
**“ABUSIVE SUPERVISION” AND “CREATIVE PERFORMANCE”:
MODERATING ROLE OF EMPLOYEE’S IDENTIFICATION
WITH ORGANIZATION AND LEADER**

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ABSTRACT

The significance of Employee’s Creativity has been enhanced the competitive dominance of an organization nowadays in the combative economy. In the present modern era of the globalized economy, creativity is the critical driver for the growth of an organization. Creativity has established the most critical variable in the vast literature, which can be affected by abusive supervision. In the present study, the process through which abusive supervision affects the Employee’s Creativity was examined. Specifically, the main focus of this study is that abusive supervision is related to the creativity of the employees and moderation effects by the Identification of employees with their organization and leader. So, the main objective of this study is to explore the impact of abusive supervision on the Employee’s Creativity in the private telecom sector of Pakistan with the moderation role of Employee's Identification with their organization and leader. Quantitative research methodology, deductive approach, and cross-sectional time horizon were used to analyze the correlation between the variables. So, the survey technique was used to fetch data, and a five-point Likert scale was used. Employees of the telecom sector of Pakistan in 4 Districts of Punjab, Pakistan, such as Gujrat, Sialkot, Gujranwala, and M.B.Din, were targeted as the population for the present study. Total 400 employees were chosen as a sample by utilizing the proportionate stratified random sampling technique, and among them, 355 No. of employees' data was fit for the analysis. Statistical tools such as SPSS and AMOS were used to examine the collected data to fetch the results. Outcomes of the present study depict that abusive supervision has a negative impact on the creativity of employees. Whereas organizational

Identification has a significant positive effect on employee creativity, Identification with Leader did not affect the relationship between abusive supervision and creativity of employees.

Key Words: Abusive Supervision, Employee's Creativity, Organizational Identification, Identification with Leader, Social Interaction Theory and Social Exchange Theory.

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INTRODUCTION

Abusive supervision has captured substantial scholars' attention since Tepper sowed the seed of abusive supervision. Tepper initiated a broad discussion on abusive supervision and received flushing researcher's attention for more investigation on abusive supervision very intensively; besides that, it is still unlighted leadership's axis. Tepper demonstrated it as "subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact" (B. J. Tepper, 2000). Various studies depict that abusive supervisors notably affect employees' behavior (Mackey, Frieder, Brees, & Martinko, 2017; Martinko, Harvey, Brees, & Mackey, 2013; B. J. Tepper, 2007; Y. Zhang & Liao, 2015). Research on abusive supervision conducted before and after 2007, concluded that employees who consider they suffer from abusive behavior go through destructive psychological consequences. Most commonly studies about psychological outcomes noted stress and emotional exhaustion, which ultimately affects Employee's performance. Many empirical studies concluded that Abusive Supervision could emerge as the employees' negative psychological mindsets and behaviors, like anxiety, resistance, aggression/deviance, psychological distress, and emotional exhaustion (Martinko et al., 2013; B. J. Tepper, 2000). Former studies prospect how psychological techniques explain the negative correlation between employees' creativity and abusive supervisory (Han, Harms, & Bai, 2017; Lee, Yun, & Srivastava, 2013). A more significant part of previous research cannot describe the reciprocity dimensions. A social exchange specifies the type of revenge reactions of subordinates, for example, decrease in innovativeness as a reaction to abusive supervision (Gu, Song, & Wu, 2016; W. Liu, Zhang, Liao, Hao, & Mao, 2016; H. Zhang, Kwan, Zhang, & Wu, 2014).

In the current competitive environment, organizations are confronting to evolve capabilities of innovation for sustainability and survival in the swiftly switching business climate (Agnihotri, Rapp, Andzulis, & Gabler, 2014). Organizations accept the importance of employees' creativity and significance which is explained as "their propensity to generate new, useful and novel ideas regarding products, practices, services or procedures in the workplace and help secure competitive advantage" (Amabile, 1983; Reiter-Palmon, 2011). Over the last two decades, Employees' creativity and abusive supervision have received considerable researcher's attention. It is observed that the creativity of employees plays an essential role in the advantage of every organization, and no organization can persist without innovative employees (Shalley, Zhou, & Oldham, 2004). On either side, there could be a few circumstances that can hamper the creativity of employees and the performance of employees due to the supervisor's behavior (W. Liu et al., 2016). Abusive supervision correlated with an extensive level of organizational

resistance comprising an increase in workplace divergence and employee intensity (Mackey, Frieder, Perrewé, Gallagher, & Brymer, 2015; Martinko et al., 2013; B. J. Tepper, 2007; Y. Zhang & Bednall, 2016). Various researches have provided empirical support for a significant correlation between the retaliatory behavior of the subordinates and the abusive supervision of supervisors (Hackney & Perrewé, 2018; Hershcovis & Barling, 2010). Because of the above, this study focused on a specific force called abusive supervision that can decrease employees' creativity.

Nowadays, creativity is considered a critical factor in the progress of organizations, and no organization can be stable without creative employees. However, a few settings obstruct the employees' creativity and productivity of an organization. One of the main factors that weaken the Employee's Creativity is the abusive behavior with employees (Javaid, 2018). Abusive supervision affects employees negatively, so it is a big question for their economic development and endurance (Tahira, Saif, Haroon, & Ali, 2019). Studies on this negative leadership style of supervision have been observed to cause various adverse results, e.g., increased turnover, lower performance and creativity, and organizational deviance (Tahira et al., 2019). Abusive behavior disturbs the psychological and physical practices of the subordinate (Ahmad & Omar, 2013), causing an overall negative impact on the organizational performance. Presently a development-driven economy, creativity is the key factor to grow the upper hand by which an organization can continue in the expediently oscillating environmental factors. Creativity is explained as "the creation of innovative and valuable thoughts inside items, services, and processing" (Javaid, 2018).

