PalArch's Journal of Archaeology of Egypt / Egyptology

ABUSIVE SUPERVISION AT WORKPLACE AND NEGATIVE IMPACT ON EMPLOYEES' CREATIVITY

Sumayah Bawarith [1], Noshaba Batool[2]

[1,2]College of Business, Effat University, Qasr Khuzam Jeddah Saudi Arabia.

E.mail: [1]sbawarith@effatuniversity.edu.sa

[2]nobatool@effatuniversity.edu.sa

ABSTRACT

Nowadays, Saudi Arabia is witnessing major changes in its corporate work environment in view of Vision 2030 and the need to establish strong base of industries away from oil. Providing the right workplace atmosphere to the human resources of any organization plays an important role in how such organization develops and grows. As the business relations among organizations are governed by seniority and grade system, it becomes mandatory to establish a healthy relation between the supervisor and the subordinate employees. Unfortunately, this is not always the case. Some supervisors use abusive behavior with their employees, a thing which creates negative impact on those employees and on their creativity at the workplace. This study explores the abusive supervision at the workplace and its negative impact on the creativity of the employees. This study used quantitative research method and descriptive approach. Online questionnaire survey was conducted to gather the primary data among the employees form different companies in Jeddah. The sample size of this study is 100 participants from various industries background such as technology, insurance, finance, food service, retail, manufacturing, and healthcare. The obtained result shows that abusive supervision is negatively affects employees' creativity. HR Department should adopt a monitoring and disciplinary action policy on the abusive supervision in order to provide a healthy work environment for all employees.

INTRODUCTION

Lawrence and Robinson [1] defined negative impact as a result of deviance in the workplace and reflected on productivity and performance. Luthans and Youssef [2] define creativity as a positive psychological trait that integrates

the ability to transform traditional ideas, rules, patterns, relationships, or methods, into meaningful new ideas, forms and methods.

Brees, Martinko and Harvey [3] found that the majority of research on workplace leadership has investigated the constructive, effective, and successful forms of leadership behaviors as opposed to the destructive forms of leadership behaviors. Such forms of positive leadership behaviors include transformational leadership, authentic leadership, and servant leadership. Historically, there was an implicit assumption that ineffective leadership was simply the absence of leadership, sometimes called laissez-faire leadership [4, 5]. In addition, leaders in organizations have the potential to positively or negatively influence subordinate attitudes, behaviors, and their general well-being with every single workplace interaction. This means that every workplace interaction is critically important.

Zhoul and Hoever [6] found out that the effect of intrinsic motivation on creativity was moderated by pro-social motivation such that it was positive when pro-social motivation was high and not significant when pro-social motivation was low. Pro-social motivation promoted perspective taking, which interacted with intrinsic motivation in the same fashion as pro-social motivation and mediated the moderating effect of pro-social motivation on the relationship between intrinsic motivation and creativity [6].

Stradinger [7] concluded that workplace creativity is primarily beneficial for employees, which ultimately leads to increased discretion, higher wages, higher job satisfaction and ultimately improved job security. Employee creativity is also associated with higher level of performance [7]. This implies great potential outcomes for companies implementing organizational creativity: if innovation actually makes the company perform better on other levels, innovation should be implemented. Implementation is a step further than creativity, thus, it is hypothesized that creativity implementation should stimulate organizational commitment and increase employee retention.

Ferris et al. [8] identified the advantage of abusive supervision on the workplace as giving the employees the chance reject abusive behavior and uncover supervisors who abuse their authority. Ferris et al. [8] also identified the disadvantage of abusive supervision on employee's creativity as mainly on psychological safety of the workplace. The abusive supervision partially mediated the relationship between poor performance and turnover. The negative effect of abusive supervision on employee creativity was mediated by psychological safety and then by organizational identification.

Wenxing, Zhang, Liao, Hao and Mao [9] conclude that abusive supervision had negative effects on psychological safety and organizational identification, and psychological safety partially mediated the relationship between abusive supervision and organizational identification, and organizational identification fully mediated the relationship between psychological safety and creativity, and the negative effect of abusive supervision on employee creativity was mediated by psychological safety and then by organizational identification.

