Impact of Abusive Supervision on Workplace Deviance Behavior; Role of Interactional Justice

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ABSTRACT

Due to dynamic environment, it becomes serious issue for organizations to supervise employees in a way that will helpful to the organizations to enhance their performance and to retain their employees. Supervisor role become crucial in this dynamic environment due to their direct or indirect interaction with employees. Without supportive supervision, it is identified that employees more engage in negative behaviors (deviance behaviors) rather than positive behaviors. Abusive supervision is becoming an important aspect over past decades especially in health care sector, which badly damaging productivity of employees. Employee mostly engages in negative behaviors due to the perception of injustice by the organization and hostile behavior from supervisor. Data for this research study was collected from 272 employees of Rawalpindi and Islamabad and findings concluded that abusive supervision maximizes workplace deviance behavior in organization and interactional justice plays a significant mediating role in relationship between abusive supervision and workplace deviance behavior.
KEYWORDS: Abusive Supervision, Workplace Deviance Behavior (WDB), Interactional Justice

1. INTRODUCTION

Employees are the major pillar of organization and whole success of organization is dependent on loyal and devoted roles of workers towards betterment of organization. This devotion and loyalty tends to down in employees when they perceive that they are treated wrongly and unequal. Abusive supervision is one of the factors that affect more on desired outcome of workplace and damages [22]. Abusive supervision has no direct physical consequences but in long terms it leaves negative impact [21]. When it comes to abusive supervision, an image of autocratic boss comes to mind who humiliate those who report to them [5]

Previous researches evident that abusive supervision is the first stone of deviance in organizations [5] and this deviant behavior is considered as a major problem in organizations [30].There is a growing interest in this topic among researchers as researchers evident that performance of all employees is effected from three major job behaviors and one of them is workplace deviance behavior [33]. It becomes severe concern for owners of organization in developed and developing countries to identify that how to supervise and deal with employees in order to overcome the deviance behavior in organizations and to retain their employees.

It is also evident from previous researches that which factors contribute or trigger these deviance behaviors. Good leadership and supervision are one of the factors that helpful to overcome deviant behavior of employees and motivate them to engage in positive behavior. Subordinates in working environment want to be treated fairly and want to be encouraged by their supervisor. In return, they work hard and also treat others with respect in order to achieve fairly treatment. If employees are not treated good and fairly, they are abused and involve in negative behavior at workplace [40]. Therefore, this research aim's to explore the multidimensional affects of deviance behavior especially its effects on health care organization. Major effectiveness of this sector is based on human capital which occurred when employee and their supervisor has unethical supervisory behavior and interactional injustice.

1.1. Problem Statement

Main concern of this study is to figure out that how abusive supervision impacts on work place deviance behavior in Pakistani hospital dynamics. Any organization has three major key resources to run, expand and to gain business edge in competitive market and human capital is one of them. However, if we analyze same employee depict rebellion attitude when they come across very hostile environment and misinterpretation of information by supervisor, it enhances other problems in organizations which reduce individual as well as organizational performance. Previous research studies indicate that in Pakistani hospital about 20% nursing staff, 51% of

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consultants, 16.5% of paramedical staff and 3.1% of administrators has to come across offensive behaviors [9] and it is also identified that 15% of employees engage in these behaviors due to interpersonal conflicts and abusive supervision [6, 41]. This information gives attention to academic researchers and practitioners to identify core causes of instable conditions in work settings.

1.2. Significance of the study

Now a day, organizations are more focusing on reducing workplace deviance behavior because these deviant behaviors ultimately lead them to more difficulties in order to attain desired results and employees also started to perform less because of aggressive behavior which they faced from their supervisor. Therefore, this study can be used to identify factors to overcome deviance behavior and to make good workplace.

1.3. Research Objectives

Main objective of this research study is;
- To examine the relationship between abusive supervision and workplace deviance behavior.
- To examine the role of interactional justice in relationship of abusive supervision and work place deviance behavior.

