

Abusive Supervision, Organizational Citizenship Behavior and Job Satisfaction

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Abstract

Abusive supervision is a problem in both service and non-service industries. Therefore, the study has examined the consequences of abusive supervision in private hospitals of Karachi. The data was collected from 380 respondents from 10 hospitals. The results suggest that due to abusive supervision, nurses in private hospitals are highly dissatisfied with their jobs. Moreover, the abusive behavior of supervisors' makes nurses stressed which makes it difficult for them to balance their work and family life. Thus, we suggest that the hospital management should spend resources on mentoring and training. This study focuses only on small and medium sized private hospitals of Karachi. Future studies may also analyze large public hospitals in Pakistan after incorporating other variables such as organizational culture, job commitment and turnover intentions.

Keywords: *Abusive supervision, organizational citizenship behavior, job satisfaction, nurses.*

Introduction

Abusive supervision is defined as a "regular display of hostile verbal behavior, excluding physical contact which includes ridiculing, silent treatment and belittling" (Tepper, 2000). Abusive supervision adversely effects employee attitude towards work and promotes absenteeism and increases turnover intention (Zellars, Tepper & Duffy, 2002). Moreover, it also adversely influences both the physical and psychological wellbeing of the victim (Duffy, Ganster & Pagon, 2002). The deviant behavior of a supervisor increases employees'

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emotional stress which effects their social relations with family members and friends (Mitchell & Ambrose, 2007).

Supervisor's abusive behavior towards subordinates is not a new phenomenon. Researchers have examined its antecedents and consequences since the last two decades (Tepper, 2000). Past studies have used different terms for abusive behavior including petty tyranny, supervisor aggression and supervisor undermining (Aryee, Chen, Sun, & Debrah, 2007). Both employees and an organization suffer due to supervisors' abusive behavior at work (Mawritz et al., 2012). Greenbaum, Hill, Mawritz and Quade (2017) acknowledge that supervisors' abusive behavior has a significant association with managers' perception and employees' attitude towards the job.

All forms of offensive behavior that violates organizational norms pose a threat to the welfare of employees and the reputation of the organization (Appelbaum, Deguire & Lay, 2005). Abusive behavior is more common in the service industry as compared to others. In view of this problem, we examined the effect of abusive behavior on job satisfaction of nurses employed in private hospitals of Karachi. Additionally, we have also examined the mediating roles of organizational citizenship behavior (OCB) and job satisfaction.

Abusive Supervision

Abusive supervision refers to "loud and angry tantrums, humiliating or ridiculing behavior in front of others, derogatory remarks, withholding needed information, giving someone the silent treatment and coercing others" (Hoobler & Brass, 2006). Abusive behavior is quite common which adversely influences employees' attitude towards the organization and their physical and psychological health (Wu & Hu, 2009). Many past studies have documented that abusive behavior and unfair treatment of employees leads to a negative attitude towards the organization. Consequently, employees become demotivated and adopt deviant behavior (Aryee et al., 2007; Zellars, Tepper & Duffy, 2002).

Past studies have referred to abusive supervisors' behavior as "tyrannical and offensive" (Hoel, Rayner & Cooper, 1999). However, this study has conceptualized abusive behavior as subordinates' perception about supervisors hostile verbal, and non-verbal behavior. This definition is consistent with the previous literature that has conceptualized abusive behavior as "the use of derogatory names, engaging in explosive outbursts (such as yelling or screaming at someone for disagreeing), intimidating by use of threats of job loss, withholding needed information, aggressive eye contact, silent treatment, and humiliating or ridiculing someone in front of others" (Carlson, Ferguson, Perrewé & Whitten, 2011; Tepper, Simon, & Park, 2017; Estes, 2013).

Theory

Many researchers have extended the reaction theory to examine how employees react to abusive behavior (Zellars et al., 2002). The theory assumes that individuals make efforts to control their personal behavior (Zellars et al., 2002). Moreover, the identity theory postulates that all individuals have freedom to react in whatever manner they want to. This freedom of reaction refers to individual self-identity which controls an individual's reactionary behavior towards the environment (Haar, de-Fluiter & Brougham, 2016). When individuals feel that their freedom is being challenged they react adversely. Thus, based on the reaction theory it can be argued that when an employee is abused by supervisors, he/she adopts a deviant behavior to restore personal control. Similarly, the conservation of recourse theory assumes that individuals make effort to protect their personal resources that are necessary for achieving their goals (Hobfoll, 2001). When an employee's interests such as conditions and personal characteristics are threatened they react accordingly to protect their interests (Harvey, Stoner, Hochwarter & Kacmar, 2007). Similarly, Krischer et al., (2010) argue that an individuals' interpersonal relationship with family members and friends is an important resource for most individuals. Stress and abusive behavior at work can deplete this resource. Thus, to protect this resource individuals adopt abusive behavior. Extended working hours and job stress preclude individuals from fulfilling family obligations which affects employees' quality of work and they adopt deviant behavior (Bamberger & Bacharach, 2006).

