

Impact of abusive supervision climate on employees' prohibitive voice behavior through abusive supervision and cognitive rumination: A case of Pakistan

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Abstract

The current paper focused on investigating the role an Abusive Supervision Climate (ASC) plays in Prohibitive Voice behavior of workers in Pakistani service industry. Sample from 330 pairs of supervisors and subordinates was collected from public sector banks, universities and hospitals. It was identified that social learning from the climate is a significant source of learned abusive behavior which leads to rumination and voice behavior in employees.

Keywords: Abusive supervision climate, abusive supervision, cognitive rumination, prohibitive voice behavior.

In past ample research has confirmed that abusive supervision is related to workplace deviant behavior of employees (Tepper, 2000; Lian, Ferris, & Brown, 2012; Lian, Ferris, Morrison, & Brown, 2014; Mitchell & Ambrose, 2007; Tepper, 2007; Tepper, Carr, Breaux, Geider, Hu, & Hua, 2009; Thau & Mitchell, 2010). However now researchers are interested in finding answers to understand the underlying mechanisms which cause such behaviors of employees in response to abusive supervision (Valle, Kacmar, Zivnuska, & Harting, 2019). In one of the recent studies Priesemuth and Schminke (2019), found that in the climate where abusive supervision occurs third parties also get largely affected which may initiate their reactions. The current study has attempted to attend to these calls of researchers by investigating the role of abusive supervision climate as a trigger of abusive supervisory behavior.

Tepper, Simon and Park (2017) appraised 15 years of the studies conducted on abusive supervision and clearly insisted for the researchers to pursue more research on the precursors that initiate the process of abusive supervision. basing on their suggestions and other meta analytic reviews (e.g. Mackey et al. 2013, Hackney & Perrewew', 2018), the current study has developed a model based on Social learning theory of Bandura (1977), which states that people learn things from stimuli in their environment and through mediating processes they retain imitate and get motivated to respond to abusive supervision by acting in similar ways. Consistent to these recommendations Farh and Oh (2017) proposed a cognitive appraisal model of abusive supervision, where they clearly indicated that cognitive processing of emotions of employees in response to abuse, may be in three streams, i.e. constraint, dominant and regulated. The current study as per the definition of Farh and Oh (2017) took the dominant behavior i.e. confrontation with the manager in form of Prohibitive voice. The phenomena may be explained as proposed in the upcoming sections, as a sequential process. Abusive supervisory climate instills abusive supervisory behavior of the supervisor. Upon facing the abusive behavior of a supervisor the employee being victimized processes his emotions through cognitive rumination and appraisal process leads him towards raising his prohibitive voice against the situation.

In past studies conducted in the domain of Abusive Supervision in Pakistani service sector have found evidences of the presence of this supervision style (e.g Khan, Kiazad, Sendjaya, & Cooper, 2017; Azeem & Hummayun, 2017; Khan, Moss, Quratulain, & Hameed, 2018; Khalid, Bashir, Khan, & Abbas, 2018). But the limited number of studies requires more attention towards investigations in this domain, since Pakistan being a power distant culture qualifies for being prone to this style of supervision (Khan et al., 2017) and most studies conducted in this domain are conducted in western culture. There is a need to conduct more studies in Pakistan, not only to highlight the fact that

abusive supervision is practiced in the country, but also to get attention of the policy makers, to eradicate this negative phenomenon from the organizational practices.

The current has several important contributions to the literature. Firstly in past most of the work done in the field of research on Abusive Supervision and its outcomes has been conducted on cross sectional data with chances of common method bias (Tepper et al. 2017, Oh & Farh, 2017, Hackney & Parrewe', 2018), strength of the current study is collection of dyadic data from the service sector of Pakistan in lags separating the data collected from managers and employees at different points of time to avoid such concerns. The findings of the study are helpful for the practitioners in understanding the impact Abusive Supervision climate and Abusive Supervision itself have on the cognitive health of the employees causing their Prohibitive Voice behavior. The findings also help in expanding and reconfirming the tenants of Social Learning theory of Bandura (1973), which states that people learn and respond to their environmental stimuli through their behavioral responses.