Most researchers and practitioners who have worked on the antecedents of employees' creativity have explored that positive behavior of the supervisor is an essential antecedent of the Employee's Creativity (Tierney, 2008). However, a few studies have investigated the association between adverse behaviors and employees' creativity. As (Baumeister, Bratslavsky, Finkenauer, & Vohs, 2001) concluded, it is necessary to explore the impact of adverse contingent indicators on Employee's behaviors. It is established that supervisors who have higher positions in the organizations and decision-making power are probably enacted as abusive supervisors (B. Tepper, Carr, Breaux, & Geider). It is observed that no consonant association was established between abusive behavior and Employee Creativity. Therefore, a proper re-investigation to inspect the association between the obscure axis of the leaders, such as abusive supervision and the creativity of employees, will ease academic enhancement and exploration of administrative implications.

In last few years, multiple studies concentrated on the abusive behavior of supervisors and considered it an essential site of the adverse leadership style. Most empirical evidence has explored that abusive supervision can produce an adverse psychological state of mind and behaviors between the employees, e.g., emotional exhaustion, aggression/deviance, anxiety, psychological, turnover, distress, and resistance (Martinko et al., 2013; B. J. Tepper, 2000). Although, very few researches investigated a relationship between "abusiveness of supervision" and the "employee's performance," for example, Creativity (Lee et al., 2013; D. Liu, Liao, & Loi, 2012; Wu, Yim, Kwan, & Zhang, 2012).

Leadership must be empowered to initiate creativity among the employees (H. Zhang et al., 2014). Leadership also improves employees' creativity when both have a high level of

job autonomy and creative role identity (Cheng, 2010). There is a significant relationship between the Employee's creativity and servant leadership exist with a moderating role of “leader identification” as well as moderating role of “organizational identification” (Yoshida, Sendjaya, Hirst, & Cooper, 2014). Few scholars have also identified that LMX would enhance Creativity (Khazanchi & Masterson, 2011; Liao, Liu, & Loi, 2010; D. Liu et al., 2012).

As discussed above, in the present study, two crucial identification perspectives, i.e., Organizational Identification and Leader Identification, took as boundary conditions through which severity of the adverse behavior of supervisor can be reduced. Few researches concluded that the positive behavior of a leader increases Identification with the organization and subordinates' feeling of belongingness (Epitropaki & Martin, 2005; Shamir, House, & Arthur, 1993). It is supposed that the investigation of the results of abusiveness of a supervision depends explicitly on the “social identity perspective” (H. T. Tajfel & Turner), and it is a substantial over-sighted research angle. When subordinates get abused, do they go through a particular psychological identificational process to specify reputation in their workplace? What will it affect? This is the fundamental question of the current study. After thrashing out literature, it was found that when abusive supervision and proactive behavior of subordinate got interacted, abusive behavior of supervisor affects other sorts of proactive behavior of employees (Frazier & Fainshmidt, 2012; Liao et al., 2010; Rafferty & Restubog, 2011); as our focus is employees creativity. Identification of employees with their leader can furnish directions to apprehend the emotional process of how abusive behavior impacts the proactiveness of the employees, which ultimately impacts the abusiveness of the supervision. Consequently, reinvestigate of the link between the abusiveness of supervisor and creativity of employees under the moderation effect of Leader's Identification making foundation upon the social identity perspective.

The main idea has been taken upon the “social identity theory” (Tajfel & Turner) to make a sense that to what extent abusive supervision decreases employees' creativity, whether perceived identity with their leader causes them to execute proactive behaviors or otherwise. This research study contributes to the literature given the link between the Abusive Supervision and employees' creativity under moderation effect of subordinates' Identification with their organization and leader—it contributions to the existing literature on how employees interact with their Abusive supervisors. Administrators are well aware of the vital and critical role of employees' attachment to their organization, therefore for better performance, how to reduce the impact of abusive supervisory behavior and improve employees' creativity by encouraging their proactive behavior.

Another vital aspect of the reaction of subordinates towards their leader and organization is that in the specific situation, subordinates' response may not always be adverse (Stouten, De Cremer, & Van Dijk, 2005; Stouten & Tripp, 2009). Mostly, subordinates have restrictions and compulsions because of their job security, promotion procedures, and evaluation processes, so leaders' behavior is often tolerate able for subordinates because leaders have a dominant position in the organization (Camps, Decoster, & Stouten, 2012). Past researchers consistently explained that subordinates perceive that they cannot confront the concerned supervisor due to his position in the organization (Uhl-Bien & Carsten, 2007). However, past research emphasized that in various situations where subordinates got engaged with their abusive supervisor will negatively

respond, but it is anticipated that subordinates who are identified with their organizations remain attached to that organization and try to avoid confronting the situation. Such boundary conditions are those factors that allow us to understand in which conditions adverse consequences of a specific factor can be minimized. After going through previous research, it is found that Identification is the vital factor to minimize the adverse effect of abusive supervision. Organizational Identification and the Leader's Identification were taken as a boundary condition to assess whether these two types of identifications hamper the adverse impact of abusive supervision or otherwise.

Keeping in view the above arguments, it is essential to re-explore the association between the “abusive supervision” and “employees’ creativity” in the lens of Leader's Identification & organizational Identification, so the proposed theoretical model is given as under:

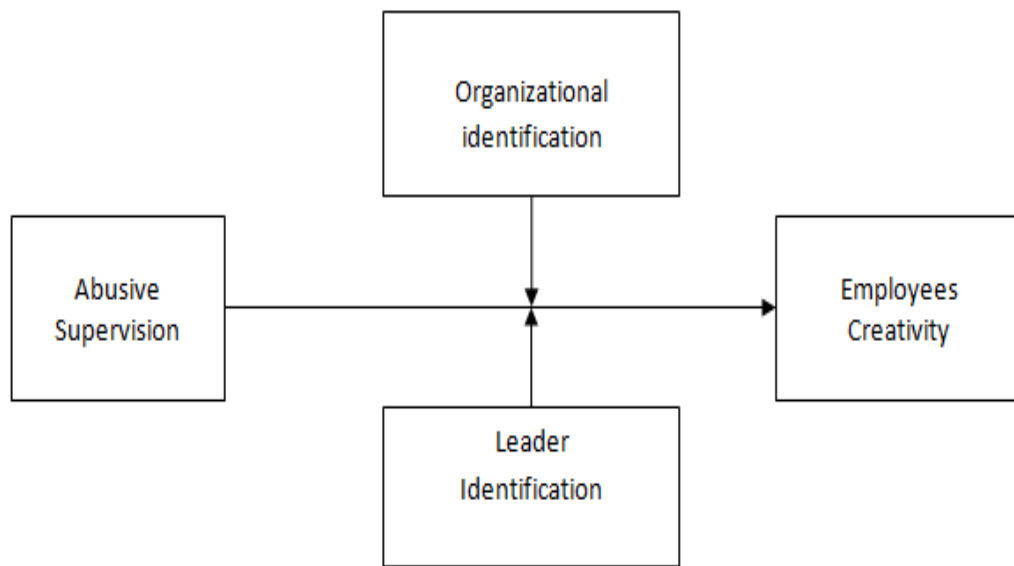


Figure No. 01

In this study, the prime focus is whether “Abusive Supervision” negatively impacts employees’ creativity or positively and how Employee’s Identification with Leader & Organization impact the effect between “Abusive supervision” and “employee’s creativity.” Previous literature was consulted to find out how abusive supervision can harm the exposure of creativity so that there is growing pressure to explore the subject of “abusive supervision,” more precisely look into Eastern context (Han et al., 2017; Jiang & Gu, 2016; Lee et al., 2013). More particularly in the Pakistani context where “high power distance culture” exist and individuals prefer to regard and admire their leaders. They believe that they must not even think against their leader's decisions (Sully De Luque & Sommer, 2000). In view of this, a question regarding utility of Leader’s Identification and Organizational Identification increases significantly. Although,

Identification with Leader and organization as a moderator which may restrict the harmfulness of negative supervisory behavior on employees' creative performance, is particularly salient in this study context.

This study is essential for both academics and managerial perspectives. This study supports the earlier established correlation between "Abusive Supervision" and "Employees Creativity." However, the moderation factor of Employee's Identification as boundary conditions, i.e. Leader's Identification and Organizational Identification, is a unique concept. In the present study, the relationship between Employee and Leader in the IT sector of Pakistani context is a critical gap was filled.

LITERATURE REVIEW

Abusive Supervision

Abusive supervision is considered as the ambiance between the supervisor and subordinate's relationships in an organization. Inside the definition, "Abusive Supervision's" distinct nature explains that "abusive supervision" cannot be called if a subordinate faces it only once or more times of aggressive behavior.

Abusive supervision does not only have physical interaction but also possesses the worker's perceptiveness of whether abusive behaviors possess abusiveness being occupied and consistently combined. It is an explicit point that two different employees may have completely diverse thinking about the same attitude, and they may disagree on the existence of abusive supervision. Keeping in view a minor exclusion by practitioners control a particular kind of "abusive behavior" in a pilot study, practitioners measured "abusive supervision" by using Employee's self-reported questionnaire of being abused by their supervisors (Porath & Erez, 2007; Rodgers, Sauer, & Proell, 2013). Subjective kind of abusive behavior workability has elevated a concern that research focuses only on "subordinates' appraisals" regarding "abusive supervision" but did not the actual "supervisor behaviors" (Chan & McAllister, 2014). A main focal point on subordinates' perceptions, even though consistent with the conceptualization (Tepper, 2000), which may lead to overestimates of the occasional relationship between "abusive supervision" and "follower's self-reported attitudes" and "psychological situations."

Tepper extended the definition of Abusive behavior as "the employee's perceptions of extent in which leader engagement in the sustained display of hostile, verbal and nonverbal behaviors, excluding physical contact" (Tepper, 2000). Employees who have a high level of "emotional intelligence" are probably trying to defeat the adverse impact of Abusive Supervision in the workplace environment (Hu, 2012). When supervisors exhibit abusive behavior, they transmit the meaning of bitterness toward their subordinates (Lian, Ferris, & Brown, 2012). A significant part of present studies on abusive behavior of supervisor has criticized "social exchange theory" and reactance theory for determining the link between Abusive Supervision & Employees' Creativity (Mitchell & Ambrose, 2007). Various meta-analysis and Empirical studies investigated and explored converging results of abusive behavior swear effects on "organizational citizenship behavior" along with "counterproductive work behavior" (Aryee, Sun, Chen, & Debrah, 2008; Mackey et al., 2017; B. J. Tepper, Henle, Lambert, Giacalone, & Duffy, 2008).

It is observed that an employee who is more subjectively affiliated with the preciseness of abusiveness can be defined as "The same individual could view a supervisor's behavior as abusive in one context and as non-abusive in another context, and two subordinates could differ in their evaluations of the same supervisor's behavior" (B. J. Tepper, 2000). A theory and research which differentiate between the supervisor's abusive behavior as proper behavior and abusive behavior as a responsive evaluation of supervision whether supervisors join a compelling standard for insensitivity and destructiveness (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

Social Exchange Theory

Blau defined the "Theory of social exchange" as "employees compliment positive processing with a progressive attitude and negative processing with negative attitudes or behaviors" (Blau, 1964). SET anticipated mutual correlations flourish in the organizations with an ideology of interchange behaviors, e.g., provide something to other fellows to gain something from others in response (Harvey, Harris, Gillis, & Martinko, 2014). "Social Exchange Theory" indicates exchange in the way of a social approach that may aggregate in economic and social effects. It is also assessed by connecting human interactions with an organization. Thus, in a workplace, if a supervisor executes a wrong performance evaluation to a subordinate who has a lousy attribution approach and attribution of an employee bias would be blend attention of being discarded for being blamed for other subordinates as well as organizational failures (Brees, Martinko, & Harvey, 2016).

