

**ABUSIVE SUPERVISION AND NEGATIVE
EMPLOYEE OUTCOMES: MODERATING
EFFECTS OF INTIMIDATION AND RECOGNITION**

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A thesis submitted in partial fulfillment of the requirements for the Degree of Master of
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- 1- Supervision of employees.
- 2- Performance technology.
- 3- Problem employees.

FORWARDING SHEET

The thesis entitled "Abusive Supervision and Negative Employee Outcomes: Moderating Effects of Intimidation and Recognition" submitted by Mr. Shahid Nawaz Khan in partial fulfillment of M.S degree in Management Sciences with specialization in Management, has been completed under my guidance and supervision. I am satisfied with the quality of student's research work and allow him to submit this thesis for further process as per IIU rules & regulations.

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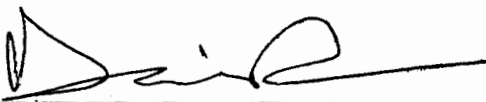
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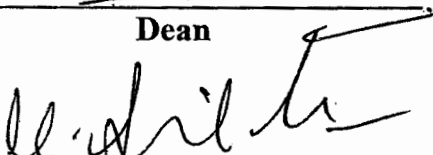
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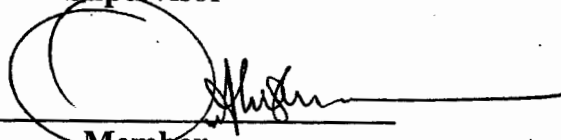
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**IN THE NAME OF
ALLAH, THE MOST MERCIFUL AND BENEFICENT**

Dedication

“To my father Dr. Usman Khan Bangash & my mother Ms. Fahmida Begum, for their un-conditional love, prayers, and support to make my dreams a reality.”

ABSTRACT

The author has conducted a study to test the effects of abusive supervision, intimidation, and recognition on strain (i.e., job tension and emotional exhaustion) and turnover intentions. The author hypothesized that abusive supervision is positively related to job tension, emotional exhaustion, and turnover intention, higher the abusive supervision higher the job tension, emotional exhaustion, and turnover intention. Positive empirical support has been founded for the H1, H2, and H3. Furthermore, the author has hypothesized that use of moderating variables (intimidation and recognition) individually as well as in combination, would reduce the adverse effects of abusive supervision on each outcome. But strangely enough, apart from the strong literature support, the author did not find any empirical support for the moderating effects on the relationship between abusive supervision and negative employee outcomes. For this study the author has used convenience sampling technique for data collection and about 600 full time employees of Cellular firms have participated in the study. Implications of these results as well as avenues for future research are discussed.

Keywords: Abusive supervision; Negative employee outcomes; Turnover intention; Intimidation; Recognition

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DECLARATION

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No portion of the work, presented in this thesis, has been submitted in support of any application for any degree or qualification of this or any other university or institute of learning.

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ABBREVIATIONS

AbSup	Abusive Supervision
AG	Agree
B	Beta
BTW	Behave This Way
C	Correlation
DA	Disagree
df	Degree of Freedom
EX	Emotional Exhaustion
F	F Ratio
Intimid.	Intimidation
IT	Information Technology
JT	Job Tension
M	Mean
n	Number of Items
NBTW	Never Behave This Way
Neu	Neutral
OBTW*	Often Behave This Way
OBTW	Occasionally Behave This Way
Recog.	Recognition
SAG	Strongly Agree
SDA	Strongly Disagree

S.D

Standard Deviation

Sig.

Significance

TI

Turnover Intention

CHAPTER - 1

INTRODUCTION

CHAPTER - 1

1.0 Introduction

Employees are the key resource for success of any firm, as Barney (1991) mentioned three types of resources that give edge to the firm in a competitive environment. These are Human-capital resources, Physical-capital resources and Organization-capital resources. But the Human-capital resources play a vital role in optimal use of other two resources. The Human-capital resources are inter-related with firm overall performance and play a crucial role in developing and sustaining competitive advantage for the firm. Further, Lusch & Serpkenci (1990) stressed on the effective management of these resources for competitive market position and high rate of return. Strain (job tension and emotional exhaustion) and turnover intention, as dependent variables have a lot of independent and moderating variables for example, abusive supervision, ingratiation, positive affects, organization internal and external environment, peer influences, supervision and so forth. In this study, the author has tried to extend Harvey et al., (2007) model with the use of different moderating variables Intimidation and Recognition instead of Ingratiation and Positive Affects and has also tried to investigate the effects of abusive supervision on employees' negative outcomes. As Burton (1930) defined positive aspects of supervision in the following words....

“Supervision is an accepted business principal in many business corporations throughout the world”.

Burton (1930) has further explained that “Supervision” usually gives right direction to the people, under supervision; enable them to take initiatives, to take responsibilities, to go ahead on their own and so forth. But one aspect of supervision

is to train these people, correct them, tell them what to do and also bring improvement in their deficiencies in service. Further, Mills (1997) showed that supervision has direct effect on employees' performance. Supervisors assign tasks and clear responsibilities for performing those tasks and further, they expect from the assignees accuracy and punctuality. The supervisors give right direction to the tasks. Different approaches and techniques had been used by different supervisors to give strength and accurate direction to employees' performance that the task may be efficiently and effectively performed. Some supervisors use the participative-management approach to highlight the poor performance along with their immediate subordinates. While some use the pay-for-performance approach in order to enhance the employees' performance.

Effective managers have the ability to motivate their employees. They spend considerable amount of time, seeking information regarding subordinate's work. Effective managers regularly find out what and how employees are doing? They always have check on the employees' jobs and what they observed, they give feedback to the employees indicating their positives and negatives regarding the employees' performance. Further enable them to enhance their performance through right direction (Komaki, 1994).

1.1 A brief Statement of the Study:

As Cellular firms are rapidly growing in our country which is a good sign towards industrialization and growth but the question here is that either these Cellular Firms are performing up to the mark or just surviving into the market. The excellent performance of these Cellular Firms is crucial to contribute in the country overall

growth and it's also very important for their own growth, sustainability, and competitive advantage into the market place.

Abusive supervision is closely associated with many negative psychological outcomes such as decreased self-efficacy (Duffy et al., 2002), and helplessness (Ashforth, 1997). Further (Ashforth, 1997 & Tepper, 2000) has identified its additional consequences such as turnover intentions, high levels of emotional exhaustion, organizational commitment, and decreased levels of job satisfaction. These relationships help employees to develop their awareness and sensitivity of being treated as unfairly and unjustly which may cause their self-worth and abilities (Tepper, 2000; Burton & Hoobler, 2006). Although all the abovementioned outcomes are adverse in nature, but the author has focused specifically on job strain (i.e., tension and emotional exhaustion) and turnover intention which are the consequences of abusive supervision. Job strain (tension and emotional exhaustion), job burnout, and increased blood pressure are inter-related with each other (Zellars, Perrewé, & Hochwarter, 2000). In the same way, turnover intention is also very important outcome and it has strong effects on actual turnover behaviors (Griffeth, Hom, & Gaertner, 2000) and it costs the organization about 5% of their operating budget (Hinkin & Tracey, 2000). Job Strain (tension and emotional exhaustion) and turnover intention, as dependent variables have a lot of independent and moderating variables for example, abusive supervision, ingratiation, positive affects (Harvey et. al, 2007), Punitive supervision (Hamblin, 1964; Day & Hamblin, 1964; Day, 1971) organization internal and external environment, peer influences, supervision and so forth. In this study, the author has taken only one independent variable "Abusive Supervision". The author sought to investigate the relationship between abusive supervision and negative employee outcomes with the moderating effects of intimidation and recognition.

1.2 Objectives:

The key purpose of this research is to critically examine and test the relationship between abusive supervision and negative employee outcomes in Cellular firms, especially in a developing country context like Pakistan and to reduce the negative effects of abusive supervision (P. Harvey et al., 2007). The objectives of the research in such a developing country's context, like Pakistan, would be....

- a) To explore, study and critically evaluate the characteristics, role and impact of abusive supervision on employees' job strain (job tension and emotional exhaustion) and turnover intention.
- b) To study and examine that how the impression management tactic, intimidation moderate the relationship of abusive supervision and employees' job strain (job tension and emotional exhaustion) and turnover intention.
- c) To study and examine that how employees' job recognition moderate the relationship of abusive supervision and employees' job strain (job tension and emotional exhaustion) and turnover intention.

1.3 Justification of the study:

Very little is known about the causes and consequences of this rapidly growing business of Cellular firms. The contribution of this study to the literature will be multi-fold. Firstly, the study will reveal the perception of employees about abusive supervision and assess the factors that contribute more on changing their perception. Secondly, it will provide impact of abusive supervision on employees' job strain (job tension and emotional exhaustion) and turnover intention in Cellular firms especially in Pakistani context. Thirdly, as very little research has been done so far about potential moderators, especially with regard to factors that can moderate the

undesirable effects of abusive supervision. The awareness of such factors is very crucial because, as Tepper (2000) explained it in detail that subordinates may not be in a position or may feel hesitation to report an abusive supervisors, but if the knowledge of such moderators are explored than it would be quite easy for some individuals to cope effectively with abusive supervision. To this end, the author has tried to identify the factors which can play a crucial role in decreasing the adverse effects of abusive supervision by investigating how intimidation combined with employee job recognition, can influence the relationship between abusive supervision and negative employee outcomes i.e job strain (job tension and emotional exhaustion) and turnover intentions. Finally the study has a unique importance as it will be conducted on different Cellular Firms in Pakistan.

CHAPTER - 2

REVIEW OF LITERATURE

CHAPTER - 2

2.0 Literature Review

The concept of supervision first appeared in the literature in periodicals of 1915 and further, it appeared in the annual reports of presidents and other administrative officers in 1925 (Burt, 1948). Burton, (1930) defined the supervision very generally as....

"Supervision is an expert, technical service designed to improve the efficiency of groups of workers under supervision"

And further he explained this construct in another context in these words as....

"It is planning 'in advance' things to be done over a period of several weeks or several months".

It focuses on personal as well as professional, growth, development, and better efficiency. It makes them able to take initiatives and to go ahead on their own. Supervision is divided into four main components. The first one is Inspection; supervision has to inspect, get facts, must know about the status, and the current situation that what is going on. The second one is Training, training mainly concentrates on the deficiencies of people. The third one is Guidance; there is a little difference between training and guidance. Guidance is something like stimulation and encouragements of initiative. The fourth one, which the Supervision does, is to carry on actual, immediate problems of situation (Burton, 1930). Callan, (1970) in his paper defined supervision in these words....

"Supervision is a process whereby one person uses the resources of one or more other persons in such a manner as to obtain optimal fulfillment of the expectation held by his organization, the person supervised, and himself.

Supervision can be thought of as a strategy for accomplishing work affectively through joint efforts”.

Supervision usually neglects the workers awful mistakes but some times, when these mistakes are repeated over and again by the same employee, the employee might be treated as roughly as possible. But, the element of sympathetic understanding is there in Supervision. Supervisor not only knows the difficulties but it has some suggestions to offer (Burton, 1930). Traditional supervision was an inspection, while today it is a help, assistance, and encouragement. The managerial style is an important variable in employee's participation. This can support employees to develop the positive relationship with their immediate supervisor and hence this will enable them to run effectively (Rees & Porter, 1998; Burton, 1930).

Kohli et al, (1998) discussed three types of approaches. One is an End-result oriented supervisor, who emphasizes on the accomplishment of end-result. Second is an Activity-oriented supervisor, who gives importance to everyday and schedule activities. While, the third is capacity-oriented supervisor, who usually tends to do things that improve and develop peoples' skills and abilities. All these approaches could be used as per the situation and requirement. All supervisory approaches affect learning and performance-orientation in the same direction. For less experienced people, all three supervisory approaches are used without lowering motivational factors of learning and eagerness to perform better. While in case of experienced people, exception of activity-orientation is there. The learning-orientation does not influence their performance in the short-run but it influences their performance in the long-run as to enable people to enhance and develop their skills and abilities which may be beneficial for their performance in the long-run.

Burton (1930) developed four points in comparison to traditional, old-time supervision with the modern, scientific supervision. a) Modern supervision is not visiting and conferring upon the workers. It is beyond visiting the workers. b) Traditional supervision was inspection while today it is assistance, help, guidance, motivation, and encouragement. c) Traditional supervision was usually done by one person, while, today it involves more than one person. As two or three judges are better than one, or two or three people's planning, training, and guiding are better than the one. In this context, two or three supervisors are better than the one. d) It is not something imposed from above, nor it is authoritarian, but it develops out of the needs of workers. It helps workers in their needy/critical situations.

2.1 Abusive Supervision

Hornstein (1996) defined abusive supervision as...

"One whose primary objective is the control of others and such control is achieved through methods that create fear and intimidation".

Further Tepper (2000, P.178) defined abusive supervision in the following words, as....

"Abusive Supervision refers to subordinates' perception of the extent to which supervisors engage in the sustained display of the hostile verbal and non-verbal behaviors, excluding physical contact".

Harris et. al. (2007) identified the following characteristics of the Tepper's definition of abusive supervision.

"First, abusive supervision is a subjective assessment which means that while one subordinate may view a supervisory action as abusive, another may not. Second, abusive supervision refers to a "sustained display" of negative

supervisory behaviors, not just a one time event. Third, abusive supervision refers to both hostile verbal and nonverbal behaviors, but not physical contact. Physical contact would fall under the spectrum of violent behaviors. Finally, abusive supervisory behaviors do not refer to the intentions of the actions, but only to the behaviors themselves.”

There are two kinds of abuses, one is physical abuse and the other is non-physical abuse. The later is occurred more frequently and commonly than the earlier. Physical abuse includes throwing things, punching, beating, threatening with weapons, and so forth. It badly reduces the subordinates' performance and satisfaction (Keashly & Colleagues, 1994). The behavior which is indifferent with the subordinates for example, speaking roughly and rudely with subordinates in order to disgrace them, publicly insulting the subordinates and hurt their feelings, and so forth (Nueman & Barons, 1997). Abusive supervisors usually considered those who show abusive behavior on regular basis (P. Harvey et. al., 2007). The domain of abusive supervision includes breaking promises, withholding important information, rudeness, threats, public criticism, the silent treatment, inconsiderable actions, ridiculing subordinates in front of others, and the use of disparaging language, and intimidation tactics (Zellars, Tepper, & Duffy, 2002; Bies, 2000). But partial and solitary occurrences of these behaviors do not represent abusive supervision. Rather it is sustained display of these behaviors on habitual basis over an unlimited period of time (Tepper, 2000).

Abusive supervision dislikes and it has hurdles and implications for subordinates' performance, attitude, self-respect and physical health (Hornstein, 1996). Further Tepper, (2000) said that abusive supervision would affect the subordinates' perception of organizational justice, which ultimately affect their performance, job satisfaction, life satisfaction, organizational commitment, conflict between work and

family-life and psychological distress and so forth. Abusive supervision negatively affects employees while recent research showed that around 15% of American employees are suffering from abusive supervision on a regular basis (Tepper, Duffy, Hoobler, & Ensley, 2004).

2.2 Job Tension:

Chrisholm, Kasl, & Eskenazi (1983, p. 387) has defined Job tension is in the following words that...

“The psychological reaction of workers to disturbances in the objective or perceived work environment”.

The sound effects of abusive supervision on factors like frustration and helplessness promote tension in subordinates (Ashforth, 1997). Abusive supervision is positively related with Job tension, turnover intention, and emotional exhaustion (Tepper, 2000) and he further explained that these are the negative outcomes of abusive supervision.

These observations suggest the following research hypothesis.

Hypothesis 1. Abusive supervision is positively related to job tension, higher the abusive supervision higher the job tension.

2.3 Emotional Exhaustion

(Cropanzano, Rupp, & Byrne, 2003, p. 160) defined emotional exhaustion in the following words as a...

“Chronic state of emotional and physical depletion”.

Emotional exhaustion is an element of depression (Street, Sheeran, & Orbell, 2001) and job burnout (Zellars at al., 2000). A number of researchers have mentioned

that emotional exhaustion is the most important and significant element of the domain of employee burnout (Maslach, Schaufeli, & Leiter, 2001). Tepper (2000) empirically supported the positive correlation between abusive supervision and emotional exhaustion.

Emotional exhaustion is closely related with the negative health outcomes (Shirom, Toker, Berliner, & Shapira, 2006) and decline in job performance (Cropanzano et al., 2003). Emotional exhaustion is a type of work related strain and its existence is due to the lack of energy and reduction of emotional resources (Boles et al., 2000). Emotional exhaustion has positive relationship with the negative job outcomes such as job dissatisfaction, poor job performance, absenteeism, reduced organizational commitment, and turnover (Abraham, 1998; Cropanzano et al., 2003). Abusive supervision is positively related with emotional exhaustion (Tepper, 2000).

