

Perceived Abusive Supervision and Job Outcomes: The Moderating Role of Dark Triad

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Abstract

The Contemporary research entails the significance of Perceived abusive supervision as a phenomenal type of destructive leadership and it has fatal consequences. The rationale behind this research is to explore the ramifications of perceived abusive supervision over the outcomes of jobs in Information Technology (IT) firms in the cosmopolitan locality of Lahore. To solidify the anticipated relationship between the variables, the most appropriate technique was used. For this study, the field survey employed a self-administered questionnaire. 220 questionnaires were given in order to gather data at various workplaces, and all responses were obtained from the participants. The outcome of this research put forward that perceived abusive supervision is positively associated with job stress, retaliation and negatively associated with job performance. Moreover, the study explains that the Dark triad's moderator role proposes that Machiavellianism, Narcissism and Psychopathy is inversely related with job performance and directly related with job stress and retaliation. Furthermore, this research shows that the association of perceived abusive supervision with job performance, job stress and retaliation is stronger when Machiavellianism is high as well as the association of perceived abusive supervision with job performance, job stress and retaliation is also stronger when Psychopathy is high. In addition, the present study proposes that when Narcissism is high then the association among perceived abusive supervision and job performance is not stronger but relationship between job stress with perceived abusive supervision and retaliation is stronger when Narcissism is high.

Keywords: Perceived abusive supervision; dark triad; retaliation; job stress; job performance.

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1. Introduction

Perceived abusive monitoring as a form of toxic leadership is a significant and concerning phenomenon that can have severe consequences for individuals and organizations. Research on this topic sheds light on the detrimental effects and emphasizes the importance of addressing such issues in the workplace. This study's goal is to investigate the effects of alleged abusive supervision on employment outcomes in IT companies in Lahore's cosmopolitan neighborhood. The proposed study focuses on the moderating role of narcissism in the relationships between perceived abusive supervision, job stress, retaliation, and job performance.

In many cases we found that "Employees don't quit their job, they quit their boss". Supervisors play key roles not only as mentors and arbiters of their employees but are also liable for effective execution of the tasks and duties assigned to their subordinates. The current era is enriched with the modern and fast going installation of information technology which is making considerable advancements in societies. Individuals are enough to cognize the management or leadership constructs in the technology age. Plentiful research has been done on almost all positive aspects of management but now negative behaviors of leaders or supervisors are coming into the limelight by researchers and practitioners. Negative practices and behavior of leaders are the substance to study and comprehend keenly due to their adverse consequences on the related bodies specifically in Information Technology (IT) firms located in Lahore because insufficient research has been done in this industry of the country. Furthermore, supervisors' treatment has a substantial influence on employees' retention and on their other job outcomes on work places. Pakistan is striving to develop in the information technology sector yet and due to insufficient career opportunities here employees are formidable to handle for organizations and supervisors. Spain et al. (2013) describe that increased reporting needs to call for investigation towards the negative aspects or darker side of leadership in organizations and work places. (Yagil, 2006) Chronic stress leads to burnout, which is prevalent in service-related occupations and negatively impacts both customer satisfaction and service provider work performance. The benefits of empowerment may vary depending on the service provider's desire for empowerment, but it is a potential safeguard against the stress associated with service positions.

In addition, Kessler et al. (2008) narrate that abusive supervision, as interpersonal mistreatment and work place stressors, has a fatal association with subordinates' job outcomes in the form of job stress, job dissatisfaction and poor job performance.

Wheeler and Whitman (2013) describe that Abusive supervision is extensively suggested for research due to its fatal consequences in the form of accelerated job stress and ineffectual interpersonal exchange and interaction. Mitchell and Ambrose (2007) in their research narrates that subordinates with the perception of abusive supervision show

a propensity to work place deviance. Harris and Zivnuska (2007) describe that Abusive supervision at workplace has documented that there is harrowing connectivity of abusive supervision with employees' unsatisfactory job performance and subordinate's retaliation and accelerated stress. Individuals express different responses to negative occurrences due to their own personality traits and they reflect diversely on work places due to undesired supervision and mistreatment. That is why the productivity and capacity to tolerate and respond on negative supervision in organizations can be moderated by various factors. Employee's personality traits also suffer under abusive supervision which ultimately affects job outcomes. O'Boyle et al. (2012) describe that Self-esteem, optimism and self-efficacy may predict healthy performance but traits as Psychopathy, narcissism and Machiavellianism may predict malevolent behavior. These three traits have been incorporated into a group as a dark triad and individuals with these dark triads are defines as callous, inimical, obstinate, and wicked in social exchange and interpersonal dealings. The current research provides significant importance to study the literature in many other ways. First, the present study is to find the moderating role of employees' traits (dark triads) on their job outcomes (job performance, job stress, and retaliation) in the presence of abusive supervision. Second, as the previously research mainly relies on the positive aspect of leadership supervision and employee productivity and neglects or ignores the important role of perceived abusive supervision over the employee productivity and organizational productivity with above mentioned specific variables study. Third, particularly, these variables connection have not been found in the technology sector and this sector is growing and emerging at the rapid pace so, there is a research gap available in this sector. The workers engaged in the technology sector are more exposed to negative leadership or supervision due to more work load, time pressure, frustrated mindset and so forth. (Xu et al., 2012) Examined data from 54 government supervisors and discovered that, when interactional justice was controlled, LMX (leader-member exchange) moderated the association between abusive supervision and employee objective future performance.