1.4 Research Question

Major research questions of the study are as follows;
- What is the impact of abusive supervision on workplace deviance behavior?
- Whether interactional justice mediates the relationship between abusive supervision and workplace deviance behavior.

2. LITERATURE REVIEW

2.1. Abusive Supervision

Abusive supervision is when supervisor like to have control on employees and this control is gained in such a ways which evokes feelings of fear and inferiority in subordinates [6].Firstly, abusive supervision relates to workers' idea of extent to which their supervisor involve in permanent show of negative and discouraging verbal and non-verbal actions or responses [6]. Later, it is said that abusive supervision is a subjective estimate that subordinates make on the basis of their supervisor actions and behaviors [41]. These assessments may be characterized by traits of observer or worker (age, gender, personality) and on the basis of premises of environment in which subordinate and supervisor work. Abusive supervision comes under deliberate display of such behaviors, which explains that supervisors exhibit such behaviors willfully [6].

From last decade, researchers has focused on the dark or destructive side of supervision which involves various behaviors such as sexual harassment, physical violence and non physical hostility is the most common manifestation of destructive form [25]. Previous researches concluded that abusive supervision started when an employee has to face insult and ridicule by his autocrat boss [6]. Previous studies identify the consequences of abusive supervision on individual and organizational level. These consequences are work related attitude, subordinate resistance behavior, subordinate aggressive and deviant behavior, subordinate performance consequences, subordinate psychological well-being and family well being [42].

*Work related attitude***:** In the previous literature, it has been found that abusive supervision has negative impact on job satisfaction and organization commitment, and positively related to intention to quit because of deviant behavior [6]. Another study also indicates that procedural injustice also contribute as a factor of abusive supervision, specifically more abusive attitude has been seen in the supervisor when subordinates are more negative towards their supervisor [43]. Employees engage in positive behavior instead of negative behavior when employees perceive that their supervisors are not of abusive character [25].

Subordinates' resistance behavior: Abusive supervision not only impact on job satisfaction level and organizational commitment but it also tends to increase employee resistance [25]. Employees refuse to work according to supervisor's demand when their supervisors are of abusive character and when employees are high in conscientiousness and agreeableness [16, 44].

*Subordinates' aggressive and deviant behavior***:** Supervisors abuse their subordinates sometimes due to their proactive nature and to feel that it is difficult to deal with them. In return, subordinates maintain their aggressive behavior towards their supervisors. Previous researches also signify the positive relationship between abusive supervision and targeted aggression of employee for the supervisor's behavior [25].

Subordinates' performance contributions: When employees perceive that they are not fairly treated in organization, then their performance contribution towards organizational performance reduces. Role of supervisor become very important in order to enhance the individual performance of employees by perceiving them a supportive behavior and fair environment [25].

Subordinates' psychological distress: It has been examined in the literature that abusive supervision caused its negative effect on subordinates' physical and psychological health, anxiety, depression, burnout, and decreased self-esteem [6].

Family well-being: Recently, it has been seen that scholar tends to study the effect of abused supervisory behavior on subordinate's personal life outside the work place [25]. Many studies have been done and identify that abusive supervision is negatively related to the work-family conflict [6] and it is also identified that employees exhibits more aggression towards family when they bear aggression of their boss [7]. It is also evident that in response to abusive supervision, abused employees used two specific coping strategies which are known as avoidant coping and active coping. Avoidant coping relates to physical and psychological withdrawal, maintaining physical distance, not coming to work, and relying on drugs and alcohol, While active coping relates to direct communication of problems with supervisors [43, 24].

2.2.   Work Place Deviance Behavior

A deliberate action or behavior that is committed by organizational employees to infringe organization norms, create unpleasant behavior with coworker and refuse to obey orders of their boss in a manner which is ultimately against concern of organization and its individuals and which triggers other problems in the organization [45]. Deviance behaviors are not expected in the organizations because it departs from organizational expectations [27] and it is considered as an important subject for practitioners and academicians [23]. Before 1995, socialist researchers focus on cultural variables in order to explain the deviance behavior while sociologist theorist concludes that employees indulged in deviance behavior when their societal bonds are weaken [35]. Socialist also made findings that great deal of individualism in individual also leads to deviance attitude of individual [2, 17]. Later on, Messner's theory of culture assists researchers with a frame work that helps other to understand deviance behavior in various cultures.

