

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

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(Human Resource Management)



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**Department of Management Sciences**  
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**C.U.S.T.**

**CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY  
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**CERTIFICATE OF APPROVAL**

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## CERTIFICATE

This is to certify that Ms. Qurat al Aain 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 Justice Perception and Moderating Role of Leader Member Exchange**

Forwarded for necessary action.

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## **Abstract**

Abusive supervision is a dysfunctional leadership behavior that adversely affects its targets and organization as a whole. The present study is based on the conservation of resource theory and is also focused to expand our knowledge on the destructive impacts of Abusive supervision. For empirical testing of the impact of Abusive Supervision on Employee Silence, we introduced justice perception (distributive justice, procedural justice and interactional justice) as a mechanism reflecting how abusive supervision predicts employee silence through justice perception with the Leader member exchange (LMX) as contextual factor. We used responses of 214 employees working in different branches of banks in twin cities of Pakistan which has supported the hypothesized model. The results of this study found that (1) there is a positive relationship between abusive supervision and employee silence, (2) dimensions of justice perception mediate the relationship between abusive supervision and employee silence, and (3) the LMX moderates the relationship between abusive supervision and employee silence such that if LMX is high than positive relationship between abusive supervision and employee silence would be stronger which makes the adverse impacts of abusive supervision even more worse. The implications of these findings are also discussed. Directions for future research are also mentioned.

## 2 CHAPTER 1

### 3 INTRODUCTION

#### **1.1 Background**

Tepper (2000) defined abusive supervision as “subordinates’ perceptions of the extent to which their supervisors engage in the sustained display of hostile verbal and non-verbal behaviors, excluding physical contact” (p.178). The concept of abusive supervision was not only the focus of the researchers but also of the public interest due to its incremental nature at the workplace (Tepper, 2007; Whitman, Halbesleben, & Holmes, 2014). Abusive supervision includes angry outbursts, rude behavior, invasions of privacy, lying, taking credit for subordinates’ success, public ridiculing, and expressions of anger directed at subordinates (Tepper, 2000).

Abusive supervision is considered as silent workplace stressor which causes harmful psychological impacts on abused employees (Chi & Liang, 2013) including adverse organization related outcomes and financial loss for the organization in terms of worker absenteeism, low productivity, and healthcare costs and it further reduces employee citizenship behavior (Tepper, Duffy, Henle & Lambert, 2006).

Moreover, organizational culture, norms and values has strong impact on perceptions of abusive supervision. In most of the studies, US population was studied while the change in cultural dimensions in other non-U.S countries could change the results and relationships (Zhang & Lia, 2015). The impact of abusive supervision on emotional exhaustion and performance was studied in organizations having different structures (Ayree, 2008) and noted that the impact of abusive supervision is stronger in mechanistic organization than organic organization. Organizational climates also been identified as a variable and an important factor, which could affect the event of abusive supervision. It has further investigated that the

hostile organizational climate can cause the supportive environment for supervisors to be more abusive Mawritz, M. Bet al. (2012).

People always value their resources and the losses of their valued resources, createmental for them distress Hobfoll (1989, 2001). They prefer to be in a situation of resource surplus and try to avoid circumstances, which might cause any loss of valueableresources. Connecting COR theory with our variable of interest, targets of abusive supervision will seek to preserve their limited resources as per their very nature and try to avoid the psychological discomfort, which might cause by the occurrence of more abuse by their supervisor. Hence, they create distance from the source of stress and use passive coping strategy and in order to create such intentional distances employees working with abusive boss rarely report against their supervisors to avoid further stress and psychological discomfort while using intentional passive copying strategy Tepper(2007)and due to their dependency on the supervisor for certain valuable resources i.e. continuation of job and other job related progression opportunities Harvey et al (2007).

Research named this logical response of abusive supervision as Employee Silence. The concept was initially dug out focusing on collective silence in the organization was termed as organizational Silence Morrison & Milliken's (2000). After this the concept of silence was tested and analyzed at the individual level and is discussed as suppressing of any kind of honest opinion related to individual's behavior, cognition, and/or affective evaluations. (Pinder & Harlos, 2001,). In the current era of hectic competition cost cutting has become the prime objective of all organizations. They are working hard to maintain their product /service quality with the lowest possible cost in order to maximize shareholder wealth. In doing so greater demands and expectations from clients are coming their way in the form of employee expectations, taking initiatives, being proactive all through severe competition, meeting better

consumer expectancies, and being greater first-rate centered. In an effort to get these expectations fulfilled, the organizations want responsive individuals.

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

Milliken, Morrison and Hewlin, (2003) found in their widely cited study during the interview of managers that they admit and kept on silence at some organizational concerns; overall the study reported that over 85% of the managers and professionals exhibit silence behavior about at least some of their work concerns. In some studies researcher considered Employee silence as a good signal because it reduces conflicts and fights among employees and reduce managerial information overload (Sitkin, 1992).

The key findings from previous studies have fear as a predictor of employee silence. Implicit theories show that employees remained silent at work place because of the risks of

speaking up (Detert& Edmondson, 2011)andthe perception of the employees about the behavior of the people at workplace who are authority. This study is focused to highlight the role of justice as a mediating mechanism between the Abusive supervision and employee silence since Organizational justice is an important constituent in organizational effectiveness Colquitt et.al (2001).Individual's perception of justice also plays a particular role and affects several organizational behaviors Greenberg(1990).Three dimensions of Justice perceptionare taken in the scope of the current study,including Individual evaluative assessments drawn on their perceptions of Distributive justice i.e.the fairness of outcomes allocation, Procedural justice meaning the fairness of the procedures used to make allocation decisions, Interactional justice which shows fairness of the interpersonal treatment individuals receive during the enactment of procedures.

Keeping the leader's behavior aside, there is another important aspect, which could exert pivotal impact on follower's reaction,i.e. the feature of relationshipinvolving a leader and follower. Leader-member exchange (LMX) explains the dyadic relationship ofthe supervisor and his supervise (Dansereau, Graen, &Haga, 1975; Graen& Cashman, 1975). Since the relationship between a supervisor and a subordinate also plays an important role in determining outcomes at work Brower et.al(2000):Uhl-Bien(2006). In the current era, in order to deal with intense competition, managers are required to build up and maintain effective and sustainable relationships with employees.

In LMX, relationships are classified into two types, low quality and high-quality relationships (Bauer & Green, 1996) People in high-quality relationships are more particular in social exchange along with the economic exchange. The social exchange is known as mutual trust, obligation, respect, loyalty and mutuality (Kelley &Thibaut, 1978;Uhl-Bien &Maslyn, 2003; Sparrowe& Liden (2005) where supervisor and subordinates have mutual liking and respect. High LMX is associated with numerous positive outcomes, such as better performance, more

commitment, job satisfaction, and a higher degree of mutual liking (Thomas & Topakas, 2010; Ilies et al (2007)). In low LMX employees are more particular with economic benefits that are linked with monetary benefits and employment contracts Blau (1964). While the low quality relationship depicts unfavorable reciprocal exchange between leader and member and causes many negative work related outcomes.

Abusive supervision defines the particular negative supervisory behavior that can occur with sustainability Herscovis M.S (2011). While leader-member exchange relationships develop with the passage of time and after different phases of leader and member interaction i.e. role taking, role making, and role reutilization. Cropanzano, Dasborough, & Weiss, H. (2016). It could be deduced from previous research that Abusive supervision is about particular behavior that may occur during routine interactions and LMX is the overall quality of relationship between supervisor and subordinate. Hence the LMX and Abusive supervision are separate constructs which can co-exist and taken as the measure of leadership quality by employees (Burriss, Deter & Chiaburu, 2008). As per argument high LMX does not lead to exceptional relationships without abuse and vice versa Tepper et al. (2007). Employees working under high LMX may have faced abusive behavior and public ridiculing. Lian et al (2012). Hence, keeping in view the previous research, Abusive Supervision and LMX are taken separate concepts.

On the basis of COR theory, wherein employees are more concerned about their valued resources, The argument is developed in such a way that in a high-quality LMX relationship the impact of abusive supervision is exacerbated and the worst situation is further extended due to more resource loss of employees by prevailing injustice. It results in intentional withholding of important ideas and concerns in the form of suffering organization and the supervisor. Negative treatment of the supervisor has enlarged impact due to its rare and



unexpected nature while the power of negative is more overstated in a high quality relationship where the expectations are high Hobman et al (2009).

The harmful consequences of employee silence are well known, but the research on why and when employee withheld important and valued information, ideas, suggestions and concerns about their jobs and their workplace is barely sufficient Morrison(2014). Hence, the present study is an important addition to this scantiness. Moreover, the causal process wherein employees consider that they are treated as unfair is also tested as an antecedent of employee silence.

Last but not the least, this study also contributes in practical aspects. As leadership plays an important role in the success of any organization due to its impact on the subordinates behavior and reactions at workplace. This research develops an understanding in employers that abusive supervision is a dark side of leadership and its interactive impact with LMX and employee's perceptions of unfairness and subsequent silence response could cause severe damage to the organizational wellbeing and success.

## **1.2 Problem Statement**

As abusive Supervision is recognized as the dark side of leadership in previous literature and the hidden cost associated with the consequences of this type of leadership or supervisory behavior remained focus of the researchers in last decade. The subordinates of this kind of dysfunctional leadership are mostly seen as showing reciprocator behaviors which normally results in termination of the relationship between supervisor and supervisee (the most adverse situation). However, it is also pivotal to study that other than these retaliatory behaviors, which normally lead towards termination of relationships between supervisor and supervisee while some employees may also engage in adopting the passive coping strategy and avoid

termination of the relationships, which could result further resource loss. They may try to lessen their discomfort by distancing themselves from the source of stressor i.e. Supervisor.

In this way, the employees intend to intentionally create a distance from their supervisor by using regulative tactics and feedback avoidance behaviors which may result in intentional withholding of important information, ideas, issues, questions and opinions regarding their job and organization as well which results in more adverse organizational outcomes particularly in industries where sharing of information, coordination is very importance. Existing knowledge of Abusive supervision and employee silence remains limited (Morrison, 2014). This study intends to extend this line of research and propose Justice Perception Tepper(2000) as a core mediating mechanism. Without provision of important information in time organizations fail to take corrective measures as and when required. Therefore, there is a need to study the cost associated with silent behaviors of employees due to their perceptions of unfairness. Therefore, we propose employee silence as a safe response for subordinates to conserve the remaining resources caused by perception of injustice rooted from abusive supervision.

