meanings from the events is found (Friere, 1995; Glebbeek & Bax, 2004; Schat, Desmaris & Kelloway, 2006). Very little literature is available on the concept of peer support and most studies are related mental health viz. Peer support at hospitals to the patients.

Mead, Hilton, & Curtis (2001) found that peer support approach works when people have similar experiences. The relationship peers show to one another are based on reciprocity concept; for example to support each other, to build up the understanding of mutual benefits, share experience with each other. In this relation, peer support to those who are in crisis and are in struggling situations. These peers use their personal experiences to overcome such situations and to provide the help to others. Hence, peer support is not just a reciprocity rather has more valuable than it (Davidson et al., 1999; Moustaka & Constantinidis, 2010).

As literature indicates that peer support have positive impact in organizational setting, therefore, it will reduce the development of negative perception in abused employees and inhibit them to be cynic and ultimately maintains the level of satisfaction and reduces the Intentions to quit and stress among employees as described in **Figure 9**.



**Figure 9: Peer Support as a moderator**

The literature findings helps to infer that peer support moderates the relationship between abusive supervision and employee cynicism and make it weaker and leads to the following hypothesis:

**H5:** Peer Support moderates the relationship between abusive supervision and employee cynicism in such a way that when Peer Support is high, the positive relationship between abusive supervision and cynicism is weaker

## 2.9 Proposed Model

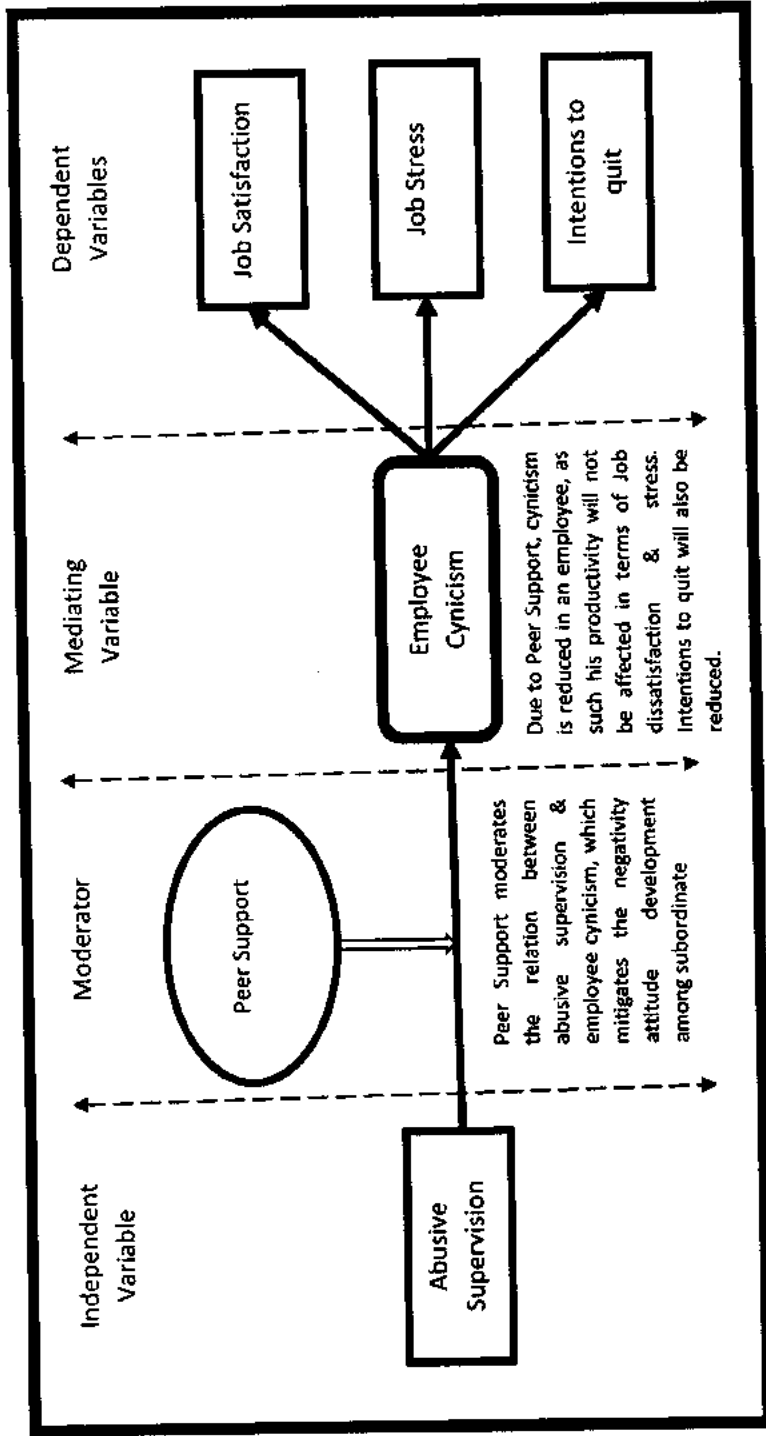


Figure 10: Proposed Model

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

In this chapter, researcher discussed the research method for the current study. The main focus was on research design, population, sample design & size, instruments, data analysis and techniques.

#### **3.1 Research Design**

In the present study, the attitudes and behaviors of employees working in manufacturing and service sector of Pakistan were measured through survey methods and data was collected through **questionnaires** from the representative sample. Therefore, this study is descriptive in nature in which a **deductive approach** was used. By reviewing the literature, a gap was identified. On the basis of gap, a model was developed to test the hypothesis.

The study was conducted in the natural environment, hence study setting was **non-contrived**. Unit of analysis points out the level or unit from where the data for the research was collected and the analysis was made for that level or unit. The unit of level can be an individual, an organization, a group or a culture. The unit of analysis for the current study was an **individual** as researcher was studying the relationship of abusive supervision with employee cynicism and coping role of peer support. The study was **cross sectional** in its nature. Therefore, the data was collected from the respondents on a particular time and then collected data was used for further analysis.

## 3.2 Population

The manufacturing and service industries of Pakistan registered with Security Exchange Commission of Pakistan (SECP) established the population of present study. However, the study was delimited to Islamabad and Rawalpindi based manufacturing and services industries and the selected participants were working at non-managerial level.

## 3.3 Procedure

### 3.3.1 Sample Design and Size:

To select the representative from the population, sampling was done in two stages. At first stage, thirty one (31) manufacturing and thirteen (13) service industries were selected by using Cluster Random Sampling technique. Table 1 shows the selected manufacturing and service industries located in Islamabad and Rawalpindi.

**Table 1 List of selected Manufacturing and Service Industry**

<b>Manufacturing Industry</b>	
1.	BIAFO Industries Limited
2.	British Biscuits Company (Pvt.) Limited
3.	Crown Plastic Industries (Pvt.) Limited
4.	Crystal Pharmaceutical (Pvt.) Limited
5.	Fatima Fazal Textile Mills (Pvt.) Limited
6.	Fauji Fertilizer Company Limited
7.	Hasan Carpets (Pvt.) Limited
8.	Hattar Woolen Mills (Pvt.) Limited



9. Heavy Electrical Complex (Pvt.) Limited
10. Kashif Ghee & Cooking Oil Industries (Pvt.) Limited
11. Metro Group of Companies (Pvt.) Limited
12. Sardar Muhammad Wood Works (Pvt.) Limited
13. Silver Oil Mills (Pvt.) Limited

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**Service Industry**

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1. Adamjee Life Assurance Company Limited
2. American Travel International (Pvt.) Limited
3. Apex BPO Services Limited
4. Askari Leasing Limited
5. BBC Pakistan (Pvt.) Limited
6. Bilal Hospital
7. Call Central (Pvt.) Limited
8. Centre For Peace & Development Initiatives
9. Chenab Stock Services (Pvt.) Limited
10. Cyber House (Pvt.) Limited
11. Eastern Technical Services
12. EFU- Life Assurance Limited
13. Fatima Laboratories (SMC Pvt.) Limited
14. Habib Bank Limited
15. Hashoo School of Hospitality Management (Pvt.) Limited
16. Hotel One
17. Islamabad Exchange Company-B (Pvt.) Limited

18. Islamabad Physiotherapy & Rehabilitation Centre (Pvt.) Limited
  19. KASB Capital Limited
  20. Maryam Foundation
  21. Pakistan AIDS Control Federation
  22. Pakistan Broadcasting Foundation (Guarantee) Limited
  23. Pak-China Investment Company Limited
  24. Pakistan Development Fund Limited
  25. Safety & Security Solutions (Pvt.) Limited
  26. Shaheen Air International Limited
  27. Shifa International Hospitals Limited
  28. Silk Bank Limited
  29. South Asian Development (Pvt.) Limited
  30. Telephone Industries of Pakistan (Pvt.) Limited
  31. TF Distributors (Pvt.) Limited
- 

At second stage, employees from the representative sample industries were selected by using Simple Random Sampling Technique. Total number of employees working in the selected industries was 7533.