2. Literature Review

2.1 *Perceived Abusive Supervision*

The term "supervisor" is defined as a mentor, expert or provider of technical services to employees with the intention to improve their efficiency in group or individual capacities under proper supervision and it is utilizing as an organizational resource to meet short- or long-term goals. On the contrary side, Khan (2015) states that supervisor is related with many negative connotations and negative outcomes when he/she conducts with subordinates destructively and against the work place norms. Perceived abusive supervision as the subordinate's perception of the extent to which supervisors engage in the sustained display of the verbal and non-verbal hostile behaviors, excluding physical contact. The tendency to lord one's power over others explained through a model of the individual and situational

antecedents of petty tyranny in organizations and the effects of tyranny on subordinates is presented by (Ashforth ,1997). vulnerable self-efficacy and deviant job performance. (Duffy et al., 2002). Subordinates perceive abuse when they feel that their supervisors treat them with humiliation in the presence of others or publicly, propagate rumors about them, restrain appropriate information from them, take undue advantages of their work, deal them with “silent treatment” and invade their privacy (Tepper, 2007; Zellars et al., 2002; Tepper, 2007). With all these facts, it is not surprising that abused subordinates go through feelings of helplessness, frustration, and distress from work, unpersuasiveness, and feelings of derailing. A destructive supervisor becomes the cause to harm the legitimate interest of the subordinates and organization by undermining and sabotaging the organizational resources, goals and the well-being, motivation, and effectiveness of the employees (Einarsen et al., 2007). Tepper et al. (2006) narrate that Abusive supervision brings many detrimental job outcomes as poor performance, job stress, retaliation, intention to leave job, job dissatisfaction, and strong intent to speak up. (Paulhus & Bruce,1992) investigated the effect of acquaintanceship on the precision of personality impressions, this study used a longitudinal design, which indicated that all correlations between self-reports and peer judgments were substantial. Consensus and validity were highest for extraversion.

2.2 *Perceived abusive supervision and Social Exchange Theory*

Relationships based on economic terms are highly confined and short termed having the resources and materials as main focus. In comparison, social exchange relationships involve long term commitments as trust builds over time between the involved parties. From the perspective of social exchange; in organizations, supervisors are mostly potentate for their subordinates’ interpersonal and intrapersonal behavior at work place. This is the reason that in exchange, subordinates have a salient perception of their supervisor’s abusive behavior which is characterized by systematic and repeated displays of antagonistic verbal and nonverbal way of conduct. Empirical findings connect employee considered supervisory abuse with the outcomes of increased job stress, distress, and anxiety as well as with decreased organizational commitment, trust, and self-esteem (Burton & Hoobler, 2006). Abusive supervision has much negative and worse impact on workplace environment as it reduces job performance and job satisfaction (Tepper et al., 2004;Tepper et al., 2008). Abusive supervision increases the employees’ mental stress and turnover intention.

2.3 *Research Objectives*

This work is an endeavor to explore the abusive supervision-job outcomes association with the moderating effect of dark triads Information Technology (IT) firms. Leading of this research work are:

- To assess the link between perceived abusive supervision and job performance.
- To evaluate the relationship between perceived abusive supervision and job stress.

- To examine the association between perceived abusive supervision and retaliation.
- To investigate the moderating role of dark triads in the linkage of abusive perceived abusive supervision and job performance.
- To find the moderating impact of dark triads in the association between perceived abusive supervision and job stress.
- To discover the role of moderation in the relationship between perceived abusive supervision and retaliation.

