

Relationship between big five personality model and abusive supervision

Bibi Tahira

University of Science and Technology, Bannu, Pakistan

Naveed Saif

The University of LAKKI MARWAT, Pakistan

Muhammad Haroon

Sadaqat Ali

University of Science and Technology, Bannu, Pakistan

Abstract

The current study tries to understand the diverse nature of relationship between personality Big Five Model (PBFM) and student's perception of abusive supervision in higher education institutions of Khyber Pakhtoonkhwa Pakistan. Data was collected in dyads i.e. (supervisors were asked to rate their personality attributes while student were asked to rate the supervisor behavior) through adopted construct. For this purpose, data was collected from three government state universities and one Private Sector University. The focus was on MS/M.Phil and PhD student and their supervisors of the mentioned universities. After measuring normality and validity regression analysis was conducted to assess the impact of supervisor personality characteristics that leads to abusive supervision. Findings indicate interestingly that except agreeableness other four attributes of (PBFM) are play their role for abusive supervision. The results are novel in the nature as for the first time Neuroticism, openness to experience, extraversion and conscientiousness are held responsible for the abusive supervision. The study did not explore the demographic characteristics, and moderating role of organizational culture, justice and interpersonal deviances to understand the strength of relationship in more detail way.

Keywords: Personality big five model, abusive supervision, HEIs,

In the view of Tepper (2000), Abusive supervision is expressed by subordinates as the extent and nature of leaders displaying unpleasant personality and continuous hostile attitude without harming physically. Abusive supervision have multidimensional outcomes for employees i.e. (Lower life dissatisfaction), inter personal deviances (Mitchell and Ambrose, 2007), decreased performance (Harris et al, 2007), Family work conflict (Hoobler and Brass, 2006). Abusive supervision not only effect employees negatively, but it also a question the survival and sustainable growth of any organizations (Martinko et al, 2013; Camps Stouten and Ejewema,2016). Previous studies indicate that abusive supervision may be expressed by number of reasons i.e. higher stress at work place (Burton, et al, 2012), lower level of employees performance (Tepper et al,2011) and supervisor treatment during childhood (Kiewitz et al, 2012). As the above factors advance our knowledge about various situational and interpersonal attributes, that lead to abusive supervision. However to conceptually theorized the connection between leaders personality attributes and abusive supervision is still under the development stage (Camps et al, 2016). The study of (Kiazad et al, 2010) stress that leader Machiavellianism is reported as major cause of abusive supervision.

Recently, scholars such as Keashly, Trott & MacLean (1994), Bennett & Robinson (2000), Duffy, Ganster, & Pagon (2002), Wu (2008) and many more focused on the dysfunctional work place behavior and destructive leadership to throw light on the sad picture of organizational life (Pradhan & Jena, 2016). In past, scholars studying leadership were biased towards ethical and effective leadership behaviors, but research regarding abusive, aggressive or destructive leadership behaviors has been firmly increased in recent years (Wu, 2008; Lee et al, 2017). Abusive supervision includes blaming subordinates in order to save oneself, insulting employees, treating employees silently, expressing anger directed at subordinates, lying, ridiculing, invasion of privacy (Tepper, 2000). Abusive supervision, a concept presented by Tepper, is similar to the Keashly and her colleagues presented concept of emotional abuse (Keashly, 1998; Kim, Kim & Yun 2015). Emotional abuse defines the verbal and nonverbal hostile behaviors, not including physical contact,

directed to someone by one or more individuals (Keashly et al., 1994, p. 342). Past researchers have noticed that between 10% to 16 % workers frequently experience abusive supervisors (Duffy, Ganster, & Pagon, 2002; Namie&Namie, 2009). Additionally, abusive supervision boosts the absenteeism, turnover and authoritative insufficiency. In this way, abused employees having insufficient resources to cope with abusive supervision likely reduce their knowledge sharing level. Mackey, Frieder, Brees and Martinko (2017) use psychometric correction to find out the antecedents of abusive supervision and its outcomes. (Sobia & Sana, 2017). Organizational life has a fact that some leaders are irresponsible and unethical (De Cremer 2003). That is, supervisors adopted to show abusive behaviors directed at their subordinates, in front of others putting them down, coercing them, retaining information from them, or showing bully behavior (Zellars et al. 2002). Research revealed the negative effects of supervisor's abusiveness on employees' satisfaction, performance, commitment and their overall wellbeing (Tepper et al. 2001, 2004; Bamberger & Bacharach 2006; Tepper, 2007). Abusive supervision is the name of extreme example of harmful interpersonal behavior; perception of cohesion by employees decreased if they experience bad or abusive behavior of leaders (Camps, Stouten and Euwema., 2016).