For Manufacturing Industry, there were 3427 employees who were working in different organizations. Organization wise breakdown of employees working in manufacturing Industry; selected as sample has been shown in Table 2.

**Table 2 Organization wise breakdown of Manufacturing Industry in sample**

<b>Manufacturing Industry</b>	<b>No. of Employees</b>
1. BIAFO Industries Limited	485
2. British Biscuits Company (Pvt.) Limited	268
3. Crown Plastic Industries (Pvt.) Limited	253
4. Crystal Pharmaceutical (Pvt.) Limited	127
5. Fatima Fazal Textile Mills (Pvt.) Limited	298
6. Fauji Fertilizer Company Limited	385
7. Hasan Carpets (Pvt.) Limited	162
8. Hattar Woolen Mills (Pvt.) Limited	287
9. Heavy Electrical Complex (Pvt.) Limited	394
10. Kashif Ghee & Cooking Oil Industries (Pvt.) Limited	277
11. Metro Group of Companies (Pvt.) Limited	134
12. Sardar Muhammad Wood Works (Pvt.) Limited	88
13. Silver Oil Mills (Pvt.) Limited	269
<b>Total</b>	<b>3427</b>

Out of 3427 employees working in the manufacturing industry 346 were randomly selected by following the table for selection of appropriate sample size adapted from Educational and Psychology Measurement (2003) on 95% confidence level. Out of 346 selected employees 251 participated in the study. As such response rate of the participants in manufacturing industry was 73%.

For Service Industry, out of 4106 employees, 354 were selected randomly by following the table for appropriate sample size selection. This table was adapted from Educational and Psychology Measurement (2003) on 95% confidence level. Organization was breakdown of employees working in Service Industry in the selected sample has been shown in Table 3.

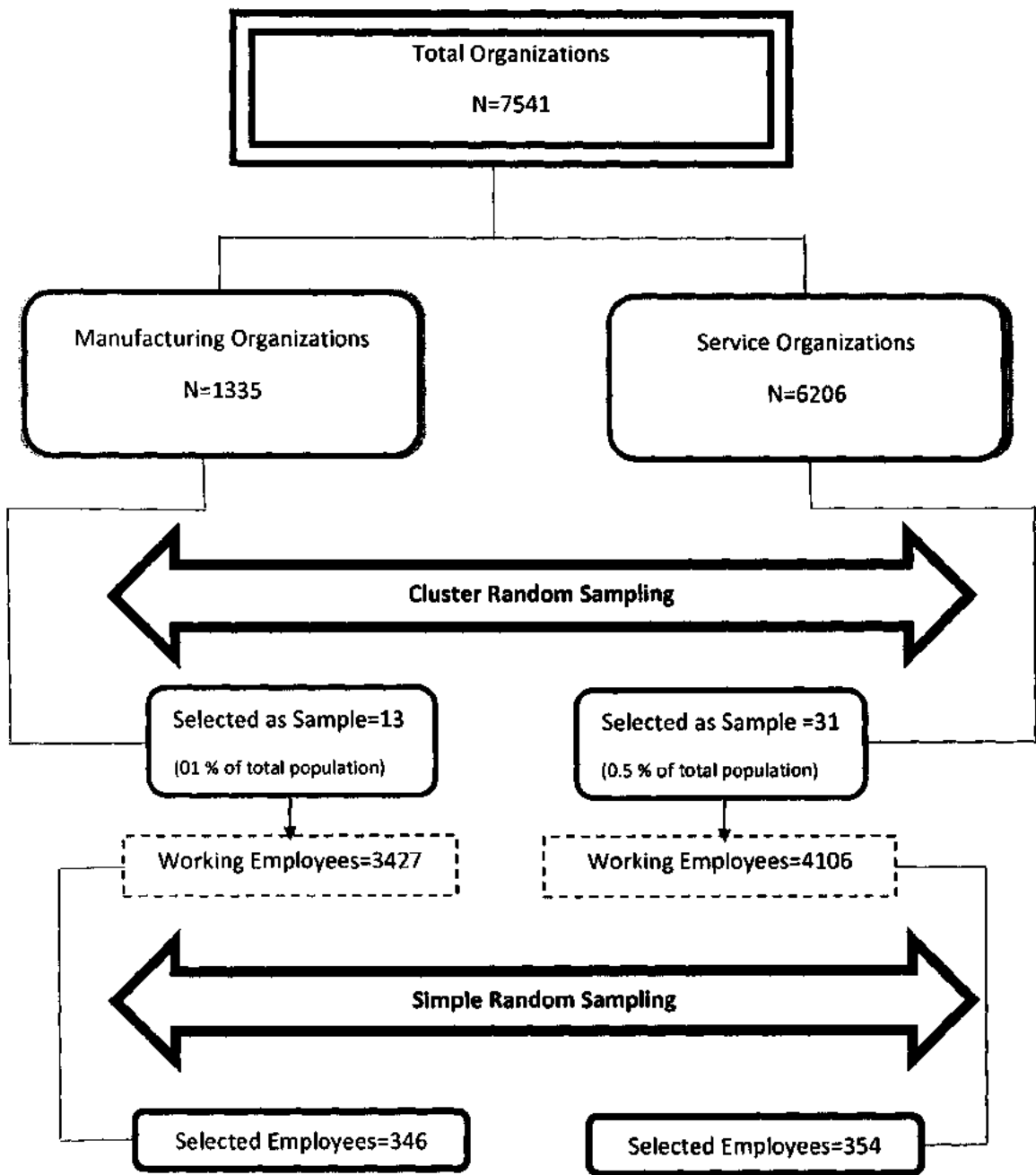
**Table 3: Organization wise breakdown of Service Industry in sample**

<b>Service Industry</b>	<b>No. of Employees</b>
1. Adamjee Life Assurance Company Limited	158
2. American Travel International (Pvt.) Limited	78
3. Apex BPO Services Limited	61
4. Askari Leasing Limited	96
5. BBC Pakistan (Pvt.) Limited	164
6. Bilal Hospital	78
7. Call Central (Pvt.) Limited	198
8. Centre For Peace & Development Initiatives	54
9. Chenab Stock Services (Pvt.) Limited	182
10. Cyber House (Pvt.) Limited	164
11. Eastern Technical Services	88
12. EFU- Life Assurance Limited	176
13. Fatima Laboratories (SMC Pvt.) Limited	47
14. Habib Bank Limited	183
15. Hashoo School of Hospitality Management (Pvt.) Limited	20
16. Hotel One	451

17. Islamabad Exchange Company-B (Pvt.) Limited	186
18. Islamabad Physiotherapy & Rehabilitation Centre (Pvt.) Limited	15
19. KASB Capital Limited	448
20. Maryam Foundation	17
21. Pakistan AIDS Control Federation	16
22. Pakistan Broadcasting Foundation (Guarantee) Limited	43
23. Pak-China Investment Company Limited	173
24. Pakistan Development Fund Limited	203
25. Safety & Security Solutions (Pvt.) Limited	37
26. Shaheen Air International Limited	195
27. Shifa International Hospitals Limited	121
28. Silk Bank Limited	166
29. South Asian Development (Pvt.) Limited	24
30. Telephone Industries of Pakistan (Pvt.) Limited	193
31. TF Distributors (Pvt.) Limited	71
<b>Total</b>	<b>4106</b>

Out of randomly selected sample of 354 employees from service Industry, 294 participated in the study which resulted 83% response rate.

As illustrated in Sampling Frame, **Figure 11**; sample size of this study was 346 for Manufacturing Industry and 354 for Service Industry.



**Figure 11: Sampling Frame**

## **3.4 Instruments**

### **3.4.1 Abusive Supervision**

Abusive supervision scale (Tepper, 2000) is used to measure the nonphysical aspect of abusive supervision. The items on this measure are rated on five point scale to answer the responses by choosing: 1 "I cannot remember him/ her ever using this behavior with me", 2 "He/ she very seldom uses this behavior with me", 3 "He/ she occasionally uses this behavior with me", 4 "He/ she uses this behavior often with me" and 5 "He/ she uses this behavior very often with me". The reliability of this scale is 0.90.

