



If it hurts you than it is not a joke: Employee's Views of Working Relationship and Abusive Supervision at Workplace

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ABSTRACT- Current study is a qualitative (inductive) attempt where we have approached abusive supervision in the light of paranoid state for thorough understanding of the process that how and why employees opt for safety behaviors at workplace. Using the sample of two educational institutes, we have adopted triangulation hence data collected from the lecturers and assistant professors first through semi-structured interviews and then after confirmed by participant observation. Data analyzed manually using grounded theory and later on it was summarized into three categories as empirical themes, theoretical concepts and theoretical dimensions. Our analysis brings into focus the negative environmental influences that foster the climate of abusive supervision and end up on the bureaucratic approach (one of the main contribution as well as emergent theme of this research) followed by employee safety behaviors. Following this lead, current study arrives on a data structure and theorizing model that provides clear understanding of how and why employees adopt safety behaviors and opt for bureaucratic approach at workplace and summed up on the contribution and future directions.

Keywords: Abusive Supervision, Safety behavior, environmental influences, paranoid arousal

I. INTRODUCTION

Within this modern era, supervisors are most influential personalities having full control towards the behaviors and outcomes of employees. And because of this influence, their perceptions towards the abusive behavior of supervisor is very much salient having detrimental consequences (Burton & Hoobler, 2006; Tepper, 2000). In addition to that leaders and supervisors are the role models for employees to share voices and deal with the pressure of organizational authority. Thus, employees are more intensive to supervisor's abuse than abused by customers, co-workers or subordinates (Aquino & Thau, 2009).

Employees perceive behavior as abusive when they believe that they have been insulted and humiliated by their supervisor in the presence of their coworkers (Mitchell & Ambrose, 2007; Tepper, 2007). In the preceding era, the researchers have put more effort and interest to discuss "negative behaviors" as a major issue in organizations, such as Organizational mis behavior (Vardi & Wiener, 1996), toxic leaders (Lipman-Blumen, 2005), counterproductive work behavior (Spector & Fox, 2005) and abusive supervision (Tepper, 2007).

Considering the overt definition of abusive supervision in terms of perception (Tepper, 2000), the researches in this domain have interpreted abusive behavior more objective and independent (Tepper, Duffy, & Breaux-Soignet, 2012). However reactions of employees towards abusive supervisors are modified by the behavior of supervisor and follower's perception. It is well known fact that, internal attribution process of every employee is very much salient because it not only determines the intensity of ambiguous supervisory actions but also its effect on the employee's cognitive, affective and behavioral response towards abusive behavior.

Findings of different scholars have identified the association of abusive supervision with different attitudinal and behavioral outcomes such as anxiety, stress, emotional exhaustion (Tepper, 2000), reduced work commitment (Duffy & Ferrier, 2003), resistance behavior (Tepper, Duffy, & Shaw, 2001) and increased counter productive work behavior (Tepper et al., 2009) but according to Chan and McAllister (2014), although the numbers of researchers have highlighted the attitudinal and behavioral outcomes of abusive

supervision but still there is enough gap to explore abusive supervision along with its social psychological process and resolution of abusive supervisor-subordinate relationships over time.

Thus the current study is qualitative attempt towards the Chan and McAllister (2014) view, studying the social psychological process that elaborate the response of employees towards the abusive behavior of supervisors. We do consider that this research advances the literature of abusive supervision because we have extended the interest of present research from what supervisors do (e.g., behavior of abusive supervisor) to concentrate on what employees perceive (e.g., perception of employees towards abusive treatment).

This study will also highlight the mechanism through which unreasonable arousal reflected as feelings of anxiety, fear and distrust; and unreasonable cognition reflected by body image disturbance, emotional exhaustion, perceived workplace discrimination work as factors highlighting employee safety behaviors and form the consequent employee appraisals of supervisory abuse.

Research objectives

Keeping in view the above mentioned understudied phenomenon, the objectives set forth for this study are:

- To explore the behaviors that employees adopt as a consequence of perceived abusive supervision at workplace.
- To investigate the social psychological process of abusive behavior of supervisor.

Research questions

Considering the above mentioned objectives, the underlying questions to be answered by present study are:

- What are the behaviors that employees adopt in return of perceived abusive supervision at workplace?
- How the social psychological process elaborates the response of employees towards the abusive behavior of supervisors?
- Why employees opt for safety behaviors at workplace?

II. LITERATURE REVIEW

Abusive supervision along with its detrimental effects

The main premise of abusive supervision described by Tepper (2000) is “subordinates’ perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and non-verbal behaviors, excluding physical contact” (p: 178). Public derogation, undermining, and explosive outbursts are different behaviors that are lying in abusive supervision domain. Nature of abusive supervision is totally subjective as the behavior perceived as abusive in one time and context may not be considered as abusive at another time and context that is why two subordinates have their different interpretations for the same behavior. The argument is further reinforced by Tepper et al. (2006) for comparing abused subordinates with non-abused ones, showing abusive supervision has negative association to employees’ job satisfaction, trust in supervisor, commitment to the organization, and positive association to psychological distress (i.e., depression, anxiety, and burnout), work-family conflict and the higher quit rates

The study by Fenigstein and Vanable (1992) observed, “Ordinary individuals, in their everyday behavior, manifest characteristics— such as self-centred thought, suspiciousness, assumptions of ill will or hostility, and even notions of conspiratorial intent—that are reminiscent of paranoia” (p:130). Therefore, apart from major dispositional and organic basis for fear, anxiety and distrust leading to paranoia, everyday life experiences like abuses of power, violent behavior, unfair treatment and harassment are the pivotal basis of mental disturbance which pushes towards paranoid thoughts. So we have shifted our discussion of abusive supervision towards state paranoia for studying the social process leading towards abusive supervision.

We emphasize on employee's perspective of paranoia as it has been exposed in a distinctive pattern of social cognition, activate psychological state and safety behaviors (Chan & McAllister, 2014; Freeman et al., 2007; Lincoln, Peter, Schäfer, & Moritz, 2009). The current approach has its association with the social psychological studies (Fenigstein & Vanable, 1992) and organization science (Kramer, 2001a). We admit that people have different level of experiences of paranoia in different time and situations (Edens, Marcus, & Morey, 2009) and thus encouraging the appearance of paranoid arousal, thoughts and behavior in particular settings. However, we put our attention on paranoid arousal in order to have thorough understanding of the social dynamics of abusive supervision.

Paranoid arousal: a psychological trauma

In social psychological perspective described by (Green et al., 2008), an individual can suffer from paranoia when he/she "believes that harm is occurring, or is going to occur, to him or her, and that the persecutor has the intention to cause harm" (p: 427). Kramer (2001a) explained paranoia in organization literature has been explained as "heightened and exaggerated distrust that encompasses an array of beliefs, including organizational members' perceptions of being threatened, harmed, persecuted, mistreated, disparaged, and so on, by malevolent others within the organization" (p: 6). Paranoia is categorized by the conditions of threat, anxiety and fear (i.e., paranoid arousal) that is a form of heightened distrust (Freeman et al., 2007) which puts the light on attribution process connecting associated with shared understanding where focus shifted on threat related information (e.g., hyper vigilance) (Chan & McAllister, 2014).

Abusive supervision through the lens of paranoid arousal

Our study on abusive supervision is psychological concerned not physical. The abusive supervisors can be really harmful as they usually hold clear authority position in supervisor- subordinate relationship. Beyond the concerns to handle abusive behavior, the impact of disapproval from supervisor are more expectedly to be perceived at different work settings and time (e.g., on the time of promotions, different job opportunities and on the time of performance appraisal and evaluation) (Chan & McAllister, 2014). Perceived supervisory abuse is a psychological trauma having triggering condition for perceiving fear, anxiety, threat and distrust towards supervisor which are the basic determinants of paranoia (Aquino & Lamertz, 2004; Grandey, Kern, & Frone, 2007).

According to Chan and McAllister (2014), if a supervisory abuse (no matter real or imaginary) and threatened subordinate with anxiety and fear are experienced on repeated basis then employee can have paranoid arousal, defining the employee's relation with his supervisor. Thus, with many incidents of stress, along with anxiety, fear and distrusting emotions can be stimulated as "associated" responses to the appearance of supervisor (Treviño, den Nieuwenboer, & Kish-Gephart, 2014). As per the context/premise of cognitive appraisal theory of emotions (Ellsworth & Scherer, 2003), different experiences of negative events can bring out different negative reactions of emotions. Thus, the fear, threat or anxiety due to abusive supervisor may obtain the particular emotional response of paranoia.

Consequences of paranoia: employee safety behaviors

It is understood fact that the effect of paranoid arousal can be detected from the behavior of individual. Research of Freeman et al. (2007) reveals the fact that after experiencing the paranoia, individuals are more inclined towards adopting safety behaviors__ opted in order to reduce the magnitude and threat of arousal experienced. Assessing the literature on safety behaviors followed by paranoid arousal, Freeman and colleagues recognized avoidance, compliance, ingratiation, aggression, and help seeking as major appearance (Freeman et al., 2007). Here we address some of its safety behaviors such as aggression, avoidance and emotional support seeking as concerned behavioral responses towards paranoid arousal followed by abusive supervision.

Avoidance. Avoidance has been recognized as an ideal behavioral response of paranoid arousal (Freeman & Garety, 2004). Persons believe that feelings of worried due to the threat experienced by the distrusted party

can be decreased by showing some form of avoidance. This phenomenon occurs because individuals try to avoid the person whom negative emotions have been triggered previously (Baumeister, Zell, & Tice, 2007). It can be physical such as going out from the place when the distrusted person arrives, searching for optional routines so that one may avoid crossing from the office of distrusted party and showing absence in the events in the presence of that party. Moreover, the findings of Tepper (2007) are also in line with what we have observed up to now about avoidance behavior followed by abusive supervision.