These observations suggest the following research hypothesis.

Hypothesis 2. A busive supervision is positively related to emotional exhaustion, higher the abusive supervision higher the emotional exhaustion.

2.4 Turnover Intention

The recruitment of high-class and skilled employees is worth-while today as compare to the past. Many factors (e.g., globalization, increase in research work, rapid growth in technology) make it very important that firms recruit and retain human capital (Hinkin & Tracey, 2000) while due to labor shortages in industries all over the world, has given importance to retaining key employees for organizational success and competitive advantage and the managers have seriously focused on and implemented human resources policies and practices to actively trim down avoidable and undesirable turnover (Hom, Roberson, & Ellis, 2008).

According to Mobley et al, (1979) there are two form of turnover. One is actual while the other is intended or psychological. Actual job turnover usually occur by availability of alternative jobs while if there will be no option of alternative job and the employee is interested in leaving the organization, so it will be job turnover intention/psychological turnover. Psychological turnover usually leads to think or talk about quitting. Turnover Intention and actual turnover both are interrelated with each other and it strongly affects actual turnover (Griffeth, Hom, & Gaertner, 2000). Furthermore, turnover is costly for organizations as it requires recruitment, selection, and training expenses of new employees (Alexander, Bloom, & Nuchols, 1994).

(Tepper, 2000) said that the subordinates who perceived their supervisors as abusive, were intended to leave their jobs. (Harvey et al., 2007) logically support this argument that high levels of abusive supervision will enhance turnover intention. Further Tepper (2000) said that abusive supervision is the one factor that affects individuals to dislike their job and supervisor and hence caused for turnover intention. The more supervisors will be engaged in abusive behavior, the more subordinate's perception of organizational justice would be effected which will affect the subordinate's decision to quit (Tepper, 2000). Further Tepper (2000) said that it badly affects employee's turnover.

These observations suggest the following research hypothesis.

Hypothesis 3. Abusive supervision is positively related to turnover intention, higher the abusive supervision higher the turnover intention.

2.5 The moderating effects of Intimidation

Jones and Pittman (1982) identified five impression management tactics which are usually used by the individuals in their work place. These are Ingratiation, Self-

promotion, Exemplification, Supplication, and Intimidation. They defined intimidation in the following words as...

“Whereby individuals seek to be viewed as intimidating by threatening or bullying others”.

In this tactic of impression management, the individuals give an impression of being an obstacle or hurdle if not treated well. This is the forceful behavior to compel others for behaving properly and appropriately. But as Jones (1990) identified one aspect of this tactic is to be viewed forceful, rude, and tough as it has more chances of dislike and unfavorable behavior by others.

But (Rudman, 1998; Jones, 1990) suggests that women who act like men aggressively and forcefully have more chances of dislike rather than likeability as compare to men. Further Fiske et al. (1991) Support this statement that aggressive women are perceived negative in organizations. Specifically, Fiske et al. (1991) (as cited by Bolino and Turnley, 2003), explained...

“How gender stereotyping led an accounting firm to deny a woman partnership in spite of her outstanding record in terms of objective performance criteria. Of the 87 candidates for partner in the company, Ann Hopkins (the plaintiff, and ultimate victor, in the case) had generated the most new business and billed the most hours. Yet, in spite of her impressive record, Ms. Hopkins was not one of the 47 employees selected for partnership. Moreover, she was described by one of the partners who voted against her as 'too macho' and her direct supervisor advised her that she would be more promotable if she walked and talked in a more feminine manner. In reviewing the case, Fiske et al. (1991) argue that gender stereotypes caused Ms. Hopkins' assertive style to be interpreted more negatively than it would have

been had it been used by one of her male colleagues. That is, Ms. Hopkins' behavior was perceived more negatively than that of men who behaved similarly, even though Ms. Hopkins clearly outperformed her colleagues in terms of measurable performance criteria. Thus, women who seek to project an image of assertiveness and confidence may ultimately do themselves more harm than good".

Particularly, social-role theory of (Eagly, 1987) explains that women are perceived less aggressive as compared to men. As Jones (1990) explained intimidation is a set of those behaviors which are used to pressurize the individuals with the threats of punishment and penalty for most wanted outcomes. Such behaviors include aggressiveness, intimidation, bullying, threatening which convey your message of an aggressive man to others (Bolino and Turnley, 1999). (Jones & Pittman, 1982) argued that intimidation strategy could have positive effects on employees' performance evaluations.

The effects of abusive supervision can resultantly be decreased by the use of different moderating variables (Tepper, 2000; Tepper et. al., 2001). The potential variables that the researcher believes can play a vital role in moderating the effects of abusive supervision can be intimidation (Bolino & Turnley, 2002). In response to the job tension the employees would use more intimidation. Job tension and intimidation both have positive relationship (Gallagher, Harris & Valle, 2008). The subordinates' intimidating behavior with supervisor moderated its relationship with job tension, emotional exhaustion, and turnover intention (Tepper, 2000).

These observations suggest the following research hypothesis.

Hypothesis 4a. Intimidation moderates the relationship between abusive supervision and job tension.

Hypothesis 4b. Intimidation moderates the relationship between abusive supervision and emotional exhaustion.

Hypothesis 4c. Intimidation moderates the relationship between abusive supervision and turnover intention.

2.6 The moderating effects of Recognition

The fundamental element of social exchange theory that is included in Employees' Recognition suggests that individuals give positive response to others for their favorable actions (Blau, 1964). Others' favor gives a sense of motivation to the employees to repay their partner for their sympathetic actions (Gouldner, 1960; Greenberg, 1980). Usually employees who observe and feel that their organization recognizes, their efforts and they have a friendly environment with their supervisor, give in return a sense of gratitude and behavior which support their supervisors and organization in the shape of their discretionary behavior (Wayne et al., 1997).

.Podsakoff et al. (1984, p. 23) explained it in the following words that...

"Leaders who administer rewards and punishments contingently will be more effective than leaders who administer them non-contingently or not at all".

They have found that non-contingent punishment is associated with the employee's dissatisfaction and decreased employee's performance. Generally, employees react absolutely and optimistically to supervisors who recognize employees' performance (Podsakoff, Todor, Grover, & Huber, 1984).

Employee Recognition Programs increase employees' satisfaction which ultimately lowered the employees' turnover rate otherwise, higher turnover rates create burden and load to the current employees and it directly affects the employer's recruiting and training cost that is spent on new employees (Blumberg, 2005). He

further mentioned that changed recognition/rewards won't get bore the employees. He stressed on non-monetary rewards instead of monetary rewards. Non-monetary rewards have prolonged effects as compare to the monetary rewards. Cash awards are usually spent on over-time while, non-cash awards remind employees his/her good work. The employee's recognition program is a good way to retain employees. It gives them high morale and the sense that their managers trust them which decreases employees' turnover intention.

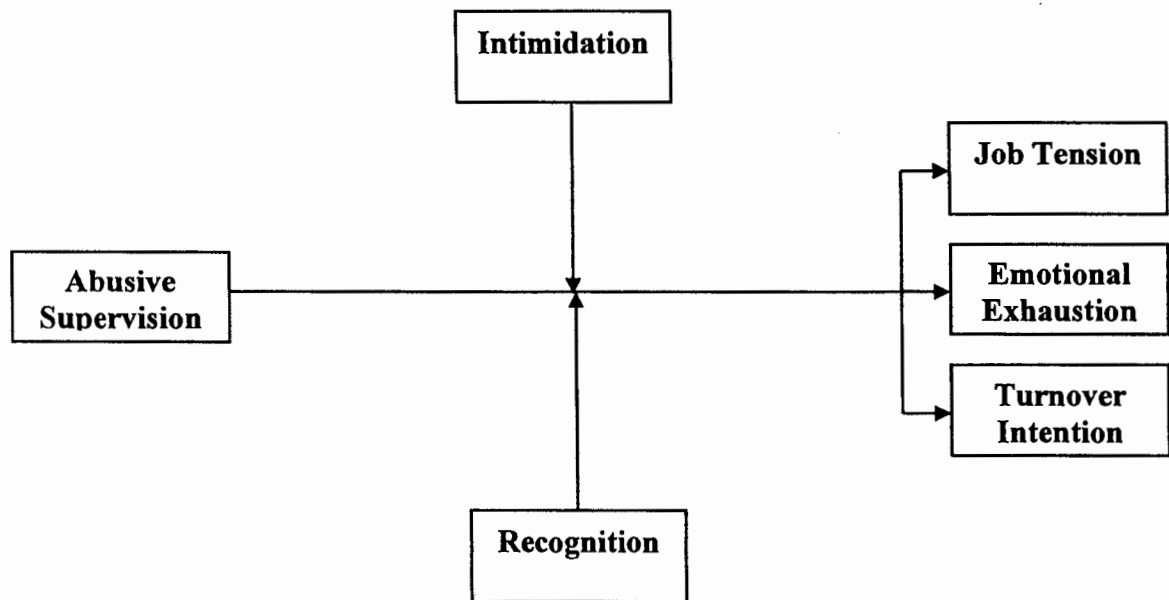
Bishop (1987) explained one aspect of recognition that deferred rewards cannot attract workers for out-standing performance. The bonuses are more effective to motivate employees especially in a firm of high turnover rates. It discourages turnover of high performers while encourages the weak performers to leave the organization voluntarily. The recognition of employees' participation in organizational activities would affect employees' job tension and would directly be associated with reduced employee job tension and emotional exhaustion (Lau & Tan, 2006).

These observations suggest the following research hypothesis.

Hypothesis 5a. Recognition moderates the relationship between abusive supervision and job tension.

Hypothesis 5b. Recognition moderates the relationship between abusive supervision and emotional exhaustion.

Hypothesis 5c. Recognition moderates the relationship between abusive supervision and turnover intention.

Theoretical Model of the study:

CHAPTER - 3

RESEARCH METHODOLOGY

CHAPTER – 3

3.0 Research Methodology

3.1 Sampling Process

Basically, Sampling is a method of deducing information about the whole population instead of going to measure every unit of the population. Only appropriate and proper development of the sampling technique will lead to the authenticity of the results. In the present research, the author has used convenience sampling technique, which is based on the participants' consent for participating in the study either the participants want to participate or not. Ideally, sample represents the whole population on the characteristics of interest (Burns & Grove, 2001). The number of participants from each cellular firm was not pre-determined, they were given a questionnaire and complete instructions were also given to fill the questionnaire appropriately and completely in the covering letter attached with the questionnaire.

3.2 Sampling Population

In the present study, the population of the study incorporated all Cellular firms' employees in Pakistan. Since, it won't be possible to get in touch with all the employees of cellular firms all over the Pakistan, hence it was, therefore appropriate to sample the population and the planed sample size was all cellular firms operating in Pakistan. They were five in number. No specific sample size of employees from each firm was pre-determined but the process of convenient sampling was adopted. Thus only professional employees were included in the sample.

The employees included in the sample structure were office and field staff including customer services representative, sales officers, IT persons, and

administrative support staff like admin officers, office secretaries, accounts officers, coordination officers and other similar positions. As the result will be indiscriminate, it is important that the sample should represent the whole employees of cellular firms.

3.3 Sample Selection

Cellular firms are rapidly growing in our society. In the present research study the target population is Cellular firms' employees of the two neighboring cities namely Islamabad and Rawalpindi, Pakistan. The participants include full time employees from Cellular firms located in two neighboring cities Islamabad and Rawalpindi, Pakistan. As the Cellular firms in Pakistan are consisted of Mobilink, U-fone, Warid, Telenor, and Zong, convenient sampling techniques had been used for data collection. A total sample of 600 employees was randomly collected from the cellular firms.

3.4 Data Collection

For data collection the staff was approached during office hours in their job settings and was given information regarding the nature and rationale of the research. The respondents were guaranteed of the privacy and secrecy of the data and results. After their willingness, Abusive Supervision Inventory, Job Tension Inventory, Emotional Exhaustion Inventory, Turnover Intention Inventory, Intimidation Inventory, and Recognition questionnaires were handed over to them to complete the scales in one sitting. At first to confirm the reliability of the scales in the local context a pilot study was conducted (See Appendix – 9). During the survey a total of 600 cellular firms' employees were given the research questionnaires. The total number of responses received was 84% (N=504).

Total of 600 questionnaires, 504 were returned. After removing 61 improperly or incompletely filled questionnaires, the remaining 443 appropriately and completely filled responses were 74%. The average age of respondents was 27 years ($M=26.87$, $S.D=4.71$; Range 18–41). The sample consisted of 158 women (36%) and 285 men (64%). The No. of 143 respondents (32%) were married while 300 respondents (68%) were single.

Tenure with supervisor was approximately 17 Months ($M=17.39$, $S.D=12.44$; Range 02 Months to 48 Months). The respondents Qualification ranged from undergraduate to master level. Approximately 50% of the respondents were master degree holders while 47% were graduates and remaining 3% were under-graduate.

3.5 Measures

3.5.1 Abusive supervision

Tepper's (2000) 15-item scale was to measure abusive supervision. "My supervisor ridicules me" and "My supervisor tells me my thoughts and feelings are stupid" were representative items. Responses recorded on a five point likert scale that ranged from Strongly Disagree (1) Strongly Agree (5). The reported alpha reliability of this study was ($\alpha=.92$).

3.5.2 Job tension

Job tension was used to measure with House & Rizzo's (1972) 7-item subscale of the Anxiety-Stress Questionnaire. Sample items included, "I work under a great deal of tension" and "My job tends to directly affect my health." A five-point response format, with strongly disagree (1) to strongly agree (5) were used. The reported alpha reliability of this study was ($\alpha=.71$).

3.5.3 Emotional exhaustion

Maslach & Jackson's (1981) nine-item scale was used to measure emotional exhaustion. "I feel emotionally drained from my work" was representative item. Response ranged from strongly disagree (1) to strongly agree (5). The reported alpha reliability of this study was ($\alpha=.84$).

3.5.4 Intent to leave

Three items scale of Tepper, Carr, Breaux, Geider, Hu, Hua (2009) was used to measure turnover intention "I plan on leaving this organization very soon" is a sample scale item. Response ranged from strongly disagree (1) to strongly agree (5). The reported alpha reliability of this study was ($\alpha=.71$).

3.5.5 Intimidation

Jones and Pittman's (1982) five impression management tactics, using a modified version of Bolino and Turnley's (1999) impression management scale. This measure taps the extent to which individuals in organizational settings engage in intimidation. Responses will be made on a scale ranging from (1) Never behave this way to (5) Often behave this way. A sample item from the intimidation subscale is: "Be intimidating with co-workers when it will help you get your job done." Originally this measure was developed for measuring intimidation towards co-workers but later on Gallagher, Harris & Valle (2008) had used it for measuring intimidation towards superiors, peers, and support staff and had reported the alpha reliability of the Intimidation towards superiors ($\alpha=0.77$). While for the present study the reported alpha reliability of Intimidation towards supervisors was ($\alpha=0.78$).

3.5.6 Recognition

(Wayne et al., 2002) developed three items on which respondents were asked to compare themselves with others about the same tenure at the company and indicate how much of the following they had received: “visibility to upper management,” “personal attention from management,” and “recognition from upper level management.” The response scale ranged from 1 = much less to 5 = much more, and the reported alpha reliability of this study was ($\alpha=.73$).

3.5.7 Demographic variables

Age, gender, Marital Status, Qualification and organizational tenure with the supervisor were measured as demographic variables. As per Harvey et. al., (2007) age, gender and organizational tenure usually include in research to control for their potentially fake effects. Regarding turnover intention, past research has stressed on age to control turnover intention due to the reason that older individuals are less motivated for alternative jobs as compare to the younger individuals. While reasons for gender affects vary as per male and female motivation (Barnes & Jones, 1974). Age and gender both can influence job tension and emotional exhaustion (Taylor et. al., 2000).

3.6 Statistical Techniques

The statistical package for social sciences (SPSS-15th Edition) was used for data analysis. Different statistical techniques were used to scrutinize the data such as arithmetic mean, standard deviation, correlations analysis, and regression analysis. As these techniques were appropriate to measure the internal consistency and to test the developed hypotheses.

