



## **Ripple Effect of Abusive Supervision in the Form of Stress and Turnover Intention**

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### **ABSTRACT**

This paper investigates the role of stress in the relationship between dimensions of abusive supervision and turnover intention. Three separate questionnaires were developed and distributed among the professionals of the IT Sector of Karachi in three waves. A total of 506 useable sets of questionnaires were received and included in the study. Confirmatory Factor Analysis (CFA) and three separate Structural Equation Models were used as the statistical techniques. Results indicate that dimensions of abusive supervision significantly predict stress and turnover intention. Furthermore, it is also found that stress mediates the relationship between dimensions of abusive supervision and turnover intention. Since, it is found that dimensions of abusive supervision are related to stress which in turn results in turnover intention, therefore, it is recommended that in order to reduce the stress and turnover intention of employees, managers in the IT sector should not get involved in the abuse at the workplace.

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## **1. Introduction:**

Although, supervisors are supposed to be responsible for gaining the creative cooperation of employees through social exchange, however, at times instead of gaining the creative cooperation of employees; supervisors often withdraw their support from subordinates. This is a problematic situation for business organizations, it is primarily because supervisor's support is crucial for job satisfaction (Zahra et al., 2013; Ahmad et al., 2019), organizational commitment (Vandenberghe et al., 2019) and employee performance (Shanock & Eisenberger, 2006). Therefore, withdrawal of supervisor's support may result in the decreased level of desirable work outcomes, for instance, if an employee does not find his or her supervisor to be helpful, he or she may get de-motivated which in turn stops the employee from being involved in desirable behaviors such as organizational citizenship behavior. Hence, this is a hurdle in gaining creative cooperation of employees. It is primarily because of the fact that economic exchange relations can only work for getting the required minimum output, however, social exchange relations help managers to get the things done by subordinates which are not included in the formal job responsibilities of the employees. This is evident from the fact that as suggested by Wong (2018), employees are more likely to display organizational citizenship behavior when they have good relationships with their supervisors. However, situation gets worst when supervisor not only withdraw his or her support from the subordinates in carrying out their day-to-day responsibilities but also gets involved in the behaviors that are counter-productive in gaining creative cooperation of employees such as demonstrating verbal or non-verbal hostility towards a subordinate.

In this regard, it can be argued that although, organizations have been able to realize the importance of humans in creating a sustainable competitive edge, but this realization is not there when it comes to the supervisors or at-least to some supervisors. With respect to this, Romano (1994) suggested that physical violence takes place in nearly 20% of workplaces. Moreover, almost 10 to 16 percent of all the employees in the United States face abusive supervision on regular basis (Tepper et al., 2004). Schat et al., (2006) suggested that almost 41% of the workforce in the United States experience some sort of non-physical aggression each year. Namie and Namie (2000) found that 89% of time supervisors are the main perpetrator of bullying. Even in countries like Norway, 50% of time supervisors are the main perpetrator of bullying, whereas, in the United Kingdom, this percentage reaches to an alarming level of 80% (Rayner et al., 2002). Hence, nature of bullying has remained constant throughout the world (Einarsen et al., 2005).

Furthermore, this points towards an extremely alarming situation because these figures depict the working conditions or the instances of abusive supervision in the United States and the Western Europe which are generally considered to be tolerant societies with adequate laws regarding civil liberties. So, it can be easily inferred that the number of instances of abusive supervision elsewhere especially in the third world countries of South Asia with inadequate laws for protecting civil liberties must be far greater than the number of instances in the United States and Europe.

This abusive supervision has negative consequences on the mental health of employees and increases the stress of employees (Ampofo, 2021). Consequently, employees may not want to stay with the firm anymore (Bani-Melhem et al., 2021). This in turn suggests that stress mediates the



relationship between abusive supervision and turnover intentions (Choi & Jung, 2022). However, the construct of abusive supervision was previously an under researched construct (Martinko et al., 2013) and its dimensions have been uncovered recently by Ghayas and Jabeen (2020), hence, there is a gap in literature pertaining to the topic concerning the role of stress in the relationship between dimensions of abusive supervision and the turnover intention. Consequently, present research study seeks to answer the following research question:

What is the role of stress in the relationship between dimensions of abusive supervision and turnover intention?