Firstly, deviance behavior in organizational prospective explained by Robinson and Bennett in 1995 where he refers workplace deviance behavior as an intentional behaviors of subordinates that violate organizational rules and practices. This sort of response from workers becomes a great threat for both workplace as well as people of organization [15]. Various researchers give these behaviors named as *workplace deviance behavior* [39], *opposite behavior* [8], and *antisocial behavior* [32]. Deviant workplace behavior is divided into two categories i.e: positive and negative workplace deviant behavior [20]. Positive deviance behavior can be defined as 'intentional behaviors that violate norms and policies in a positive way' [20]. This positive deviant workplace behavior can be categorized as organizational citizenship behaviors, corporate social responsibility, whistle blowing and inspiration or novelty [23]. Whereas negative deviance behavior explained as behavior which not only violates norms or policies but also distorts, disturbs, and damages operations of organizations. This negative deviance behavior characterized by harming of employees and customers, humiliation, delays in work output, damage to property, refusal/ denial to follow organizational practices, and defaming [4].

In past studies, various typologies regarding employee workplace deviance behavior focused on negative deviance behavior. Employee deviance was classified in to property deviance and production deviance. Property deviance based on notion that one employee tends to damage or try to hold property of others while production deviance based on notion that employee going to violate rules of organization related to quality and quantity [15]. [8] Suggested two similar categories of deviance: counterproductive behavior and doing little. However, these classifications provided base line to define deviance behavior but many criticisms has faced by all researchers for this purposes that all topologies were not comprehensive natured [15]. Similarly, researchers focused their analysis towards organizational deviance aspects and not carried forward other key aspects as an interpersonal nature such as physical aggression and sexual harassment which point out individual level deviance behavior [15]. [15] Proposed new typology and explain two major severe and minor dimensions of deviance behavior by using multidimensional scaling techniques, which effect organization as well as an individual [15]. By using multidimensional scaling, two major dimensions have been identified as severity (directed) and target [45]. Severity dimension of deviance behavior refers to degree to which deviance behaviors infringed rules and norms of organization and also destruct organization and its individuals [39] While target dimension refers to degree to which deviance behavior directed at member as well as at organization level and can involve destruction and disturbance [45]. These two dimensions create four types of deviance behaviors: less severe behavior includes *political deviance* that involves social engagements which corners individual into social disadvantage and this includes nepotism, backstabbing and spreading gossip [45]. Whereas, more sever behaviors target individual as *personal aggression* that include sexual harassment and verbal mistreatment. Severe behavior directed towards organization reflects *production deviance,* which involves taking unnecessary breaks, work slowly and wasting resources [45]. While severe deviance behavior directed towards organization reflects *property deviance*, which involves damage of property and machinery, bribing

and acts of stealing from workplace [39].Till 1996, workplace deviance was ignored area of research [3] and subsequently in 2003, Robinson and Bennett set existence trend for research as an important aspect for organization.

2.3. Abusive Supervision and Workplace Deviance Behavior

Management focuses more on the positive behavior of employee as compared to negative behavior due to rapid development of society in recent years. Traditionally, management focuses on the positive aspects like sense of responsibility and supportive organization. Recently, management changes their focus and also starts to focus on negative behaviors like abusive supervision and counterproductive work behaviors [18]. In negative behaviors, management put their more focuses on interpersonal matters like disrespect, abusive and insulting words used by employees during work time [18]. Research also concluded that these negative behaviors put negative impact on employee mental health, decrease efficiency and reduce the satisfaction level of employees [18]

Many studies have been done in past in order to identify the relationship between abusive supervision and workplace deviance behavior. All studies concluded that abusive supervision is directly related to workplace deviance behavior by employees [3, 46]. Same notion of this behavior was also discussed in social exchange theory that people give return to benefits which they receive. This theory also indicates that employees who perceive that they are harm by their supervisor, gives negative reactions to their higher authorities and ultimately it lowers the level of perceived organizational justice [6].