2.4 Conceptual Frame work

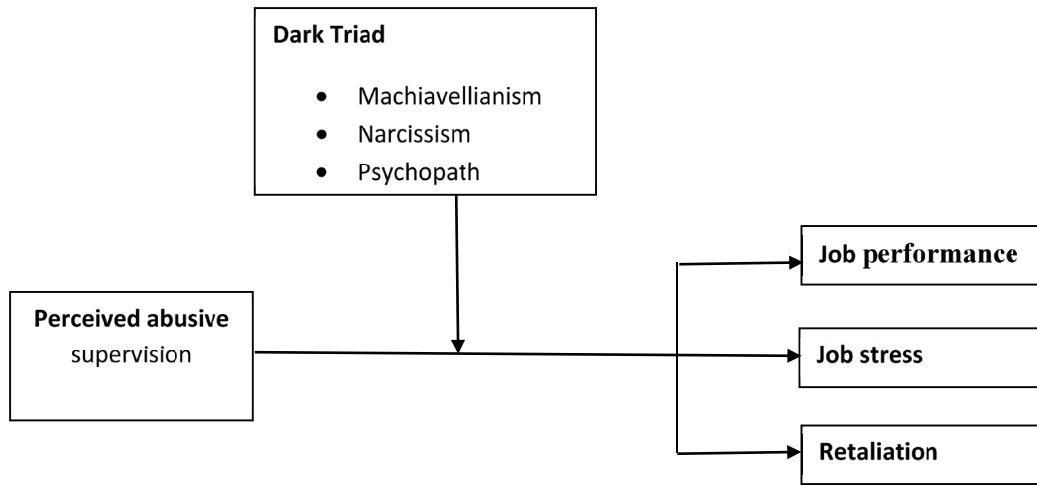


Figure 1: conceptual framework showing relationship among variables

2.5 Research Hypothesis

This research is going to check the perceived abusive supervision is hypothesized the particular job outcomes encompassing with job performance, job stress and retaliation. This study comprises of nine hypotheses which are given below:

Hypothesis 1: Perceived abusive supervision is negatively related to job performance.

Hypothesis 2: Perceived abusive supervision is positively related to job stress.

Hypothesis 3: Perceived abusive supervision is positively to retaliation.

Hypothesis 4: Dark Triad is associated negatively with job performance.

Hypothesis 5: Dark Triad is related positively to job stress.

Hypothesis 6: Dark Triad is related positively to retaliation.

Hypothesis 7: Dark Triad moderates the association of perceived abusive supervision and job outcomes such that the relationship is weaker between perceived abusive supervision and job performance when dark triad is high.

Hypothesis 8: Dark Triad moderates the association of perceived abusive supervision with job outcomes. Association was stronger between perceived abusive supervision and job stress when dark triad is high.

Hypothesis 9: Dark Triad moderates the association of perceived abusive supervision and job outcomes as association is stronger between perceived abusive supervision and retaliation when dark triad is high.

3. Research Methodology

3.1 Sample and Procedure

The key objective of this research is to check the effect of perceived abusive supervision on work place outcomes as job performance, job stress and retaliation with moderated variable of dark triad. This investigation is planned to dig out the outcomes of abusive supervision on job performance, job stress, and retaliation when the dark triad was practiced as a moderator on technology-oriented work places. The most apt method was employed to crystallize the predicted association among the variables. Self-administrated questionnaire was used in the field survey for the sake of this study. It is important to register the responses of employees and their supervisors in two waves to avoid biased responses and for the sake of it, supervisors were supposed to mark the subordinates' job performance. The design is to find out the cause and effect relationship among the variables in the study. In total 220 questionnaires were distributed to collect data at several work places and all 220 responses were received from the respondents.

All work places for data collection are situated in the cosmopolitan locality of Lahore. White collar workers were targeted for the collection of the data due to their adequate level of education to grasp English language of research tool and comprehend the questionnaire appropriately for their valuable responses. Data was collected through self-reported and supervisor-reported versions in two waves or phases. Self-reported version of the questionnaire contained the variables of job stress, retaliation, dark triad and perceived abusive supervision. However, supervisor-reported version of the survey consisted on the variable of job performance only. Among all the items, job performance, job stress and retaliation placed into dependent or outcomes variables, perceived abusive supervision classified as independent or predictor variable and dark triad was played the role of moderated variable or simple moderator. The questionnaire was dissected into two modules to collect data in two different time zones with the terminology time1 and time2. In time1 respondents recorded their responses for the items of perceived abusive supervision and dark triad with self-reported method while job performance was marked by supervisor-reported method. After the lapse of one month, survey was conducted for the items of job stress and retaliation with self-reported technique in time2. All the respondents were voluntary. Moreover, participants reported their name, age, gender, qualification, organization name, experience and designation in the

demographic section of survey. Employees and their supervisors completed their relevant questionnaire and returned with confidentiality. Each supervisor was well-informed about his/her subordinate through at least one appraisal was done and connected with each other for the duration of more than six months.

Male response was maximum as 65% in the survey and the average age of the participants of the research was almost 24 years (S.D = 11.3). Data was collected from different work places respondents were undergraduate, graduated and masters passed out. Employees' average work experience was 3 years (S.D = 1.9).

3.2 Measures

All measures or instruments of the study constructs as job stress, retaliation, perceived abusive supervision and dark triad were rated by using a self-reported technique with the exemption of the measure of job performance which was assessed by deploying the supervisor-reported method. Supervisor-report version for job performance was used to exclude the method bias issue. All the variables were riposted by the participants by means of a Likert scale of 5-points with anchors as Strongly Disagree to Strongly Agree.