Conceptual Framework

Based on the theoretical discussion, we have developed a conceptual framework that has six direct relationships and two indirect relationships. The conceptual framework is presented in Figure 1.

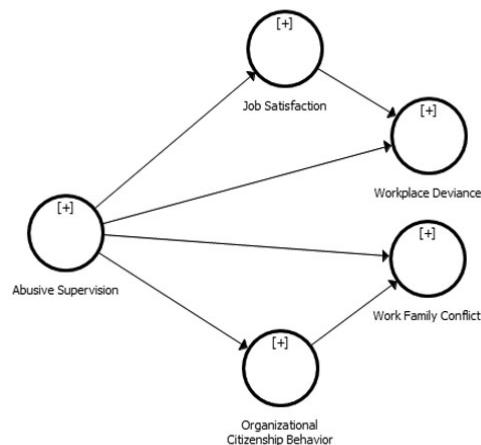


Figure 1: Conceptual Framework

Abusive Supervision and Job Satisfaction

Abusive supervision adversely affects employee wellbeing through depression, emotional exhaustion and burnout. Abusive supervision refers to the offensive behavior of supervisors towards subordinates. This deviant behavior is inclusive of degrading and ridiculing employees publicly (Lian, Ferris & Brown, 2012). It has been found that abusive supervision is common in both developed and developing countries with negative consequences on organizational performance (Xu, Huang, Lam & Miao, 2012). Supervisors' abusive behavior not only adversely affects the supervisor-subordinate relationship but also has a negative effect on employee performance and job satisfaction. Past studies have found that many employees adversely react to the abusive behavior of supervisors. For example, employees may resort to fraud, theft or poor work performance (Harris, Kacmar & Zivnuska, 2007). Moreover, when a supervisor belittles subordinates and exaggerates their shortcomings, it adversely affects employees' performance.

Similarly, Lepper and Greene (1975) suggest that when a supervisor deliberately evaluates employees adversely, they lose confidence which further deteriorates their performance. Moreover, it also has a negative effect on employees' sense of belonging which prevents them from taking interest in their job. Similarly, Mathieu, Neumann, Hare and Babiak (2014) concluded that supervisors' psychopathic traits have adverse consequences including job dissatisfaction, lower work motivation and psychological distress.

H1: Abusive supervision and job satisfaction are negatively associated.

Abusive Supervision and Organizational Citizenship Behavior

Bateman and Organ (1983) believe that when employees have more discretion, they are more satisfied with their job and have positive organizational citizenship behavior (OCB). Subsequently, many studies have examined the association between supervisor behavior and subordinates' OCB from different perspectives (Rafferty & Restubog, 2011). Supervisors tend to have in-group-members and out-group-members (Martinko, Harvey, Sikora & Douglas, 2011). Shoss, Eisenberger, Restubog & Zagenczyk (2013) argue that supervisors' generally support in-group-members through positive feedback, mentoring, and sharing other resources due to which OCB of in-group members are better than out-group members. On the other hand, out-group-members due to the poor relationship with supervisors do not receive required organizational support and have low OCB. In addition, supervisors' abusive behavior promotes employees' frustration and tests their patience. Thus, greater autonomy and discretion to employees will restore a perception of self-control and enhance employees' attitude towards the job (Hobman, Restubog, Bordia, & Tang, 2009).

It has also been found that abused employees perceive that employers are responsible

for abusive behavior by supervisors. Therefore, it has been suggested that supervisors should delegate fewer OCB duties to abused employees in comparison to non-abused employees (Whitman, Halbeslebens & Holmes, 2014). Aryee et al., (2007) and Zellars et al., (2002) found that employees' perception of injustice mediates the association between abusive supervision and OCBs. On the other hand, Burton and Hoobler (2011) found that self-esteem and employee's perception of injustice mediates the abusive supervision and OCB relationship.