### **3.4.2 Employee Cynicism**

Five items measures were developed to assess the Cynicism. These items are adopted from MMPI Cynicism subscale (Cook & Medley, 1954) & from the scale of Kanter and Mirivis (1989). To measure the cynicism; some modification have been made in the instruments as the scales of Cook and Medley (1954) and Kanter and Mirivis (1989) were concerning to management and people. In the instruments the word of management has been modified with 'My supervisor'. The reliability of these measures were 0.78 & 0.83 respectively.

### **3.4.3 Peer Support**

For coworker/ peer support, 3 items scale developed by House (1981) is used. A 5 point Likert scale (1 = strongly disagree to 5 = strongly agree) format is used to record the responses. The Cronbach's alpha for this scale is 0.70.

#### **3.4.4 Job Satisfaction**

Job Satisfaction is measured using five items from Brayfield and Rothe's (1951) index of overall job satisfaction. A seven point format (strongly disagree=1 to strongly agree =7) is used in the said scale. The evidence of the scale can be found in Judge, Locke, Durham, and Kluger (1998). Its reliability is 0.87.

#### **3.4.5 Job Stress**

Parker and Decotus (1983) Anxiety item scale consist of 05 items is used to measure the Job stress. This scale employed a five-point format (strongly disagree, 1 to strongly agree, 5) and its reliability is 0.85.

#### **3.4.6 Intentions to Quit**

Intention to Quit is measured using three items scale taken out from the Michigan Organizational Assessment Questionnaire (Cammanan, Fichman, Jenkins & Klesh, 1979; Cook, Hepworth, Wall & Warr, 1981). The coefficient alpha of this scale is 0.83. The responses are obtained on Likert type scale. Item 1 ranges from 1= not at all likely to 7= extremely likely and item 2 and 3 range from 1= strongly disagree to 7= strongly agree.

### **3.5 Pilot Testing**

The instruments of the research were pilot tested to ensure their reliability and the validity in Pakistani context. The content validity of all adopted inventories in Pakistani context was determined by a panel of expert from International Islamic University. According to their views, content validity was found high.



In order to ensure the reliability of research instruments, adopted questionnaire was pilot tested upon 165 employees taken from five (05) manufacturing and three (03) service Industry that were not the part of sample for this study. The result of pilot study indicated that the reliability coefficient of all variables was more than 70%.

### **3.6 Data Collection**

Data for the study was collected by personal visits of the researcher, through telephone and with the help of colleagues; working in the Higher Education Commission. Researcher also made some informal discussions with the respondents to get their feedback on study and to get more insight about their views.

### **3.7 Data Analysis**

To analyze the data, both descriptive and inferential statistics were used in the present study. For this purpose, Software 'Statistical Package for Social Science (SPSS)' version-17 was used. In descriptive statistics, major characteristics of sample respondents were described whereas in inferential statistics, reliability of the instruments was checked and hypotheses testing was done. In order to examine the relationship between supervisors behavior and subordinates attitudes and behaviors; possessed by employees of manufacturing and service industry, Correlation and Regression test was applied. For analyzing the mediating effects of Employee Cynicism and moderating effects of Peer Support, Mediator and Moderation analysis were applied respectively through SPSS version-17.

# **CHAPTER 4**

## **RESULTS**

### **4.1 Hypotheses**

The present study tested the following hypothesis:

- H1 (a):** Abusive supervision is negatively associated with Job satisfaction
- H1 (b):** Abusive supervision is positively associated with Job stress
- H1 (c):** Abusive supervision is positively associated with Intentions to quit
- H2:** Abusive supervision is positively associated with employee cynicism
- H3 (a):** Employee Cynicism is negatively associated with Job satisfaction
- H3 (b):** Employee Cynicism is positively associated with Job stress
- H3 (c):** Employee Cynicism is positively associated with Intentions to quit
- H4 (a):** Employee Cynicism mediates the relationship between Abusive Supervision and Job Satisfaction
- H4 (b):** Employee Cynicism mediates the relationship between Abusive Supervision and Job Stress
- H4 (c):** Employee Cynicism mediates the relationship between Abusive Supervision and Intentions to quit
- H5:** Peer Support moderates the relationship between abusive supervision and employee cynicism in such a way that when Peer Support is high, the

positive relationship between abusive supervision and employee cynicism  
is weaker

## 4.2 Reliability Analysis

To test the reliability of instruments, Cronbach's alpha was applied and its results appearing in Table 4.

**Table 4: Reliability coefficients for research instruments**

S. No	Research Instruments	Reliability Coefficient
1	Abusive Supervision	.811
2	Employee Cynicism	.806
3	Peer Support	.919
4	Job Satisfaction	.860
5	Job Stress	.696
6	Intentions to Quit	.706

## 4.3 Sample Demographics

The result of descriptive statistics indicated that minimum age of respondent was between 25 to 35 years and maximum was 55 and above. It also depicted that the respondent has minimum working experience of 6-10 years. In the sample 46% organizations were from manufacturing sector whereas 54% were from service sector and in this sample 65% respondent were male and 35% were female

**Table 5: Mean, Standard Deviation, Correlations and Reliabilities for the main variables in the study**

Variables	Mean	SD	1	2	3	4	5	6
1 Abusive Supervision	2.70	.584	(.811)					
2 Employee Cynicism	2.47	.814	.784**	(.806)				
3 Peer Support	2.23	.818	-.768**	-.712**	(.919)			
4 Job Satisfaction	2.71	.613	-.748**	-.854**	.798**	(.860)		
5 Job Stress	3.12	.773	.711**	.805**	-.883**	-.838**	(.696)	
6 Intentions to Quit	3.22	.760	.736**	.756**	-.789**	-.863**	.825**	(.706)

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

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

**Note: N= 545; Alpha reliabilities given in parentheses**

#### **4.4 Descriptive Statistics**

The descriptive statistics includes means, standard deviations, correlations and reliabilities of the variables that are presented in this study. Mean of Abusive Supervision is 2.7 (SD=0.584). The mean for Employee Cynicism is 2.47 (SD=0.814), for Peer support, mean is 2.23 (SD=0.818). The mean for Job Satisfaction, Job Stress and Intentions to quit is 2.71 (SD=0.613), 3.12 (SD=0.773) and 3.22 (SD=.760) respectively. The result shown in Table 5 depicted that Abusive Supervision is negatively correlated with Job Satisfaction while positively correlated with Employee Cynicism, Job Stress and Intentions to Quit. Similarly, Employee Cynicism is negatively correlated with Job Satisfaction and positively correlated with Abusive Supervision, Job Stress and Intentions to Quit. Hence, the Correlation proved the H1 (a), H1 (b), H1 (c), H2, H3 (a), H3 (b) and H3 (c) hypotheses of the study that are Abusive supervision is negatively associated with job satisfaction and positively associated with job stress and intentions to quit and employee cynicism whereas employee cynicism is negatively associated with job satisfaction and positively associated with job stress and intentions to quit respectively.

##### **4.4.1 Variance Inflation Factor (VIF)**

VIF quantifies the severity of multicollinearity. In Regression Analysis VIF is used as an indicator of multicollinearity. It is defined as the reciprocal of Tolerance and its formula is as under:

$$VIF = 1 / (1 - R^2)$$

The acceptable level of Variance Inflation Factor (VIF) is 10. In Correlation Analysis, some values are highly significant. Therefore, Variance Inflation Factor has been done to

access the multicollinearity among variables. This test indicates the magnitude of inflation in the standard error associated with a particular beta weight that is due to multicollinearity.

**Table 6: Variance Inflation Factor**

<b>Variables</b>	<b>Job Satisfaction</b>	<b>Job Stress</b>	<b>Intentions to Quit</b>
<b>Abusive Supervision</b>	R <sup>2</sup> = 0.02 VIF= 1 Tolerance= 0.98	R <sup>2</sup> = 0.03 VIF= 1 Tolerance= 0.97	R <sup>2</sup> = 0.05 VIF= 1 Tolerance= 0.95
<b>Employee Cynicism</b>	R <sup>2</sup> = 0.04 VIF= 1 Tolerance= 0.96	R <sup>2</sup> = 0.06 VIF= 1 Tolerance= 0.94	R <sup>2</sup> = 0.03 VIF= 1 Tolerance= 0.97

Table shows that all the values of Variance Inflation Factor (VIF) are within the acceptable range. It indicates that although some values of correlation are high but still there is no multicollinearity issue among variables.

#### **4.5 Control Variables**

One way Analysis of Variance (ANOVA) for all dependent variables was used to identify the control variables. In one way ANOVA, it was found that two factors (Age & total Experience) were significant to all outcomes variables. Variable 'Age' produced significant differences in Job Satisfaction (F=47.324, p<.001), Job Stress (F=45.114, p<.001) and Intentions to Quit (F=74.840, p<.001) as shown in Table 6.