3.3 Perceived Abusive Supervision

15 Items scale was utilized to "perceived abusive supervision" for the purpose to evaluate the construct of the study. This variable is used in the research as predictor or independent variable. Chronbach's alpha for reliability of perceived abusive supervision was 0.82. Respondents were supposed to read each statement carefully and evaluate their supervisor or boss' engaged conduct which were mentioned in the statements on 5-point Likert scale..

3.4 Dark Triads

The 12-item scale was divided into three characteristics, with each characteristic containing four items. The Machiavellianism trait comprises four of these items. Psychopathy characteristic has four items and with some representative items. In the same way, Narcissism feature has four items. The internal consistency alpha the variable dark triad was 0.73.

3.5 Job Stress

A 13-item scale created by Parker and Decotiis (1983) was used to measure job stress. Using a five-point Likert scale, the responses ranged from "strongly disagree" to "strongly agree." To capture different facets of work-related stress, representative items were included. This construct's internal consistency, or reliability, was reported to be 0.79.

3.6 *Retaliation*

The research model included retaliation as a dependent variable or outcome. Retaliation was measured using a 17-item scale created by Skarlicki and Folger (1997) which used a five-point Likert scale from “strongly disagree” to “strongly agree.” According to reports, this scale’s internal consistency (Cronbach’s alpha) was 0.87.

3.7 *Job Performance*

Third outcome or dependent variable was job performance. William and Anderson (1991) 21 items scale was used. The internal consistency of reliability or alpha value for the construct was 0.50 which was meant that items were not consistent appropriately.

3.8 *Control Variables*

There were some aspects or factors that could play a sufficient role in the relationship between perceived abusive supervision and job outcomes in work place. These factors were demographic variables in the survey which were mentioned in the questionnaire. Out of all variables; gender, organization, experience and statuses were treated in the study as control variables due to anticipated effect of these demographic items on job outcomes which were comprised on job performance, job stress and retaliation. Individuals’ responsiveness to their job outcomes vary from organization to organization due to different work place exposure. So, organization was also considered as a control variable due to possible impact on outcomes as job performance, job stress and retaliation in the presence of perceived abusive supervision.

Participants were also inquired about their job experience with current organization regarding their supervisor in the questionnaire. The status of the participants was also asked in the survey and dealt as a control variable in the study to control its probable influence on the relationship of job outcomes with perceived abusive supervision on work places. Status was denoted with the description as married or single with the logic that may the married employees have a different tolerance and interpretation to perceived abusive supervision than the unmarried employees. The priorities and mind sets of individuals with married status and single status on the work places could be different to respond for negative or abusive supervision.

3.9 *Descriptive Analysis and Correlation*

Descriptive statistics had been used to calculate and explain the data of survey in the study by measuring frequency distribution, variability and central tendency measures. It showed all the measures with acceptable reliabilities, standard deviation and mean that illustrated the authenticity of the study. Statistical package for social sciences (SPSS) is also

used to analyze impact of the moderator on the dependent variables. The rationale behind this is to analyze the influence of perceived abusive supervision on outcomes of jobs and the role of dark triad on this association.

3.10 Data Analysis and Results

Table 1 exhibited the descriptive statistics of the variable which had been picked for the study. These variables were classified as predictor or independent variable, outcome or dependent variables and moderator variable. Perceived abusive supervision was predictor, job stress, job performance and retaliation acted as outcome variables in the study whereas dark triad was the moderator of the research. It described that all scales had acceptable values of mean and standard deviation. Further it meant that participants had availed and utilized the whole range of the tool. All scale of the research also had quite well enough value of internal consistency of alpha or reliability. The alpha value of the variables ranged from 0.60 to 0.87.

Table 1
Reliability, Mean, Standard Deviation and Correlation

	Reliability	Mean	S.D.	1	2	3	4	5	6	7	8
1 Gender		1.36	.49								
2 Organization		8.41	4.24	-.40**							
3 Experience		.25	1.86	-1.22	.08**						
4 Status		1.25	.67	.261**	-.16*	-.21**					
5 PAS	.82	2.34	.61	-.381**	.39**	.33**	-.34**				
6 Dark Triad	.73	2.47	.73	-.26**	.26**	.19**	-.32**	.49**			
7 Performance	.60	3.39	.30	.214**	.04	.08	.13*	.01	-.07		
8 JS	.79	3.24	.56	-.217**	.49**	.06	-.06	.36**	.20**	.16*	
9 Retaliation	.87	2.19	.61	-.37**	.18**	.16*	-.36**	.47**	.42**	-.14*	.30**

The correlation was found in the table among predictor or independent variable, outcome or dependent variables, moderator variable and demographic variables. Almost all the variables have a significant correlation with each other and toward the estimated direction. Gender was correlated significantly with perceived abusive supervision because females were more sensitive towards the perception of abusive supervision as compared to males. It was correlated to dark triad on significant level which reflected that personality traits of women were more receptive in their job outcomes as men. Obvious significance could be tracked from the table between gender and other variables as job stress, job performance and retaliation which drew the attention towards that gender had an influential impact on the variables of the study. The organization had significant correlation with job stress, retaliation, perceived abusive supervision and dark triad. Similarly, status was also correlated prominently with perceived abusive supervision, dark triad, performance and retaliation. Perceived abusive supervision, dark triad, job stress, job performance and retaliation had remarkable correlations among each other as well. Analysis of multiple linear regressions

was employed to test the main effects of the variables. The most important outcomes were the verification hypotheses of 1 and 2, which were described the connection of perceived abusive supervision with job outcomes including job performance, job stress and retaliation. Variables such as gender, organization, experience and status were entered at the first step. First step checked the main effects of these variables on the job outcomes which were job performance, job stress and retaliation.