Employees in an organization experience a sort of psychological hazard; it may be a reason for low Identification with its organization and the Leader (Chan & McAllister, 2014). Identification with an organization is how an employee confined himself as part of an organization. "Identification with the organization" was observed as the overall perception of an organization (H. T. Tajfel & Turner). Because of self-concept Theory, (R. G. Lord, Brown, & Freiberg, 1999) concluded that leaders exert a continuing and strong influence on their subordinates which ultimately impacts their organizational Identification, and such results have also been verified by farmer findings (Van Dick, Hirst, Grojean, & Wieseke, 2007). However, studies on Identification with organization and leader' behaviors focus more on the leader's bright axis of their behaviors, such as leadership style, e.g., transformational style (Walumbwa, Avolio, & Zhu, 2008), as compared to the adverse side, for example, Abusive Supervision.

Employees' creativity was taken as critical for the continuity of an organization and link with other employees (Shalley et al., 2004). "Employee creativity" was defined by Amabile as "the production of novel and useful ideas within products, processing, and services" (Amabile, 1988). Nowadays, employees' creativity has become various essential for commitment and aggression in the workplace (Shalley, Gilson, & Blum, 2009; Thatcher & Brown, 2010). Presently, organizations face challenges in expanding the "employees' creativity." On the other hand, organizations would set up an accessible environment for creativity to work constructively. Its results will help to prolong a superiority over the other organizations (Amabile, Barsade, Mueller, & Staw, 2005)

(Amabile et al., 2005; George & Zhou, 2002). Mostly supervisors work to enhance the capacity of employees' creativity to be able to dig out the creative alternatives to solve the present problems (Boerner, Eisenbeiss, & Griesser, 2007). Another study investigated that few situations also exist that can be convenient to initiate the higher level of Employee's Creativity like outside enforcement must enhance the creativity. However, the cognitive approach would hinder the creativity (Sagiv, Arieli, Goldenberg, & Goldschmidt, 2010).

Abusive Supervision and Employee Creativity:

Tepper distinguished the Abusive Supervision as the victim's views based on the degree to which his supervisor's display, i.e., forcefully and deliberately treating verbal & nonverbal execution. Abusive supervision comprises a variety of practices and executions. A supervisor who regularly and repeatedly criticizes subordinates against others excessively blames the representatives, discourages the subordinates, is rude, rough, and inconsiderate, forcefully assumes credits, shouts at subordinates, attacks on the protection of subordinates, or uses persistent strategies may be considered as abusive behavior (B. J. Tepper, 2000; B. J. Tepper, Duffy, Henle, & Lambert, 2006; B. J. Tepper, Moss, & Duffy, 2011).

Intrinsic motivation might be considered a subjectively and objectively psychological solid and emotional sort of phenomenon through which "abusive supervision" can defeat to protect employees' creativity (D. Liu et al., 2012; H. Zhang et al., 2014). Employees intrinsically motivated workers to put more significant input with a high level of heeds, firmness, desire, and concentration for more learning (Ryan & Deci, 2000). In an organization, workers interact more with each other, such as supervisors & subordinates. Most employees will also initiate the process of creativity to exhibit emotional and supportive encouragement from their supervisors and other subordinates (Madjar, 2008). According to (Amabile, 1996), the model of "social environments, intrinsic motivation, and creativity" decided that employees face extensive abusive behavior of supervisors, experience interaction while performing their work-related activities, and exhibit less creativity by hampering intrinsic motivation. Supervisor's complements are a vital element in prevailing employees which could teach lessen or bad relationship between the abusiveness and the employee's reaction (Martinko et al., 2013; B. J. Tepper, 2007). Due to re-organization of motivation and high level of cognitive stimulation between employees (Anderson, De Dreu, & Nijstad, 2004). In this view, I proposed the following hypotheses:

H1: Abusive Supervision negatively impacts Employee's Creativity.

Abusive Supervision and Organizational Identification:

"Organizational identification" is the conceptualization phenomena of an individual; he feels that wins and losses of his organization are his own, and the concept of "identification" of employees with an organization is based on "social identity theory" (Mael & Ashforth, 1992) (H. E. Tajfel, 1978; Turner, 1982). Identification enclosed a sense of belongingness, loyalty, solidarity, and magnetism with the organization, mind

matching, and assumption of combined objectives (Trepte & Loy, 2017). Social Identity can be described as “an individual who possesses self-conceptualization. He extracts it from his knowledge to feel like a member of a social group together annexing the emotional and principal importance”. Social Identity Theory was described as individuals who are craving a positive image that is slightly based on their identity (H. E. Tajfel, 1978). As more an employee positively rated his organization, his organization becomes more critical for him or his self-image. Self-Image is the quality of a group’s member who has Organizational Identification” and is viewed as the extent to which the degree a member considers bound to its organizational cohesiveness (Dutton, Dukerich, & Harquail, 1994).

Organizational Identification and Employee’s Creativity:

Sense of responsibility and attachment compel workers to be innovative and creative by using different and diverse techniques to handle problems in an organization (Ilies, Nahrgang, & Morgeson, 2007). However, Organizational Identification is very useful to generate creativeness in their jobs (Kark & Carmeli, 2009). The creativity of employees is seen as an essential screw of transformation, and it comprises on the generation of unique ideas and the execution of such novel proposals (Shalley et al., 2004; Zhou, 2003). Creativity refers to a team's combined effort is very prestigious itself. It can be perceived as an essential pre-requisition for innovation & Creativity (Joo, McLean, & Yang, 2013). Several scholars have focused on ways to enhance the creativity of employees.