CHAPTER - 4

RESULTS

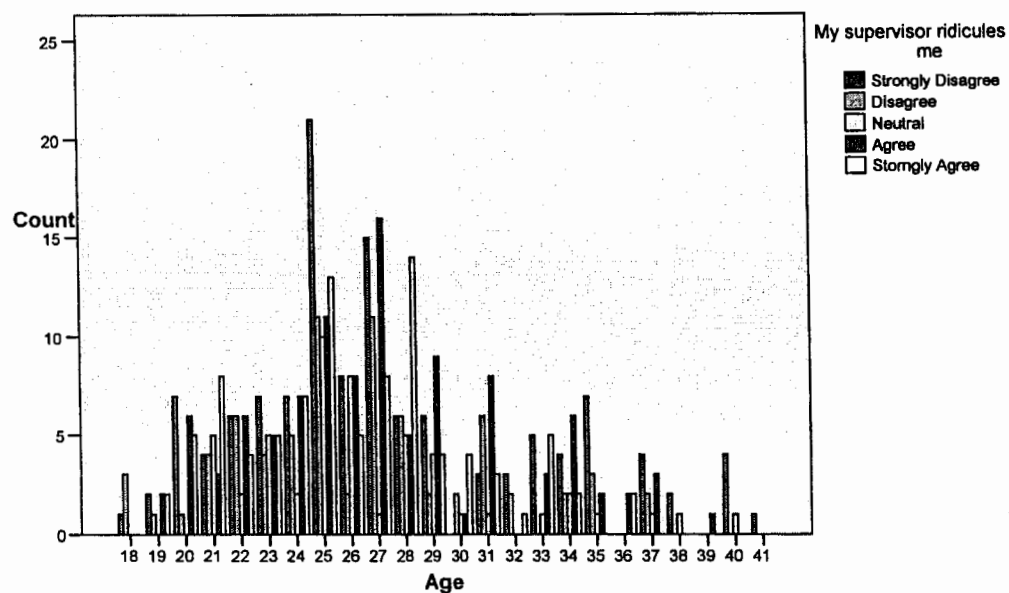
CHAPTER – 4

4.0 RESULTS AND DISCUSSION

4.1 Demographic Variables Analysis

4.1.1 Age – Abusive Supervision

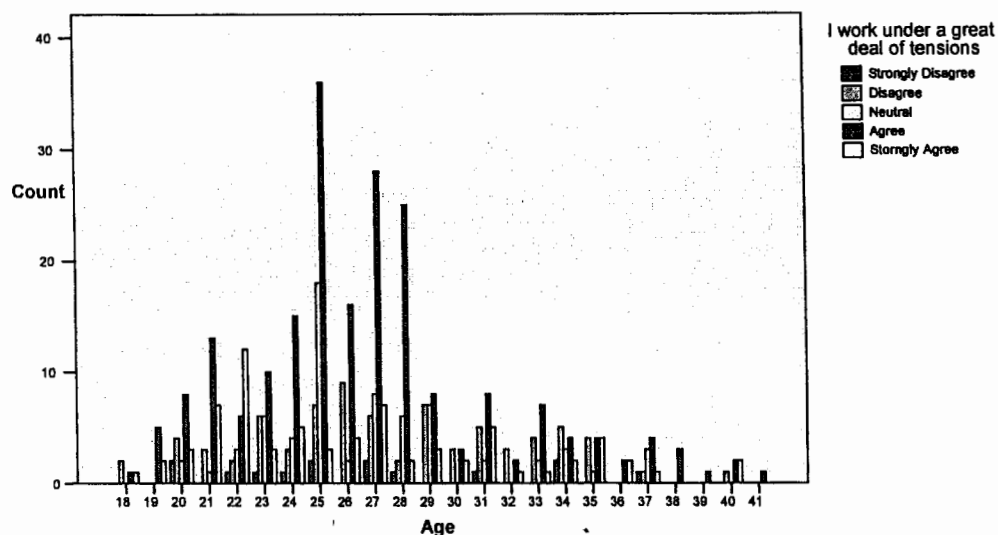
Figure 1



About 44% of the employees are facing abusive supervision in the work place and around the same percentage of employees have not reported any abusive supervision. While 12% of employees remained silent regarding abusive supervision in the work place. The employees age ranged from 24-29 are mostly affected from abusive supervision as highlighted in this chart.

4.1.2 Age – Job Tension

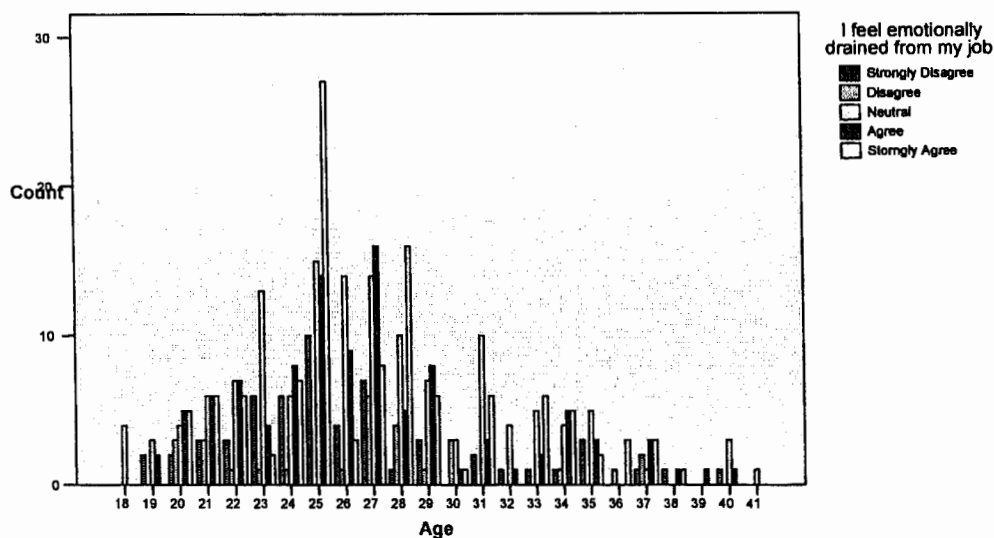
Figure 2



Approximately 64% of employees have agreed about facing job related tension due to abusive supervision in the work place while 21% of the respondents did not feel any job related tension. About 15% of the respondents remained silent about job related tension. The results indicate that a majority of respondents in the range of 21 – 28 years age face job related tension in their work place.

4.1.3 Age – Emotional Exhaustion

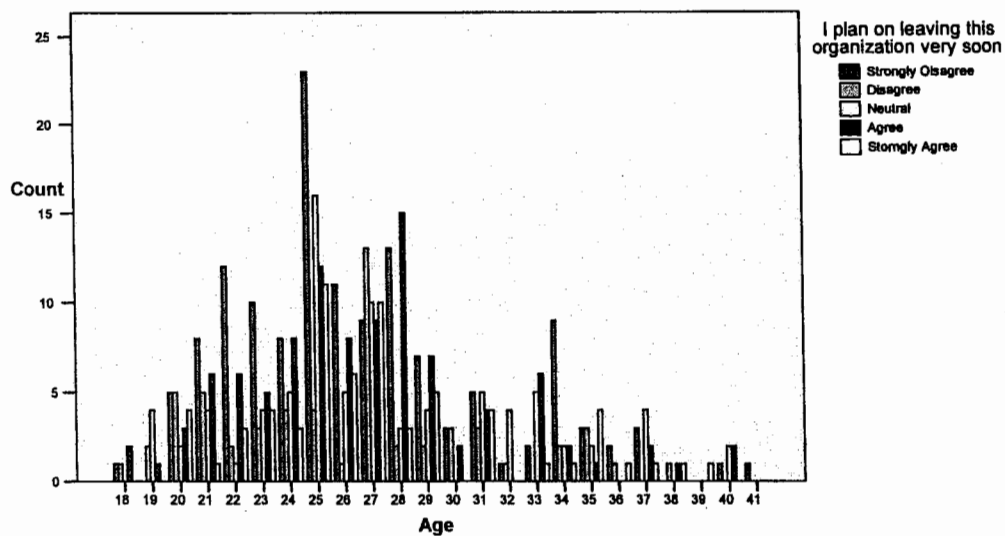
Figure 3



Abusive supervision caused 49% of the respondents to experience emotional exhaustion while a mere 19% of the respondents reported no sign of emotional exhaustion. About 31% of employees did not answer the query. Mostly employees in the range of 20 – 29 years age felt emotionally drained from abusive supervision in the work place.

4.1.4 Age - Turnover Intention

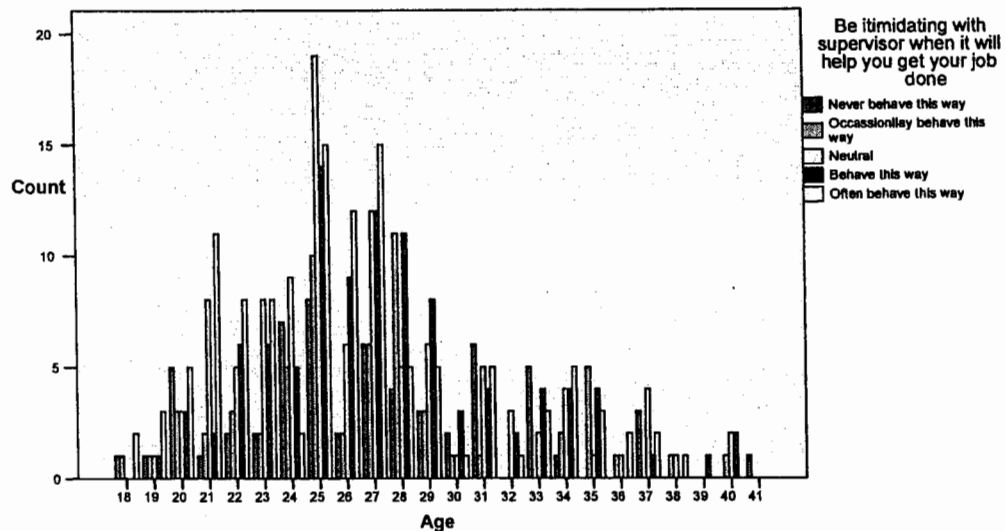
Figure 4



Approximately 44% of employees are in favor of turnover and 37% of employees are not interested in turnover while 19% of employees did not mention their consent regarding turnover. Most employees in 20 – 29 years age range felt emotionally drained from abusive supervision in the work place and the employees above 29 years of age are not in favor of turnover. The reason might be low job mobility as compare to the younger age employees.

4.1.5 Age – Intimidation

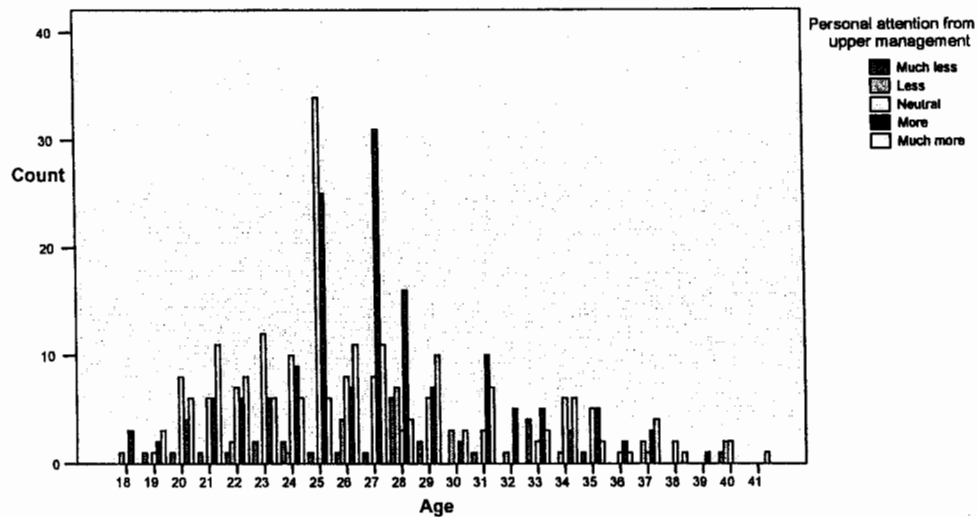
Figure 5



Nearly 49% of employees are in favor of exhibiting an intimidating posture against an abusive supervisor in order to decrease the adverse effects of abusive supervision. Around 27% of the employees are against the use of this impression management tactic with supervisors in the work place. About 24% did not mention their intention towards it. The results show that mostly the younger employees in the 20 – 31 years age range are most likely to intimidate their abusive supervisors. While, below 20 years of age employees would intimidate their supervisors due to the reason that they might be new in the organization. Respondents above 31 years of age did not have an intimidating attitude with their supervisors.

4.1.6 Age – Recognition

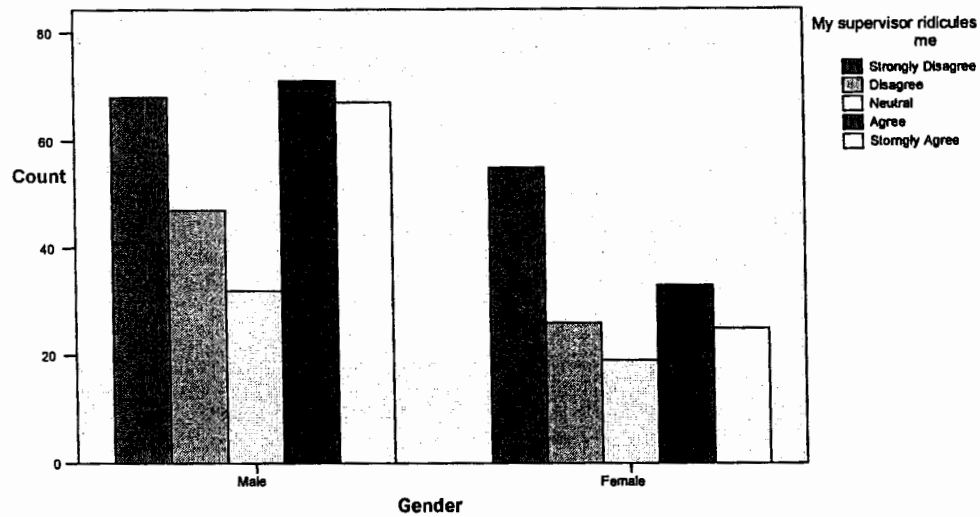
Figure 6



Around 60% of the employees received recognition from upper management. On the contrary 11% of the employees did not receive any recognition from upper management. About 28% of the employees did not mention their consent regarding this query. The results indicate that employees aged between 19 – 31 years received recognition from upper management.

4.2.1 Gender – Abusive Supervision

Figure 7

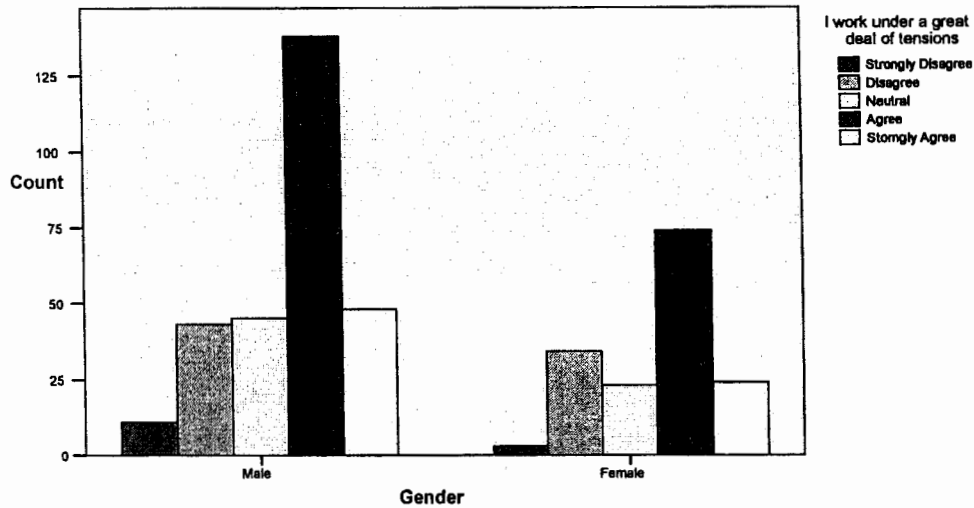


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The above figure indicates that 48% of male and 37% of female employees have been affected by abusive supervision while 51% of female and 40% of male have not been affected by abusive supervision. About 12% of female and 11% of male employees did not mention their consent regarding abusive supervision. The results show that male employees have been more affected by abusive supervision as compared to female employees.

4.2.2 Gender – Job Tension

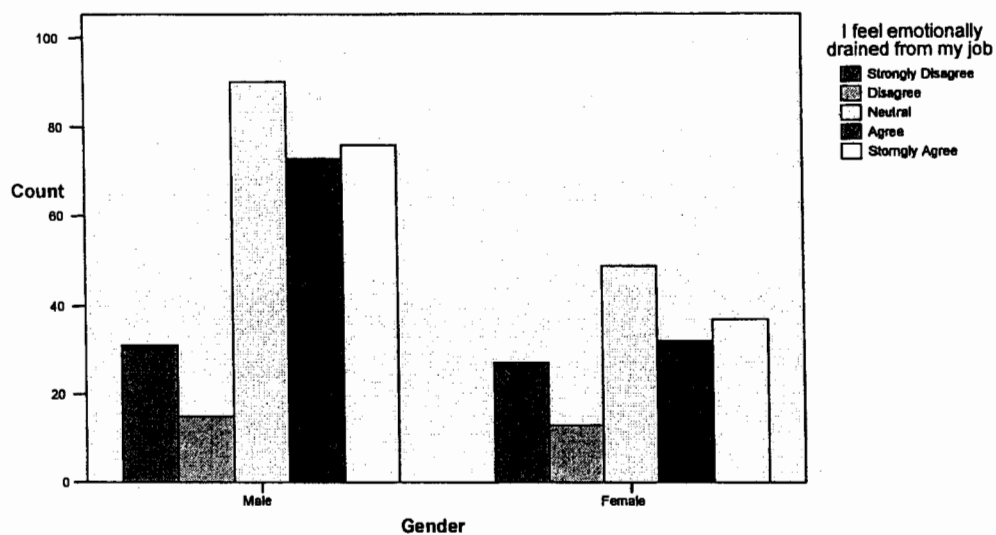
Figure 8



About 65% of male and 62% of female employees were in tension by abusiveness in the work place. Some 23% of female and 19% of male respondents did not feel any tension in the work environment. Around 16% of male and 15% of female employees did not give a clear opinion about job tension. The results show that male employees are more in job tension from abusive supervision as compared to their female counterparts.

