

Abusive Supervision: A Catalyst for the Employee Deviance Work Behavior

Muhammad Irshad¹, Dr. Munir Hussain², Dr. Muhammad Azeem Qureshi³

¹Lecturer, University of Gwadar, Irshad.buledi@ug.edu.pk

²Asistant Professor, Institute of Business Management, Karachi, munir.hussain@iobm.edu.pk

³Asistant Professor, Institute of Business Management, Karachi, azeem.qureshi@iobm.edu.pk

ARTICLE DETAILS

History

Received: November 2021

Available online: December 2021

Keywords

Abusive Supervision

Employee Deviance

Behaviors

Organizational Injustice

Public Universities

Work Stress

ABSTRACT

Purpose:

Employee behaviors play a key role in the development of any organization. Its positive behavior will boost up the performance of the organization while the negative will lower the performance of the organization. The behavior of the employee is affected by many factors but mainly they are affected by the other employees like their supervisor or colleagues who are working with them. Deviant workplace behavior is a challenge that almost all businesses face, particularly in underdeveloped and developing countries where literacy rates are poor and poverty is high. Theft, stealing, taking excessive breaks, working slowly, expressing favoritism, leg dragging, verbal harassment, and so on are all examples of deviance behavior. This study aims to examine the impact of abusive supervision on employee deviance behavior in Baluchistan's public universities, with the mediating influence of work stress and organizational injustice. This study also aims to examine the moderating role of subordinate ingratiation behavior on the relationship between abusive supervision and employee deviance behavior.

Methodology:

Primary data was collected by a closed-ended questionnaire from the 397 permanent employees of the public sector universities of Balochistan. The data analysis technique was PLS-SEM done by the PLS Smart.

Findings:

From the findings of this study, it is concluded that abusive supervision will lead to work stress which results produce deviant behavior in the employees of the public sector universities of Balochistan.

Conclusion:

It is recommended to the public sector universities of Balochistan control the abusive behaviors of the supervisor to reduce the work stress of the employees and make them productive.

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1. Introduction

It is not unusual to see a company's management behaving cruelly or abusively against its workers. Employees are often subjected to demeaning acts and comments from their bosses, which may take the form of aggressive verbal and nonverbal activities referred to as coercive supervision (Mackey et al., 2018). Mostly in the organization when the supervisors themselves get stressed by any action then they release this stress to their workers in the form of unbalance type of behavior which is called abusive supervision which in result, employee's job absenteeism or decreased productivity. In the end, this adds to the overall cost of intentional turnover of the skilled workers of the organization. Due to job-related features of working with potentially difficult conditions, such as work overload, understaffing, or unreasonable duty criteria of poor pay and skills, the effect of abusive supervision on employees' deviant activities is more serious in the labor-intensive service sector industries (Slåtten & Mehmetoglu, 2011, Jin et al., 2020).

Deviant workplace behavior is a challenge that almost all organization faces, particularly in underdeveloped and developing countries where literacy rates are poor and poverty is high. Theft, stealing, taking excessive breaks, working slowly, expressing favoritism, leg dragging, verbal harassment, and so on are all examples of occupational deviance. Organizations struggle as a result of all of these types of habits, with lower efficiency, higher prices, inefficient work, and declining status and credibility. According to researchers In Pakistan government-run organizations, whether they are autonomous or they are semi-autonomous, are lying face down due to employee deviant actions (Bashir, 2012). Deviant workplace behavior is common in today's workplaces, and they have been found to harm business success. Various studies back up the idea that occupational injustice leads to negative actions like organizational delinquency, workplace violence, organizational-motivated violence, workplace deviance, organizational retaliatory activities, and retaliation (Rushna, Gnei, 2021). There are numerous meta-analyses on organizational justice and deviant behaviors, in addition to individual studies, demonstrating the importance of considering professed injustice and deviant behaviors within organizations (Khattak et al., 2020).

Workplace deviance or employee-initiated practices that go against corporate policy cost businesses a lot of money. Discretionary work practices, such as bribery and deception, cost more than \$4 billion a year, while litigation claiming organizational discrimination or bullying is growing in number and cost. Such actions have a human cost as well: In terms of productivity, well-being, and on-the-job success, workplace deviance may harm other workers (Ferris et al., 2012).