Aggression Individual experiencing paranoid arousal may adopt aggressive behavior as a reaction towards threat perceived. It can be verbal like telling other to 'get off my back'. Aggression signals other individuals that the person behaving aggressively is not one to be messed with. That is why it has been observed in different ways in literature. Examined behaviors like retaliation (Skarlicki & Folger, 1997), incivility (Hutton, 2006) and counterproductive work behavior (Gruys & Sackett, 2003) share a common centre of attention on workplace aggression however they do differ in the specificity. In this paper, workplace aggression has been focused as a action response anticipated to hurt workers and their institute (Baron, Neuman, & Geddes, 1999).

Emotional support seeking Emotional support encompasses the aspects of the organization climate that help employees to be known and cared for as individuals. In organizations with high levels of emotional support, supervisor/boss express warm feelings for employees, offer nurturance for employee's emotional and professional needs, and allow for developmentally appropriate levels of autonomy and responsibility in the organization (Hamre & Pianta, 2005; Mashburn et al., 2008). Good quality of emotional support shows strong association with work related outcomes such as higher level of inter-firm satisfaction, better social competence fewer problem behaviors, better employee attitudes toward organizations, and higher engagement (Baron et al., 1999; Hughes, 2011; Mashburn et al., 2008; Mata, Monteiro, & Peixoto, 2012).

Summing up the above mentioned discussion by connecting the gap identified by McAllister (2014), we have focused on the dynamics of social psychological process of abusive supervision that how and why it leads towards the lacuna of paranoid arousal. We have also broadened our discussion from how supervisor behaves towards what employees do in return and how they continue work there means by adopting what behaviors.

III. RESEARCH METHODOLOGY

This portion covers the details of the research design that this study followed. The sub headings covers in this section are methodological and philosophical underpinnings and participant's detail. Deliberate attention has been given towards ethical considerations and validity of research findings. The overall research design is consistent with respect to method and philosophies used as it possess qualitative (inductive). However, the demographics and size of sample are different across the participants of both institutes.

Philosophical positioning

According to Myers and Young (1997) the best way to classify the appropriate research method is to clearly distinguish the philosophical assumptions which informed the research. Because it is well known fact that every research, whether it is qualitative or quantitative in nature, is based on certain fundamental assumptions and these assumptions confirms the applicable and appropriate research method. Therefore, in order to effectively assess the qualitative study, one must know that what the hidden ideologies is (Myers, 1997).

Moreover, I believe that the knowledge resides within the individual and the means by which this knowledge is accessed is by trying to understand what the world looks like from the view point of perceiver. Individuals are not considered as objectives that are involuntarily shaped by their environment. The complexity of each individual (with their personal characteristics and individual experience of the world they share with other) requires them to be approached as unique research subjects whose experiences and opinions deserves to be fully noted and recognized.

People have freedom of choice in what action they wish to take, although such choices may be shaped by external factors, or in a completely voluntary way. Consequently, I approached this study from a subjectivist position. The research was focused on emergent concepts, but not without some knowledge attained in the preparation for the execution of primary research in the field.

Research design

The motive of this study was not to find a solution to predefined problem as in the case of functionalist research but to describe and explain discretionary decision making in order to understand how current employees experience it. Therefore, our study is of interpretive nature, as its central concern is to, *“understand and explain the social world primarily from the point of view of the actors directly involved in the social process”* (Burrell and Morgan, 1979: 227). Interpretive paradigm helped us to study social & organizational phenomena through different meaning that peoples give to the occurrence of different events (Orlikowski & Baroudi, 1991).

Following interpretive paradigm talk was arranged with employees who have experienced abusive supervision at their workplace Total time duration for each interview was 1 hour 15 minutes. Demographics of the respondents were like, by gender almost 89% respondents were male, by profession they lecturers and assistant professors, by age they were in the range of 30 -40 years.

The strategy adopted in present study is ‘Grounded theory approach’. Grounded theory is an approach in qualitative research where theories are constructed from peoples live (B. Glaser & Strauss, 1967; B. G. Glaser, 1978; Strauss & Corbin, 1994). This approach is often inductive in nature (Morse, 2001) where purpose is to build theory from data that has been emerged from ground. Researchers following grounded theory don’t start with predetermined ideas in order to accept or reject something. The researchers analyze data by continuously comparing the interpretation assigned by peoples in social setting. The reason behind adopting grounded theory is that it is very useful in developing context-based explanation of organizational phenomena (Myers & Young, 1997). Moreover, it provides a sensible and realistic approach that helps us in interpreting every complex social phenomena (Charmaz & Smith, 2003).

Another theoretical reason behind selecting grounded theory is that grounded theory prompt early analytic thinking and keep researchers continuously interacting with their data and emerging analyses (Charmaz, 2006). The reason of grounded theory gives main contribution to evolving methods because grounded theory possesses innovative problem solving and imaginative understanding. Strategies of grounded theory prompt the researcher to reach beyond pure induction (Charmaz, 2008).

Sampling technique and research context

Qualitative research has been intentionally designed to recognize the meaning of understudy from the participant’s perspective that is why it is important to first focus on selecting sample from which data can be generalizing (Onwuegbuzie & Leech, 2005). Cases were sorted out using purposive sampling under the umbrella of non-probability sampling (Sandelowski, 1995). According to Yazan (2015) the underlying premise of purposive sampling is that “one wants to discover, understand, gain in-sight, therefore one need to select a sample from which one can learn more” (p. 48).

Sampling Frame

Keeping in view the above mentioned description, this research has been conducted in Asian context especially in Pakistan where two (due to limited resources) educational institutes were selected. Informants were selected as those who were having at least three years or more experience and who have already worked at another organization so that they can compare the supervisors behavior hence talk deeply about abusive supervision and their reaction in return. Institutes were selected carefully on the bases of the existence of behavior that we were focusing to know about. All the lecturers and assistant professors working there were approached for interview. 15 employees from each institute were selected for interview (due to limited approach and collection period as it was summer vacation time). Each employee was interviewed for

at least 1 to 1 and half hour based on the dialogue between interviewer and respondents. And in this fashion our collection begins.

Data collection method (in depth interviews, observations)

As this is triangulations study so for getting the answer of research questions, two main data collection strategies were operationalized such as:

- Open-ended interviews
- Semi overt participation

Open-ended interviews In the second phase open-ended interviews were carried out where informants were assessed by their views on organizational supervisor's behavior Researchers have argued that interview is one of the most well suited methods for the studies which are exploratory in nature because it enables us to discover new relationships (Daniels & Cannice, 2004). Interviews make possible a close understanding with informants (Daniels & Cannice, 2004). Although interview can be a structured or semi-structured but this study followed semi-structured interviews because of their flexibility in questioning.

Scholars (Kothari, 2004) have argued that "In a semi-structured interview, the interviewer is allowed much greater freedom to ask, in case of need, supplementary questions or at times he/she may omit certain questions if the situation requires" (P. 98). Those employees were selected who have at least three years experience so that they may share their relationship with their supervisor. All the items/questions were pen out in simple terms familiar to respondents and technical jargon was completely avoided that lead to any form of uncertainty. The purpose was simply to operationalized simple English language without the use of technical jargon in order to avoid misunderstandings or to create a useful understanding with respondents involved (Bean, 2007).

Semi overt participant observation the main source opt for this study was participant observation. This approach gave me the chance not only to observe the behavior but also being involved in that behavior. As Jorgensen (1989) suggested, "The less concrete the phenomena being studied, the more problematic they are for members of society, and the more they are subject to moral or material interest conflicts, the more the researcher must use natural participation in the group as the basic method to get at the phenomena"(p: 28).Semi-overt participant observation is one of the best approaches as it not only allows you to join the organization but also let others know of your two way role as an observer and as an employee (Whyte, 1989).

Data collected in this manner for almost four months, but the sensitive period of the collection was observed over last two months. During this time, most of time spent outside the offices of different lecturers, delivered lecture as demo on general topics in order to get myself involved with them, enjoyed many gatherings at night as well in order to observe their informal gathering relationship with each other. Many other formal functions were also attended as workshops, seminars and informal gatherings with HODs and faculties. Whatever I observed I use to pen down each and everything that I was observing. Later one I gave them meaning as per social reality.

Use of technology

All the interviews were recorded using digital recorder, enabling investigator to be conscientious and vigilant towards respondents. It was also planned that notes would be taken and that will be used at the time where recording would not be possible. Like the approach followed by Stuttgart Spradley (1979), I started every interview with the centre questions, such as "*Can you tell me about your experience in this organization or how is your relationship with your supervisor?*" As each interview progressed, I asked for explanation on definite points or terms (e.g., "*what you do as an employee if you experience any discrimination or grievances?*") Once we get different themes, we validated these themes in other interviews. In this way, I started informal talk and conducted interviews with both lecturers and assistant professors. Continuity of interviews typically was one

to two hours. For ensuring the accuracy of interviews, all the interviews were initially transcribed by professional transcribers and later on it was reviewed by researchers.

Ensuring generalizability, validity and reliability issues in the research

In qualitative research, duplication and imitation is not possible because each interpretation and meaning is exclusive by context (Beverland & Lindgreen, 2010). Hence it has been said by Strauss and Corbin (1998) and Tobin and Begley (2004) that qualitative research connecting social occurrence cannot be changed or imitated with the changing world. And that is the reason that qualitative researchers from business, social and management fields do not give precedence or priority to external validity (Amaratunga, Baldry, Sarshar, & Newton, 2002; Williams, 2000). "However, for any qualitative research internal validity (Merriam, 1988, 1998, 2002) or authenticity is the main issue" (Sinkovics, Penz, & Ghauri, 2008) (p. 117). In other words, "how congruent are one's findings with reality?" (Merriam, 2002, p. 25). It provides the genuine and reliable understanding of individual's experiences (Ghauri, 2004) "It means hearing what others have to say, seeing what others do and representing these as accurately as possible" (Strauss & Corbin, 1998, p. 43).