### **1.3 Theoretical gap:**

Although few studies already exist where the impact of perceptions of abusive supervision on employee has been tested. The linkage of abusive supervision with employee silence is also tested with mediating role of emotional exhaustion (Xu, Loi, & Lam, 2015). However, The partial mediation of abusive supervision and employee silence diverts the focus of researchers to other possible mediators. Since the mediating impact of justice perception (Distributive justice, procedural justice and interactional justice) is not established yet. The present study aims to extend this line of research by proposing Justice Perception Tepper(2000), as a core mediating mechanism where injustice refers the idea that an action or decision is morally right, which may be defined according to ethics, religion, fairness, equity, or law. In particular,

Employee silence is a safe response for subordinates to conserve the remaining resources caused by justice perception rooted from abusive supervision.

#### **1.4 Research Questions**

With respect to the banking sector of Pakistan, and a need to keep pace with the times, employee engagement and involvement with a good leader member relationship is an obvious requirement.

Keeping this in view this research study is based on following questions:

- i. Does abusive supervision, impact employee silence?
- ii. Does Procedural Justice mediate the relationship between Abusive Supervision and employee silence?
- iii. Does Distributive Justice mediate the relationship between Abusive Supervision and employee silence?
- iv. Does Interactional Justice mediate the relationship between Abusive Supervision and employee silence?
- v. Does LMX moderate the relationship between Abusive Supervision and employee silence? Such that if LMX is high than relationship between abusive supervision and employee silence would be stronger.

#### **1.5 Objectives of the study**

The objective of the study is to test the mediating role of justice perception between Abusive Supervision and employee Silence. In addition to this, LMX will be studied as moderator between Abusive Supervision and Employee Silence. The proposed relationship between the independent, dependent, moderating and mediating variables is shown in the research model of the study.

Specific objectives of the study are as follows:

- To examine the relationship between Abusive Supervision and employee Silence.
- To investigate the mediating role of procedural justice between abusive supervision and employee silence.
- To investigate the mediating role of Distributive justice between abusive supervision and employee silence.
- To investigate the mediating role of Interactional justice between abusive supervision and employee silence.
- To examine the moderating role of LMX between Abusive Supervision and employee Silence.

### **1.6 Significance of the Study**

The world has become a global village where the survival of companies requires deeper insight into quality management practices. Innovation is considered as key element to meet the current scenario of the international market. There is a need to pace with the ever changing and demanding world patterns and its standards. Banks try to offer products and services that satisfy customer needs and wants to focus on quality maximization as per demand of competitive market. Human Resource is very important for any organization specially for gaining competitive advantage across the world. Devi & Pojitha(2012).The focus of the current study is the internal customer of the organization i.e. its employees. Banking Sector has been characterized as more demanding industry where employees may have to undergo prolonged working hours, high work pressure and stress due to its sensitive nature of work.

This study aims to identify the Abusive supervision issue in banking sector of Pakistan and its impact on employee silence. This phenomenon has detrimental impacts on the well-being of employees and on the organization as a whole. This study will help the management of the

banks to encourage interpersonal communication so that employees can discuss the important ideas, concerns and information with their supervisors timely. No such study has been conducted where the association of abusive supervision and employee silence is tested via mediating role of justice perception i.e. Procedural Justice, Interactional Justice and distributive justice in banking sector of Pakistan This aid a theoretical contribution in literature. This research will further elaborate the moderating role of Leader member exchange between Abusive supervision employee silence in Banks of (Rawalpindi/ Islamabad) Pakistan.

### **1.7 Supporting Theories**

Conservative of Resource Theory is a theory of stress (Hobfoll, 1989) which explains the implications of stress and its management in life. In this theory resource refers to all those objects, characteristics, conditions or any emerge that are valued to the individuals. Such resources are valued because they are the ways, which help individuals to accomplish greater achievements (Hobfoll, 1988). These valuable resources can also make individuals feel stressed when they feel that their resources are threatened, are either lost or have become unstable or when the individuals think that their efforts are not sufficient to protect and foster their resources. Hence, individuals struggle to obtain, retain, protect, and foster those things that they value. The list of resources that are valued is extremely long and is quiet endless.

There is something quite central and primitive biologically in the acquisition and maintenance of resources. The most central resources to the individuals are that of health and family, succeeded by the self-esteem, self-efficacy and optimism are the psychological in nature and are most important for the resource management and maintenance. The primary resources are mostly sought instinctively by the individuals Westman et.al(2005). Furthermore, the primary resources are gained and protected by the help of secondary

resources. The value of the secondary resource can be determined at certain levels through the context of a specific process. Most of the potential resources are valued by the cultural definition, which depends on the social environment in which the individual struggles. According to this principle, resource loss is disproportionately more significant than resource gain, which means that real or anticipated resource loss has stronger motivational power than expected resource gain.

The second principle of COR theory states that in order to protect or recover the resources from loss and to gain more resources, individuals have to invest resources. Because of this principle, the strategies people employ to offset resource loss may lead to other, secondary resource losses. People always work hard in order to be in a situation of resource surplus then resource loss, they avoid situation, which could cause resource loss and stress. (Hobfoll, 2001). In some circumstances when individuals have to face a situation of unending stressors and threat of loss of valued resources their wellbeing is affected badly. (Carlson, Ferguson, Hunter, & Whitten, 2012). Employees use some resources in regulative strategies for the sake of withdrawal and keep on silent Cole, Bernerth, Walter, & Holt (2010).

## 4 CHAPTER 2

### 5 LITERATURE REVIEW

#### 2.1 Abusive Supervision

Till to date substantial work has been done on constructive leadership and its influence on employee attitudes, performance and employee wellbeing Anrold et.al (2007). On the other hand side Abusive supervision is one of the construct that falls under the umbrella of destructive leadership including includes angry outbursts, rude behavior, invasions of privacy, lying, taking credit for subordinate's success, public ridiculing, and expressions of anger directed at subordinates.

Tepper coined the concept of abusive Supervision in 2000. Tepper (2000) defined the Abusive supervision as “subordinates’ perceptions of the extent to which their supervisors engage in the sustained display of hostile verbal and non-verbal behaviors, excluding physical contact” (p,178). After the great work of Tepper there are a number of studies in which the deleterious effects of perceptions of abusive supervision, its impacts on employees and subsequently the organizational outcomes have been studied. Where in the result of such negative leadership is found in the form of low individual and group performance (Priesemuth, Schminke, Ambrose, & Folger, 2014), counterproductive work behaviors, poor employee attitude towards job and organization Tepper (2000), work family conflict (Hoobler, & Brass, 2006) and psychological distress and less helping aptitude (Peng, Schaubroeck, & Li, 2014) reduction in employee wellbeing (Lian, Ferris & Brown, 2012).

(Tepper, 2007) identified that abusive supervision cause certain cost to organization e.g. approximately 14% of U.S. workers experience abusive supervisors resulting in an annual estimated cost of \$24 billion to organizations in the form of excessive day offs, lost

productivity, and health-care costs .The targets of abusive supervision also display lower levels of task performance resulting more poorly on official performance appraisals (Harris, Kacmar, & Zivnuska, 2007).

Negative supervisory behavior remained the area of interest of researchers since very long , Initially this behavior was referred as supervisor undermining (Duffy, Granster & Pagon, 2002) and Supervisor aggression is also used (Schat, Desmarais & Kelloway, 2006), the construct was labeled as Abusive supervision and got most attention and maximum work is done forming a broad theoretical ground in last 15 years. It includes the relationship between the abusive supervision and important organizational outcomes such as aggression (Burton & Hoobler, 2011), Low organizational citizenship behavior (Rafferty & Restubog, 2011), subordinate performance (Tepper, Moss & Duffy, 2011), and workplace deviance (Mitchell & Ambrose, 2007), Employee silence Xu et.al (2015), Employee knowledge sharing (Wu, & Lee, 2016) and employee creativity Liu et.al (2016).

Another study also identified displaced aggression as being an antecedent to abusive supervision Liu et al. (2012). Supervisor when felt abused by his/her seniors became more abusive to their subordinates. Hence abusive supervision at one level can promote the occurrence of further abuse at another level. Furthermore, Supervisors show aggressive behavior to their subordinates when they feel retaliation unfeasible for them while they find their subordinates more practical and convenient for hostile behavior (Vasquez & Miller, 2005). Supervisor's depression mediates the relationship between supervisors' experience of procedural injustice and Abusive Supervision. Tepper et.al (2006).

Organization's norms and culture plays important role in cultivating or restricting the abusive tendencies in supervisors In view of this different organizational structures are studies with respect to the occurrence of abusive supervision where in Aryee et al. (2008) compared the mechanistic structure which is characterized as a highly centralized structures with



predominantly top-down communication with organic structures that is defined as less centralized and more collaborative. The impact of abusive supervision perceptions on emotional exhaustion and performance was studied and found that the impact of abuse was stronger in mechanistic structures than organic structures. Additionally the work climate cannot be ignored in this scenario, another study conducted by Mawritz et al. (2012) wherein he examined the impact of work climate and found that in presence of hostile work climate the relationship between abusive supervision and interpersonal deviance is higher. One individual could consider some behavior as extremely abusive while it could be quite normal for the other one (Tepper, 2000) while the characteristics of subordinates and their hostile attribution styles is also related to Abusive Supervision (Martinko, Harvey, Sikora, and Douglas, 2011).

Occurrence of abusive supervision may also vary with the industry and with the nature of work and customer demands. It has been proved in recent research that abusive supervision varies within person, as the daily sleep qualities of leaders are strongly related to daily abusive supervisor behavior, which ultimately results in deleterious outcomes for subordinates (Barnes, Lucianetti, Bhave, & Christian, 2015). In addition to this supervisor role overload increases frustration in supervisor resulting in worst negative behavior and show abusive supervision. Personality traits of the supervisors moderate the relationship of supervisor role overload and frustration. (Eissa, & Lester, 2016). A recent research explored that Family work conflict is one of a strong predictor of abusive supervision and employees who experience FWC display more abusive behavior towards their subordinates; this capacity is found more in female supervisors Courtright et.al (2013).

## **2.2 Employee Silence**

Employees are considered as a critical source of organizational information as they can come up with ideas, significant information and suggestion for improvement of organization

performance. Employees are regarded as basis of change, creativity, learning, and innovation, e.g. the success factors of organizations. Whereas at times employees prefer to remain silent and they are often reluctant to share a wide range of information and issues in their organization.

As a result supervisor not only deprived of important and useful information regarding work but it also creates future problems. The construct of employee silence has become the focus of study in research of organizational behavior .It is not about nothing to say and non-communication rather it focuses on the important issues or piece of information for which employees are reluctant to share or communicate with supervisor (Tangirala&Ramanujam, 2008).