Another strong finding of the study is that it is not necessary that employees respond to the Abuse in their environment by keeping silent, as proposed by Sharma (2017), there is a chance that the observers of Abusive treatment as well as the victims start responding to their supervisors through confrontation (Farh & Oh,2017), past studies have also indicated that cognitive rumination acts as a strong mediator between the Abusive treatment employees receive at their workplace and the outcomes they produce (Liang et al. 2018). The impact the Prohibitive Voice has on the environment of the organization and how it in turn effects the existing climate of the organization (Abusive Supervision Climate) is a potential path for investigation in a longitudinal mode of study. Moreover, Abusive Supervision climate itself being a relatively new construct, adds novelty to the current model.

Literature Review and Theoretical Framework

Tepper when coined the term Abusive Supervision gave its classic definition as to be acts of hostile nature (verbal and non-verbal) that are sustained over a period of time (Tepper 2000;2007). A lot of research has been done in this domain yet there are many prospective directions to be explored in the field of Abusive Supervision (Tepper, Simon & Park, 2017) current study after extensive review of literature has developed a model which gives on of the possible explanations why supervisors get motivated to engage in Abusive supervision in response to the calls of researchers (Hackney & Perrewe', 2018; Watkins, Fehr & He, 2019; Eissa, Lester & Gupta, 2019). In their meta analytical review Tepper, Simon and Park (2017) also shed light on the phenomena which are possibly responsible for practice of Abusive Supervision and the current study has explored Abusive Supervisory Climate as a tenant of Social learning theory, to be rooted in observational learning. Although the currently the researchers have focused more on employee related outcomes such as their lowered performance (Taylor, Butts, Sheridan, & Taylor,2019), their deviant behaviors (Kluemper et al., 2019), the moral disengagement (Valle, Kacmar, Zivnuska & Harting, 2019) and intentions (Peng, Schaubroeck, Chong, & Li, 2019), but the current study is focusing on the application of social learning theory of aggression by Bandura (1973).

Abusive Supervision Climate

Supervisors of the organization are the representatives of the organization (Tepper, Simon & Park, 2017), how they behave directly models the environment of the organization thus leads to modeling of the behavior of the members of the organization (Bandura, 1973; Brown, 2005; Sharma 2017). Basing the research on the previous grounds, models have been tested in past to confirm the trickle down impact of the Abusive Supervision in organizations and there was success (e.g., Liu et al. 2012, Mawritz et al. 2012). However, Tepper, Simon and Park (2017) in their article have insisted on further extending the existing research towards the climate of the organization.

The employees who get to witness their peers or bosses getting abused are directly affected by such actions (Mitchell, Vogel, & Folger, 2012) although they are not facing the brunt directly on themselves (Greenbaum, Mawritz, Mayer, & Priesemuth, 2013). This leads to the perception formation at the individual level hence leading to collective perception about the work unit. It has been demonstrated in research that whenever employees face negative behaviors at their workplace, their cognitive process of sense making gets kicked, and the result that they formulate is ultimately shared by their whole community, and that forms a collective perception about environment (Robinson & O'Leary-Kelly, 1998). Abusive supervision represents a negative workplace behavior, and thus these shared perceptions provide the foundation for thinking about abusive supervision at the climate level

H1: There is a positive effect of Abusive Supervision Climate on the Abusive Supervision.

Sharma (2017) insisted that the parties who witness the practice of Abusive Supervision also their reactions towards the situation, the current study has taken support from the cognitive tenant of the Social learning theory (Bandura, 1973) in this regard to explain that when employees witness Abusive Culture in the organization they, it starts their cognitive reaction of rumination, they keep thinking about it and as a dominant response to such situation they confront their managers and raise their Prohibitive Voice (Oh & Farh, 2017)

H2: There is a positive effect of Abusive Supervision on Employee Prohibitive Voice Behavior.

