

**The Impact of Abusive Supervision on Employee Silence:  
Mediating Role of Avoidance Orientation and Moderating Role of  
Leader Member Exchange**

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April, 2017**

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A research thesis submitted to the Department of Management Sciences,  
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the requirement for the degree of  
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**Department of Management Sciences  
Capital University of Science & Technology  
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**C.U.S.T.**

**CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY  
ISLAMABAD**

**CERTIFICATE OF APPROVAL**

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## **CERTIFICATE**

This is to certify that Ms. Aqsa Jalil has incorporated all observations, suggestions and comments made by the external evaluators as well as internal examiners and thesis supervisor. The title of this thesis is: **The Impact of Abusive Supervision on Employee Silence: Mediating Role of Avoidance Orientation and Moderating Role of Leader Member Exchange**

Forwarded for necessary action.

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Dr. S.M.M. Raza Naqvi  
(Thesis Supervisor)

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## **Abstract**

This study specifically aims at determining the association between abusive supervision and employee silence by investigating the intervening role of avoidance orientation and buffering role of leader-member exchange. The survey was completed by self-administered questionnaires and data was gathered from employees working in different private sector organizations of Pakistan. Preacher and Hayes (2013) process method was used for mediation and moderation analysis. Results indicate that abusive supervision is positively and significantly influences employees' silence. In addition, avoidance orientation mediates the relationship between abusive supervision and employees' silence. Whereas LMX buffers the impact of abusive supervision on avoidance orientation in a way that rise in LMX weakens the relationship of abusive supervision with avoidance orientation. The implications of these findings are also discussed.

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# CHAPTER 1

## INTRODUCTION

### 1.1 Background

Working conditions and job description have changed a lot in these days. In private sector majority of the employees are affected by abusive supervision, this usually leads to avoidance orientation and it has impact on employee silence as well. Leader member exchange is the aggregate details of mind which segregate the individual of one group of individuals from other group of individuals. So in Pakistan where there is a different quality of leader member exchange, it is supposed to be moderate the relationship between abusive supervision and avoidance orientation.

In the past few decades of progression in academic and public interest in the ultimate response of supervision within their organization (Tepper, 2007; Whitman, Halbesleben & Holmes, 2014) such advancement have been placed because the supervisors have not only a great impact over the performance of their subordinates but also shapes subordinates working experiences by utilizing different method such as allocating of task, distribution of resources and the way in which they deal with their interpersonal relations. A similar job can be altogether different relying upon the style of management that directed by supervisor to their employee. Empirical research has investigated the expensive impacts of supervisor mistreatment in the working environment (Hershcovis & Barling, 2010). In particular, abusive supervision has been negatively identified with employee physical comfort and to be more destructive to their attitudinal and behavioral consequences, for example, job dissatisfaction and counterproductive working behavior. Additionally the most damaging outcome of abusive supervisions, is often lack of control of supervisor to their subordinates (Hutchinson, 2015). Thus, it is more important to completely understand the maximum

respond of employee to an abusive supervisor, also that finds negative different consequences of abusive supervision that may give us authentic opportunity to improve employees' performance.

Abusive supervision has been characterized as the degree of subordinate's perception in which his or her supervisor reliably takes part to managed non-physical abuse (Tepper, 2000). According to above definition, it is redundant that behaviors are specifically planned by the supervisor to bring about abuse; it is just only subordinate perception about abusive behaviour (Tepper, 2007). This complex flow of power which prevail within an organization that makes trouble for subordinates to react on the experiences of supervisor abuse without any direct or costly punishment; all things considered, subordinates still take part in retaliatory attitude and behavior (Aquino, Tripp & Bies, 2006;Tepper, Carr, Breaux, Geider, Hu & Hua, 2009).

Conceptualizing the conservation of resource (COR) theory of stress abused subordinates may demonstrate various passive behaviors by distancing themselves from the sources of stress (Tepper, 2007).because abusive supervision also have impact on many important employment decisions like bounces and promotions (Rynes, Gerhart & Parks, 2005).the victim of abusive supervision has tend to decreases a positive behavior in workplace and also adopts regulative tactics to maintain a relationships with their supervisors(Tepper, Lockhart & Carr, 2007). Furthermore, another logical response of employee toward abusive supervision is employee silence (Xu, Loi, & Lam, 2015).employee silence is a concept which refers a intentionally withholding critical information, ideas and options related to their job and organizations (Brinsfield, Edwards & Greenberg, 2009). Research suggests that this reluctance to speaks about organizational issues may be caused by leaders which manages voice process within an organization (Donaghey, Cullinane, Dundon & Wilkinson, 2011).

But the existing literature on this relationship between employee silence and abusive supervision remain limited (Lian, Ferris, Morrison & Brown, 2014). However, it is important to look beyond the effects of abusive supervision within the organization, such as previous studies does not explain the significant negative effect of abusive supervision which can be intensified with different mediating variables (Tepper, Duffy & Shaw, 2001; Tepper et al., 2000). Thus, this research contributes to the abusive supervision literature by proposing avoidance orientation, “avoidance orientation refers a such behavior when individual do not wants to coordinates their ability with respect to their efforts that’s why they do not struggle to improve their skills. Instead, they avoid the subject” (Rubin, Watt, & Ramelli, 2012). as a core mediating mechanism. We suggest that employee silence is a one of safe response for individuals to conserve their remaining resources which caused by avoidance orientation rooted from abusive supervision.

Avoidance orientation is used as a mediator in this study to find out its impact on abusive supervision and employee silence in the private sector organizations of Pakistan. Avoidance orientation replicate a broad importance in the relationship of employment it captures direct and indirect obligations and norms of employee behaviours in their workplace (House, Rousseau & Thomashunt, 1995). The previous studies have shown that avoidance orientation and violation are may occurred at same time with serious important implication of employee and their organization (Robinson & Morrison, 2000). Gakovic and Tetrick (2003) found that avoidance orientation may be source of employee emotional exhaustion that report in organization prior to being hired. Subordinates were significantly and more likely to adopt avoidance orientated behaviour due to revoke their abusive supervisor (Lester, Turnley, Bloodgood & Bolino, 2002). Specifically, subordinates response are more negative with respect of avoidance behaviour that may affects extrinsic outcomes

and tangible rewards such as pay or benefits. Conversely, the benevolent employee reacts more negatively when promises of autonomy and control made by organization are broken.

Among the other consequence of abusive supervision, it is important to pay attention to the leader and subordinates relations because according to the one aspect of abusive supervision definition that the abusive leadership depends on subordinates perceptions, which means quality of this relation may varies with subordinates' well-being as well as their behavioral interaction with each other (Dulebohn, Bommer, Liden, Brouer, & Ferris 2012;Tepper, Duffy & Breaux-Soignet, 2012). Abusive supervisor demonstrates specific type of harmful behavior which may be occurs at any time during face to face interactions with their subordinates (Tepper & Henle, 2011). Furthermore, quality of relation between supervisor and subordinates is essential for cooperation. but very few literature are concern with leader-member exchanges with bed supervision (Tsai, Yen, Huang & Huang, 2007). This is serious omission in literature.

The present study focused on the moderator role of leader-member exchanges between abusive supervision and avoidance orientation. Because abusive supervision with a higher quality of LMX relationship can be more threatening to subordinates resources which have value, makes a heightened impact on employee's avoidances orientated behavior and also their silence behavior. Thus, explore the leader-member exchange relationship. Abusive supervision culminate an employee avoidance orientation within and outside in organization (Aryee, Chen, Sun & Debrah, 2007; Herriot & Stickland, 1996). The potential contribution of this study is to uncover the impact of abusive supervision on employee silence in their workplace and to develop an integrated frame work to investigate the quality of relationship between abusive supervision and employee silences in the privates sector of an underdeveloped country like Pakistan.



## **1.2 Research Gap**

It is important to look beyond the effects of abusive supervision within the organization, But the existing literature on this relationship between employee silence and abusive supervision remain limited (Lian, Ferris, Morrison & Brown, 2014).

Previous studies does not explain the significant negative effect of abusive supervision which can be intensified with different mediating variables (Tepper, Duffy & Shaw, 2001; Tepper et al., 2000).this research contributes to the abusive supervision literature by proposing avoidance orientation, As a core mediating mechanism, employee silence is a one of safe response for individuals to conserve their remaining resources which caused by avoidance orientation rooted from abusive. More overIt is important to pay attention to the leader and subordinates relations because abusive supervision with a higher quality of LMX relationship can be more threatening to subordinates resources which have value, makes a heightened impact on employee's avoidances orientated behaviour and also their silence behaviour..

## **1.3 Problem Statement**

Abusive supervision has been recognized a serious issue for the employees of private sector organizations. Therefore the tense situations of the place of work due to hostile behaviour lead towards negative consequences like avoidance orientation, emotional exhaustion, and turnover intentions and so on. Abusive supervision is an increase intentionally in many organizations and among their employees performance, if this issue are explore in broad spectrum it can be found that employees in the private sector organizations experience abusive supervision as a severe issue which leads to avoidance behaviour, stress, absence of employees from work.

The private sector employee approximately 19.9% of total employment ratio (survey of Pakistan statics Brue in 2013) people in Pakistan also has the planned to raise still further

reviews have demonstrated that individuals working in private sector experience abusive supervision which leads to employee avoidance orientation. This could result in the reduce efficiency, poor level of motivational morale, increases anxiety; decreases staff level morale in team, unethical behaviour and so on. Abusive supervision is the common cause of different problem among the different professions in Pakistan. So it is important to study impact of abusive supervision on employee silences with mediating role of avoidance orientation and moderating role of leader member exchange in the private sector organizations of Pakistan.

#### **1.4 Research Questions**

Based on the above stated research gap and problem statement, the present study plans to find the answers of under mentioned questions:

*Q 1:* Does the abusive supervision is associated with employee silence?

*Q 2:* Does avoidance orientation mediates the relationship between abusive supervision and employee silence?

*Q 3:* Does LMX moderates the relationship between abusive supervision and avoidance orientation?