Leaders in organizations have the potential to positively or negatively influence subordinate attitudes, behaviors, and their general well-being with every single workplace interaction [10]. This means that every workplace interaction is critically important. Therefore, this study explores the abusive supervision at the workplace and its negative impact on the creativity of the employees in Jeddah.

METHODOLOGY

This study used quantitative research method and descriptive approach which is the best suits to the study of social and humanitarian aspects. Online questionnaire survey was conducted among the employees from different companies in Jeddah.

Data Collection

Primary data in this study were collected through questionnaire survey. The questionnaire was design structurally based on the topic of abusive supervision at workplace and negative impact on employee creativity. The respondents were assured confidentiality of their responses.

Secondary data in this study used to form the theoretical background on the subject and variables of the research in addition to achieving its objectives. The information obtained from the secondary data used as the guidelines to design the questionnaire. This data were collected from a few sources, most important of which are scientific publications, research articles, documents and official records.

Sample of the Research

The research sample community comprises of 100 employees from different companies in Jeddah. The industries included in this study are technology, insurance, finance, food service, retail, manufacturing, and healthcare.

Statistical Processing

The obtained questionnaire survey data were analyses statistically by using Microsoft Excel statistical analysis. The results were presented graphically in this study.

Result And Discussion

Figure 1 shows majority of the respondents about 54% strongly agree and 26% agree that abusive supervisor behavior is positively related to abusive organizational culture. The results show that dominant organizational culture affects the way supervisors use abusive behavior with the subordinates. If the HR Department does not have clear disciplinary actions against abusive behavior, then the norm would be more abusive supervisors. This implies that the role of the HR Department is significant in increasing or decreasing the abusive behavior in the organization. Moreover, some supervisors perform

behaviors that can be characterized as tyrannical, bullying, undermining, or abusive.
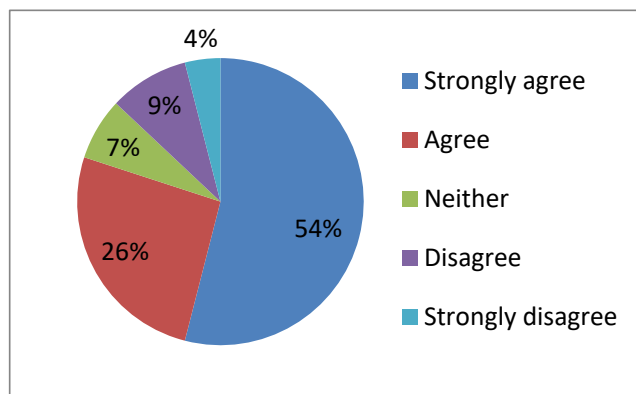

Figure 1 Respondent's feedback on Statement 1: Abusive supervisor behavior is positively related to abusive organizational culture.

Figure 2 shows majority of the respondents about 60% strongly agree and 29% agree that creativity of the employee is affected by the supervisor's behavior. The results of this statement propose that creativity of the employee is affected by the supervisor's behavior to a great deal. Creativity at work is positively related to positive affect at work over and above employees' optimism. These results provide evidence for framing creativity in the workplace as a meaningfulness-making activity that is affected by the supervisor's behavior. When employees are comfortable with the work environment and feel supportive by their mates, this atmosphere brings along creativity.
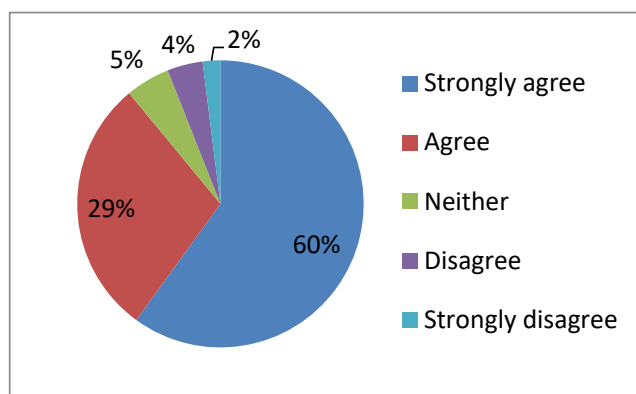

Figure 2 Respondent's feedback on Statement 2: Creativity of the employee is affected by the supervisor's behavior.