Mediating role of Abusive Supervision

Abusive supervision the concept pinned by Tepper (2000;2007) explains the dysfunctional type of leadership in which a leader constantly blames the subordinates for what they haven't even done, expresses anger without giving any reason, ridicules the subordinates. Tepper's work in domain of abusive supervision in 2000 was the first study which examined the phenomena of abusive supervision. with his constant work he was able to develop a valid measure of abusive supervision (Tepper, 2007). Along with his team Tepper was able to give insights to the impact of abusive supervision on employee variables such as organization citizenship behavior, job satisfaction, organizational commitment and also the life satisfaction. They have further been able to prove that abusive supervision is responsible in increase of the employee's negative affect, family and work life conflict, resistance and emotional exhaustion (Tepper, 2000; Tepper, Duffy, & Shaw, 2001; Duffy, Ganster, & Pagon, 2002; Tepper, Duffy, Hoobler, & Ensley, 2004; Tepper, Duffy, Henle, & Lambert, 2006; Tepper, Henle, Lambert, & Giacalone, 2008).

Employee voice behavior has been linked to different leadership constructs for example in a study Liu et.al (2010) found that transformational leadership style is linked to higher levels of employee identification with the manager hence in order to support the manager gain his goals subordinates are seen to raise upward voice to contribute to the goals of leader. In another investigation Detert and Burris (2007) argued that transformational leader creates a sense of mutual responsibility towards the attainment of organizational goals and encourages the voice behavior of employees. research has focused in on the contextual factors which may include psychological safety, the climate of voice, leadership since these all together shape a climate and context in which an employee takes the risk of engaging in the voice behavior (Morrison, 2011; Klaas, Olson-Buchanan, & Ward, 2012). Viewing through the lense of Social learning of Bandura (1973) it can be argued that when the climate of the organization is Abusive in nature the effect trickles down to the manager making him an Abusive Supervisor. Learning from the environment instead of keeping silent the employee goes for upwards confrontation, being posit as Prohibitive Voice behavior as proposed by Oh and Farh (2017). Basing on the empirical gaps and theoretical support the current study has proposed as below;

H3: Abusive Supervision mediates the relationship between Abusive Supervision Climate and Employees' Prohibitive Voice Behavior.

Mediating role of Cognitive Rumination

Cognitive rumination can be explained as repetitive and passive mental processing of thoughts that an individual has regarding a failure which are faced by the victim of rumination for a long period of time (Nolen-Hoeksema et al, 2008, Wang et.al 2003). The cognitive theories of rumination have also been proposed to explain how the stress is felt by the victims who suffer from negative events and that stress leads to impact on the health of the employees. The most danger impact of ruminative thinking is that once it is activated it tends to stay active for a very long time of the actual event (Garcia et.al 2014). Once it comes into active state it highly undermines the ability of the victim to think apart from the negative thoughts and they keep thinking repeatedly about the same issue over and over again leading towards negative affect (Niven, Sprigg, Armitage & Satchwell, 2013). Ruminative thinking where at one side has been observed to have impact on the psychological resources of individuals including depression and anxiety (Nolen-Hoeksema, Wisco, & Lyubomirsky, 2008) on the other hand longitudinal studies recommend that ruminative thinking also has visible impacts on the health of the victims by increase in their cortisol levels (Dickerson & Kemeny, 2004; Thomsen et.al 2004). In their study Liang et al., (2017) confirmed the mediating role of Cognitive rumination amongst Abusive supervision and somatic complains of the employees and recommended investigation the mediating role of rumination amongst Abusive supervision and other employees' behavioral outcomes. Abusive Supervision is a source of stress at work place for employees (Restubog et al., 2011). When an employee faces stressors at workplace they tend to think more and more about what went wrong and engage in to cognitive rumination (Baranik et al.,2017), rumination can be explained as cognitive processing of emotions felt by an individual, in which they tend to appraise the situation and assign feelings to them. Since Abusive supervision

instills a feeling of being a failure (Wang et al., 2013), the employees start feeling negative about their situation and taking dominant action (Oh & Farh, 2017) they engage in Prohibitive Voice behavior, raising their voice and confronting their manager to stop future incidents. Basing on this support following hypotheses have been proposed,

H4: Cognitive Rumination has a positive effect on Employees' Prohibitive Voice Behavior.