Hence, this study is a significant study in a manner that it does not only tests the role of stress in the relationship between dimensions of abusive supervision and the turnover intention but also contributes to the theoretical progression of the concepts pertaining to abusive supervision.

## **2. Literature Review:**

### **2.1 Theoretical Background:**

This study is based on leader-member exchange (LMX) theory. LMX is basically a relationship-based approach to leadership that focuses on two-way relationship between followers and leaders (Graen, 1995). The theory suggests that quality of relationship among followers and leaders influences the work outcomes of followers (Deluga, 1998). However, if supervisors are involved in abusive supervision, this may develop negative attitude in the followers towards leaders.

### **2.2 Abusive Supervision**

Tepper (2000) defined abusive supervision in terms of perception of a subordinate about the degree to which the supervisor engages in the continued demonstration of verbal and non-verbal hostility excluding physical contact. However, Tepper (2007) suggested that this definition of abusive supervision mainly talks about the subjective assessment of the conduct of supervisor made by the subordinate. Furthermore, it talks about the continued demonstration of non-physical hostility (Tepper, 2000). This effectively exclude all sort of physical hostilities and the cases of once in a while sort of mistreatment by the supervisor. Moreover, it falls within the domain of willful behavior (Tepper, 2000). This effectively means that the hostility will only be considered abuse by the supervisor if it is perpetrated for a purpose; however, this definition of abusive supervision does not talk about the perpetrator's intended outcomes for instance, to cause harm. Therefore, on the basis of above discussion, abusive supervision is the perception of a subordinate about the degree to which the supervisor willfully engages in the continued demonstration of verbal and non-verbal hostility excluding physical contact directed towards a downward subordinate.

### **2.3. Dimensions of Abusive Supervision**

Abusive supervision had previously been considered as a one-dimensional construct (Tepper, 2000; Liao et al. 2021; Choi & Jung, 2022). However, researchers (Tepper, 2007; Martnko et al. 2013) had suggested that it was an under-researched construct and there was a need to explore dimensions of



abusive supervision. In this regard, Ghayas and Jabeen (2020) studied the dimensionality of abusive supervision and found that it is rather a four-dimensional construct. These dimensions include credit stealing, belittling behavior, yelling and scapegoating.

### **2.3.1. Belittling Behavior:**

The term belittling is derived from the word belittle which was first used by Jefferson (1802). Ghayas and Jabeen (2020) defined it as a method of making something or someone seem insignificant. This is certainly a type of abuse because nobody has the right to hurt the feelings of someone or misbehaves with others.

### **2.3.2. Credit Stealing:**

The concept of credit stealing has been used by researchers (Keashly et al., 1994) while discussing abusive supervision. This led Tepper (2000) to include an item in the abusive supervision scale that asks the respondents whether they feel that their supervisor does not give them credit for the tasks that requires a lot of efforts. However, arguably the absence of recognition cannot be categorized as abuse. Therefore, using the item used by Tepper (2000) for operationalizing the term credit stealing does not seem logical. Therefore, Ghayas and Jabeen (2020) used credit stealing as a dimension of abusive supervision and defined it as the tendency of a supervisor to take credit for the achievements and contributions of a subordinate for himself/herself.

### **2.3.3. Yelling:**

Although, nobody used the term yelling as the dimension of abusive supervision prior to Ghayas and Jabeen (2020), however, Keashly (1998) had used the term yelling while defining abusive supervision. It is a form of aggression in which the perpetrator abuses the victim verbally. It is certainly a form of abuse as nobody has the right to insult others.

### **2.3.4. Scapegoating:**

In the words of Frazer (1919), the term scapegoating is derived from the religiously motivated practice that aims to take away the sin of the world. Girard (1989) argued that in the biblical stories, the term is used to describe the phenomena that involve ritual transfer of evil to a live goat. Ghayas and Jabeen (2020) used it as a dimension of abusive supervision and defined the term in terms of shifting the blame from oneself to someone else. Hence, for the purpose of conducting this research study, the term scapegoating is operationalized as the tendency of supervisor to shift the blame of his/her own failure on a subordinate.