It is also identified from previous research that leader mistreatment and abusive supervision is associated with work place deviance along with self-uncertainty management as moderator and hostility as a mediator. This study concludes that self-uncertainty management strength the relation [34]. Similarly, empirical evidence depicts that when employees come across such behavior of supervisor they in return show such deviance behavior which damage the organization [36].

Researcher also analyzed the notion from other perspectives, researchers evident that abusive supervision not only directly affects the employee mentality but also distract employees from their main task and involve in the deviate behaviors by targeting other individuals. This indicates that, supervisory behavior not only associated to harm respective individual, (deviant behavior) but also create "collateral" damage to others in the workplace (aggression) [43, 35].

Therefore, from above discussion it is concluded that **H₁: Abusive supervision has positive impact on workplace deviance behavior.**

2.4. Interactional Justice

Perceptions of organizational justice reflect the extent to which employees feel valued by their organization. These perceptions have wide-reaching implications for employees' attitudes and behaviors. Interactional justice is defined as quality of interpersonal treatment which employees get when organizational procedures are executed [11] and which they perceive during interpersonal interaction [1]. The idea of organizational justice root back from Adam's Equity Theory which hypnotized that decision and results about fairness and injustice is based on contrast between individual's self as well as other inputs and outcomes. [1] argued that inputs were related to what an individual intends to contribute (e.g. effort), on the other hand, outcomes related to what individuals thinks to get in return to their inputs (e.g., increments and appraisals). Recent literature exhibits dimensions of justice as expectations of workers about fairness of decisions made by employers (distributive justice), steps in making decisions (procedural justice) and treatment of affected (interactional justice) [1, 19].

Interactional justice is determined by an individual with reference to two types of interpersonal treatment as informational and interpersonal justice [19]. Informational justice is one which emphasizes on degree of employees treatment i.e. respect, care, and dignity. While interpersonal justice emphasize on employees perception about why certain procedures are being utilized by organization in this certain manner [14].

Employee's judgment and perception in organization give image to the employees that they are being treated fairly or unfairly, which in return cause a massive effect on employee's anger and offense if they are treated negatively [19].On the same context, when results of decisions are opposite to the expectations of employees it ultimately cause negative feelings and employees become engage in adverse actions [14].

2.5. Mediating role of Interactional justice

Abusive supervision has a negative impact on interactional justice [6]. Uncertainty management theory in the context of abusive supervision suggests that individuals which are being treated abusively by the supervisor, response negatively towards organization. Moreover, if an organization tends to give fair information than it will be helpful for the individuals within organization to cope with uncertainty and contrary to this, it can cause aggressive behavior in the form of deviance behavior [46, 29] Same notion also investigated by various scholars in their research and give us empirical evidence that how injustice generate aggression and how this injustice has a significant relationship with deviance behavior, and also tells us that how much it affects organizational individuals

emotions and wellbeing [1]. In reference of interactional justice, previous studies explored that interactional justice is an important predictor of employee's reaction towards their supervisor. Later on, further researches highlights other aspects as an ability to predict behavioral outcomes as organizational citizenship behavior, withdrawal, or other counter reproductive actions [19], and individual's that are facing abusive oriented treatment from supervisors also experience injustice environment and propagate the deviant attitude [38, 13, 26].

Researchers focused their concern on relationship between interactional injustice and workplace sabotage. Studies established that, there is a significant effect of injustice sources on objectives, target and high intensity of sabotage. Secondly, they also come up with the results that if injustice is in interactional form, it caused retaliation attitude in employees. Similarly, individual faced more equity reinstatement when injustice has based on distributive one [27].

Therefore, from above discussion it is concluded that;

H$_2$: Interactional justice mediates the relationship between abusive supervision and workplace deviance behavior.