H5: Cognitive Rumination mediates the relationship of Abusive Supervision and Employees' Prohibitive Voice Behavior.

Taking in account the psychological health of the employees, one of the recent studies on rumination explained that previous literature has ignored the impact of organization's environmental factors on the psychological health of the employees (Bortolon et al., 2019). Previous studies have reveal that any work that carries serious physical and social threats (being at risk of facing acts of work place bullying and Abusive Supervision) for the employees, may have serious impact on the mental health of them (Lopes et al., 2019). The authors (Bortolon et al.,2019) further insisted that inclusion of the work environmental factors is significant since employees spend a lot of time at their work places. Consequently, if the work place holds abusive climate they will feel a risk factor disturbing their quality of work and mental life. There are evidences that prove that

There are studies that recommend that people suffering from Abusive Supervision ruminate and remain in a state of readiness for any risk factor they feel at their workplace. They learn to scan their environment and work accordingly in response to the expected abuse (Bortolon et al.,2019). Basing on the discussion on hypothesis 3 and hypothesis 5 and also taking support from the Social cognitive learning theory of Bandura (1977), sequential mediation has been recommended as; H6: Abusive Supervision and Cognitive Rumination mediate the relationship of Abusive Supervision Climate and Employees' Prohibitive Voice Behavior.

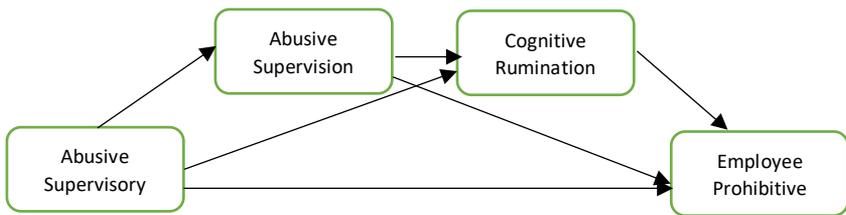


Figure 1. Theoretical Framework

Research Methodology

The current study basing on the demand of the study adopted dyadic data collection methodology. During the survey different service sector organizations such as banks, universities and hospitals were approached for data collection. The selection of the organizations included was done from the public sector of Pakistan. Due to lack of access and availability of complete lists of the workers in public sector of Pakistan the researchers could not attempt probability sampling. Hence meeting the requirements of including functional dyads of supervisors and employees the Judgement sampling technique seemed appropriate since the researchers had to analyze the relationship of the leader and his follower to have certain characteristics such as they have a direct reporting and daily interaction relationship, they have worked together for a substantial amount of time, they have functional tasks to be done together etc.

Due to complexity of model using G.power analysis and following recommendations by experts, a sample of 383 had been calculated 700 questionnaires were distributed over all for both leader and follower and 330 (660) complete pairs of questionnaires were received back. The response rate for the study was 50.4%. The data was collected in 2 lags, first the managers rated their organization for Abusive Supervision Climate and later the employees were asked to fill the questionnaire for mediators and dependent variable in second lag.

Measures for the current study were adopted since validated scales were available. Abusive Supervision Climate was measured using 5 items used by Priesemuth, Schminke, Ambrose, & Folger (2014), Abusive Supervision was measured using 15 items scale of Tepper (2000), Cognitive Rumination was measured using 22 items scale developed by Nolen-Hoksema & Morrow (1991) however two items were removed from the model due to low factor loadings during pilot study and finally Prohibitive Voice was measured using 5 items scale developed by Liang et al. (2012).