With the development of globalization, higher education setup of Pakistan is also trying to play their contributory role in the development of nation. In this regard Government of Pakistan through it's enlightening vision give an opportunity to the youth to acquire the latest research based knowledge and contribute to the economic growth. As a result research environment is foster in the country by engaging students/scholar to get maximum benefits of the modern era. But on the other side there are numbers of problems associated with research degrees/ joint research project through faculty and scholars.

One of the major problems is the variation in personality of supervision during academic task and its negative consequences on the mental, emotional and social life setup of research scholars. In this regard number of researchers (Camps et al. 2016; O'Neill et al, 2011; Kalshoven et al, 2011; Xu, Yu, & Shi, 2010) have conducted their studies in multiple areas and cultural as well as organizational setup. Camps et al (2016) evaluate the attributes of BFM and abusive supervision among the employees of government organization, health care and banking sector. While Xu, Yu et al., (2010) correlate the personality factors with abusive supervision in the work context of Chinese health care sector. O'Neill et al, (2011) evaluate the role of Personality BFM with workplace deviances, while Kalshoven et al (2011) examine the impact of personality BFM with ethical leadership.

Although, the relationship between personality characteristics and abusive supervision has been topic of interest among psychological researcher, however the connotation between big five model of personality and abusive supervision is scarcely studied especially in the area of higher education institutions. Based on the detail literature it was found that previous studies were limited to the work context of health and banking sector in china, Europe and Malaysia Therefore the current study try to bridge the gap by exploring the dynamic relationship between personality BFM and abusive supervision in Higher Education Institutions of Khyber Pakhtunkhwa (KP) Pakistan. The main objective of the current study is to explore the effect of supervisor traits toward research scholars and to investigate the reasons that lead to abusive supervision during MS/M.Phil and PhD research work in Khyber Pakhtunkhwa (KP) Pakistani Universities. Besides, the current study focuses on correlating the attributes of Supervisor emotions related to their personality.

Literature Review

Personality

According to Lefton and Brannon (2007) personality is a pattern of individuals' behavior consisting of permanent characteristics and traits. Personality explains the style of feeling, thinking and acting of individuals (Allport, 1961). People use personality traits or characteristics to describe themselves and others.

Agreeableness, a personality trait that counts for the attributes such as trust, truthfulness, altruism, conformity, humility and tender-mindedness (Matthews et. al, 2009). Agreeable People show trust in others and tend to be amiable with others (Betts, 2012). The individual's tendency to be pleasant interpersonally is known as agreeableness (Besser& Shackelford, 2007). Highly agreeable People are helpful, cheerful, good-natured, generous, forgiving, cooperative and courteous (Barrick and Mount 1991). When cooperation and collaboration amongst workers is essential, job performance is influenced by agreeableness (Witt et al. 2002).

Conscientiousness, a personality trait that counts for the features such as proficiency, order, dutifulness, success striving, self-discipline and thoughtfulness Matthews et. Al (2009). Conscientious people are strong-willed and hardworking (Deveraj et. al., 2008). Individuals high on conscientious are reliable, hardworking, responsible, dependable, organized and dutiful

(Barrick&Mount 1991). People low at conscientiousness is less cooperative, where good interpersonal relationships and interdependence are key success factors (Lepine and Dyne 2001).

Extraversion, a personality trait includes attributes such as activity, warmth, excitement, gregariousness, positive emotions and assertiveness (Matthews et al., 2009). Extroverts have the ability of attention capturing of others towards themselves in favorable situations. Extrovert are active, optimistic, energetic, enthusiastic and affectionate as they are sociable(Besser and Shackelford 2007; Devaraj et al., 2008). It is suggested that extroverts people are positively affective, thus they have greater tendency to boost up the satisfaction level of team (McCrae & Costa 1987 ; Watson & Clark 1984;).