**Table 7: ONE WAY ANOVA for all dependent variables by AGE**

		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>Job Satisfaction</b>	Between Groups	160.254	3	53.418	47.324	.000
	Within Groups	610.660	541	1.129		
	Total	770.914	544			
<b>Job Stress</b>	Between Groups	41.009	3	13.670	45.114	.000
	Within Groups	163.926	541	.303		
	Total	204.935	544			
<b>Intentions to Quit</b>	Between Groups	240.091	3	80.030	74.840	.000
	Within Groups	578.522	541	1.069		
	Total	818.613	544			

Similarly, Total Experience also proved significant for all dependent variables as shown in Table 7. The result of one way ANOVA revealed that Total Experience has significant relation with Job Satisfaction ( $F=57.735$ ,  $p<.001$ ), Job Stress ( $F=36.691$ ,  $p<.001$ ) and Intentions to Quit ( $F=18.854$ ,  $p<.001$ ).



**Table 8: ONE WAY ANOVA for all dependent variables by TOTAL EXPERIENCE**

		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>Job Satisfaction</b>	Between Groups	135.393	2	67.697	57.735	.000
	Within Groups	635.521	542	1.173		
	Total	770.914	544			
<b>Job Stress</b>	Between Groups	24.438	2	12.219	36.691	.000
	Within Groups	180.498	542	.333		
	Total	204.935	544			
<b>Intentions to Quit</b>	Between Groups	53.248	2	26.624	18.854	.000
	Within Groups	765.365	542	1.412		
	Total	818.613	544			

#### **4.6 Regression Analysis (Main Effects)**

##### **4.6.1 Abusive Supervision, Job Satisfaction, Job Stress, Intentions to Quit and Employee Cynicism**

In this section, the researcher presented the Regression analysis on collected data that was collected through designed questionnaire and interviews. To analyze the relationship between Abusive behavior of supervisors with their subordinates; working in the manufacturing and service industry, Regression analysis was run in SPSS version-17. The results are shown in the Table 9, 10, 11 and 12 respectively. These results would prove the

first and second research objective of the study as well as the H1 (a), H1 (b), H1 (c), H2, H3 (a), H3 (b) and H3 (c) hypotheses.

**Table 9: Regression Analysis for main effects of Abusive Supervision on Job Satisfaction**

Predictors	$\beta$	R <sup>2</sup>	$\Delta R^2$	Sig.
<b>Step 1:</b>				
Controls		0.02**		
<b>Step 2:</b>				
Abusive Supervision	-0.58***	0.37***	0.35***	.000

Note: N=545; Control Variables= Age, Total Experience

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

The R Square value in the above table is 0.37 that is the fluctuation in the job satisfaction level of employees produced by the abusive behavior of supervisors. As such 37% variance is caused in dependent variable i.e. Job Satisfaction due to independent variable that is Abusive Supervision. But 02% of variance is due to control variables (Age & Total Experience). The significance level showed that Abusive Supervision significantly forecasts the dependent variable, Job Satisfaction level of employees working in the manufacturing and service industry. The unstandardized coefficient ( $\beta$  Value) of independent variable is inverse in above table which measures the strength and size of differences in the dependent variables. In the above table, results show that one unit difference in the abusive supervision decreases the job satisfaction among employees of manufacturing and service industry by 1 ( $\beta = 0.58$ ). In the table variance has been observed 35%. The hypothesis H1 (a) is proved here.

To identify the multicollinearity issue, two diagnostic factor; Variance Inflation Factor (VIF) and Tolerance have been used. The VIF value was found 1 while the Tolerance level is 0.98 that are in acceptable range.

**Table 10: Regression Analysis for main effects of Abusive Supervision on Job Stress**

Predictors	$\beta$	R <sup>2</sup>	$\Delta R^2$	Sig.
<b>Step 1:</b>				
Controls		0.03**		
<b>Step 2:</b>				
Abusive Supervision	0.56***	0.34***	0.31***	.000

**Note: N=545; Control Variables= Age, Total Experience**

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

In the Table 10, the R square value is 0.34 that is the coefficient of determination. It means that 34% of variance in Job Stress can be predicted from Abusive Supervision. But out of this 34%, 03% variance is due to age and working experience factor. Regression Coefficient ( $\beta$ ) is positive and explained 1 unit difference brought by 1 unit difference of independent variable. If the supervisors of manufacturing and service industry keep their attitude abusive to their employees then it would create job stress among them. The change in R square value is 31%. Hence the hypothesis H1 (b) is proved.

The significance level shows that Abusive Supervision significantly projects the Job Stress of the employees working in the manufacturing and service industry taken as sample for the current study.

To examine the multicollinearity among the abusive supervision and job stress, collinearity diagnostic factors have been used. The Variance Inflation Factor (VIF) was 1 and Tolerance level was 0.97 that is in acceptable range.

**Table 11: Regression Analysis for effects of Abusive Supervision on Intentions to Quit**

Predictors	$\beta$	R <sup>2</sup>	$\Delta R^2$	Sig.
<b>Step 1:</b>				
Controls		0.05***		
<b>Step 2:</b>				
Abusive Supervision	0.47***	0.25***	0.21***	.000

Note: N=545; Control Variables= Age, Total Experience

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

In Table 11, dependent variable is Intentions to quit and the independent variable is Abusive Supervision. R Square value depicts the proportion of variance in intentions to quit (dependent variable) brought by variance abusive supervision (independent variable). The R square value is 0.25 that means 25% of variance exists among the employees of manufacturing and service industry caused by the abusive behavior of their supervisors and the change in variance is 21% due to abusive supervision.

Unstandardized coefficient ( $\beta$ ) is showing the rate of change in the intentions to quit brought by abusive supervision. The table shows that there is positive relation between abusive supervision and intentions to quit and the size of difference is approximately 1 ( $\beta =0.47$ ).

The significance level shows that how significantly the independent variable forecasts the dependent variable. In the current study, the abusive supervision can significantly predict the quit intentions of employees working in manufacturing and service industry. The results in table 10 showed that the H1 (c) hypothesis of the study is proved.

In order to assess the multicollinearity issue between the variables abusive supervision and intentions to quit, collinearity diagnostic factors were used. Variance Inflation Factor (VIF) for these variables was 1 and tolerance level was found 0.95. Results of both factors are in acceptable range.

In Table 12, dependent variable is Employee Cynicism and the independent variable is Abusive Supervision. R Square value depicts that how much variation in the dependent variable is produced by the independent variable. In table, its value is 0.57 that means 57% of variance exists among the employees attitude due to the abusive behavior of their supervisors whereas 54% of this variance is due to control variables.

**Table 12: Regression Analysis for main effects of Abusive Supervision on Employee Cynicism**

Predictors	$\beta$	R <sup>2</sup>	$\Delta R^2$	Sig.
<b>Step 1:</b>				
Controls		0.03**		
<b>Step 2:</b>				
Abusive Supervision	0.72***	0.57***	0.54***	.000

Note: N=545; Control Variables= Age, Total Experience

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

Regression Coefficient ( $\beta$ ) measures the strength of relationship between variables and the size of differences in the dependent variables. Results in Table 12 show positive relation between abusive supervision and employee cynicism. We would conclude from the results that a linear relation exist among variables and for every one percent increase in abusive supervision, there would be one percent increase (approximately) in employee cynicism ( $\beta = 0.72$ ).

Results in above table shows that how significantly the independent variable forecasts the dependent variable. The abusive supervision of manufacturing and service industry can significantly predict the employees' cynic attitude. The H2 hypothesis of the study is proved.

The Variance Inflation Factor (VIF) and Tolerance are the two factors that are used to identify the multicollinearity issue. The VIF value for abusive supervision and employee cynicism was 1 and its Tolerance level is 0.97. The results of collinearity diagnostic factors are within the acceptable range.

#### **4.7 Employee Cynicism, Job Satisfaction, Job Stress and Intentions to Quit**

The cynic attitude of an employee develops dissatisfaction, increases their stress level and they intend to leave the organization. To analyze the relationship between Employee Cynicism and other attitudes of employees working in the manufacturing and service industry, regression analysis was run and the results are shown in Table 13, 14 and 15 respectively that would lead towards the third research objective of the study as well as the hypotheses H3 (a), H3 (b) and H3 (c).