#### **1.5 Research Objectives**

The foremost goal of this dissertation is to empirically test the proposed theoretical model. The proposed relationship among the study variables i.e. independent, mediating, moderating and dependent is shown in the research model.

The study specifically aims to consider the following objectives:

- i. To examine the association of abusive supervision with employee silence.
- ii. To examine the association of abusive supervision with avoidance orientation.
- iii. To examine the association of avoidance orientation with employee silence.
- iv. To explore the mediating role of avoidance orientation between abusive supervision and employee silence.

- v. To identify the role of LMX as moderator between abusive supervision avoidance orientation.

## **1.6 Significance of the Study**

The study is comparatively and conceivably novel in the Pakistani setting and especially in private sector since it has a tendency to create and test an integrated model. This research study holds the purpose for identifying the effect of abusive supervision on employee silence in private sector associations. The mediating role of avoidance orientation between abusive supervision and employee silence and also the moderating role of LMX adds significance and gives new dimension to the existing literature theoretically and practically. This study will help the policy makers, managers of the private sector organizations to make such policies that will help to reduce the abusing behaviour of supervisor from the organizations.

Every country has different culture from other countries where people react differently in different situations. In Pakistan culture where employees are emotionally attached with their supervisor and their sensitivity is different from others on time to time and they are also strongly influenced by the organization and every employee perceived support differently. Their influence level is also different in different situations. As comparatively less work is done on this relationship especially in contextual literature because most work is done in western culture. So this study also fulfils the existing gap in the literature.

## **1.7 Supporting Theories**

### **1.7.1. Conservation of resources (COR) theory**

This theory helps to clarify comprehensive procedure by explaining occurrence process of stress and its response according to the individual to individual. The main concept of this theory is that “individuals puts an effort to retain, protect, and build resources” (Hobfoll, 1989, p. 516) for example social support as well as personal support. All those

resources have value which has instrumental value as well symbolic values. As a nature of Human beings, they create a situation of surpluses their resources and avoid situations of their loss of their resources. Since when individual does not confront undermined by stressors then they are inspired to secure, keep up and contribute the resource to accomplish their work demand, and collect surplus resource for their future strain (Hobfoll, 2001). Notwithstanding, when debilitated with stressors, peoples may put their full push to monitor their resource and shield themselves from further resource misfortune (Hobfoll, 2001, 2011). According to Tepper, (2000) most of time employees remain a silent by using avoidance behavior for managing their stress which comes from abusive supervisor and retain their useful recourse.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Employee Silence

The approach of employee silence is comparatively new concept. Regardless, in the early stage of voice literature its resonance can be found with the concern of voice with the view classic Exit-Voice-Loyalty model. Hirschman (1970) tried to show those routes clinched by customer to break their silence and trying change offensive condition of undertaking through possibly voice as a retreat. Where any assumptions are not used, subordinates could use silence as “suffer in silence, confident that things will soon get better” (Hirschman, 1970, p. 38). Additionally, when the EVL framework was adjusted with respect of supervisor and subordinates relationships, it was suggested that subordinates dissatisfaction could transform disregardful behavior, permitting the association with atrophy, Similarly as estranged individual withdrew starting with submitted authoritative support to focus on silence which is used as alimentative postures (Rusbult, Zembrodt & Gunn, 1982; Wang & Hsieh, 2013; Naus, Van Iterson & Roe, 2007). Subordinates exertions to break silence might regularly achieve further decline a association with their supervisor. Feuille and Delaney (1992) also explain that subordinates selection to break a silence had a tendency to languish unfriendly results over doing. Furthermore, ratio of turnover is more when it compare with those employee who remain silent. Furthermore, to remain a silent is the best option for employee because employee often confronts a danger of reputation to select of voice behavior and frequently much of the time enduring authorization or striking back( Keeley & Graham, 1991; Nord & Jermier, 1994).

Within a few recent years, employee silence also gaining more analytical consideration due to its own privileges. Principally, this literature has been help to find out why subordinates select decisions to remain silence about any matters which are related to employee in organization and what sorts of issues individual are probably going to face for remain silence. For more generalization of specific meaning of employee silence, silence has deliberately kept down particular information by employee within an organization instead of having nothing to say or unintentional inability to convey important information in the organization. (Tangirala & Ramanujam, 2008). So, it is decided by employee to which communication choices that may individual should adopt about concerns of important issues.

The approach of employee silence are more concentrate on those ideas and thought, suggestions and information that are deliberately withholds by employee with respect to improvement in workplace (Dyne, Ang & Botero, 2003). Indeed, researcher suggest that employee silence are more dangerous where organization are need continuous improvement and environment of work is more dynamics (Van Dyne & Lepine 1998) Rolling back employee silence in view of organizational objective: its presence keeps prevent administration and top management from receiving important information about organizational issues that may consider useful for improvement and changes or avoids problem before the impacts turn out to be truly harming. While to a great extent considering employee silence as something of a uninhibitedly embraced decision, management researchers recognized that it can also be affected by top management within organization.

Morrison and Milliken (2000) explain different ways for clarify systematic silence in numerous working environments for example organization motivates different sorts of standards that set it in different process to remain employee silence in workplace because top management are more focus to use on the part of abusive supervisor . Furthermore, supportive environment of silence between employees and their supervisor are likely where

talking up about issues and ideas is seen to be worthless or more risky (Pinder & Harlos 2001). These recognitions of silence radiate from top management to demoralizes correspondence from underneath so that where the top management are narrow minded thus, employee are opposed to voicing their worries and concerns. (Dutton, Ashford, O'Neill & Lawrence, 2001). Employee perception that deals silence which is product of top management whose resists their employee on getting adverse feedback about either it personally or strategically directly connected with them (Ashford, Rothbard, Piderit & Dutton, 1998; Milliken, Morrison & Hewlin, 2003). Moreover, another study, Milliken et al. (2003) refer that silence behavior are increase among employee because they discernment that their voice falls considers as on 'deaf ears' ( Pideri & Ashford, 2003). So that when management support are increase for making voice environment then employee feel good and agreeable over raising issues which has indicated there are significance relationship between employee silence behavior and top management (Edmondson, 2003).

Employee silence is exist in workplace because subordinates don't want to share their creative ideas, objections and issues about organizational problems caused by personal and interpersonal intentions, from the individuals who are at definitive positions. ( Kish-Gephart, Detert, Treviño & Edmondson 2009; Tangirala &Ramanujam 2008). In order to recognize the clear concept of employee silence behavior, it is important to understand what intentions are at workplace which resists individuals from raising their voice about organizational issues. Management researcher recommends that these might include, for instance, self-questions, relationship orientation, negative outcomes and aberrance is name of some examples (Brinsfield, 2013). Each of these intentions are subjective to the employee and might be found on either the personality of the individual or relationship quality with other employee and the authoritative setting in which the individual is working. Some employees might choose a silent behavior regardless of possibly having something to express, with the

accessibility of voice channels (Harlos, 2010). There is a need, therefore to understand more about why employee may remain a silent and might not have any desire to accepts their voice opportunities even when they may have something significant to state (Detert & Edmondson, 2011; Greenberg & Edwards, 2009). Some advance progress is addressing to this approach has been made in the developing employee silence literature.

When employee feel a problem at their workplace, they must make a one of following two decision, a)stay silent b)to talk up about that issue to somebody who might have power for appropriates action and may have power to address the circumstance. Most of time organization suffers with serious damages when employee fails to communicates important issues about their concerns. Silence is happens when individual neglect to talk up about concerns, important information about issues, proposals for development and different perspectives (Morrison et al., 2000). But, still there have been only an unobtrusive group of studies focused especially regarding the matter of why subordinates at a some point of time decide to remain silence about conceivably basic issues. The important key of this study is that silence is originates from specific type of fear and speculations which comes from the threats of talking up (Detert et al., 2011;Milliken et al., 2003). More specifically, when employee silence is investigates with other variables it could be found that highly committed employee face strongly procedural justices, they were more averse to report having to occupied with silence (Tangirala et al., 2008). Although these reviews of employee silence exists in an extensive collection of research on employee performance with voice and silence behavior (Detert & Burris, 2007; Morrison, 2011; LePine & Van Dyne, 1998).

The literature of silence stresses two primary key of judgments that focuses on the choice of subordinates to remain silent at workplace: the conviction that voicing won't be viable and the conviction that silence is protected—that one will endure negative results. Different factors that foresee the recurrence with which subordinates show silent behavior.



These may include, for example, employee performance related attitudes, work disappointment, leader–member exchange (Klaas, Olson-Buchanan & Ward, 2012; Morrison, 2011, Morrison, See & Pan, 2015). As mention above, it is conceptualize that voice and silence are inverse decisions. If subordinates has new idea or knows any solution about an issue, they can either talk up (voice) or on other side, they can withhold that idea or information (silence), with more voice by and large suggesting less silence

Considerable research has been under taken in the area of employee silence during the last 20-30 years. Some authors clamming that silence is important enough to be considered with in organizational norms (Campbell, & Göritz, 2014). Employee silence is stigmatized as an undesirable and negative part in the organizational lifecycle within the functional approaches and social constructionist approach of sense- making have argued that employee silence can create climate of organizational silence. Indeed, this form of silence can impede organizational-decision-making and improvement process difficulties of unlearning existing knowledge and practices within the organization (Morrison, 2011).

## **2.2 Abusive Supervision**

With passage of time, management researchers are giving handful consideration to "destructive behaviour" in organization (e.g., Griffin & Lopez, 2005; Griffin & O' Leary-Kelly, 2004). A few explanations behind their attention involves both the rising recurrence of these bad experiences being shown in the working environment in organization (Griffin et al., 2005). More specifically, ruinous practices and hostile behaviour of supervisor results extensively negative impacts. (Duffy, Ganster & Pagon, 2002; Hadikin & O'Driscoll, 2000; Tepper, 2000). This examination stream started while investigation of lower-level employees performance on workplace. (Tepper, Duffy, Henle, & Lambert, 2006), After that research in abusive supervision (Tepper, Duffy & Shaw, 2001; Zellars, Tepper & Duffy, 2002), are more

focus on specific type of negative leadership style refocused interests towards the hostile behaviour of employee in organization's management at the top level.