Table 1. Sample Characteristics

Gender	
Male	140
Female	112
Age	
20 to 25	18
26-30	72
31-35	58
36-40	22
Above 40	82

Data Analysis and Results

The correlation matrix (Table 2) of the variables under investigation indicates that Abusive Supervision Climate is directly related to the Abusive Supervision displayed by supervisors ($r=.440, p<.001$), the cognitive rumination which subsequently induces in the victims of abusive supervision ($r=.358, p<.01$) and leading to their act of raising Prohibitive Voice ($r=.677, p<.01$). Similarly, Abusive supervision is also directly related to the Cognitive Rumination of the employees facing Abusive Supervision ($r=.742, p<.01$) and their Prohibitive Voice Behavior ($r=.613, p<.01$). And Cognitive Rumination of the employees is also directly related to the Prohibitive Voice behavior of the employees as proposed in the study as a dominant response towards a stimuli and emotion they generate ($r=.613, p<.01$)

Table 2. Means, Standard Deviation, , Correlations

Scales		Mean	SD	1	2	3	4
1	ASC	3.19	.995	1			
2	ASUP	3.13	.756	.440**	1		
3	CR	3.23	.708	.358**	.742**	1	
4	EPV	3.06	.677	.264**	.579**	.613**	1

ASC= Abusive Supervision Climate, ASUP= Abusive Supervision, CR= Cognitive Rumination, EPV=Employee Prohibitive Voice.

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

Before moving towards the main analysis of the study, the convergent and discriminant validity of the model was checked through famous techniques. The reliability and validity of the variables has been checked using both EFA and CFAs. The KMO value is .972 which is above threshold of .5, the Bartlett's test of sphericity shows $\chi^2=13213.23, df=990$ and $p=.000$ which is significant, also no major cross loadings and correlations were observed. To check the reliability of the data Cronbach's alpha was checked and the values observed ranged as Abusive Supervision Climate=.906, Abusive Supervision=.917, Cognitive Rumination=.969 and Prohibitive Voice=.854. The Values of reliability for all the variables were above the threshold of $>.70$ and the variance explained for all variables was also $>.40$. Moving further to check the convergent validity of the items included, the average variance extracted (AVE) and the composite reliabilities of the measures have been calculated. All the 4 constructs had AVE above the minimum 0.5 threshold which fulfils the demand of convergent validity (Fornell & Larcker, 1981; Hu, L., Bentler, 1999). The AVE values of Abusive Supervision Climate= .716, Abusive Supervision= .573, Cognitive Rumination=.602, Prohibitive Voice= .582. the values of $MSV < AVE$ Square root of AVE greater than inter-construct correlations which confirmed the discriminant validity of the data (Hair et al. 2010).

Model Evaluation

Using the Anderson and Gerbing (1988) approach of two steps procedure established for already tested scales (i.e. testing of measurement model for both model reliability and validity before execution). In order to test discriminant and validity of the variables in current model, confirmatory factor analysis has been run (Kara, Uysal, Sirgy & Lee, 2013). Since the model is complex AMOS was utilized to test the the distinctiveness of the model variables (Anderson & Gerbing, 1988). Composite factor analysis was run on the model comprising on all the variables of the study.

After confirmation of the convergent and discriminant validity the measurement model was checked before proceeding with the direct and indirect effects showing results with in the acceptable limits; ranges (CMIN/DF=1.69, CFI=0.929, RMESA=0.039). All the factor loading were statistically significant ($>.05$). The factor loadings, reliability, AVE, CR, and MSV of the items in measurement model are reported in table 3.

Table 3. Factor loadings, Reliability, AVE and CR of Measurement Model

Code	SFL	SE	Reliability	AVE	CR	MSV
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Abusive Supervision					
Climate			.915	.660	.907
AbuC1	.827				.270
AbuC 2	.819	.11			
AbuC 3	.829	.12			
AbuC 4	.836	.11			
AbuC 5	.758	.11			
Abusive Supervision			.947	.696	.954
AbuS1	.759	.09			.584
AbuS2	.798	.07			
AbuS3	.856	.08			
AbuS4	.783	.05			
AbuS5	.858	.06			
AbuS6	.805	.05			
AbuS7	.821	.05			
AbuS8	.723	.07			
AbuS9	.836	.09			
AbuS10	.874	.05			
AbuS11	.883	.06			
AbuS12	.876	.05			
AbuS13	.849	.07			
AbuS14	.830	.07			
AbuS15	.895	.06			
Cognitive Rumination			.966	.616	.970
CR1	.736				.584
CR2	.770	.05			
CR3	.839	.07			
CR4	.768	.06			
CR5	.773	.06			
CR6	.832	.11			
CR7	.808	.09			
CR8	.800	.08			
CR9	.856	.11			
CR11	.727	.05			
CR12	.820	.09			
CR13	.789	.07			
CR14	.687	.05			
CR15	.763	.07			
CR16	.748	.07			
CR18	.767	.06			
CR19	.761	.05			
CR20	.782	.07			
CR21	.825	.11			
CR22	.766	.10			
Prohibitive Voice			.773	.542	.855
PV1	.713				.436
PV2	.736	.05			
PV3	.760	.06			
PV4	.720	.06			
PV5	.751	.08			