**Table 13: Regression Analysis for main effects of Employee Cynicism on Job Satisfaction**

Predictors	B	R <sup>2</sup>	Δ R <sup>2</sup>	Sig.
<b>Step 1:</b>				
Controls		0.04***		
<b>Step 2:</b>				
Employee Cynicism	-0.74***	0.56***	0.52***	.000

Note: N=545; Control Variables= Age, Total Experience

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

Table 13 shows the relation between Employee Cynicism and the Job Satisfaction. In this relation, the dependent variable is Job Satisfaction and independent variable is Employee cynicism. Both variables are the employees' attitude. Employee Cynicism is the belief component and Job Satisfaction is the emotional or feeling component of attitude. In Table 13 R Square value is 0.56 that is coefficient of determination. It means 52% of variance exist among the employees emotional or feel component of attitude due to cynical attitude.

Regression Coefficient ( $\beta$ ) depicts the inverse relation between employee cynicism and job satisfaction and the size of this difference is 1 ( $\beta = -0.74$ ). It means one unit increase in cynic attitude among employees will decrease the job satisfaction level among employees by one unit. The results in Table 13 proved the hypothesis H3 (a).

The significance level shows that how significantly the independent variable forecasts the dependent variable. The cynic attitude of employees of manufacturing and service industry has significant relation with satisfaction regarding job.

The Variance Inflation Factor (VIF) for employee cynicism and job satisfaction is 1 and Tolerance level is 0.96 that indicates, there is no multicollinearity issue among these variables.

**Table 14: Regression Analysis for main effects of Employee Cynicism on Job Stress**

Predictors	$\beta$	R <sup>2</sup>	$\Delta R^2$	Sig.
<b>Step 1:</b>				
Controls		0.06***		
<b>Step 2:</b>				
Employee Cynicism	0.68***	0.51***	0.45***	.000

**Note: N=545; Control Variables= Age, Total Experience**

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

Table 14 depicts the relation between Employee Cynicism and the Job Stress. Job Stress is also feeling or emotional component of the attitude. R Square (coefficient of determination) value is 0.51. It means 51% of variance occurs among the employees emotional or feel component (viz. Job Stress) of attitude caused by cynical attitude.

Regression Coefficient ( $\beta = 0.63$ ) is showing positive linear regression and the size of difference in job stress is 1 means one unit increase in employee cynicism would lead towards one unit increase in job stress among employees. The results proved the hypothesis H3 (b).

The cynic attitude of employees of manufacturing and service industry has significant relation with Job Stress. Therefore, the results indicate significance in Job Stress caused due to cynical attitude.



To assess the multicollinearity among the variables employee cynicism and job stress; Variance Inflation Factor (VIF) and Tolerance level have been checked out. The VIF Value is 1 and Tolerance level is 0.94. The results of collinearity diagnostic factors are within the acceptable range.

**Table 15: Regression Analysis for main effects of Employee Cynicism on Intentions to Quit**

Predictors	$\beta$	R <sup>2</sup>	$\Delta R^2$	Sig.
<b>Step 1:</b>				
Controls		0.03***		
<b>Step 2:</b>				
Employee Cynicism	0.70***	0.58***	0.55***	.000

**Note: N=545; Control Variables= Age, Total Experience**

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

In Table 15, dependent variable is Intentions to Quit and the independent variable is Employee Cynicism. The R Square value is coefficient of determination. The value of R Square is 0.58 that means 58% of variance occurs in employees' attitude to leave the organization due to the development of cynic attitude.

Unstandardized Coefficient of Intentions to quit in the Table 15 is positive and depicts that one unit difference in employee cynicism would produce job quit intentions among employees by 1 ( $\beta = 0.70$ ). Hence, the results proved hypothesis H3 (c).

P value shows that the cynical attitude development among employees of manufacturing and service industry can significantly predicts the employees' intentions to leave the organizations.

To examine the multicollinearity among the employee cynicism and Intentions to quit the job, two factors (Variance Inflation Factor & Tolerance Level) have been checked. The Variance Inflation Factor (VIF) was 1 and Tolerance level was found 0.97. It means the results are acceptable and there is no collinearity issue at higher side.

#### 4.8 Mediator Analysis

In order to analyze the mediating relationship with dependent variables, mediation analysis was run by the researcher. In the study, there are three (03) dependent variables viz. Job Satisfaction, Job Stress and Intentions to Quit whereas, Employee Cynicism is used as mediator between Abusive Supervision and dependent variables.

**Table 16: Regression Analysis for mediating effects of Employee Cynicism in relationship between Abusive Supervision and Job Satisfaction**

Predictors	$\beta$	R <sup>2</sup>	$\Delta R^2$	Sig.
<b>Step 1:</b>				
Controls		0.04***		
<b>Step 2:</b>				
Employee Cynicism	-0.74	0.56***	0.52***	.000
<b>Step 3:</b>				
Abusive Supervision	-0.30***	0.58***	0.02**	.006

Note: N=545; Control Variables= Age, Total Experience

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

The mediator analysis was run one by one with each dependent variable and its results are shown in Table 16,17 and 18 respectively that would lead towards the fourth research objective as well as test the Hypotheses H4 (a) ,H4 (b) and H4 (c). Not only this, mediator analysis would help to answer the first research question.

With the help of above results, the researcher found that significant relationship exist between Employee Cynicism and Job Satisfaction but the effect of Abusive Supervision also exist among this relation. The regression coefficient for Abusive Supervision is reduced by 2% in the presence of Employee Cynicism. Therefore, Employee Cynicism mediates the relationship between Abusive Supervision and Job Satisfaction. Results in Table 16 would lead towards the hypothesis H4 (a) and it would be partially accepted.

**Table 17: Regression analysis for mediating effects of Employee Cynicism in relationship between Abusive Supervision and Job Stress**

Predictors	$\beta$	R <sup>2</sup>	$\Delta R^2$	Sig.
<b>Step 1:</b>				
Controls		0.06***		
<b>Step 2:</b>				
Employee Cynicism	0.68***	0.51***	0.45***	.000
<b>Step 3:</b>				
Abusive Supervision	0.22**	0.54***	0.03*	.024

Note: N=545; Control Variables= Age, Total Experience

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

With the help of above results, the researcher found significant relationship between Employee Cynicism of and Job Stress but there is some impact of Abusive Supervision that last in the presence of mediator. As such, the Employee Cynicism mediates the relation between Abusive Supervision and Job Stress. The regression coefficient for Abusive Supervision is reduced by 0.03 that means Employee Cynicism mediates the relationship between Abusive Supervision and Job Stress. Hence, the hypothesis H4 (b) is partially proved.

**Table 18: Regression analysis for mediating effects of Employee Cynicism in relationship between Abusive Supervision and Intentions to Quit**

Predictors	$\beta$	R <sup>2</sup>	$\Delta R^2$	Sig.
<b>Step 1:</b>				
Controls		0.03***		
<b>Step 2:</b>				
Employee Cynicism	0.70***	0.58***	0.55***	.000
<b>Step 3:</b>				
Abusive Supervision	0.02**	0.65***	0.07***	.000

**Note: N=545; Control Variables= Age, Total Experience**

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

As shown in Table18, a significant relationship between Employee Cynicism of and Intentions to Quit exist and the relation between Abusive Supervision and Intentions to quit has become insignificant. The regression coefficient for Abusive Supervision is reduced

by 0.07. Hence, Employee Cynicism fully mediates the relationship between Abusive Supervision and Intentions to Quit, the hypothesis H4 (c) is proved.

#### 4.9 Sobel Test

To test the significance of mediation obtained from Hypotheses H4 (a) and H4 (b), Sobel test (Sobel, 1982) was used. In sobel test, significance of mediation link is checked by regression coefficients ( $\beta_A$ ) and standard errors ( $SE_A$ ) of direct effect of independent variable on mediator viz. (Abusive Supervision & Employee Cynicism) and regression coefficient ( $\beta_B$ ) and standard error ( $SE_B$ ) of indirect effect of independent variable on dependent variable viz. (Abusive Supervision and Job Satisfaction & Job Stress) through controlling mediating variable viz. Employee Cynicism.

**Table 19: Sobel Test Results**

	$\beta_A$	$SE_A$	$\beta_B$	$SE_B$	Sobel test statistics	Sig.
<i>Hypothesis 4(a)</i>	0.74	0.09	0.30	0.10	2.8182	0.004
<i>Hypothesis 4(b)</i>	0.68	0.06	0.22	0.05	4.1017	0.000

By entering the values of regression coefficients ( $\beta$ ) and standard errors (SE) for each step of mediation link, it is found that Sobel Test Statistics values lie within the acceptable range i.e. p value is less than 0.005. As such present study proves the partial mediation for hypotheses 4 (a) and 4 (b). Sobel Test Statistics and Significance is shown in detail in Table 19.

For mediation of Employee Cynicism between Abusive Supervision and Job Stress (H4a), Sobel test statistics are 2.8182 with p-value <0.005. For mediation of Employee Cynicism and Job Stress (H4b) Sobel test statistics are 4.1017 with p-value <0.005. Hence, the results prove the partial mediation.