Neuroticism, a personality trait that account for the attributes such as depression, vulnerability, anxiety, self-consciousness, angry hostility and impulsiveness Matthews et al(2009). Neurotic people can be differentiated by their emotional reaction and the intensity of their reactions in different situations (Korzaan& Boswell, 2008). Neurotic's emotional stability is contrasted with various negative moods i.e. nervousness, sadness and anxiety (Benet-Martinez and John 1998). Highly neurotic people express their attitudes toward co-workers. Aligning with the same, highly neurotic students are more likely to interact and share information with others (Lepine& Dyne, 2001).Openness to experience is a personality trait featuring the attributes of ideas, fantasy, curiosity, feelings, values, actions and aesthetics (Matthews et al., 2009). These people are innovative and observe their surroundings interestingly (John &Srivasta, 1999). McCrae and Costa (1987) proposed that people high on openness to experience are liberal, daring and independent. However, culture greatly contributes to being opened to experience.

Personality and Abusive Supervision

For personality research The Big Five personality model is used as suitable framework by many researchers such as (Bono & Judge, 2004) used it for transformational leadership, (Judge et al, 2002a) for leadership emergence, (Judge & Long, 2012) for leadership practices and (Kalshoven et al., 2011) for ethical leadership. A study conducted by Campset al (2016) to explore the relationship between abusive supervision and each personality trait among the banking and health care sectors. Camps et al (2016) evaluate the attributes of BFM and abusive supervision among the employees of government organization, health care and banking sector. While Xu, Yu et al., (2010) correlate the personality factors with abusive supervision in the work context of Chinese health care sector. O'Neill et al, (2011) evaluate the role of Personality BFM with workplace deviances, while Kalshoven et al (2011) examine the impact of personality BFM with ethical leadership.

Impact of Agreeableness attributes on Abusive Supervision.

Highly agreeable people are kind natured, considerate, helpful, forgiving, generous, harmonious, cheerful, and courteous (Skarlicki et al, 1999) Agreeable person wants to have harmonious relationships and prefer to compromise when tackling conflicts (Graziano et al, 1996) and have greater tendency of regulating their vile moods (Campbell et al, 2003).those who are low at agreeableness are unable to slow down their aggressive responses and less concerned for others' welfare (Judge et al, 2013). Various responses fall under the umbrella of abusive supervision, such as a supervisor giving silent treatment to employee, insulting employee, ridiculing among group of people and blaming the employee to safeguard their mistakes (Tepper,2000). Highly agreeable supervisors focus on cultivating and cementing the social wellbeing of the subordinates. Supervisors scoring high on agreeableness create a working environment in which high preference is given to fair treatment (Mayer et al, 2007). Tepper (2007) proposed that low agreeable supervisors should have less concern with how their behaviors can influence their relationships with subordinate's i.e. their behaviors can be perceived as conflictive, hostile and argumentative etc. But Camps et al (2016) didn't find any significant relation between abusive supervision and agreeableness. While Breevaart, & de Vries, (2017) conduct their study in the domain of student teacher relationship during knowledge sharing phase and it was evident that agreeableness is negatively related to abusive supervision. Based on the work of previous research studies Camps et al.2016; O'Neill et al,2011;Kalshoven et al, 2011;Xu, Yu, & Shi, 2010; Judge et al, 2013; Breevaart, & de Vries, ,2017) it is hypnotized that
H1: Agreeableness is significantly related with abusive supervision.

Impact of Conscientiousness attributes on Abusive Supervision

Conscientiousness is that personality dimension that includes attributes such as persistent, neat, goal oriented, dependable, dutiful, reliable, organized, responsible (Mount, 1991). Several studies proved that conscientiousness results in numerous benefits to individuals as well as to organization such as lower interpersonal conflicts (O'Neill et al., 2011), better performance (Judge