Workplace deviance behavior is a wide study area for researchers in the field of organizational behavior (Irshad et al., 2021). There are numerous reasons which are responsible for the workplace deviance behavior of the workers such as abusive behavior, work stress, and organizational injustice. Subordinate ingratiation behavior may be the factor that can manipulate the abusive behavior of the supervisor (Zhang et al., 2019). This research study aims to examine that how abusive supervision will lead the employee to work stress and organizational injustice which result bring deviant behavior in the employee. This study also aims to investigate the moderation role of the subordinate ingratiation behavior on the abusive supervision behavior of the supervisor.

The objective of this study is to examine the effect of abusive supervision on employee deviance work behavior. Also, to examine the mediating role of the work stress and organizational injustice on the relationship of the abusive supervision and the employee deviance work behavior and the moderating role of subordinate behavior on the

relationship of abusive supervision and employee deviance work behavior.

2. Literature Review

2.1. Employee Deviance Work Behaviour

From the years the Researchers have been increasingly interested in workplace deviance, such as incivility, violence, sabotage, and stealing, in recent years (Rasic Jelavic & Glamuzina, 2021). Workplace misbehavior has been systemic and expensive to both businesses and people, according to mounting proof (Aizzat et al., 2014). Employees engaged in deviant behavior are one of the most serious costs of being exposed to abusive supervision. Those employees who are subjected to unfair management, according to justice theory, attempt to retaliate by making an analogous action, either explicitly or implicitly. Employees can actively challenge their bosses by causing moral indignation, or they can implicitly unleash their frustration on the client (Mitchell & Ambrose, 2007, Jin et al., 2020).

According to scholars the Abusive supervision has been identified as a defining cause of organizational incivility in recent literature. Abusive supervision is described as a manager's repeated use of verbal and nonverbal acts of violence towards subordinates, and it is considered a form of organizational behavior (Peltokorpi & Ramaswami, 2021). Public criticism, purposeful bullying, and explosive outbursts are also examples of verbally abusive supervision. Verbal abusive supervision can take the form of undermining an employee's status, hiding necessary details, giving workers silent treatment, and breaking commitments. Abusive supervision, according to scholars, has a significant effect on employee attitudes, actions, and psychological well-being. Employee job frustration diminished affective commitment, and behavioral workplace deviance, for example, are all detrimental effects of abusive supervision (Lyu et al., 2016, Khan, 2015). Per year, billions of dollars are wasted as a result of workplace offenses. Because of its growing prevalence and possible implications, workplace deviant behavior is a popular issue among organizational researchers and practitioners. Because of its pervasiveness in organizations, it has piqued the attention of commercial organizational psychologists in recent years. Much of this interest has been triggered by the media's focus on workplace violence. Estimates of the prevalence of workplace deviance have been attempted (Noermijati et al., 2021, Omar et al., 2011).

Every day, deviant behavior occurs. Because of their frequency and financial costs, these kinds of practices harm the organization, their clients, and their staff. As a result, the occurrence of workplace deviance is costly to both firms and people. When employees partake in workplace deviant behavior, their actions have measurable consequences for the company (Omar et al., 2011). Employee deviance has far-reaching consequences for organizations, people, and society as a whole. Organizational deviance, defined as intentional conduct that violates major organizational norms and puts the organization's and its employees' well-being a risk, has been attributed to annual losses ranging from \$6 to \$200 billion (Michel & Hargis, 2017).

2.2. Abusive Supervision

Subordinates' perceptions of the extent to which their supervisors express violent verbal and non-behaviors daily, beyond physical contact, is referred to as abusive supervision (B. J. Tepper, 2000). Abusive supervision refers to the employees' views of the degree to which their supervisors participate in disrespectful and hostile acts (Bani-Melhem et al., 2021). While abusive supervision also called the dis purposeful supervisory behavior

aligns well with dis purposeful subordinates' activities (information hiding), it is still unclear how abusive supervision is linked to knowledge hiding behaviors, and why some subordinates, in contrast to others, participate in more knowledge hiding behaviors in reaction to abusive supervision (Khalid et al., 2018).

Abusive supervision is a problem that harms a large number of organizations and their employees. According to recent studies, between 10% and 16% of American employees are subjected to abusive behavior from their supervisor on daily basis (Harvey et al., 2007). Abusive supervision is a form of nonphysical aggression which has been linked to several stress-related effects in victims, including aggressive attitudes and mental stress Angry outbursts; rudeness, social criticism, and inconsiderate behavior are also examples of abusive supervision (De Clercq et al., 2021). According to many researchers, abusive supervision has a negative effect on the work domain, such as decreased employee satisfaction and increased occupational deviance; further, research has shown that abusive supervision has dysfunctional consequences on subordinate activities outside of the work domain, such as increased alcohol intake (Carlson et al., 2011).