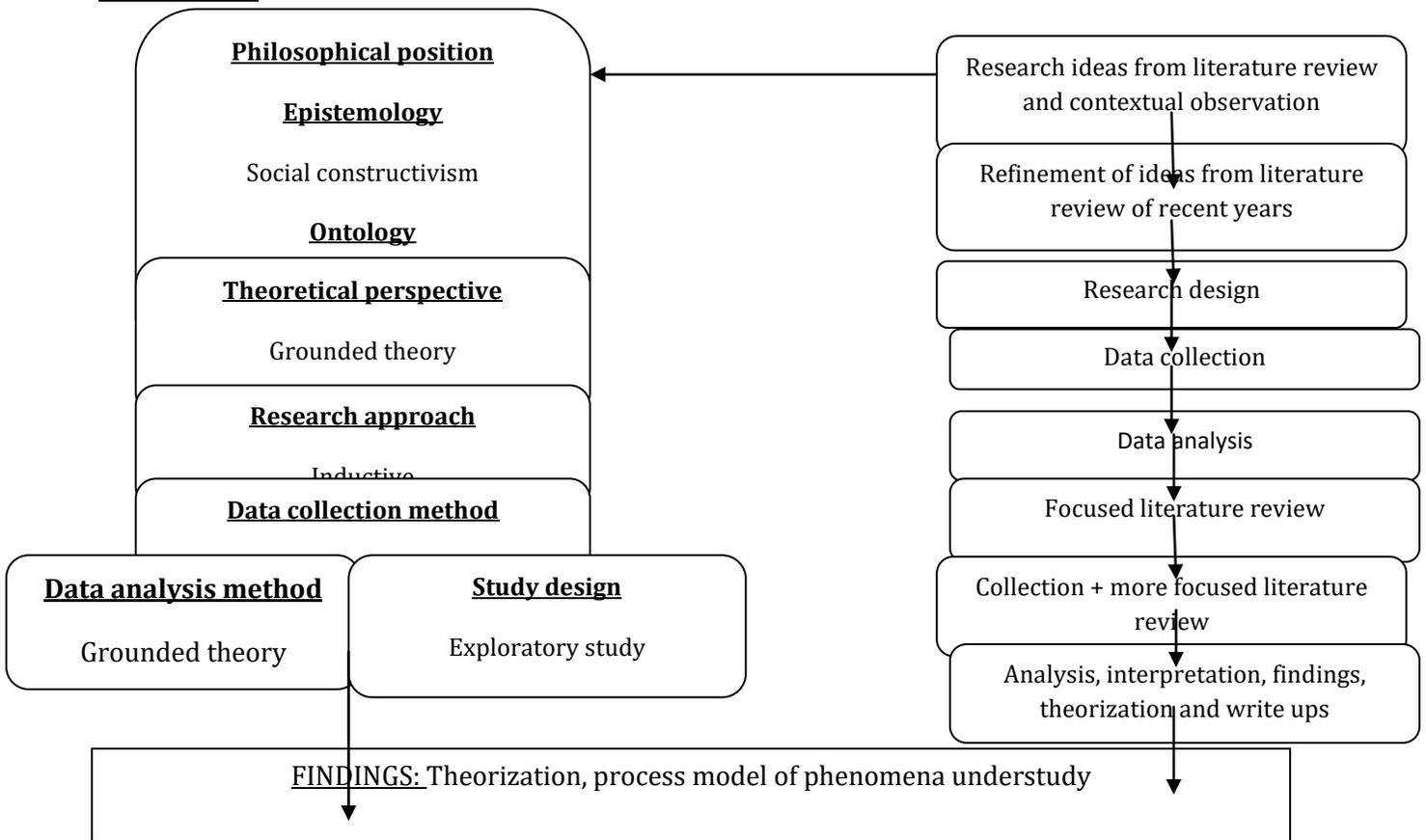
According to research scholars like Cutcliffe (2000) four factors such as transferability, consistency, conformability and credibility can better improve the interpretations. Therefore, in this study these four criteria have been addressed for ensuring reliability on the basis of research conducted by S. B. Merriam (2002) as it argues that reliability in qualitative research can be best achieved through consistency and dependability.

Conformability ensured through two ways: at the first step we build an adequate level of trust between respondents and examiner (Beverland & Lindgreen, 2010) and at the second step we get confirmation of our findings by asking for different connecting views of respondents regarding the concerned phenomenon. Precise summary/details of research project sent to all participants involved and also a letter issued by the Sukkur institute of business administration to make sure that their information and identities will be password protected hence will not share with anyone. They were also allowed to leave back from participation with 5 days of interview taken place. Before starting the formal conversation, informal dialogues created with all participants asking about their cultural, institutional and academic background. **Credibility** accomplished with the use of triangulation in study and along with interviews, participant observation was also employed. **Transferability** was accomplished by selecting two different universities having different institutional settings. Therefore data were collected from both institutes and findings were compared and contrasted. **Dependability** achieved by requesting respondents to put highlight on their past and present experiences. Addressing this phenomenon, one question was specifically designed in an interview guide as how the behavior of supervisors is different here from your past institute.

Ethical consideration

As per the views of Merriam (2002) "A good qualitative study is one that has been conducted in an ethical manner" (p. 29) due to the involvement of humans where topmost care and concern is on first and ethical priority. Few criteria were used to ensure ethical concern as use of informed consent, ensuring privacy and confidentiality of information and identities. Participant information sheet was also handed over to respondents including research detail, institutional affiliation, interviewer name and contact details. It was also ensured that provided information will be kept confidential and not will be shared with their organizations. Participants were also requested to allow for recording and they were allowed to stop recording at any point. Apart from that, participants were also permitted to pass any question they do not want to answer and was assured through PIS that all the conducted interviews will be transcribed in such a manner that their name and identities will be hidden. Moreover, it was also communicated that all the information will be deleted within 6 months and till then it will be in electronic security.

FLOW CHART



FINDINGS: Theorization, process model of phenomena understudy

This study was qualitatively designed to fill the gap identified by Chan and McAllister (2014) who argued that although much has been studied for abusive supervision and their consequences (Chan & McAllister, 2014; Tepper, 2000) yet much research is needed to study the social psychological process of abusive supervision. Chan and McAllister (2014) was in view that although study of Gracie et al. (2007) has confirmed that employees enter in the state of paranoia caused by abusive supervision but still link is missing that how they pass through the process from abusive supervision towards paranoid arousal and what are hidden factors that play an important role in fostering that state.

As it was a qualitative study hence grounded theory opted for analyzing the data. Grounded theory adopted due to its significance. Although with the passage of time, many versions of grounded theory have been developed (Marjorie MacDonald, 2001; M MacDonald & Schreiber, 2001; Wuest & Merritt-Gray, 2001) hence Strauss and Corbin (1994) have clearly confirmed that “they do not consider the existence of a “pre-existing reality out there. To think otherwise is to take a positivistic position that . . . we reject . . . Our position is that truth is enacted” (p. 279). Grounded theory is the most recent feature that provide scholar with self-assurance because of the uniqueness of concepts emerged (Urquhart, Lehmann, & Myers, 2010).

Using this grounded theory data managed through different manual techniques. In the **first stage**, we did comparison of one part of data with other part having the purpose of getting common pattern from the data. Those patterns were assigned codes for categorization (Gibbs, 2007). We started from coding because it is one of the common approaches towards data reduction (Bowen, 2009). It helps in managing data in an easy and convenient manner through breaking down, conceptualization and categorization (Ghauri, 2004). Hence, the data were arranged into conceptual categories under theory-driven or a priori codes and data-driven or emergent codes (Boyatzis, 1998). The process of coding was like that, although we did manually but we started from constant comparison analysis where we go for word by word coding to bring out the concepts (Kolb, 2012). At the **second step**, we applied axial coding process (Strauss & Corbin, 1990), where codes were further polished and were aligned which were having same concepts and at last a step was taken named as second order quotes where we assigned conceptual themes to them. After that, we come

towards **third stage** “involved establishing and explaining relationships between codes, and the final stage involved ‘pattern matching’ in which comparisons between empirically based patterns and prior theory were made and empirical findings were linked back to the wider theoretical literatures which we labelled as theoretical dimensions” (Ghauri, 2004, p. 118). In short, after manually coding each and every line we draw a data structure which was divided into three categories namely empirical themes, theoretical concepts and theoretical dimensions.

Empirical themes were first order quotes or you can say line by line coding, theoretical concepts were merged codes means those first order quotes that were showing similar behavior and at last theoretical dimensions were made where we linked all the codes into theoretical literature. All process was done in order to reduce the data for clear understanding of emergent themes. Below mentioned is the data structure table that was designed keeping in view the data and findings.

Table 1: Data Structure

| EMPIRICAL THEMES | THEORETICAL CONCEPTS | THEORETICAL DIMENSION | |
|---|------------------------------------|------------------------------|--------------------|
| Over pressure think to resign | Turnover intention | | |
| Customized relationship | | | |
| Different behavior with each employee | Modified relationship | | |
| Mirror image | | ABUSIVE | SUPERVISION |
| Multifaceted character | | CLIMATE | |
| Offensive language | | | |
| Wrong direction way by boss | Abusive behavior | | |
| Dirty practice | | | |
| Degradation/humiliation | | | |
| <hr/> | | | |
| Scared employee frightens worried | Fear of negative evaluation | | |
| Fear of losing job | | | |
| Fear of leaking information from colleagues | Fear of knowledge sharing | | |
| Ambiguity | | PARANOID AROUSAL | |
| Lack of sincerity | | | |
| I cannot trust all the time | Shattered trust | | |
| Shrinking trust | | | |
| Individual reliance | | | |
| <hr/> | | | |
| Moody personality | | | |
| Dodging | Avoidance behavior | | |
| Feedback avoidance | | | |
| escaping | | | |
| Disinterest | | | |
| Self centered | Impartiality | | |
| Not interested towards OCB | | EMPLOYEE | SAFETY |
| Egotism | | BEHAVIORS | |
| Superiority | Arrogance behavior | | |
| warning | | | |
| Expect employees to say yes always | Yes man attitude | | |
| Follow boss instructions always | | | |
| Command and control all the time | | | |