Figure 3 shows majority of the respondents about 53% agree and 27% strongly agree that employees who are encouraged by their supervisors are more creative in their work. The results of the statement clarify that employees who have supportive supervisors experience less job motivation, and consequently feel less ability to be creative than employees without supportive supervisors. Similarly, the performance of employees who are having supportive supervisors is associated with creativity and increased job satisfaction as well. Employee creativity makes an important contribution to organizational

survival and development. Hence, the results are in favor of employee creativity.
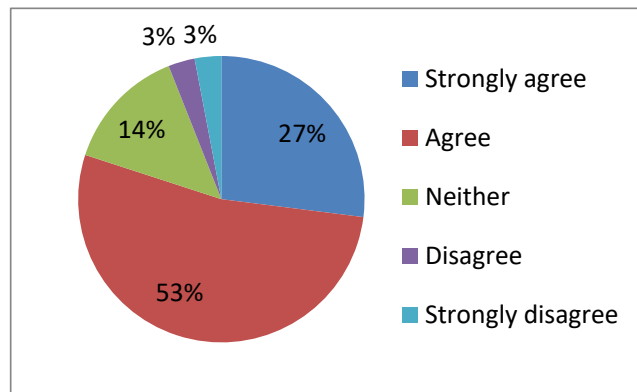

Figure 3 Respondent's feedback on Statement 3: Employees who are encouraged by their supervisors are more creative in their work

Figure 4 shows majority of the respondents about 45% agree and 33% strongly agree that strong HR policies prevent abusive supervision style. A relatively brief training program can help supervisors become more supportive and less abusive. Theoretical and practical implications for effectively managing abusive supervision are necessary to be set by the HR Department in the organization. The organization should consider setting policies about preventing abusive supervision and then follow through implementation. This will ensure that consequently the HR department takes necessary action against abusive supervisors. The opposite is also true, weak HR policies make it easy to have abusive supervisors.
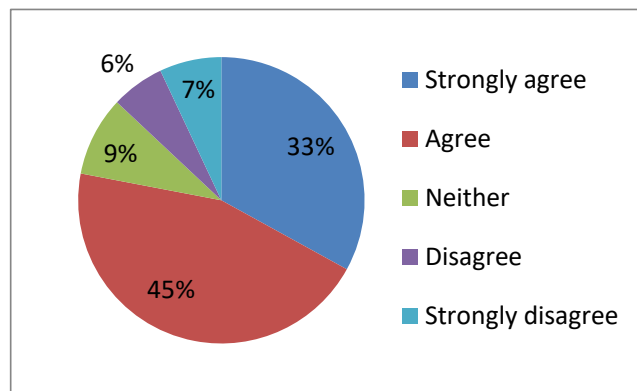

Figure 4 Respondent's feedback on Statement 4: Strong HR policies prevent abusive supervision style.

Figure 5 shows majority of the respondents about 44% agree and 38% strongly agree that abusive supervision results in negative career-long effects. Results of the respondent sample confirm exposure to negative relationships had consistently stronger and worse effects than similar exposure to positive relationships. Although abusive supervision is a low base-rate phenomenon, its effects are noteworthy. A small but growing body of empirical research suggests that abused subordinates report less creativity, intentions to quit their

jobs, role conflict, and psychological distress, compared with their non-abused counterparts.
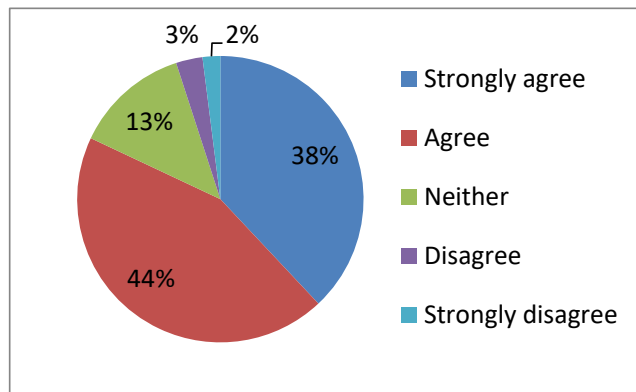