At the next level that was represented as the second step of regression analysis, independent variables were entered with the terms as perceived abusive supervision and the variable of moderator as dark triad to investigate the association and main effects on dependent variables. The third step was the demonstration of the interaction between the independent variable which was perceived abusive supervision and moderator variable such as dark triad by using multiple moderation regression analysis. The following table was the profound picture of all the main effects, interaction in variables and moderated regression analysis with the subsequent descriptive paragraph with all β values and values of change in R^2 .

Table 2
Results for Main Effects and Moderated Regression Analysis

	Performance		Job Stress		Retaliation	
	B	ΔR^2	B	ΔR^2	B	ΔR^2
Step 1						
Status	.12*		.03		-.27**	
Organization	.15*		.49***		.02	
Experience	.13*		.03		.07	
Gender	.26**	.09**	-.02	.24***	-.29***	.22***
Step 2						
Status	.12*		.08		-.16**	
Organization	.14*		.42***		-.09	
Experience	.11		-.03		-.02	
Gender	.27***		.03		-.22**	
PAS	.10*		.23**		.27***	
DT	-.07	.01*	.02	.04**	.20**	.11***
Step 3						
Status	.12**		.08		.16**	
Organization	.17*		.43***		-.03	
Status	.11		-.03		-.03	
Experience	.28***		.03		-.21**	
Gender	.10*		.23**		.26***	
PAS	-.04		.03		.025***	
DT	.11*	.01*	.03	0	.19**	.03**
PAS*DT						

Table 2 establishes all the most important influences of the variables and the results of moderated regression analysis. Gender, organization, experience and status were regressed in the first step which was followed by an independent variable consisting of perceived abusive supervision and moderator with the term dark triad in the second step. The table entails the interaction of perceived abusive supervision and dark triad in the third step.

Perceived abusive supervision was interrelated to job performance positively ($\beta = .10^*$, $p < .05$) with respect to analysis. It was the opposite representation of the significant relationship in hypothesis 1 direction-wise, which meant that the association between perceived abusive supervision and job performance was substantial but with the contrary course of the hypothesized statement. Hypothesis stated that if perceived abusive supervision would increase than job performance was decreased but according to the result, if abusive supervision was increased then performance was also increased.

The result was interesting with orientation to the current literature which intoned assertively on negative job outcomes or consequences of perceived abusive supervision due to prior negative events with the subordinates' perspective (Einarsen et al., 2007). The hypothesis of the study was enunciated as:

Hypothesis 1: Perceived abusive supervision is related negatively to job performance.

The result shows that perceived abusive supervision was associated with job stress positively ($\beta = .23^{**}$, $p < .01$) and it was according to research hypothesis 2. It described that when the employees were forced to interact with supervisor under abusive treatment, the level of their job stress increased on work places significantly.

Hypothesis 2: Perceived abusive supervision is related positively to job stress.

Findings show that the association between perceived abusive supervision and retaliation be significant positively ($\beta = .27^{***}$, $p < .000$) that was also aligned veritably to the proposed statement. The result affirmed that employees' behavior was deviated or retaliated more when they were confronted with intensive abusive supervision in work place. So, the analysis verified that hypothesis 3 was also significant good and enough. The hypothesis for the research was envisioned as:

Hypothesis 3: Perceived abusive supervision is related positively to retaliation.

Table 2 summed up the role of dark triad that was implanted as the moderator variable for the indorsed bond of perceived abusive supervision and listed job outcomes as job performance, job stress and retaliation in organization setting. Dark triad is the term that is used in the study to describe a focal unit of three separate but overlapped traits of

employees' personalities in work place. Dark triad is the vintage of Narcissism, psychopathy and Machiavellianism holistically.

Calculations or analysis of table 2 unveiled that dark triad was not associated with job performance ($\beta = -.07$, n.s), that is not the narrative of the study hypothesis 4 that connoted the negative or inverse impact of dark triad on employee's job performance.

Hypothesis 4: Dark Triad is associated negatively with job performance.

Dark triad is not associated with job stress ($\beta = .03$, n.s) which were again the contradiction the research supposition that when employees possessed with the traits of dark triad then stress level towards their job would be higher on workplaces under the influence of their personality. So, the result was incongruent from the hypothesis 5 of the study which was stated in the following line.

Hypothesis 5: Dark Triad is related positively to job stress.