| | | | |
|--|---|--|------------------------------------|
| Social support | | | |
| Boundary need family support | Family social support | | |
| Social support | | | |
| Supportive environment | | | |
| Environmental satisfaction | Institutional support | | |
| Available resources | | | RELATIONAL FACTORS |
| Cooperative colleagues | | | |
| Peer support | Coordination | | |
| Supportive boss | | | |
| Be sincere with yourself first than expect | Norms of reciprocity | | |
| Physical disturbance uneasiness | Body image disturbance | | |
| Emotional disturbance | | | |
| Work pressure | Emotional exhaustion | | |
| Mental stress | | | PARANOID COGNITION |
| Non regularity of selected employees | | | |
| Overloading task of other employee | Perceived workplace discrimination | | |
| Biasness and grievances | | | |
| Emotional control | | | |
| Good not to lose emotional control | Emotional stability | | |
| Losing emotional control leads you towards anxiety | | | |
| Leadership | | | |
| Friendly behavior | Considerate behavior | | |
| Supportive boss | | | POSITIVE PERSONALITY TRAITS |
| Good motives | | | |
| Defined intentions | Positive intentions | | |
| Nurturing | | | |
| Best plan for all employees | | | |
| Self determination | | | |
| Over confidence | Self confidence | | |
| Confidence on ones performance | | | |
| Equal opportunity | Distributive justice | | |
| Mutual respect to all | | | |
| Emotional attachment association | Affective commitment | | |
| Healthy relationship | | | |
| Learning environment | | | WORKING ENVIRONMENT |
| Task responsibility | | | |
| Achievement focused | Workaholic employees | | |
| Action approach | | | |
| Job responsibility | | | |
| Trustworthy boss | | | |
| Mutual understanding | Mutual trust and sincerity | | |
| Blind trust | | | |

| | | |
|--|---|---------------------------------------|
| Good understanding Adjustment Flexible environment Authenticity | Environmental flexibility | |
| Giving direction by using goals Goal focused Purpose guidance Thankful attitude Reward Appreciation Gratitude and admiration Work dedication Job sincerity creates vigor Dedicated culture Logical reasoning Action ability Proactive behavior Responsiveness Boss is boss so respect Job satisfaction Satisfied workplace | Path goal theory Reinforcement Work engagement Rational approach Need fulfilment | WORK MOTIVATION |
| Agonize about role Lack of training so don't know what to teach Lack of guidance Bureaucratic management Management using offensive language Rough management Management considering employees as worthless Management guides in bad manner Limited resources unavailability of training material Limited facilities | Role ambiguity Dark side of management Resource scarcity | ENVIRONMENTAL INFLUENCES |
| Moody behavior Contingent behavior at work s We must be professional Professionalism No place for emotions at workplace Self belief Selective perception I think its stress environment | Contingency approach Professional attitude Intuitive judgment | BUREAUCRATIC APPROACH/BEHAVIOR |

Keeping in view the above data structure we started working on these themes emerged from our data. For every construct we first talked about general definition from which we move toward the words of respondents. We first elaborated the theoretical dimensions which is the broader view of theoretical concepts derived from the empirical themes than we shifted gradually towards each and every theoretical concepts

from general to specific about respondent's views on understudied phenomena. Analysis begins from the first emerged theoretical dimension that is abusive supervision climate. So let's have look on that.

Abusive supervision climate

Following the research of Mawritz, Mayer, Hoobler, Wayne, and Marinova (2012) it has been stated that abusive supervision climate plays an important role in understanding employee responses to abuse as well. According to our findings that we got from ground opens the black box that how abusive supervision climate disturbs the perceptions of other employees as well though those are not directly abused. Three concepts emerged from data like over pressuring employees and motivating them to opt for turnover intention, abusive behavior at workplace and modified relationship of supervisor with employees. Combinable all three factors, according to our findings, creates the climate of abusive supervision which disturbs the perceptions of other employees towards organization and its management. Below mentioned is the description along with the sample response of all three factors.

Turnover intention:

In any case, there might be occasions in which victims of damaging or abusive supervision are not reliant on their director and, subsequently, don't do not have the ability to act in a self-intrigued form. One such situation may happen when subordinates have solid goals to leave their place of employment. The idea of expectation to stop was first presented as the proximal stride in the chain of factors those connections negative dispositions toward the occupation and the choice to deliberately abandon one's boss (Mobley, 1977; Mobley, Horner, and Hollingsworth, 1978).

As initially detailed, expectation to stop alluded to a person's subjective likelihood that they are for all time leaving their employer sooner rather than later and caught the toward the end in a progression of withdrawal insights that likewise included contemplations about stopping and the scan for elective business. Mishandled subordinates who have higher aims to stop ought to perform workplace aberrance with higher recurrence. Below has been mentioned the response of one interviewee for strengthening the above mentioned argument:

"Always, boss always try to make me over pressurize so that I may resign from here".

Modified Role

Leaders of organization possess power to influence their subordinates. Although it has been argued that abusive supervision exist at the place where employees are having low quality superior-subordinate relationship but it has also been argued that existence of abusive supervision is also possible at the place where employees are enjoying high quality superior-subordinate relationship because high quality relationship include both possibilities positive as well as negative interactions (Braiker & Kelley, 1979; Fincham & Linfield, 1997). These negatives and positives interactions are not supposed two faces of continuum as incidence of one might increase the probability of other and vice versa (Baumeister et al., 2001).

Along with the lines of said arguments, we further argue that when supervisors are possessing modified nature of relationship with their subordinates, it decreases positive attitudes of subordinates and motivating them to start perceiving the climate of abusive supervision. Means although abusive supervision has not been directly experienced but the modified behavior of supervisor that is good at one time while abusive at the same time with another subordinate fosters the perception of abusive supervision climate. Below mentioned are the few responses of interviewee for strengthening the above mentioned discussion.

'It depends that rather we are discussing regarding personal interest or faculty interest. All faculty members have different behavior because our boss behaves differently with all of us. So defining trust is little bit difficult'.

'Boss supports me only 40% in making good relation with everyone in this institute. Because he is personally very polite and charming personality but as far as profession is concerned boss is very rude and rigid. With friend's faculty boss behaves friendly and rest of us boss is very rigid in terms of guidance'

Abusive behavior

Abusive behavior consists of verbal and non verbal actions on the part of one person to undermine the other to ensure compliance. Its examples include verbal fighting, using bad words, calling names in bad manners or resisting every decision, using derogatory language and watching each other aggressively. Researchers have concluded that quality of interpersonal relations between superior and subordinates at work have been an important contribution to worker's self esteem (Judge & Bono, 2001) job satisfaction (Spector & Jex, 1991), their experience of subjective stress (Motowidliert al., 1986) and their decision to leave the position or an organization (Gwartney, 1993). Examples include being ridiculed in the presence of other and being insulted by co-workers and colleagues. Our findings are same in line with above mentioned arguments regarding abusive behavior that when experienced by co-workers, creates climate for others who have seen these with their subordinates. Quotation of one interviewee mentioned below:

No not ever argued with my boss because she is very bad in talking. She do not think of others respect

Yes many times she asks to say me insult director and administrator, they are not liable for respect. She is guiding me in wrong direction because she is not liked by him so she want same for we all.

Paranoid arousal

From the social psychological perspective, individual followed by paranoia "believes that harm is occurring, or is going to occur, to him or her, and that the persecutor has the intention to cause harm" (Freeman, 2007: 427). As a response towards shattered trust/heightened distrust, paranoia has been conceptualized as an active psychological state of fear, threat and anxiety (Freeman, 2007). Consistency of above mentioned arguments have been received in our findings that paranoid arousal is something like emotion trigger state that is activated after experiencing the abusive treatment by supervisor. Three theoretical concepts that have been emerged from data are fear of negative evaluation, fear of knowledge sharing and shattered trustlet's below light on all three theoretical concepts.

Fear of negative evaluation

Fear of being negatively evaluated means having the feelings of nervousness that how I will be evaluated by others or one's belief that judging party will assess me negatively (Watson & Friend, 1969). In particular, it possesses the sense of anxiety to be evaluated unfavorably. Furthermore, recent evidence suggests that fear of negative evaluation is a partially heritable trait related to other dimensions that may also be related to social anxiety, such as trait anxiousness, submissiveness, and social avoidance (Stein, Jang, & Livesley, 2002). Strengthening the above mentioned arguments, our findings revealed that after experiencing abusive supervision employee possess fear of negative evaluation. They are in view that as we are having abusive type of supervision by our supervision so it is understood that we will be evaluated negatively. Few quotations for support of this finding are:

"No afraid because it's boss habit to find fault and shortcomings in order to degrade all"

"Yes I have complete fear. I was very much comfortable with my previous boss he had not any complain from me but new boss is totally opposite to him. I expect my new boss that when he will come back after completing his PhD from abroad he will be very much improved with respect to professional attitude but boss had not any improvement even after completing his degree. He always tries to find my shortcomings and faults in me because we both do not have understanding with each other. Boss mostly tries to disapprove me"

Fear of knowledge sharing

Knowledge sharing is an essential factor as it allows organizations to build skills and competencies hence maintain their competitive advantage. Knowledge has been always considered as most valuable asset of the

firm because it is hard to imitate. It is evident that collective sharing of knowledge engenders the effectiveness of organization both across and within work settings. It prevents organizations from re-inventing the wheel (Birgit Renzl, 2008). But research of Birgit Renzl (2008) claims that after experiencing abusive supervision, employees possess fear of knowledge sharing. They don't have trust in management thereby having fear of being misled and deceived, for example, the fear of losing one's unique value. Some findings we have received from ground when we conducted interviewee from employees of educational institute that due to having abusive supervision they are victim of paranoid arousal thereby they are in fear that if we share anything we will be punished for that. Supporting quotations are:

I keep new ideas to myself only because I know that boss will not listen he may disapprove or punish me

Shattered trust

Trust has been conceptualized by Nguyen *et al.* (2006) as a degree of one's honesty and capability to carry out certain actions. In the literature, it was initially observed as a multidimensional construct (Moorman *et al.*, 1992; Barney and Hansen, 1994; McAllister, 1995). Particularly, Lewis and Weigert (1985) categorized interpersonal trust on the basis of two components namely affective and cognitive trust. But in our context we are focusing on emotions that have been shattered due to abusive supervision so keeping in view the context of our research we are focusing on affective based trust. Affect based trust comprises person's emotional connection with others (Chowdhury, 2005) and allows the evaluator (the one who judge) to continuously cooperate with other on the basis of positive feelings and emotion (Parayitam & Dooley, 2007).