2.3. Work Stress

In terms of one's physical and psychological capital vs job demands, work stress refers to an imbalance between a person and his or her environment (Sandoval-Reyes et al., 2021). Workplace tension is often attributed to job architecture, workplace culture, and environment, workplace relationships, or a combination of these factors. Working long hours and the resulting intensified feelings of time pressure will make it harder for managers to mentally disconnect from their jobs, which can harm their attitude and behavior. Furthermore, when a person is faced with such job demands, such as working longer hours, and is unsure how long this will last, tension arises (Burton et al., 2012).

For decade's researchers are studying the relationship between work stress and abusive supervision (Low et al., 2019). Whenever an employee faced abusive behavior from the supervisor or his boss will in result feel his job a like a burden. With time, this burden will create stress on its mind. It is widely assumed that due to abusive supervisors oppressed subordinates would suffer from fear, depression, work pressure, and job burnout (Chi & Liang, 2013). Currently, several studies have shown that job stress has a substantial negative impact on employee trust and its behavior in the organization (Yu et al., 2020). According to research, increased workplace stress leads to harmful employee behavior. Interpersonal tension, absenteeism, attrition, and extreme acts such as revenge have become more common in the workplace, hindering the productivity and growth of the organization. Cases such as employee suicides regularly have drawn media and scholarly interest. Is there a connection between employee tension and out-of-control behavior? Is there a connection between stress and employee behavior? What impact does leadership have on executive stress and associated behaviors? By doing this study, we hope to find answers (Yan-Hong Yao, 2016).

H₁: Work stress mediates the positive relationship between abusive supervision and employee deviance work behavior.

2.4. Organizational injustice

Justice in the atmosphere of any organization plays a key role in the satisfaction of its employee (Gulzar et al., 2021). Justice means that every employee gets equal rights of organizational resources as per its job status or equal to their colleagues. Every employee believes that we live in a fair and orderly world where everyone gets what they deserve (Lerner, 1980). Justice is a fundamental interest that has the ecological purpose of fostering long-term collaboration, which is critical to the human species' existence (Liang

et al., 2018). When an employee doesn't get equal rights as compared to his or her colleagues this brings a sense of organizational injustice to the mind of employees. Most of the Employee complains about the injustice practices from their ultimate supervisor (B. Tepper, 2007). For decades, organizational academics have paid close attention to the concept of justice (Michel & Hargis, 2017). Employee experiences of unequal treatment in the workplace and their significant impact on different workers' attitudes and practices are the subjects of organizational justice studies (Khattak et al., 2020). Those employees who are mostly complaining of the abusive supervision from their supervisor, consider the factor of justice as one of the most important tools of injustice (Low et al., 2019).

H₂: Organizational Injustice mediates the positive relationship between abusive supervision and employee deviance work behavior.

2.5. Subordinate (Ingratiation) Behavior

Ingratiation behavior is a type of personality behavior in which a person is impressed by someone or in general he or she tries to be like that person by copying its acts or being proactive towards him or her on every time at each activity in the organization (Sun et al., 2021). When a subordinate is subjected to abusive supervision, such as public bullying, shouting, avoiding laughing, or other types of supervisor harassment, his or her natural reaction is to personally react against the abusive boss (Alam et al., 2020). Indeed, a growing amount of data demonstrates a link between harsh supervision and subservient conduct. Regrettably, revenge or behavior taken in reaction to alleged injury or misconduct by another person with the intent to cause harm seems to have negative repercussions on all parties involved. For example, revenge is bad for supervisor-subordinate relationships because it can exacerbate tension and lead to more supervisory abuse (Liang et al., 2018). According to the researchers, proactive behavior is described as a self-directed, future-oriented action taken to change one's current situation. Proactive behavior has been particularly attractive to modern businesses over the last decade (Sanchez-Ruiz et al., 2021). As a result, several observational types of research investigating the roots of affect behavior have been undertaken. Several studies have looked into the predictive effect of coercive supervision, which is described as "subordinates' expectations of supervisors' continuous display of aggressive verbal and nonverbal acts, except physical touch. It is the behavior of the employees themselves that invite the supervisor to behave with them badly. There are a lot of employees who are working under the same supervisor but all of them don't complain about their abusive behavior (Xu et al., 2019). Abusive factor of the supervisor is mostly become active due to the ingratiation behavior of the subordinate. If the subordinate behavior is in limit this will stop such a limit to supervisor to behave badly (Ambrose & Ganegoda, 2020).