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

There are certain empirical and conceptual studies intended to find out the reason of employee silence about potential organizational issues Briensfield (2013). Employees are not restricted or forced by any of the source to remain silent at workplace rather it is treated as discretionary and deliberate choice of employee (Donovan, O'Sullivan, Doyle, & Garvey, 2016) i.e. Psychological safety, implicit voice theories, diffusion of duty and organizational weather are tested as the antecedents of personnel' willingness or unwillingness to speak up at workplaces ( LePine& Van Dyne, 1998, 2001; Botero, & Van, 2009).

Context is a prime factor and makes individuals to exhibit certain behavior. Several contextual factors have been identified as strong predictors of employee silence including unsupportive leadership and adverse group climate (Madrid, Patterson, & Leiva, 2015). Institutional opportunities, employment rules and regulations, policies, contracts and employment protection are identified as predictor of employee silence (Khalid, & Ahmed, 2016). While a high perceived level of organizational support strengthens the confidence level of employees, which further increases positive feedback and decrease silence behavior in employees (Wang & Hsieh 2013).

Apart from the context there are many individual variables such as limited self-efficacy and the experience of negative affect linked with the employee silence (Edwards, Ashkanasy, & Gardner, 2009; Harvey, Martinko, & Douglas, 2009). Fear, shame and regret provide an affective process for employee silence, showing that these discrete emotions can directly restrain speaking up with ideas (Kish-Gephart, Detert, Trevino, & Edmondson, 2009). Employee sense of power is also considered as one of the strong predictor of employee silence. There are more chances of displaying silent behavior in individuals who feel low sense of power as compared to others (Morrison, See, & Pan, 2015).

The employees do not want to remain silent in some cases but they do so because they think that due to certain administrative and organizational policy factors their say will not mean anything and will not make any change (Milliken et al. 2003, Brinsfield, 2013; Gephart et al. 2009). The most basic reason behind such behavior amongst the demonstrated reasons considered as lack of confidence. Research reveals that the employee's lack of confidence in organization in which he/she works more are the chances of organizational silence (Nikolaou et al., 2011).

The reluctant conduct of personnel about speaking up on crucial troubles can make contributions to terrible consequences which includes corruption (Ashforth & Anand, 2003),

affected person deaths because of medication mistakes in hospitals and injuries Schwartz & Wald(2003).Evidence in previous research also indicates that it is not mandatory that silence is always passive response of the employees. There are certain conditions where silence is chosen intentionally in order to protect or favor colleagues. This form of silence is referred as prosaically silence in literature Knoll& van Dick( 2013).

Individuals think about the results associated with selling or highlighting any issue whether selling an issue would enhance or damage their image and on beliefs about the probability of successfully getting the attention of the top management team Ashford et.al (1998). In spite of deleterious impacts of Employee silence, this is considered useful as managers could avoid too much information and data and it also reduces fights between the colleagues (Van Dyne, Ang, &Botero, 2003).

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

Individuals when confronted with stress they feel threatened about possible future resource loss and exhaustion hence they intend to preserve remaining resources Individuals also invest certain remaining resources and try to engage in inactive and defensive behaviors while trying to distance themselves from the source of stressors (Hobfoll&Shirom, 1993).It is established in COR theory that as compared to resource gain, resource loss is considered more significant Hobfoll (2011). Since psychologically depleted employees often exhibit counterproductive work behaviors and their organizational citizenship behavior is reduced (Martinko, Harvey &Brees, 2013). Employee silence is a counterproductive work behavior resulting from abused subordinates as they decide to keep on silence mode instead of sharing important information and ideas they may have (Pinder&Harlos, 2001; Tangirala&Ramanujam, 2008).

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

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

#### **2.4 Perceptions of organizational Justice and Justice Perception theory**

As per the literature of organizational science, Justice plays an important role in the effectiveness of an organization Colquitt et.al(2001). An act is defined as fair if majority of individual consider it as fair (Cropanzano& Greenberg, 1997). It is an individual's subjective sense of fairness (Di Fabio&Palazzeschi, L. 2012).Organizational justice is defined as how fairly the employees treated in the workplace and how their perception influences other work related variables Moorman(1991). Justice Theory is all about the one's judgment of the degree of fairness in the organization. The extent to which individual perceive that the way they are treated within the organization is fair, in line and expectable as per the ethical standards (Cropanzana, Bowen, & Gilliland, 2007). Meta analytic studies and reviews indicate that fairness in the organization is function of three dimensions of justice i.e. Distributive justice, Procedural justice and Interactional justice. Bies& Moag (1986).

Employees become uncertain and apprehensive about material and non-material resources when they feel that perceptions of justice being violated insecure which also detach them from

the organization and workgroup (Colquitt et al., 2002; Tyler & Lind, 1992). Justice perceptions are linked with important work outcomes including job satisfaction, organizational commitment, and organizational citizenship behaviors (Cohen Charash & Spector, 2001; Colquitt, Conlon, Wesson, Porter, & Ng, 2001). Frustration, threat to employees' self- and social images and moral outrage are some of the negative behaviors produced by Workplace injustice at workplace (Greenberg, 1990).

## **2.5 Mediating Effects of Justice Perception (Distributive Justice, Procedural Justice, Interactional Justice) Between Abusive Supervision and Employee Silence**

### **2.6 Distributive Justice**

It is evident from the theories of distributive justice that individuals intend to make fairness judgment when they compare their inputs and outputs with their referent (Adams, 1965; Adams & Freedman, 1976) e.g. perceived equity. The mentoring function done by the supervisors is pivotal for the career advancement of junior colleagues. Subordinates of abusive supervisor may feel relative deprivation (Martin, 1981) because of their perception that their peers who are working under supervision of good leader are getting better support and career advancement opportunities likewise their outputs are different than their peers (Tepper, 1995).

Research scholars have already proved that abusive supervision causes emotional exhaustion which is a symptom of stress (Xu, Loi, & Lam, 2015). Individuals who perceive injustice in daily routine further feel that they have less or scarce resources to sustain or solve their problems (Tepper, 2001). Given these possibilities, subordinates would experience distributive injustice when their supervisors are more abusive incurring increased cost in the form of psychological withdrawal (Sagie et al., 2002) along with the well-known costs of actual exit (Kacmar et al., 2006). We can further extend our argument that employees working under

abusive supervision have two choices, leaving/staying while the other is, silence (inactivity, non-participation) (Barry, 1974).

Dissatisfied employees with some aspects of the organization i.e. distributive injustice and abusive supervision tend to continue their job because they are dependent on their supervisors for the salary, job, promotion, supervisor support etc and they would select the more logical and safe choice of non-participation by isolating themselves from the sources of stress using some regulative tactics Tepper et.al (2007) in the form of silence, to overcome mental depression of working in injustice (distributive injustice) environment. In this way can protect their remaining resources Hobfoll (1989, 2001).

*H2(a): Abusive supervision is negatively and significantly related with distributive Justice.*

*H2(b): Distributive Justice is significantly and negatively related with employee silence.*

*H2(c): Distributive justice mediates the relationship between abusive supervision and employee silence.*

## **2.7 Procedural Justice**

Procedural justice is about the fairness regarding ways and the processes how organization distributes its resources and decide to allocate other outcome. It also includes how management makes decision for resource allocation and distribution amongst employees. Employees are more concerned that whether the decision makers are being fair and have used well organized decision making processes while resource allocation and distribution Rahim et.al (2000). Procedural justice rules as organizational procedures which are to be consistent across people and over time, not be biased on self-interest, be based on accurate information include provisions for appeal, and reflect the concerns and ethical system of those affected (Loi, & Ngo, 2010). Hence, it is crucial to use procedure which is persistent, true, redesignable, ethical, according the needs of employees and without prejudgment.

Procedural injustice occurs if one or more of the above mentioned procedural justice rules are violated. Procedural justice is a predictor of organization related outcomes including commitment, perceived organizational support and silence (Sweeney & McFarlin, 1993; Luo, 2007; Rego & Cunha, 2010). Employees who perceive more procedural justice in their organization they take themselves more respectable and have the sense of being valued member of the organization. Cropanzano et.al (2001).

Initially the theory of abusive supervision explained that employee's perception of injustice is the mechanism by which abusive supervision influences the behaviors and attitudes (Tepper 2000). The employees or workers judge and assess the level of fairness in organization through the lens of fairness (Burton, & Hobbler, 2011). Many studies support the Tepper (2000) justice based model of abusive supervision. It is also established in the literature that Procedural injustice is the strong predictor of abusive supervision (Tepper, Duffy, Henle, & Lambert, 2006). While it is expected that victims of abusive supervision may perceive that organization is not adopting appropriate ways to handle abusers or to protect the targets of abuse. Literature has highlighted that procedural injustice is case of bias suppression and violation of ethicality rules and cause emotional distress, ill will, anger and stress are outcomes of procedural injustice (Barclay, Skarlicki, & Pugh, 2005). Where in employees perceive that the organization is not willing to oppose and handle abusive behaviors and high performing managers never even fear that the bottom line would be negatively affected. Moreover, the accuracy rule is violated when individuals take management as one, which is not collecting and using appropriate documentation to monitor supervisory behaviors that might warrant disciplinary action. In this way they may avoid sharing ideas, concerns, issues and suggestions regarding organizational matters when they perceive that resource allocation and the procedures to distribute resources are not fair.



It is therefore safely assumed that abused subordinates should exhibit silence behavior while experiencing procedural injustice.

*H3 (a): Abusive supervision is negatively and significantly related with procedural Justice.*

*H3 (b): Procedural Justice is significantly and negatively related with employee silence.*

*H3(c): Procedural justice mediates the relationship between abusive supervision and employee silence.*

## **2.8 Interactional Justice**

Interactional Justice depicts the quality of treatment employees receive within a workplace Bies (2005). Scholars have noticed the there is a critical role of leaders in managing justice within workplace particularly interactional justice (Scott, Garza, Conlon, & Kim 2014). Supervisors are mainly responsible for provision of safe and ethical environment in an organization Shin(2012). It is evident by the definition of abusive supervision that it violates normative rules of justice Tepper(2000). Individuals intend to seek the party accountable for their perceived injustice and cognitively search the harmdoer. Firstly, employees may relate their victimization of injustice with the immediate supervisor Ayree et.al(2007) ; Burton & Hoobler, 2011, Tepper, 2000). Secondly, the oppressed subordinates associate abuse of their supervisor as a fault of their workplace Zellers et.al(2002). The current study focuses the first perception i.e. supervisors who are targets of interactional injustice display more abusive behavior for their staff. (Aryee, Chen, Sun, & Debrah, 2007).