However, findings were evident in the case of retaliation which was positively related to dark triad with considerable significance ($.25^{**}$, $p = .01$). Retaliation is a behavior which brings very severe outcomes than any other work place deviance (Skarlicki & Folger, 1997) and this department augments in the presence of abusive supervision according to the postulation of the study as well. So, evidence of analysis displayed that hypothesis 6 was significant which verified that perceived abusive supervision and retaliation had direct orientation or association with job places. Hypothesis 6 was described in the study in the following way:

Hypothesis 6: Dark Triad is related positively to retaliation.

The third step in the analysis table presented the significance of the interaction between the independent variable, perceived abusive supervision, and the moderator variable, the Dark Triad, through moderated multiple regression analysis. Results depicted in the table by controlling the influence of gender, organization, experience and status, the terms of interaction between perceived abusive supervision and dark triad were evident and significant for the variable job performance ($\beta = .11$, $\Delta R^2 = .01$, $p < .05$), which portrayed that there were strong moderation role of dark triad with associated with perceived abusive supervision and job performance but positive direction, that shows the association between perceived abusive supervision was strong then the role of dark triad was also strong. That depiction was according to the research hypothesis but with the inverse direction of the relation. This section of the result was discussed for the following hypothesis 7 as:

Hypothesis 7: Dark Triad moderates the association of perceived abusive supervision and job

outcomes such that the relationship is weaker between perceived abusive supervision and job performance when dark triad is high.

However, the interaction between perceived abusive supervision and dark triad was not significant for the variable of the study, job stress ($\beta = .03$, $\Delta R^2 = .00$, n.s). That was the point where result was not brought into line or to the expectation of this specific segment of the study. So, analysis did not show any evidence of significance for the stated hypothesis 8 of the work that was described in the following way:

Hypothesis 8: Dark Triad moderates the association of perceived abusive supervision with job outcomes. Association was stronger between perceived abusive supervision and job stress when dark triad is high.

The interactive phenomenon of perceived abusive supervision and dark triad was influential noticeably for the outcome variable, retaliation ($\beta = .19$, $\Delta R^2 = .03$, $p < .01$) according to the anticipation of the work. The result for hypothesis 9 imparted that significant connection between perceived abusive supervision and retaliation and it was stronger substantially when dark triad played its role evidently strongly. It meant that interaction and association of the variables were aligned and direct with each other. Result was highly in accord with submitted statement of the study that was intended with the following assumption:

Hypothesis 9: Dark Triad moderates the association of perceived abusive supervision and job outcomes as association is stronger between perceived abusive supervision and retaliation when dark triad is high.

PS: Independent variable, perceived abusive supervision and moderated variable, dark triad had been centered before the interaction between them for the sake of authentic regression analysis with moderation and to diminish the risk of Multicollinearity. At first step, controlled variables were put in for analysis which was followed by dependent variables and independent variables in second step and third step was set forth with interaction term.

Despite all that, the brief description of results enumerated that hypotheses 1, 2, 3, 6, 7 and 9 were significant remarkably. However, results for hypotheses 2, 3, 6 and 9 were accurately aligned with the study statements with respect to significance and direction whereas hypotheses 1 and 7 are significant with opposite or reverse orientation to the expectations of study. Hypotheses 4, 5 and 8 were excluded from the significant statements due to their non-significant status in the results of study. So, according to the analysis and result this study has a concrete consideration in the research and value addition of perceived abusive supervision with all respective variables.

4. Discussion

The focus of this contemporary research work was to ascertain the further that the effects of perceived abusive supervision specifically on individual perceptions about their supervisor on work places. Employees' perceptions about abusive supervision have been proved very influential and interruptive on their job outcomes. Abusive supervision has been envisaged as very alarming and unremitting nasty but non-physical behavior of supervisor that is on purpose. Abusive supervision props up the negative interaction that is created and regulated by authorities or dominant figures as the usual course of conduct and with entirely well-aware approach. Previous research has linked up strongly the perceived abusive supervision with the job behaviors or job outcomes with negative connotations. That's why, many organizations have to face the loss of productivity in terms of low job performance, more intensive and depressed attitudes on work places and human capital cost in the form of health issues due to negative sort of supervisor's dealings which ultimately lead the employees quitting the organization or the supervisor. (Schyns & Schilling, 2013) examines compulsive hoarding and offers a conceptual model that connects discomfort, emotional attachment to belongings, and deficiencies in information processing (such as attention and memory). It talks about the model's supporting studies, diagnostic classification, and course of hoarding. Cognitive and behavioral therapies that target these impairments show potential, while serotonergic medicines for OCD are unsuccessful. Additional research on the psychopathology and treatment of hoarding is recommended.