4.2.3 Gender – Emotional Exhaustion

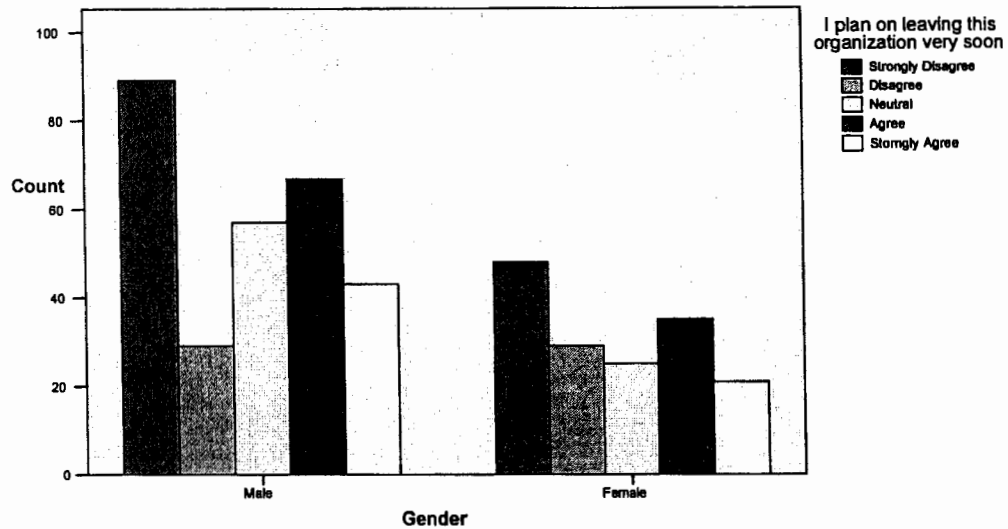
Figure 9



Approximately 52% of male and 44% of female respondents were emotionally exhausted by abusiveness in the work place. Some 25% of female and 16% of male employees were not emotionally exhausted while 32% of male and 31% of female employees remained neutral. The results show that male employees are more emotionally exhausted than female employees.

4.2.4 Gender – Turnover Intention

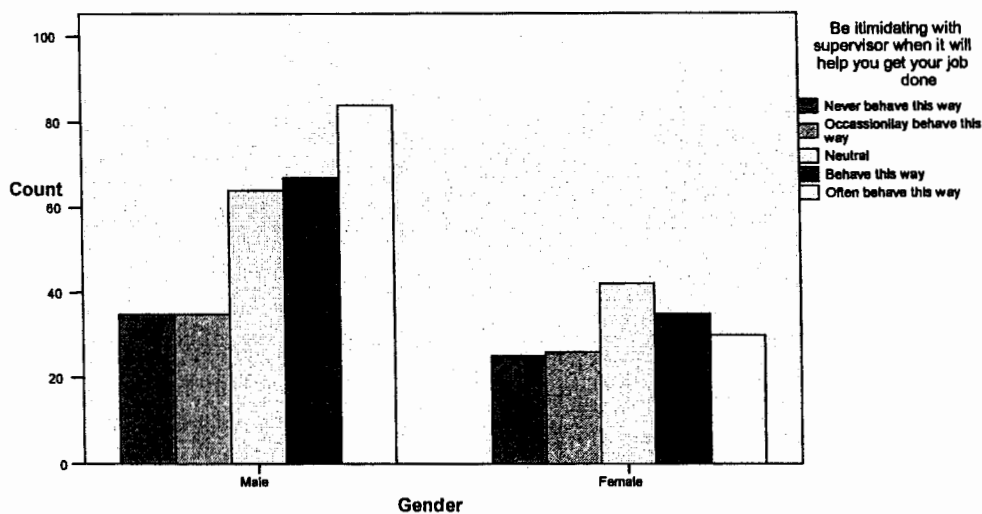
Figure 10



The figure above indicates that 39% of male and 35% of female employees have shown their intention towards turnover. About 49% of female and 41% of male employees are interested to stay at their present jobs while 20% of male and 16% of female employees did not show their intention towards turnover. The results show that male employees are more interested towards turnover than female employees.

4.2.5 Gender – Intimidation

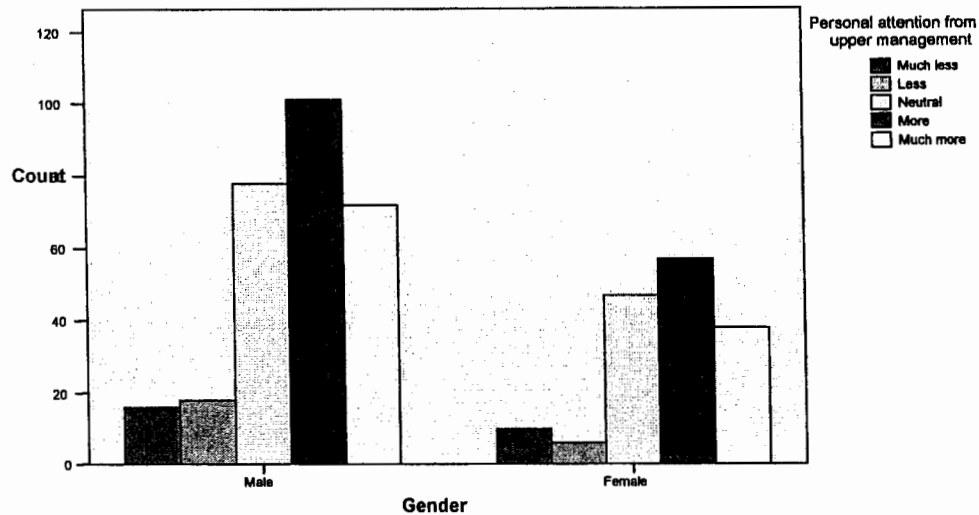
Figure 11



Some 53% of male and 41% of female employees are in favor of displaying an intimidating attitude with an abusive supervisor while 32% of female and 25% of male employees are against intimidation tactic in the work place environment. About 27% of female and 22% of male employees did not mention their opinion regarding intimidation in the work place environment. The result shows that male employees are more in favor of displaying an intimidating attitude towards abusive supervisor as compared to female employees.

4.2.6 Gender – Recognition

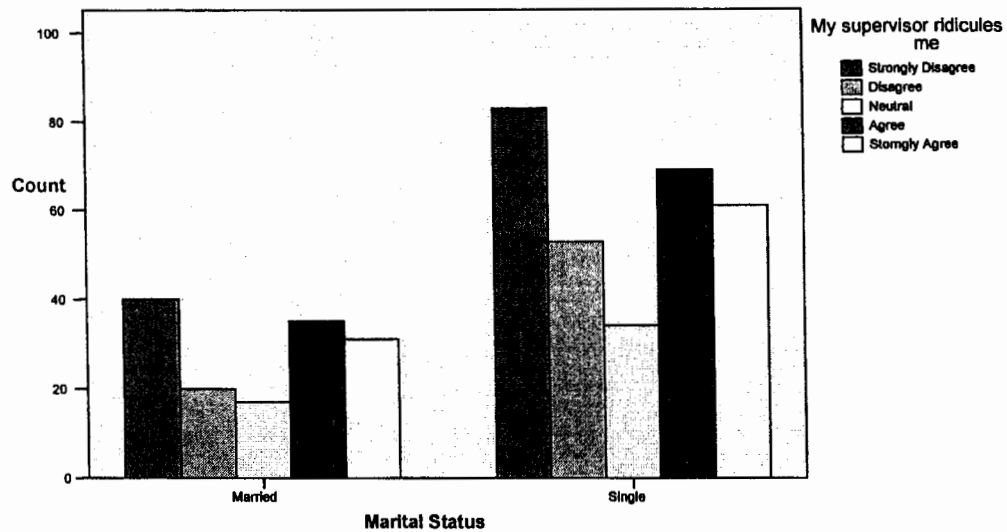
Figure 12



Approximately 61% of male and 60% of female employees got recognition from upper management. Some 12% of male and 10% of female employees did not get any recognition from management while 30% of female and 27% of male employees did not mention their opinion regarding recognition in the work place. The results show that both male and female employees have similar status in getting recognition from upper management.

4.3.1 Marital Status – Abusive Supervision

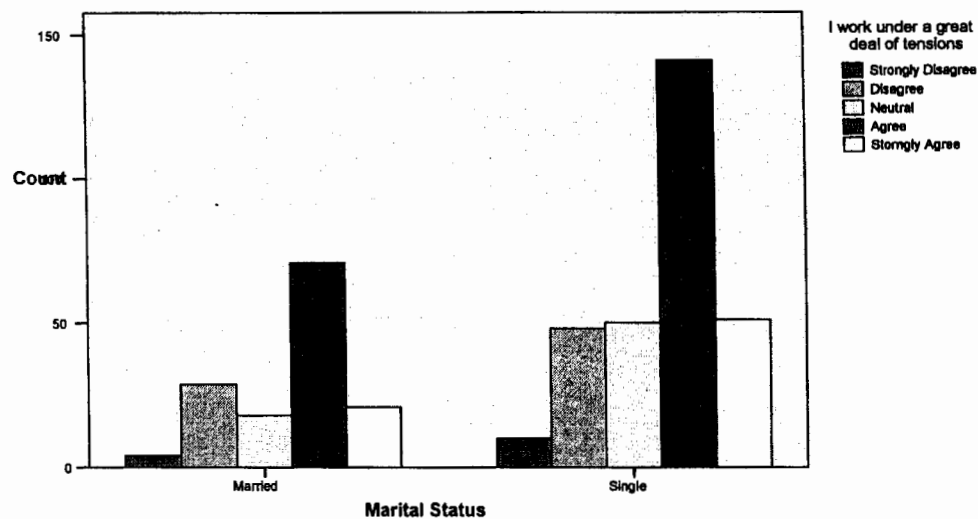
Figure 13



About 46% of married and 43% of single employees are affected by abusive supervision while 45% of single and 42% of married employees have not been affected by abusive supervision. Some 12% of married and 11% of single employees did not mention their opinion about abusive supervision. The results show that married employees are more affected than single employees by abusive supervision.

4.3.2 Marital Status – Job Tension

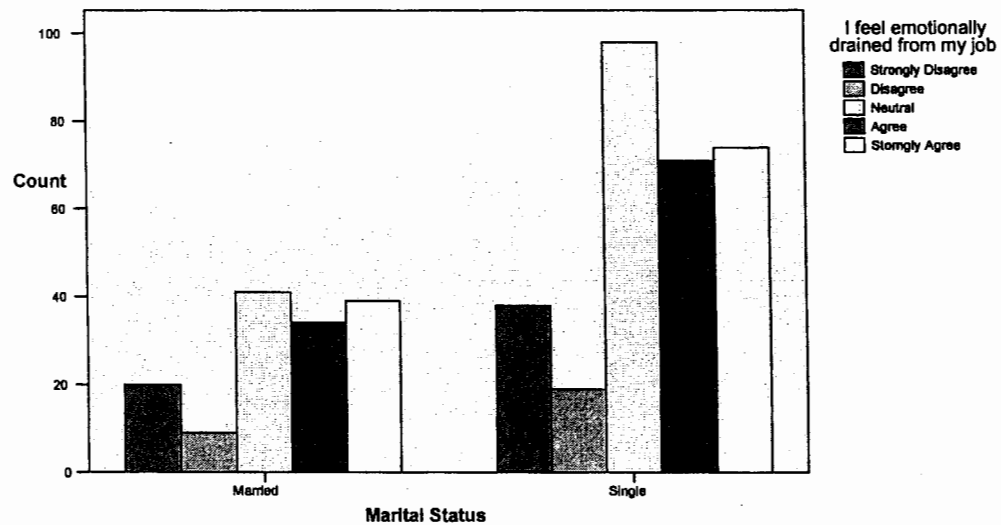
Figure 14



Some 64% of married and 64% of single employees suffer from job tension caused by abusive supervision. Around 23% of married and 19% of single employees are not suffering from any job. About 17% of single and 13% of married did not mention their opinion about job tension. The results show that equal percentage of single and married employees are suffering job tension due to abusiveness in the work place.

4.3.3 Marital Status – Emotional Exhaustion

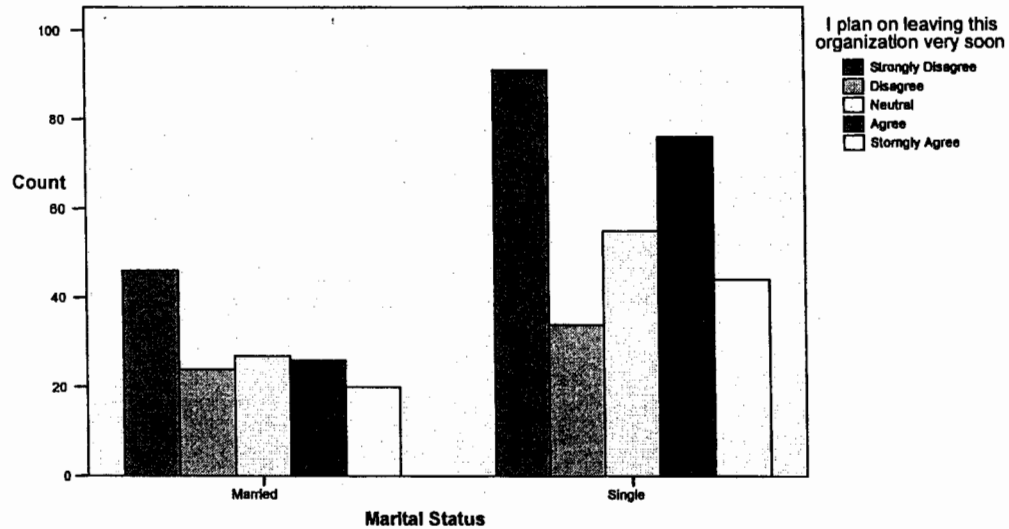
Figure 15



About 48% of single and 44% of married employees are emotionally drained from abusive supervision. Some 20% of married and 16% of single employees are not emotionally exhausted from abusive supervision while 33% of single and 29% of married employees did not give an opinion regarding emotional exhaustion. The result is quite interesting that the single employees are more emotionally exhausted from abusive supervision as compare to the married employees.

4.3.4 Marital Status – Turnover Intention

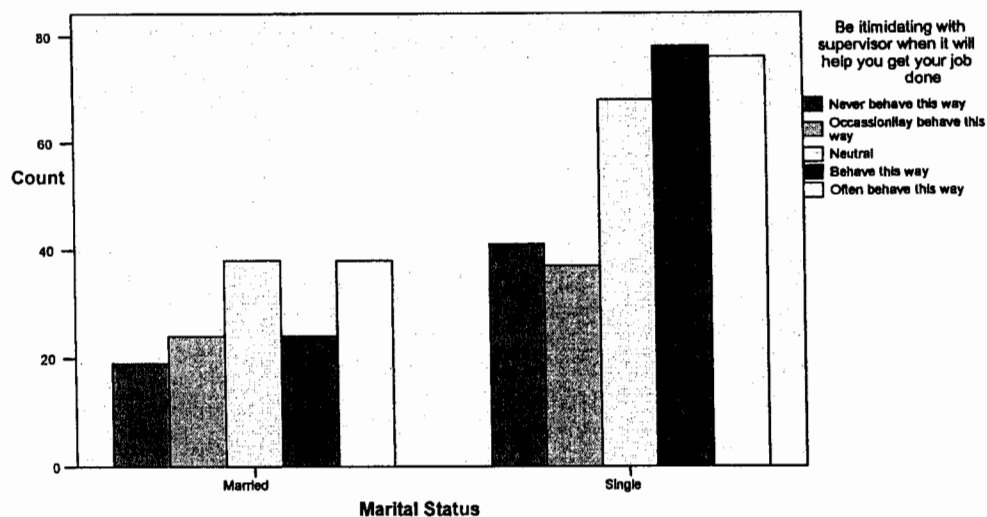
Figure 16



The figure shown above indicates that 40% of single and 32% of married employees indicated their intention to turnover. About 49% of married and 42% of single did not show their willingness for turnover while 19% of married and 18% of single remained silent about their turnover intention. The results show that the single employees are more interested in turnover as compared to married employees.