et al., 2013), use of efficient coping strategies (Carver & Connor-Smith, 2010). Supervisors scoring high on conscientiousness create a working environment in which high preference is given to fair treatment (Mayer et al, 2007) and demonstrate ethical working behavior (Kalshoven et al., 2011), in short, these supervisors have less probability to be considered as abusive. In spite of these positive consequences, conscientiousness has a dark aspect. As conscientious supervisor is goal-oriented, this might result in micro-managing of employees and it is perceived by employees that pleasing their supervisor is impossible (Judge and Long, 2012). Liu et al.(2012) found that sometimes employees describe performance-driven motives as the reason of supervisor abusive behavior. When supervisor is dependent on their subordinates' performance for their own outcomes, the poor performance of employees lead to abusive supervision (Walter et al., 2015). As an influential tactic, abusive supervision may be used by supervisors to achieve unit performance and personal objectives (Tepper et al ;2011a). Based on these, employees working under conscientious supervisors might be at higher risk to face supervisor's destructive behavior Camps et al, (2016).Based on the work of previous research studies (Walter et al., 2015;Judge and Long, 2012; Camps et al.2016; O'Neill et al,2011;Kalshoven et al, 2011;Xu, Yu, & Shi, 2010;Liu et al,2012;) it is hypothesized that

H2: Conscientious is significantly related to abusive supervision.

Impact of Extraversion attributes on Abusive Supervision.

Extraversion is personality dimension that encompasses sociable, assertive, adventurous, friendly, positive emotions and enthusiastic (Costa and McCrae, 1992). There is greater possibility of their emergence into a supervisory position (Judge et al., 2002a). However, literature shows less information about whether extravert tends to abusive supervision or not. For example, (Judge et al., 2002a) found extraversion as the predictor of leadership effectiveness. As abusive supervision leads to reduced performance and increased resistance of abused employees, therefore, abusive supervision is associated with lower level of effective leadership (Tepper, 2007). Based on these results, there is less probability of showing abusive behavior by supervisors who are high in extraversion. Similarly, extraverts prefer to have friendly and warm company of others (Costa and McCrae, 1992), it reduces the employees' perception of supervisor. Conversely, however, extraverts prefer to interact with others, this may result in conflictual relations (Bono et al., 2002). As extravert supervisor is bold in his/her communication, their bold verbal communication can be perceived as abusive by subordinates and this perception may lead to the creation of conflictual relationship between supervisor and subordinates (Judge and Long, 2012). No significant relationship of abusive supervision and extraversion was found by Camps et al (2016).Based on the work of previous research studies (Xu, Yu, & Shi, 2010; Camps et al.2016; O'Neill et al, 2011;Judge et al., 2002a) it is hypothesized that

H3: Extraversion is significantly related to abusive supervision.

Impact of Neuroticism attributes on Abusive Supervision.

Neuroticism, a personality trait that account for the attributes such as depression, vulnerability, anxiety, self-consciousness, angry hostility and impulsiveness (Matthews et al., 2009). Highly neurotic people are insecure, anxious, depressed, and are more vulnerable to stress (Costa and McCrae, 1992). Neurotic individuals interact with higher levels of negative behaviors, other can easily irritate them, in turn they response with inappropriate coping strategies such as interpersonal hostility (McCrae & Costa, 1987; Judge et al., 2013). Abusive supervision has positive connection with neuroticism as the later has positive relationship with higher levels of stress and negative emotions (Mawritz et al., 2012; Hoobler and Hu, 2013). Along with these arguments, Tepper (2007, p. 281) proposed that greater anger, frustration, and impulsiveness is faced by highly neurotic supervisors. Surprisingly, Camps et al (2016) have not any proofs of such connection between abusive supervision and neuroticism, proposed by previous research.Based on the work of previous research studies (Xu, Yu, & Shi, 2010; Camps et al.2016; O'Neill et al, 2011;Mawritz et al., 2012; Hoobler and Hu, 2013) it is hypothesized that

H4: Neuroticism is significantly related to abusive supervision.

Impact of Openness to Experience attributes on Abusive Supervision.

Openness is the personality dimension that includes features of being flexible thoughts, invention, interests, and tendency to develop novel ideas Bozionelos (2004). As a result, McCrae and Sutin (2009) suggested that individuals scoring low on openness are less amenable to input from others and are more authoritarian, which has been shown to restrain the abusive supervision emergence (Kiazad et al, 2010). However, highly opened to experience team members are perceived to be less cooperative and friendly (Stewart et al, 2005). Interestingly, Cabrera et al

(1996) found negative connection between individuals' openness to experience and irritability and hostility, and a positive relation with their tendency to engage in verbal aggression. Camps et al, (2016) didn't find significant relationship between abusive supervision and openness to experience. Based on the work of previous research studies (Xu, Yu, & Shi, 2010; Camps et al. 2016; Stewart et al, 2005; Kiazad et al, 2010) it is hypothesized that H5: Openness to experience is significantly related to abusive supervision.