Abusive Supervision And Organizational Identification As Moderator:

A truth about organizational life is that leaders do not always act responsibly and ethically (De Cremer, 2003). As seen, supervisors carry adverse language with their workers, degrade them before other people, threaten their subordinates, or treat them violently (Bies & Tripp, 1998; Zellars, Tepper, & Duffy, 2002). On the other hand, it is also found that employees never respond adversely to abusiveness; despite of seriousness of the supervisors’ abusiveness and subordinates do not often go for retaliation (Stouten & Tripp, 2009). This study aims to dig out the positive characteristic of “organizational identification” for example, organizational Identification is defined as “the psychological attachment that emerges when members adopt the critical characteristics of the organization as defining characteristics of themselves” (Dutton et al., 1994). Conclusively, It is suggested that when subordinates face an “abusive supervisor,” those subordinates who perceive attachment with their organization are probably anticipated to be a segment of their organization and will be less anticipated to confront their supervisor. To support this rationale, a detailed discussion is given below.

We have already debated above that, in the specific scenarios, subordinates’ response could not always be adverse. Leaders and followers are engaged in entirely different rules so that supervisors’ abusive behavior does not always encourage subordinates to respond adversely (Stouten et al., 2005)(Stouten & Tripp, 2009). Subordinates often consider that they do not have a position to respond with adverse behavior toward their Leader (Frost, 2004; J. Lord, Ochocka, Czarny, & MacGillivray, 1998). Such results are compatible

with this explanation, and generally, subordinates feel that they may not raise their voice against the concerned supervisor (Uhl-Bien & Carsten, 2007).

This study is founded upon the literature mentioned above and proposed two boundary conditions that may hamper the adverse effect of Abusive Supervision on employee creativity. The present study proposes that as more subordinates identify with their organizations, the more they will play against the adverse reaction. Identification plays a vital role in a subordinate's reaction to an Abusive Supervisor. More precisely, in a specific situation where subordinates got confronted with their Abusive Supervisor, we anticipate that subordinates identified with their organizations tend to remain engaged with the workplace. Previous literature contended that Organizational Identification would shield subordinates from adverse effects of Abusive Supervision. More precisely, when subordinates face Abusive Supervisory behavior, subordinates who are identified with their organizations tend to stay connected with their organization and fellows or not. In this view, the following hypothesis is proposed:

H2: Organizational Identification moderates between "Abusive supervision" and "employees' creativity."

Abusive Supervision and Employee's Leaders identification:

In workplace relationships, Identification is a very crucial variable in both aspects as distanced and proximate. Identification is a process by which an employee sees an object as being decisive of oneself and shapes an emotional link with anything. Many researchers have suggested several notional identificational definitions (Dutton & Dukerich, 1991; Kagan, 1958; Mael & Ashforth, 1992). It is a communication process that is embedded during discourse (Burke, 1969) and establishes an individual's identity as a communicative expression (Scott et al., 1998). Through interaction, called the "conversation of shared interests," employees of an organization understand identification with other employees such as with their Leader (Cheney & Tompkins, 1987). Whenever an individual firmly identifies with his leader, in this case, he is attached with his leader; who is he? What his leader represents? Then in both cases, when subordinates perceive as they can self-define process.

In view of social exchange theory, subordinates are more likely to retaliate abusive behavior of the leader through interacting in a supervisor's pushed diversion to hurt their supervisor (Dupré, Inness, Connelly, Barling, & Hopton, 2006; Inness, Barling, & Turner, 2005; Mitchell & Ambrose, 2007). Prior research shows that subordinates tend to retaliate when an elevated level of power distance prevails between the subordinates and an individual who executes abusive behavior. Because of the hierarchical association between a "subordinate" and "supervisor," involving adverse responses is likely to be expensive action for others. Resultantly, subordinates will move for that behavior that sees fewer costs but still restricts reactive behavior (Archer & Coyne, 2005; Wang, Mao, Wu, & Liu, 2012).

LEADER'S IDENTIFICATION AND EMPLOYEE'S CREATIVITY:

LMX suggests that support, attention, trust, and consideration of supervisor initiate Sense-making and sense-breaking, which produce a feeling of oneness or cohesiveness.

Perception of closeness and attachment with an organization promotes felt obligations and a kind of reciprocation (Trepte & Loy, 2017). A more focused approach uses creative and innovative ways of solving problems increases. Such a process of social identification assists in enhancing followers' creativity. Previous research has provided empirical support for a direct relationship between LMX and Employee Creativity and creative work involvement. About two years ago, (Newman, Herman, Schwarz, & Nielsen, 2018) found in their meta-analyses that there is a positive impact between LMX relationships and creativity. However, on either side, few studies did not find a positive association between the “LMX” and “creativity of employees” (Hammond, Neff, Farr, Schwall, & Zhao, 2011). Although, it is assessed, keeping in view SIT, the more social identification mechanism becomes more substantial, the more creativity in groups as collectivist culture increases (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012).

ABUSIVE SUPERVISION AND LEADER’S IDENTIFICATION:

The extent to which a leader is involved in the subordinate's self relational process has been conceptualized as the “identification with their leader” (Kark & Shamir, 2002; Kark, Shamir, & Chen, 2003; Van Knippenberg, Van Knippenberg, De Cremer, & Hogg, 2004). It is evident that when an individual tries to follow other people, such as a supervisor (Kelman, 1958), observed an established relationship with the present research (Kark & Shamir, 2002; Kark et al., 2003; Van Knippenberg et al., 2004). Thus, subordinates who experience a high level of attachment with their leader who is firmly focused on their job perceive the leaders’ importance (Sluss & Ashforth, 2007).

It tends to understand that making an effort for the benefit of their leader who is making efforts for their interests and benefit and are increasingly sensitive to their leaders' expectations concerning employee’s attitude (Berscheid & Reis, 1998; Van Knippenberg et al., 2004). In this vein, It is expected that Identification with their Leader may decrease abusive behavior’s severity and enhance Employee Creativity. Various researchers proposed that “identification with their leader” must lead to more likelihood of being effects by the Leader (Berscheid & Reis, 1998; Van Knippenberg et al., 2004). Therefore, subordinates with a high level of identification with their leader are more likely to be affected by the “leader’s behavior” than employees with a low level of identification with their leader.