4.3.5 Marital Status – Intimidation

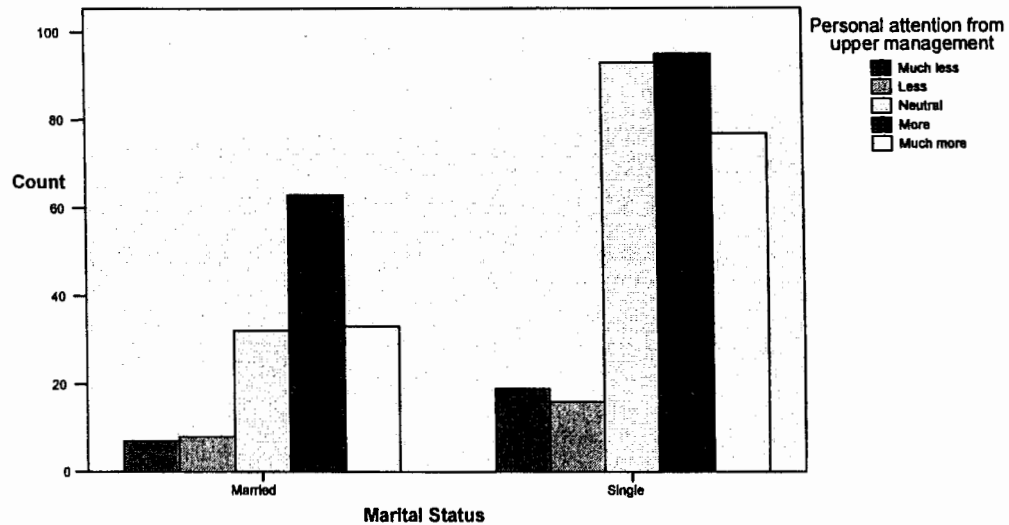
Figure 17



Some 51% of single and 43% of married employees are in favor of using intimidating techniques to decrease the adverse affects of abusive supervision. About 30% of married and 26% of single employees did not give their opinion about the use of this technique in the work place while 27% of married and 23% of single employees did not show their consent regarding the use of intimidating techniques in the work place. The results show that single employees are more intimidating with abusive supervisor than married employees.

4.3.6 Marital Status - Recognition

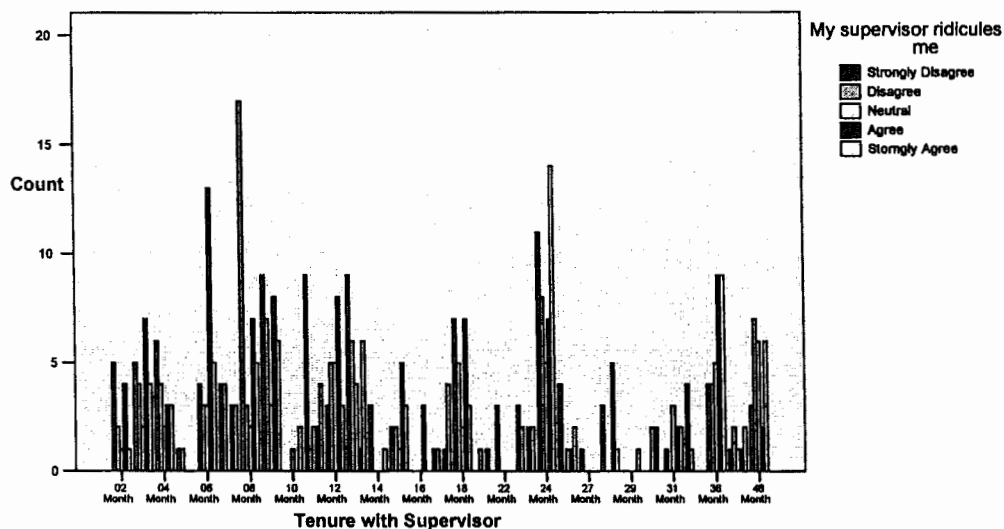
Figure 18



Approximately 67% of married and 57% of single employees gained recognition from management. About 12% of single and 10% of married employees did not receive any recognition from management while 31% of single and 22% of married employee remained neutral. The results show that married employees received more recognition than single employees.

4.4.1 Tenure with Supervisor – Abusive Supervision

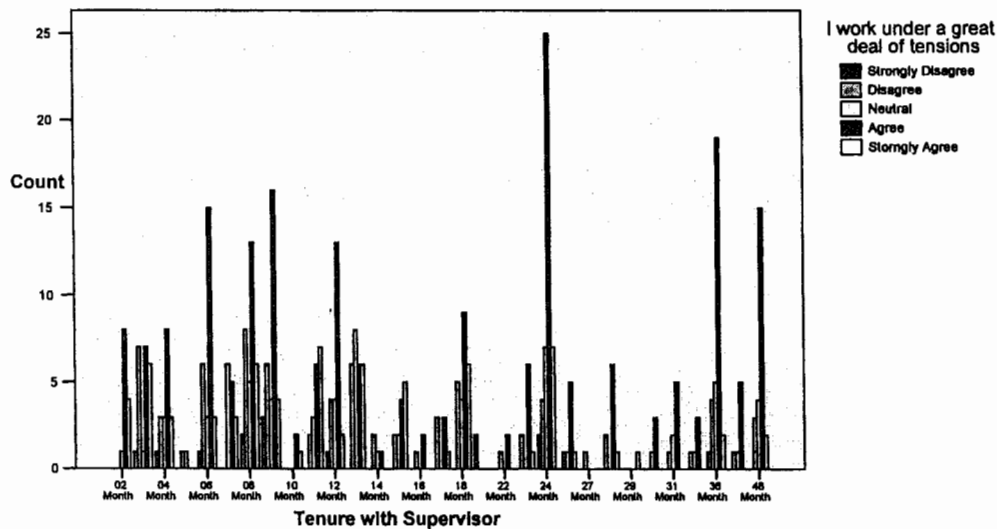
Figure 19



Some 44% of employees are agreed about abusiveness in the work place and the same percentage of employees did not mention abusiveness in the work palace while 12% of employees did not give their opinion about abusiveness in the work place. Mostly employees having 2 years tenure with supervisor reported abusiveness in the work place.

4.4.2 Tenure with Supervisor – Job Tension

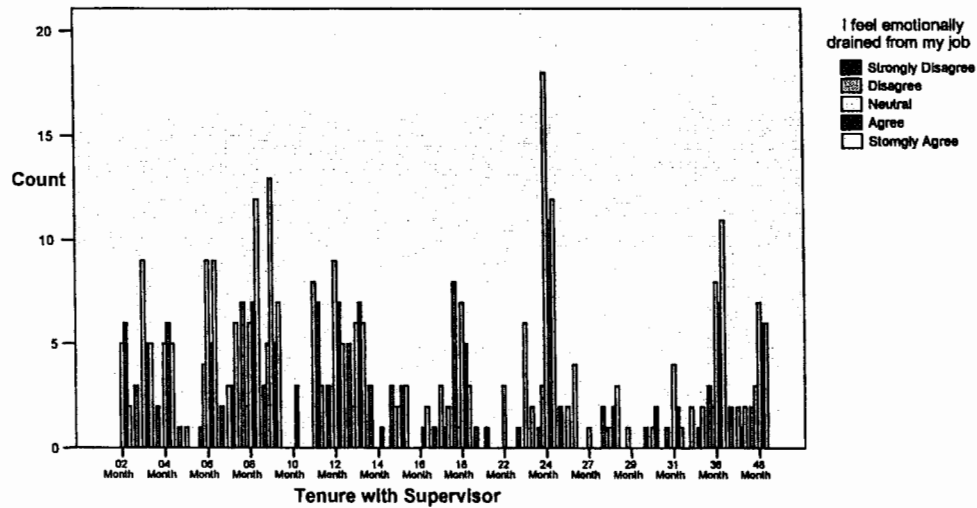
Figure 20



Approximately 64% of employees suffer from job tension caused by abusive supervision and 21% of employees are not suffering from any job while 15% of employees did not mention their opinion about job tension. The results show that mostly employees having of 2 years tenure with supervisor are suffering from job tension.

4.4.3 Tenure with Supervisor – Emotional Exhaustion

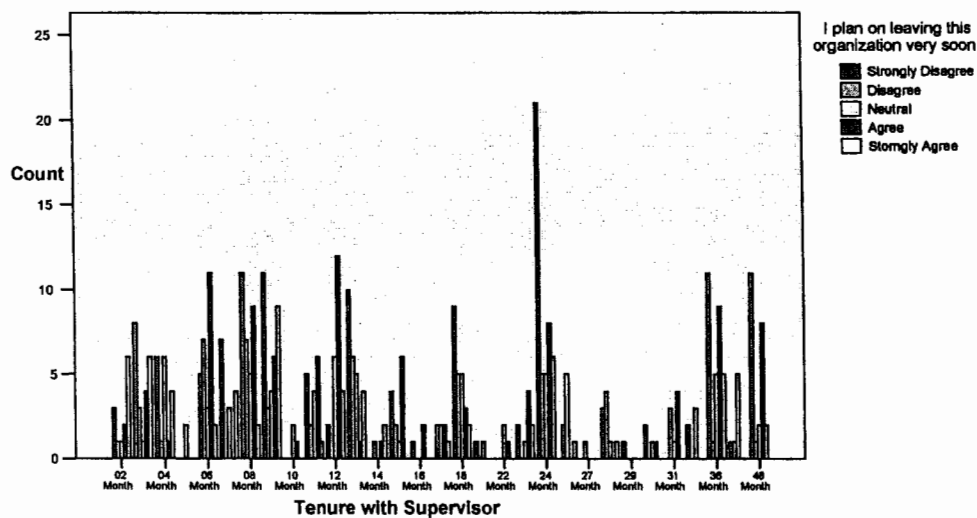
Figure 21



About 49% of employees are emotionally drained from abusiveness in the work place and 19% of employees are not emotionally exhausted while 31% of employees did not give an opinion regarding emotional exhaustion. The results show that majority of the employees are emotionally exhausted from abusive supervision in the work place especially, the employees having 2 years tenure with supervisors.

4.4.4 Tenure with Supervisor – Turnover Intention

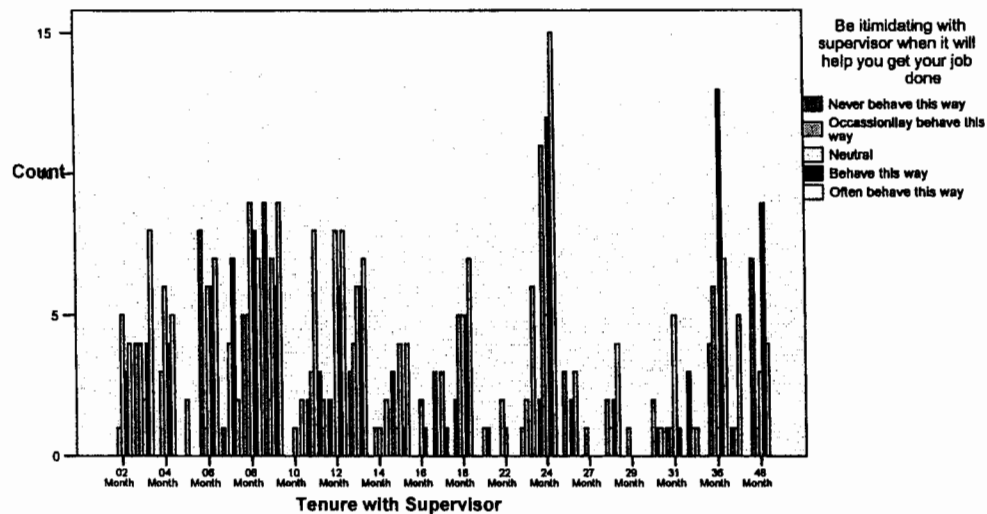
Figure 22



The figure shown above indicates that 44% of employees are not intended towards turnover and 37% of employees are intended to leave their organization due to abusive supervision in the work place while 19% of employees did not show their willingness for turnover. The results show low No. of employees turnover intention and the employees tenure with supervisor fluctuate regarding their turnover intention.

4.4.5 Tenure with Supervisor – Intimidation

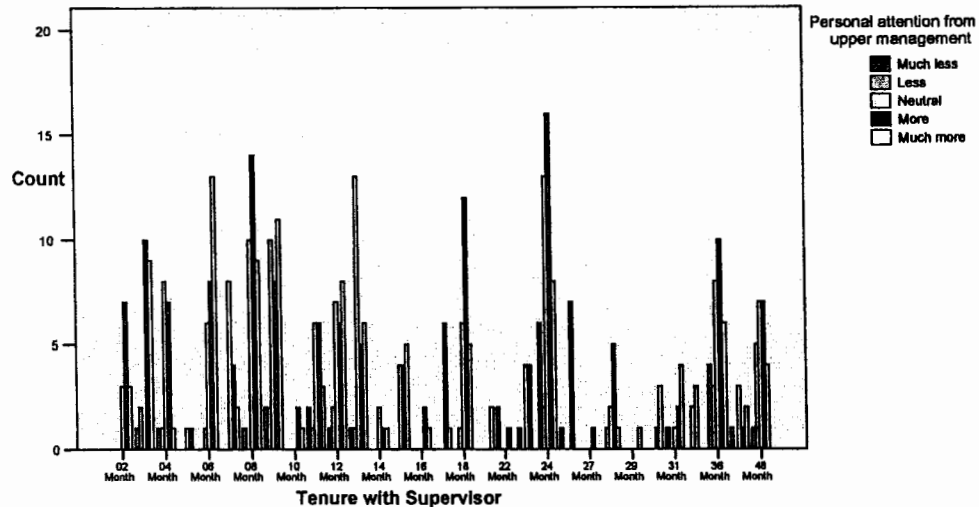
Figure 23



Some 49% of employees are in favor of using intimidating techniques to decrease the adverse affects of abusive supervision. About 27% of employees are not in favor of using this technique while 24% of employees did not give their opinion about this query. The results indicate that majority of the employees are in favor of using intimidating techniques in the work place in response of abusive supervision especially, the employees having 2 years tenure with supervisor.

4.4.6 Tenure with Supervisor - Recognition

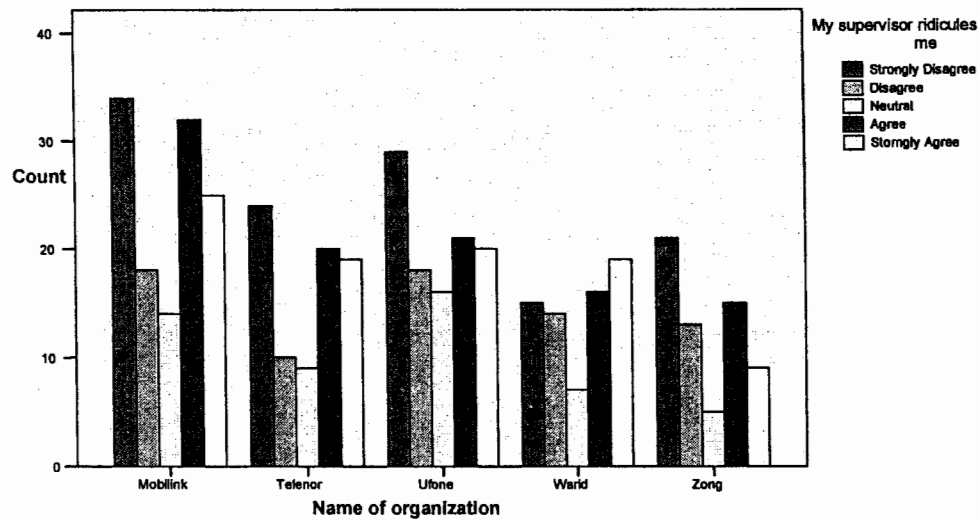
Figure 24



Approximately 60% of employees received recognition from their supervisor and management. Some 11% of employees did not receive any recognition while 28% of employees did not mention their opinion regarding recognition in the work place. The results indicate that majority of the employees are getting recognition especially, those employees who have 2 years tenure with supervisor.