H₃: Subordinate behavior positively moderates the relationship between abusive supervision and employee deviance behavior by the mediation of employee work stress.

H₄: Subordinate behavior positively moderates the relationship between abusive supervision and employee deviance behavior by the mediation of the organizational injustice.

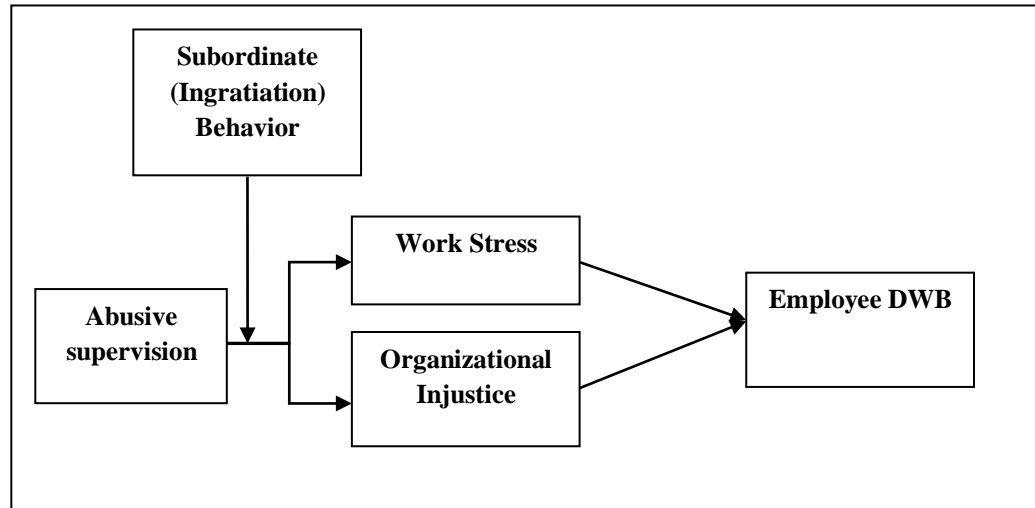


Figure.1. Conceptual Frame Work
Source: Author's own elaboration

3. Methodology

The methodology of any research is influenced by its assumptions i.e. what is the nature of reality (Ontology) and how this reality can be understood is called epistemology (Doolin, 1996). In the positivist philosophy, reality exists independently from the knowledge of the individual and the researcher tries to understand an already fixed relationship with different phenomena by using structured instruments like the Likert scale and gathering several responses from different individuals (Akhlaq, 2016). As this study is quantitative in nature and its result and findings are independent of the researcher's biases so the researcher will use the positivist paradigm. Primary data for this study will be collected through a closed-ended questionnaire. Almost all the quantitative studies used the approach of deductive logic for the solution of their research problem (Lee, 2016). As in our study, we will use the deductive approach because our study is quantitative. While the sampling design used in this study is non-probability sampling because the sampling frame of the study population is not available. The sampling technique used by the researcher for the collection of the data is purposive sampling because we have to collect in-depth data from the employees of the public sector universities of Balochistan. Purposive sampling is used by the researcher where they want to collect the exhaustive knowledge of a certain phenomenon from the respondents (Akhlaq, 2016). PLS-SEM is mostly used in researches that use latent variables to gauge a phenomenon (Carranza et al., 2020). As our study is based on constructs that are latent variables and cannot be measured directly but with the help of different indicators so that why the researcher used the PLS-SEM technique by the PLS smart for the data analysis of this study.

3.1. Measures

All the measure used for the questionnaire to collect the primary of this study was adopted and adapted. The entire constructs of the study were measured by the five-point scale of the Likert scale. The construct of abusive supervision was measured by a bunch of five which were taken from the study of (Mitchell & Ambrose, 2007). The construct of the employee deviance behavior was measured by the six items which were taken from

the study of the (Aquino et al., 1999). The construct of the organizational injustice was measured by five items and the construct of the work stress was measured by the four items. Both the construct were adopted from the study of the (Hsu et al., 2007). The construct of the subordinate ingratiation behavior was measured by the three items which were adopted from the study of (Mathieson, 2009).