## **2.4. Stress**

Long (1995) defined stress in terms of interaction between an individual and source of demand within the environment. When the demands of the environment exceed the perceived abilities of an individual, it may result in the disturbance of psychological equilibrium. In this regard, it should be noted that in the present research study, it is primarily being discussed in the work-related context. Hence, it is the unpleasant



feelings or emotions due to the events at the workplace that affects the level of functioning of an individual. Ivancevich and Matteson (1980) suggested that the stress cost an annual loss of US \$ 50 – 90 billion. This is a huge loss and hence stress cannot be ignored in the workplace settings.

## **2.5. Turnover Intentions:**

Mobley et al., (1979) suggested that employee turnover can be in two forms. The first is the actual turnover, whereas, the other is the psychological turnover that can simply be categorized as the turnover intention or the intention to quit the job. For the purpose of present research study, the term turnover intention is operationalized as the intention of an employee to leave the organization and switch the job in the near future.

## **2.6. Abusive Supervision and Stress:**

Ganster and Schaubroeck (1991) argued that it is commonly believed that work stress results in negative work outcomes, for instance it increases absenteeism and reduces employee performance. In this regard, Arshadi and Damiri (2013) stated that the irregular state of work stress reduces the productivity of employees. Moreover, Duffy et al., (2002) argued that employees experiencing abusive supervision experience higher level of psychological distress. Other researchers (Tepper et al., 2007; Park et al., 2018) also supported the argument that abusive supervision is related to psychological distress. It is because of this reason that the review of Tepper (2007) also focuses on stress as the consequence of abusive supervision along with other consequences. Furthermore, Martinko et al., (2013) reviewed the literature related to abusive supervision and reported that 14 out of 34 studies i.e., 41 percent of studies pertaining to abusive supervision have included stress as the consequence of abusive supervision. Hence, it is established that abusive supervision is related to stress. However, the construct of abusive supervision was previously an under researched construct (Martinko et al., 2013) and its dimensions have been uncovered recently by Ghayas and Jabeen (2020), hence, there is a gap in literature pertaining to the topic concerning dimensions of abusive supervision and stress. Therefore, we propose the following hypotheses:

H1a: Credit stealing has significant relationship with stress.

H1b: Belittling behavior has significant relationship with stress.

H1c: Yelling has significant relationship with stress.

H1d: Scapegoating has significant relationship with stress.

## **2.7. Abusive Supervision and Turnover Intention:**

Businesses have realized that happy and satisfied employees are the most important resource of an organization and are important in creating the competitive edge (Gabčanová, 2011), especially when it comes to the matter of creation of sustainable competitive edge (Ghayas, 2015). Hence, employee retention has become a key theme for the business organizations in order to remain competitive. This gives rise to the idea to search about the causes of employee turnover. Mobley et al., (1979) suggested that employee turnover can be in two forms. The first is the actual turnover, whereas, the other is psychological turnover that can simply be categorized as turnover intention or intention to quit the job. Furthermore, researchers (Lyu et al., 2019) suggested that turnover intention is associated with the actual turnover. Previously, Tepper (2000) also suggested that abusive supervision predicts turnover intentions and the subordinates having perception that their supervisors are involved in abusive supervision are more inclined towards



thinking about switching the job. Hence, the more the supervisor is involved in abusive supervision, the more likely it is that the subordinate takes the decision to quit the job (Tepper, 2000). Hence, it is established that abusive supervision is related to turnover intentions among the employees. However, the construct of abusive supervision was previously an under researched construct (Martinko et al., 2013) and its dimensions have been uncovered recently by Ghayas and Jabeen (2020). In their study, Ghayas and Jabeen (2020) found that dimensions of abusive supervision are negatively associated with the turnover intention. Therefore, we propose the following hypotheses:

H2a: Credit stealing has significant relationship with turnover intentions.

H2b: Belittling behavior has significant relationship with turnover intentions.

H2c: Yelling has significant relationship with turnover intentions.

H2d: Scapegoating has significant relationship with turnover intentions.

## **2.8. Abusive Supervision and Turnover Intention:**

Evidence suggests that abusive supervision has significant relationship with stress (Tepper et al., 2007). Furthermore, Xu et al., (2018) have concluded that abusive supervision also has significant association with turnover intentions. Moreover, stress significantly predicts of turnover intentions (Elçi et al., 2012). These evidences from the previous researches make a very strong case that stress mediates the relationship between abusive supervision and turnover intentions.