3. Theoretical Framework:
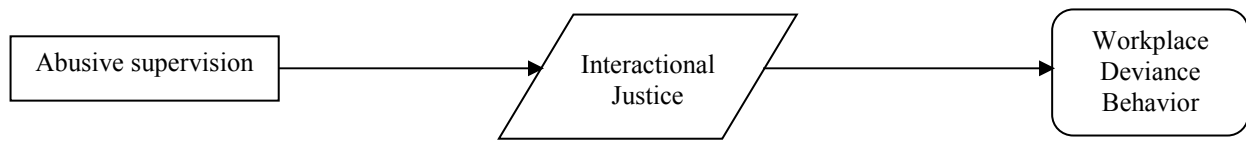
4. RESEARCH METHODOLOGY

4.1. Type of study
Present study is quantitative and cross sectional in nature and of this study is to examine the causal relationship between abusive supervision and work place deviance.

4.2. Population Frame Work
Population of this study was service sector in Pakistan. Specifically, this research focused on employees and supervisors working in hospitals. Rigor behind selecting hospital is that employees worked in hospitals under such conditions that they come across worse treatment from their supervisors.

4.3. Sampling Technique
Convenient sampling technique has been adopted in this research study because of limited resources and corporation time duration with employees.

4.4. Sample Characteristics
The following sample has been collected at employees (lower level) from four major hospital organizations of Rawalpindi and Islamabad which takes place in 4 month of time duration. In this study, sample was 272 employees where 72% were male and 33% were female. Similarly, percentage age of 38% of respondents was 20 to 24 years, 29% was 25 to 29 years, 29% was 30 to 34 years and 33% was between 46 to 50 years old.

4.5. Instrument
To measure abusive supervision, 15 items scale developed by [6] was used to measure abusive supervision where as to examine the mediating role of interactional justice, 9 items scale of [37] was used. 12-item scale to measure organizational deviance [10] was utilized in this study. All scales are measured on 5 likert scale.

4.6. Data Collection Technique
Research data was collected through self-administered questionnaires to get responses of employees about perception of abusive supervision, interactional justice, and work place deviance specifically interactional and organizational deviance.

4.7. Analysis
Analysis done on the SPSS (statistical package for social science) through which we find the factor analysis, reliability, descriptive analysis, bivariate correlation and hierarchical regression analysis to examine the relationship between abusive supervision and work place deviance.

4.8. Factor Analysis
Factor analysis has been applied to assess the stability of factor structure by applying the principal component analysis [26]. The major supposition of the principal component analysis is, Kaiser-Meyer-Olkin (KMO) that measures the sampling competence and it should be greater than 0.50 [47]. Some researchers emphasized that factors which are tend to be loaded should be greater than 0.40 [28] and other emphasize that its value should be greater than 0.50. After

performing test, values are in respective range as shown in table 1. For this research, we assume 0.40 as our loading weight and further it's also illustrated in tables 2, 3, 4 illustrate that all the values are in respective range.

Table 1. Bartlett's test of Sphericity

Variables	KMO	χ^2	Sig.*
Abusive supervision	0.706	383.594	0.000
Workplace deviance	0.753	356.621	0.000
Interactional Justice	0.741	107.557	0.000

Table 2. Factor Analysis of Abusive Supervision

Variable	Factor Lod	Extra (a)
Abusive Supervision	AB1	0.618
	AB3	0 .797
	AB4	0 .601
	AB5	0.666
	AB6	0.745
	AB7	0.614
	AB8	0.777
	AB9	0.663
	AB10	0.498
	AB11	0.484
	AB12	0.478
	AB13	0.818
	AB14	0.679
	AB15	0.572

Table 3. Factor Analysis of interactional justice

Variable	Factor Lod	Extraction(a)
Interactional Justice	IJ1	0. 445
	IJ2	0.664
	IJ 3	0.793
	IJ 4	0.619
	IJ 5	0.559
	IJ 6	0.505
	IJ7	0.738
	IJ8	0.595
	IJ9	0.452