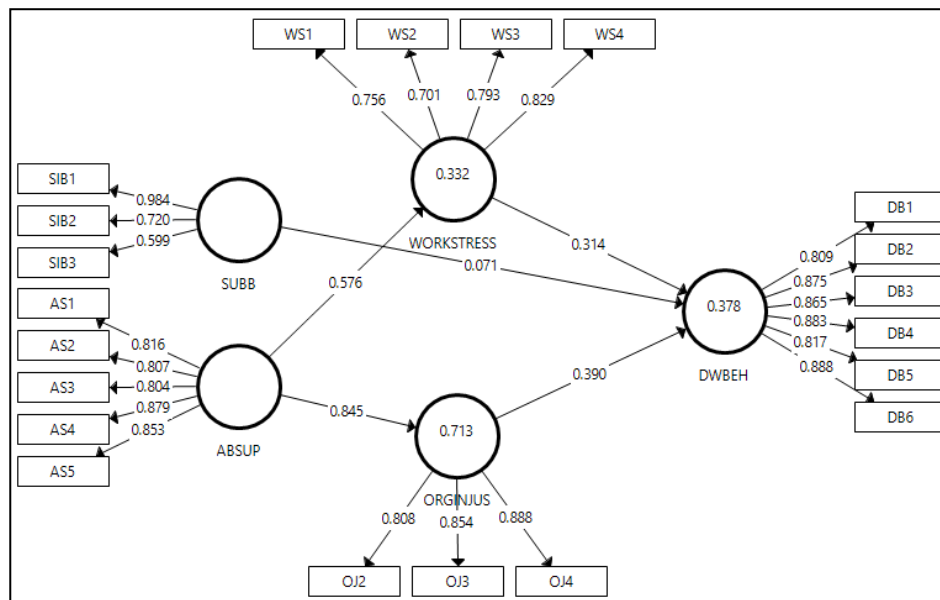


Figure.2. Model
 Source: Author’s own elaboration

4. Results and Discussion

4.1. Demography

The total respondents of this study were 397 among which 285 were male and 112 were female. If we compare them age-wise then 132 belonged to the age group 21 to 30 years, 149 belonged to the age group 31 to 40 years, 88 belong to the age group 41 to 50 Years, and 28 respondents belong to the age group above 50 years. Based on academic qualification 29 of the respondents were undergraduate, 241 were Graduates and 127 were postgraduate. As our target population was the total public sector universities of Balochistan. There are nine full pledge public sector universities in Balochistan. The distribution of our study respondents is like as 97 respondents belong to the university of Turbat, 55 belong to BUIITEMS, 105 belong to the University of Balochistan, 44 belong to Lasbella University, 27 belong to SBK Women University, 16 respondent belongs to the university of Loralai, 13 respondents belong to UET Khuzdar, 24 respondents belong to Bolan University, and 16 respondents are from MCKRU University.

Table.1. Demographic

	Gender		Age Group in Years				Qualification			Sum Total
	Male	Female	21 to 30	31 to 40	41 to 50	50 +	Undergraduate	Graduate	Postgraduate	
University of Balochistan	82	23	12	47	36	10	0	69	36	105
BUY ITEMS	43	12	9	24	14	8	0	42	13	55
SBK Women University	1	26	20	4	3	0	0	8	19	27
Bolan University	16	8	0	8	11	5	2	8	14	24
University of	14	2	6	8	1	1	1	5	10	16

Loralai										
UET Khuzdar	12	1	8	3	1	1	1	6	6	13
Lasbella University of	36	8	22	13	8	1	5	25	14	44
Turbat	69	28	49	34	12	2	15	67	15	97
MCKRU University	12	4	6	8	2	0	5	11	0	16
Total	285	112	132	149	88	28	29	241	127	397
Sum Total	397			397				397		397

Source: Author's own elaboration

4.2. Reliability and Validity of the Measurement Models

PLS-SEM in the data analysis of this study was applied in two steps. In the first step, it was applied to check the reliability and validity of the measurement model. In the second step, it was applied to check the significance of the structural model. Both the reliability and validity of the data were ascertained by following the guidelines provided by Hair et al. (2016). Reliability is about the understanding of the population. Cronbach's alpha, composite reliability, and outer loading values are used for the reliability of the data. The threshold value for Cronbach's alpha and composite reliability is 0.07 while for the outer loadings is it should not be less than 0.05. It is reflected from the result of Table 2 that Cronbach's alpha and composite reliability of all the constructs are above 0.7 and the outer loading values of all the items are above 0.05. From this, it is confirmed that the data of the entire construct is internally consistent and reliable.