Structural model

Complete structural model with the proposed relationships was tested in Amos for “Structural equation modeling” and the results revealed a good model fit with all the values within the acceptable ranges (CMIN/DF=1.65, CFI=0.918, RMSEA=0.051). All the factor loadings were statistically significant (>.05) indicating the convergent validity. The model is displayed in Figure 3.

To establish convergent validity, the average variance extracted (AVE) and the composite reliabilities have been calculated. All the constructs had AVE above the minimum 0.5, according to Fornell and Larcker (1981), values of AVE should be greater than 0.4. The composite reliability (CR) scores for all the 4 constructs were above the acceptable values of 0.5 (Fornell & Larcker, 1981; Hu, L., Bentler, 1999). The AVE values of Abusive Supervision Climate= .652, Abusive Supervision= .573, Cognitive Rumination=.602 and Prohibitive Voice= .582.

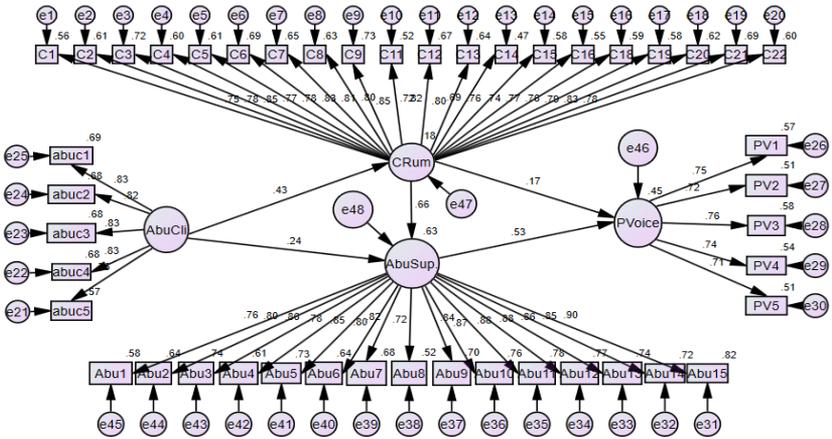


Figure 2. Full model path diagram. ASC= Abusive Supervision Climate, AS= Abusive Supervision, CogR= Cognitive Rumination, PVo=Prohibitive Voice

Path analysis in SEM

The study investigated the mediating effect of the two variables, in a sequential path analysis. For this purpose, the Preacher and Hayes (2008) approach using 2000 iterations was used. The path included investigation of the impact of mediator’s Abusive supervision and Cognitive Rumination amongst Abusive Supervisory Climate and Prohibitive Voice. The direct impact of Abusive Supervisory Climate on the Abusive Supervision was found significant $\beta = .334, t(328) = 7.74, p < .001$. The impact of IV Abusive Supervisory Climate on the mediator two Cognitive Rumination was significant $\beta = .271, t(330) = .822, p < .05$. The direct effect of mediator one Abusive Supervision on the mediator two Cognitive Rumination was found to be significant $\beta = .678, t(329) = 15.33, p < .001$. The direct effect of IV Abusive Supervisory Climate on the DV Prohibitive Voice was found significant $\beta = .358, t(329) = 3.67, p < .001$. The direct effect of mediator Abusive supervision on the DV, Prohibitive Voice was found significant $\beta = .248, t(329) = 3.67, p < .001$, similarly the impact of stage two mediator Cognitive Rumination was also significant on the DV Prohibitive Voice $\beta = .390, t(329) = 5.61, p < .001$. In the last part the whole sequential path was checked i.e. impact of Abusive Supervisory Climate on Prohibitive Voice through Abusive supervision and Cognitive Rumination which was also found to be significant $\beta = .176, t(328) = 4.32, p < .001$.