Even though, adequate research volunteers or workers are on the errand from the last decade or more to decipher the all possible impacts of perceived abusive supervision on work places' outcomes with various categories of intermediations or moderations but there is bounteous need to link the perceived abusive supervision with social context and on the bases of mutual dealings in organization settings. Drawing upon the social exchange theory, the contemporary pragmatic and theoretical research was extended and decrypted between perceived abusive supervision with relationship of subordinates' job outcomes and it was examined that how subordinate translated and registered their responses to this negative kind of supervision in their job behaviors. Data and results were reinforced and sustained the construct of the study that perceived abusive supervision has the noteworthy influence on the job outcomes that were job performance and retaliation with the extrication of job stress. But if employees have the negative interaction with their supervisors, then organizations have to pay the cost. Employees' perceptions of abuse and the practice of their mistreatment by their immediate bosses or supervisors affect chiefly their job outcomes (Tepper et al., 2007). Moreover, when an employee is the object of abusive supervision, in other words that employee has to face many mistreatments like ridiculous verbal comments, screeching and other tantrums can be the cause of employees' retaliatory behavior. Research findings indicate that abusive supervision is highly correlated with job performance, retaliation excluding job stress.

This research work shows that these responses affected their selective job outcomes as job performance, job stress and retaliation, and employee's personality traits were encompassed with dark triads that were decomposed into Machiavellianism, Psychopath and Narcissism. For this research work, a survey method with questionnaire tool was conducted to record the respondents' findings from employees and employers both sides in the range of two-wave data collection methodology. In first wave, data was collected from employees and employers both with questionnaires comprised on independent variable (perceived abusive supervision), moderators (dark triads) and job performance by the supervisors related to their subordinates. The second wave errand was the responses' collection of subordinates' considerations related to their job outcomes variables as job performance, job stress and retaliation. Response rate from employees' side and from employers' side was good and enough. It was found that subordinates with dark triad personality traits moderated the relationship according to the frame work. The findings of this research complementing the previous reports on the process of perceiving and reacting to abusive supervision and extending the literature on the negative or dark side of organization behavior. This result indicates that employees' personality traits are penetrative and viable source of perceived abusive supervision and its related reaction towards their job outcomes. This work finding excavated that subordinates' personality dispositions (dark triads) contributed pivotal role to perceptions of abusive supervision and its rendition in their job outcomes. This study is the value addition in the account of perceived abusive supervision due to subtle differences as previous studies have been amassed up on the moderation effect of dark triads from supervisor side but this study investigated the collective impact of dark triads as moderator from subordinates' side as researchers called upon the attention on more arduous and keen ground for this influential construct.

The research objectives of this study were to assess the role of perceived abusive supervision by examining its foreseen association with employees' behavioral execution concerning job stress, job performance and retaliation on work places. It was interesting and serious feature of leadership at the same time due to its further link with employees possessing dark triad comportment which portrayed the picture with more intensive strokes. Perceived abusive supervision has a threatening background of showing determined and consistent malice treatment that is not physical in nature but holding many negative intentions from supervisor side with verbal or non-verbal acts which have influential impact on employees' work place life. Literature on abusive supervision has been narrated with huge examples of its impacts or repercussions on employees' work dealings. Although there is gross work in perspective of perceived abusive supervision even with the bonding of many influential moderators and mediators, but very scant literature has been found on this perspective with the view of employee's personality traits' interaction with that kind of supervision.

Specifically, there is not enough study on the personalities which termed as dark triad as moderator with employee's context in the link of perceived abusive supervision as

predictor variable. Particularly, these variable connections have not been found in the Information Technology (IT) firms. The workers engaged with technology sector are more exposed to negative leadership or supervision due to more work load, time pressure, frustrated mind set and so forth. (Wu & Hu, 2009) examined that, when coworker support was low, subordinates under abusive supervision experienced higher levels of emotional weariness. This suggests that the detrimental effects of abusive supervision are exacerbated when there is a lack of social support. Self-evaluations suffered under abusive supervision, and emotional fatigue rose. However, these detrimental impacts were mitigated by perceived coworker support and vulnerability to emotional contagion, highlighting the significance of supportive work environments.

So, this work is a considerable effort to make the abusive supervision research richer by assessing the association of abusive supervision with employees' attitudes which are translated through their job outcomes in technology intensive sectors as job stress, job performance and retaliation under the moderating impact of subordinate's personality dark triad. Research finding indicates that perceived abusive supervision is influenced substantially on employee's job performance, increased job stress and tendency of retaliation. Findings of the study also mention that the interaction of dark triad employees and abusive supervisor is the source of significant consequences. Research findings indicate that abusive supervision was strongly significant with job performance and retaliation under the interaction of personality traits which were called dark triad influencing as moderator on outcome variables except for job stress. This suggests that employees' personality traits significantly affect job performance and retaliation in the presence of perceived abusive supervision. However, the effect of the Dark Triad on job stress is not substantial, implying that these dark personality traits remain latent even when abusive supervision is perceived (Steketee & Frost, 2003). This article examines compulsive hoarding and offers a conceptual model that connects discomfort, emotional attachment to belongings, and deficiencies in information processing (such as attention and memory). It talks about the model's supporting studies, diagnostic classification, and course of hoarding. Cognitive and behavioral therapies that target these impairments show potential, while serotonergic medicines for OCD are unsuccessful. Additional research on the psychopathology and treatment of hoarding is recommended.