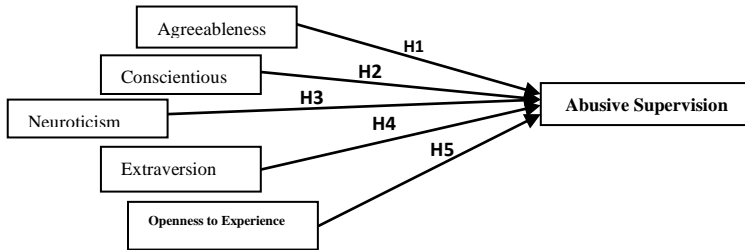


Figure 1. Conceptual Framework

Research Methodology

Population and Sample Size

In this paper the deductive approach is used. Our target population was M.S and PhD research students and their supervisors. As the population of Public sector universities in southern region of Khyber Pakhtoonkhwa consists of 5, while 3 private sector universities. Hence 4 universities were selected as sample from all over the southern region of KPK, among these 3 are public universities naming University of Science and Technology Bannu, Gomal University D.I.Khan, Peshawar University, while 1 university is from Private Sector named as Qurtaba University D.I.Khan. Proportionate sampling technique is used. The data was collected in dyads (student-supervisor). As student rate their supervisor attitude while supervisor fill the construct related to their personality.

Measures

The earlier developed constructs are used in study, these are converted to five point Likert Scale. Personality was measured by using 44-item Big Five Inventory (BFI; John et al., 1991). The BFI contains 44 items and it is shorter, yet reliable, instrument used for measuring Big Five personality traits. John and Srivastava (1999) have confirmed that BFI is reliable and valid with respect to NEOFFI. Sample items for extroversion attitude are "I see myself as someone who is talkative" while agreeableness sample item is "I see myself as someone who tends to avoid conflict with others. For measurement of neuroticism sample item is "I see myself as someone who is depressed, blue" and "I see myself as someone who is original, comes up with new ideas" is used to measure openness to experience. These sample items are also validated by Camps et al (2016) in the work context of Europe. Students assessed the supervisor's abusive supervision using 15-items scale developed by Tepper (2000). The items included were "My supervisor tells me I'm incompetent" and "My supervisor tells me my thoughts or feelings are stupid" etc. Students' responses were recorded on 5-point Likert scale i.e. (1=strongly disagree to 5=strongly agree).

Data Analysis and Results

After getting the response through constructs different statistical procedures are followed to conclude the findings. In this regard reliability of the construct is evaluated, followed by assessing the normality assumption through descriptive statistics. In the final stage correlation coefficients values are compared followed by regression analysis. Furthermore Saif & Khan (2020) as well as Saif, Khan, and Adnan (2018) statistical procedure was also consider to validate the model.

Table 1. Descriptive Analysis

Construct	Mean	Std. Dev.	Skewness	Kurtosis
ABSPR	3.2165	1.00182	-.563	.153
AGAB	2.3818	1.21933	.588	.153
ETRV	3.0378	1.07420	-.363	.153
CONSC	3.0247	1.09718	-.402	.153
NEURO	2.5462	1.16743	.295	.153
OTEX	2.6400	1.17379	.163	.153

AGAB=Agreeableness; OTEX=Openness to experience; ABSPR= Abusive Supervision; EXTR= Extraversion; NEURO= Neuroticism; CONSC= Conscientious

Table 1 display information's about Skewness and kurtosis analysis are used for ascertaining the uni-variate normality of the adopted constructs. The results are summarized in Table (2). From Table 2 it is clear that the highest level of skewness (SK= .588) is for the construct Agreeableness (AGAB) (Mean=2.3818, SD=1.21933), and the lowest (SK=.163) is for the construct Openness to experience (OTEX) (Mean=2.6400, SD=1.17379) .The Kurtosis level is same for every construct (KR=.153).Thus all the adopted constructs confirm to the uni-variate normality requirements as they falls in range of ± 2.5 (Park, 2015).