For the validity of the construct, it is recommended that the two-fold approach of the Hair should be followed. The two-fold approach of validity contains convergent and discriminate validity. Validity is the representation of the construct. For convergent validity, the Average variance extracted values are used. The threshold value of the average variance extracted is greater than 0.5. From the result of table 2, it is confirmed that all the constructs having the average variance extracted value greater than 0.5 which shows that all the constructs are convergent valid. For the discriminant validity, the researcher has adopted the Fornell Larcker criteria is used. In this criterion, the square rooted values of the average variance extracted are compared with the inter construct correlation. From table3, it is clear that all the square rooted values of the average variance extracted are greater than the inter construct correlation. While the cross-loadings and HTMT ratio were also examined for the confirmation of the discriminant validity. All the outer loadings of the individual construct were greater than the cross-loading with the items of another construct. HTMT ratios were also in the threshold range.

Table.2. Reliability and Validity

Construct	Items	Loadings	AVE	Composite Reliability	Cronbach's Alpha
Abusive Supervision	AS1	0.813	0.743	0.935	0.918
	AS2	0.805			
	AS3	0.923			
	AS4	0.886			
	AS5	0.875			
Deviance Behavior	DB1	0.819	0.734	0.943	0.927
	DB2	0.874			
	DB3	0.864			

	DB4	0.879			
	DB5	0.82			
	DB6	0.883			
Organizational Injustice	OJ2	0.919			
	OJ3	0.951	0.872	0.953	0.926
	OJ4	0.931			
Subordinate Behavior	SIB1	0.736			
	SIB2	0.876	0.586	0.808	0.697
	SIB3	0.67			
Work Stress	WS1	0.756			
	WS2	0.702			
	WS3	0.791	0.594	0.854	0.782
	WS4	0.828			

Note: The two items of organizational injustice (OJ1 and OJ2) were deleted due to low outer loading values.

Source: Author’s own elaboration

Table.3.Fornell Larcker Criteria

	Abusive Supervision	Deviance Behavior	Organizational Injustice	Subordinate Behavior	Work Stress
Abusive Supervision	0.832				
Deviance Behavior	0.664	0.857			
Organizational Injustice	0.805	0.547	0.851		
Subordinate Behavior	0.101	0.105	0.093	0.784	
Work Stress	0.576	0.500	0.478	-0.004	0.771

Note: the diagonal values in the table are the square root of the Average Variance Extracted (AVE).

Source: Author’s own elaboration

4.3. Path coefficients

The table of path coefficient shows all the direct relationship which exists in the model. It explains the significance of these relationships. The significance of any relationship can be found by the t-statistics and the P-value of that relationship. The threshold value for the t-statistics is 2 or greater and for P-value is less than 0.05 for the significance of a relationship. We see that there are a total of four relationships in the path coefficient table among which the two relationships are significant having the t-values greater than the 2 and P value less than 0.05 while the other two relationships are insignificant having the t-value less than 2 and the P-value greater than 0.05.

Table.4.Path Coefficient

	β	Mean	S.D	t -statistics	P-Values
AB SUP -> ORG INJUS	-0.18	-0.209	0.132	1.361	0.087
AB SUP -> WORK STRESS	0.529	0.521	0.077	6.875	0.000
ORG INJUS -> DW BEH	0.096	0.084	0.109	0.879	0.190
WORK STRESS -> DW BEH	0.519	0.514	0.094	5.524	0.000

Source: Author’s own elaboration

4.4. Specific Indirect Effects

The table of the specific indirect effect shows all the mediating and moderating relationships in the model. This shows that there are two mediating relationships in the model and two moderating relationships in the model. One mediating relationship is from the abusive supervision to employee deviance behavior via work stress, while the other mediating relationship is from the Abusive supervision to employee deviance behavior via organizational injustice. Subordinate ingratiation behavior acts as a moderator on the both above meditating relationship. The threshold value for the t statistics is 2 or greater and for P-value is less than 0.05 for the significance of a relationship. We see that among the two mediating relationships work stress relationship has the T statistics are greater than 2 and P values are less than 0.05 which shows that the relationship is significant. While the other mediating relationship of organizational injustice is insignificant having a T value less than 2 and P values greater than 0.05. Both the moderating relationships are insignificant because of have a t-value less than 2 and P-values greater than 0.05.