#### 4.10 Moderation Analysis with Peer Support

In order to analyze the moderation relationship, moderator analysis was run by the researcher, where Peer Support was used as a moderator between Abusive Supervision and Employee Cynicism. Its results are shown in Table 20 that would lead towards the fifth research objective as well as test the Hypotheses H5 and would help to answer the second research question.

**Table 20: Regression analysis for moderating effects of Peer Support in relationship between Abusive Supervision and Employee Cynicism**

Predictors	$\beta$	R <sup>2</sup>	$\Delta R^2$	Sig.
<b>Step 1:</b>				
Controls		0.02**		
<b>Step 2:</b>				
Abusive Supervision Peer Support		0.60**	0.58***	.000
<b>Step 3:</b>				
Interaction Term (AS*PS)	-0.08***	0.72**	0.12***	.000

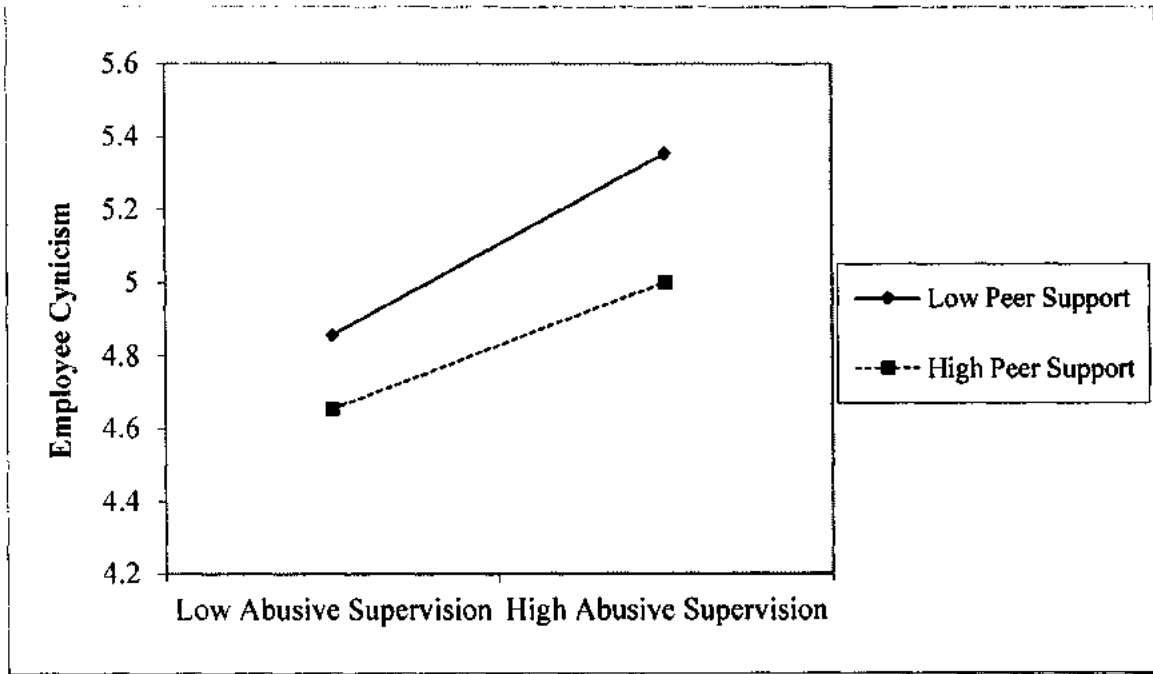
Note: N=545; Control Variables= Age, Total Experience

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

To run the moderation analysis, an interaction term ASxPS was created by the researcher. Thus two models were created when regression analysis for moderation was run and it was found that Model 2 with interaction term has more variance than Abusive Supervision and Peer Support. For this,  $R^2$  Change was noted for Model 2. The value of  $R^2$  (coefficient of determination) that depicts the variance in the dependent variable caused by the independent variable. R square value is 0.72 and  $R^2$  change is 0.12, indicating that when peer support will be high, the development of cynic attitude among employees will decrease. So there is a potentially significant moderation between Abusive Supervision and Peer Support on Employee Cynicism.

As such Peer Support significantly moderates the relationship between Abusive Supervision and Employee Cynicism and proves that Hypothesis H5 is true and meets the fifth objective of the research study. As per prediction, the negative attitude development among employees was weak when they had support from their peers. The interactive effect of Abusive Supervision and Peer Support has also been shown in Figure 12.

Figure 12 shows the significant interaction plots between Abusive Supervision and Employee Cynicism. As hypothesized, the positive association between Abusive supervision and Employee cynicism was low among those individuals who feel that they are supported by their peers at workplace. When Peer Support is high, the cynic attitude of employee is low even in the presence of high Abusive Supervision. So, the hypothesis H5 is significantly supported.



**Figure 12:** Interactive effects of Abusive Supervision and Peer Support on Employee Cynicism,



#### 4.11 Summary of Accepted/ Rejected Hypotheses

Hypotheses	Statement	Result
H1 (a)	Abusive supervision is negatively associated with Job satisfaction	Accepted
H1 (b)	Abusive supervision is positively associated with Job stress	Accepted
H1 (c)	Abusive supervision is positively associated with Intentions to quit	Accepted
H2	Abusive supervision is positively associated with employee cynicism	Accepted
H3 (a)	Employee Cynicism is negatively associated with Job Satisfaction	Accepted
H3 (b)	Employee Cynicism is positively associated with Job Stress	Accepted
H3 (c)	Employee Cynicism is positively associated with Intentions to quit	Accepted
H4 (a)	Employee Cynicism mediates the relationship between Abusive supervision and Job satisfaction	Partially Accepted
H4 (b)	Employee Cynicism mediates the relationship between Abusive supervision and Job stress	Partially Accepted
H4(c)	Employee Cynicism mediates the relationship between Abusive supervision and Intentions to quit	Accepted

**H5** Peer Support moderates the relationship between abusive supervision and employee cynicism in such a way that when Peer Support is high, the positive relationship between abusive supervision and employee cynicism is weaker

**Accepted**

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#### **4.11.1 Summary Statistics:**

<b>Total Number of Hypotheses:</b>	<b>11</b>
<b>Accepted</b>	<b>09</b>
<b>Partially Accepted</b>	<b>02</b>
<b>Rejected</b>	<b>Nil</b>

## **CHAPTER 5**

### **DISCUSSION**

#### **5.1 Summary**

The major aim of this study was to investigate the relationship between Abusive Supervision and its consequences viz. job satisfaction, job stress and intentions to quit the job among the workers of manufacturing and service industry of Islamabad and Rawalpindi. The study also helps to explore the coping role of Peer Support to minimize the development of negative attitude among employees that helps in creation of healthy working environment.

The population of the study was consisted of employees working in manufacturing and service industries registered with Security Exchange Commission of Pakistan (SECP) but limited to Islamabad and Rawalpindi due to resource constraints. Total manufacturing and service organizations were 7541 out of which 1335 were manufacturing and 6202 were service organizations. To keep in view the proportionate representation of population, 13 organizations were selected from manufacturing industry (1% of total population) and 31 organizations were selected from service industry (0.5% of total population) at first stage through cluster sampling technique. After that, out of 3427, 346 employees of manufacturing industry and out of 4106, 354 employees of service industry were selected by using random sampling technique at second stage. Response received from 251 employees of manufacturing industry. As such the response rate was 73% while from service industry, 294 employees participated and response rate was 83%.

Data for the study was collected by adopting Abusive Supervision scale, developed by Tepper (2000), Employee Cynicism items were adopted from MMPI Cynicism subscale

(Cook & Medley, 1954) and from the scale of Kanter and Mirivis (1989), satisfaction items were adopted from Brayfield and Rothe's (1951) index of overall job satisfaction, job stress inventory was adopted from Parker and Decotus (1983) Anxiety item scale and intentions to quit the job items were adopted Peer support items were adopted from scale developed by House (1981) Job from the Michigan Organizational Assessment Questionnaire (Cammanan, Fichman, Jenkins & Klesh, 1979; Cook, Hepworth, Wall & Warr, 1981). After data collection phase, data was organized, coded, entered and analyzed by using Software Package for Social Sciences (SPSS) version 17. For analysis, inferential statistics was applied. Inferential statistics include linear regression, mediation regression, and moderation regression analysis.