Furthermore, previous researchers have also used stress as a mediator while predicting the turnover intentions. In this regard, Mulki et al., (2007) suggested that stress mediates the relationship between ethical climate and turnover intentions. Other researchers such as Allisey et al., (2014) suggested that stress mediates the relationship between several work-related inputs (e.g., role clarity and the quality of workplace relationships) and the turnover intentions. Moreover, Elçi et al., (2012) studied the mediating role of stress in the relationship between the supervisor related matters and turnover intentions. The study of Elçi et al., (2012) suggested that stress mediates the relationship between the leader effectiveness and the turnover intentions. Furthermore, the study of Elçi et al., (2012) also found stress to be mediating the association between ethical leadership and turnover intentions. This builds a strong case that stress be used as mediator while testing the relationship between supervisor related matters such as abusive supervision and turnover intentions.

Hence, the above discussed literature has provided with the precedents where stress has been used as mediator while predicting turnover intentions (Mulki et al., 2007; Allisey et al., 2014) and the researchers (Elçi et al., 2012) have used stress as mediator while testing the association between the supervisor related matters specifically the ethical leader (which seem to be the other extreme of the abusive supervision) and turnover intentions. Therefore, we propose the following hypotheses:

H3a: Stress mediates the relationship between credit stealing and turnover intentions.

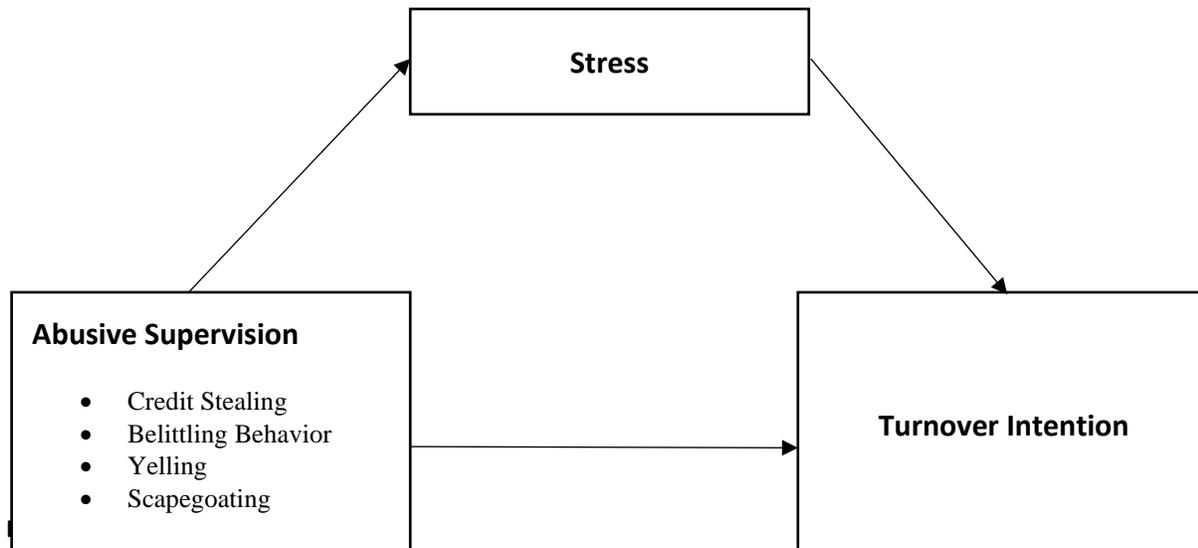
H3b: Stress mediates the relationship between belittling behavior and turnover intentions.

H3c: Stress mediates the relationship between yelling and turnover intentions.

H3d: Stress mediates the relationship between scapegoating and turnover intentions.

## 2.9. Conceptual Framework:

Following is the conceptual framework:



**Figure 1: Conceptual Model**

## 3. Methodology

Three separate questionnaires were developed for this study. The first questionnaire consisted of fifteen items and was adapted from multi-dimensional abusive supervision scale of Ghayas and Jabeen (2020). This questionnaire was used for measuring dimensions of abusive supervision. On the other hand, the second questionnaire consisted of six items and was used for measuring stress. This questionnaire had been adapted from Keller (1984). Lastly, the third questionnaire consisted of three items and was adapted from Cummann et al., (1979). The questionnaire was used for measuring turnover intentions.