Perceived abusive supervision is considered as inferior base-rated temperament that is thrown by the supervisors, and is moderated by the employees' personality features. The aim of this concept is to assess the relationship between perceived abusive supervision with job outcomes. In other words, it was due on study to discover the outcomes of the abusive supervision in the work places from the employees' cognition or perceptions. The effect of abusive supervision had been explored through the workplace variables of job performance, job stress and retaliation regarding subordinates' perceptions of their respective bosses. Other objectives to fulfill of this work were to get wind of dark triad impression on the derived connection of perceived abusive supervision with job outcomes. The objectives of the study

were accomplished and successfully traversed with the assumed track of the research work through the verification of the hypotheses by applying statistical analysis. So, it would not be wrong to say that perceived abusive supervision has an influential and noticeable puissance on employees' reactions in their job performance and retaliation but with the vague or non-significant consequences in the case of job stress. Furthermore, dark triad role is evident in the nexus of perceived abusive supervision and job outcomes.

5. Practical Implications, Limitations, Future directions and Conclusion

The main aim of this research is to find out the prevalence abusive leadership or supervision is wide ranged but research on this area is insufficient. It has been investigated in the work that employees working under abusive supervision considered this vision as abusive as it is conceptualized in Western culture. Subordinates' openness on abusive supervision was observed restrained as opposed to Western studies. The organization with the claim to provide all facilities should consider abusive supervision harmful to employees' productivity and mental health. At this point of time, the study suggests that facilities in organizations should focus on mental well-being which can be fortified by having vigorous insight and control on negative leadership or abusive supervision for the sake of employees and organizational positive job outcomes. In case of the existence of abusive supervision, there should be radical steps need to be taken to address the subordinates' grievances or complaints.

Another contribution of the study is that employees' personality negative traits have been moderated concerning perceived abusive supervision with job outcomes collectively in the form of a dark triad but in previous studies these traits have been discussed separately. For instance, some studies have explored the moderating effect of narcissism in certain contexts, while Machiavellianism has been found to moderate the relationship between dependent and independent variables. Similarly, psychopathy has also been studied as a moderator. However, recent research focuses on the collective role of the dark triad traits in moderating employees' personality orientations. This area of study remains limited, as the existing literature is more heavily focused on the individual traits of the dark triad.

Every study has limitations or confines for the path to further refinements and extended work. This study has been conducted in the shadow of boundaries. The same research can be done on a large number of respondents in order to get a subjective and broader picture and although the sample size of the work was 220 which was sufficient to analyze relationship of perceived abusive supervision with job outcomes as well as its impact on work places but the results would be more assertive in case of more sample size. More organizations could be taken for study in case of copious sample size but due to time and resources restrictions, idea's implementation was hard. (Xie & Schaubroeck,2001) concentrated on the differences between two major fields of study and referred to as "epidemiology" and "organizational sciences." Both of these groups fall under different fields.

There was also a substantial and noticeable limitation recorded that in developing countries like Pakistan, employees are not opened up and bold enough to register their voice formally on the negative on-goings at work places. Abusive supervision was a negative construct and employees' reservations related to their jobs and images were hurdles to deliver their true feelings for the study which could affect on the significance of the work. For further work, more time should be spent with employees to record their responses.

Beforementioned limitation in the research, the very important point to be probed for further work in these kind of premises, culture differences should be considered and dealt with in more depth for more valid results for perceived abusive supervision. The findings of the work are significant in an impressive way reclusively job stress yet, which shows that main effects and moderation is veritably significant for job performance and retaliation. But it's possible that job stress would be significant also by addressing employees' fears and doubts with more sophistication although all the variables are very subtle to work on. Pakistani culture and norms are more collectivistic in nature and dealings than individualistic and has the great tendency to bear the power distance specifically on the organizational hierarichal level, this sort of distance should be measured for more authentic advancements for future work because Pakistan is literally in the need to have more and more work in this salient field of research. In future research, research should be carried on with large sample size in order to analyze the research more in subjective terms with broader stance. But by encompassing more organization and more participants, the vision of perceived abusive supervision will be more elaborate.

The main objective of this research is to find out the employees' perspective of abusive supervision in their work places when employees' personalities were equipped with dark traits which was called dark triad collectively. Objectives of the study were attained up to par by the measuring hypotheses of the work through appropriate statistical analysis. Results demonstrated that hypotheses related to job performance and retaliation had significant association with perceived abusive supervision and dark triad impact on those relationships. Although job performance was positively related to the independent variable and with interaction term of dark triad as inverse of study hypotheses. Job stress was not related to independent variable and moderator effect was not significant with this variable which was the negation of the study assumption.

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