The Impact of Abusive Supervision on Employee Silence- Moderating Role of Power Distance

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Abstract
This research investigates the impact of abusive supervision on employee silence, with the moderating role of power distance in this relationship. Abusive supervision is a sustained pattern of hostile verbal and non-verbal behavior exhibited by supervisors toward their subordinates, which can lead to negative outcomes for both individuals and organizations. This study used a quantitative research design, collecting data from 150 employees working in hospitals located in tehsil Pabbi and in district Nowhere, Pakistan. Validated scales were employed to measure the levels of abusive supervision, employee silence, and power distance. Statistical analyses, including correlation, regression, and moderation analysis were conducted using SPSS to test the relationships among these variables. The findings revealed a strong positive correlation between abusive supervision and employee silence ($r = 0.764$, $p < 0.001$), suggesting that employees are more likely to remain silent in response to abusive leadership. Furthermore, power distance was found to moderate this relationship, with the effects of abusive supervision being more pronounced in high power distance contexts. The overall model explained 59.4% of the variance in employee silence, indicating a significant portion of the silence is driven by abusive supervision and moderated by cultural factors like power distance. This study contributes to the understanding of how abusive leadership behaviors impact employee voice and silence, particularly within hierarchical organizational cultures. The findings underscore the importance of addressing abusive supervision through leadership training, policies promoting open communication, and strategies that consider cultural factors such as power distance. Future research needs to explore additional moderators and mediators linkages across different industries and cultural settings. The practical implications of this research suggest that organizations, especially in high power distance cultures, need to adopt a proactive approach to counter the negative effects of abusive supervision. Leadership training programs should focus on fostering collaborative and supportive leadership styles that encourage employee participation and voice.
Key words: Abusive Supervision, Employee silence, Power distance.

Introduction

According to Tepper (2000), employees believe that managers who engage aggressively and nonverbally without making physical contact are providing abusive supervision. Both academics and the general public were interested in the concept of abusive supervision since it happens gradually in the workplace (Tepper, 2007; Whitman, Halbesleben, & Holmes, 2014). Abusive supervision is considered a distinct workplace stressor that compromises employee civic behavior and has negative psychological impacts on abused workers (Tepper, Duffy, Henle, & Lambert, 2006). Employee absenteeism, low productivity, and medical costs result in poor institutional results and financial loss for the company (Chi & Liang, 2013). Employees who work for abusive bosses seldom criticize their managers to prevent additional stress and psychological discomfort. Tepper (2007) and because they rely on their boss for certain important resources, such as job retention and other career advancement prospects.

Employee Silence is the term used by researchers to describe this rational reaction to harsh supervision. When the idea first emerged, it was known as organizational quiet and focused on the group's collective silence(Milliken and Morrison 2000). Following this, the idea of silence was examined and tested on an individual basis. It is defined as the suppression of any truthful viewpoint about a person's actions, thoughts, and/or emotional assessments. (Harlos & Pinder, 2001). Cost reduction has emerged as the top priority for all firms in the current period of intense competition

Apart from the leader's actions, power distance is another crucial factor that may have a significant influence on the response of the followers. The degree to which a community or organization accepts the unequal allocation of power is known as power distance. This idea is especially crucial for comprehending cultural variations and how they affect behavior. According to Brower et al. (2000) and Uhl-Bien (2006), the relationship between a supervisor and a subordinate also has a significant impact on job outcomes. In the modern era, managers must establish and preserve strong, long-lasting connections with staff members to handle fierce competition.

Research on why and when employees hide valuable information, ideas, suggestions, and concerns about their jobs and workplace is insufficient, despite the well-established negative effects of employee silence (Morrison, 2014). Therefore, the current study adds significantly to this scarcity. Also studied as an antecedent of employee quiet is the causal mechanism by which workers believe they are being treated unfairly. Finally, this study makes a practical contribution as well. Because supervisors have an impact on the conduct and reactions of their subordinates at work, they are crucial to the success of any firm. This study helps employers understand that abusive supervision is a negative aspect of leadership and that it can seriously harm the success and well-being of an organization when combined with power distance and employee perceptions of unfairness.