4.5.1 Companies Analysis – Abusive Supervision

Figure 25



4.5.1.1 Mobilink

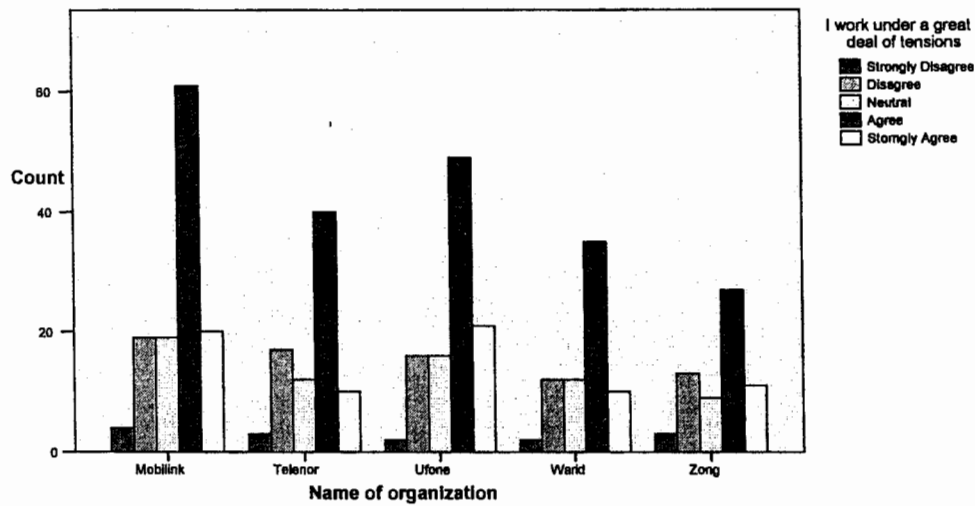
As indicated by the chart above (Figure – 25) that 46% of Mobilink employees suffered from abusive supervision in the work place. Nearly 42% of the employees did not suffer from abusive supervision while 11% of employees did not mention their opinion regarding abusive supervision.

4.5.1.2 U-fone

About 39% of U-fone employees are affected by abusive supervision and 45% of employees are not affected by abusive supervision while 15% of employees remained neutral. They did not mention their opinion regarding abusive supervision in the work place.

4.5.2 Companies Analysis – Job Tension

Figure 26



4.5.2.1 Mobilink

The above shown chart (Figure – 26) indicates that 66% of the Mobilink employees have job tension due to abusive supervision in the work place and 19% of employees did not have any job tension while 15% of employees did not mention their opinion regarding job tension.

4.5.2.2 U-fone

About 67% of U-fone employees are suffering job tension from abusive supervision in the work place and 17% of employees are not suffering from job tension while 15% of employees remained silent about job tension.

4.5.2.3 Telenor

Approximately 61% of Telenor employees have job tension and 24% of employees did not have any job tension in the work place while 15% of employees remained neutral. They did not mention their opinion regarding job tension.

4.5.2.4 Warid

Some 63% of Warid employees have job tension due to abusive supervision and 20% of employees did not have any job tension while 17% employees did not mention their opinion regarding job tension in the work place.

4.5.2.5 Zong

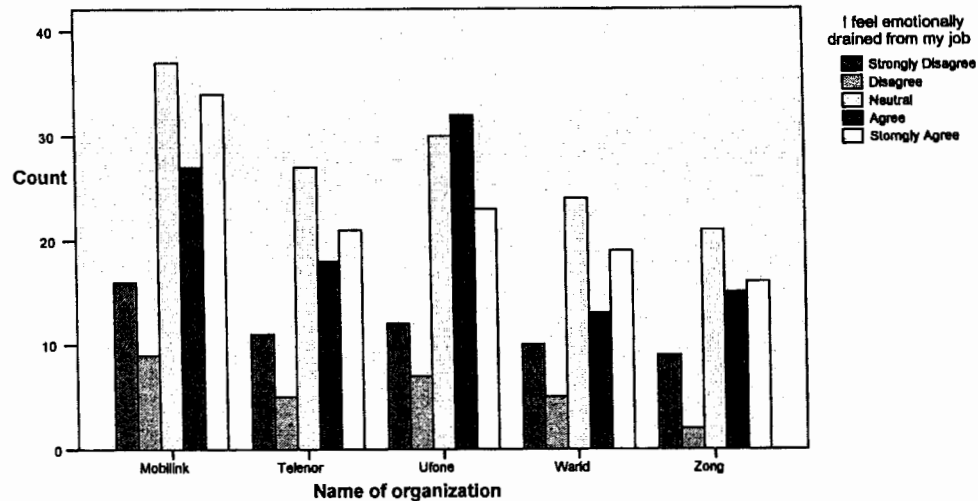
About 60% of Zong employees are suffering job tension and 25% of employees did not feel any job tension while 14% of employees remained silent. They did not give their opinion regarding job tension.

4.5.2.6 Result

The above results indicate that 67% of U-fone employees have indicated job tension which is the highest ratio in the industry. About 66% of the Mobilink employees have indicate job tension which is the second highest ratio and 63% of Warid employees have indicated job tension due to abusive supervision in the work place which is the third highest ratio in the industry.

4.5.3 Companies Analysis – Emotional Exhaustion

Figure 27



4.5.3.1 Mobilink

Approximately 50% of the Mobilink employees have experienced emotional exhaustion caused by abusive supervision in the work place and 20% of employees have not experienced emotional exhaustion while 30% of employees did not mention their opinion regarding emotional exhaustion.

4.5.3.2 U-fone

Some 53% of the U-fone employees are emotionally drained due to abusive supervision in the work place and 18% of employees are not emotionally drained while 29% of employees did not mention their opinion regarding emotional exhaustion.

4.5.3.3 Telenor

The above shown chart (Figure – 27) indicate that 48% of the Telenor employees are emotionally exhausted due to abusive supervision in the work place and some 20% of employees are not emotionally exhausted while 33% of employees remained silent regarding emotional exhaustion in the work place.

4.5.3.4 Warid

Abusive supervision caused 45% of the Warid respondents to experience emotional exhaustion while a mere 21% of the respondents reported no sign of emotional exhaustion while 34% of employees did not answer the query.

4.5.3.5 Zong

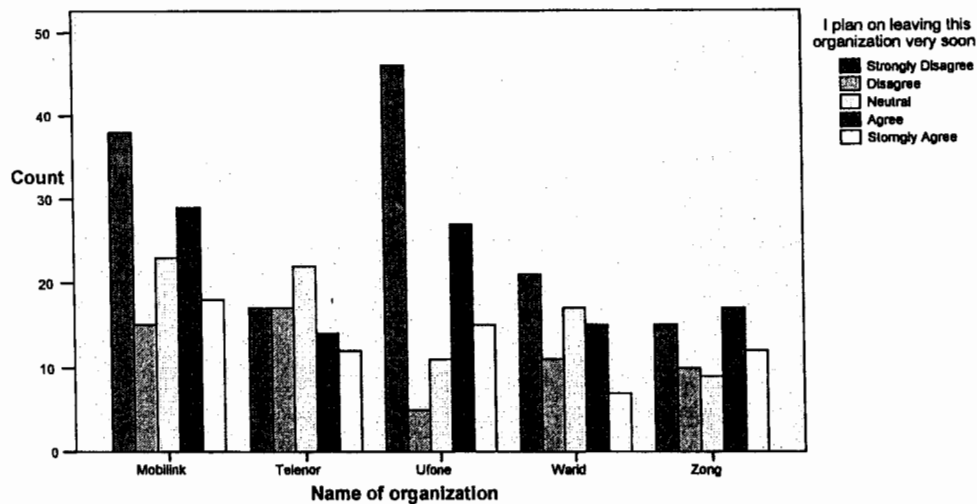
The figure – 27 indicates that 49% of the Zong employees are emotionally exhausted due to abusive supervision in the work place and 17% of employees are not emotionally exhausted while 33% of employees remained silent regarding emotional exhaustion in the work place environment.

4.5.3.6 Result

The above results indicate that 53% of U-fone employees are emotionally drained due to abusive supervision which is the highest ratio in the industry. About 50% of the Mobilink employees are emotionally exhausted which is the second highest ratio in the industry and 49% of the Zong employees have suffered emotional exhaustion which is the third highest ratio in the industry in Pakistan.

4.5.4 Companies Analysis – Turnover Intention

Figure 28



4.5.4.1 Mobilink

As indicated by the chart above (Figure – 28) that 38% of the Mobilink employees are interested in turnover due to abusive supervision in the work place and about 43% of employees are not interested in turnover while mere 19% of employees remained silent regarding their turnover intention. They did not give their opinion.

4.5.4.2 U-fone

About 40% of the U-fone employees are interested in turnover due to abusive supervision in the work place and 49% of employees are not interested in turnover while about 11% of employees did not mention their opinion regarding their turnover intention.

4.5.4.3 Telenor

The figure shown above indicates that 32% of the Telenor employees indicated their intention to turnover due to abusive supervision in the work place and 41% of employees did not show their willingness to turnover while 27% of employees did not mention their opinion regarding their turnover.

4.5.4.4 Warid

Some 31% of the Warid employees indicated their intention to turnover due to abusive supervision in the work place and 45% of employees did not indicate their willingness to turnover while about 24% of employees remained silent and they did not mention their opinion regarding their turnover.

4.5.4.5 Zong

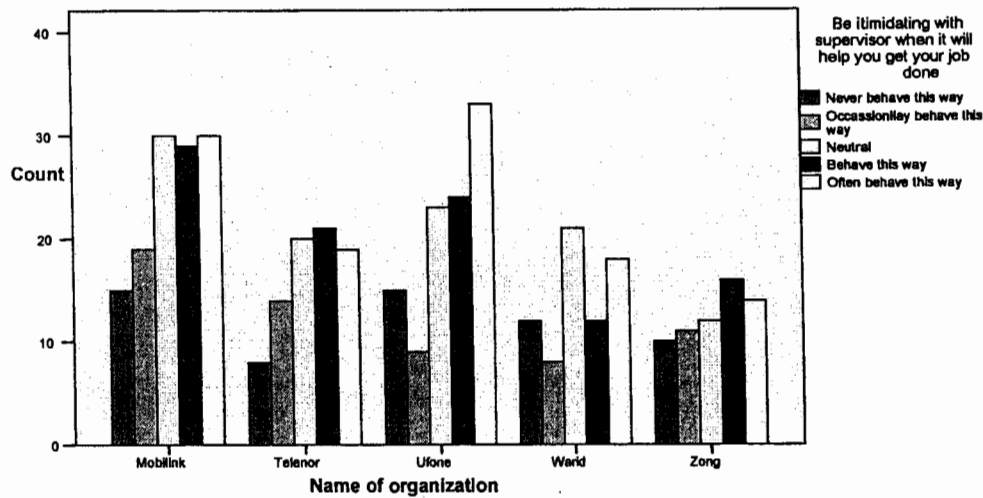
Approximately 46% of the Zong employees are interested in turnover due to abusive supervision in the work place and 40% of employees are not interested in their turnover while 14% of employees remained silent regarding their turnover in the work place.

4.5.4.6 Result

The above results indicate that 46% of the Zong employees are interested in their turnover which is the highest ratio in the industry. About 40% of the U-fone employees have indicated their intention towards turnover which is the second highest ratio in the industry and some 38% of the Mobilink employees are interested in their turnover which is the third highest ratio in the industry in Pakistan.

4.5.5 Companies Analysis – Intimidation

Figure 29



4.5.5.1 Mobilink

As indicated by the Figure – 29 that some 48% of the Mobilink employees are in favor of using intimidating techniques to decrease the adverse effects of abusive supervision in the work place. About 28% of employees are not in favor of using intimidating techniques while 24% of employees did not mention their opinion regarding the use of intimidating techniques in the work place.

4.5.5.2 U-fone

Approximately 55% of the U-fone employees used intimidating techniques to the abusive supervisor in the work place and 23% of employees did not use intimidating techniques to the abusive supervisor while mere 22% of employees did not mention their opinion regarding their intimidation tactics.

4.5.5.3 Telenor

Some 49% of the Telenor employees are in favor of using intimidating techniques to abusive supervisor in the work place and about 27% of employees are not in favor of using intimidating techniques to abusive supervisor while 24% of employees remained silent regarding intimidating techniques.

4.5.5.4 Warid

Approximately 42% of the Warid employees have used intimidating techniques to decrease the adverse effects of abusive supervisor in the work place and about 28% of employees did not have used intimidating techniques to abusive supervisor while 30% of employees did not mention their opinion regarding the use of intimidating techniques in the work place.

4.5.5.5 Zong

About 48% of the Zong employees are in favor of using intimidating techniques to abusive supervisor in the work place and 33% of employees are not in favor of using intimidating techniques to abusive supervisor while 19% of employees remained silent regarding intimidating techniques in the work place.

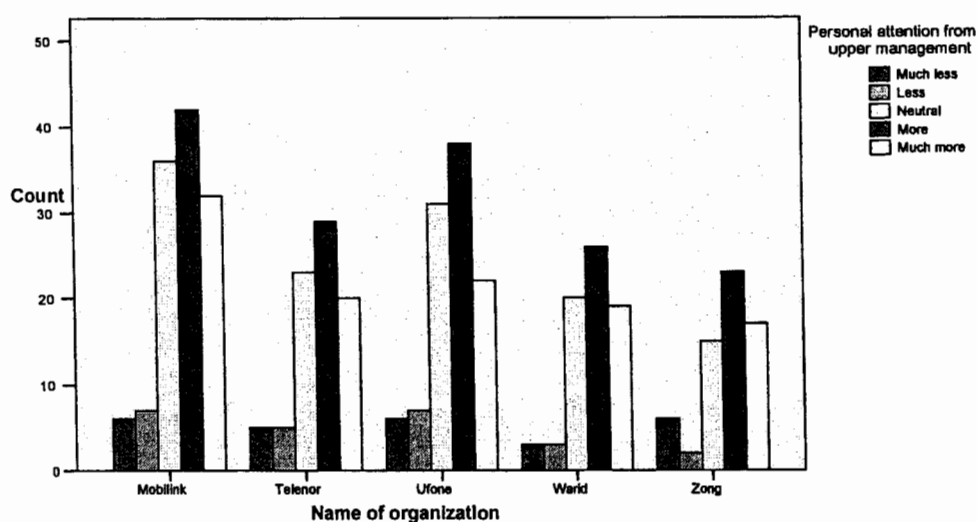
4.5.5.6 Result

The above results indicate that about 55% of the U-fone employees are in favor of using intimidating techniques to decrease the adverse effects of abusive supervision in the work place which is the highest ratio in the industry. About 49% of the Telenor employees have used intimidating techniques to abusive supervisor which is the second highest ratio in the industry while the Mobilink & Zong employees have the

same 48% usage of intimidating techniques to abusive supervisor which is the third highest ratio in the industry in Pakistan.

4.5.6 Companies Analysis – Recognition

Figure 30



4.5.6.1 Mobilink

The figure above indicates that about 60% of the Mobilink employees have received recognition from the supervisor or management in the work place and some 11% of employees did not receive any recognition from supervisor or management while 29% of employees did not mention their opinion regarding recognition in their organization.

4.5.6.2 U-fone

Around 58% of the U-fone employees got recognition from the supervisor or management in the work place and about 12% of employees did not get any

recognition from supervisor or management while 30% of employees did not mention their opinion regarding recognition in their organization.

4.5.6.3 Telenor

The figure shown above indicates that approximately 60% of the Telenor employees have received recognition from the supervisor or management in the work place and 12% of employees did not receive any recognition from supervisor or management while 28% of employees remained silent regarding recognition in their organization.

4.5.6.4 Warid

About 63% of the Warid employees got recognition from the supervisor or management in the work place and mere 8% of employees did not get any recognition from supervisor or management while 28% employees did not mention their opinion regarding recognition in their organization.

4.5.6.5 Zong

Some 63% of the Zong employees have received recognition from the supervisor or management in the work place and 13% of employees did not receive any recognition from supervisor or management while, 24% employees remained silent regarding recognition in their organization.

4.5.6.6 Result

The above results indicate that Warid & Zong employees have received the same 63% recognition which is highest ratio in the market. Both Mobilink & Telenor

employees have received the same 60% recognition which is second highest ratio in the market and the U-fone employees have received only 58% recognition from the supervisor or management which is the lowest ration in the market.

4.6 CORRELATION ANALYSIS

Table 1 shows means, standard deviations, correlations, and reliabilities of the variables used in this study. The author found support for hypothesis number 1, 2, & 3 from correlation analysis. The mean for abusive supervision was 3.31 (S.D =0.93) and for negative employee outcomes were 3.45 (S.D =.72) for job tension, 3.60 (S.D =.81) for emotional exhaustion, 3.34 (S.D =1.07) for turnover intention. The means for moderators were 3.50 (S.D =.92) for intimidation, and 3.66 (S.D =1.02) for recognition.