Theory of the Interactional justice is as old as the concept of organizational justice. It represents the interpersonal dimension of fairness where human beings have preference to associate with others and they give importance to their relationships and the way they are treated by others (Bies, 2000; Tepper, 2000). Interactional justice shows employer's behavior and attitude towards subordinates (Cohen-Charash & Spector, 2001). The core concepts being

focused in studies of interactional justice such as honesty, politeness, respect, justification and propriety Fortin (2008) leads to the stronger interactional justice perception(Burton, 2008).Interactional injustice occurs when supervisors fail to give subordinates the required level of respect, treat them honestly and politely and understand the personal need of employees (Bies&Moag,1986;Lamertz, 2002).

Individuals have firm criteria for personal respect, however there are certain contexts which may influence these criteria such as rudeness is seen as a part of stress interview( Bies&Moag, 1986)and verbal battery and degradation as a procedural part of a drill instructor for the training of new recruits Van & Schein (1979).Other than these special cases where resentment could be tolerated, it is expected by the individuals that higher management or supervisor should know the acts which may threat self and social image of subordinates Goffman(1967).Interactional injustice includes interactional concerns and other behaviors including unfriendliness and impoliteness from authority figure which is more related with abusive supervision( Mikula, Petri, &Tanzer's, 1990).Prior research has proved abusive supervision as a stronger predictor of injustice (Tepper, 2000; Zellars et al., 2002). Employees work attitudes, psychological health, and behavioral performance is influenced as they try to ease the stress of inequity and regain justice (Tepper,2000;Greenberg, 1993). Perception of injustice make the employees withdraw and exhibit negative attitude towards outcomes of organizations Zoghbi(2010).

Employee silence is a reaction against perceived injustice in the organization (Harlos, 1997) which could affect employee's decisions to speak up or remain silent on some critical issues. Extending the line of research it is therefore assumed that abusive supervision and perceived interactional injustice will cause employees to withhold important ideas, suggestions or issues of important nature.

*H4 (a): Abusive supervision is negatively and significantly related with interactional Justice.*

*H4 (b): Interactional Justice is significantly and negatively related with employee silence.*

*H4(c): Interactional justice mediates the relationship between abusive supervision and employee silence.*

## **2.6 Leader Member Exchange**

LMX is deals with the relationship quality between supervisor and subordinates. It also examines the dyadic relationship and perceptions about work relations. (Graen&Scandura, 1987). Good leader member exchange relationships are considered as key to effectiveness, coordination and in achievement of goals Ferris et.al(2009). Since the relationship between a supervisor and a subordinate plays an important role in determining outcomes at work (Brower et al., 2000; Uhl-Bien, 2006), increasing pressure to build up and maintain effective and sustainable relationships with employees. LMX theory is based on social exchange theory in which it is assumed that a supervisor has a unique relationship to each employee (Graen&Uhl-Bien, 1995), which is negotiated over time as a result of role expectations and fulfillments between leaders and members.

Leader member exchange theory was initially presented by Garen (1995) basically focusing the unique and varying relationship of leader and follower Anand et.al(2011). Ozer, Chang and Schaubroeck (2014) described LMX as an indicator of employees' view of the quality of their social exchange relationship with the supervisor. Literature has identified two types of relationship i.e. Low quality and high-quality relationships (Bauer & Green, 1996). Low LMX relationships are based on exchange of formal and tangible assets such as employment contracts and monetary benefits (economic exchange) (Blau, 1964; Dulebohn et al., 2011) and employees are only interested in obligatory compliance whereas people in high-quality relationships cater not only in terms of economic exchange, but they are more particular in

social exchange like values as mutual trust, obligation, respect, loyalty and mutuality (Liden&Maslyn, 1998; Uhl-Bien &Maslyn, 2003;Loi, Mao, & Ngo, 2009; Sparrowe&Liden, 2005;Liden&Vidyarthi, 2011) supervisor and subordinates have mutual liking and respect. Recent research seconds all the previous researches and concluded that High LMX affects a entire work experience of employee in a positive manner including in-role and extra-role performance (Martin et al., 2016).Those considered in high LMX relationship are treated as in group while the rest are treated as out group members (Bolino&Turnley, 2009).

## **2.7 Moderating Role of LMX between Abusive Supervision and Employee Silence**

LMX is regarded as an employee's perceptions of the overall quality of the interpersonal social exchange relationship between that employee and his/her immediate supervisor. Hence we may assume that tough and critical situation can also occur along routine healthy relationships. Whereas abusive supervision is discussed as a subordinates' perceptions of the degree, to which he assume his supervisorsinvolved in persistent display of intimidating verbal and non-verbal behaviors, apart from physical contact. Supervisor exhibit abusive behavior during the interaction of supervisor and subordinates it could be any time of the working hours (Tepper& Henle, 2011). However, LMX deals with the type of relationship between supervisors and subordinate that develops with the passage of time. Therefore, Abusive supervision and LMX are two different constructs in certain situation both constructs can exist simultaneously Lian et.al (2012).

Low LMX does not always predictsabusive behavior from the supervisor Tepper et.al(2007) .Likewise, it is not essential that employees who perceive high LMX could never be targets of abuse behavior. It could be better interpreted in dyadic relationships of husband wives where in their romantic relationships and in spite of high levels of relationship quality, extreme depressing feelings towards their husbands are also reported (Fincham& Linfield, 1997). In the same pattern research findings of dyadic relationships of supervisor -

subordinate shows that High-LMX subordinates can also face occasions where their supervisor remained abusive to them Lian et.al (2012).

In High LMX relationships employees are valued and they may be supported by supervision in the form of provision of resources in case of need while understanding their problems and needs (Graen&Uhl-Bien, 1995). The person who was considered as a source of support and respect in high LMX relationships (Uhl-Bien &Maslyn, 2003), negative attitude from such boss is more noteworthy to the individuals' mental distress Hobman et.al (2009) .Therefore, it could be more miserable for the targets of abuse because it is entirely different from their typical expectation and caused their valued resource loss. More precisely, high-LMX subordinates are more sensitive towards abusive behavior of their supervisor. The quality relationships with their supervisor develop high expectations from their supervisor. They perceive the high level of trust and help or support would be provided by supervisor in case of their need.

Another logic one might expect is that abusive treatment could be mitigated rather exacerbated by high LMX and produce a break from the Abusive supervision (Lepore, 1992).In the form of typically low LMX relationships people are supposed to be used to of such behavior from bossandabusive supervision will not be considered as unexpected.Employee voice or sharing ideas or concerns needs designated time, effort and energy in order to refine and present the idea at an appropriate time and way (Detert& Edmondson, 2011; Ng & Feldman, 2012) which could be risky in theory of conservation of resources (Bolino&Turnley, 2005).Linking the concept of employee silence with contextual condition of high LMX relationships where supervisor have proper acknowledgement, respected and trusted for the subordinates. subordinates It could be safely assumed that the association between Abusive supervision and Employee silence is not as much prominent in

Low LMX because there are fewer chances that targets of abusive behavior in low LMX suffer the cognitive dissonance and uncertain situation. Hence our hypothesis is

**H5:** *LMX moderates the relationship between abusive supervision and employee silence in such that if LMX is high than relationship between abusive supervision and employee silence would be stronger.*

## 2.8 Theoretical Model

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

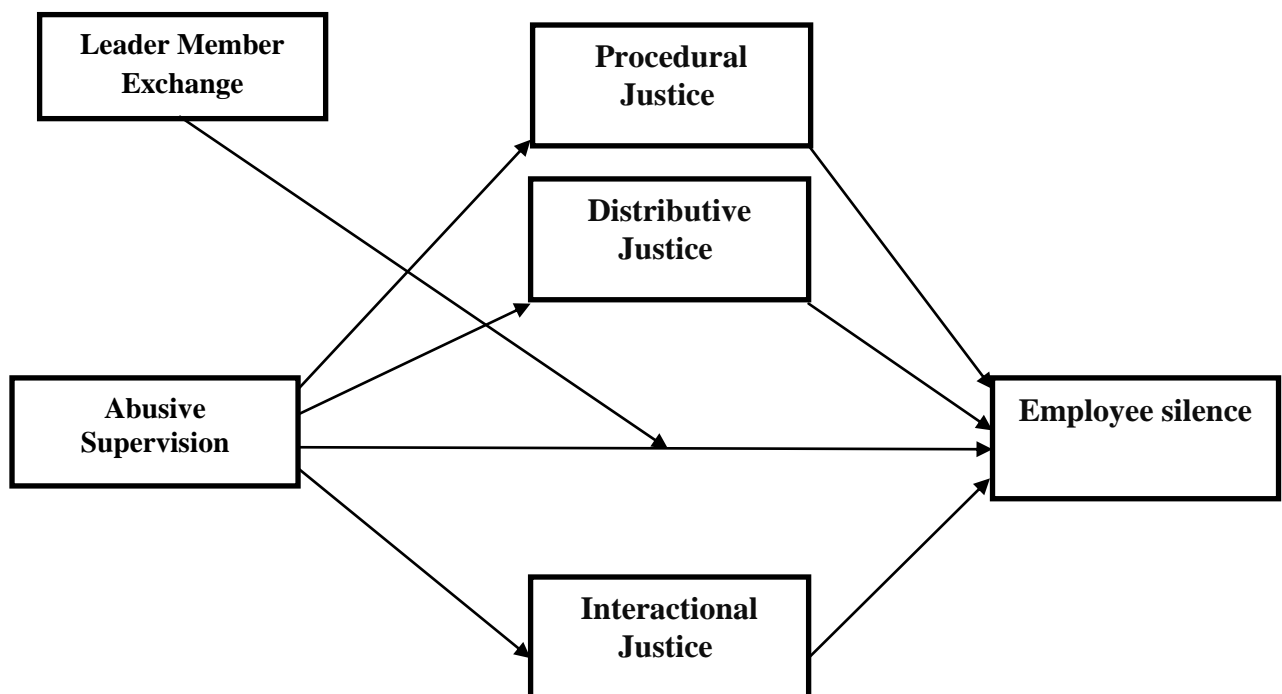


Figure 2.1 Theoretical Model

**Table 2.1 Summary of Hypothesis**

<b>Hypothesis</b>	<b>Statements</b>
H1:	Abusive supervision is positively and significantly associated with employee silence.
H2(a):	Abusive supervision is negatively and significantly related with distributive Justice.
H2(b):	Distributive Justice is significantly and negatively related with employee silence.
H2(c):	Distributive justice mediates the relationship between abusive supervision and employee silence
H3(a):	Abusive supervision is negatively and significantly related with procedural Justice.
H3 (b):	Procedural Justice is significantly and negatively related with employee silence.
H3(c) :	Procedural justice mediates the relationship between abusive supervision and employee silence.
H4 (a):	Abusive supervision is negatively and significantly related with interactional justice.
H4 (b):	Interactional justice is significantly and negatively related with employee silence.
H4 (c):	Interactional justice mediates the relationship between abusive supervision and employee Silence
H5:	LMX moderates the relationship between abusive supervision and employee silence in such that if LMX is high than relationship between abusive supervision and employee silence would be stronger.