Many past studies based on justice theory (Greenberg & Tyler, 1987) and reactance theory concluded that abusive supervision is negatively associated with employees OCB (Harris et al., 2007; Tepper et al., 2017). Thus, it has been suggested that organizations should develop a mechanism that enable employees to report abusive behavior of supervisors (Xiaqi, Kun, Chongsen & Sufang, 2012). Researchers extending the justice theory concluded that supervisors with abusive behavior also lack in interpersonal justice. Both abusive behavior and interpersonal justice effects OCB (Zellars et al., 2002). Conversely, researchers employing reactance theory believe that when employees feel that their sense of autonomy is being challenged they react adversely by reducing their efforts at work to restore the sense of autonomy.

H2: Abusive supervision and OCB are negatively associated.

Abusive Supervision and Work-Family Conflict

As a consequence of abusive supervision, employees spend more time and energy at work to avoid the chances of losing their jobs. These employees have lesser time for family and friends that leads towards work-family conflicts (Grandey & Cropanzano, 1999; Witt & Carlson, 2006). Repetti, Wang and Saxbe (2009) argue that individuals relieve job stress by spending more time with their families and friends. However, when job stress due to abusive supervision becomes serious, it generates a work-family conflict. Many past studies have concluded that abusive supervision has a dual effect. It adversely effects work performance and generates a conflict with family members (Carlson et al., 2011). Similarly, Hoobler & Brass (2006) concluded that the victim of abusive supervision tends to develop problems with family members which negatively effects their self-esteem and peace of mind. Many authors refer to this phenomenon as displaced aggression, as the negative interactions with the supervisor are highly correlated with negative interactions with family members (Carlson et al., 2011; Hoobler & Brass, 2006).

Greenhuas and Beutell (1985) stress that three antecedents to work-family conflict are "time-based, strain-based and behavior based". When an employee spends excessive time at work it becomes difficult for him/her to manage family obligations that leads to a work-

family conflict (Palanski, Avey & Jiraporn, 2014). Strain-based work-family conflict arises when employees are not able to cope with job stress and relieve it on family members by unnecessarily annoying them (Lin, Wang, & Chen, 2013). Moreover, when employees are unable to align work and family requirements, it results in behavior based work-family conflict (Decoster et al., 2013).

An abuse victim often adopts deviant behavior both at work and outside. Earlier studies on abusive supervision concluded that abusive behavior of the supervisor effects subordinates attitude (Tepper, 2000). However, other studies have found that abusive supervision has a bi-directional effect, i.e. conflict at work adversely affects the home environment and this in turn effects employee behavior at work (Carlson, Ferguson, Hunter & Whitten, 2012)

H3: Abusive supervision and work-family conflicts are positively associated.

Abusive Supervision and Workplace Deviance

Abusive supervision and workplace deviance are highly correlated (Mackey et al., 2013). Thus, it is found that the abused may target the source of abuse (i.e. source deviance) (Priesemuth, Schminke, Ambrose & Folger, 2014). Adopting such a behavior may relieve the tension of the abused and the source may become less abusive behavior. On the contrary, other studies have found that retaliation towards supervisors may make them more abusive (Wang, Harms, & Mackey, 2015). The victim of abuse often directs their deviance towards the organization (i.e. organizational deviance) as it is believed that the organization is responsible for curbing abusive behavior of the supervisor. Many abused as a reaction to a supervisor deviant behavior direct their deviance towards other employees (i.e. interpersonal deviance) (Avey, Wu & Holley, 2015). The abused are generally involved in interpersonal deviance because he/she is scared of retaliation from the source (Starratt & Grandy, 2010). Similarly, many studies have concluded that the abused prefers to show aggression towards the organization rather than to the aggressor (Zhang & Bednall, 2016). Inness et al., (2005) examined the history of aggressive behavior in businesses and found that supervisors' abusive behavior promotes deviant behavior towards the supervisor. In addition, the abused also tend to express their resentment by underperforming at work (Mitchell & Ambrose, 2007; Mathieu & Babiak, 2016).

The fairness heuristic theory proposed by Tyler & Lind (1992) assumes that employee behavior depends on the fairness of organizations and supervisor behavior. If they feel that supervisor behavior is fair, employees may follow all the rules and regulations of the organization. However, if they feel that the supervisor behavior is not fair, they will adopt a deviant attitude towards the organization. Similarly, the group engagement model assumes that supervisors who have a reasonable behavior towards employees command respect

and are highly committed towards the organization (Tyler & Blader, 2003).