Figure 5. Respondent's feedback on Statement 5: Abusive supervision results in negative career-long effects

Figure 6 shows majority of the respondents about 39% strongly agree and 30% agree that abusive supervision affects task performance. The results provide evidence that abusive supervision contributes to reductions in performance over time. For example, supervisor abusive leadership influences employee desire towards achievement of tasks. Similarly, in terms of explaining the effects of abusive supervision on employee performance, cognitive resource allocation models suggest that individuals have limited attention resources and that abusive leadership affects performance by taking limited cognitive resources away from on task-performance, and exhaust these resources. The employee who is treated abusively by the supervisor will spend his duty hours thinking negatively and this would consequently affect his task performance.
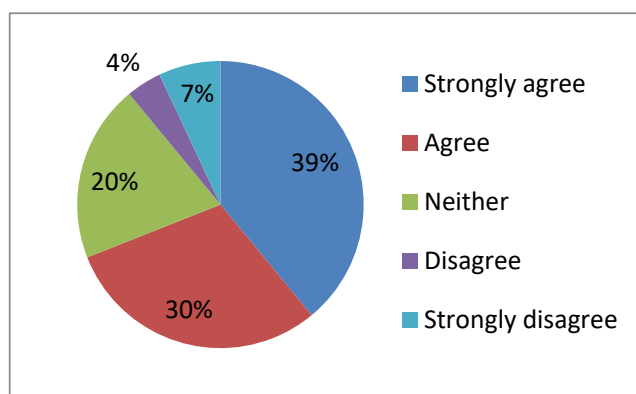

Figure 6 Respondent's feedback on Statement 6: Abusive supervision affects task performance.

Figure 7 shows majority of the respondents about 54% disagree and 28% strongly disagree that employees can cope with abusive supervision without being negatively affected. The results show that coping with abusive supervision without being negatively affected is not right. Subordinates who experience abusive supervision should report it to avoid living with the negative consequences of accepting it. Employees might adopt avoidant or

passive coping strategies in order to distance themselves from the source of the stress. However, by coping silently or bringing up the problem in an exit interview with an organization, employees do not give organizations the chance to address the problem.
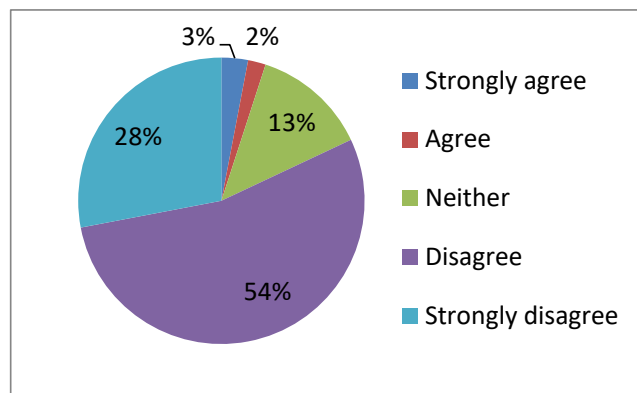

Figure 7. Respondent's feedback on Statement 7: Employees can cope with abusive supervision without being negatively affected.

It is evident also from the report that creativity of the employee is affected by the supervisor's behavior to a great deal. Employees who have supportive supervisors experience less job motivation, and consequently feel less ability to be creative than employees without supportive supervisors. Similarly, the performance of employees who are having supportive supervisors is associated with creativity and increased job satisfaction as well. Employee creativity makes an important contribution to organizational survival and development. Hence, the results are in favor of employee creativity.