The present empirical research clearly reflects the negative effect of abusive supervision in organizational end results and goals, for example bring down commitments and responsibility levels (Duffy et al., 2002; Tepper, 2000), by expanding more the levels of work-family and family-work conflict (Tepper, 2000), and increases the issues of stress (Duffy et al., 2002; Tepper, 2000). However, another essential outcome which has been investigated during while concerning abusive supervision is actually employee with respect to his job performance. Even when management and individual job performance are factors of focal significance to organization, researchers have noticed the need to analyse the relationship (Hadikin et al., 2000; Tepper, 2000). Because of employee job performance appraisals is assume to use in important decisions employee related matters like promotions, raises, Furthermore bonuses (Rynes, Giluk & Brown, 2007), increased the vitality of exploring the effect of abusive supervision for job performance appraisals.

The role of particular emotions and contextual factors play in abusive supervision has been underemphasized relative to supervisor characteristics. At the heart of AET (Weiss & Cropanzano, 1996). There is the possibility that specific emotions are going to probably evoke certain responses of behaviour. Subsequently, it is assume that, as a negative emotions reaction, disappointment and frustration are probably going to add expansion of destructive behaviour in the organizational environment. At this point when employees are disappointed and frustrated, they might be frequently motivated to dispose these upsetting emotions to captivating in hostility or counterproductive working environmental behaviour (Fox, Spector & Miles, 2001; Aad et al., 2010; Yang & Diefendorff, 2009). Indeed, this disappointment and frustration can be identified with various such practices including more adverse workplace behaviour and abuse to their workers. (Harvey & Harris, 2010; Spector, 1997).

Moreover, it is also reflection of research that negative emotions are directly and positively identified with working environment hostility. Such as, Mawritz, Folger, and Latham (2014) have shown the anxiety and anger might have a significant effect on abusive supervision behaviour. Thusly, we expect that negative feeling will be directly connected with impression of abusive supervision. In particular, Dollard and their other colleagues take note of that the aggressive behaviour presupposes the presence of frustrated behaviour and that the presence of frustration dependably prompts to some type of hostility (Berkowitz, 1989). Hence, frustration can be relied upon to be a driving component of abusive supervision in the working environment. Notably, once frustration occurs, managers are more powerless to taking part in abusive supervision as a method for managing such negative feeling thus, are more inclined to behave in a way that their individual perceived and report as abuse.

Management researcher has emphasised on different role of broader workplace environmental factors that has been sufficient effects on abusive supervision (Ayree et al., 2007; Garcia, Restubog, Kiewitz, Scott & Tang, 2014; Tepper., 2006). During, past few years, employee attitudes and behaviour have going to develop due to increases attention on psychological climate in organization, as empirical research have perceived the significance of organizational context in forming employee behaviour and dispositions in working environment (Kopelman, Brief & Guzzo, 1990; Kuenzi & Schminke, 2009). Some recent researcher have analysed the impact of abusive supervision climate on collective efficacy, for example group level cooperation (Priesemuth, Schminke, Ambrose, & Folger, 2014). In addition, at individual level, aspect of climates and abusive supervision also associates with each other in organization. Various researchers have speculated about the important role of organizational context on the frequency of abusive supervision may play in the recurrence of abusive supervision and forceful conduct (Bowling & Beehr, 2006; Salin & Hoel, 2011; Tepper, 2007). For instance, sometime organizational hierarchy may promote such abusive

supervision climate, they also frequently rewarded and with a passage of time this destructive behaviour become a part of organizational culture (Aquino & Lamertz, 2004; Brodsky, 1976; Einarsen, 1999; Langan-Fox & Sankey, 2007 ). Administration and management of organization may endure impolite and abusive behaviour; neglect to set up clear arrangements and standard for adequate behaviour.

In a recent study of management researcher also suggest that supervisors who saw more grounded standards toward aggressive and hostile behaviour in their organization were seen more abusive to their subordinate's employee, with the of support organizational culture to demonstrate abusive behaviour(Restubog, Scott & Zagencyk, 2011). Workplace victimization also associate importance of organizational context and supervisor aggressive behaviour. Cooper-Thomas, Gardner, O'Driscoll, Catley, Bentley & Trenberth, (2013). found that anti-bullying activities in workplace prompted to less bullying behaviour, Giorgi (2010) reported a negative relationship between overall working environment conditions and occurrence ratio of bullying behaviour. In this way, we anticipated that a psychological climate that was seen to be abuse intolerant within an organization.

Beside direct effects of abusive supervision, abuse can also be impact on employee response. Such as abusive supervision has been negatively associated with employee job satisfaction (Kessler, Spector, Chang, & Parr, 2008; Palanski, Avey, & Jiraporn, 2014; Tepper, 2000). It is not unexpected that negative treatment from one's leader can prompt to job dissatisfaction, particularly given the effect of that abusive supervisor exert negative impact to an individual day to day working behaviour. Furthermore one of basic reason to leave the organization have additionally been connected to abusive supervision (Harvey, Stoner, Hochwarter, & Kacmar, 2007; Palanski et al., 2014; Tepper, 2000). Employee Turnover intention are not only a critical result of supervisors destructive behaviour but also

that manager abuse to their subordinates consider most essential indicators of employee withdrawal (Griffeth, Hom, & Gaertner, 2000; Holtom, Mitchell, Lee, & Eberly, 2008).

The first review to analyse employee performance as a behavioural antecedent and consequences with respect of abusive supervision was directed by Tepper, Moss, et al. (2011) Supervisors feels low utility from those employee who show poor performance so that, they are classified in underserving fair treatment and more possibly to be abused such subordinates (Tepper et al., 2011). Since manager feels that employee with poor performance don't justify with fair treatment and as punishment they shows an abusive behaviour to their employees.. Most of time supervisor target poor performers due to they will perceive as weak employee (Olweus, 1978; Opatow, 1990). In short, supervisor can't see any utility of their poor performer within organization, which suggests that supervisor intentionally use abusive supervision as strategic aspect (Ferris, Zinko, Brouer, Buckley & Harvey, 2007; Walter et al., 2015). These findings also supports that as long as employees perform well, supervisor should be protected them from abusive supervision in organization.

Few recent studies have recommended that abusive supervision can also be used as instrument for achieving strategic premeditation and objective (Krasikova, Green & LeBreton, 2013). Tepper, Duffy, et al. (2011) have proposed three objective behind the motivation of abusive supervision, (a) drive consistence of the individuals who damage standards, (b) control impressions to strengthen their image as a figure of power and status, and (c) re-establish justices by rebuffing subordinates who are seen to have brought on material or symbolic mistreat to their supervisor (Tedeschi & Felsons, 1994). Thus, in short supervisors who want to establish their dominant position and also manage organizational norms may strategically victimize high-performing subordinates in order to reinforce the pecking order and achieve organizational goals.

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

As COR theory proposes that assets misfortune is significantly more than assets pick up (Hobfoll, 2011). Drained individuals are exceedingly empowered to guard their limited sources or take mind not to use alternate resources likewise or additionally profoundly (Hobfoll, 1989, 2001). Emotionally depleted individuals thus "regularly resort as indicated by rationing their different resources by utilizing diminishing their assurance, bringing down their commitment as indicated by the business and decreasing their general performance efforts (Wright & Hobfoll, 2004). Also that subordinates select after attempt avoidance behavior then latent conduct in understanding to take out the mental distress related with the stressors. In this research study, we assume that silence in imitation of stay a passive but yet imperative answer because of abused subordinates tries to preserve their other useful resource. Silence holds employees' intention regarding dynamic necessary information and issues in relation to problems at workplace. It is not about non-communication; rather, it is a deliberate employees' choice of not reporting issues, withholding recommendations and remains silent in workplace (Pinder et al., 2001; Tangirala et al., 2008). In this way, research in this domain recommend that silence as like a detached counterproductive work conduct which is most likely harming to organizations (Bolton, Grawitch, Harvey, & Barber, 2012) ). As to COR perspective, talking on in essence is regularly separately costly and furthermore perilous (Bolino & Turnley, 2005). It also requires more exertion, time, and quality because of the reality individual need to clean their thoughts, be waiting because of an appropriate time then afterwards articulate within an suitable behaviour (Detert et al., 2011; Ng & Feldman, 2012). Those person who advise the threat viewing its reality set apart as like malcontents or inconvenience creators, then they may, to be specific thus, decrease attractive individual and expert assets with circumstances (Milliken et al., 2003; Detert & Treviño, 2010). In particular, communicating issues related with basic employment issues can likewise challenge the present state of affairs and the expert, whose esteem might be more prominent

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

Exploring the Tepper's (2007) studies that the effect of abusive supervision is directed by characteristics of their employees and workplace, we recognize that most of subordinates under the abusive supervision particularly is influence by assertiveness to remain silent due to fear of recourse loss (Xu, Van Hoof, Serrano, Fernandez, & Ullauri, 2017). Moreover, we acknowledge that low-assertive employees who encounter more fear as a consequence of abusive supervision will not participate in organizational improvement issues and remain silence due to the high social and instrumental cast connected with attesting themselves.

Given the negative impact regarding abusive supervision, the present study is particularly involved in silence; an adverse condition of voice such as “is failure to voice” (Morrison 2011, p. 380). Silence is damaging to organizations, as it may restrict organizational learning, confusion correction, or danger prevention (Morrison, 2014).