## 6 CHAPTER 3

### 7 RESEARCH METHODOLOGY

This chapter 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**

Rubin, (1987, p. 85) defines research design as a basic strategy to test the theory. The major objective is to plan and structure the research study in a way that increases its validity (Mouton & Marais, 1996). It is a comprehensive process for managing the research process and its relevant aspects.

#### **3.2 Nature of Study**

The study was causal in nature, targeted to gauge the impact of abusive supervision on employee silence through the mediating mechanism of three dimensions of organizational justice .i.e. distributive justice, procedural justice and interactional justice. The moderating role of leader member exchange between abusive supervision and employee silence is also gauged.

In this field study data was collected through Banks located in Rawalpindi and Islamabad .The data has been collected within seven months (May, 2016 to November, 2016). The data were collected at one time only therefore the study is cross sectional in its tendency.

#### **3.3 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 macro 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 banks in two cities of Pakistan was the unit of analysis in this study.

### **3.4 Population and Sample size**

A population of research is characterized as the group of individuals or items that possesses characteristics of similar nature (Castillo, 2009). The population of the current study was the employees working in banks in two cities of Pakistan (Rawalpindi and Islamabad). The banks were; Habib Bank Limited, Askari Bank Ltd, MCB, Allied Bank, UBL, National Bank, Bank of the Punjab, Sind Bank, Soneri Bank and Faisal Bank. 305 questionnaires were distributed among these banks. 254 questionnaires were returned from these branches. 214 out of these questionnaires were found complete in all respect. The overall response rate remains 70 percent.

The technique for data collection employed in this study was survey method. This technique is simple and it helps to collect data from number of respondents at the same time as compared to other methods. In research studies, this method was mostly used in order to generalize the result on whole population. For present study the particular technique was chosen because of limited time and resource constraint.

<b>Name of Banks</b>	<b>Total questionnaires distributed</b>	<b>Total questionnaires received back</b>
Habib Bank Limited	40	25
Askari Bank	25	20
MCB	20	18
Allied Bank	40	35
UBL	35	34
National Bank	30	25
Bank of the Punjab	40	28
Sindh Banl	35	32
Soneri Bank	25	22
Faisal Bank	15	15
<b>Total</b>	<b>305</b>	<b>254</b>

### **3.5 Sampling Technique**

Convenience sampling technique was used for data collection, due to time and resource constraints. This sampling technique is widely used in research studies for social sciences as it saves time and energy, in addition, the desired information and data is collected with little effort. We assume that the data collected from the population is a true representative of banking staff employed in Pakistan. For data collection survey questionnaires were distributed among staff employed in different banks in Rawalpindi and Islamabad

### **3.6 Instrumentation**

All the items for the variables, Abusive Supervision, Employee silence, Leader Member exchange, Distributive Justice, procedural Justice and Interactional Justice were filled by the

employees only. All the items in the questionnaire were responded to using a 5-points likert-scale where 1 (strongly disagree) to 5 (strongly agree).

### **3.6.1 Abusive Supervision**

Abusive Supervision is the independent variable and was measured by 7 items scale developed by Mitchell, M. S., & Ambrose, M. L. (2007). The sample items include “My supervisor ridicules me”; “My supervisor tells me my thoughts or feelings are stupid etc.” The reliability of this variable is .90.

### **3.6.2 Employee Silence**

Employee Silence is dependent variable and was measured by five items scale developed by Tangirala, S., & Ramanujam, R. (2008). The sample items include “You kept quiet instead of asking questions when you wanted to get more information about employee safety in your workgroup”; “You said nothing to others about potential employee safety problems you noticed in your workgroup”. The reliability score for the scale was found to be 0.75.

### **3.6.3 Leader Member Exchange**

Leader Member Exchange – the Moderator between Abusive supervision and Employee Silence was measured by 11 items scale developed by Liden, R. C., & Maslyn, J. M. (1998). The sample items include “My supervisor would come to my defense if I were "attacked" by others”, “I am impressed with my supervisor's knowledge of his/ her job”. The reliability score for the scale was found to be 0.86.

### **3.6.4 Distributive Justice**

Distributive Justice mediates between abusive supervision and Employee Silence. The mediator was measured by 5-item scale developed by Niehoff, B. P., & Moorman, R. H. (1993). The sample items include “My work schedule is fair.”, “I think that my level of pay is fair”. The reliability score for the scale was found to be 0.84.

### **3.6.5 Procedural Justice**

Procedural Justice mediates the relationship between abusive supervision and Employee Silence. This mediator was measured by 6 items developed by Niehoff, B. P., & Moorman, R. H. (1993). Sample items include “Job decisions are made by my supervisor in an unbiased manner.”, “My supervisor makes sure that all employee concerns are heard before job decisions are made” The reliability score for the scale was found to be 0.81.

### **3.6.6 Interactional Justice**

Interactional Justice is the third dimension of justice perception used in our model. IPmediates the association between abusive supervision and Employee Silence was measured by 9 items developed by Niehoff, B. P., & Moorman, R. H. (1993). Sample items include “My supervisor explains very clearly any decision made about my job.”, “When decisions are made about my job, my supervisor deals with me in a truthful manner ” Alpha reliability score for Interactional Justice was found as to be 0.85.

### **3.7 Data Analysis Tools**

The collected data was analysed through SPSS (version 20.0) software. Correlation, Regression, Mediation and Moderation tests was run to analyse data. Correlation analysis was used to check the relationship of independent variable with the dependent variable. Regression analysis was used to examine the dependency amongst the variables. Baron and Kenny (1986) method was used to test for mediation and moderation.

### **3.8 Analytical techniques and tool used**

Statistical testing for the data was carried for Reliability test, Descriptive, Correlation and Regression. SPSS software version 20.0 issued for all the required statistical tests and calculations. To calculate the internal reliability of the scales Cronbach’s alpha was calculated. Method of Baron and Kenny (1986) was used for mediation analysis.

### 3.9 Characteristics of Sample

The tables given below reflect the characteristics of the study population.

*Table 3.1 Demographic Characteristics*

	Frequency	Percent	Cumulative percent
<b>Gender</b>			
Male	131	61.2	61.2
Female	83	38.8	100.0
<b>Age</b>			
18 years to 25 years	43	20.1	20.1
26 years to 33 years	121	56.5	76.6
34 years to 41 years	34	15.9	92.5
42 years to 49 years	12	5.6	98.1
> 50 years	4	1.9	100
<b>Qualification</b>			
Matric	05	2.3	2.3
Intermediate	10	4.7	7.0
Bachelor	46	21.5	28.5
Masters	74	34.6	63.1
MS/Ph.D	79	36.9	100
<b>Experience</b>			
1 year to 5 years	116	54.2	54.2
6 years to 10 years	56	26.2	80.4
11 years to 15 years	22	10.3	90.7
16 years to 20 years	13	6.1	96.7
> 21 years	7	3.3	100.0

It has been reported from gender wise frequency analysis of the data that 61% of the sample comprises of male employees of banks while 38% respondent were female which is comparatively low. Hence the majority of the respondents were male in this data.

As per the frequency of age 121 person of the sample of 214 i.e. 56% belongs to the age group of 26 to 33 years while in the age bracket of 18 to 25 years there were 43 respondents that becomes 20%. In the age brackets of 34 to 41 years the number of respondents was 34 which is 15.9% of the total sample. Whereas 12 respondents were from the age group of 42 years to 49 years i.e. 5.6% and 4 respondents belongs to the age bracket which is greater than 50 i.e. 1.9% which is the lowest one.

The qualification of the respondents is another aspect of demographics which indicates that a total of 79 respondents i.e. to be 36.9% are of MS/PhD qualification which is the higher percentage in qualification frequency. Frequency of Masters, Bachelor, Intermediate and Matric are 34.6%, 21.5%, 4.7% and 2.3%.

The survey also collects data about the work experience of the respondents. Here 54.2 percentages has been observed as respondents with 1 year to 5 years of work experience. There are 56 of the respondents who have work experience of 6 years to 10 years i.e. 26.2%. However in other experience categories 22 respondents (10.3%) are found in 11 years to 15 years of work experience, 13 respondents has worked for the period which falls in 16 years to 20 years of total work experience. While 7 of the respondents that make 3.3% of the total sample size are having work experience >21 years.

### **3.10 Reliability of Scales**

Table 3.2 reflects the reliability of scales of each variable. Through reliability analysis Cronbach's alpha of all variables were found. Cronbach's alpha shows the consistency and reliability of the scale used for measurement. Its value should be greater than 0.7 (Nunnally & Bernstein, 1994).

**Table 3.2 Scales Reliabilities**

<b>Variable</b>	<b>Cronbach's Alpha</b>		<b>No. of Items</b>
Abusive Supervision		0.90	5
Employee Silence	0.75	5	
Leader Member Exchange	0.86	11	
Distributive Justice	0.84	5	
Procedural Justice		0.81	6
Interactional Justice	0.85	9	

Internal reliability of a scale means that all items should measure the same thing so that they correlate with each other. Reliability tests are used to check the consistency of the results produced by any measuring technique by using the same test twice or after some time. Range of Cronbach alpha is from 0 to 1. Higher reliability of the scale is presented by 1. Generally the Alpha values above 0.7 are considered reliable. The above table presents the internal consistency of scales and shows that all variable have Alpha which is considered reliable. 0.90. was the highest Alpha value and was used to measure abusive supervision.