As being abusive in the past ten years, academics have continued to focus on the hidden costs connected with the repercussions of supervisory behavior or leadership, which has been identified as the dark side of leadership in earlier work. Subordinates under this type of dysfunctional leadership are typically perceived as exhibiting reciprocator tendencies, which typically lead to the

termination of the supervisor-subordinate relationship (the most unfavorable scenario). It is crucial to note, though, that in addition to these retaliatory actions, which typically result in the termination of the relationships between supervisor and supervisee, some employees may choose to use the passive coping strategy to avoid ending the relationships, which could lead to additional resource loss. They might attempt to reduce their pain by removing themselves from stressful situations, such as their supervisor. Through the use of regulatory tactics and feedback avoidance behaviors, the employees aim to deliberately distance themselves from their supervisor. This may lead to the deliberate withholding of crucial information, ideas, concerns, questions, and opinions about their job and organization, which can hurt organizational outcomes, especially in industries where coordination and information sharing are crucial. Employee silence and abusive supervision are still poorly understood (Morrison, 2014). To further this line of inquiry, this study suggests power distance as a regulating factor. In the absence of timely delivery of critical information, firms are unable to implement necessary remedial actions.

Few investigations had been done to measure the influence of insight of abusive supervision on employee's silence. The relation has also tested by adding the moderating role of power distance(Xu, Loi, & Lam, 2015). However, the moderating connection of power distance needs to investigate. .The current research intends to expand this study by proposing power distance e as a core moderating mechanism.

Literature Review
Abuse Supervision

Beneficial leadership impacts on workers manner, performance, and well-being have been extensively studied (Arnold, 2007 et al). However, among erect that fall under the umbrella of destructive leadership is abusive supervision, which includes rude behavior, outbursts of anger, incursion of isolation, deceitful, taking recognition for the success of subordinates, public ridiculing, and angry outbursts directed at subordinates. In 2000,Tepper argued the notion of abusive supervision. It is the perception of employees regarding their supervisors where they show hostile non-verbal and verbal behavior.

Numerous research has examined the negative effects of employees' views of abusive supervision, as well as the ensuing organizational outcomes, after Tepper's work. Effect on individual and minimum group performance (Ambrose, & Folger, 2014), counterproductive work behaviors, a negative employee approach toward the occupation and institute (Tepper, 2000), work-family clash (Hoobler & Brass, 2006), mental sorrow and a decreased ability to assist (Peng, Schaubroeck, & Li, 2014), and a decline in employee wellbeing (Lain, Ferris & Brown, 2012) are all examples of the negative leadership behavior results.

Displaced hostility was also found to be a precursor to abusive supervision in another investigation (Liu and associates (2012). The supervisor got harsher toward their subordinates after feeling mistreated by their superiors. As a result, abusive supervision at one level may encourage additional abuse at a different level. Additionally, when supervisors believe that retaliation is impossible for them, they act aggressively toward their subordinates, believing that hostile behavior is more convenient and practical for them (Vasquez & Miller, 2005).

The connection between supervisors' experiences of procedural injustice and abusive supervision is mediated by their despair. (2006) Tepper et al.

Employee Silence

Employees are regarded as an essential source of organizational knowledge since they can provide important information, ideas, and suggestions for enhancing the operation of the company. The foundation of change, innovation, learning, and creativity—that is, the success elements of organizations—is thought to be employees. Employees, on the other hand, are sometimes reluctant to discuss a wide range of topics and problems within their company and would rather keep quiet. This leads to future issues as well as depriving the supervisor of crucial and helpful information about the work. The concept of employee quiet is becoming the main subject of organizational behavior research. It emphasizes on the crucial topics or facts that staff members are hesitant to discuss or communicate with their supervisors, rather than being silent and uncommunicative (Tangirala & Ramanujam, 2008). According to Vakola and Bouradas (2005), employee silence is regarded as a dysfunctional habit that hinders organizational transformation and lowers employees' positive work attitudes, such as job satisfaction and dedication. One of the important difficulties in organizational management is identifying the causes and contributing factors of employee silence, as managers risk grave and detrimental outcomes if they overlook these aspects. Van Dyne (2003) conjured silence as multi-dimensional and multifaceted phenomena. It encompasses extensive set of behaviors consisting of expressive and exploitive choice of workforce. The thought of employees about institutional policy cause employees to remain calm though they have certain grievances (Brimfield, 2014). Among the proven causes of such behavior, lack of confidence is seen to be the most fundamental. According to research, organizational silence is more likely to occur when an employee lacks faith in the company where they work (Nikolaou et al., 2012). People consider the outcomes of selling or drawing attention to any issue, including whether doing so would improve or harm their reputation and their perceptions of the likelihood of successfully attracting the attention of the upper management team (Ashford et al., 1998). Despite the negative effects of employee quiet, managers may find it helpful since it prevents excessive information and data collection and lessens conflicts among coworkers (Van Dyne, Ang, & Botero, 2003).