Furthermore, social exchange theory (Cropanzano & Mitchell, 2005) proposes that subordinates' behaviour and attitude are dependent upon the activities and behaviour of their supervisor, then both of parties are required to maintain certain rules and guidelines of exchange (Cropanzano et al., 2005).). At the point when employee receiving suitable treatment, they will be more motivated to take part in progressing activities that are helpful for managers and their organization. But, when negative standards of exchange are activated though supervisor with hostile treatment, subordinate concentrate on the return of injuries (Goulder, 1960). In the working environment, the power-reliance and power-asymmetry between a manager and subordinate can possibly impact on each other victim of actions (Emerson, 1962, 1976) Because the negative consequences holds employees optional

behaviour, lowering silence cost less and is more secure than facing supervisor straightforwardly

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

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

## **2.4 Avoidance Orientation**

Avoidance orientation is conceptualized as the avoidance of negative judgments about one's competence with anxiety-based sensitivity and also tend to be completely negligent the needs of organization (Seo, 2009). Elliot and Thrash (2002) referred an avoidance orientation is a degree in which individual disengage themselves from challenging stimuli. In other words "People individual avoidance doesn't see a relationship amongst exertion and capacity with the goal that they don't advance the fundamental push to enhance their aptitudes. Instead, they disparage or avoid the subject" (Rubin et al., 2012).

Avoidance orientation are mainly relates with as distinct and imperial mental motivational process within individual (Carver, Sutton, & Scheier, 2000).and its builds



unfavourable outcomes or produce negative end results (Elliot et al., 2002). Moreover, the goals of avoidance orientation are related with those result which describe by the direct occurrence of punishing outcomes and threats for examples rejection of ideas with punishment. Avoidance behaviour are not only have negative effects on organizational goals but also predict social outcomes(Gable, 2006).such as decreased employment satisfaction, extra emotions regarding loneliness, or increased relationship insecurity (Gable & Berkman, 2008; Gable & Poore, 2008). While its also predict a greater chance separation of employee with their organization (Impett, Peplau, & Gable, 2005).so that, it becomes more important to understand how and why employee adopts avoidance behaviour which affect an employment relationship that leave frustrated and disenchanted.

As researcher suggests that avoidance orientation impacts on employee cognitive thinking which directly effects their memory of interpretation that produce ambiguous facts and figures; this intensify facts are only concentrate on negative results of any event, which is develops in avoidance regulation, is in turn “likely to elicit threat appraisals, self-protection and anxiety, as the employee is incessantly reminded of negative consequence and also their possibilities” (Elliot & Sheldon, 1998, p. 1283). Meanwhile higher avoidance orientation behaviour may produce stronger negative information in subordinate’s memory (Strachman & Gable, 2006). And employee with greater avoidance orientation measure considerations of security more intensely with their employment (Gable et al., 2008). Furthermore, different events and process have been recognizes as the association of avoidance behaviour with its social effects and outcomes (Gable, 2006; Gable, Reis, & Elliot, 2000).

In avoidance orientation behaviour employee, are more guided though reactive procedures, when negative social event occurs they react more strongly and also response with negative emotional behaviour (Elliot, 2006; Gable, 2006;). because avoidance behaviour directly related with the quality regarding of social events. Even on the assumptions of

reactive effect of avoidance orientation the quality of relationships between individuals in general, behavioural reaction pattern in avoidance-oriented individuals is higher than the other approaches, same as previous researchers are focuses on cognitions and affective states of mind than on observable interpersonal behaviours of employee (Gable et al., 2000).

In the domain of mass media, Avoidance orientation is link with sensitivity of negative stimuli, and individual might be affected with threatening event or information (Mann, Sherman & Updegraff, 2004).). As most recent studies support that individual under the strong influence of avoidance orientation might be more persuasive with mass media (Gerend & Shepherd, 2007; Sherman, Mann & Updegraff, 2006). With the view of Elliot and Thrash (2002), we conceptualize that avoidance orientation is maintain a strategically distance from negative stimuli. Conversely, different social motive which deals with the avoidance orientation anticipates anxiety and stress in social relationships. In particularly, negative social events have been greater impact on such relation. Thus, an avoidance orientation is not favourable for in relationship development. Gable (2006) proposed different method of avoidance social motives by which it effect on social interactions and relations. In this contrast, individuals with higher avoidance social motive respond more adversely to negative parts of their relationships, and this response is thought to detrimentally affect their social relations. Matschke and Sassenberg (2010) also relates Gable's (2006) avoidance behaviour with studies of immigration and shown that avoidance social motives predict social integration (Elliot et al., 2006; Gable, 2006) also that it anticipates immigrants' attitudes and behaviour towards social integration (Matschke et al., 2010).

As avoidance motivation represent a tendency to avoid stimuli (Elliot, 2006). And consider as "the central component of organizational behavioural pattern" (Carver & Harmon-Jones, 2009) also demonstrate "at each level of phylogeny where behaviour itself is

show" (McFarlane, 1992). Indeed, "wired" is the elementary units of avoidance that present in our neurological system (Cacioppo & Berntson, 1994; Gray, 1990), with different mind structures denotes separate detection of pleasure and punishment (Watson, Wiese, Vaidya, & Tellegen, 1999). Given the biological underpinning theories, it is not more surprising that avoidance is consider a important force that has impact on our human functioning (Kenrick & Shiota, 2008). In light of the fundamental nature of avoidance orientation, we argue that incorporating this approach may be beneficial for workplace aggression and hostile behaviour as well. We focus on behavioural and emotional reactions of avoidance orientation in workplace, in accordance with the theoretical perspectives highlighting emotional and behavioural reactions of avoidance in workplace hostile environment (Lian, Ferris, Morrison & Brown, 2014; Mayer, Thau, Workman, van Dijke & de Cremer, 2012; Davidson, 1992; Lazarus, 1991; Lerner & Keltner, 2001).

### **2.5 Mediating role of Avoidance Orientation between Abusive Supervision and Employee Silence**

By examining the undermine studies related with employment relations, abusive supervision maintains a significant impact in stand of silent workplace motives of subordinates due to feeling of threat about their real or potential loss of valuable resources as far as those opportunities which are related with their employment(Aryee, Sun, Chen & Debrah, 2008; Whitman et al., 2014). As employees' personal resources also decreases because of abusive supervision for example low level of employees self-efficacy as well as their self-esteem (Harvey et al., 2007).furthermore , abused employee feels more uncertainty and need to invest a more energy with additional time to survive in their workplace when it compared with their non-abused partners (Whitman et al., 2014). Therefore, avoidance behaviour may develop in abused employee because they get themselves vulnerable and

lacking sufficient emotions, individual, or social source to adapt to their abusive supervisor in workplace (e.g., Hobfoll, 1989; Lee & Ashforth, 1993). Victims of abuse may attempt to maintain their employment relationship by avoiding contact; Tepper et al., 2007) and also feedback avoidance behaviours such as intentionally avoid to give feedback from the supervisor about their behaviour or performance (Whitman et al., 2014).

Avoidance motive concentrate on security needs and try to avoid a negative consequence (Maynes & Podsakoff, 2014). That's why, subordinate with high-avoidance orientation will probably want to maintain status quo for keeping a specific level of their psychological security. For instance, research demonstrates that people with high avoidance motive have a tendency to be less risky, and they are comfortable with established rules and standard (Arye et al., 2014; Lanaj, Chang, & Johnson, 2012). Similarly, employees with high-avoidance orientation tend to focus on their work within the range of prescribed roles and job tasks (Aryee et al., 2014). Therefore, employee defensive silence behaviour is constituted behind the motive of high-avoidance orientation. Individuals with higher avoidance behaviour will be more likely to engage in defensive silence in order to decrease risk and to maximize security. However, subordinates frequently remain silent about organizational issues and generally reluctant to voice their ideas and suggestions to others co-workers in the organizations (LePine, & Van Dyne, 2001).

To achieve higher level of developmental growth, supervisor may need to behave assertively to provide valuable feedback relating with their performance, also positively impact imperative leaders for the benefit of their employer (Kram, 1985; Scandura, Tejada, Werther, & Lankau, 1996) supervisor who have strong avoidance orientation are unwilling to perform such types of efforts. It is additionally that subordinates with a higher avoidance orientation would not be proactive for gaining advice and direction from their supervisor and would respond every assignment in ordinary way. In employment relationships, as

supervisor requires time, responsibility and commitment from both sides, they sensing that subordinate like to maintain a distance from difficulties and diligent work will themselves be less likely to perform with hard work. Also, regardless of the possibility that supervisor is provided, employee with a high avoidance orientation are probably going to react with minimal efforts. so that as these employee are not going to consider these implications of their supervisors exchange of efforts for their self-improvement and advancement, they may prevent the individual personal learning that outcomes from the supervisor relationship. Therefore, we present that higher level of avoidance orientation are hindering to the individual learning of supervisor and their subordinates. Specifically, we suggest that there are negative relationship between personal learning and avoidance orientation. However, we offer a concerning that avoidance orientation of supervisor and employee, both affects the performance of organization.

In this research study, we contend that silence to be a detached activity however yet play vital reaction for manhandled subordinates to keep their residual asset and alleviate the mental uneasiness. Interestingly, stay quiet inside one's working environment is a characteristic and safe approach to banter one's outstanding assets by selection of avoidance orientation conduct.

***H2:** Avoidance orientation mediates the relationship between abusive supervision and employee silence.*

## **2.6 Leader Member Exchange**

In reciprocal social exchanges, LMX studies examine the procedure by which employee and leader create, support, and maintain a dyadic relationship (Graen & Uhl-Bien, 1995). As LMX theory appears, leader characterizes their devotees independently by making unmistakable trade associations with them (Dienesch & Liden, 1986). These relations go from those that are develop completely concerning work contracts to those that are portrayed

by shared trust, respect, and corresponding effect (Graen et al., 1995). In the state of high level of LMX, leader are likely holds a social support, positive feedback, freedom of decision making and interesting assignments to their follower as exchange of strategic advice. Followers, thus, in respond giving useful information, show higher level of commitment and well performance to the leader (Liden, Sparrowe & Wayne, 1997). Moreover, it is not just exist in a vacuum, yet, they are additionally connected in respects of other worker, association and work units (House, Rousseau & Thomas-Hunt, 1995). Drawing on past research, followers' interpersonal relations may impact in the improvement of leader-follower relations within organization (House, Javidan, Hanges & Dorfman, 2002; Sparrowe & Liden, 1997). The researcher have hypothesized that all around associated adherents may impact their week out-gathering supporters to develop amazing LMX with their pioneer to pick up advantages inside association (Sparrowe & Liden,2005).