When an individual believe that the involved relationship is satisfied and pleasant, he/she will be more prone towards sharing knowledge and information (Chowdhury, 2005). Literature has highlighted that as individuals grow closer in their personal relationship to one another, they are increasingly motivated to act in ways that benefit the other however they also believe on negative reciprocity as well means on the other hand when assessor feels emotionally damaged or when the trust of assessors break due to the behavior or supervision received he/she will not be willing to contribute in an desired way and will be the victim of paranoia (Messicket *al.*, 1983; Brann and Foddy, 1988; Organ, 1990; Nonaka and Takeuchi, 1995; Epstein, 2000). Our findings are in same line with that. Supporting quotations that show consistency with these arguments are:

"No I do not believe even I think no one will believe that boss intentions can be good for we all"

"Yes there are many instances which I do not want to disclose where my boss influenced me a lot. Sometimes I absorbed that situations but sometimes I get irritated. Simply saying my boss is very much unpredictable it's true that you cannot trust my boss all the time"

Employee safety behaviors

One can observe the effect of paranoid arousal by the behavior a person is adopting. Findings of research conducted by Freeman *et al.*, (2005) argue that employees opt for safety behavior soon after experiencing the state of paranoia because safety behaviors helps them reducing the intensity of threat related events. Examining the studies of safety behaviors related with paranoid arousal, Freeman and colleagues identified avoidance, compliance, ingratiation, aggression, and help seeking as principal forms (Freeman *et al.*, 2001, 2007).

Here we address safety behaviors as relevant behavioral consequences of paranoid arousal sourced in abusive supervision. Interesting point here is our finding or in other words the safety behaviors that have been emerged from our data/ground are different from the findings of Freeman *et al.*, (2001). These behaviors are avoidance behavior, impartiality/disinterest, arrogance behavior and yes man attitude. Let's have discussion on each identified behavior.

Avoidance behavior

Across continuum of paranoid arousal, avoidance is one of the most severe responses of behavior (Freeman & Garety, 2004; Freeman et al., 2005; Kramer, 2001). Peoples believe that adopting for some form of avoidance, they can decrease the likelihood of being harmed or abused. Contrary to that, affect of negative events give rise to avoidance behavior. It occurs because person always tries to avoid the person whom the harm has been experienced in the past (Baumeister et al., 2007). For example, the subordinate may once in a while encounter anger/fear over the span of communicating with his/her supervisor. As per feeling as input framework hypothesis, an emotional experience of fear or anger may abandon a strong engraving of the scene. Because of an underlying anger/fear involvement, subordinate will discover that associations with the supervisor offer ascent to negative effect and will probably abstain from collaborating with the supervisor later on

Same has been observed from our findings that after becoming the victim of abusive supervision, employees adopt safety behavior from which one behavior is avoidance behavior through which they try to avoid their supervisors. They are not even bothering to get feedback from their supervisors by arguing that along with being abusive personality our supervisor is moody as well. Few supporting quotations are:

"Yes 80% I avoid my boss because boss is always engaged in favouritism and feeling sorry to say that in spite of being senior I still have not received such favour. Sometimes due to the sensitive nature of matter I want to avoid boss yet I meet with him"

"Nervous feeling when I am around my boss. I sometimes try to avoid my boss and sometimes not. Its depends on her mood"

Arrogance behavior

Set of behaviors that encompasses the person's sense of dominancy and superiority while disapproving others are said to be the arrogance behavior. It promotes the perception of being omnipotent unbeatable (Ma & Karri, 2005). In spite of the fact that arrogance is not generally considered by hierarchical researchers, it is anything but difficult to for mental personifications of employees who misrepresent their own particular qualities and beneficial deprecating their colleagues. Such employees are likely the individuals who assume praise for the accomplishment of others and attest specialist in circumstances that stretch out past their mastery. Arguments are matching the realities that we have received from the ground. Abusive supervision has disturbed the workplace climate thereby employees have adopted safety behavior after experiencing paranoia. From which arrogance is also one of safety behavior. Supervisors have 80% arrogant behavior in educational institute. At every step and at every success they are saying that it's all because we have struggled a lot means supervisors are considering superior to their own self and all the time they are walking with ego. Let's mention supporting quotations as:

"Yes I have always fear that my boss due to her arrogance nature may be find my fault or shortcomings"
"Time of thesis made me restless because my boss is very much arrogant people"

Yes man attitude

The fundamental thought basic the contention is the accompanying. Keeping in mind the end goal to initiate the worker to apply exertion, the manager should utilize a motivator conspire that depends on an (imperfect) measure of the exertion level picked by the worker. The manager will, along these lines, contrast her own information and the worker's report and pay him likewise. Presently, if the worker sees, notwithstanding his profitable information, a flag on the manager's information, at that point the motivation conspire actuates the worker to act as a "yes man", i.e., he will utilize his second flag (which contains no new information on the genuine parameter) so as to inclination his report towards his gauge of the signals of managers.

Consistent arguments have been received from our data that here in educational institute supervisors wants from subordinates to be their yes man always. Means they prefer yes man attitude by their subordinates but as we all know that circumstances can always change within a second so a person cannot be yes on every

point always. That is why this attitude has been considered as a negative. Supporting quotation from ground are:

“Not at all because boss is not for us she does not listen. Only boss has orders to be followed. She love if I become her yes man”

“According to my boss, sincerity is saying yes to him on everything whether it is right or wrong”

Relational factors

The relational factors comprises of relational exchanges(Jukka, Andreeva, Blomqvist, & Puumalainen, 2017; Macneil, 1980) which involves a pattern of exchanges with the person knowing each other over a period of time(Dwyer, Schurr, & Oh, 1987; Samouel, Pitt, Berthon, & Money, 2015). This relational concept recommend that fruitful relational trades are the consequence of certain positive characteristics of that relationship (Mehta, Rosenbloom, & Ganitsky, 2006), such as cooperation (Anderson & Narus, 1990; Morgan & Hunt, 1994), commitment (Anderson & Weitz, 1992; Moorman et al., 1992), and trust (Sivadas & Dwyer, 2000; Weitz & Bradford, 1999).

Our findings are also consistent with these characteristics that employees avoid their supervisors due to unexpected behavior but life cannot be stop on that reason therefore they try to engage themselves in relational exchanges from where they are trying to satisfy their needs. The characteristics that make the recipe of relational exchanges that we have got from our findings are Family support, institutional support, coordination and norms of reciprocity. Brief discussion of all four characteristics is given below.

Family and social support

It is the strongest reality of life that one can get the highest peak of achievement if he/she is supported by their family. Strengthening this point Sedlacek and colleagues (1994; 1985 and 1987) has identified that presence of supportive employees or positive self- concepts are strong predictors of one's success. Family support is one of the strongest predictor/ motivator for every individual. According to the functional support model (Wills, 1990), close relationships enable persons to deal with stress because they can discuss problems in that relationship, they can share concern and motive and also they can ask for advice from each other that is keyed to a person's needs.

Ground realities also support these arguments that employees/subordinates prefer family and social support when they avoid their supervisors. Supporting quotations are:

“We cannot go anywhere for help because everyone try to behave like director and I know the environment than why I will approach third person. I have my family for this”

“Sometimes towards my boss if I think this is related to him and he could handle it. I don't go to my colleagues but yes friends I tell them everything”

Appraisal and instrumental support

Instrumental support involves providing support like spending quality of time with other or helping other in arranging many or material for them On the other hand, Appraisal support is providing evaluative feedback to others. According to the study of peters et al., (2003) the more employees are in stress, the more they are likely to seek or receive support. These arguments supports our findings that after being abused by their supervisors, employees are in stress and in order to cope up from that stressful situation they all employees seek instrumental, appraisal as well as environmental support. Below mentioned are supporting quotations:

“Yes we have environmental support but not supervisor”

“Yes we have facilities but by institute not by boss”

“Appreciation is always there for good deeds and this is how my boss is viewing here”

Coordination and cooperation

Researchers and organizations alike have since quite a while ago perceived that participation is a key segment of hierarchical achievement. The individuals who proficiently create and help other people to create agreeable connections are balanced for progress, just like the organizations that utilize them. However, in spite of how imperative and remunerating collaboration can be, prove recommends that it keeps on dodging numerous organizations. There is a reasonable and solid requirement for inquire about enlightening "the conditions that offer ascent to actually happening participation" in businesses (Smith, Carroll, & Ashforth, 1995: 15).

Now it has been clear that this concept has still its strong roots of research as it is a critical factor towards success. Come towards our context. We argue even our findings confirm that things are not over once you are having low quality of supervision or simply abusive supervision. If person has strong determination he/she can achieve task by concerning for help from their peers and colleagues. Although it is fact that supervisor can guides on the point but life cannot stop on single point if supervision of that quality is not available, subordinate may approach other colleagues for help.

Findings have also confirmed our proposition and arguments that they have not stopped their life. After experiencing abusive supervision they are now working with mutual coordination and cooperation with their immediate colleagues for any kind of help regarding task completion. Supporting quotations are:

“From friends and colleagues we get guidance”

Norms of reciprocity

Exchange theory has been one of the major hypothetical viewpoints in the field of social psychology since the early compositions of Homans (1961), Blau (1964) and Emerson (1962, 1972). One of the fundamental principles of SET is that connections develop after some time into mutual commitments, loyal and trusting. To do as such, parties must keep certain "rules" of exchange. norms and rules of exchange are "the guidelines" of exchange forms. Along these lines, the utilization of SET in models of hierarchical conduct is encircled on the premise of the exchange run or standard the scientist depends on. The vast majority of the administrations investigate concentrates on desires of correspondence. Correspondence or reimbursement in kind is likely the best-known exchange run the show. Gouldner (1960) gave an interdisciplinary survey of what was then known about SET.