Table 4. Mediation analysis

Variable	B	S.E	t	P
1 Direct effect of AUCLI on Abu-Sup	.334	.043	7.74	.000
2 Direct effect of AUCLI on CR	.271	.034	.822	.002
3 Direct effect of Abu-Sup on CR	.678	.044	15.33	.000
4 Direct effects of Abucli on P.Voice	.358	.037	3.67	.003
5 Direct effects of Abu-Sup on P.Voice	.248	.067	3.67	.001
6 Direct effects of CR on P.Voice	.390	.069	5.61	.000
7 Mediation of Abu-Sup and CR- Abu Cli and P.Voice	.176	.041	4.32	.000
Bootstrap results for indirect effects				
	B	S.E	LL95% CI	P UL 95% CI
Abu Cli ->Abu-sup->PV	.122	.033	.0589	.1882
Abu Cli ->Abu-sup->CR->PV	.131	.027	.0835	.1886
Abu Cli ->CR->PV	.112	.017	.0151	.0540

Discussion

In past studies have attempted to investigate impact of Abusive Supervision on the behaviors that employees display in organizations and have found substantial support for it, in recent times many reviews have also been issued to highlight such findings (e.g; Tepper, 2007; Martinko, Harvey, Brees, & Mackey, 2013; Zhang & Li 2015; Zhang, 2016; Mackey, Frieder, Brees, & Martinko, 2017). There is empirical support that employees who are facing Abusive Supervision often engage in CWB (Zhang et al.,2019). However recently the studies have started looking for reasons what

motivates the supervisors to engage in Abusive behaviors (Watkins, Fehr & He, 2019) what are the benefits even if short lived that encourage this practice (Eissa, Lester & Gupta, 2019) and ultimately what are the possible outcomes of Abusive Supervision (Farh & Oh, 2017; Tepper, Simon & Park, 2017; Hackney & Perrewe', 2018). Current study also attempted analyze on of the possible explanations of why Abusive Supervision occurs and how it leads to employee's display of Prohibitive Voice.

The findings of the study are consistent with the propositions made in the meta analysis issued in past (Sharma, 2017; Farh & Oh, 2017; Tepper, Simon & Park, 2017; Hackney & Perrewe', 2018) and also with the theoretical foundations. The findings have revealed that the climate of the organization serves as a source of observational learning for the employees (Bandura, 1977), they take cues from how their managers behave with them and ultimately the same behavior trickles down to their own subordinates (Tepper, Simon & Park, 2017). Taking support from the appraisal model of Abusive Supervision by Oh and Farh (2017), current study was also able to prove that abusive supervision initiates an episode of emotions in the current study was the cognitive rumination which leads to a dominant response from the subordinate where they confront their manager and raise their voice about the current situation of the organization.

The study revealed that cognitive rumination alone cannot explain the impact of Abusive Supervision Climate on the behavior of the employee. This also fulfils the objectives of the study that there is presence of a sequential path amongst the climate of the organization and behaviors of the employee. This can also be supported by the propositions made by Sharma (2017), that when abusive supervision climate exists and employees witness the abuse taking place around them, they then react to the situation and respond through intervention in the situation. Same can again be supported with the social learning theory of Bandura (1977) which states that people learn through cues in their environment. There are stimuli which are observed by individuals, they retain the information and further upon calculation of the possible benefits reproduce the same. And the current study has also revealed the same findings. The current study has revealed findings in contrast to previous propositions where it is mostly suggested employees have a fear that their voice can bring negative consequences for them they try to avoid raising concerns (Ryan & Oestreich, 1991). In the similar direction literature suggests that employees prefer silence instead of communicating their idea to their immediate supervisors (Burgoon et al., 1982; Morrison & Milliken, 2000). However, in the current context where there is an unemployment rate of 5.9% according to the statistics available for year 2014-15 (Ministry of Finance), when an employee fears losing their job, even if they intend to quit their jobs in future in order to maintain good prospects and retain current job they engage in dominant behaviors as proposed by Oh and Farh (2017) to protect their source.