Moreover, the social exchange theory also support the proposition that employees reciprocate the positive attitude of supervisors by being committed to the organization (Greenbaum, Hill, Mawritz & Quade, 2017). Similarly, Mitchell and Ambrose (2007) concluded that the supervisors' abusive behavior stimulates subordinates retaliation towards supervisors and the organization. On the other hand, organizations with a conducive environment moderate abusive behavior and organizational deviance (Bies & Tripp, 1998).

H4: Abusive supervision and work place deviance are positively associated.

Job Satisfaction and Workplace Deviance

Besides other determinants, employees' job satisfaction also depends on their expectation and rewards. Employees who feel they have not been compensated appropriately may have low job satisfaction and higher tendency towards workplace deviance (Burton & Hoobler, 2011). It is believed that employees who have more autonomy at work and complex job assignments are highly satisfied with their jobs and show low workplace deviance (Grandey & Cropanzano, 1999). However, Chi and Liang (2013) suggest that this phenomenon should not be generalized as different employees have different perceptions on job complexities and job satisfaction.

Many studies have concluded that low job satisfaction promotes employees work deviance (Priesemuth et al., 2014; Bowling, 2010). For example, Srivastava (2012) stress that highly dissatisfied employees adopt deviant behavior to release emotional stress. Similarly, based on meta-analysis, Henle (2005) concluded that job satisfaction has a negative association with workplace deviance. However, the study also concluded that the intensity of deviant behavior is not consistent and varies from one employee to another. Moreover, Colbert et al., (2004) concluded that employees who are not satisfied with the job may indulge in adverse behavior including destructive rumors, poor service, absenteeism, theft and sabotage of equipment. On the contrary, Zhang and Bednall (2016) argue that besides job satisfaction, organizational culture moderates abusive supervision and employees' deviant behavior.

Similarly, Mulki, Jaramillo and Locander (2006) concluded that employees in the health care industry were not satisfied with the organization culture due to which they underperformed at the job and adopted aggressive behavior towards patients and other employees. Thus, it can be inferred that employees deviant behavior can be categorized into two types which are organizational directed and individual directed.

H5: Job satisfaction and work place deviance are negatively associated.

Organizational Citizenship Behavior and Work-Family Conflict

Employees with a low level of OCB generally have conflicts with peers and supervisors which also promotes work-family conflict (Jian et al., 2012; Kiewitz et al., 2012). Role conflict develops due to the occurrence of pressure. In this situation, if an individual focuses on one element, the other may remain unaddressed (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). For example, employees are required to follow the rules and regulations, which is often very demanding in terms of time and energy. Consequently, employees are not able to fulfill their family obligations which results in work-family conflict (Carmeli, 2003). Conversely, family and friends expect individuals to spend time with them. This also depletes their OCB (Jain, Giga, & Cooper, 2013). Thus, it can be inferred that if an individual concentrates on OCB, family obligations will be neglected and vice versa. Aligning the demand of OCB and family obligations results in emotional exhaustion that adversely affects employee wellbeing (Kiewitz et al., 2012).

H6: Job satisfaction and work place deviance are negatively associated.

Abusive Supervision, Organizational Citizenship Behavior and Work-Family Conflict

It has also been found that abused employees perceive that employers are responsible for the abuse by the supervisor. Therefore, it has been suggested that supervisors should delegate fewer OCB duties to abused employees in comparison to other employees (Harris, Kacmar & Zivnuska, 2007). Aryee et al., (2007) and Zellars et al., (2002) found employees' perception of injustice mediates abusive supervision and OCB. On the other hand, Jian et al., (2012) found that both organization-based self-esteem and employees' perception of injustice mediates abusive supervision and OCB. It has been documented that it is difficult for employees to align demands of OCB and work-family conflict (Carmeli, 2003). Thus, if an individual concentrates on OCB, family obligations may get neglected. Therefore, aligning the demand of OCB and family obligations results in emotional exhaustion and lower wellbeing (Jain, Giga & Cooper, 2013).

H7: OCB mediates the association between abusive supervision and work-family conflict.