## CHAPTER 4

### 8 RESULTS

This study focuses at finding the impact of abusive supervision on employee silence through the mediating mechanism of three dimensions of organizational justice .i.e. distributive justice, procedural justice and interactional justice and the moderating role of leader member exchange in abusive supervision - employee silence association. 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. Table 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*

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Abusive Supervision	214	1.00	5.00	2.2	.94
Employee Silence	214	1.00	4.60	2.49	.80
Leader Member Exchange	214	1.55	5.00	3.53	.66
Distributive Justice	214	1.00	5.00	3.17	.87
Procedural Justice	214	1.00	5.00	3.31	.76
Interactional Justice	214	1.00	5.00	3.49	.65



This table gives details about descriptive statistics for the variables under study. The details included in the table are minimum, maximum and average values for variables under study and also shows the mean and standard deviation. Detail of variables, sample size of the study, The columns in the above table comprise the details for the minimum value, maximum value, mean values, and standard deviation for the collected data. Mean value for Abusive Supervision is 2.21 with standard deviation of 0.94. For Employee Silence, the table indicates the mean value 2.49 and standard deviation of 0.80. Leader Member Exchange is observed to have mean value of 3.53 with standard deviation of 0.66. Distributive Justice has mean value of 3.17 & Standard deviation 0.87. Procedural Justice is observed to have mean value as 3.31 and standard deviation as 0.76. Whereas interactional justice has mean value of 3.49 having standard deviation of 0.65. Among the three dimensions of Justice, Interaction Justice has the highest mean while mean of distributive justice is lowest amongst them.

#### 4.2 Control Variables

Gender, age, qualification and experience affect employee workplace deviance (e.g., Mawritz et al., 2012; van Gils et al., 2015). Therefore, the demographics had been included in the study. To check whether these demographics variables influence employee silence 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**

<b>Control Variables</b>	<b>F</b>	<b>Sig.</b>
Gender	00.14	.704
Age	10.90	.001
Qualification	00.18	.670
Experience	12.08	.001

Age shows significant relation with the dependent variable i.e. Employee silence ( $f=10.90$ ,  $p<0.05$ ). Significant relation has been observed for experience as well ( $f=12.08$ ,  $p<0.001$ ).

### **4.3 Correlation Analysis**

Correlation analysis is used to indicate the nature of relationship between two variables. Also it examine if the two variables move in similar or opposite direction. This analysis differs from regression analysis in a way that it does not consider causal linkages for the variables that are being studied. The relationship is analyzed in view of variables moving in the same or opposite direction while not including the zero correlation. Negative values denote the extent to which increase in either of the variables is being studied varies with the other. The correlation analysis used under this study is the widely used coefficient for assessing correlation among variables. Pearson correlation analysis is the most common method to measure reliance among two quantities. The value of correlation coefficient ranges from - 1.00 to +1.00. +1.00 values reveal a positive correlation while negative values indicate negative correlation among the variables. However, if the value of correlation is 0 this means there exists no correlation among the variables.

The correlation among different variables under study is shown in the table below. Age has significant positive relationship with the experience ( $r=.751$ , $p<.01$ ),significant and negative relationship with Abusive supervision ( $r=.167$ , $p<0.05$ ), significant and negative relationship with Employee silence ( $r=.221$ , $p<0.01$ ),insignificant relation with leader member exchange ( $r=0.09$ , $p>.05$ ),significant and negative relationship with Distributive justice ( $r=.123$ , $p<.01$ ), significant and negative relationship with procedural justice ( $r=.065$ , $p<.01$ ), significant and negative relationship with Interactional justice ( $r=.012$ , $p<.01$ ).

Experience is observed to have a negative and significant relationship with abusive supervision ( $r=.077, p<.01$ ), negative and significant relationship with Employee silence ( $r=.232, p<0.05$ ), negative and significant relationship with LMX ( $r=.032, p<0.01$ ), significant and negative relationship with Distributive justice ( $r=.235, p<0.05$ ), significant and negative relationship with procedural justice ( $r=.187, p<0.05$ ), significant and negative relationship with Interactional justice ( $r=.168, p<0.01$ ).

The results in above table also indicates that Abusive Supervision has a positive and significant relationship with employee silence ( $r=.436, p<0.05$ ), negative and significant relationship with Leader Member exchange ( $r=.392, p<0.05$ ), negative and significant relationship with Distributive justice ( $r=.163, p<0.01$ ), significant and negative relationship with Procedural Justice ( $r=.326, p<0.05$ ), significant and negative relationship with Interactional Justice ( $r=.291, p<0.05$ ).

Employee silence has negative and significant relationship with Leader Member exchange ( $r=.104, p<0.01$ ), negative and significant relationship with Distributive Justice ( $r=.142, p<0.01$ ), negative and significant relationship with Procedural Justice ( $r=.181, p<0.05$ ), negative and significant relationship with Interactional Justice ( $r=.151, p<0.01$ ).

Leader member exchange is observed to have positive and significant relationship with distributive justice ( $r=.296, p<0.05$ ), positive and significant relationship with procedural justice ( $r=.655, p<0.05$ ), positive and significant relationship with Interactional Justice ( $r=.605, p<0.05$ ).

Distributive Justice has been observed to have a positive and significant relationship with procedural justice ( $r=.0514, p<0.05$ ), positive and significant relationship with Interactional Justice ( $r=.476, p<0.05$ ).

Procedural Justice has been observed to have a positive and significant relationship with Interactional justice( $r=.721$ ,  $p<0.05$ ).

**Table 4.3 Correlations**

	1	2	3	4	5	6	7	8
1. Age	1							
2. Experience	.751**	1						
3. Abusive Supervision	-.167*	-.077	1					
4. Employee Silence	-.221**	-.232**	.436**	1				
5. L. Member Exchange	.096	-.032	-.392**	-.104	1			
6. Distributive Justice	-.123	-.235**	-.163*	-.142*	.296**	1		
7. Procedural Justice	-.065	-.187**	-.326**	-.181**	.655**	.514**	1	
8. Interactional Justice	-.012	-.168*	-.291**	-.151*	.605**	.476**	.721**	1

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

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

#### 4.4 Regression Analysis

Regression analysis is used to predict and estimate the relationship among variables. The regression analysis reveals the predictions about Y from the values of X. It helps in drawing I decision about the dependence of one variable on other variable.

**Table 4.4 Hierarchical regression analysis for determinants of Employee Silence**

Predictor	Dependent Variable: Employee Silence		
	B	R <sup>2</sup>	ΔR
Main Effect: Abusive Supervision			
Step 1			
Control Variable		.05	
Step 2			
Abusive Supervision	.35***	.23	.21

Predictor	Dependent Variable: Distributive Justice		
	B	R <sup>2</sup>	ΔR
Main Effect: Abusive Supervision			
Step 1			
Control Variable		.06	
Step 2;			
Abusive Supervision	-.16**	.09	.07

Predictor	Dependent Variable: Employee Silence		
	B	R <sup>2</sup>	ΔR
Main Effect: Distributive Justice			
Step 1			
Control Variable		.05	
Step 2			
Distributive Justice	-.22**	.08	.07

Predictor	Dependent Variable: Procedural Justice		
	B	R <sup>2</sup>	ΔR
Main Effect: Abusive Supervision			
Step 1			
Control Variable		.04	
Step 2;			
Abusive Supervision	-.27***	.15	.14

Predictor	Dependent Variable: Employee Silence		
	B	R <sup>2</sup>	ΔR
Main Effect: Procedural Justice			
Step 1			
Control Variable		.05	
Step 2			
Procedural Justice	-.23**	.10	.09

Predictor	Dependent Variable: Interactional Justice		
	B	R <sup>2</sup>	ΔR
Main Effect: Abusive Supervision			
Step 1			
Control Variable		.04	
Step 2;			
Abusive Supervision	-.19***	.13	.12

Predictor	Dependent Variable: Employee Silence		
	B	R <sup>2</sup>	ΔR
Main Effect: Interactional Justice			
Step 1			
Control Variable		.05	
Step 2			

---

\*\*\*  $P < 0.001$ , \*\*  $P < 0.01$ , \*  $P < 0.05$   $n = 214$ ; control variables were Age & Experience

***H1: Abusive supervision is positively and significantly related with employees Silence.***

Table 4.4 reflects that abusive supervision is positively and significantly related with employee silence ( $B = .35$ ,  $t = 6.830$ ,  $p < .001$ ), accepting the first hypothesis. It means that abusive supervision increases 35% employee silence. The value of  $p$  shows significant level of  $t$  values that is a solid reason to accept the hypothesis.

***H2 (a): Abusive supervision is negatively and significantly related with distributive Justice.***

Table 4.4 reflects that abusive supervision is negatively and significantly related with distributive justice ( $B = -.16$ ,  $t = -2.584$ ,  $p < .05$ ), accepting this hypothesis. It means that abusive supervision reduces 16% distributive justice.  $P$  value indicates the significant level of  $t$  values which is sufficient reason to accept the hypothesis..

***H2 (b): Distributive justice is significantly and negatively related with employee silence.***

Table 4.4 reflects that distributive justice negatively and significantly related with employee silence ( $B = -.22$ ,  $t = -3.424$ ,  $p < .01$ ), accepting this hypothesis. It means that distributive justice reduces 22% employee silence.  $P$  value indicates the significant level of  $t$  values which provides strong grounds to accept the hypothesis

***H3 (a): Abusive supervision is negatively and significantly related with Procedural Justice.***

Table 4.4 reflects that abusive supervision is negatively and significantly related with procedural justice ( $B = -.271$ ,  $t = -5.158$ ,  $p < .001$ ), accepting this hypothesis. It means that abusive supervision reduces 27% procedural justice.  $P$  value indicates the significant level of  $t$  values which provides strong grounds to accept the hypothesis

***H3 (b): Procedural Justice is negatively and significantly related with employee silence.***



Table 4.4 reflects that procedural justice is negatively and significantly related with employee silence ( $B = -.23$ ,  $t = -3.396$ ,  $p < .01$ ), accepting this hypothesis. It means that procedural justice reduces 23% employee silence. P value indicates the significant level of t values which provides strong grounds to accept the hypothesis

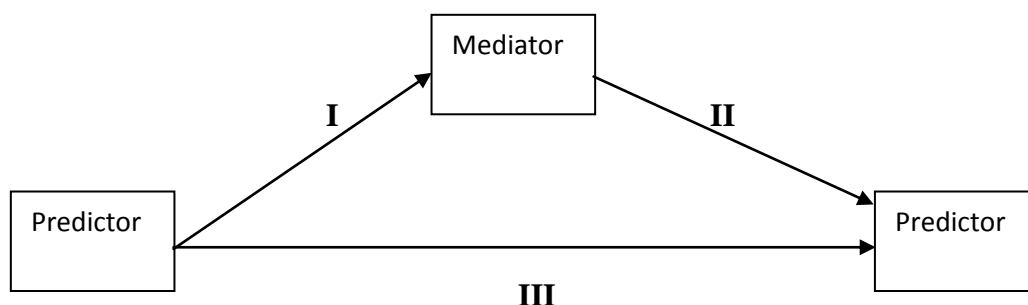
***H4 (a): Abusive supervision is negatively and significantly related with interactional Justice.***