Abused subordinates report less creativity, intentions to quit their jobs, role conflict, and psychological distress, compared with their non-abused counterparts. Moreover, the results provide evidence that abusive supervision contributes to reductions in performance over time. For example, supervisor abusive leadership influences employee desire towards achievement of tasks [11]. The employee who is treated abusively by the supervisor will spend his duty hours thinking negatively and this would consequently affect his task performance [12, 13]. The results show that coping with abusive supervision cannot happen unless with being negatively affected.

CONCLUSION
The results of the study indicate that organizational culture plays a role in the abusive supervisor behavior. In turn, the abusive supervision behavior negatively affects employees' creativity. These findings suggest that the effects of abusive supervision extend far longer than just a passing remark or casual situation. It negatively affects employees' creativity. The results show that if the HR Department does not have clear disciplinary actions against abusive behavior, then the norm would be more abusive supervisors. This implies that the role of the HR Department is significant in increasing or decreasing the abusive behavior in the organization. Finally, the study recommends that HR Department at the organization adopt a monitoring and disciplinary action policy on the abusive supervision in order to provide a

healthy work environment for all employees, which allow them to be creative and enhances their capabilities.

REFERENCES

Lawrence, T. and Robinson, S. 2007. Ain't Misbehavin: Workplace Deviance as Organizational Resistance. Journal of Management, 2007, 33, 378-394.

Luthans, F. and Youssef, C., (2007) Emerging Positive Organizational Behavior. Journal of Management 2007 33: 321-349

Brees, J. R., Martinko, M. J., Harvey, P. and Mackey, J. 2016. Abusive supervision: subordinate personality or supervisor behavior?. Journal of Managerial Psychology, 31 2, 405-419.

Tosunoglu, H. 2016. Laissez-Faire leaders and organizations: how does Laissez-Faire leader erode the trust in organizations. Pressacademia 3, 1, 89-89.

Saqib Khan, M., Khan, I. and Afaq Qureshi, Q. et al. 2015. The Styles of Leadership: A Critical Review. Public Policy and Administration Research 5, 3, 87-92.

Zhoul J. and Hoever I. 2014. Research on Workplace Creativity: A Review and Redirection Annual. Review of Organizational Psychology and Organizational Behavior, 1, 333-359.

Stradinger, H. 2015. Creativity in the Workplace and Its Effect on Employee Retention. Student desertion, Department of Management, Texas Christian University, Fort Worth, TX. Retracted June 15, 2018 from https://repository.tcu.edu/bitstream/handle/116099117/10446/Creativit y_in_the_Workplace.pdf?sequence=1&isAllowed=y

Ferris, G., Treadway, D., Perrewé, P., Brouer, R., Douglas, C. and Lux, S. 2007. Political Skill in Organizations. Journal of Management, 2007, 33, 290-320.

Liu, W. X., Zhang, P. C., Liao, J. Q., Hao, P. and Mao, J. H. 2016. Abusive supervision and employee creativity: The mediating role of psychological safety and organizational identification. Management Decision, 54, 1, 130-147.

Tsai, Y. 2011. Relationship between organizational culture, leadership behavior and job satisfaction. BMC health services research, 11, 98.

Javaid, S. and Imran Hanif, M. 2018. The Impact of Abusive Supervision on Employee Creativity and Team Innovation: Mediation Role of Employee Intrinsic Motivation. European Journal of Business and Management 10, 16, 1-11.

Alola, U., Avci, T. and Ozturen, A. 2018. Organization Sustainability through Human Resource Capital: The Impacts of Supervisor Incivility and Self-Efficacy. Sustainability 10, 8, 2610.

Anjum, A., Ming, X., Siddiqi, A. and Rasool, S. 2018. An Empirical Study Analyzing Job Productivity in Toxic Workplace Environments.

International Journal of Environmental Research and Public Health 15, 5, 1035.

Columns on Last Page Should Be Made As Close As Possible to Equal Length

Authors' background

Your Name	Title*	Research Field	Personal website

*This form helps us to understand your paper better, the form itself will not be published.

*Title can be chosen from: master student, Phd candidate, assistant professor, lecture, senior lecture, associate professor, full professor