Employees with a low level of attachment with their supervisor rarely subscribe to the supervisor’s values and beliefs. Such employees will less tend to attempt the appease, emulate and gain the positive characteristics of their Leader (Ashforth & Mael, 1989). A significant influence on creative behavior in the identification case may not be what the leader acts in the context of the leader's interactions with their subordinates. However, it might be related more strongly to their leader's feedback or the perceived likelihood of attaining future rewards. So following hypothesis is made:

***H3:** Leader's Identification moderates between Abusive supervision and employees' creativity.*

METHODOLOGY

Quantitative research methodology is used in this current study. In the quantitative method, results are based on numbers and figures, statistically measured and analyzed.

Moreover, in quantitative research, the hypotheses are derived through past literature support, and instruments used for measurement are adopted from the past studies. The primary objective of this present research is to test the hypotheses that whether the employee creativity is affected by abusive supervision or otherwise and either Identification with leader and organization moderates this relationship or not. The data has been collected through the survey. Different statistical tests were used to analyze the data and to conclude results.

Data was collected from the *employees* working in all cellular companies, i.e., Mobilink, Ufone, Telenor, and Zong working in Pakistan. A survey was conducted for data collection from the said cellular companies presented in the district Gujrat, Sialkot, Gujranwala, and M.B.Din. Data was accumulated at the individual level to investigate the hypotheses of this study. A self-administered research questionnaire has surveyed the employees and their corresponding supervisors. Every questionnaire was distributed and collected after given sufficient time for filling it, and then the same was entered into the system. A total of 400 questionnaires were given during the survey throughout cellular companies' employees, and 355 total responses were received back.

Individual variances in socio-demography may influence personal Identification and organizational Identification; therefore, Employee's *education, gender, experience, and marital status* are incorporated as control variables in the private sector organization of Pakistan. Following scales were used in this study which was extracted from the previous literature:

- Tepper's 15-item scale measures abusive supervision (B. J. Tepper, 2000).
- Employees' creativity was measured with the four-item scale (Farmer, Tierney, & Kung-Mcintyre, 2003).
- "Organizational Identification" was measured with the six-item scale (Boroş, Curşeu, & Miclea, 2011).
- "Personal identification with the leader" was measured with (Hobman, Jackson, Jimmieson, & Martin, 2011) (Shamir, Zakay, Breinin, & Popper, 1998) an eight-item scale.

This study adopted the characteristics of interest, generally dispersed amongst the workers of all cellular companies in Pakistan. Therefore, a *non-probability convenience sampling technique* is used in this study, in which respondents were selected based on our convenience for getting the required response. A standard method of variance and source is an issue in the exercise to measure the constructs that can change and manipulate the actual results. The researcher attempted maximum efforts and occupied precautionary measures to minimize such risk (Podsakoff et al., 2012).

CORRELATION ANALYSIS

Reliability of Scales

Cronbach's alpha reliability analysis is used to test the reliability of each variable. Cronbach's α is used to test the instrument's reliability (Hair, Anderson, Tatham, & Black, 1998) ranges from 0 to 1. According to the results, the reliability values of the measures are shown in the below table-1;

Table 1: Reliability Measures

Variables	No. of items	Cronbach's Alpha
Abusive Supervision	15	0.73307
Employees' Creativity	4	0.72593
Organizational Identification	6	0.91029
Leader's Identification	8	0.68047

The value of Cronbach's alpha should be greater than 0.70, showing the higher internal consistency among all the elements of each scale. In the present study, the Cronbach's alpha value for all the variables is above 0.70. The value of Cronbach's alpha for Abusive Supervision (AS) was 0.733, for Employee's Creativity (EC) was 0.725, for Organizational Identification (OI), it was 0.910, and for Leader's Identification (LI), it was 0.7.80. The above results found high reliability within the items of the questionnaire tested.

Random Regression Model:

Table 2 Correlation Matrix

	Mean	SD	Age	Gender	Marital Status	Qualification	Experience	Abusive Supervision	Employees Creativity	Organizational Identification	Leader's Identification
Age	1.901	0.846	1								
Gender	1.453	0.498	-0.041	1							
Marital Status	1.487	0.500	-.253**	0.006	1						
Qualification	2.112	0.735	0.163**	-0.140**	-0.011	1					
Experience	1.538	0.733	0.241**	-0.237**	-0.147**	0.333**	1				
Abusive Supervision	2.624	0.725	0.113	0.002	0.045	-0.171*	0.146	1			
Employees Creativity	2.873	0.910	0.232**	0.060	0.021	0.122	-0.050	-0.414**	1		
Organizational Identification	2.339	0.680	0.043	0.014	0.035	-0.248**	-0.094	0.077	0.233**	1	
Leader's Identification	2.446	0.612	0.099	0.088	0.050	-0.220**	-0.099	0.020	0.087	0.595**	1

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Standard Deviations, Means, and Correlations are given in Table-2. As all the employees were deployed in their offices and field, OLS regression was used to underestimate standard errors (SE). Accordingly, all the hypotheses mentioned above were tested using random coefficient regression in MPlus 7. The unconditional model's intra-class correlation (ICC) was used for advice network centrality, 0.386 for Abusive Supervision, 0.466 for Employee's Creativity, 0.463 for Organizational Identification, and 0.407 for Leader's Identification. Results of the Regression analysis are given in Table-3. On perusal of Model 1, It is analyzed in Level-1 correlations, i.e., age, gender, marital status, qualification, and experience, which were taken as predictors of the intercept. On perusing Model 2, "Abusive Supervision" and "Employee's Creativity" focused on correlation. In Model 3, two 2-way interactional terms representing hypothesized relationships were used.