Abusive Supervision, Job Satisfaction and Workplace Deviance

Past studies have found that many employees react adversely to abusive behavior by supervisors. For example, employees may resort to fraud, theft or slower work (Duffy, Ganster & Pagon, 2002). Moreover, when a supervisor "belittles subordinates, exaggerates

their shortcoming, and negatively evaluate them, it adversely affect employees’ attitude towards the job” (Greenbaum, Hill, Mawritz & Quade, 2017). Lower job satisfaction promotes employees work deviance behavior (Bamberger & Bacharach, 2006; Bowling (2010). For example, Srivastava (2012) stresses that highly dissatisfied employees adopt deviant behaviors to release their emotional stress.

H8: Job satisfaction mediates the association between abusive supervision and work place deviance.

Methodology

Population and Sampling

Nurses working in hospitals tend to have long working hours and deal with the aggressive behavior of supervisors and patients. This environment leads to deviant behavior towards co-workers and family members. In view of this problem, we have focused on private hospitals in Karachi. Ten private hospitals were selected and a total of 380 responses were collected through a questionnaire. The snowball sampling technique was used for collecting the data. The sampled nurses were quite vocal and enthusiastically participated in the survey.

Profile of the Respondents

Of the total 380 nurses, 80% were females and 20% were males. In terms of marital status, 40% of the respondents were married and 60% were single. The age-wise segmentation shows 30% of the respondents belong to the age group of 20 to 30 years; 35% were between the age group of 31 to 40 years; 25% between the age group of 41 to 50 years and 10% were in the 51 to 60 years category.

Scales and Measures

The questionnaire used for collecting the data has 5 latent variables and 26 indicator variables. Table 1 shows the sources of the constructs used in the questionnaire.

Table 1: Scales and Measures

Constructs	Sources	Items
Job Satisfaction	Spector (1997)	5
Work place Deviance	Bennett & Robinson (2000)	6
Work Family Conflict	Netemeyer, Boles, & McMurrian (1996)	5
Organizational Citizenship Behavior	Podsakoff et al., (1990)	5
Abusive Supervision	Tepper (2000)	5

Statistical Results

The Smart PLS software was used for data analysis. Initially, normality, reliability and validity of the constructs were examined followed by bootstrapping for generating the results.

Descriptive Statistics

The descriptive statistics of the constructs are presented in Table 2

Table 2: Descriptive Analysis

	Reliability (Cronbach's Alpha)	Mean	Std. Dev.	Skewness	Kurtosis
Abusive Supervision	0.72	3.66	1.28	0.88	-0.97
Job Satisfaction	0.70	3.55	1.11	-1.05	1.47
Org. Citizenship Behavior	0.71	3.88	1.33	0.99	-0.89
Work Family Conflict	0.69	3.78	1.21	0.89	-1.25
Workplace Deviance	0.68	3.79	1.44	-1.44	0.98

The results suggest that the highest Cronbach's Alpha value is for abusive supervision (Means=3.66, SD=1.28, $\alpha=0.72$), and the lowest is for work place deviance (Means=3.79, SD=1.44, $\alpha=0.68$). Thus, it is inferred that the constructs have acceptable internal consistency. The lowest Skewness value is for work-family conflict (Mean= 3.78, SD=1.21, SK=0.89), and the highest is for job satisfaction (Mean= 3.55, SD=1.11 and SK=-1.05). The highest kurtosis value is work-family conflict (Mean= 3.78, SD=1.21=KR=-1.25), and the lowest is for organizational citizenship behavior (Mean= 3.88, SD=1.33, KR= -0.89).

Convergent Validity

The convergent validity results are presented in Table 3.

Table 3: Convergent Validity

	Mean	Std. Dev.	Composite Reliability	(AVE)
Abusive Supervision	3.66	1.28	0.809	0.615
Job Satisfaction	3.55	1.11	0.793	0.774
Organizational Citizenship Behavior	3.88	1.33	0.810	0.612
Work Family Conflict	3.78	1.21	0.690	0.664
Workplace Deviance	3.79	1.44	0.701	0.701

The results suggest that all the values of composite reliability are greater than 0.70, except work-family conflict which is marginally close to 0.70. Moreover, the AVE values are greater than 0.60 which suggests that constructs have acceptable convergent validity.

Discriminant Validity

The Fornell and Larcker (1981) criterion was used to examine whether the constructs used in the study are unique and distinct. The results are presented in Table 4.