Abusive Supervision and negative employee outcomes displayed positive relationship eg Abusive Supervision & Job Tension ($r = 0.307, p < .05$), Abusive Supervision & Emotional Exhaustion ($r = 0.623, p < .05$), and Abusive Supervision & Turnover Intention ($r = 0.226, p < .05$). The association between moderating variable Intimidation and negative employee outcomes e.g Intimidation & Job Tension ($r = 0.120, p < .05$), Intimidation & Emotional Exhaustion ($r = 0.317, p < .05$), and Intimidation & Turnover Intention ($r = 0.179, p < .05$) and further its association with the other moderating variable Recognition was Recognition & Job Tension ($r = 0.096, p < .05$), Recognition & Emotional Exhaustion ($r = 0.423, p < .05$), and Recognition & Turnover Intention ($r = 0.166, p < .05$).

The data of this study was checked by its frequencies that either it is normally distributed or not but it revealed its normal distribution.

TABLE 1

Means, Standard Deviations, Correlations, and Reliabilities

Variables	Mean	S.D	1	2	3	4	5	6
1. AbSup	3.31	0.93	.92					
2. JT	3.45	0.72	.30**	.71				
3. EX	3.60	0.81	.62**	.31**	.84			
4. TI	3.34	1.07	.23**	.11*	.26**	.71		
5. Intimid.	3.49	0.92	.33**	.12*	.32**	.18**	.78	
6. Recog.	3.65	1.02	.33**	.10*	.42**	.17**	.56**	.73

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

Correlation is significant at the 0.05 level (2-tailed). N= 443

Reliabilities (α) given in bold along the diagonal

4.7 REGRESSION ANALYSIS

4.7.1 JOB TENSION

4.7.1.1 Abusive Supervision and Job Tension

Table 2 Model Summary (b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.307(a)	.094	.092	.68358	2.230

a. Predictors: (Constant), AbSup

b. Dependent Variable: JT

The coefficient of correlation is 0.307 which shows that the independent variable Abusive Supervision is positively correlated with Job Tension. The R-square value is ($R^2=0.094$, $p < 0.05$) which shows that only 9.4% of variation in the dependant variable Job Tension is being explained by Abusive Supervision. This also indicates that as a model the predictive ability is very low. Durbin Watson value is 2.2 which show that there is no autocorrelation. The F-values presented was 45.76 which were

found to be significant at a confidence level of 95% showing that the variables are not overlapping.

Table 3 Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.665	.120		22.129	.000
	AbSup	.237	.035	.307	6.765	.000

a. Dependent Variable: JT

Analyzing the results of coefficients table the standardized beta value of Abusive Supervision is ($\beta = 0.307$, $p < 0.05$) which shows significant relationship between abusive supervision and job tension.

4.7.1.2 Abusive Supervision, Intimidation, and Job Tension

Table 4 Model Summary (b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.307(a)	.094	.090	.68419	2.222

a. Predictors: (Constant), Intimid, AbSup
b. Dependent Variable: JT

The coefficient of correlation is 0.307 which shows that the independent variables Abusive Supervision and Intimidation are positively correlated with Job Tension. The R-square value is ($R^2 = 0.094$, $p < 0.05$) which shows that only 9.4% of variation in the dependant variable Job Tension is being explained by a combination of Abusive Supervision and Intimidation. This also indicates that as a model the predictive ability is very low. Durbin Watson value is 2.2 which shows that there is no autocorrelation. The F-values presented was 22.95 which were found to be significant at a confidence level of 95% showing that the variables are not overlapping. As there is no change in

the R-value which shows that intimidation is not influencing the relationship between abusive supervision and job tension.

Table 5 Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.623	.151		17.371	.000
	AbSup	.232	.037	.299	6.238	.000
	Intimid	.017	.038	.022	.462	.644

a. Dependent Variable: JT

Analyzing the results of coefficients table the standardized beta value of Abusive Supervision is ($\beta = 0.299$, $p < 0.05$) which is significant as at confidence level of 95%. On the contrary the standardized beta value of Intimidation is ($\beta = 0.022$, $p = 0.644$) which is found to be highly insignificant at a 95% confidence level. This indicates that at this point there is no moderating impact of Intimidation on the relationship between Abusive Supervision and Job Tension.

4.7.1.3 Abusive Supervision, Recognition, and Job Tension

Table 6 Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.307(a)	.094	.090	.68434	2.233

a Predictors: (Constant), Recog, AbSup

b Dependent Variable: JT

The coefficient of correlation is 0.307 which shows that the independent variables Abusive Supervision and Recognition are positively correlated with Job Tension. The R-square value is ($R^2 = 0.094$, $p < 0.05$) which shows that only 9.4% of variation in the

dependant variable Job Tension is being explained by a combination of Abusive Supervision and Recognition. This also indicates that as a model the predictive ability is very low. Durbin Watson value is 2.2 which show that there is no autocorrelation. The F-values presented was 22.84 which were found to be significant at confidence level of 95% showing that the variables are not overlapping. As there is no change in the R-value which shows that recognition is not influencing the relationship between abusive supervision and job tension.

Table 7 Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.878	.147		18.279	.000
	AbSup	.239	.037	.309	6.422	.000
	Recog	-.005	.034	-.008	-.157	.876

a. Dependent Variable: JT

Analyzing the results of coefficients table the standardized beta value of Abusive Supervision is ($\beta = 0.309$, $p < 0.05$) which is significant as at confidence level of 95%. On the contrary the standardized beta value of Recognition is ($\beta = -0.008$, $p = .876$) which is found to be highly insignificant at a 95% confidence level. This indicates that at this point there is no moderating impact of Recognition on the relationship between Abusive Supervision and Job Tension.

4.7.1.4 Abusive Supervision, Intimidation, Recognition, and Job Tension

Table 8 Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.308(a)	.095	.089	.68481	2.227

a. Predictors: (Constant), Intimid, AbSup, Recog
b. Dependent Variable: JT

The coefficient of correlation is 0.308 which shows that the independent variables Abusive Supervision, Intimidation, and Recognition are correlated with Job Tension. The R-square value is ($R^2 = 0.095, p < 0.05$) which shows that only 9.5% of variation in the dependant variable Job Tension is being explained by a combination of Abusive Supervision, Intimidation, and Recognition. This also indicates that as a model the predictive ability is very low. Durbin Watson value is 2.2 which show that there is no autocorrelation. The F-values presented was 15.34 which were found to be significant at confidence level of 95% showing that the variables are not overlapping. As there is no change in the R-value which shows that intimidation and recognition is not influencing the relationship between abusive supervision and job tension.

Table 9 Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.643	.157		16.810	.000
	AbSup	.235	.038	.304	6.202	.000
	Recog	-.018	.039	-.025	-.451	.652
	Intimid	.027	.043	.035	.626	.531

a. Dependent Variable: JT

Analyzing the results of coefficients table the standardized beta value of Abusive Supervision is ($\beta = 0.304, p < 0.05$) which is significant at confidence level of 95%. On the contrary the standardized beta value of Recognition ($\beta = -0.025, p = 0.652$) and Intimidation is ($\beta = 0.035, p = 0.531$) which is found to be highly insignificant at a 95% confidence level. This indicates that at this point there is no moderating impact of Recognition and Intimidation on the relationship between Abusive Supervision and Job Tension.

Based on the results presented above it can be inferred that abusive supervision is positively correlated with job tension while there is no indication to suggest that there is a moderating impact of Intimidation or Recognition on the relationship between Abusive Supervision and Job Tension as an individual variables or as a combined construct. This leads us to the implication that based on the results **Hypothesis 1**; Abusive supervision is positively related to job tension, higher the abusive supervision higher the job tension is accepted. **Hypothesis 4a**; Intimidation moderates the relationship between abusive supervision and job tension and **Hypothesis 5a**; Recognition moderates the relationship between abusive supervision and job tension, cannot be accepted.

4.7.2 EMOTIONAL EXHAUSTION

4.7.2.1 Abusive Supervision and Emotional Exhaustion

Table 10 Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.623(a)	.388	.386	.63383	2.548

a Predictors: (Constant), AbSup
b Dependent Variable: EX

The coefficient of correlation is 0.623 which shows that the independent variable Abusive Supervision is positively correlated with Emotional Exhaustion. The R-square value is ($R^2 = 0.388$, $p < 0.05$) which shows that 38.8% of variation in the dependant variable Emotional Exhaustion is being explained by Abusive Supervision. Durbin Watson value is 2.5 which show that there is autocorrelation indicating that a dependency does not exist between the variables. The F-values presented was 279.04

which were found to be significant at a confidence level of 95% showing that the variables are not overlapping.

4.7.2.2 Abusive Supervision, Intimidation, and Emotional Exhaustion

Table 11 Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.634(a)	.402	.399	.62694	2.519

a Predictors: (Constant), Intimid, AbSup
b Dependent Variable: EX

The coefficient of correlation is 0.634 which shows that the independent variables Abusive Supervision and Intimidation are positively correlated with Emotional Exhaustion. The R-square value is ($R^2 = 0.402$, $p < 0.05$) which shows that 40.2% of variation in the dependant variable Emotional Exhaustion is being explained by a combination of Abusive Supervision and Intimidation. Durbin Watson value is 2.5 which show that there is autocorrelation indicating that a dependency does not exist between the variables. The F-values presented was 147.98 which show that the variables are not overlapping. As there is no change in the R-value which shows that intimidation is not influencing the relationship between abusive supervision and emotional exhaustion.

4.7.2.3 Abusive Supervision, Recognition, and Emotional Exhaustion

Table 12 Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.663(a)	.440	.437	.60691	2.488

a Predictors: (Constant), Recog, AbSup
b Dependent Variable: EX

The coefficient of correlation is 0.663 which shows that the independent variables Abusive Supervision and Recognition are positively correlated with Emotional Exhaustion. The R-square value is ($R^2 = 0.440, p < 0.05$) which shows that 44% of variation in the dependant variable Emotional Exhaustion is being explained by a combination of Abusive Supervision and Recognition. Durbin Watson value is 2.4 which show that there is autocorrelation indicating that a dependency does not exist between the variables. The F-values presented was 172.66 which were found to be significant at a 95% confidence level showing that the variables are not overlapping. As there is no change in the R-value which shows that recognition is not influencing the relationship between abusive supervision and emotional exhaustion.

4.7.2.4 Abusive Supervision, Intimidation, Recognition, and Emotional Exhaustion

Table 13 Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.663(a)	.440	.436	.60758	2.487

a Predictors: (Constant), Intimid, AbSup, Recog
b Dependent Variable: EX

The coefficient of correlation is 0.663 which shows that the independent variables Abusive Supervision, Intimidation, and Recognition are positively correlated with Emotional Exhaustion. The R-square value is ($R^2 = 0.440, p < 0.05$) which shows that 44% of variation in the dependant variable Emotional Exhaustion is being explained by a combination of Abusive Supervision, Intimidation, and Recognition. Durbin Watson value is 2.4 which show that there is autocorrelation indicating that a dependency does not exist between the variables. The F-values presented was 114.86 which were found to be significant at a 95% confidence level showing that the

variables are not overlapping. As there is no change in the R-value which shows that recognition and intimidation are not influencing the relationship between abusive supervision and emotional exhaustion.

Based on the results presented above it can be inferred that Abusive Supervision is positively correlated with Emotional Exhaustion while there is no indication to suggest that there is a moderating impact of Intimidation or Recognition on the relationship between Abusive Supervision and Emotional Exhaustion as individual variables or as a combined construct. On the contrary autocorrelation is being observed which means that in effect there is no dependant-independent variable relationship between these variables, although they are highly correlated. This leads us to the implication that based on the results **Hypothesis 2**; Abusive supervision is positively related to emotional exhaustion, higher the abusive supervision higher the emotional exhaustion is accepted. **Hypothesis 4b**; Intimidation moderates the relationship between abusive supervision and emotional exhaustion and **Hypothesis 5b**; Recognition moderates the relationship between abusive supervision and emotional exhaustion, cannot be accepted.

4.7.3 TURNOVER INTENTION

4.7.3.1 Abusive Supervision and Turnover Intention

Table 14 Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.226(a)	.051	.049	1.04529	2.651

a Predictors: (Constant), AbSup
b Dependent Variable: TI

The coefficient of correlation is 0.226 which shows that the independent variable Abusive Supervision is positively correlated with Turnover Intention. The R-square value is ($R^2 = 0.051$, $p < 0.05$) which shows that 5.1% of variation in the dependant variable Turnover Intention is being explained by Abusive Supervision. Durbin Watson value is 2.6 which show that there is autocorrelation. The F-values presented was 23.87 which were found to be significant at a confidence level 95% showing that the variables are not overlapping.

4.7.3.2 Abusive Supervision, Intimidation, and Turnover Intention

Table 15 Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.252(a)	.064	.059	1.03958	2.643

a Predictors: (Constant), Intimid, AbSup
b Dependent Variable: TI

The coefficient of correlation is 0.252 which shows that the independent variables Abusive Supervision and Intimidation are positively correlated with Turnover Intention. The R-square value is ($R^2 = 0.064$, $p < 0.05$) which shows that only 6.4% of variation in the dependant variable Turnover Intention is being explained by a combination of Abusive Supervision and Intimidation. This also indicates that as a model the predictive ability is very low. Durbin Watson value is 2.6 which show that there is autocorrelation. The F-values presented was 14.97 which found to be significant at a confidence level 95% showing that the variables are not overlapping. As there is no change in the R-value which shows that intimidation is not influencing the relationship between abusive supervision and turnover intention.

4.7.3.3 Abusive Supervision, Recognition, and Turnover Intention

Table 16 Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.246(a)	.060	.056	1.04142	2.636

a Predictors: (Constant), Recog, AbSup
b Dependent Variable: TI

The coefficient of correlation is 0.246 which shows that the independent variables Abusive Supervision and Recognition are positively correlated with Turnover Intention. The R-square value is ($R^2 = 0.060$, $p < 0.05$) which shows that only 6% of variation in the dependant variable Turnover Intention is being explained by a combination of Abusive Supervision and Recognition. This also indicates that as a model the predictive ability is very low. Durbin Watson value is 2.6 which show that there is autocorrelation. The F-values presented was 14.15 which show that the variables are not overlapping. As there is no change in the R-value which shows that Recognition is not influencing the relationship between abusive supervision and turnover intention.

4.7.3.4 Abusive Supervision, Intimidation, Recognition, and Turnover Intention

Table 17 Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.257(a)	.066	.059	1.03961	2.636

a Predictors: (Constant), Intimid, AbSup, Recog
b Dependent Variable: TI

The coefficient of correlation is 0.257 which shows that the independent variables Abusive Supervision, Intimidation, and Recognition are positively correlated with

Turnover Intention. The R-square value is ($R^2 = 0.066$, $p < 0.05$) which shows that only 6.6% of variation in the dependant variable Turnover Intention is being explained by a combination of Abusive Supervision, Intimidation, and Recognition. This also indicates that as a model the predictive ability is very low. Durbin Watson value is 2.6 which show, that there is autocorrelation. The F-values presented was 10.31 which is found to be significant at a confidence level 95% showing that the variables are not overlapping. As there is no change in the R-value which shows that Recognition and Intimidation are not influencing the relationship between abusive supervision and turnover intention.

Based on the results presented above it can be inferred that Abusive Supervision is positively related with Turnover Intention while there is no indication to suggest that there is a moderating impact of Intimidation or Recognition on the relationship between Abusive Supervision and Turnover Intention as an individual variables or as a combined construct. On the contrary autocorrelation is being observed which means that in effect there is no dependant-independent variable relationship between these variables, although they are highly correlated. This leads us to the implication that based on the results **Hypothesis 3**; Abusive supervision is positively related to turnover intention, higher the abusive supervision higher the turnover intention is accepted. **Hypothesis 4c**; Intimidation moderates the relationship between abusive supervision and turnover intention and **Hypothesis 5c**; Recognition moderates the relationship between abusive supervision and turnover intention, cannot be accepted.

CHAPTER - 5

CONCLUSION

CHAPTER - 5

5.0 CONCLUSION

The study was designed to test the relationship between abusive supervision and negative employee outcomes i.e job tension, emotional exhaustion, and turnover intention as supported by the past research (Ashforth, 1997; Tepper, 2000). Especially the author confirmed this positive relationship in a developing country context like Pakistan. Furthermore, to reduce the adverse effects of abusive supervision on job tension, emotional exhaustion, and turnover intention, the author has tested two moderating variables namely intimidation which is an antecedent of impression management (Jones & Pittman, 1982) and recognition (Wayne et al., 2002). The author found positive empirical result for the first three hypotheses, higher the abusive supervision higher the job tension, emotional exhaustion, and turnover intention while no empirical support has been found for the effects of moderating variables intimidation and recognition, individually as well as collectively on the relationship between Abusive Supervision and Job Tension, Emotional Exhaustion, and Turnover Intention. None of the aforementioned moderating variables intimidation and recognition acted as neutralizers effects of the abusive supervision.