These analyses were used to test Hypotheses 1 (impact of AS to EC) and 2 (impact of AS through OI to EC). To test Hypothesis 3, we entered the two-way interaction of tendency to Leader's Identification in Model 4.3 and entered the three-way interaction in Model 5. By following Hofmann and Gavin (1998), grand-mean centering for all variables was used. Significance of coefficients and conducted χ^2 tests comparing each model with the nested model was also examined. Because χ^2 tests produced by Mplus cannot be directly used for difference testing, Satorra–Bentler scaled χ^2 difference tests using log-likelihoods were tested (Muth'en & Muth'en, 1998–2010).

As presented in Table-3, only employees' experience is the positive predictor in advice network centrality, whereas age, gender, and marital status had very low advice network centrality. Further, the interaction of "Abusive Supervision" and "Employees Creativity" had a negatively significant coefficient in Model 2, indicating preliminary support for Hypothesis 1. Moreover, the interaction of "Abusive Supervision" and Employees' Creativity" under moderation effect of "Organizational Identification" had a significant coefficient in Model 3, indicating preliminary support for Hypothesis 2. Although, no significant interaction was found between "Abusive Supervision" and "Employee's Creativity" under the moderation effect of "Leader's Identification" and did not support Hypothesis 4.

As presented in Table-3, only employees' experience is the positive predictor in advice network centrality, whereas age, gender, and marital status had very low advice network centrality. Further, the interaction of "Abusive Supervision" and "Employees Creativity" had a negatively significant coefficient in Model 2, indicating preliminary support for Hypothesis 1. Moreover, the interaction of "Abusive Supervision" and Employees' Creativity" under moderation effect of "Organizational Identification" had a significant coefficient in Model 3, indicating preliminary support for Hypothesis 2. Although, no significant interaction was found between "Abusive Supervision" and "Employee's Creativity" under the moderation effect of "Leader's Identification" and did not support Hypothesis 4.

Table 3: Random Coefficients Regression Analyses

Predictor	Model 1 Employee Creativity		Model 2 Employee Creativity		Model 3 Employee Creativity		Model 4 Employee Creativity		Model 5 Employee Creativity	
	Estimate	SE	Estimate	SE	Estimate	SE	Estimate	SE	Estimate	SE
Age	-0.056	0.080	-0.053	0.046	-0.046	0.043	-0.062	0.082	-0.037	0.081
Gender	-0.024	0.022	0.032*	0.013	0.038**	0.013	-0.023	0.023	-0.035	0.022
Marital Status	-0.122	0.077	-0.061	0.044	-0.007	0.045	-0.092	0.080	-0.092	0.077
Qualification	-0.080	0.053	-0.133***	0.035	-0.110***	0.031	-0.047	0.052	-0.012	0.053
Experience	0.032	0.033	0.014	0.027	0.007	0.025	0.027	0.029	0.026	0.026
Abusive Supervision			-0.305***	0.077	0.140	0.091	0.230***	0.078	-0.058	0.167
Organizational Identification					0.256	0.042			0.012	0.038
Abusive Supervision X Organizational Identification					0.038**	0.013			0.429*	0.216
Leaders' Identification							0.035*	0.018	0.096**	0.040
Abusive Supervision X Leaders' Identification							0.061	0.079	0.007	0.025
$\Delta \chi^2 (\Delta df)$	3621.97 (20)		3747.84(21)		3229.02(18)		3414.74(18)		2163.16(15)	
ΔR^2	0.171		0.187		0.546		0.187		0.250	

Note.
 ΔR^2 is degree of reduction in error variance.
 * $p < .10$. ** $p < .05$. *** $p < .01$

Table 4 Skewness

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Age	355	1.00	4.00	1.9014	0.84631	0.611	0.129
Gender	355	1.00	2.00	1.4535	0.49854	0.188	0.129
Marital Status	355	1.00	2.00	1.4873	0.50054	0.051	0.129
Qualification	355	1.00	4.00	2.1127	0.73549	0.077	0.129
Experience	355	1.00	5.00	1.5380	0.73307	1.360	0.129
Abusive Supervision	355	1.33	4.27	2.6244	0.72593	0.417	0.129
Employees' Creativity	355	1.00	5.00	2.8734	0.91029	0.485	0.129
Organizational Identification	355	1.00	4.50	2.3397	0.68047	0.852	0.129
Leader's Identification	355	1.25	4.63	2.4463	0.61223	0.770	0.129

The supplemental analyses were carried out keeping in view that our “network centrality measure” was positively skewed. As followed by Tabachnick and Fidell, It is also carried out two transformations to deal with a possible violation of the normality assumption (Tabachnick and Fidell 2012). Firstly, a square-root transformation of advice network centrality scores was appropriate for moderately positively skewed data. Two interactions remained significant and third was not significant (Abusive Supervision X Organizational Identification: $\gamma = 0.038$, $t = 0.013$, $p < .05$ and Abusive Supervision X Leaders' Identification: $\gamma = 0.061$, $t = 0.079$, $p < .05$). Second, we performed a log transformation appropriate for severely positively skewed data.

DISCUSSION

Creativity is an essential characteristic of the employees for the sustainable development of the organizations. How to enhance and improve the employees' creativity is a primary concern of the practitioner, scholars, and managers. Leadership styles are important situational factors directly affecting the creativity of employees. Compared to positive leadership, research has a concern in negative leadership too; for example, the relationship between Abusive Supervision and Employee Creativity is still awaiting concentration. This study is based on the “social exchange theory” in which the impact of Abusive Supervision on the Employee's Creativity is investigated through moderating role of organizational Identification and Leader's Identification. Results of empirical research supported our hypotheses and proposed model. Respondents of this study were proficient and had a blend of experienced and qualification, with an excellent comprehension of questions that were placed them to answer.