Abusive Supervision and Employees Silence

People seek to protect their remaining resources while they are under stress because they feel threatened by the possibility of future resource depletion and exhaustion. In addition, people attempt to separate themselves from the source of stressors by investing some of their remaining resources in defensive and inactive behaviors (Hobfoll & Shirom, 1993). According to Hobfoll (2011), COR theory establishes that resource loss is deemed more significant than resource gain. According to Martinko, Harvey, and Brees (2013), psychologically exhausted workers frequently display counterproductive job behaviors and have lower levels of organizational citizenship behavior. When abused subordinates choose to remain silent rather than provide crucial information and ideas they may have, it can be detrimental to work behavior (Pinder & Harlos, 2001;

Tangirala & Raman, 2008). Considering the employee's decision to keep quiet and their refusal to speak up. The supervisor has the authority to interpret an employee's voice as either favorable or negative. Speaking up with a supervisor is seen as costly and dangerous since it requires additional resources to convey one's opinions and utilize appropriate articulation in the right way at the right time (Ng & Feldman, 2012)

Power Distance

The degree to which a community or organization tolerates the unequal allocation of power is known as power distance. Put more simply, it concerns people's comfort level with hierarchies and their level of respect for those in positions of power. This idea is especially crucial for comprehending cultural variations and how they affect behavior. Power distance might act as a moderator, influencing the relation among abusive supervision and employee quietness. In high power distance cultures, employees might be probable to stay quiet, whereas those in low power gap cultures might be over vocal in addressing abusive behavior. Further research is needed to explore this moderating effect and its implications for organizational practices across different cultural contexts.

Base on the above mention discussion the following research model and hypotheses were developed to be tested.

Figure 1: Conceptual Framework
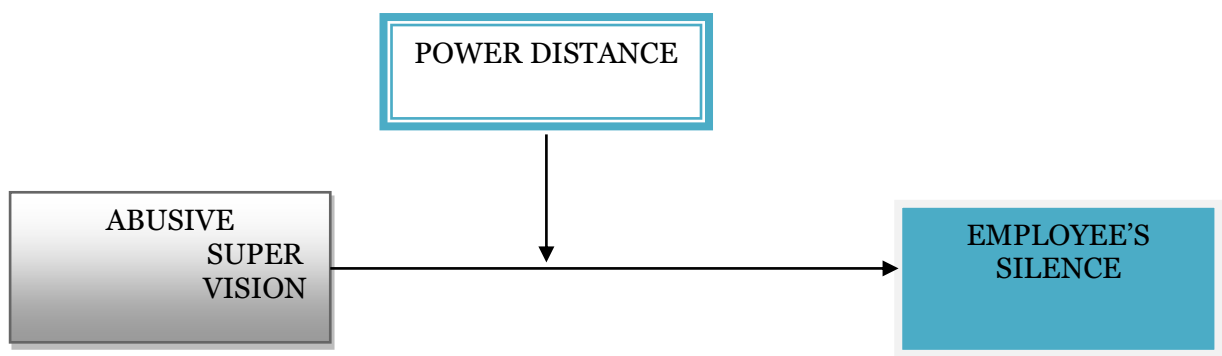
Hypotheses

H1: Abusive supervision has significant linkages with employee's silence.
H2: Abusive supervision has significant relationship with power distance
H3: Power distance has significant linkages with employee's silence.
H4: Power distance moderates the relationship between abusive supervision and employee Silence.

Methodology

Sample Size

A sample of current bank employees will be selected to test the research methodology. The sample size is determined using Yamani's (1967) formula below, taking into account the population mentioned above for convenience

random sampling. To acquire objective result prevent sampling error, efforts were made to make the sample representative of the population. N = N/1 + N (e) 2 In contrast, n is the sample size. N represents the population size. e = Precision level (sampling error). Total 150 questionnaires were distributed among the employees in the Nowshera district in order to gather data. I got all of the completed questionnaires. There was a 100% response rate.

Instruments for Data Collection
Data was gathered through adopted questionnaires taken from literature review. Data regarding "Abuse Supervision," was collected through the questionnaire design by Mitchell, M. S., & Ambrose consists of 5 items. "Employee Silence," was measure through the scale developed by Tangirala, S., &Ramanujam, R. which also includes 5 items and "Power Distance," was measure through Dorfman & Howell. Demographic details of the respondent, such as gender, age and qualifications were also collected from the respondents.