The relationship between LMX and performance outcomes has been well examined (Ilies, Nahrgang & Morgeson, 2007). For instance, researchers have recommended that LMX quality is positively identified with job performance and employee commitment with their organization (Epitropaki & Martin, 2015), task performance and organizational citizenship behaviour(Xu, Huang, Lam & Miao, 2012). Interestingly, management researchers have found that LMX perform an important function as mediating mechanism. For instance, Jackson and Johnson (2012) found that LMX mediates between leader-subordinates identity similarity and their job performance, same as, Tekleab, Takeuchi, and Taylor (2005) showed that LMX assumed an interceding part on the impact of interactional justice on employment satisfaction.

Majority of researcher support that the leader behaviour may influence their employees in different ways and lead employees to create different levels of LMX relations, which then influences workers attitudinal and behavioural performance results. Expanding on

this, Dulebohn et al. (2012) contended that performance results are significantly influenced by LMX quality and that the impact of the interaction between characteristics of the employee and the leader on working results through the nature of the LMX relationship. So that characteristics of leader and employee influence the LMX relationship for example, the worker's working values and the leader satisfaction of the worker's working values. Recommending that LMX assumes an important part in employee's value, recognition and rewards distribution (Edwards & Shipp, 2007). Leader remain silent to employee as they assignment of work, give feedback and announcement of reward to their employee (Kamdar & Van Dyne, 2007). In accordance with this, Walumbwa, Cropanzano, and Hartnell (2009) contend that leader treatment to their employee stimulates the evaluation of LMX relationship, which then influences the employee attitude and behaviour. Rosen, Harris, and Kacmar (2011) augment this by highlighting that the leader supportive treatment to their employee makes them more obliged to respond in positive approaches to keep up the positive LMX relationship. On the other side, employee will probably feel disappointment and anger when they get unfavourable treatment making them negative job performance as a response (Mount, Ilies & Johnson, 2006). Masterson, Lewis, Goldman, & Taylor, (2000) contend that LMX will build inspirational states of mind, for example, job satisfaction and positive attitude that are significantly identified with the leader. This finding is suggested by a few different researchers who have found that employee react to the enhanced quality of the LMX relationship by responding through enhanced task performance (Kamdar et al., 2007) and OCB (Wang, Law, Hackett, Duanxu & Zhen Xiong, 2005).

Generally, LMX research relies on upon social exchange theory to clear up how unmistakable sorts of LMX relationship are fabricates. Low level of LMX relations are depended on employment contract and incorporate social financial aspects trades that focus just on the fulfilment of work task (Blau, 1964). By separation, more elevated amount of

LMX relations goes past formal work contract where the goal is to extend worker capacity and motivation to perform at most extreme level. The social exchange is more natural in higher LMX relationship including common regard, influence, support, and felt commitment (Uhl-Bien & Maslyn, 2003). In perspective of social exchange theory look at in LMX (Blau, 1964; Graen & Scandura, 1987; Sparrowe & Liden, 1997) suggests that guidelines and principles and norms represent as indicated by the trade design among people. For example, a typical standard is that of correspondence where the exercises of one individual provoke to the longing that the other individual will react with a comparably in esteemed trade as a reciprocation mean (Blau, 1964; Sparrowe et al., 1997). The strong treatment that worker gets from the leader prompts to builds up a promise to 'pay back' the leader by dedicated as a technique for reaction. Furthermore, the positive social exchange between the leader and employee increase affiliations for the leader and this inspires employee to want to meet demand of leaders work and as a result it enhance task performance of employee. There is likewise meta-investigation showing that LMX is positively related to errand execution (Ilies et al., 2007; Dulebohn et al., 2012).

Next, we expect that in higher quality of LMX relation, employee can gain more developmental opportunities as compared to others employee with low quality LMX. For instance, employee in higher LMX relationship has advantage of different ways of communicating with leader for desirable work assignment. On the other hand, employee with lower quality of LMX relationship once in a while meet with their managers and are regularly furnished with undesirable repetitive assignments (Dulebohn et al., 2012). This implies that employee in higher LMX relationship have privilege to work at their self-development. These employee subsequently turn out to be considerably more important to the leader and keep a higher quality of the association with their leader. This relationship has additionally been depicted as a advisor relationship (Scandura & Williams, 2004), in which the leader goes



about as a adviser and puts resources into the career achievement of the employee (Sosik & Godshalk, 2000).

## **2.7 Moderating role of Leader-Member Exchange between Abusive Supervision and Avoidance Orientation**

Like different sorts of relations, for instance, parent and their children, mentor with their mentee, likewise unsuitable conditions stays and holds in relationship of supervisor with their subordinate behaviour (Berscheid & Regan, 2005; Hobman, Restubog, Bordia & Tang, 2009). LMX is described as "social source based exchange in the two way relations supervisor with their subordinates " (Loi, Mao & Ngo, 2009). Abusive supervision means particular behaviour of supervisor that could be happens whenever supervisor and subordinates are interact (Tepper et al., 2011). LMX sets specific type of behaviours for a general supervisor with their subordinate relationship which may builds after some specific time periods (Dienesch et al., 1986). Abusive supervision and LMX may occur at same time but with different prospect in which subordinates take consideration about supervisor initiative and practice (Burriss, Detert & Chiaburu, 2008). As lower quality of LMX may not produce on abuse results for subordinates. Same as, subordinates who see higher quality of LMX may also really on hostile behaviour from abusive supervisor. Subordinates with higher level of LMX may review abusive events, for example, faces scorned or open criticism (Lian, Ferris, & Brown, 2012), like the studies which demonstrating a few spouses at the same time reported higher level of relationship quality and also negative emotions towards their partner (Fincham & Linfield, 1997).

Accordingly, with review of past studies (Burriss et al., 2008; Lian et al., 2012), abusive supervision and LMX are separate dyed form of employment relations. Which is "mixed messages" (Hobman et al., 2009; Duffy et al., 2002; Major, Zubek, Cooper, Cozzarelli & Richards, 1997) has found that negative treatment of supervisor impact on

employee emotional abilities because it is uncommon and unexpected. In particular, with review of LMX literature it impact negatively with this steady and solid relationship. for example, injurious supervision is additionally undermining to those subordinates who have a positive association with the director. Subordinates with higher LMX trust on their manager for managing of their important resources, more concentrates and remain serious to solve their issues and needs and are provide potential support when they require (Graen et al., 1995). High LMX also express more elevated amount of supervisory instrumental helps, reassurance, affirmation, and testing work (Graen et al., 1995). Subordinates with higher nature of LMX tend to accept that their supervisor is pivotal wellspring of social support inside association (Halbesleben, 2006). Therefore, they will feel underprivileged when they experience abuse due to it is unexpected desire, and implies the real or potential loss of such imperative and important resource. Hence, high-LMX subordinates have more awareness about the flag of supervisory abuse. They encounter a considerably harder time while getting supervisory manhandle since they assume thatb their chief ought to respect them and give them a help when they required.

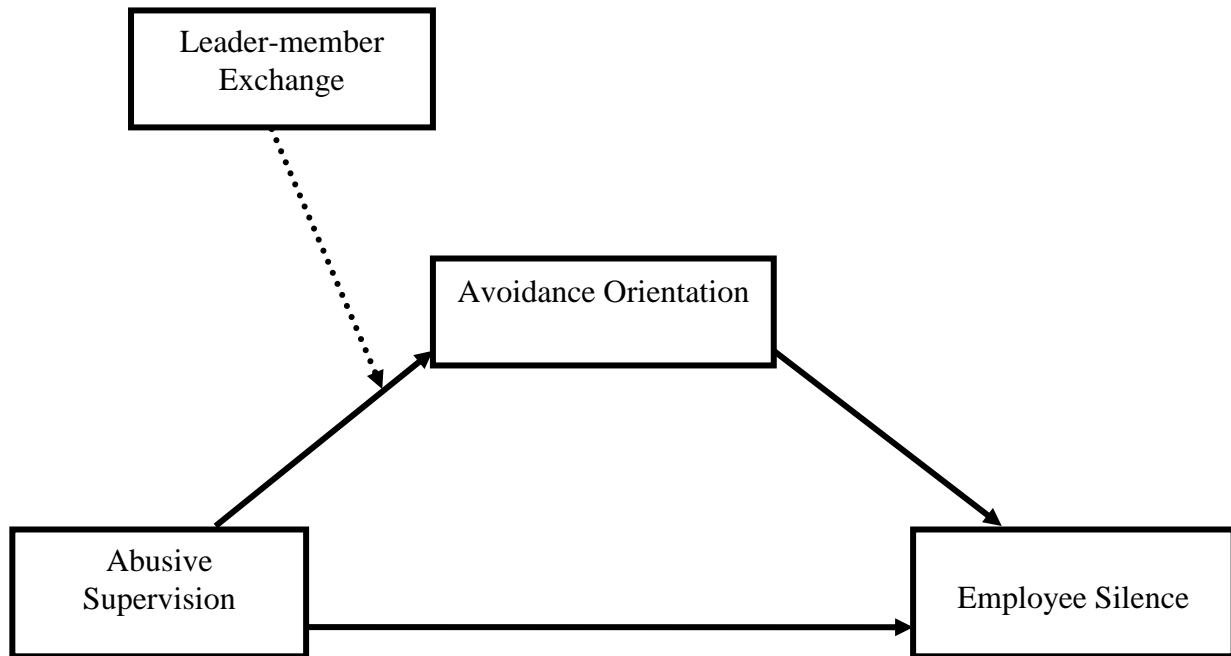
Furthermore, supervisory behaviour and LMX quality make an unpredictable working environment (Greenbaum, Hill, Mawritz & Quade, 2014) where subordinates' avoidance orientation will be develops (Wright et al., 2004). Inside organization, subordinates are all the more regularly relies on upon their supervisor for their future profession openings (Loi, Chan, & Lam, 2014). As pointed out by Nahum-Shani, Henderson, Lim, and Vinokur (2014), a supervisor could give imperative information and help to enhance subordinates execution which is known as strong and inviting conduct in high LMX while in a similar time them demonstrating threatening conduct when subordinates perform insufficiently. Subordinates with high-LMX feels both abuse and moral support from a supervisor, they are more likely to experience cognitive dissonance (Beehr,, Gudanowski,, Farmer, Glazer, and Nair, 2003).