## **5.2 Major Findings**

Findings of the study after the data analysis are explained below:

1. Descriptive statistics provided the summary of all variables including sample demographics. The result indicated that 46 % respondent were from manufacturing industry and 54% were from Service Sector and the sample was consist of 35 % female and 65% male.
2. The results of the study revealed that Abusive Supervision was a strong criterion or predictor of employees' attitude; working in the manufacturing and service industry.
3. One way ANOVA was run with all dependent variables and two factors "Age" and "Total working Experience" were found significant for all outcomes. Hence, these two factors were taken as control variables while running the Regression Analysis

with main effects, mediating and moderating variables (Table 7 & 8). Factor "Age" was controlled in the present study because in past research it was found that old individuals have low motivations to leave the organization and seek the alternate opportunities of employment than younger ones as they have high job switching cost and have few employment opportunities, hence they feel less satisfaction from their job and most of the time get frustrated (Barnes & Jones, 1974; Harvey, P., et al., 2007). The working experience was also controlled because it has influence on intentions to quit the job, increase stress level and decrease job satisfaction. Because as long as people work with an organization, the personal cost of leaving that organization is increased (Gatewood & Field, 1987; Harvey, P., et al., 2007).

4. F Score form ANOVA table was found significant while testing hypotheses which indicate that the Abusive Supervision has significant impact on the variation of three dependent variables (Job Satisfaction, Job Stress and Intentions to quit).
5. Regression Coefficient ( $\beta$ ) of Abusive Supervision for Job Satisfaction was found significant. The unstandardized coefficient indicated that one unit difference in Abusive Supervision will reduce the job satisfaction among employees by 1 (Table 9).
6. Unstandardized Coefficient of Abusive Supervision for Job Stress was showing a significant positive relationship between the two variables and approximately 1 unit increase in Stress level among employees due to one unit change in Abusive Supervision (Table 10).
7. There was a significant relationship between Abusive Supervision and Intentions to quit. The  $\beta$  value for this relation indicated that one unit change in Abusive

Supervision produced approximately 1 unit increase in quit intentions of employees (Table 11).

8. The  $\beta$  value for Abusive Supervision and Employee Cynicism was indicating a positive linear regression. Results showed that Employee Cynicism would increase 1 unit with 1 unit change in Abusive Supervision (Table 12).
9. A significant negative relation was found between Employee Cynicism and Job Satisfaction. The unstandardized coefficient was indicating that one unit change in Employee Cynicism would decrease job satisfaction level by 1 (Table 13).
10. Regression Coefficient ( $\beta$ ) of Employee Cynicism was positive for both Job Stress and Intentions to Quit. By these results it was found that Employee Cynicism has strong significant relationship with Job Stress and Intentions to Quit and one unit change in Employee Cynicism would lead towards 1 unit increase in both attitudes of employees working in manufacturing and service industry of Islamabad and Rawalpindi (Table 14 & 15).
11. Regression Analysis for mediating effects in relationship with Abusive Supervision and Job Satisfaction showed a partial significant relationship. The  $\beta$  value was indicating one unit decrease in Job Satisfaction among working employees of manufacturing and service industry due to one unit change in Employee Cynicism. Moreover, the  $R^2$  value was reduced in the presence of mediator (Table 16). Similarly, the Regression Analysis for mediating effects in relation with Abusive Supervision and Job Stress was also found partial significant (Table 17). To prove the partial mediation, Sobel Test was run on both mediating relation. The results of Sobel Test indicated that Abusive Supervision has indirect relation with Job

Satisfaction and Job Stress in the presence of mediator i.e. Employee Cynicism (Table 19).

12. Regression Analysis for mediating effects in relationship with Abusive Supervision and Intentions to quit was also found statistically significant and a significant reduction was found in unstandardized beta in the presence of mediator (Table 18).
13. For moderating effects of Peer Support in relationship with Abusive supervision and Employee Cynicism, the  $R^2$  value depicted a significant variance in the presence of moderator and the strength of this relation was inverse indicating one unit change abusive supervision in the presence of moderator will reduce the development of cynic attitude among employees by 1 unit (Table 20).

### **5.3 Finding and Discussion**

This study was designed to explore the relationship of abusive supervision with employee cynicism and its consequences (Job Satisfaction, Job Stress, and Intentions to Quit) and to explain the influence of Peer Support as a moderator on abusive supervision and employee cynicism. The researcher hypothesized that abusive supervision creates adverse effects at individual level and employees develop cynical attitude that exacerbate their outcomes. Further, it was also argued that peer support mitigates the hostile effects of abusive supervision and employee cynicism on job dissatisfaction, job stress and intentions to quit. The results of the study supported the proposed hypothesized relationships. The researcher inferred from the results that when abusive supervision is high, employees working in the manufacturing and service industry of Islamabad and Rawalpindi develop high level of cynicism that increase the job dissatisfaction, job stress and intentions to quit among them.

But the employees who receive peer support were not affected badly when abusive supervision was increased from low level to high level.

Many researches have been conducted on abusive supervision and it has been found that it has negative effects on job outcomes (Tepper, 2000; Zellars, Tepper, & Duffy, 2002; Burton & Hoobler, 2006; Tepper, Henle, Lambert, Giacalone, & Duffy, 2008). The adverse effects of abusive supervision have been supported by other researchers with counter work behavior, emotional exhaustion, intentions to leave, job tension and low commitment ((Neves, 2012; Harvey et al., 2007). But the relationship between abusive supervision and employee cynicism was never explored before in the previous studies. However, the concept of organizational cynicism has been considered as the key variable in many previous researches (Neves, 2012) but the types of organizational cynicism that is cynicism about change, personality cynicism, occupational cynicism, societal cynicism and employee cynicism have not been studied in detail yet. This is the uniqueness of present study that the employee cynicism has been used as a mediator between the abusive supervision and the job outcomes. Similarly, the positive impact of peer support is determined in literature and it was found that people feel social power and feel personal worth in the working environment where empathic relations are found (Friere, 1995; Glebbeek & Bax, 2004; Kacmar, Andrews, Van Rooy, Steilberg, & Cerrone, 2006). But its moderating effects on abusive supervision and employee cynicism are explored very first time.

The findings of the study elaborate that when abusive supervision is high, the negative attitude development among employees is high and this negative attitude including belief, emotional and behavioral component (Harvey et al, 2007) slashes the overall performance



of an organization. In such conditions the support from the peers may help to neutralize such deleterious effects on employees' attitudes. As such, when peer support will be high, it will weaken the relationship between abusive supervision and employee cynicism and on its consequences (Job Satisfaction, Job Stress & Intentions to quit). Finally, the researcher suggested that moderator of the study that is peer support can be used as a means of coping strategy with abusive supervision. It means, if people have working environment where social sympathy exist, they can potentially improve their ability to buffer and cope with circumstances characterized by abusive supervision.

#### **5.4 Theoretical Implications**

This study contributes to the existing research in several ways. First, researchers have agreed that abusive supervision causes serious problem at work place (Tepper, Henle, Lambert, Giacalone, & Duffy, 2008) similarly organizational cynicism negatively affects the organizational performance (Burton & Hoobler, 2006). The researcher has added support to the previous studies that abusive supervision is the antecedent of the employee cynicism that have more deleterious effects on the job outcomes than abusive supervision. Second, the concept of organizational cynicism is explored in the existing body of research (Weiss, 2002; Wilkerson, Evans, & Davis, 2008) but a very little attention has been given to the types of cynicism. Employee cynicism is one type of organizational cynicism and has been used as a mediator in the present study. The findings of the research show that due to employee cynicism, the emotional and behavioral component of attitude of any employee are badly affected. Another potential contribution of the study is coping mechanism that mitigates the negative attitudes development among employees. Peer Support has been studied by the researchers (Davidson, Chinman, Sells, & Rowe, 2006;

Keller & Semmer, 2013) and found that it cures many organizational issues. In this study, Peer Support has been used as a moderator that minimizes the negative impact of employee cynicism. The findings indicate that help from peers increase effectiveness of employees and may cope to the other destructive leaders' behaviors and abuse.

## **5.5 Practical Implications**

Employees' attitudes are considered as the vital component for achieving the organizational goals. From the current study, managers can understand and realize that abusive supervision badly affects employees' attitudes (job dissatisfaction, job stress & intentions to quit). To eliminate the development of negative attitude should be the objective of top level managers. By realizing the deleterious effects of abusive supervision, the managers should device such human resource management practices that may help to keep the employees motivated and satisfied. Secondly, a good understanding between employer and subordinates avoids several issues and maintains a friendly and healthy working environment. The study helps the supervisor and subordinates to understand each other and establish a friendly working environment to work together and to improve the organizational performance.

A potential contribution of the study is neutralizing impact of peer support on abusive supervision and employee cynicism. In Peer Support employees help each other through their knowledge, experiences, social and emotional attachment. As such, this study provides a coping mechanism to the managers to lower the job related stress and negative attitudes.