Table 4. Factor Analysis of Organizational Deviance/Work place deviance

Variable	Factor Lod	Extraction (a)
Organization Deviance	OD1	0.561
	OD 2	0.511
	OD 3	0.475
	OD4	0.516
	OD5	0.648
	OD6	0.453
	OD7	0.794
	OD8	0.683
	OD9	0.402
	OD 10	0.765
	OD11	0.792
	OD12	0.540

4.9. Reliability of Instrument and Validity

Reliability tells consistency of measurement and Cronbach α value is used to find the internal consistency. If the values fall within the range of 0.6-0.99, then the questionnaire used is reliable [28] and acceptable for further statistical analysis. The results are given in table 5 as follows:

Table 5: Internal consistency of research variables

Variable	Cronbach α	No of Items
Abusive supervision	0.80	15
organizational deviance	0.87	12
Interactional justice	0.79	9

5. RESULTS

5.1. Bivariate Correlation

Bivariate correlation is used to see whether two variables are linearly related to each other or not. Abusive supervision and work place deviance are positively correlated to each other and are also significant ($r=0.495$, $p<0.01$). While, interactional justice is negatively correlated to abusive supervision ($r=-0.341$, $p<0.05$) and workplace deviance ($r=-0.32$, $p<0.05$) as shown in table 6.

Table 6: Means, Standard Deviations, Correlations and Reliabilities for the main variables of interest in this study

	Mean	S.D	Abusive Supervision	Work Place Deviance	Interactional Justice
Abusive Supervision	2.976	.387	(0.80)		
Work Place Deviance	3.1107	.398	.495**	(0.75)	
Interactional Justice	3.9698	.238	-.341*	-.328*	(0.79)

**Correlation is significant at the 0.01 level (2-tailed).
*Correlation is significant at the 0.05 level (2-tailed). N=272

5.2. Regression Analysis

To identify the impact of abusive supervision on workplace deviance behavior, a regression model is developed. R^2 value (.245) indicates that there is weak regression exists between abusive supervision and workplace deviance behavior as shown in table 7. Value of R^2 also indicates that abusive supervision explains workplace deviance behavior by 24.5% and there are other variables exists which are not part of this model and can explain workplace behavior.

Table 7: Regression analysis of positive relationship between abusive supervision and workplace deviance behavior

Model	R	R²	Adjt R Square	F	β	t	Sig
Workplace Deviance Behavior							
1.	.495	.245	.242	87.408***	0.345	9.349	.000

N=272 , *p <.05, **p <.01, ***p <.001

We see the beta values in order to identify dependence of one variable on another variable. Beta value of 0.345 indicates that there is a positive dependence exists between abusive supervision and workplace deviance behavior as shown in table 8. So our first hypothesis, abusive supervision has positive impact on workplace deviance behavior is accepted.

Table8: Regression analysis showing mediating effect of perception of interactional justice of abusive supervision and work place deviance

Model	R	R²	Adjt R Square	F	β	t	Sig
Dependent variable: Workplace Deviance							
1.	0 .495	.245	.247	87.408***	0.345	9.349	.000
Dependent variable: Interactional justice							.000
2.	0.341(b)	0.20	0.16	5.430***	-0.61	-9.761	
Dependent variable: work deviance							.000
3	0.32 (c)	0.39	0.44	1.000***	-0.62	-6.333	
Dependent variable: work deviance					0.29	4.91	0.038
4.	0.506 (d)	0.257	0.251	46.111 ***			

To check the mediating effect of mediator, Baron and Kenny's (1986) method is used. According to method, the first model in table is the relationship between independent and dependent variables, second model depicts relationship between mediator and independent, third model showing us relationship between mediator and dependent variable and forth model depict the results when mediator incorporate in the analysis and what effect has been seen. Full mediation occurred when relationship between independent and dependent variable become insignificant and partial mediation established when impact of independent variable becomes lesser when mediator is entered into regression equation. In results, it can be analyzed that when interactional justice was incorporate in the equation as a mediator, then results remain significant with reduction in beta value (β=.29, p<0.001) as shown in table 8. Therefore, we can state that interactional justice partially mediates the relationship of abusive supervision and work place deviance.