They will feel a clashing state (Elliot & Devine, 1994), and require more sources to settle such dissension. Subordinates with High-LMX are more confounded about how the supervisor genuinely feels about their execution. They don't think about how to utilize the bolster they may get from their director, and are even not certain how to face and respond to their supervisor regular correspondence (Major et al., 1997). Such circumstance may cause to loss more resource (Greenbaum et al., 2012). By considering this argument, management researcher are also found that support from supervisor makes subordinates psychological well-being and more confident.

***H3:** LMX moderates the relationship between abusive supervision and avoidance orientation, such that if LMX is high than relationship between abusive supervision and avoidance orientation would be weaker.*

## 2.8 Theoretical Model

This study is aimed to develop the relationship of abusive supervision with employees silence with mediating mechanism of avoidance orientation and also the moderating role of LMX between abusive supervision and employee silence:



**Table 2.1 Summary of Hypothesis**

No.	Hypothesis Statement
H1	Abusive supervision is positively and significantly associated with employee silence.
H2	Avoidance orientation mediates the relationships between abusive supervision and employee silence.
H3	LMX moderates the relationship between abusive supervision and avoidance orientation, such that if LMX is high than relationship between abusive supervision and avoidance orientation would be weaker.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

Chapter 3 of this study elaborates methodological framework adopted to conduct this research study. Methodology is composed of research design, population, sample, instrumentation, data analysis procedure and statistical tools used for the analysis.

#### **3.1 Research Design**

The study was causal in nature, targeted to gauge the impact of abusive supervision on employee silence through the mechanism of avoidance orientation in presence of moderating role of LMX between abusive supervision and avoidance orientation.

##### **3.1.1 Type of Study**

This is a correlational study attempting to highlight the impact of abusive supervision on employee silence, with mediating role of avoidance orientation and moderating role of leader member exchange. This study is a field study. Data is collected through self-administrated questionnaire. Questionnaires were filled in the natural environment. Participants were invited to participate on a voluntary basis and their privacy was maintained in all cases. For this purpose the targeted sector was private sector organizations of Pakistan. Although 300 questionnaires were distributed in twin cities. 250 questionnaires were received from which 234 were usable. The response rate was 78%.

##### **3.1.2 Time Horizon**

The data has been collected within five months (November, 2016 to January, 2017). The data were collected at one time only therefore the study is cross sectional in its tendency.

##### **3.1.3 Unit of Analysis**

In empirical research an important part is entity which is being analyzed called unit of analysis. Each member in an organization is called unit and one element of the population is called unit of analysis. The selection of unit of analysis relies upon the span, purpose and

nature of research. The unit of analysis can be an individual, groups, organizations or cultures. In Micro level research, the unit of analysis is individuals and at broader level it focuses on groups. The Macro level research is based on social structure, social procedures and their interconnections and the focus is on organization. The meso level research is the combination of individuals and structure. It is difficult to get data from organizations, so individual employee who was working in different private sector organizations of Pakistan was the unit of analysis in this study.

### **3.2 Instrumentation**

The nature of all the items included in the questionnaire is such that all the variables including abusive supervision, employee silence, avoidance orientation and leader member exchange is to be filled by the employees. All the items in the questionnaire were responded to using a 5-points likert-scale where 1 (strongly disagree) to 5 (strongly agree), unless otherwise stated.

#### **3.2.1 Abusive supervision**

Abusive supervision was measured by 5 items scale developed by (Mitchell, & Ambrose, 2007). The sample items include “I cannot remember him/her ever using abusive behavior with me? He/she very seldom uses abusive behavior with me?”

#### **3.2.2 Employee Silence**

Employee silence was measured by 5 items scale developed by (Tangirala et al, 2008). The sample items include “You chose to remain silent when you had concerns about your work? Although you had ideas for improving work, you did not speak up?”

#### **3.2.3 Avoidance Orientation**

Avoidance orientation was measured by 6 items scale developed by (Johnson, Chang, Meyer, Lanaj, & Way, 2013). The sample items include “I am focused on failure experiences that occur while working? I feel anxious when I cannot meet my responsibilities at work?”

### 3.2.4 Leader Member Exchange

Leader member exchange was measured by 11 items scale developed by (Liden, & Maslyn, 1998). The sample items include “I like my supervisor very much as a person? My supervisor is the kind of person one would like to have as a friend?”

### 3.3 Sample Characteristics

#### 3.3.1 Demographics

Age, Gender, Qualification and Experience are the control variables in this study. Mostly these were used as an independent variable in most of the studies. The following table shows the demographic of the respondents. The objective of this table is to describe the frequencies of demographics

*Table 3.1 Sample Characteristics*

	Frequency	Percent	Valid %	Cumulative %
<b>Age</b>				
18-25	58	24.8	24.8	24.8
26-33	78	33.3	33.3	58.1
34-41	73	31.2	31.2	89.3
42-49	18	7.7	7.7	97.0
50 and above	7	3.0	3.0	100
Total	234	100.0	100.0	
<b>Experience</b>				
1-5	108	46.2	46.2	46.2
6-10	54	23.1	23.1	69.2
11-15	36	15.4	15.4	84.6
16-20	10	3.7	3.8	94.0
21 and above	14	6	6	100
Total	234	100.0	100.0	

<b>Gender</b>				
Male	112	47.9	47.9	47.9
Female	122	52.1	52.1	100.0
Total	234	100.0	100.0	
<b>Qualification</b>				
Metric	0	0	0	0
Inter	2	0.9	0.9	0.9
Bachelor	79	33.8	33.8	34.6
Master	117	50.0	50.0	84.6
Ms/phd	36	15.4	15.4	100
Total	260	100.0	100.0	

In the private organizations from where the data is collected 24.8% of the employees are less than 25 years. Another category of employees are placed between 26-33 years 33.3% employee's falls in this category. 31.2% employees fall in the category between 34-41 years. A very small number of employees are from 41 and above. 46.2% employees have 1-5years experience.23.1% have 6-10years experience, 15.4% have 11-15years experience and a very small number have more than 15years experience. Male respondents were 47.9% and female respondents were 52.1% in this study. 50% respondents have done masters. 33.8% respondents have done bachelor. 2% respondents have done inter and a there no number of respondents took part in this study who have done metric.

### **3.4 Data Collection**

#### **3.4.1 Challenges in Data Collection**

Although lot of research has been conducted on the selected variables and theories has been developed mostly in western countries. Their practical implications have still not exists in Pakistan. People are unaware of human resources discipline and the theme of the study.



They were feeling hesitation during responding and some respondent consider researcher as a spy. As a result lack of research have made it unobservable and it was difficult for a researcher to convince them for responding the questionnaire.

Age, Gender, Qualification and Experience are the control variables in this study. Mostly these were used as an independent variable in most of the studies. The following table shows the demographic of the respondents. The objective of this table is to describe the frequencies of demographics

### 3.5 Over View of Data Analysis

#### 3.5.1 Reliability analysis of scales used

**Table 3.2**

Variable	Cronbach's Alpha	No. of Items
Abusive leadership	.837	05
Employee silence	.703	05
Avoidance orientation	.715	06
Leader Member Exchange	.792	11

The above table shows Cronbatch alpha coefficients of the scales used in data collection for the purpose of the study. No scale shows coefficient alpha lower than the generally accepted 0.7. The study showed the satisfactory alpha coefficient values, abusive supervision shows the alpha coefficient value .837, employee silence .703, avoidance orientation .715, leader member exchange .792

## CHAPTER 4

### RESULTS

This study focus at finding the impact of abusive supervision on employee silence with mediating role of avoidance orientation and moderating role of leader member exchange. This chapter shows the relationships of study variables through descriptive statistics, correlation and regression analysis of the data.

#### 4.1 Descriptive Statistics

These statistics provides the concise summary of standardized values of the variables. This analysis reflects the sample size, minimum and maximum values, mean values and standard deviation values of the data. The first column of Table 4.1 shows the details of study variables, second column shows the number of respondents, third and fourth show minimum and maximum values of data reported by the respondents whereas fifth and sixth columns show the mean and standard deviation of data.

*Table 4.1 Descriptive Statistics*

	N	Minimum	Maximum	Mean	Std. Deviation
Abusive Supervision	234	1.00	4.60	2.17	.84
Leader Member Exchange	234	2.18	5.00	3.67	.53
Avoidance Orientation	234	1.50	5.00	3.12	.69
Employees Silence	234	1.20	4.80	2.41	.79

Table 4.1 shows variables used in the study with their respective statistics. First column of the table gives the details of the variables of this study. Second informs about sample size. Third, fourth, fifth and sixth columns inform about minimum value, maximum value, mean and standard deviation respectively. The sample size is 234. The scale used for measurement was 'Likert' scale which was ranging from 1 to 5. Abusive Supervision

(independent variable) shows mean = 2.17 and S.D = 0.84. Leader Member Exchange (moderating variable) shows mean = 3.67 and S.D = 0.53. Avoidance Orientation (mediating variable) shows mean= 3.12 and S.D= .69. And finally the Employee Silence (dependent variable) shows mean= 2.41 and S.D= .79.

#### 4.2 Control Variables

Gender, age, qualification and experience affect employee workplace deviance (Mawritz, Mayer, Dhoobler, Wayne & Marinova, 2012). Therefore, the demographics had been included in the study. To check whether these demographics variables influence employee silence incivility in this study, we ran one way ANOVA. Result of one way ANOVA for demographic variables is presented below in Table 4.2.