Correlation Analysis
Table 1: Correlation Analysis

		Abusive Supervision	Employee Silence
Abusive Supervision	Pearson Correlation	1	.764**
	Sig.(2-tailed)		.000
	N	150	150
Employee Silence	Pearson Correlation	.764**	1
	Sig.(2-tailed)	.000	
	N	150	150

**.Correlation is significant at the0.01level(2-tailed).

With a correlation coefficient of 0.764**, the correlation study demonstrates a strong positive association between abusive supervision and employee silence, indicating that employee silence tends to rise in tandem with abusive supervision. With a p-value of **0.000**, this link is statistically significant, suggesting that it is unlikely to have happened by accident. Each variable's **150** data points form the basis of the analysis.

Regression Analysis
Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Errorofthe Estimate
1	$.764^a$	.583	.580	.42872

a. Predictors:(Constant),Mean of AS

About the summary table 2, regression analysis for one abusive supervision and employee silence, the R Square value is .583, and the adjusted R square after error elimination is .580, which mean that one unit change in abusive supervision brings 58% change in employee silence.

Table 3. Coefficient

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.057	1	38.057	207.054	$.000^b$
	Residual	27.203	148	.184		
	Total	65.260	149			

a. Dependent Variable: Mean of ES
b. Predictors:(Constant),Mean of AS

This outcome suggests that they are quite dependable. The independent variable has a significant influence on the dependent variable, as evidenced by the p-value of.000 and the F value of around 207.054 show best fit model of the study.

Table 4. ANOVA

Model		Standardized Coefficients B	Std.Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.516	.167		3.098	.002
	Mean_of_AS	.818	.057	.764	14.389	.000

a.

The predicted level of the independent variable, abusive supervision is indicated by the coefficient's intercept of.510.The correlation is very significant, as indicated by the coefficients forabusive supervision

of.818,which show that for every unitincrease interdependent variable, employee silent, the p-value is 000 and the T value is 3.098.

Table 5. Model Summary

Model	R	R Square		Adjusted R Square	Std. Error of the Estimate
1	.764^a	.594		.588	.42464

According to Table 4.5 model summary of the linear regression, the R-value is .764 and the R- square value is .594. As we can see the increase R square after adding the moderating role of power distance.

R-Squared Variance
As we can see, the R-value is 764 in the absence of the moderator and rises to 771 in the presence of the moderator. Similarly, after the effect of moderation, the R square value is 0.594, which also shows an increase of 0.011, as opposed to 0.583 without moderation. Therefore, it is possible to conclude that employee silencechangesby1.1%foreveryunitchange in moderation.

Coefficients

Table 4.6 Coefficient

Model		Standardized Coefficients B	Std.Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.463	.167		2.767	.006
	Mean_of_AS	.688	.087	.642	7.891	.000
	Mod	.052	.026	.160	1.964	.051

a. Dependent Variable: Mean_of_ES

The coefficient Table 4.6,displayseachpredictor's slope. We may observe that IV's beta value is 0.688.

Conclusion
The study analyzes abusive supervision and employee silence relationship with moderating role of power distance. The results recommend that abusive supervision is important indicator of employee silence and strengthen by power distance. Due to this study we come to know that employee chose to remain silent in high power distance culture, in face of abusive supervision. This study finding has meaningful result for organization perusing to encourage open-ended discussion to minimize impact of abusive supervision. Organization can build strategic initiative

to motivate employee voice and reduce silence by understanding the role of power distance in this dynamic. This study participates to the current literature by emphasizing cultural context in realizing the impact of abusive supervision on employee behavior. Additional study should proceed to investigate intricate relationship among leadership behavior, cultural factors, and workforce effects.

In conclusion this study gives fresh perspective into the complicated dynamics, among abusive supervision, employee silence, and power distance. Organizations should focus on to encourage open discussion, and address cultural awareness to minimize the harmful impact of abusive supervision. The research emphasizes the importance of understanding the organizational behavior within cultural structure. By understanding the role of power distance in forming workforce response to abusive supervision, organization can improve more innovative solutions to encourage more positive work environment and help in employee's wellness.

Recommendations

Organization need to execute workshops and seminars to minimize the behavior of Abusive supervision. Supervisors need to be informed of the effect of their behavior on employee silence. Organizations are suggested to encourage a environment of open discussion and promote employees to voice their opinion. In the culture of high power distance, organizations require to execute further actions to promote employee voice and minimize silence. Organizations should promote zero-tolerance policies for abusive supervision and arrange training programs on collaborative leadership behavior.

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Vol. 2 No. 3 (October) (2024)

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