As far as the size is concerned, Krejcie and Morgan (1970) suggested that sample size of 384 is good enough for population of one million. Since, as per the statistics of P@SHA (Pakistan Software House Association), one hundred and twenty thousand people work for the IT sector in the country. Therefore, it is assumed that a sample size of 384 is good enough to proceed for the analysis. However, Hair et al., (2014) suggested that while using Structural Equation Modeling (SEM), sample size should be determined by taking into account the number of constructs, number of observed items in each construct and the item communalities. Hair et al., (2014) suggested minimum sample size of 100, 150, 300 and 500 for different combinations of number of constructs, number of observed items and the communality among the items. Hair et al., (2014) suggested that in the worst-case scenario of structural equation modelling, a model has more than seven constructs, fewer than three observed items in any of the construct and lower



communalities. In this worst-case scenario, Hair et al., (2014) suggested that sample size should be greater than or equal to 500 respondents. Therefore, on the basis of arguments of Krejcie and Morgan (1970) and Hair et al., (2014), it is decided that sample size for the study should be equal to or greater than 500. This is done to make sure that the assumptions for the sample size be met both on the basis of population and statistical technique.

Furthermore, purposive sampling was used and the data were collected only from those individuals who are working for the same supervisor in the same company for at-least six months. This is done so because not only it takes some time to understand if the supervisor is abusive or not, but also take some time to change the attitude and behavior of employees. Hence, spending some time with the same supervisor is a must before understanding the leadership and it affects the psychological outcomes such as stress and the behavioral outcomes such as turnover intentions. It should be noted that the data were collected in the three waves and there was a time difference of one month between each point in time. In this regard, it should be noted that at time one, data were collected from 537 respondents, and the first questionnaire was used at this stage. From these 537 respondents, 16 employees left the job, in 8 cases supervisors of these employees were changed and in 7 cases, supervisors of these employees were changed. Consequently, these 31 responses were excluded from the study because relationship between the employee and supervisor is discontinued. Hence, there were 506 valid responses in all. After collecting the data, Confirmatory Factor Analysis (CFA) and three separate Structural Equation Models were used to test the hypothesis. This is done so to avoid the common method bias.

## 4. Results

### 4.1 Convergent Validity:

For measuring the convergent validity, CFA was applied using AMOS.

**Table 1:** Model Fit of CFA

Model	Chi-Square	df	CMIN/df	CFI	GFI	AGFI	NFI	RMSEA
CFA	669.768	344	1.947	0.972	0.915	0.895	0.945	0.043

The values in the above table suggest that the model was statistically fit.

**Table 2:** SFL, Cronbach Alpha, CR and AVE

Variables	SFL	Cronbach Alpha	CR	AVE
<b>Credit Stealing</b>		0.893	0.894	0.678
CS1	0.785			
CS2	0.770			



CS3	0.858			
CS4	0.876			
<b>Belittling Behavior</b>		0.896	0.897	0.686
BLB1	0.779			
BLB2	0.816			
BLB3	0.860			
BLB4	0.855			
<b>Yelling</b>		0.923	0.924	0.802
Y1	0.914			
Y2	0.927			
Y3	0.845			
<b>Scapegoating</b>		0.946	0.947	0.816
SG1	0.901			
SG2	0.939			
SG3	0.889			
SG4	0.884			
<b>Stress</b>		0.921	0.923	0.751
S1	0.899			
S2	0.870			
S3	0.881			
S4	0.813			
<b>Turnover Intention</b>		0.944	0.946	0.853
TI1	0.921			
TI2	0.947			
TI3	0.902			
* SFL = Standardized Factor Loadings CR = Composite Reliability AVE = Average Variance Extracted				

Table 2 presents the values of SFL, Cronbach alpha, convergent reliability and the AVE. Since, the standardized factor loadings are greater than 0.7 and Cronbach alpha values are greater than 0.7, there is no issues pertaining to the SFL and alpha values. Furthermore, the table indicates that both the conditions (AVE>0.5, and CR>AVE) that are set by Fornell and Larker (1981) are met. Hence, convergent validity is established.

#### 4.2 Discriminant Validity

Proving only the convergent validity is not enough for validating the instrument. It is thereby argued that the discriminant validity should also be tested.