Table 4: Discriminant validity

	AB	JB	OCB	WFC	WD
Abusive Supervision	0.784				
Job Satisfaction	0.729	0.880			
Organizational Citizenship Behavior	0.759	0.703	0.782		
Work Family Conflict	-0.077	-0.062	-0.009	0.815	
Workplace Deviance	0.538	0.769	0.544	0.021	0.837

The discriminant validity results shows that the square root of the variance explained (diagonal values) are greater than the square of each pair of correlation. The results suggest that the constructs used in the study are unique and distinct (Fornell & Larcker, 1981).

Path Coefficients

The path coefficients values are presented in Table 5 while the measurement and structural models are presented in Figure 2 and Figure 3 respectively.

Table 5: Path Coefficients

	Beta	T Statistic.	P Values	Results
Abusive Sup. -> Job Sat. (H1)	-0.729	25.97	0	Accepted
Abusive Sup. -> OCB (H2)	0.759	33.47	0	Accepted
Abusive Sup. -> Work Family Conflict (H3)	-0.167	0.852	0.197	Rejected
Abusive Sup. -> Work Deviance (H4)	-0.048	0.695	0.244	Rejected
Job Satisfaction -> Work Deviance (H5)	0.804	13.832	0	Rejected
OCB. -> Work Family Conf (H6)	0.118	0.688	0.246	Rejected
Abusive Sup -> OCB -> Work Fam Conf (H7)	0.089	0.685	0.247	Rejected
Abusive Sup -> Job Sat. -> Work Deviance (H8)	0.587	14.535	0	Accepted

The results suggest that out of the six direct hypotheses, two were accepted. Moreover, out of the two indirect hypotheses, one was rejected.

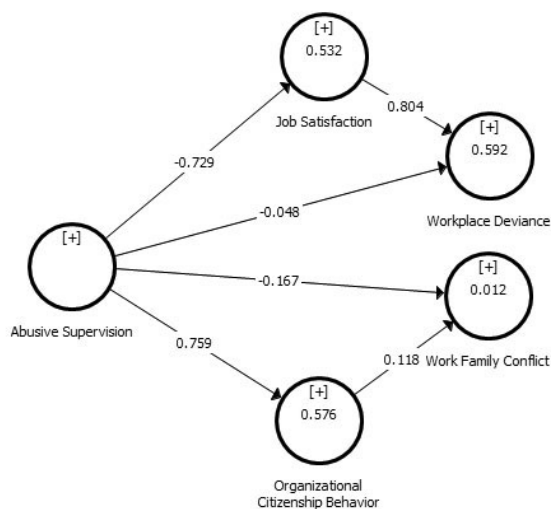


Figure 2: Measurement Model

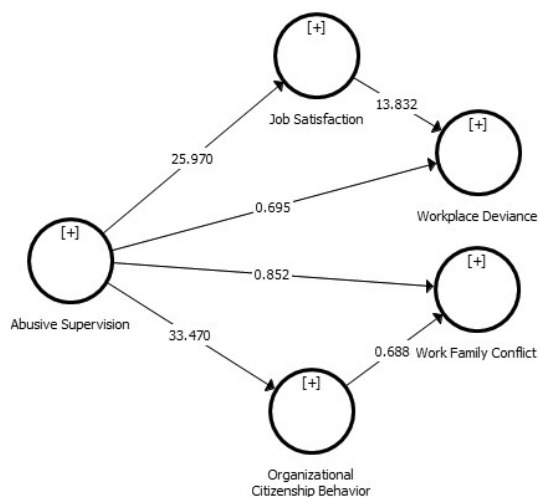


Figure 3: Structural Model

Discussion and Conclusion

Discussion

The results suggest that nurses in hospitals have low job satisfaction due to the abusive behavior of supervisors. Abusive supervision adversely affects employee wellbeing including depression, emotional exhaustion and burnout. Abusive supervision refers to the deviant behavior of supervisors towards subordinates. This deviant behavior is inclusive of degrading and ridiculing employees publicly (Mawritz et al., 2012). It has been found that abusive supervision is common in both developed and developing countries, which have negative organizational outcomes (Appelbaum, Deguire & Lay, 2005).