Table 2. *Reliability Statistics*

Construct	Mean	Std. Dev.	Cronbach's Alpha	Items
ABSPR	3.2165	1.00182	.936	11
AGAB	2.3818	1.21933	.925	5
ETRV	3.0378	1.07420	.779	5
CONSC	3.0247	1.09718	.788	6
NEURO	2.5462	1.16743	.735	5
OTEX	2.6400	1.17379	.801	7

AGAB=Agreeableness; OTEX=Openness to experience; ABSRP= Abusive Supervision; EXTR= Extraversion; NEURO= Neuroticism; CONSC= Conscientious

As Table 2 depicts that the construct Abusive Supervision (ABSPR) (Mean= 3.2165, SD=1.00182) has the highest reliability ($\alpha=.936$), while the lowest reliability ($\alpha= .735$) is for the construct Personality factor neuroticism (PNEURO) (Mean=2.5462, SD=1.1674).

Table 3. *Confirmatory factor Analysis.*

Constructs	Items	Loading	CR	AVE	MSV	ASV
AGAB	AGAB_1	0.722	0.804	0.511	0.298	0.809
	AGAB_2	0.761				
	AGAB_4	0.755				
	AGAB_5	0.733				
	AGAB_6	0.711				
	AGAB_8	0.720				
ETRV	ETRV_8	0.720	0.775	0.534	0.176	0.078
	ETRV_9	0.722				
	ETRV_11	0.711				
	ETRV_13	0.733				
	ETRV_14	0.744				
	ETRV_16	0.744				
CONSC	CONSC_16	0.690	0.822	0.544	0.139	0.069
	CONSC_17	0.780				
	CONSC_18	0.781				
	CONSC_20	0.769				
	CONSC_21	0.771				
	CONSC_24	0.781				
OTEX	OTEX_24	0.781	0.807	.0578	0.215	0.081
	OTEX_26	0.677				
	OTEX_27	0.680				
	OTEX_28	0.765				
	OTEX_30	0.781				
	OTEX_31	0.744				
NEURO	NEURO_38	0.688	0.644	0.461	0.177	0.108
	NEURO_39	0.701				
	NEURO_40	0.677				
	NEURO_42	0.656				
	NEURO_44	0.679				
	NEURO_46	0.679				
ABSPR	ABSPR_1	0.722	0.801	0.509	0.118	0.072
	ABSPR_2	0.781				
	ABSPR_3	0.732				
	ABSPR_4	0.744				
	ABSPR_5	0.807				
	ABSPR_6	0.755				
	ABSPR_7	0.778				
	ABSPR_9	0.702				
	ABSPR_10	0.711				
	ABSPR_12	0.731				
	ABSPR_14	0.699				

AGAB=Agreeableness; OTEX=Openness to experience; ABSRP= Abusive Supervision; EXTR= Extraversion; NEURO= Neuroticism; CONSC= Conscientious

Table 4. *Correlation Matrix*

	Mean	S.D	1	2	3	4	5	6
1. AGAB	2.3818	1.21933	1	.225**	.042	.044	.333**	-.112
2. ETRV	3.0378	1.07420		1	.116	.072	.130*	.346*
3. CONSC	3.0247	1.09718			1	.164*	.368*	.171*
4. NEURO	2.5462	1.16743				1	.417*	.032

5. OTEX	2.6400	1.17379	1	-.271**
6. ABSRP	3.2165	1.00182	1	

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

AGAB= Agreeableness; OTEX=Openness to experience; ABSRP= Abusive Supervision; EXTR= Extraversion; NEURO= Neuroticism; CONSC= Conscientious

Table 3 depicts information's about reliability of the adopted construct through CFA findings. Results state that factor loading with higher than threshold levels (0.60) are included and those entire items having lower loading than (0.6) were excluded. Values of average Variance Extracted (AVE's) also conform that BFM of personality factors are associated to each other in a single factor model.