**Table 3:** Discriminant Validity



Construct Item	CS	BLB	Y	SG	S	TI
CS	<b>0.823*</b>					
BLB	0.069	<b>0.828*</b>				
Y	0.092	0.081	<b>0.895*</b>			
SG	0.013	0.093	0.011	<b>0.903*</b>		
S	0.259	0.310	0.190	0.252	<b>0.866*</b>	
TI	0.482	0.212	0.141	0.249	0.482	<b>0.923*</b>

**Note:** \* represents Square Root of AVE as the criteria

In order to test the discriminant validity, Average Variance Extracted (AVE) of each variable is compared with the correlation of that particular variable with other latent constructs. This was done on the suggestion of Kline (2005). Since, the AVE of the studied variables is greater than the correlation of that particular variable with the other latent constructs; therefore, as per the suggestions of Kline (2005), there is no issue of discriminant validity.

**Table 4:** Model Fit of CFA

Model	Chi-Square	Df	CMIN/df	CFI	GFI	AGFI	NFI	RMSEA
SEM	292.767	194	1.509	0.989	0.951	0.936	0.969	0.032

The values in the above table suggest that the model was statistically fit.

**Table 5:** Results of Structural Equation Model

Independent Variables	Mediator	Dependent Variable	Effect of IV on Mediator	Direct Effect (c)	Indirect Effect (ab)	Total Effect (c')	Degree of Mediation
CS			0.247*	0.439*	0.079*	0.518*	Partial
BLB	S	TI	0.300*	0.082	0.095*	0.177*	Full
Y			0.135*	0.037	0.043*	0.080*	Full
SG			0.216*	0.156*	0.068*	0.224*	Partial

**Note:** \* represent significant relationship.

Results in table 5 indicate that dimensions of abusive supervision are significantly related to stress. This provides the evidence to support hypotheses H1a, H1b, H1c and H1d. Moreover, table 5 also indicates that the credit stealing and scapegoating have significant relationship with turnover intention. This suggests that hypotheses 2a and 2d of the present research study are also supported. On the other hand, the fact that belittling behavior and yelling does not have significant association with the turnover intentions make it look that hypotheses 2b and 2c are not supported, however, it should be noted that table 5 presents the relationship between dimensions of abusive supervision and turnover intentions in the presence of mediator. Hence, the insignificance in these relationships can also be because of the presence of full mediation. Therefore, these relationships are also tested in a separate model without adding mediator. In that model the relationship between belittling behavior and turnover intention; and yelling and turnover intention are also found to be significant. Hence, hypotheses 2b and 2c are also supported.



Furthermore, results also indicate that stress fully mediates the relationship between two of the dimensions of abusive supervision (belittling behavior and yelling) with turnover intention. This provides the evidence that hypotheses 3b and 3c are also supported. However, it is found that stress partially mediates the relationship between the remaining two dimensions of abusive supervision (scapegoating and credit stealing) with turnover intention. This indicates that hypotheses 3a and 3d are also supported.

#### **4.3 Research Instrument:**

The research instrument used in this study is an adapted closed-ended questionnaire that has been based on variables and their elements indicated by Islami et al (2020) and Panwar et al (2016).

However, in order to devise elements for CSR activities study also considered Di Bella and Al-Fayoumi (2016). Statistical analysis has been made on 384 responses that were collected from middle and top-level employees of Islamic Banks which is similar as compared to the study of Auka (2014). However, initially, 450 questionnaires were circulated. Thus, the response rate for this study is around 85%.

There is an abundance of work in assessing the issue of Microfinance in the rest of the world, only limited studies have focused the issue for Pakistan. Some of the studies about the empirical evidence relating to the issue of Microfinance in Pakistan are mentioned below.