5.1 Limitations of the Study

For this study during data collection the author did not consider contextual factors i.e family problems, financial problems, health problems, and social problems etc which could affect the negative employee outcomes apart from the abusive supervision. As the questionnaire was directly related to the supervisor and the subordinates might not mention accurately about the abusive supervisor and the

negative employee outcomes, especially regarding their turnover intention. The present study tested the theory for empirical results on only one industry i.e Cellular firms. This might be the weakness of this study that despite strong theory support for positive effects of the moderating variables i.e intimidation and recognition, but it could not play an influential role in reducing the unpleasant effects of abusive supervision.

5.2 Future Research Directions

Research may continue in a number of directions. In this study the author examined only one impression management tactic (i.e intimidation) and recognition as moderating variables which could not prove to be significant as theorized by the author. Both the moderating variables have proved no effects on the relationship of abusive supervision and negative employee outcomes (i.e job tension, emotional exhaustion, and turnover intention). Further tactics of impression management (i.e Self-promotion, exemplification, and supplication) could be used to reduce the adverse effects of abusive supervision (Harvey et. al., 2007).

Different employee reward and compensation policies would be useful moderators to cope with abusive supervision. Employees' motivational techniques can play a vital role in reducing adverse effects of abusive supervision. Human capital is crucial in sustaining competitive advantage of the firm into the competitive market place (Barney, 1991). The one mediating variable in which the author was interested to test in this model was an "Organization Culture" but due to shortage of time, this could not be included in the present study. Moreover, for future direction it is strongly recommended to be included in this model.

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APPENDIX

APPENDIX I



INTERNATIONAL ISLAMIC UNIVERSITY
Faculty of Management Sciences
Islamabad



P.O. Box: 1243, Telegram: ALJAMIA, Telex: 54068 IIU PK, Fax: 9257944, Tel: 9258020

Dear Sir/Madam,

I am MS (Management) student at Faculty of Management Sciences, International Islamic University, Islamabad. As a part of my study, I am conducting a research on "*Abusive Supervision and negative employee outcomes; Moderating affects of Intimidation and Recognition*". Kindly fill this questionnaire. This is strictly for academic purpose. No information will be provided to any source. Your cooperation will be highly appreciated in this regard.

Thank You.

Shahid Nawaz Khan.

Faculty of Management Sciences

International Islamic University, Islamabad

E-mail:- 9790119@gmail.com

APPENDIX 2



INTERNATIONAL ISLAMIC UNIVERSITY
 Faculty of Management Sciences
 Islamabad



P.O. Box: 1243, Telegram: ALJAMIA, Telex: 54068 IIU PK, Fax: 9257944, Tel: 9258020

DEMOGRAPHIC INFORMATION

Age (Years):

Gender:

A. Male

B. Female

Marital Status:

A. Married

B. Un-married

Qualification:

Tenure with Supervisor:

APPENDIX 3



INTERNATIONAL ISLAMIC UNIVERSITY
Faculty of Management Sciences
Islamabad



P.O. Box: 1243, Telegram: ALJAMIA, Telex: 54068 IIU PK, Fax: 9257944, Tel: 9258020

***Please indicate the extent of your Agreement and Disagreement with each statement by circling a number from 1 to 5.**

The response scale is as below

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

Statements Category: Abusive Supervision By (Tepper's, 2000)	Scale
--	-------

- | | |
|---|-----------|
| 1. My Supervisor Ridicules me. | 1 2 3 4 5 |
| 2. He tells me my thoughts or feelings are stupid. | 1 2 3 4 5 |
| 3. He gives me the silent treatment. | 1 2 3 4 5 |
| 4. He puts me down in front of others. | 1 2 3 4 5 |
| 5. He invades my privacy. | 1 2 3 4 5 |
| 6. He reminds me of my past mistakes and failures. | 1 2 3 4 5 |
| 7. He doesn't give me credit for jobs requiring a lot of effort. | 1 2 3 4 5 |
| 8. He blames me to save himself/herself embarrassment. | 1 2 3 4 5 |
| 9. He breaks promises he/she makes. | 1 2 3 4 5 |
| 10. He expresses anger at me when he/she is mad for another reason. | 1 2 3 4 5 |
| 11. He makes negative comments about me to others. | 1 2 3 4 5 |

12. He is rude to me.

1	2	3	4	5
---	---	---	---	---

13. He does not allow me to interact with my coworkers.

1	2	3	4	5
---	---	---	---	---

14. He tells me I'm incompetent.

1	2	3	4	5
---	---	---	---	---

15. He lies to me.

1	2	3	4	5
---	---	---	---	---

APPENDIX 4



INTERNATIONAL ISLAMIC UNIVERSITY
 Faculty of Management Sciences
 Islamabad



P.O. Box: 1243, Telegram: ALJAMIA, Telex: 54068 IIU PK, Fax: 9257944, Tel: 9258020

***Please indicate the extent of your Agreement and Disagreement with each statement by circling a number from 1 to 5.**

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

Statements Category: Job Tension By (House & Rizzo's, 1972)	Scale
---	-------

1. My job tends to directly affect my health.

1	2	3	4	5
---	---	---	---	---

2. I work under a great deal of tensions.

1	2	3	4	5
---	---	---	---	---

3. I have felt fidgety or nervous as a result of my job.

1	2	3	4	5
---	---	---	---	---

4. If I had a different job, my health would probably improve.

1	2	3	4	5
---	---	---	---	---

5. Problems associated with my job have kept me awake at night.

1	2	3	4	5
---	---	---	---	---

6. I have felt nervous before attending meetings in the company.

1	2	3	4	5
---	---	---	---	---

7. I often "take my job home with me" in the sense that I think about it when doing other things.

1	2	3	4	5
---	---	---	---	---

APPENDIX 5



INTERNATIONAL ISLAMIC UNIVERSITY
 Faculty of Management Sciences
 Islamabad



P.O. Box: 1243, Telegram: ALJAMIA, Telex: 54068 IIU PK, Fax: 9257944, Tel: 9258020

***Please indicate the extent of your Agreement and Disagreement with each statement by circling a number from 1 to 5.**

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

Statements	Scale
Category: Emotional Exhaustion By (Maslach & Jackson's, 1981)	

- | | |
|--|--|
| 1. I feel emotionally drained from my work. | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 2. I feel used up at the end of the workday. | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 3. I feel fatigued when I get up in the morning and have to face another day on the job. | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 4. Working with people all is really strain for me. | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 5. I feel burned out from my work. | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 6. I feel frustrated from my job. | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 7. I feel I am working too hard on my job. | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 8. Working with people directly puts too much stress on me. | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| 9. I feel like I am at the end of my rope. | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |

APPENDIX 6



INTERNATIONAL ISLAMIC UNIVERSITY
 Faculty of Management Sciences
 Islamabad



P.O. Box: 1243, Telegram: ALJAMIA, Telex: 54068 IIU PK, Fax: 9257944, Tel: 9258020

*Please indicate the extent of your Agreement and Disagreement with each statement by circling a number from 1 to 5.

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

Statements Category: Turnover Intention By (Tepper et. al., 2009)	Scale
---	-------

1. I plan on leaving this organization very soon.

1	2	3	4	5
---	---	---	---	---

2. I expect to change jobs in the next few months.

1	2	3	4	5
---	---	---	---	---

3. I will look to change jobs very soon.

1	2	3	4	5
---	---	---	---	---

APPENDIX 7



INTERNATIONAL ISLAMIC UNIVERSITY
 Faculty of Management Sciences
 Islamabad



P.O. Box: 1243, Telegram: ALJAMIA, Telex: 54068 IIU PK, Fax: 9257944, Tel: 9258020

*Please indicate the extent of your Agreement and Disagreement with each statement by circling a number from 1 to 5.

1. Never behave this way 2. Occasionally behave this way 3. Neutral
 4. Behave this way 5. Often behave this way

Statements Category: Intimidation By (Bolino & Turnley's, 1999)	Scale
---	-------

- | | |
|--|-------------------|
| 1. Be intimidating with Supervisor when it will help you get your job done. | 1 2 3 4 5 |
| 2. Let others know that you can make things difficult for them if they push you too far. | 1 2 3 4 5 |
| 3. Deal forcefully with Supervisor when he hampers your ability to get your job done. | 1 2 3 4 5 |
| 4. Deal strongly or aggressively with Supervisor who interfere in your business. | 1 2 3 4 5 |
| 5. Use intimidation to get Supervisor to behave appropriately. | 1 2 3 4 5 |

APPENDIX 8



INTERNATIONAL ISLAMIC UNIVERSITY
Faculty of Management Sciences
Islamabad



P.O. Box: 1243, Telegram: ALJAMIA, Telex: 54068 IIU PK, Fax: 9257944, Tel: 9258020

***Please indicate the extent of your Agreement and Disagreement with each statement by circling a number from 1 to 5.**

1. Much Less 2. Less 3. Neutral 4. More 5. Much More

Recognition (Note: We are trying to know that how supervisor helps you in the following)

Statements Category: Recognition By (Wayne et. al., 2002)	Scale
---	-------

1. Visibility to upper management

1	2	3	4	5
---	---	---	---	---

2. Personal attention from management

1	2	3	4	5
---	---	---	---	---

3. Recognition from upper level management

1	2	3	4	5
---	---	---	---	---

APPENDIX 9

Pilot Study Report

By

Shahid Nawaz Khan

(December, 2009)

9.0 Introduction

The main aim of this pilot study was to make sure the general feasibility of the data collection method, and especially to evaluate and judge the validity and reliability of the research instruments including Abusive supervision, Job tension, Emotional exhaustion, Turnover intention, Intimidation and Recognition. The pilot test involved the administration of survey of instruments, which testify the reliability of the final questionnaires, to a convenience sample of respondents who were employed at various levels in Cellular firms.

From the Cellular firms including Mobilink, U-fone, Warid, Telenor, and Zong, a convenience sample of three cellular firms included Mobilink, U-fone, and Telenor was selected. The population of the pilot study consisted of fifty employees who were working mainly in office. The respondents selected for the pilot study were as similar as possible to the target respondents of the main study. They were approached at their workplace and were asked to fill out the questionnaires.

9.1 Results of the Pilot Study

The statistical reliability analysis of all the six instruments was done by employing Alpha Reliability Coefficient.

9.1.1 Abusive Supervision

Abusive Supervision Inventory Alpha Reliability Coefficient was computed. The result indicates the reliability coefficient for whole ASI 15 items is as $\alpha=.91$. This indicates that the tool is internally consistent.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.911	.910	15

9.1.2 Job Tension

Job Tension Inventory Alpha Reliability Coefficient was computed. The result indicates the reliability coefficient for whole JTI 07 items is as $\alpha=.69$. Despite its marginally low reliability, I used it for the whole data that further it might be improved as many other researchers have used low alpha coefficient. Brownell & Dunk (1991) had obtained $\alpha=.57$ of task difficulty scale. Mia (1987) used this scale with low alpha coefficient $\alpha=.55$ and further (Lau, Low & Eggleton, 1995) used it with very low alpha reliability coefficient $\alpha=.52$. (Thau, Bennett, Mitchell, & Marrs, 2009) has reported and used ($a = .68$) of organizational deviance scale.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.687	.693	7

9.1.3 Emotional Exhaustion

Emotional Exhaustion Inventory Alpha Reliability Coefficient was computed. The result indicates the reliability coefficient for whole EXI 09 items is as $\alpha=.85$. This reflects that the tool is internally consistent.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.851	.850	9

9.1.4 Turnover Intention

Turnover Intention Inventory Alpha Reliability Coefficient was computed. The result indicates the reliability coefficient for whole TII 03 items is as $\alpha=.71$. This reflects that the tool is internally consistent.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.707	.711	3

9.1.5 Intimidation

Intimidation Inventory Alpha Reliability Coefficient was computed. The result indicates the reliability coefficient for whole Intimid. Inventory 05 items is as $\alpha=.74$. This reflects that the tool is internally consistent.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.736	.740	5

9.1.6 Recognition

Recognition Inventory Alpha Reliability Coefficient was computed. The result indicates the reliability coefficient for whole Recog. Inventory 05 items is as $\alpha=.74$.

This reflects that the tool is internally consistent.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.734	.741	3

APPENDIX 10



INTERNATIONAL ISLAMIC UNIVERSITY
Faculty of Management Sciences
Islamabad



P.O. Box: 1243, Telegram: ALJAMIA, Telex: 54068 IIU PK, Fax: 9257944, Tel: 9258020

Dear Respondent,

I am MS (Management) student at **Faculty of Management Sciences, International Islamic University, Islamabad**. As a part of my study, I am conducting a research. Kindly fill this questionnaire. This is strictly for academic purpose. No information will be provided to any source. Your cooperation will be highly appreciated in this regard. Thank You.

Shahid Nawaz Khan.

E-mail:- 9790119@gmail.com

Age (Years): _____ Gender: Male / Female Marital Status: _____

Qualification: _____ Tenure with supervisor: _____

***Please indicate the extent of your Agreement and Disagreement with each statement by circling a number from 1 to 5.**

The response scale is as below

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

Statements	Scale
Category: Abusive Supervision By (Tepper's, 2000)	

1. My Supervisor Ridicules me.

1	2	3	4	5
---	---	---	---	---

2. He tells me my thoughts or feelings are stupid.

1	2	3	4	5
---	---	---	---	---

3. He gives me the silent treatment.

1	2	3	4	5
---	---	---	---	---

4. He puts me down in front of others.

1	2	3	4	5
---	---	---	---	---

5. He invades my privacy.

1	2	3	4	5
---	---	---	---	---

6. He reminds me of my past mistakes and failures. 1 2 3 4 5
7. He doesn't give me credit for jobs requiring a lot of effort. 1 2 3 4 5
8. He blames me to save himself/herself embarrassment. 1 2 3 4 5
9. He breaks promises he/she makes. 1 2 3 4 5
10. He expresses anger at me when he/she is mad for another reason. 1 2 3 4 5
11. He makes negative comments about me to others. 1 2 3 4 5
12. He is rude to me. 1 2 3 4 5
13. He does not allow me to interact with my coworkers. 1 2 3 4 5
14. He tells me I'm incompetent. 1 2 3 4 5
15. He lies to me. 1 2 3 4 5

The response scale is as below

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

Statements Category: Job Tension By (House & Rizzo's, 1972)	Scale
---	-------

1. My job tends to directly affect my health. 1 2 3 4 5
2. I work under a great deal of tensions. 1 2 3 4 5
3. I have felt fidgety or nervous as a result of my job. 1 2 3 4 5
4. If I had a different job, my health would probably improve. 1 2 3 4 5
5. Problems associated with my job have kept me awake at night. 1 2 3 4 5
6. I have felt nervous before attending meetings in the company. 1 2 3 4 5
7. I often "take my job home with me" in the sense that I think about it when doing other things. 1 2 3 4 5

The response scale is as below

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

Statements Category: Emotional Exhaustion By (Maslach & Jackson's, 1981)	Scale
--	-------

- | | |
|--|-----------|
| 1. I feel emotionally drained from my work. | 1 2 3 4 5 |
| 2. I feel used up at the end of the workday. | 1 2 3 4 5 |
| 3. I feel fatigued when I get up in the morning and have to face another day on the job. | 1 2 3 4 5 |
| 4. Working with people all is really strain for me. | 1 2 3 4 5 |
| 5. I feel burned out from my work. | 1 2 3 4 5 |
| 6. I feel frustrated from my job. | 1 2 3 4 5 |
| 7. I feel I am working too hard on my job. | 1 2 3 4 5 |
| 8. Working with people directly puts too much stress on me. | 1 2 3 4 5 |
| 9. I feel like I am at the end of my rope. | 1 2 3 4 5 |

The response scale is as below

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

Statements Category: Turnover Intention By (Tepper et. al., 2009)	Scale
---	-------

- | | |
|--|-----------|
| 1. I plan on leaving this organization very soon. | 1 2 3 4 5 |
| 2. I expect to change jobs in the next few months. | 1 2 3 4 5 |
| 3. I will look to change jobs very soon. | 1 2 3 4 5 |

The response scale is as below

1. Never behave this way 2. Occasionally behave this way 3. Neutral
4. Behave this way 5. Often behave this way

Statements	Scale
Category: Intimidation By (Bolino & Turnley's, 1999)	

1. Be intimidating with Supervisor when it will help you get your job done. 1 2 3 4 5
2. Let others know that you can make things difficult for them if they push you too far. 1 2 3 4 5
3. Deal forcefully with Supervisor when he hampers your ability to get your job done. 1 2 3 4 5
4. Deal strongly or aggressively with Supervisor who interfere in your business. 1 2 3 4 5
5. Use intimidation to get Supervisor to behave appropriately. 1 2 3 4 5

The response scale is as below

1. Much Less 2. Less 3. Neutral 4. More 5. Much More

Recognition (Note: We are trying to know that how supervisor helps you in the following)

Statements	Scale
Category: Recognition By (Wayne et. al., 2002)	

1. Visibility to upper management 1 2 3 4 5
2. Personal attention from management 1 2 3 4 5
3. Recognition from upper level management 1 2 3 4 5