Table 4 explains that the significance of relationships is checked at 95% and 99% confidence level. Results shows that ABSRP (Mean=3.2165, SD=1.00182) has a strong negative relationship (r= -.271) with supervisor's OTEX (Mean=2.6400, SD=1.17379), while a strong positive relationship (r= .346) with ETRV (Mean= 3.0378, SD= 1.07420). The weakest relationship (r=.112) holds for ABSRP and AGAB (Mean=2.3818, SD= 1.21933). Analysis shows that ABSRP is positively correlated with ETRV (Mean=3.0378, SD= 1.07420, r=.346) and CONSC (Mean= 3.0247, SD= 1.09718, r=.171) while negatively correlated with AGAB (Mean=2.3818, SD= 1.21933, r= .112) and OTEX (Mean=2.6400, SD=1.17379, r= -.271), significantly. The relationship of ABSRP and NEURO (Mean=2.5462, SD=1.16743, r= .032) is found insignificant.

Table 5. Regression Results

1	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	B		
	(Constant)	2.213	.232		9.559	.000
	AGAB	-.049	.047	-.060	-1.033	.303
	ETRV	.351	.051	.377	6.913	.000
	CONSC	.252	.052	.276	4.823	.000
	NEURO	.135	.050	.157	2.683	.008
	OTEX	-.399	.056	-.467	-7.092	.000

R² = .316, Adjusted R² = .302, F (5,246) = 22.708, P < .05

The gathered data was analyzed using SPSS software version 23. It was found that the proposed model explains a significant percentage of variance to show the influence of supervisor's personality trait factors on abusive supervision. The results demonstrate in table (5) depict that the relationship between the independent variables and dependent variable is very strong and the analysis of variance is highly statistically significant (p=0.000 <0.05). The values of R²=0.316, Adjusted R²=0.302 were recorded. As shown in Table 1, most the independent variables have significant influences on abusive supervision as follows: extraversion (β=0.351), conscientiousness (β= 0.252), neuroticism (β=.135), and openness (β=-.399). Furthermore, the effect of extraversion, conscientiousness, neuroticism and openness are statistically significant (p= 0.000, 0.000, 0.008 and 0.000, respectively <0.05) while, the effect of agreeableness is not statistically significant (p= -0.049>0.05). It was observed that, relative to each other, openness exerted the utmost effect on abusive supervision, whereas neuroticism' have a minor influence on it. Further explanations and detailed discussion on the findings will be presented in discussion section. In sum, the effect of personality on abusive supervision can be predicted through following equation:

$$\text{Abusive supervision} = 2.213 - 0.049 \text{ AGAB} + 0.351 \text{ ETRV} + 0.252 \text{ CONSC} + 0.135 \text{ NEURO} - 0.399 \text{ OTEX}$$

From the table above, it is clear that personality (R²=.316, Adjusted R²=.302, F (5,246) =22.708, P<0.05) has 31% effect on abusive supervision.

Table 6. Structural Equation Modeling Results

		t-statistics	P values	Findings
H ₁	AGAB->ABSRP	-1.036	.304	Rejected
H ₂	CONSC->ABSRP	4.825	.000	Supported
H ₃	ETRV->ABSRP	6.912	.000	Supported
H ₄	NEURO->ABSRP	2.684	.009	Supported
H ₅	OTEX->ABSRP	-7.095	.000	Supported

After conformation of validity and reliability by CFA during measurement modeling via AMOS in the next stage evaluation of structural model was assessed through SEM analysis. As recommended by Hair et al () R² value was employed to depict predictive power of the structural model. Total value of R² is (0.316) which conform substantial coefficient of determination (Hair et al.,2010;Saif., 2015;Saif et al., 2018). Results obtained through structural model are presented in table (6) to explain hypothesis status. Result state that four hypotheses are recommended, While H₁

was rejected. Hence the findings denote that as their significance level is below than 95% confidence interval. Findings reveal that agreeableness attribute of BFM of personality does not evident any significant ($p=0.303;t=-1.033$) impact toward abusive supervision.

Discussion and Conclusion

The analysis of supervisor's PBFM and abusive supervision revealed several results. We focused on supervisor's personality in relation to emergence of abusive supervision. According to our findings, except agreeableness, all the other four personality traits of supervisor play their role in emergence of abusive supervision. We find a negative insignificant relationship ($\beta=-.049, p>0.05$) between Agreeableness and abusive supervision. Results state that agreeableness did not lead to abusive supervision. Findings of the current study are aligning with (Camps et al., 2016; Xu et al., 2010). However Xu et al (2010) findings state agreeableness has negative but significant relation with abusive supervision.