Conclusion

The current study was able to successfully meet its objectives of identifying abusive supervision style and cognitive rumination to employees as underlying mechanisms which explain the prohibitive voice behavior of employees in an abusive climate. Organizations need to focus on not only the problems that increase when the climate of an organization is abusive and deviant behaviors of employees. But they should also focus on reduction of such phenomena's. This study is an attempt to make academicians and practitioners understand why deviance in terms of prohibitive voice occurs. Knowing the roots of a problem makes it easier to control it. We hope that more researchers work in the recommended directions and come up with control mechanisms to make climate of the organizations more ethical.

Managerial, Theoretical and Contextual contributions of the study:

Our study contributes to the management literature in multiple ways. Firstly, there are very few studies conducted in Pakistan on the topic of Abusive Supervision and the field still requires further exploration. Indicated by Khan et al. (2016), Pakistan being a power distant country is one of the most suitable contexts to study the phenomena of Abusive Supervision. It has been found in previous studies that Abusive Supervision does occur in Pakistan and this study not only confirms the findings but also extends them by investigating the underlying mechanisms in a time lagged study where dyads of managers and their followers are included covering the common method bias as well.

Theoretically the study has attended to several recent calls of the researchers to investigate what is the motivation of a supervisor to become abusive with his followers even knowing the possible detrimental effects of this style of leadership. The study has investigated the sequential path which properly explains the trickle down of the abusive supervision from the top management towards the middle managers and then towards the employees who follow them. In their findings (Liang et al. 2018) highlighted that the current tenants of the findings of abusive supervision focus

mainly on two theoretical explanations, it is either the perception of justice (Tepper, 2000) or the social exchange mechanism (Mitchell & Ambrose, 2007), there is very less investment of the researchers yet on the cognitive processes that take place from the event of the abusive supervision in the organization and then its trickle down towards the working community of the organization. The study has attempted to explain one domain, however, there is still a lot to explore in this field which will be further discussed in the limitations of the study.

The current study also provides very important insights for the practitioners of the service sector. There has been a lot of debate on the detrimental effects of abusive supervision, still evidences of abuse are reported in organizations. Recent study by (Kirrane, Kilroy & Connor, 2019) revealed that almost 60% of employees have reported to have faced abusive supervision or witnessed it. Considering the negative impacts, it has on the health of the employees (Liang et al. 2018), their CWB (Zhang et al. 2019) and the impact that trickles to their personal lives as well (Tariq & Ding, 2018) requires to attend to this problem. The current study has clearly indicated how the Climate of the organization can foster or hinder abusive supervision (Sharma, 2017; Tepper, Simon & Park, 2017) hence we expect that policy makers utilize the findings of the current study and improve the work environments to be more ethical since the ethical culture of organization fosters trust and better social exchange of employees in the organization (Shahab & Imran, 2018).

Limitations and Future Research Directions

The current study attempted to follow the recommendations of the previous researchers to conduct a time lagged and dyadic data collection, still the study is not without limitations. There have been recommendations in the past to attempt more objective measures of the employee behaviors in order to avoid biases in the responses (Tepper, Simon & Park, 2017) so the study recommends for future researchers to use such information for analysis. The current study only investigated one for of the emotion and its response in display of dominant behavior, but Oh and Farh (2017) in their proposed model of emotional appraisal have recommended three types of emotions i.e. anger, fear and sadness as an outcome of encounter with abusive supervisor and its response in form of dominant, constraint and regulated responses. The future studies may extend the findings of the current study by including the three mechanisms according to the recommendations and conduct a comparative analysis.

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