Table 4.4 reflects that abusive supervision is negatively and significantly related with interactional justice ( $B = -.19$ ,  $t = -4.372$ ,  $p < .001$ ), accepting this hypothesis. It means that abusive supervision reduces 19% interactional justice. P value indicates the significant level of t values which provides strong grounds to accept the hypothesis

***H4 (b): Interactional Justice is negatively and significantly related with Employee Silence.***

Table 4.4 reflects that interactional justice is negatively and significantly related with employee silence ( $B = -.23$ ,  $t = -2.788$ ,  $p < .01$ ), accepting this hypothesis. It means that Interactional justice reduces 23% employee silence. P value indicates the significant level of t values which provides strong grounds to accept the hypothesis

#### 4.5 Mediated Regression Analysis



**Figure 4.1 Mediation Analysis**

Mediation analysis has been carried out according to Barron and Kenny (1986) technique. According to this technique mediator must have a relationship with predictor & criterion. In order to prove for mediation, following steps may be followed:

- i. Predictor must be related to mediator (Independent Variable and mediator)
- ii. Mediator to criterion association ( Mediator and Dependent variable)
- iii. Predictor to criterion association ( Independent and dependent variable)

As per Table 4.4, all three conditions are fulfilled, which indicates that we can run mediation analysis.

#### 4.6 Mediating role of distributive justice between abusive supervision and employee silence

**Table 4.5 Mediation Analysis**

Predictor	Dependent variable: Employee Silence		
	B	R <sup>2</sup>	ΔR
Step 1			
Control Variables	.05		
Step 2			
Abusive Supervision (without controlling mediator)	.35***	.23	.21
Step 3			
Abusive Supervision (after controlling mediator)	.31***	.21	.20

\*\*\*  $P < 0.001$ ; Mediating variable is distributive justice

**H2 (c): Distributive justice mediates the relationship between abusive supervision and employee silence.**

Results shows that the association between abusive supervision and employee silence and mediating role of Distributive justice the value of  $\beta = .35$ ,  $p < 0.001$  whereas in absence of mediator (Distributive Justice) this value decreases as  $\beta = .31$  ( $p < 0.001$ ). It means that the impact of mediating variable is partial. After running the mediation there is slight change in

the value of  $\beta$ . It means that the relationship is partially mediated by distributive justice. Thus the hypothesis that the distributive justice mediates the relationship between Abusive supervision and employee silence is accepted.

#### 4.7 Mediating role of Procedural justice between Abusive supervision and Employee silence.

**Table 4.6 Mediation Analysis**

Predictor	Dependent variable: Employee Silence		
	B	R <sup>2</sup>	$\Delta R$
Step 1			
Control Variables		.05	
Step 2			
Abusive Supervision (without controlling mediator)	.35***	.23	.21
Step 3			
Abusive Supervision (after controlling mediator)	.33***	.23	.22

\*\*\*  $P < 0.001$ ; Mediating variable is procedural justice

#### ***H3 (c): Procedural justice mediates the relationship between abusive supervision and employee silence.***

Results show the association between abusive supervision and employee silence and mediating role of procedural justice. Mediator (procedural Justice); the value of  $\beta = .35$ ,  $p < 0.001$  whereas in absence of mediator (Procedural Justice) this value decreases as  $\beta = .33$  ( $p < 0.001$ ). It means that the impact of mediating variable is partial. After running the mediation there is slight change in the value of  $\beta$ . It means that procedural justice partially mediates the relationship. Thus the hypothesis that the procedural justice mediates the relationship between Abusive supervision and employee silence is accepted.

#### 4.8 Mediated role of Interactional justice between Abusive supervision and Employee silence

**Table 4.7 Mediation Analysis**

Predictor	Dependent variable: Employee Silence		
	B	R <sup>2</sup>	ΔR
Step 1			
Control Variables	.05		
Step 2			
Abusive Supervision (without controlling mediator)	.35***	.23	.21
Step 3			
Abusive Supervision (after controlling mediator)	.34***	.23	.22

\*\*\*  $P < 0.001$ ; Mediating variable is interactional justice

**H4 (c): Interactional justice mediates the relationship between abusive supervision and employee silence.**

Results above show the association between abusive supervision and employee silence and mediating role of interactional justice. The results shows that the association between Abusive Supervision and employee silence in presence of mediator (interactional Justice); the value of  $\beta = .35$ ,  $p < 0.001$  whereas in absence of mediator (Interactional Justice) this value decreases as  $\beta = .34$  ( $p < 0.001$ ). It means that the impact of mediating variable is partial. After running the mediation there is slight change in the value of  $\beta$ . It means that interactional justice partially mediates the link. Thus our first hypothesis is accepted.

#### 4.9 Moderated Regression Analysis

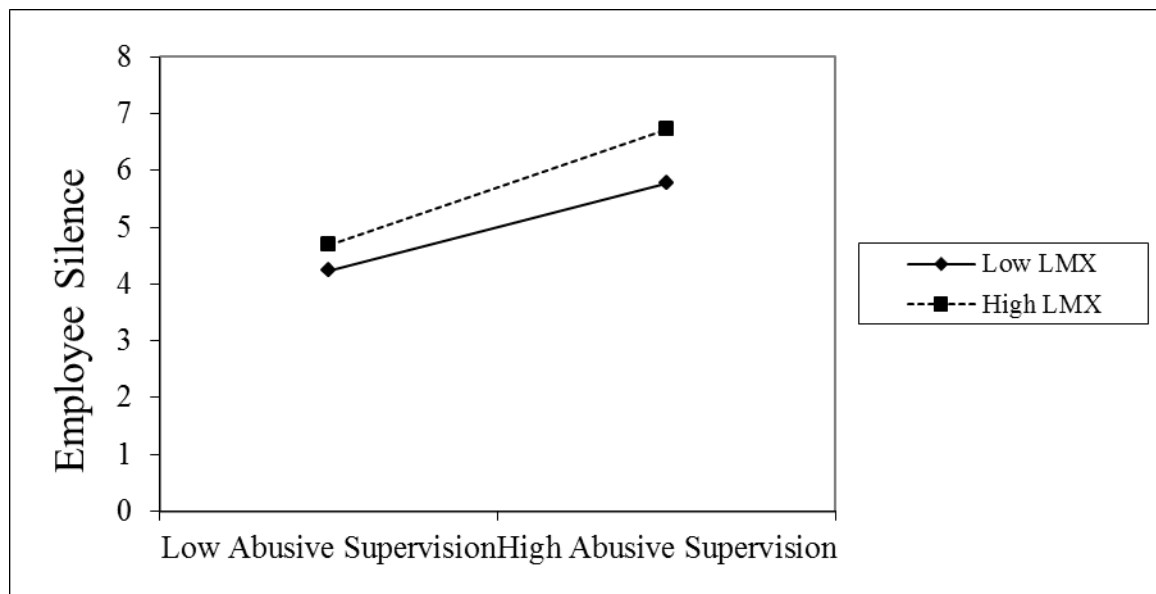
**Table 4.8 Regression Analysis for Moderation**

Predictors	B	R <sup>2</sup>	ΔR
Abusive Supervision × LMX → Employee Silence	.16*	.25	.23

\*  $P < 0.05$ ; LMX; Leader member exchange

**H5: LMX moderates the relationship between abusive supervision and employee silence in such that if LMX is high than relationship between abusive supervision and employee silence would be stronger.**

Table 4.8 shows the link for abusive supervision and employee silence and leader member exchange being a moderator. The results shows that  $\beta = .16$ ,  $p < .05$ . It means that presence of Leader Member exchange moderates the association between Abusive supervision and employee silence. In figure 4.2 below, it has been revealed through moderation graph that high LMX strengthen the Abusive supervision- employee silence association.



**Figure 4.2 Moderation Graph**

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

role and direction of LMX in abusive supervision and employee silence association which gives additional support for the acceptance of hypothesis.

**Table 4.9 Summary of Hypothesis**

<b>Hypothesis</b>	<b>Statements</b>	<b>Results</b>
H1:	Abusive supervision is positively and significantly associated with employee silence.	Accepted
H2(a):	Abusive supervision is negatively and significantly related with distributive Justice.	Accepted
H2(b):	Distributive Justice is significantly and negatively related with employee silence.	Accepted
H2(c):	Distributive justice mediates the relationship between abusive supervision and employee silence	Partially Accepted
H3(a):	Abusive supervision is negatively and significantly related with procedural Justice.	Accepted
H3 (b):	Procedural Justice is significantly and negatively related with employee silence.	Accepted
H3(c) :	Procedural justice mediates the relationship between abusive supervision and employee silence.	Partially Accepted
H4 (a):	Abusive supervision is negatively and significantly related with interactional justice.	Accepted
H4 (b):	Interactional justice is significantly and negatively related with employee silence.	Accepted
H4 (c):	Interactional justice mediates the relationship between abusive supervision	Partially

- H5: LMX moderates the relationship between abusive supervision and employee silence in such that if LMX is high than relationship between abusive supervision and employee silence would be stronger.

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## 9 CHAPTER 5

### 10 DISCUSSION AND CONCLUSION

#### 5.1 Discussion

The study is intended to explore association between Abusive Supervision and Employee Silence through mediating impact of Justice Perceptions (i.e. Distributive Justice, Procedural Justice and Interactional Justice) and moderating role of Leader member Exchange in Abusive supervision - employee silence association. Results of this study show that out of 11 hypotheses, 8 hypotheses were accepted while partial mediation was determined in 03 mediation hypothesis.

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

Justice perception has been studied as mediator in this study. Three dimensions of justice i.e. Procedural justice, distributive justice and Interactional justice were taken as mediators between Abusive Supervision and Employee Silence and it has been found to be partially mediating the association of Independent variable and dependent variable. The results endorse the work done by Tepper (2000) in which three dimensions of justice perception were observed to have a strong detrimental effect on job satisfaction and life satisfaction and further mediated the effects of Abusive supervision on job mobility and Employee commitment. As per analysis of this study employees working in banks generally feel the unfair treatment prevailing in their workplace. Employees working under abusive supervision perceive injustice in their organization, which in turn motivates them to intentionally withhold the important ideas and issues that could lead negative outcome for the organization. It is also established in the literature that Procedural injustice is the strong predictor of abusive supervision (Tepper, Duffy, Henle, & Lambert, 2006). As compared to employees with unjust perception at workplace, Employees who perceive more procedural justice in their organization they take themselves more respectable and have the sense of being valued member of the organization. Cropanzano et.al (2001) .We found that abusive supervision predicted subordinates perception of injustice, which further promoted their decision to remain silent in the workplace. In addition, results also shown that the presence of high LMX magnified the detrimental impact of perceived supervisory abuse on injustice and silence behavior. These findings contribute to the extant management literature in several ways.