## **5. Discussion, Conclusion, Implications and Limitations**

### **5.1. Discussion:**

This paper examined the role of stress in the relationship between dimensions of abusive supervision and turnover intentions. The study revealed that all the dimensions of abusive supervision namely credit stealing, belittling behavior, yelling and scapegoating significantly predict stress. This is something that had not been discovered in any of the previous studies. This is because of the fact that dimensionality of abusive supervision had been an under researched area (Tepper, 2007; Martinko et al., 2013) and had only been uncovered recently by Ghayas and Jabeen (2020). Similarly, the study revealed that there is a link between abusive supervision dimensions and turnover intention; this is consistent with Ghayas and Jabeen (2020) as their study had tested the relationship of the dimensions of abusive supervision with turnover intention for measuring the concurrent and predictive validity of the instrument they made for measuring the dimensions of abusive supervision. Furthermore, it is also found that stress mediates the relationship between dimensions of abusive supervision and turnover intentions. This is also something that had not been discovered in any of the previous studies as dimensions of abusive supervision was an under researched area (Tepper, 2007; Martinko et al., 2013). Hence, this study is an important study in the theoretical progression of the topic concerning dimensions of abusive supervision.

### **5.2. Conclusion:**

This study was aimed at testing the role of stress in the relationship between dimensions of abusive supervision (namely credit stealing, belittling behavior, yelling and scapegoating) and turnover intention. The study revealed that dimensions of abusive supervision significantly predict stress. Hence, it is concluded that all types of abusive supervision increase the level of stress. Moreover, similar relationship of dimensions of abusive supervision is also found with turnover intention. Consequently, it is concluded



that any type of abuse at workplace will lead the employees think about leaving the organization. Furthermore, it is also found that stress mediates the relationship between dimensions of abusive supervision and turnover intention. Hence, it is concluded that any abuse at workplace will result in stress on part of employees which will eventually make the employees think about leaving the job. Therefore, it is concluded that abusive supervision is not phenomenon that does not affect that psychological and behavioral outcomes of the employees working for an organization but it rather has ripple effects in the form of stress and turnover intentions. Hence, it is extremely important for organizations to eliminate different types of abuses at the workplace.

### **5.3 Theoretical Implications:**

This paper contributes to the theoretical progression of the concept of abusive supervision in multiple ways. Firstly, the study confirms that abusive supervision is a multi-dimensional construct. This is consistent with Ghayas and Jabeen (2020), however, to the best of researcher's knowledge, these dimensions were quite under researched when it comes to testing the relationship of these dimensions with work outcomes and have only been tested against the turnover intention. Hence, this study contributed in theoretical progression by testing the impact of these dimensions on stress. In this regard, the study found that dimensions of abusive supervision are related with the stress. Lastly, the study proves that stress plays a mediating role in the relationship between dimensions of abusive supervision and turnover intention. This was also undiscovered previously. Hence this research study contributes significantly in the theoretical progression of the concept of abusive supervision.

### **5.4. Practical Implications:**

Since, it is found that dimensions of abusive supervision are related to stress which in turn results in turnover intention, therefore, it is recommended that in order to reduce the stress and turnover intention of employees, managers in the IT sector should not get involved in the abuse at workplace. Furthermore, since managers are involved in this abuse, and employees are often left with no choice but to remain silent because they are economically dependent on them, therefore, it is suggested that in order to avoid abusive supervision, organizations should enact strong mechanism of addressing complaints and grievances. This can help reduces the level of abuse at workplace, which in turn reduces the stress and turnover intentions. Furthermore, trainings should be arranged for the managers in which the consequences of abusive supervision should be communicated to the managers. This will help the managers in better understanding the issues that arise due to abusive supervision. This can certainly help in reducing the cases of abusive supervision.

### **5.5. Social Implications:**

The present research study is a significant research on the topic concerning abusive supervision not only because of the fact that it significantly contributes in the theoretical development of the concept of abusive supervision but also helps in understanding the concept of abusive supervision in such a manner that have far reaching implications. In this regard, it should be noted that previously only the violence was considered as abuse, however, the study reveals that there are other forms of abuses as well and these forms are negatively associated with psychological and behavioral outcomes of the employees. Hence, the present research study has helped in understanding the various types of abuses. This in turn suggests that people in any society should remain vigilant about the prevalence of these types of abuses. Hence, this is



a paramount study in developing the understanding of various types of abuses that are prevalent in a society. This may help in devising the strategies for eliminating the abuse from the workplaces.

## 5.6. Limitations

The study is limited to the IT sector of Karachi; therefore, for greater generalizability of research, the study should be replicated in other industries and in other geographic locations. Furthermore, future researchers should also test the mediating role of stress in the relationship between dimensions of abusive supervision and other work outcomes.

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