6. DISCUSSION, LIMITATION, IMPLICATIONS

6.1. Discussion

Basic purpose of this study was to investigate the negative outcomes of abusive supervision on work place deviance behavior. This is identify that when supervisor not inform or communicate sincerely with employees related to job, promotion and rewards then employee response negative towards employees. This scenario is very much observed in Pakistani organizational culture that top management don't appreciate trends to trickle down the

information to employees and this act generate the effects of deviance behavior in employees [31, 12]. Our findings also indicate that there is a positive impact of abusive supervision on workplace deviance.

Uncertainty management theory also supports this thinking that an individual response negatively when they are being treated abusively by supervisor and in response it acts negatively towards organization. If organization gives fair information to employees, then it will helpful for the individuals to cope up with uncertainty and contrary to this it can cause aggressive behavior in the form of deviance behavior [46, 12]. This is also identify that organization setup, rules and norms contribute significantly in the enhancement of such behavior when incorrect information communicate from supervisor and organization towards employees. This will ultimately enhance the aggression of employees in the form of violation of rules and policies of organization.

6.2. Limitation:

Main limitation of this research study is that it only focuses on one area of sample of Islamabad and Rawalpindi hospitals. Therefore, generalizability beyond that industry is limited. Sample size of these hospitals is small which cannot completely reflect the whole industry and it is unable to generalize the results throughout industry. Second main limitation of research is of cross sectional research design, which misses the aspect of changing behavior of employee with time and experience with supervisor and organization.

6.3. Implications
6.3.1. Academic implications

This study gives the path to analyze and understanding abusive supervision and work place deviance behavior. It enlarges the scope for future researches in the field of psychology and management where they can spot strategies and methods to improve HR policies to deal the issues with employees and employers.

6.3.2. Practical Implications

This research helps manager to manage the tendency of work place deviance in the organization. The profound influence of abusive supervision on work place deviance gives path to the organizations to define solution to reduce the financial and physiological burden of deviance behavior. This study highlighted that due to immense abusive supervision leads to the workplace deviance. Therefore, in-depth research study is required to overcome this trend in the organization. Organization has to underline areas in the organization which is effected by hostile behavior, after identification the most important step is that organization gives immersive stress on supervisor training and gives maximum perception of justice in order to overcome these deviance behaviors.

7. FUTURE RESEARCH DIRECTION AND CONCLUSION

7.1. Future research direction:

However, this study comprehensively analyzes the impact of abusive supervision and its influence on work place deviance in hospital industry. Results can be generalized in our culture, when future research take in account the other service and industrial sectors (banks, telecom sector, academic institution) of Pakistan or consider the public sector to observe the influence of abusive supervision on work place deviance. The future researchers can take initiative to carry forward the comparative study of industrial and service sector to examine the tendency of more abusive supervision and workplace deviance in both sectors. Current research has focused on cross sectional research design. Future research can focus on longitudinal study design to carry forward deep analysis of abusive supervision on work place deviance. This study only focuses on lower level employees. Future studies can replicate to the other (middle and upper) levels of organization in order to get more clear picture about that why employee engage in negative behaviors and how abusive supervision take part in these behaviors. We focus only on one dimension of workplace deviance behavior (organizational deviance) and justice (interactional justice). Future research can also take part the whole dimensions of both workplace deviance behavior and justice.

7.2. Conclusion

This research exhibit that employees are more engage in workplace deviance behavior in context of Pakistani hospitals due to abusive supervision and interaction with the other employees in the organization. In order to overcome these behaviors from organizations, leaders have to play role in order to identify the root and cause of these behaviors and to provide the employees with favorable organizational environment, which helps to overcome these deviance behavior. More engagement of employees with these behaviors reduces the individual level performance as well as the organizational level performance. Management has to take corrective actions in order to overcome these behaviors in organization.

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