Employees working under abusive supervision may sense that they are not being treated fairly was the other argument of the study. Three dimensions of organization justice were taken into account under the study i.e. Distributive Justice, Procedural Justice and



Interactional Justice. Staff working in banking industry when feel insulted, publicly ridiculed the negative feelings boost into them and there is a chance they further feel deprived while working in unjust environment. They think that that their peers who are working under the supervision of good supervisor experience more distributive justice in the form of the comparison of their inputs and outputs with the peers. They also feel that their peers who are working with a leader with constructive leadership style are getting support in their career and other career advancement opportunities (Tepper, 1995).

This could make employees to be in detached state and they are likely to withhold the input and ideas, concerns that might make things better and they choose to remain silent which is rather a conscious and deliberate behavior (Brinsfield, 2009) Abusive supervision is reported to have negative and strong relationship with distributive justice , while distributive justice have negative and strong relationship with employee silence. From the analysis of mediation it is evident that distributive justice partially mediates the relationship of Abusive supervision and employee silence. Hence our hypothesis H2 (a) is accepted.

The second dimension of justice perception under this study is procedural justice. Procedural justice is about the resource allocation and distribution amongst employees. Employees are more concerned about the ways organization uses for the allocation and distribution of resources. Procedures for such allocation should be crystal, based on accurate information include provisions for appeal, do not based on personal interests and reflect the concerns and ethical system of those affected. Employees are more concerned that whether the decision makers are being fair and have used well organized decision making processes while resource allocation and distribution (Rahim et.al., 2000) . Procedural justice is more related with organizational behavior (Colquitt et.al. 2001) Therefore, procedural justice is organization oriented while distribute justice is outcome oriented (Cohen-Charash& Spector, 2001). Abused subordinates feel resource loss under working such a poor environment assesses the

level of fairness with the lens of fairness and perceive that appropriate procedures are not being used in resource allocation and distribution among employees due to personal interest or any other reason. Our findings support the argument and results shows that abusive supervision is negatively and strongly associated with procedural justice while procedural justice is negatively and strongly linked with employee silence. The mediation analysis of the study shows that procedural justice partially mediates between the abusive supervision and employee silence. Hence our third hypothesis is accepted. H2 (b).

The third dimension of the justice perception tested in current study is Interactional Justice, the mediator between our dependent and independent variable. The argument was built as employees assesses the quality of interpersonal relationships when procedures are implemented in the organization (Cohan-Charash& Spector,2001) according to fairness theory when employees receive negative treatment from their supervisor which includes abusive supervision they use sense making tactics and perceive interactional injustice (Folger & Cropanzano,2001).The results of the mediation analysis shows that interactional justice is partially mediating the relationship of Abusive supervision and employee silence. Hence the fourth hypothesis is also accepted.

Another contribution to the recent literature of leadership is the moderation effect of Leader member exchange between the Abusive supervision and employee silence. Our findings indicate that the speak up capacity of high LMX employees exhaust more rapidly when confronted with abuse , in comparison with low LMX employees exhaust more rapidly while confrontation of abusive supervision. Employees working in high LMX, expect more support and acknowledgement from their supervisor so they effects of abuse are more detrimental for them in banking sector of Pakistan. This results in the form of more stress and employees use intentional behavior to distance themselves from the source of stress and they quite sharing of

ideas, critical information etc in order to avoid further unpleasant confrontation with the supervisor.

## **5.2 Conclusion**

Leadership plays a critical role in organizational survival and success in terms of its impact on followers' reactions and behaviors in the workplace. The conservation of resource theory is used in present study in order to check the dark side of leadership behavior i.e Abusive supervision, the feelings of unfairness and injustice provoked by the negative treatment of supervisor and the subsequent response of employees silence in the banking industry of Pakistan. In addition to this the interactive impact of LMX and Abusive supervision on the employee silence is studied. These findings would further arouse the avenues for the leadership research i.e. how leadership can influence dynamically and broadly while considering the leader–follower relationship quality.

## **5.3 Recommendations**

The relationship between Abusive supervision and Employee Silence with the mediating role of justice perception (Distributive justice, Procedural Justice and Interactional Justice) and the moderating role of Leader Member exchange has been studied in this study. As finance is the life blood for an economy and economic development is almost impossible without the development and growth of banking sector of Pakistan. Therefore, in banking sector of Pakistan after consideration of the cost associated with Abusive Supervision and this worse situation, there is a need that special attention is paid in forming strategies and procedures for alleviation of the poor leadership practices by actively getting involved with them and addressing their concerns. Leaders mindset should be changed in such a way that they should try to hear silence of the employees in daily routine and try to dig out the things that may be

pop up after a light push by the supervisor (Haskins, & Freeman, 2015). This requires detailed concentration of the supervisor towards employees.

In doing so organization has to understand the antecedents and consequences of the Abusive supervision and make, their managers realize the worse consequences of this dark side of Abusive Supervision. Management should take initiatives regarding elimination of such behaviors and arrange special trainings and seminars for awareness purpose. In addition to this proper rules and regulations, particular policies should be introduced including penalties to the abusive managers/supervisors.

Moreover, banks should form a particular platform where employees can register their complaints, abusive behaviors or voice in safe manner while keeping them safe from the retaliation and any expected threat or resource loss from their supervisors. Supervisors are required to understand that the occasional mistreatment to their in group members also gradually make the situation and relationships worse. Poor supervision in high LMX relationships has also detrimental effects that should not be ignored by supervisors. These subordinates are generally more affected than out group members so are their reaction in formation of regulative tactics in communication and show more silent behavior at work.

#### **5.4 Limitations**

In spite of implication of the study and its results, the study has certain limitations as well. First of all this study has covered the limited population i.e. focus of our study is banking sector of Pakistan which limits the generalizability of our results to other industries and cultural contexts.

The study is based on cross sectional nature hence common method bias is expected (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Longitudinal studies require more time and resources but the chance of common method bias is less. Detailed interviews with the

supervisors and staff could provide detailed and complete information about the investigated variables while the common method technique is the third limitation to data collection.

### **5.5 Future Research Directions**

Several future research directions could be drawn from the current study of Abusive supervision and employee silence. Exploring the Interaction of abusive supervision and leader member exchange. Secondly, in this study limited geographical region of banking sector i.e. Rawalpindi and Islamabad of Pakistan has been chosen. The cultural aspects are not incorporated in this study. Future research can explore that either this relationship is applicable in cross – cultural contexts. Different cultural dimensions should be added (e.g., power distance) where power of authority is considered very high (Morrison & Rothman, 2009).

Partial mediation of Justice Perception is proved in this research. The partial mediation depicts that there could be other constructs linking abusive supervision to employee silence behavior. negative emotions of fear (Kish-Gephart, Detert, Trevino, & Edmondson, 2009), avoidance orientation Ferris et.al(2011), independent self-construal (Johnson & Lord, 2010) and basic psychological needs Lian et.al (2012). Fourthly, the current study only focused the cumulative construct of employee silence while researchers have previously indicated versatile nature of employee silence Morrison(2014) I. e acquiescent or defensive silence. Hence it is recommended that this model be tested with different forms of silence of employees.

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## 12 ANNEXURE

### Questionnaires

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 Justice Perception 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  
 Qurat-ul-Aain  
 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.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	My supervisor ridicules me	1	2	3	4	5
2.	My supervisor tells me my thoughts or feelings are stupid	1	2	3	4	5
3.	My supervisor puts me down in front of others	1	2	3	4	5
4.	My supervisor makes negative comments about me to others	1	2	3	4	5
5.	My supervisor tells me I'm incompetent	1	2	3	4	5

#### Section:2

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

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

Sr. No.	Items	Never	Rarely	Sometimes	Often	Always
1.	I chose to remain silent when I had concerns about your work	1	2	3	4	5
2.	Although I had ideas for improving work, I did not speak up	1	2	3	4	5

3.	I said nothing to others about potential employee safety problems I noticed in my workgroup	1	2	3	4	5
4.	I remained silent when I had information that might have helped to prevent an incident in my workgroup	1	2	3	4	5
5.	I kept quiet instead of asking questions when I wanted to get more information about employee safety in my workgroup	1	2	3	4	5

**Section: 3**

The following statements concern 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.	Items	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
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**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.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	My work schedule is fair.	1	2	3	4	5
2.	I think that my level of pay is fair.	1	2	3	4	5
3.	I consider my work load to be quite fair.	1	2	3	4	5
4.	Overall, the rewards I receive here are quite fair.	1	2	3	4	5
5.	I feel that my job responsibilities are fair.	1	2	3	4	5
6.	Job decisions are made by my supervisor in an unbiased manner.	1	2	3	4	5
7.	My supervisor makes sure that all employee concerns are heard before job decisions are made.	1	2	3	4	5
8.	To make job decisions, my supervisor collects accurate and complete information.	1	2	3	4	5
9.	My supervisor clarifies decisions and provides additional information when requested by employees.	1	2	3	4	5
10.	Employees are allowed to challenge or appeal job decisions made by my supervisor.	1	2	3	4	5
11.	All job decisions are applied consistently across all affected employees.	1	2	3	4	5
12.	When decisions are made about my job, my supervisor treats me with kindness and consideration.	1	2	3	4	5
13.	When decisions are made about my job, my supervisor treats me with respect and dignity.	1	2	3	4	5
14.	When decisions are made about my job, my supervisor is sensitive to my personal needs.	1	2	3	4	5
15.	When decisions are made about my job, my supervisor deals with me in a truthful manner	1	2	3	4	5
16.	When decisions are made about my job, my supervisor shows concern for my rights as an	1	2	3	4	5

	employee.					
17.	Concerning decisions made about my job, my supervisor discusses the implications of the decisions with me.	1	2	3	4	5
18.	The general manager offers adequate justification for decisions made about my job.	1	2	3	4	5
19.	When making decisions about my job, my supervisor offers explanations that make sense to me.	1	2	3	4	5
20.	My supervisor explains very clearly any decision made about my job.	1	2	3	4	5

**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

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