Reciprocal reliance underscores unexpected relational exchanges, whereby an activity by one gathering prompts a reaction by another. On the off chance that a man supplies an advantage, the accepting party ought to react in kind (Morton, 1978). A "reciprocal exchange" is comprehended as one that does exclude express dealing (Molm, Takahashi, & Peterson, 2000). Rather, one party's actions are contingent on the other's behavior. Because of this, interdependence reduces risk and encourages cooperation (Kuwabara, 2011). Same in our findings, subordinates argued that here we believe on reciprocity rule. If we will be benefited and behaved good we will perform good and vice versa. Quotations have been given below for strengthening the above mentioned arguments.

“I would only say few words in this line as if you are sincere and you are working there with your commitment than there is no role of anxiety at that place. So I believe in one thing that there is no any negative behavior of boss if you are OK in your working or tasks. Do good have good rule exist here”

Paranoid cognition: Patterns of Supervisor-Directed Paranoid Thought

Abusive supervision faced in the present and predicted later on—being made a substitute and reprimanded for the slip-ups of others, having gossipy goodies told around oneself, being given the tranquil treatment, and not being offered access to fundamental information and resources that one needs—represents a significant character risk and offers impetus to distinguish making (Weiner, 1985a).

Repeated abuse can also activate distrust-oriented social cognitive processes for dealing with negative consequences that, apart from prudent anticipation and evasive action, can be expected in the future (Kramer, 2001; Weiner, 1985b). Research of McAllister (2014) considers hyper vigilance, rumination, and sinister attribution tendencies as prototypical of paranoid social cognition. *But little bit difference in terms of paranoid social cognitions behaviors have been emerged from our data such as body-image disturbance, emotional exhaustion and perceived workplace discrimination. Brief discussion of all three cognitions has been given below:*

Body-image disturbance

Body image disturbance is just like physical disturbance, unhappiness, and other dissatisfaction from body that is resulted from many attributes of life. But consistent with our context, we argue that after experiencing abusive supervision employees may experience body image disturbance. Findings have also confirmed our predictions and propositions that those employees are experiencing body image disturbance who are victim of abusive supervision hence dissatisfied from the management of organization. Confirmation of findings is given by the below mentioned quotations of employees as:

“I feel shivering whenever I am nervous coming in front of my boss. My body shivers I very high speed”

“In some cases, definitely nervousness is part of your personal attribute and you are facing such kind of body image disturbance at workplace”

Emotional exhaustion

Emotional exhaustion happens when the emotional stresses surpass what an individual can manage the cost of amid relational collaborations at work (Maslach, Schaufeli, & Leiter, 2001). At the point when an individual incessantly works under anxiety that is initiated by relational communications, emotional exhaustion can additionally bring about emotional overextension. Since authority requires relational connections between the manager and the subordinate, abusive supervision may likewise instigate emotional exhaustion in subordinates. As per the preservation of assets theory (Hobfoll & Jackson, 1991), individuals have a fundamental propensity to acquire, hold, and ensure their assets. With regards to abusive supervision where subordinates feel abused by directors, subordinates must exhaust a lot of psychological push to handle the relational stressor. Thusly, the psychological assets of subordinates might be bit by bit devoured and end up plainly depleted, which prompts the state of emotional exhaustion. Although these are quantitative arguments by different scholars when they concluded their studies but same has been observed from the ground where we conducted qualitative studies that emotional exhaustion is at first priority for those employees who have faced abusive and hostile type of supervision. Supporting quotations of employees what they have given in their interviews are:

“When boss scolds me I feel anxious and disturb and in reaction I became silent sometime while other time I shouts over another person just to remove my frustration or else thinks to leave the job”

“I got fed with the behavior of my boss than I put glass broke in reception area. My situation was in undesirable. I can't explain”

Perceived workplace discrimination

Perceived workplace separation can be very exorbitant for people and managers. For people, it can build work strain, bring down psychological and physical wellbeing, reduce job fulfilment, and prompt derision. For organizations, perceived segregation can undermine representative responsibility and lesser job performance, morale, and organizational citizenship behaviour (Goldman, Gutek, Stein, & Lewis, 2006). The general premise to be examined is that uniqueness is identified with the probability of a representative or gathering of workers (e.g., ladies, minorities) seeing biased treatment. Same has been observed by our ground as one employee confirming this argument said that:

“Relationship with boss very good but sometimes the blood pressure of me and my boss is very high means on peak on one another. But as a girl I receive respect and boys are deprived of that”

On the other hand, the second dimension that has been observed regarding workplace discrimination is biasness. Employees are in view that although supervision is not as much but here discrimination is on peak and we consider this as one type of abusive behavior at work. What happens actually that our supervision is engaged in extreme discrimination as few employees are very much relax in terms of work load however other employees are having too much load by claiming that I believe you can do this task well than others so I assigned it to you. Supporting quotations by employees are:

“Yes I always felt like grievances and issues due to the non-regularity of my boss. as I was new so I was having difficulty”

“Actually my boss is unpredictable I can't trust because mostly my boss is pressurizing me by assigning multiple tasks”

“I would say there was one incident I applied for promotion and I was not shortlisted. I am not really sure that why but the answer I got was because aaaaa there were some lacking in my part may be qualification or something so I felt kaaa I thought it was completely discriminatory because I had completed my education requirements even than”

Positive personality traits

Personality is the human tendency to think, feel, and act in consistent ways. Still, according to the differential reactivity model of personality, the impact of abusive supervision on subordinate cognition and behavior may vary from one subordinate to another (George & Brief, 2004). Connecting this line it has been noted and observed as well from the ground that personality of supervisor affects a lot to subordinate's perception. If supervisors are good and encouraging that subordinate's perceptions become strong and positive in every condition whether it is in favour of subordinates or not such as when they feel that they are victim of abusive supervision and at that time their perception vary due to the positive personality of supervisor. They will not attribute their supervisor as abusive just because of one or few incidents. Supporting these arguments some positive personality traits that have been emerged from our data are positive intentions, considerate behavior, emotional stability and self-confidence.

Positive intentions

Positive intention is the feelings where one is having positive thoughts for others. This thing is said to be positive due to its nature. Take the example of our data what we observed as well as what we get from our interviewees that supervisors are not always abusive. It is the perception that make them abuse. Respondents were in view that in this organization where we are working few of the supervisors are aggressive however rests of others are very polite and cooperative. Even they are having positive intentions for all employees as well as organization and in order to be good in that exchange employees like we also have positive attitude for our supervisor and organization. Few supporting quotations in order to strengthen these arguments are:

‘My supervisor is very positive personality. He guides me and tells to be calm in every situation’

'Yes boss intentions are always positive not only for me but for whole colleagues. He guides us if we are wrong, he gives right direction to us, and he provides ways for our career growth as well'

'Every day by day as I am new he try to encourage me and guide me to do something how to develop and try to give me idea about some other new techniques'

Considerate behavior

Researchers have argued that when supervisors engage in valued behaviors targeted toward subordinates these behaviors will create feelings of obligation to reciprocate valued behaviors by subordinates in the future (Blau, 1964; Gouldner, 1960). Considerate behavior is of same nature which has been emerged from our data. It includes proactive and friendly behavior of one's supervisor. Our data stated the findings that supervisors are always abusive is not applicable to every context because in our institute we have found our supervisor as very positive personality who is always having considerate and supportive behavior with all of us, although exceptions are always there but exceptions cannot be generalized. Let's highlight supporting quotations in which subordinates have talked about supervisor's considerate kind and supportive behavior.

'Yes always argued and in return my boss have always been positive towards solution'

'Boss always appreciates me'

'Definitely my boss makes me feel good in this environment due to kind nature'

Emotional stability

According to the research of Edwin A. Locke (2009) intelligence and emotional stability will bring about an expansion in the quantity of workers who perform doled out job undertakings adequately, which thus will have significant monetary advantages to organizations. Same has been emerged from our data. Subordinates are in view that we are emotionally stable because we believe that this is professional place where there is not any place for emotions so if we lose control over emotions we will be in danger and also its professional attitude or norm to control on nerves. Few supporting quotation from ground are:

'No I have never been aggressive I always try to control on my emotions and aggressions'

'Yes obviously because these are being emotional at that moment create the further other issues. So we should be emotionally stable at that time after than we can communicate it properly to whom it concerns look these are issues you must see'

'Yes, we must have control. We need to have because ultimately the thing happen that will happens again so losing control over nerves means damage yourself only'

Self confidence

Self-confidence is a mentality, which all people have constructive yet practical perspectives of themselves and their circumstances. Self-confidence individuals believe their own particular capacities have a general feeling of control in their lives and trust that, inside reason, they will have the capacity to do what they wish, design, and anticipate (Anil Kumar Edward, 2011). Sport psychologists define self-confidence as the belief that you can successfully perform a desired behavior. It is largely confidence that determines whether people give up or remain committed to their goals following a series of setbacks. This concept has also been emerged from our data where interviewers are in the view that every emotions requires certain age and now we are at very mature job we are assistant professors at Bps 19 we don't have fear of anyone. We (Subordinates) are very much self-confident that whatever happens we will face it no issue. Below mentioned are few quotations in order to strengthen these arguments:

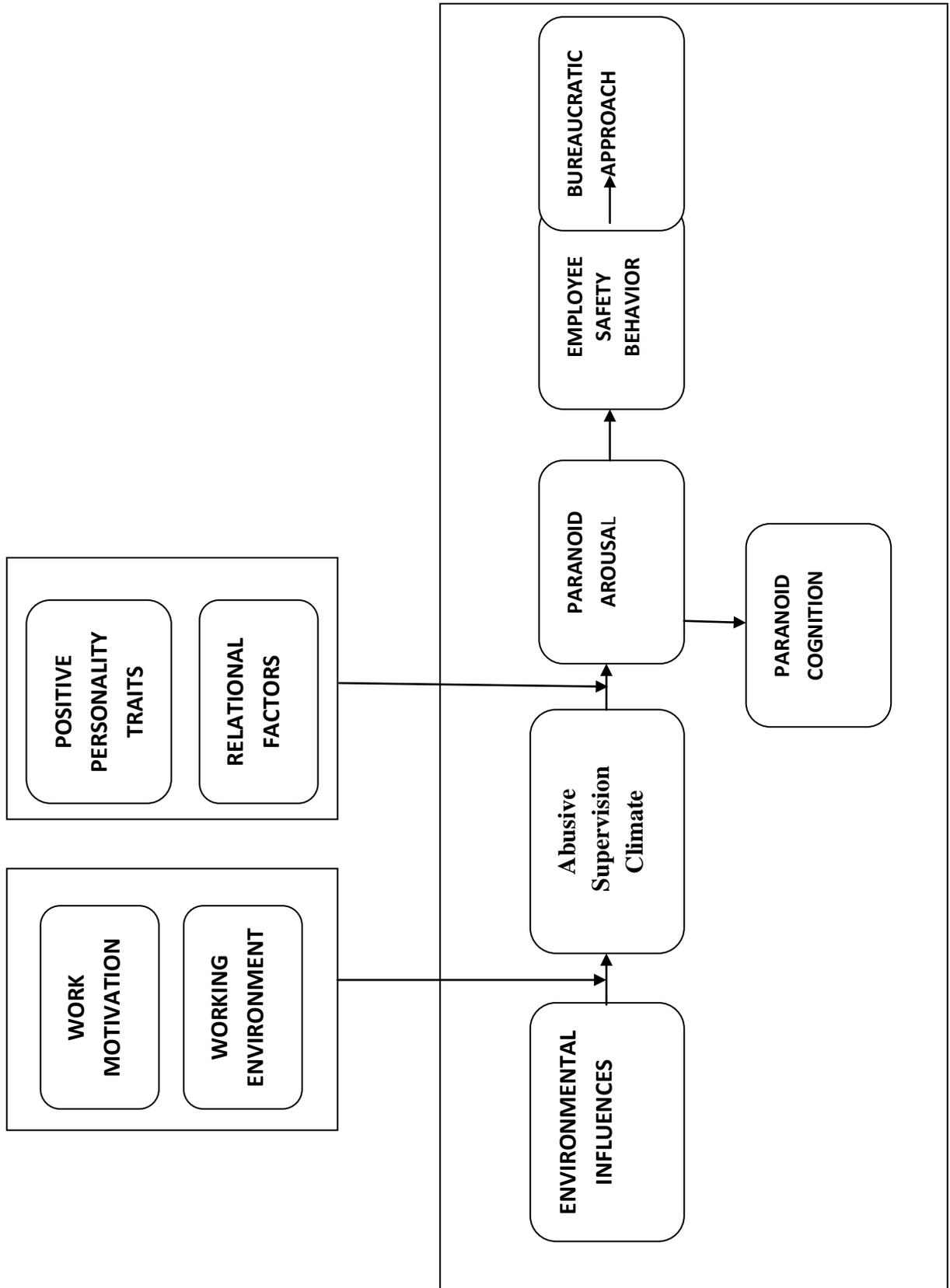
'No why should I,, why I do not see any reason to avoid. I do not have any issue with him we have policy students even can go directly to anybody rather than avoiding'

'Still not fear of negative fear of evaluation. Up to this time it is no because I am doing every task before time so he not disapprove me'

'No no I do not avoid going to my boss, if there is any issue so I try to go and discuss with boss rather than hiding own self from boss'

Analyzing the data emerged from ground realities we comes towards a theorizing model mentioned below which is a clear and thorough graphical presentation of how abusive supervision fosters the climate of bureaucratic approach followed by employee safety behaviors. One thing important to highlight is that, although my research is consistent with the previous literature but yet this research have come up to few new emerging construct in this phenomena such as working environment and work motivation in the relationship between environmental influences and abusive supervision climate, positive personality traits in the relationship between abusive supervision climate and paranoid arousal and bureaucratic approach as a consequence of safety behavior. Figure is given below.

THEORIZING MODEL



IV. DISCUSSION

The significance of social setting for clarifying a person's behavior have been apparent at any rate since Lewin (1936) explanation that behaviour is the capacity of individual and their condition. With respect to this definition, environmental influences are basically the external surroundings which tend to influence the pattern of development and behavior. Our data is also consistent with these arguments where respondents were in view that our behavior is the regulation of environment where different environmental factors such as role ambiguity, dark side of management and resource scarcity affects a lot to our behavior. When our role/task of what to perform is not clear, when resources are limited and, when management is not cooperative using bureaucratic approach with all of faculties means management is using rough language with employees who are having any query it affects our perceptions negatively which create the sense of the abusive supervision climate because when workers who faces the abuse of others (e.g., co-workers) might be influenced by such activities, despite the fact that they are not by and by abused themselves (Hertz & Krettenauer, 2016; YAN & ZHANG, 2017). Therefore, notwithstanding any individual-level observations that may exist, aggregate views of supervisory abuse are likewise prone to rise inside a work unit. Therefore, connecting the above mentioned arguments and on the basis of discussion from grounds it has been hypothesized that:

Hypothesis 1: Environmental influences (role ambiguity, dark side of management and resource scarcity) lead towards the perception for abusive supervision climate.

Inside present day work organizations, supervisors or administrators are the organizational specialists with the most control over employee work encounters and results. Along these lines, employee view of supervisory abusive atmosphere, described by maintained showcases of threatening verbal and nonverbal behavior, are profoundly notable for them and have sweeping outcomes (Carlson, Ferguson, Hunter, & Whitten, 2012; Harvey, Stoner, Hochwarter, & Kacmar, 2007). Research likewise shows that when gone up against with negative behaviors in the workplace, employees participate in sense-production forms that outcome in shared, aggregate impression of the activities (Clark & Walsh, 2016; Robinson & O'Leary-Kelly, 1998). Abusive supervision represents a negative workplace behavior, and hence these mutual discernments give the establishment to considering abusive supervision at the atmosphere level.

According to the findings of this study, employee perceiving abusive supervision climate become the victim of paranoid arousal where they experience feelings of shattered trust, fear of negative evaluation, fear of knowledge sharing and distrust.

Our findings are consistent with the study of McAllister (2014) as he also draws the theoretical establishments for their examination of employee reactions to abusive supervision from a built up and developing social psychological writing on state distrustfulness (Chan & McAllister, 2014; Harvey, Harris, Gillis, & Martinko, 2014). Following Kramer, McAllister (2014) define paranoia within organizations as “a form of heightened and exaggerated distrust that encompasses an array of beliefs, including organizational members' perceptions of being threatened, harmed, persecuted, mistreated, disparaged, and so on, by malevolent others within the organization” (2001: 6). Such doubt may have its foundations in either genuine or envisioned damage and can reflect either a ceaseless distrustful mien or an incited jumpy state (Chan & McAllister, 2014; Kellett & Hardy, 2014). McAllister guaranteed that through these cognitive procedures specified above, convictions concerning the vindictiveness of others get cognitive elaboration, confirmation of offense is extricated from accessible information, and the opinions of dread, nervousness, and doubt foundational to suspicion as a psychological state end up plainly settled. Subsequently, as suspicious ideation grabs hold, these cognitive procedures fill in as an inner criticism circle that serves to increase and fortify neurosis (Freeman et al., 2001). Therefore, it has been summarize in following hypothesis that abusive supervision climate through cognitive perception motivates employees towards paranoid arousal where they feel distrust, threat and fear.

Hypothesis 2: Abusive supervision climate leads towards paranoid arousal through its cognitive perceptions.

Abusive supervision practiced in the present and expected later on—being made a substitute and rebuked for the errors of others, having gossipy tidbits told around oneself, being given the quiet treatment, and not being offered access to basic information and assets that one needs—represents a critical character danger and gives force to detect making (Graham, 2014; Weiner, 1985). Rehashed abuse can likewise actuate doubt

situated social cognitive procedures for managing negative results that, aside from reasonable expectation and hesitant activity, can be normal later on (Chan & McAllister, 2014; Kramer, 2001). Here on the basis of our analysis body image disturbance, emotional exhaustion and perceived workplace discrimination as prototypical of paranoid social cognition.

We on the basis of our findings argue that employees experiencing paranoid arousal become the victim of paranoid cognition because their arousal starts sense making process from where they move into the stage of paranoid cognition. These findings are also consistent with the findings of Chan and McAllister (2014) as he argued that encounters of abusive treatment actuate a paranoid psychological state wherein the social info worried that individual is checked and handled through a viewpoint of misrepresented doubt. Heightening happens as more prominent "proof" of abuse is refined from the information than would somehow be the situation, which, thusly, causes the cycle of paranoid actuation and information handling to be rehashed at an increased level. Hence, connecting the findings of our grounded data with the above mentioned arguments it has been hypothesized that:

Hypothesis 3: *employees experiencing abusive supervision will become the victim of paranoid arousal from where they will move into the process of paranoid cognition.*

The psychological effects of paranoid activation become visible as we observe their implications for behavior. Checking on investigations of wellbeing behaviours related with paranoid ideation, Freeman and associates distinguished help seeking, aggression, ingratiation, compliance, and avoidance as important structures (Vincent, Jenkins, Larkin, & Clohessy, 2013). Here we on the basis of our findings include avoidance, impartiality, arrogance and yes-man behaviors as safety behaviors which in turn are considered as pertinent behavioural outcomes of neurotic excitement sourced in the abusive supervision.

From our findings it is clear that employees experiencing paranoia adopt employee safety behaviors in order to protect themselves from abusive climate. Up to this point these findings are also in line with the findings of Freeman et al (2005) who reported in their research that people encountering suspicion take part in security behaviours—behaviours established with the point of decreasing the risk and extent of danger from culprits. Strengthening these arguments, same has been confirmed from our findings that those employees are more intended towards adopting safety behaviors who are the victims of paranoia caused by abusive supervision. Hence, another hypothesis emerged from ground reality is as under:

Hypothesis 4: Employee paranoid arousal is positively related with behaviors of employee safety.