The current study depict a significant positive ($\beta=.351, p<0.05$) between abusive supervision and extraversion. Findings of the current study are against the Camps et al., (2016), while Xu et al (2010) findings did not evident any relation between these variables. The reason behind suggestion can be explained as extravert supervisor is bold in his/her communication, their bold verbal communication can be perceived as abusive by subordinates and this perception may leads to the creation of conflictual relationship between supervisor and subordinates (Judge and Long, 2012).

We found a positive significant relationship ($\beta=.252, p<0.05$) between abusive supervision and conscientiousness. Supervisors' Personality and Abusive Supervision dispositions (e.g., Machiavellianism; see Kiazad et al., 2010) partially explain employees' experiences of abusive supervision. The logic behind the finding can be understood through previous research. Martocchio and Judge (1997) showed that conscientiousness was related to self-deception leading to think that conscientious individuals have in sufficient self-reflection to realize their behavior is inappropriate or even ineffective in their reaction toward employees. Moreover, Witt et al. (2002) revealed that conscientious individuals are difficult to deal with and inflexible (Camps et al., 2016).

Abusive supervision has positive connection with neuroticism as the later has positive relationship with higher levels of stress and negative emotions (Mawritz et al., 2012; Hoobler & Hu, 2013). Similarly, our study proved a positive significant ($\beta=.135, p<0.05$) relationship between neuroticism and abusive supervision. The relationship exists significantly, as neurotic supervisor has negative moods, stress, aggression and inappropriate reactive strategies, which turned him to become abusive (Tepper, 2001). The results opposed with the findings of Camps et al., (2016) study, where insignificant relationship was recorded.

Openness is the personality dimension that includes features of being flexible thoughts, invention, interests, and tendency to develop novel ideas (Bozionelos, 2004). As a result, McCrae and Sutin (2009) suggested that individuals scoring low on openness are less amenable to input from others and are more authoritarian, which has been shown to restrain the abusive supervision emergence (Kiazad et al, 2010). The study confirms to Kiazad et al., (2010) and shows a negative significant relationship ($\beta=-.399, p<0.05$) between abusive supervision and openness to experience. Results opposed the Camps et al., (2016), where relationship was found to be insignificant.

Implications

In Pakistan universities culture the dynamic relationship between supervisor variation in personality and abusive supervision become one of the important areas of research for social scientist, behavioral researchers and psychologist. As supervisor play an important role in molding the behavior of our future generation. And these young scientists have to serve the nation for long period of time. But if these young researchers face any kind of abuses during their studies, it ultimately not only affects their behavior but also their psychological state of mind is also suffered. It is one of the tough jobs during academic career of faculty members to work on number of research topics with lot of students throughout their career. Faculty members have to face socio-economic and cultural problems as well as deadlines from universities top crest during their life and during this stage if the research scholar could not produce appropriate result. It ultimately hit the emotions of the supervisor and in many cases the kind, soft speaker and dedicated supervisor may be turn into abusive supervision. Findings of the current study provide quite novel information's about the connection between personality characteristics that turns professor into abusive supervision. However, the abusive behavior of the supervisor can be treated affectively by promoting emotional intelligence capabilities among the faculty members through training and workshops. Such kind of trainings to the supervisors will provide an opportunity to monitor their

behavior, sharpen their emotional awareness, enhance their view point and manage their emotional strategy in more appropriate manners.

Limitations and Future Research Directions

Current study has also some limitation. Current study is applied to four universities research supervisors and their students. Hence it cannot be generalized to the universities of KP and overall Pakistan. In future more universities from private and public sector from each province may be included to get detail results. Future researcher may also conduct their study by comparing the behavior of public and private, as well as male and female sector universities. In the current study questionnaire was applied and response was obtained at once, however in future research interview from top 10 universities of Pakistan may be conducted to get more appropriate findings. Current study focuses only personality characteristics of supervisor, however student role and personality is totally ignored, hence future researchers may consider the personality attributes of the research scholars that leads to enhances abusive supervision.

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