## **5.6 Limitations of the Study**

Despite of theoretical and practical contribution, the study has some limitations that may be addressed in future. The present study analyze the mediation link of employee cynicism with abusive supervision and its consequences and is cross sectional in nature whereas study with mediation model are mostly longitudinal in nature.

The data was collected from the manufacturing and service industry of Islamabad and Rawalpindi which are registered with Security Exchange Commission of Pakistan (SECP) but all the industries could not be included in the research as the data was collected from the accessible organizations only. An important limitation of the study is; due to the nature of abusive supervision, the employees may be hesitant to report the actual information about their supervisors or about their intentions to quit the job that may deviate the generalization of results.

## **5.7 Directions for Future Research**

The present research has many future directions. First, the dependent variables are job satisfaction, job stress and intentions to quit. The same relation may be tested with supervisor's satisfaction, counter work product behavior, work commitment and emotional exhaustion and psychological detachment as these variables significantly affect the abusive supervision (Tepper, 2000; Burton & Hoobler, 2006; Yulk, 2008).

Secondly, employees' dedication to work and loyalty is always valued by the employers. Emotionally attached employees are more committed to the organization and show high performance, less absenteeism and have low intentions to quit (Mathieu & Zajac, 1990;

Meyer & Allen, 1997; Mowday, Porter, & Steers, 1982; Weiss, 2002; Pitts, Marvel, & Fernandez, 2011). As such Perceived Organizational Support (POS) may be taken as moderator and more can be learnt from individual reactions to abusive supervision and employee cynicism.

Third, extrovert and introvert personalities act differently in the same situation (Kristof-Brown, Barrick, & Franke, 2002; Kritonis, 2004). It would be interesting if Five Factor Personality Model (Barrick & Mount, 1991; McCarthy & Garavan, 2007) may be explored to minimize the anxieties caused by the abusive supervision.

Last, for organizational excellence, a good working environment is mandatory and friendly workplace environment is dependent on the relationship of supervisor and subordinate. The previous researches indicate that lack of high quality exchange among supervisor and subordinates results in retaliation (Townsend, Phillips, & Elkins, 2000). As such, the research would be informative if leader-member exchange relation studied with abusive supervision and Employee Cynicism.

## **5.8 Conclusion**

Following conclusions were drawn on the basis of findings of the study:

1. The employees working in the manufacturing and service industries feel abusive attitude of their supervisors to a considerable extent that has impact on their performances. Due to abusive attitude of their supervisors, employees develop negative feelings that reduce their job satisfaction level and increased job stress and intentions to quit. It was found in the results of study that the employees who feel the abusive attitude of their supervisors; have more intentions to quit the job and their dissatisfaction from the job was found at the higher side.

2. Abusive attitude of the direct supervisors of the employees working in manufacturing and service industry was proved a strong predictor of Job stress and Intentions to quit. It was also a strong predictor for reduction in job satisfaction among the employees.
3. Job Satisfaction was negatively whereas Job Stress and Intentions to quit were positively related to the Abusive Supervision of employees working in the manufacturing and service sector.
4. Due to abusive attitude of their direct supervisors, the employees working in the manufacturing and service sector develop negative feelings among themselves that badly affects their attitudes i.e. decrease in Job satisfaction (emotional component of attitude), increased Job stress (emotional component of attitude) and the employees have more intentions to quit the job (intentions/ behavioral component of attitude). As such Employee cynicism (belief component of attitude) mediates the relationship of abusive supervision of direct supervisors of employees and has negative consequences on employees attitudes that ultimately effects the organization overall performance.
5. Support from the coworkers provided a coping mechanism in this study. Abusive Supervision is one factor of negative attitudes development among employees working in the manufacturing and service industry. But with the help of Peer Support, the development of these negative attitudes among employees is reduced. The result indicate that peer support help the employees to cope up with abuse and other destructive behaviors of their direct supervisors.

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## APPENDIX



### International Islamic University Faculty of Management Sciences

Dear Participant,

I am doing MS (Management) from International Islamic University (IIU), Islamabad. This study is the partial requirement of my MS degree in which the impact of supervisors' behavior on employees' attitude is being studied through the mediation link of Employee Cynicism while Peer Support has been used as a moderator. Few minutes from your precious time are required to fill the questionnaire. I assure that the provided feedback will be kept highly confidential and will be used for research purpose only.

Sincerely,

Sadia Bukhari

MS-Scholar, International Islamic University

Assistant Director- Higher Education Commission, Islamabad.

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Please fill in the blanks or tick (✓) the appropriate choice where required.

Name: \_\_\_\_\_

Age: \_\_\_\_\_

Gender:  Male  Female

Marital Status:  Married  Un-married

Organization Name: \_\_\_\_\_

Type of Organization:  Manufacturing  Service

What department are you currently working in: \_\_\_\_\_

What is your current designation/ grade? \_\_\_\_\_

Education (highest degree or certificate attained): \_\_\_\_\_

Area of Specialization: \_\_\_\_\_

How long have you been working with your present organization? Years \_\_\_\_\_  
Months \_\_\_\_\_

Total Working experience: Years \_\_\_\_\_ Months \_\_\_\_\_

**Directions:** Please encircle the appropriate answer which truly depicts your situation. The scale range from 1 (Strongly Disagree) to 5 (Strongly Agree).

<b>1=Strongly Disagree</b>	<b>2=Disagree</b>	<b>3=Neutral</b>	<b>4=Agree</b>	<b>5=Strongly Agree</b>
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**Have you ever gone through a situation when your supervisor treats as:**

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	Gives me the silent treatment	1	2	3	4	5
5	Invades my privacy	1	2	3	4	5
6	Reminds me of my past mistakes and failures	1	2	3	4	5
7	Doesn't give me credit for job requiring a lot of effort	1	2	3	4	5
8	Blames me to save himself/herself embarrassment	1	2	3	4	5
9	Breaks promises he/ she makes	1	2	3	4	5
10	Expresses anger at me when he/she is mad for another reason	1	2	3	4	5
11	Makes negative comments about me to others	1	2	3	4	5
12	Is rude to me	1	2	3	4	5
13	Does not allow me to interact with my co-workers	1	2	3	4	5
14	Tells me I am incompetent	1	2	3	4	5
15	Lies to me	1	2	3	4	5

**Do you have following feelings for your supervisor some times?**

1	I often question the motives of my supervisor in this organization	1	2	3	4	5
2	My supervisor is always up-front about its reasons for doing things (R)	1	2	3	4	5
3	I believe that there are ulterior (hidden) motives for most of the decisions made by my supervisor	1	2	3	4	5
4	I think that my supervisor would misrepresent his/her intentions to gain acceptance for a decision he/she wanted to make	1	2	3	4	5
5	My supervisor is always honest about its objectives (R)	1	2	3	4	5

**Have you ever gone through a situation when your colleagues treat as:**

1	My coworkers are cooperative for my work	1	2	3	4	5
2	Some of my coworkers understand my feelings and circumstances	1	2	3	4	5
3	I have reliable coworkers to share a grievances	1	2	3	4	5

**Do you feel stress at your work place in following way?**

1	I have felt fidgety or nervous as a result of my job	1	2	3	4	5
2	My job gets to me more than it should	1	2	3	4	5
3	There are lots of times when my job drives me right up the wall	1	2	3	4	5

4	Sometimes when I think about my job I get a tight feeling in my chest	1	2	3	4	5
5	I feel guilty when I take time off from my job	1	2	3	4	5

**Directions:** Please encircle the appropriate answer which truly depicts your situation. The scale range from 1 (Strongly Disagree) to 7 (Strongly Agree).

<b>1=Strongly Disagree</b>	<b>2=Disagree</b>	<b>3=Somewhat Disagree</b>	<b>4=Neutral</b>	<b>5=Somewhat Agree</b>	<b>6=Agree</b>	<b>7=Strongly Agree</b>
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**What do you feel about your job?**

1	I feel fairly satisfied with my present job	1	2	3	4	5	6	7
2	Most days I am enthusiastic about my work	1	2	3	4	5	6	7
3	Each day seems like it will never end (R)	1	2	3	4	5	6	7
4	I feel real enjoyment in my work	1	2	3	4	5	6	7
5	I consider my job to be rather unpleasant (R)	1	2	3	4	5	6	7

**Do you have following feelings about your organization?**

1	I often think about leaving the organization	1	2	3	4	5	6	7
2	It is highly likely that I will look for a new job in the next year	1	2	3	4	5	6	7
3	If I may choose again, I will choose to work for the current organization (R)	1	2	3	4	5	6	7

*Thank you for your valuable feedback.*