Table.5.Specific Indirect Effect

	β	Mean	S.D	t Statistics	p Values
AB SUP -> ORG INJUS -> DW BEH	-0.017	-0.014	0.032	0.539	0.295
ABSUP*SIB/OJ -> ORG INJUS -> DW BEH	0.006	0.012	0.02	0.297	0.383
AB SUP -> WORK STRESS -> DW BEH	0.275	0.27	0.073	3.788	0.000
ABSUP*SIB/WS -> WORK STRESS -> DW BEH	0.089	0.102	0.056	1.592	0.056

Source: Author's own elaboration

4.5. Total Effects

The table of the total effect shows the overall effect of both direct and indirect effects of all the relationships. The threshold value for the t-statistics is 2 or greater and for P-value is less than 0.05 for the significance of a relationship. We see that there are twelve total effects in the model. We see that the four relationships are significant having a P value less than 0.05 and the rest of the eight relationships are insignificant having p values greater than 0.05.

Table.6. Total Effects

	β	Mean	S.D	t Statistics	P Values
AB SUP -> DW BEH	0.258	0.256	0.065	3.955	0.000
AB SUP -> ORG INJUS	-0.18	-0.209	0.132	1.361	0.087
AB SUP -> WORK STRESS	0.529	0.521	0.077	6.875	0.000
ABSUP*SIB/OJ -> DW BEH	0.006	0.012	0.02	0.297	0.383
ABSUP*SIB/OJ -> ORG INJUS	0.062	0.077	0.142	0.433	0.333
ABSUP*SIB/WS -> DW BEH	0.089	0.102	0.056	1.592	0.056
ABSUP*SIB/WS -> WORK STRESS	0.171	0.199	0.103	1.668	0.048
ORG INJUS -> DW BEH	0.096	0.084	0.109	0.879	0.19
SUB I BEH -> DW BEH	-0.028	-0.024	0.058	0.478	0.316
SUB I BEH -> ORG INJUS	0.12	0.121	0.159	0.758	0.224
SUB I BEH -> WORK STRESS	-0.075	-0.076	0.1	0.755	0.225
WORK STRESS -> DW BEH	0.519	0.514	0.094	5.524	0.000

Source: Author's own elaboration

4.6. R Square

Table 7 of the R square shows the R square values for the dependent variable of the model. The R square value shows the percentage of variation in the dependent variable due to the independent variables present in the model. The R square value for the dependent variable employee deviance behavior is 0.261 which shows a very good level of variation for cross-sectional study data. This value shows that 26.1% variation in employee deviance behavior is due to the independent variables of the model.

Table.7.R Square

	β	Mean	S.D	t Statistics	p Values
DW BEH	0.261	0.275	0.087	2.985	0.001
ORG INJUS	0.043	0.107	0.067	0.641	0.261
WORK STRESS	0.383	0.421	0.079	4.822	0.000

Source: Author's own elaboration

4.7. Model Predictive Relevance

Q square values show the predictive relevance value of the model. This means that how much the power of the model to predict. According to Geisser and Stone (1974), the Q square value of a model must be greater than zero. Table 8 of the Q square shows the Q square value of the dependent variable employee deviance behavior is 0.162.

Table.8.Q Square

	SSO	SSE	Q ² (=1-SSE/SSO)
AB SUP	485	485	
ABSUP*SIB/OJ	97	97	
ABSUP*SIB/WS	97	97	
DW BEH	582	487.989	0.162
ORG INJUS	291	292.761	-0.006
SUB I BEH	291	291	
WORK STRESS	388	317.707	0.181

Source: Author's own elaboration

4.8. IPMA Analysis:

The IPMA analysis shows the importance and performance of the individual independent variables for the dependent variable. The table of IPMA analysis shows that the most important variable is work stress having a value of 0.519 and the most performance variable is organizational injustice which has a performance value of 69.95.

Table.9.IPMA Analysis

	Performances	Importance
AB SUP	23.762	0.258
ORG INJUS	69.95	0.096
SUB I BEH	60.384	-0.028
WORK STRESS	40.656	0.519