We found that nurses working in hospitals have low OCB due to the deviant behavior of supervisors. Many past studies based on the justice theory (Greenberg & Tyler, 1987) and reactance theory conclude that abusive supervision is negatively associated with employees OCB (Harris et al., 2007; Tepper, 2000). Thus, it has been suggested that organizations should develop a mechanism that enables employees to report abusive behavior of supervisors (Hoel, Rayner & Cooper, 1999). Our results suggest that abusive behavior has no association with work-family conflict. Employees due to abusive supervision invest more time and energy at work to avoid losing their jobs. Consequently, such employees have lesser time for family and friends that leads toward a conflict between work and family life (Grandey & Cropanzano, 1999; Witt & Carlson, 2006).

The results also suggest that there is no association between abusive supervision and workplace deviance. Abusive supervision and workplace deviance are highly correlated (Lin, Wang & Chen, 2013). Thus, it is found that the abused may target to source of abuse (i.e. source deviance) (Greenbaum, Hill, Mawritz & Quade, 2017). Adopting such a behavior may relieve the tension of the abused and the source may become less abusive behavior. Greenbaum, Hill, Mawritz and Quade (2017) acknowledge that supervisors' abusive behavior has a significant association with managers' perception and employees' attitude towards the job.

We found that job satisfaction and workplace deviance are negatively associated. It is believed that employees having autonomy at work and complex job assignments are highly satisfied and show less work place deviance (Duffy, Ganster & Pagon, 2002). However, Zhang & Bednall (2016) suggest that the phenomenon should not be generalized as different workers have different perceptions on job complexities and job satisfaction.

The results also suggest that OCB has no significant association with work-family conflict. Employees with low level of OCB generally have conflicts with supervisors and work-family

conflicts (Mathieu & Babiak, 2016; Hobman, Restubog, Bordia & Tang, 2009). Role conflict develops due to the occurrence of pressure. In this situation, if an individual focuses on one element, the other may remain unaddressed (Meyer, Stanley, Herscovitch & Topolnytsky, 2002).

The hypothesis on the mediating effect of organizational citizenship behavior was rejected. On the contrary, the literature suggests that abusive supervision negatively affects OCB, while OCB promotes work-family conflicts (Palanski, Avey & Jiraporn, 2014). The results suggest that job satisfaction mediates the relationship between abusive supervision and work place deviance which is consistent with earlier studies (Appelbaum, Deguire & Lay, 2005; Mawritz et al., 2012).

Conclusion

The study found that nurses working in local private hospitals of Karachi are highly dissatisfied with their jobs. Moreover, the abusive behavior of supervisors' makes nurses stressed which makes it difficult for them to balance their work and family life. Thus, we suggest that the hospital management should spend resources on mentoring and training. For example, trainings on personal grooming and emotional intelligence may help employees to develop a mature and professional personality that may decrease the incidence of deviant behavior. Firms should also ensure that employees do not waste excessive time and energy at work. This will enable employees to maintain a balance between work and family life. This study has several limitations. It focuses on small and medium private hospitals in Karachi. Future studies may extend the conceptual framework by analyzing large private and public hospitals. Future studies may extend this study by focusing on other industries and incorporating additional variables such as, organizational culture, job commitment and turnover intentions.

Annexure 1

Constucts and Items in the Questionnaire

Job Satisfaction

I am satisfied with being busy at work most of the time.

I am satisfied with working in this organization as it gives me the chance to do tasks that make use of my abilities.

I am satisfied with working in this organization, as the tasks that I perform do not go against my conscience or principles.

I am satisfied with working in this organization as it gives me the freedom to use my own judgment in the work I perform.

I am satisfied with the pay that I get for the work I do.

I am satisfied with the working conditions.

Workplace Deviance

I spend too much time day dreaming at work.

I come late to work without permission.

I ignore the instructions of my boss.

I discuss confidential company information with unauthorized people.

I intentionally work slower than my colleagues.

Work Family Conflict

The demands of my family interfere with my work.

I delay my work due to my family commitments.

My family life disrupts my work commitments.

Family-related stress interferes with my ability to perform job-related duties.

My work is affected due to my family.

Organizational Citizenship Behavior

I help others who have a heavy workload.

I believe in working honestly for my organization.

I avoid creating problems for co-workers.

I attend meetings that are not mandatory, but are considered important.

I obey company rules and regulations at all times.

Abusive Supervision

My supervisor tells me that my thoughts or feelings are stupid.

My supervisor puts me down in front of others.

My supervisor reminds me of my past mistakes and failures.

My supervisor makes negative comments about me.

My supervisor tells me that I am incompetent.

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