**Table 4.2. One way ANOVA for Control variables**

Control Variables	F	Sig.
Gender	0.01	.91
Age	1.51	.19
Qualification	0.87	.45
Experience	0.54	.19

*Sig. level  $p < 0.05$*

Table 4.2 reflects that all four demographics variables i.e. Gender, Age, Qualification and Experience are not significantly related to employee silence in present study, such as Gender (F=0.01,  $p > 0.05$ ), Age (F=1.51,  $p > 0.05$ ), Qualification (F=0.87,  $P > 0.05$ ) and Experience (F=0.54,  $P > .05$ ). So all demographics were not controlled during the analysis.

#### 4.3 Correlation Analysis

The analysis shows relation between two variables (indicated by level of significance) and the direction of the relation (indicated by positive or negative signs). Positive sign

indicates that both the variables are moving in the same direction and negative sign claims that variables have opposite movements. Pearson correlation analysis is used to calculate correlation coefficient. The value of coefficient lies between +1.00 to -1.00. Zero value indicates no correlation between variables.

**Table 4.3. Correlations**

	1	2	3	4
1. Abusive Supervision	1			
2. Leader Member Exchange	-.260**	1		
3. Avoidance Orientation	.111	-.037	1	
4. Employees Silence	.246**	-.107	.242**	1

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

Table 4.3 reflects the analysis of correlation among the study variables i.e. abusive supervision, leader member exchange, avoidance orientation and employee silence. According to correlation table, abusive supervision is negatively and significantly correlated with the leader member exchange ( $r = -.260, p < 0.01$ ), positively and insignificantly correlated with avoidance orientation ( $r = .111, p > 0.01$ ) while it is positively and significantly correlated with employees silence ( $r = .246, p < .01$ ). Leader member exchange is negatively and insignificantly correlated with avoidance orientation ( $r = -.037, p > .01$ ) and employee silence ( $r = -.107, p > .01$ ). Whereas avoidance orientation is positively and significantly correlated with employee silence ( $r = .242, p < .01$ ).

#### 4.4 Regression Analysis

Regression analysis is a technique that predicts to what degree a predicting variable affects outcome variable. It helps to give understanding of the fact that how value of criterion variable changes when a variation occurs in one or more independent variables. So it explains the causal relationship between the variables while correlation analysis just explains the relationship between variables. The regression process is carried on by different tools (for

example, Baron & Kenny, 1986) but here for the convenience and suitability of the study, Hayes (2012) process method is used for analysis.

According to Hayes (2008), Baron and Kenny (1986) method is outdated because it imposes a condition of total effect of causation for mediation while in some researchers' point of view, it is not necessary and even a hindrance in the way of gauging true impact (Preacher & Hayes, 2008). These researchers suggested that the effect of independent variable through mediation is also possible even if no clues of direct effect between predictor and outcome variables are found. Moreover, as the data in social sciences is always problematic due to the situation, nature and context of respondents so the bootstrapping technique for mediation in Hayes (2012) process method increases the likeability of realistic results because the sample is divided into many small bits and pieces and analysis is run on those smaller sized sub samples.

Tables 4.4 – 4.6 inform the results of regression analysis performed by using Hayes (2012) process method.

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

Table 4.4 reflects that abusive supervision is positively and significantly related with employee silence ( $B = .20$ ,  $t = 3.55$ ,  $p < .05$ ), accepting the first hypothesis. It means that abusive supervision increases employee silence. P value indicates the significant level of t values which provides strong grounds to accept the hypothesis.

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

**Table 4.4. Regression analysis for direct effect of abusive supervision on employee silence**

Variables	B	SE	T	P
Abusive Supervision → Employee Silence	.20	.05	3.55	.000

**H2: Avoidance orientation mediates the relationships between abusive supervision and employees silence.**

Table 4.5, shows the mean indirect effect of abusive supervision on employees silence through the mediation of avoidance orientation is significant. The bootstrapping values are -.1884 to -.0093 with a 95 % confidence Interval excluding zero. These results suggest sufficient support that avoidance orientation mediates the relationship between abusive supervision and employee silence. Hence the second hypothesis is also accepted.

**Table 4.5. Regression analysis for mediation**

	Index	SE	LL 95% CI	UL 95% CI
Bootstrap results for indirect effect of Abusive supervision	-.0745	.0444	-.1884	-.0093

**H3. LMX moderates the relationship between abusive supervision and avoidance orientation, such that if LMX is high than relationship between abusive supervision and avoidance orientation would be weaker.**

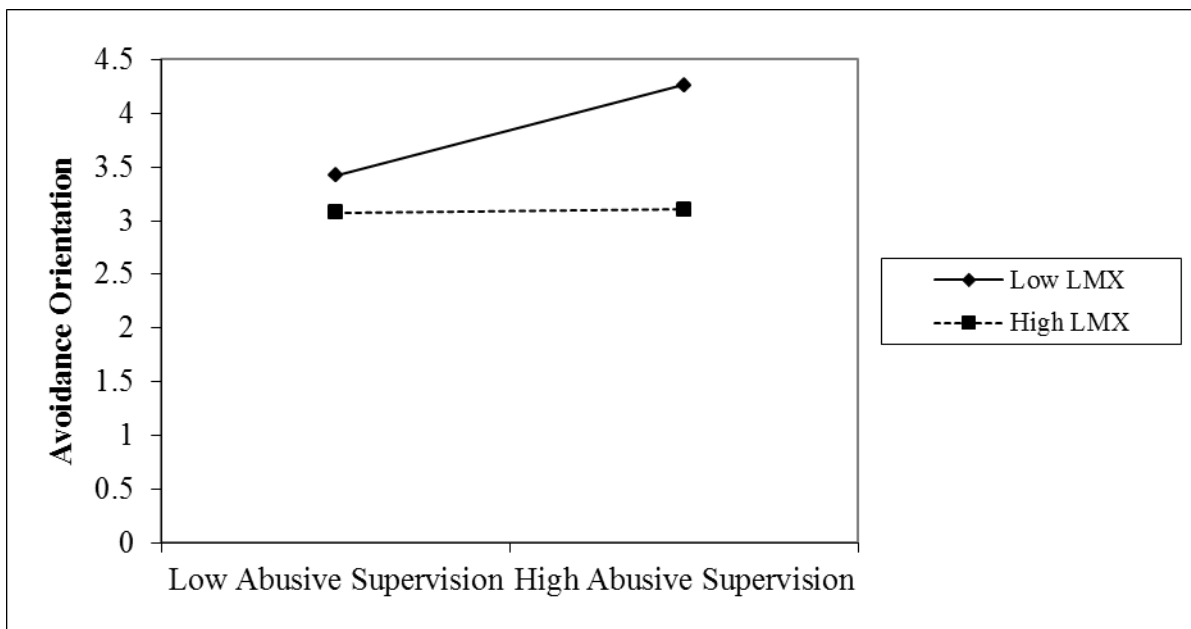
Finally Table 4.6 supported Hypothesis 3 which claimed that LMX moderates the relationship between abusive supervision and avoidance orientation in a way that higher the LMX, weaker the relationship or lower the LMX, stronger the relationship (B = -.30, t = -2.19, p <.05). So the hypothesis 3 is also accepted.

**Table 4.6. Regression Analysis for Moderation**

Predictors	B	SE	T	P
Abusive supervision × LMX → avoidance orientation	-.30	.13	-2.19	.02

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

The result of moderation is also supported through moderation graph shown in figure 4.1.



**Fig.4.1 Moderation Graphs.**

Upward slope of the lines indicates a positive association between abusive supervision and avoidance orientation. The dotted line represents high LMX situation whereas bold line reflects low LMX. Position of the lines represents the relationship between abusive supervision and avoidance orientation. As dotted line lies below the bold line with a less steeper slope, it represents that in case of high LMX, the association between abusive supervision and avoidance orientation is weaker, while the bold line lies above the dotted line with more steeper slope which shows that in case of low LMX situation, the association between abusive supervision and avoidance orientation is stronger. The graph clarifies the buffering role and direction of LMX between abusive supervision and avoidance orientation

which gives additional support for the acceptance of hypothesis 3.

**Table 4.8 Summary of Hypothesis**

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No.	Hypothesis Statement	
H1	Abusive supervision is positively and significantly associated with employee silence.	<b>Accepted</b>
H2	Avoidance orientation mediates the relationships between abusive supervision and employees' silence.	<b>Accepted</b>
H3	LMX moderates the relationship between abusive supervision and avoidance orientation, such that if LMX is high than relationship between abusive supervision and avoidance orientation would be weaker.	<b>Accepted</b>

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## CHAPTER 5

### DISCUSSION AND CONCLUSION

#### 5.1 Discussion

The purpose of present study was to examine the effect of abusive supervision on employee silence and the second purpose was to examine the operating mechanism of avoidance orientation between abusive supervision and employee silence. The result of present study revealed that abusive supervision was significantly and positively related to employee silence. These results are consistent with the previous studies that abusive supervision was positively and significantly related to employee task related performance (Walumbwa, Mayer, Wang, Workman & Christensen, 2011; Bardes & Piccolo, 2010), and the perception of destructive leadership by follower can significantly influence and encourage the follower to remain silence in workplace and abusive supervision is significant predictor of employee silence at the individual level (Atwater & Carmeli, 2009; Cheng, Ribbens & Zhou, 2013). The reason for positive relationship between abusive supervision and employee silence is that silent is some sort of routine behavior and involving low risk, therefore employees of abusive supervision are not willing to take higher risk due to fear of punishment and unfair evaluation by supervisor. Furthermore abused subordinates also face threatens from the context and support from supervisor. As abusive supervision are characterized by traits such as aggressiveness, injustice and by their behavior as principled individuals who do not make balanced decisions (Brown, Treviño & Harrison, 2005; Brown & Trevino, 2006) so, can builds significant effects in the context of employee silence.