Source: Author's own elaboration

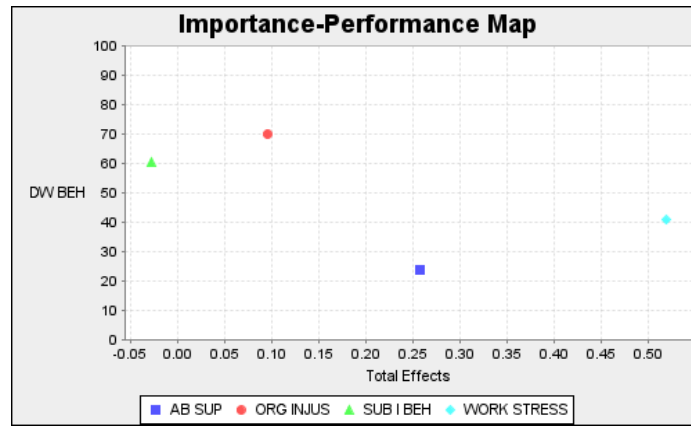


Figure.3.IPMA Analysis
Source: Author's own elaboration

4.9. MGA Analysis

MGA analysis compares the strength of all the relationship that exists in the model among different group whether they vary among the different group or not. Below table 10 shows the MGA analysis between the male and female groups of the respondents. Only one moderation relationship of the model which is from subordinate ingratiation behavior of the abusive supervision to organizational injustice is significant and shows that due to gender this relationship varies. While other all the relationship doesn't vary due to gender.

Table.10.MGA Analysis

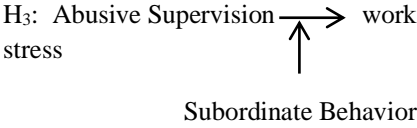
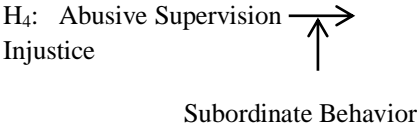
	Path Coefficients-diff	p-Value original 1-tailed	p-Value new
AB SUP -> ORG INJUS	0.688	0.066	0.066
AB SUP -> WORK STRESS	-0.341	0.877	0.123
ABSUP*SIB/OJ -> ORG INJUS	-0.846	0.966	0.034
ABSUP*SIB/WS -> WORK STRESS	0.175	0.218	0.218
ORG INJUS -> DW BEH	-0.352	0.886	0.114
WORK STRESS -> DW BEH	-0.332	0.892	0.108

Source: Author's own elaboration

4.10. Hypothesis Testing Table

There is a total of four hypotheses we have to test among which two are the mediating relationship and the other two are the moderation relationship of the above two hypotheses by the subordinate ingratiation behavior. Only one of the mediation relationships was supported by our study results while one mediation and the two-moderation hypothesis were not supported by our study results as shown in table 9 of the hypothesis testing.

Table.11.Hypothesis Testing

Hypotheses	Estimate	S.E	t-value	P-value	Verdict
H ₁ : Abusive Supervision → work stress → Deviance Behavior	0.275	.073	3.788	***	Accepted
H ₂ : Abusive Supervision → Injustice → Deviance Behavior	-0.017	.032	0.539	0.295	Rejected
H ₃ : Abusive Supervision → work stress  Subordinate Behavior	0.089	.056	.1.592	0.056	Rejected
H ₄ : Abusive Supervision → Injustice  Subordinate Behavior	0.006	.02	0.297	0.295	Rejected

Source: Author's own elaboration

5. Conclusion

This study was aimed to examine that how abusive supervision creates work stress and organizational injustice which result leads to the deviant behavior of the employees. From the data analysis and finding of this study, it is concluded that abusive supervision creates work stress which in result have a significant positive relationship with the employee deviance behavior of the employee of the public sector universities of Balochistan. While abusive supervision does not create a sense of organizational injustice on the employee of the public sector universities of Balochistan. Subordinate ingratiation behavior was the moderation variable that the researcher wants to see their effect on the relationship of abusive supervision to employee deviance behavior. From the analysis, it was found that subordinate ingratiation behavior has an insignificant moderation effect on the both relationship of abusive supervision and employee deviance behavior.

The research also has policy consequences. Revealing facts may assist encourage women to purchase healthier foods? The right knowledge about ingredients and production methods may help women purchase healthier foods. In addition, the study's results assist retailers to underline the significance of knowledge. It may also help providers promote the benefits and reliability of healthy meals. Second, this study aids governments in focusing on health, which benefits both the environment and industry. To sum up, the study suggests that traditional natural product suppliers might gain market share by emphasizing product attributes like naturalness, which promote healthy eating intentions.

First, the study has determined the predictors of HE intentions and not the actual behavior. However, it is not necessary that intentions towards a particular behavior can wholly describe the actual behavior. A longitudinal or a time-lagged study is recommended as future research to determine actual HE behavior in female adolescents. Another limitation can be seen in terms of homogeneity of the sample as all the respondents are investigated in their educational environment where they can respond under the influence of one another. Therefore, it is a prerequisite that the respondents should be surveyed in a free setting where their responses could not get influenced by their parents, friends, or others and be selected using a competitive sampling technique.

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