Safety behaviors are ordinary among people who experience the ill effects of post-traumatic stress disorder (PTSD), which can be activated by workplace exploitation and tormenting (Koch & Haring, 2008). Researchers have argued that as a dynamic of employee state paranoia, employee perceptions of supervisory abuse provide impetus for "safety behaviors" (Chan & McAllister, 2014) from where they adopt a bureaucratic approach at workplace. According to our findings employees implementing bureaucratic approach first opt for *contingency approach* where they show moody behavior. At the second step following bureaucratic approach they show *professional attitude* at work (no place for emotions and friendly behavior) and use intuitive *judgments* where they selectively perceive every pinch of information. Our findings are new in the sense as research of McAllister (2014) have stopped up to safety behaviors but our findings proved (as it is triangulation study of much confirming evidences) that employees adopting safety behaviors end up with the use of bureaucratic approach at workplace due to threatened cycle of emotions and perceptions from environmental influences up to safety behaviors. Hence the other hypothesis drew from ground analysis is:

Hypothesis 5: *Safety behaviors push employees to adopt bureaucratic approach at workplace*

Role of working environment and work motivation in reducing the effect of perceived abusive supervision climate

Working environment and work motivation have received enormous attention since 1990 (Gagné & Deci, 2005; Knies, Boselie, Gould-Williams, & Vandenabeele, 2015). Many organizations neglect to understand the significance of working condition for employee job satisfaction and along these lines confront a great deal of challenges amid their work. Such organizations are inside powerless in this manner unfit to present any of inventive items and administrations into the market to surpass their rivals (Aiken, Clarke, Sloane, Sochalski, & Silber, 2002). To meet the standards of every organization especially educational organization, employees/faculties need a working environment that allows them to work freely without problems, provides full work motivation and that may restrain them from performing up to the level of their full potential. According to Raziq and Maulabakhsh (2015) working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance, participation in the decision making process of the firm and motivation for performing well. Keeping in view the above arguments, it is quite clear that working environment and work motivation are two side of a single continuum and both are necessary. Our analysis are close to these arguments as our data says that working environment and work motivation both are next o each other having positive impact so no matter whether environmental influences are not supportive to employees if they have motivation there and they have favorable environment than their perceptions will not be intended towards abusive supervision climate. Hence, next hypothesis has been shown as:

Hypothesis 6: *The greater the availability of work motivation and positive working environment at workplace, the lesser the perception of abusive supervision climate followed by negative environmental influences will emerge.*

Relational factors as a mean towards reducing the likelihood of paranoid arousal caused by abusive supervision

Beyond the support of organizations,, employees get social help from differing different sources—groups and coworkers (Raineri, Paillé, & Morin, 2012; Stinglhamber, Caesens, Clark, & Eisenberger, 2016), relatives (Lim & Lee, 2011), formal and casual tutors (Nielson, Carlson, & Lankau, 2001)), clients (De Clercq & Rangarajan, 2008; Hunter, Henri Burgers, & Davidsson, 2009), and such—that serve a comparative defensive and buffering capacity (Cohen & Wills, 1985; Dutton & Heaphy, 2003; Rueger, Malecki, Pyun, Aycock, & Coyle, 2016). Social help from relationship sources has an essential part to play in supporting sentiments of social power and of having the capacity to adapt to work challenges.

Reliable with this understanding, Duffy, Ganster, and Pagon (2002) found that social help from co-workers communicates with social undermining from supervisors to such an extent that the negative impact of supervisory undermining on somatic protestations such as health problems self-reported at work turns out to be less solid as co-worker bolster increments. Correspondingly, Yang, Yang, Li, and Li (2017) found that social help from colleagues serves to mitigate the negative impact of supervisory abuse on employee uneasiness. All the more for the most part, we fight that relationship-based social help from sources other than the central administrator serves a buffering capacity that lessens the degree to which doubt, dread, and nervousness take after from perceived boss abuse.

Our findings are in synchronization of these above mentioned findings as our respondents were also in view that we are not much close towards paranoid arousal at this organization why because no doubt we are working in a climate which is very much abusive but we have strong relational support means our co-workers and friends are very much supportive here. They help us at every danger so we don't go towards the offices of our supervisors and in this way we are not experiencing paranoid arousal caused by abusive supervision. Hence, the below mentioned hypothesis has been emerged from our findings and confirmed by literature that:

Hypothesis 7: *The greater the social support from peers and co-workers exist, thee lesser the experience of paranoid arousal due to abusive supervision will be there.*

Personality traits on the way towards reducing the likelihood of paranoid arousal followed by abusive climate

As indicated by the differential reactivity model of identity, the effect of abusive supervision on subordinate discernment and behavior may shift starting with one subordinate then onto the next (Liu, Liao, & Loi, 2012; Öztürk, 2011) because people respond to the situations on the basis of personality traits they possess. Following this lead, our findings also claim that employees possessing positive personality traits like self-confidence, positive emotions, considerate behavior and control over emotions (these are traits that we have found from our analysis) may diminish people's affectability to abusive supervision. Given their tendency (i.e. slow to anger, to be forgiving, and so on.), people high in these characteristics might be more averse to perceive as unpleasant those behaviours perceived by others as abusive, and subsequently, slower to encounter suspicious excitement because of such behaviour. Therefore, the last hypothesis to be emerged from ground is:

***Hypothesis 8:** Effect of abusive supervision climate on increasing paranoid arousal will be low if employees possess positive personality trait*

Practical Implication

Given the detrimental effects of perceptions abusive supervision particularly the limited capability of employees to deal with supervisory abuse organizations and their managers must create a climate to deal effectively with those phenomena. They must find the factors that why perceptions of abusive supervision emerges at workplace. Declaration of mistreatment and abuse and emergence of paranoid arousal and thoughts followed by perceptions to be abuse have most of the times their roots in misunderstandings between these two parties. Therefore, in order to overcome these misunderstandings entirely, management must prove coaching and counselling to employees into the variety management and personnel programs.

Moreover, organization is a place consisting of bundle of tasks and multiple employees involve so abusive treatment does occur at any level which has salience for employees so in this regard organization must also provide behavior management program for clear understanding of what behaviors are acceptable at workplace and what behaviors are to be punished.

Finally, if organization hires new supervisors, they must be aware of what has happened in the past with respect to employees so that they can perfectly anticipate the future concerns of their subordinates. Because in every organization, supervisors have direct responsibility to create motivated, workable and compassionate climate_oases for healing where employees being abused and paranoid in the past can rejoin back to the organization, feel valuable and comfortable and hence become productive employees once again (Boyatzis et al., 2012; Chu, 2014; Rynes, Bartunek, Dutton, & Margolis, 2012).

Theoretical contribution

This research advances the literature of abusive supervision because we have extended the interest of present research from what supervisors do (e.g., behavior of abusive supervisor) to concentrate on what employees perceive (e.g., perception of employees towards abusive treatment). This study will also highlight the mechanism through which unreasonable arousal reflected as feelings of anxiety, fear and distrust; and unreasonable cognition reflected by body image disturbance, emotional exhaustion, perceived workplace discrimination work as factors highlighting employee safety behaviors and form the consequent employee appraisals of supervisory abuse. It also adds in the theory of self determination by providing clear insights of how supervisors can help employees (by creating dialogue) increasing their workplace commitment and dedication so that they may easily rise above the difficulties and misperceptions followed by different factors and behaviors.

Methodological contribution

Many studies have conducted up to now to study abusive supervision from different angles but this study is first qualitative attempt towards the **McAllister (2014)** view, studying the social psychological process that

elaborates the response of employees towards the abusive behavior of supervisors. In this study i have tried to explore the social psychological process of abusive supervision through different lens.

Boundary conditions and Future Avenue

Albeit the ways in which our framework puts light into the scholars views thereby focusing on researches thus contributing to the literature on abusive supervision, we recognize boundary conditions of our paranoia-based model that merit attention in future research. Few issues having a strong valence to be addressed are:

First, It is well known fact that every behavior is a result of two way interaction but in our research we have focused on employee's perspective that what they perceive how they get affection on personality and attitudes and hence how they respond ignoring largely the supervisor side factors as they are also humans they also can behave on the basis of their perceptions so future research is needed to work on supervisor related factors or from both perspective. **Second**, this is a first study which found bureaucratic approach as a consequence of safety behaviors, working environment and work motivation as a variable reducing the effect of environmental influences on perceiving the climate of abusive supervision and positive personality traits in the way of reducing the state of paranoia so in this context more research is also required to confirm these finding. **Third**, State paranoia caused by abusive supervision can be a misperception of employees due to the supervisor behavior but it is not justified to claim that every harsh and aggressive behavior is a sign of abusive supervision, there can be many other factors such as lack of time by supervisor to clear their points so supervisor can remove these misperceptions by allowing their employees to make dialogue with their human personnel manager so that these misunderstanding identified and rectified at early stage. Therefore, in this regard future researchers are required to shed light on those phenomena.

V. CONCLUSION

In concluding the above mentioned analysis this study found that subordinate perception of abusive supervision accounted for a trickle down model from environmental influences towards bureaucratic approach followed by employee safety behaviors.

Although studying this lead we found few new factors from ground data which are very much new to that relationship such as personality traits in reducing the likelihood of paranoid arousal, work motivation and working environment in the way from environmental influences up to abusive supervision climate but one of the major contributions of current study is that previous studies summed up till employee safety behaviors that if there will be abusive supervision employee will move towards paranoid arousal and hence will opt for safety behaviors but this study put light into bureaucratic approach (a theme emerged from our findings) which is the consequence or response of employees in return of employee safety behavior.

Respondents were in view that tolerance level has certain boundaries so if we perceive abusive supervision we will be in fear and threat through which we will try to adopt safety behaviors like aggression and avoidance at workplace and hence will be more likely to implement bureaucratic approach at workplace where work and behavior will be followed by with professional attitude only, intuitive judgment will be on first preference rather than asking from any one and will apply moody behavior at workplace.

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