The present study also showed abusive supervision significantly predicted avoidance orientation. These findings are aligned with the previous studies who found abusive supervision increases employees' avoidance orientation (Ferris, Rosen, Johnson, Brown, Risavy & Heller, 2011). The positive relationship between abusive supervision and avoidance

orientation demonstrate that abusive supervisor can builds a strong intention of avoidance oriented behavior within their subordinate's employee by structuring the objective and subjective characteristics of job. Abusive supervisor does not give significant autonomy to follower in their decision making also not concerned about their employee developmental needs. Furthermore abusive supervision place their subordinates in a position where they do not feel a sense of work role fit to work role and more unimpressive on their job. Abusive supervisor are not openly communicate employee about their contribution towards organization goals which make them feel that their work have not any positive impact towards organization. All these kinds of non-supporting behavior on part of abusive supervision make their subordinates feel more avoidance orientation approach on job.

The present study also finds that avoidance orientation is significantly related to employee silence. These results are consistent with the past studies (Webster, Brown, Zweig, Connelly, Brodt, & Sitkin, 2008). The reason for positive relationship between avoidance orientation and employee silence is that employee with avoidance-oriented behavior feels more inefficacious and dependent on their job they are not more willing to take risk and experiment with new ideas. Another reason for this positive relationship between avoidance orientation and employee silence is employee are not Intrinsically motivated that why they are involved in voice behavioral approach .Furthermore employee are not fell autonomous on their job so that they do not involved in finding new and better ways to perform job.

This study also show that avoidance orientation mediates the relationship between abusive supervision and employee silence. The results are also consistent with past empirical studies that avoidance orientation is also cause of employee silence (Scott, Hauenstein, & Coyle, 2017). Xu et al., ( 2015). Suggested that the followers who perceive their supervisor as an abused will have more impact on their job and also more focus to remain silent in the work.

Finally the result of present study also showed that LMX is moderating the relationship between abusive supervision and avoidance orientation. When LMX moderates this relationship it becomes magnify this impact of negative attitudes. This is also supported from the existing prior research and literature which shows that LMX lessens the effect of avoidance orientation in the organization. Gelfand, Lesile & Fehr (2008) found that LMX weaken the relationship between abusive supervision and avoidance orientation. Eby, Buits, Lockwood & Simon,( 2004) also found the same results as Gelfand and his fellows got in 2008 and as we got in this study

## **5.2 Theoretical Implications**

The present study has made few important contributions in the growing body of literature. First, findings of the current study is certainly worth further explore relationship between abusive supervision and employee silence. Previous researches have examined the effect of different supervision style on employee silence such as ethical leadership (Zehir, & Erdogan, 2011).authentic supervision (Duan, Bao, Huang, & Brinsfield, 2017). Transformational leadership (López-Domínguez, Enache, Sallan, & Simo, 2013). The present study expand the literature by linking abusive supervision and employee silence and provide supportive evidence for study conducted by (Xu et al., 2015).

The second, benefits of this study is by establishing avoidance orientation as mediator between abusive supervision and employee silence, the research really helpful for understanding of operating mechanism through which abusive supervision influence employee silence. The study has empirically bridge a gap between abusive supervision and employee silence research. A vast majority of early researcher has examined the effect of abusive supervision on consequential outcome as a process of social learning and social exchange (Tepper et al., 2007; Wu & Hu, 2013). The distant contribution of the study is that it shed a spotlight on motivational aspect of abusive supervision and provides empirical

evidence for study conducted by (Xu, Van Hoof, Serrano, Fernandez & Ullauri, 2017). In which they highlight the motivational aspect of abusive supervision.

The moderating role of LMX contributes leadership literature by adding new boundary conditions on the relationship between abusive supervision and avoidance orientation approach (Aryee et al., 2008; Whitman et al., 2014). Our findings show that avoidance behavior of high-LMX employees, in comparison with low-LMX employees, drain more quickly when they feel to high levels of abusive supervision. When job stressors and job resources come from the same source of position then their employees experience more stress (Major et al.'s1997).Furthermore, interaction between abusive supervision and higher level of LMX with avoidance behavior drops employee basic need of satisfaction which leads to deviant behaviors in their workplace (Lian et al. 2012). This finding contributes to the emerging literature on the antecedent of silence (Morrison, 2014).

Specifically, our study focus on the critical role of abusive supervision in the building of employee silence behavior, especially in the context of high LMX. The mediating role of leader member exchange further more highlights that abused employee negate to speak up for the protection of limited also important resources. Thus, results of this present study are not only describes the abusive supervision influence an employees to remain silent, but also addresses the underlying mechanism. Our research are also relates with past studies that victimizes the results of mistreatment always silence, more specifically when the trigger person hold higher position (Milliken et al., 2003; Pinder et al.,2001).

### **5.3 Practical Implications**

Our results also have important implications for organizational managers. By demonstrating that abusive supervision influence employee silence, it is recommended in order to reduce employee silence managers should control abusive supervision style by emphasizing morality in workplace, respecting the right and dignity of others, encourage their

followers that come up with new ideas and put their ideas into practice. Supervisor must make sure that that employees are treated with dignity, respect and justice and serve as a gardener for its follower (Yam, Fehr, Keng-Highberger, Klotz & Reynolds, 2016). By using avoidance orientation as a mediator the present study revealed that manger should pay more attention in avoidance orientation in their followers. Manager should motivate their followers to do work for the sake of work itself rather than external reward by giving them significant level of freedom for performing their task and work related decisions, taught them the important impact of their work on employee and their organization. Furthermore supervisor in organization should act as role models for their subordinates

#### **5.4 Limitations and Future Directions**

The main aim of current study to overcome existing flaws in all aspects still it has some limitations that must be considered and avoid for future research. The first limitation of the study was that Sample size is very small. Only 234 respondents become the part of study so future studies should be conducted with larger sample size in order to generalize the findings of the present study. The second limitation of the study was that the responses were cross-sectional in its nature. It is logical to believe that situational factors on a given day and time can affect the responses of the employees. Future studies should be conducted with longitudinal nature of data in order to capture the impact of situational factors. We use only one mediator avoidance orientation in explaining the relationship between abusive supervision and employee silence. Further studies should be conducted by using justice perception (Tepper, 2000), negative emotions of fear (Kiewitz, Restubog, Shoss, Garcia, & Tang, 2016) that would possibly explain this relationship. The third limitation of the study is that data was collected only from private sector organization situated in Jhelum and Mirpur (AJK). So, the results of current study cannot be generalized for organizations outside the twin cities. So, these findings cannot be interpreted for employees working in other

organizations and for different sectors. Another obvious limitation of the study is the lack of awareness about the research was the serious issue to collect employee's responses.

## **5.5 Conclusion**

Through the use of primary data collection via questionnaire, this result establishes that abusive supervision positively impacts on employee silence and positively towards avoidance orientation. The aim of this study was to check this relationship as well as mediator mediates and moderator moderates the relationship or not. From the results we can see the mediator avoidance orientation mediates the relationship between the abusive supervision and employee silence and LMX moderates the relationship between abusive supervision and avoidance orientation. In today complex and rapidly changing environment supervisor can play significant role in order to fostering creativity among employees by providing appropriate context and support to speak up creative and innovative ideas without any fear. To conclude it was suggested that abusive supervision with interacts of LMX to trigger employees' feelings of avoidance orientation and their subsequent silence behavior.

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## APPENDIX

### QUESTIONNAIRE

Dear Respondent,

As a MS Research Scholar at Capital University of Science & Technology, Islamabad, I am collecting data for my Research Thesis. Title: **The Impact of Abusive Supervision on the Employee Silence: The Mediating Role of Avoidance Orientation and Moderating Role of Leader Member Exchange**. It will take your 20-25 minutes to answer the questions by providing the valuable information. I assure you that data will be strictly kept confidential and will only be used for academic purposes. To ensure anonymity, you are not supposed to write your name or name of organization anywhere in the questionnaire.

Thanks a lot for your help and support!

Sincerely

Aqsa jalil

MS (HRM) Research Scholar

Faculty of Management and Social Sciences

Capital University of Science & Technology, Islamabad

#### Section: 1

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

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

#### Section: 2

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

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

Sr. No.		Never	Rarely	Sometimes	Often	Always
1.	You chose to remain silent when you had concerns about your work	1	2	3	4	5
2.	Although you had ideas for improving work, you did not speak up	1	2	3	4	5
3.	You said nothing to others about potential employee safety problems you noticed in	1	2	3	4	5

	your workgroup					
4.	You remained silent when you had information that might have helped to prevent an incident in your workgroup	1	2	3	4	5
5.	You kept quiet instead of asking questions when you wanted to get more information about employee safety in your workgroup	1	2	3	4	5

**Section: 3**

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

Sr. No.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	I like my supervisor very much as a person.	1	2	3	4	5
2.	My supervisor is the kind of person one would like to have as a friend	1	2	3	4	5
3.	My supervisor is a lot of fun to work with.	1	2	3	4	5
4.	My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.	1	2	3	4	5
5.	My supervisor would come to my defense if I were "attacked" by others.	1	2	3	4	5
6.	My supervisor would defend me to others in the organization if I made an honest mistake.	1	2	3	4	5
7.	I do work for my supervisor that goes beyond what is specified in my job description.	1	2	3	4	5
8.	I am willing to apply extra efforts, beyond those normally required, to further the interests of my work group	1	2	3	4	5
9.	I am impressed with my supervisor's knowledge of his/ her job.	1	2	3	4	5
10.	I respect my supervisor's knowledge of and competence on the job.	1	2	3	4	5
11.	I admire my supervisor's professional skills.	1	2	3	4	5

**Section: 4**

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

Sr. No.		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	I am focused on failure experiences that occur while working	1	2	3	4	5
2.	I am fearful about failing to prevent negative outcomes at work	1	2	3	4	5
3.	In general, I tend to think about	1	2	3	4	5

	negative aspects of my work					
4.	I think about the negative outcomes associated with losing my job	1	2	3	4	5
5.	I feel anxious when I cannot meet my responsibilities at work	1	2	3	4	5
6.	I sometimes feel anxious at work	1	2	3	4	5

**Section: 5**

Gender	1	2
	Male	Female

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

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

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