Plenty of previous studies depicts that research was carried out in private and public sectors, establishments working in two or three cities of Pakistan to check the outcome of Abusive Supervision on Employee Creativity. Results emphasized that Abusive Supervision harms the Creativity of Employees. Several researchers have found out the

unpredictable conclusions related to Abusive supervision (Tepper et al., 2009), research and especially empirical research regarding the effecting part of Abusive Supervision on the Creativity of Employees are still blemished, below the mark, and inconsistent. However, few researchers explored the negative relationship between Abusive Supervision and Employee Creativity” Liu et al. (2012) and Zhang et al. (2014). This study shows that in private sector organizations where the manager/supervisor exhibits abusive behavior, the employees' creativity is negatively affected. As more Identification of employees increases with their organization, effects of abusive supervision decrease or employees ignore the leader’s behavior, in fact, adverse behavior. Although, no effect was found between abusive supervision and Employee's Creativity under moderation role of Employee's Identification with their Leader.

CONCLUSION:

It is worth mentioning here that an adverse link has been established between Abusive Supervision and ultimate Employee’s Creativity, synchronizing the conclusions of various studies (D. Liu et al., 2012; H. Zhang et al., 2014). Through this study, another empirical verification is now provided regarding the negative impact of Abusive Supervision on the Employee's Creativity. The findings of this study contribute to enriching our conceptualization and understanding of the relationship between Abusive Supervision and the creativity of employees in the private sector of Pakistan. It has already been explored that, depending upon the circumstances, most of the time, the subordinate’s response could not be adverse (Stouten et al., 2005). The basic preciseness of Organizational Identification is linked with social identity theory. This study extended the knowledge that as organizational identification increases, abusive supervision decreases, based on the social identity and organizational identification theories. Consequently, the employees' creativity can be encapsulated from the adverse consequences of abusive supervision.

Mainly, the team leader refers to those who rise to various challenges as they are accountable and responsible for effective team management. Identification with the leaders, especially by the lens of their behavior, is an ancient and classic theme in research. Leaders influence to shape “followers’ identities” (Avolio, Walumbwa, & Weber, 2009; Ellemers, De Gilder, & Haslam, 2004; R. G. Lord & Brown, 2001; Shamir et al., 1993), including Identification with their leaders and organization. Immediate leaders of employees play a vital role in their daily work lives and their respective organizations. Thus leaders’ conduct may shape how their employees view social identifications with work organization and their relationship. This study reveals that the moderation impact of a leader's Identification between Abusive Supervision and Employee Creativity does not affect. It is required to replicate and reinvestigate the moderation effect of Identification with their leader in different contexts.

Summary of Hypothesis:

Findings of the present study’s hypotheses are given below Table-5:

Hypotheses H1 and H3 are fully supported, but H2 is not supported.

Table 5: Summary of Results

Hypothesis	Description	Results
H1:	Abusive supervision negatively impacts Employee's Creativity.	Supported
H2:	Leader's Identification moderates between "Abusive supervision" and "employees' creativity."	Not supported
H3:	Organizational Identification moderates between "Abusive supervision" and "employees creativity."	Supported

CONTRIBUTIONS

The present study contributes to the literature of supervisor's behavior and Employee's Creativity in the larger context as very few researchers have explored the link between Abusive Supervision and Employee's performance such as Creativity (Lee et al., 2013; D. Liu et al., 2012; H. Zhang et al., 2014). It is worth mentioning that no consonant and harmonious relationship confirmed the impact of Abusive Supervision on Employee's Creativity. However, most of the studies are carried out in other countries of the world, and fingers counted empirical studies have been conducted on abusive supervision and Employee's Creativity in public sector organizations working in the Pakistani or South Asian context.

It also has novelty in this study that adverse impact on employee creativity in the Pakistani context is reinvestigated, and boundary conditions were also discussed. Results depict that the Abusive Supervision of a leader adversely correlated with the creativity of employees, which has two significant additions to broaden the study's spectrum. This study clarifies that the Abusive Supervision reduces the Employee's Creativity in the Pakistani context, where employees face a high level of power distance, which is under significant risk in front of management than the low level of power distance cultures. Although Pakistani culture has rigid and complex hierarchies between the subordinate and supervisor, the abusive behavior of a leader can adversely impact Employee's Creativity in Pakistani conditions. The study's findings explore that the identification of employees with the organization moderates the impact of "abusive behavior" of a supervisor on employees' creativity. This study exposes the black box of a "leader's adverse behavior" and how a leader's adverse behaviors impact the "employee's creativity." It also clarifies that the sequential process of Identification with organization moderates. The abusive behavior may prompt diverse Employee's responses at different times (Chan & McAllister, 2014). However, this study explores that Identification with Leader does not moderate the relationship in the Pakistani context.

PRACTICAL IMPLICATIONS

The current study has numerous implications for researchers, scholars, and practitioners. This study undertakes to add established support on the already existing relationship

between Abusive Supervision and Employee's Creativity. It also offers an inevitable opportunity to the researchers to focus their intentions towards the deterrent behavior, which is Abusive Supervision and its impact on the creativity of the employees in other ways. Two types of identifications, i.e., organizational and Leader's Identification, were used to analyze the moderation effect. It is observed that organizational Identification plays a vital role in creating hindrance in the way of Abusive Supervision. However, Identification with Leader could not prove that it is the opportunity for upcoming researchers to reinvestigate this relationship. Researchers have substantial implications in theoretical, managerial, and practical points of view in the Pakistan private sector. Theoretically, this study enhanced support in the literature regarding the impact of Abusive Supervision on Employee's Creativity as former scholars did (Li, Wang, Yang, & Liu, 2016; Shalley et al., 2004; B. J. Tepper, 2000). This research also added support in the literature as the moderation effect of Organizational and Leader's Identification.

Practically, Identificational factors such as Identification with the organization improve employees' creativity to achieve the organization's ultimate goal, especially in Pakistani private sector organizations. However, Identification with a leader has no effect. This study does not aim to present an ideal situation in the organization; however, it is argued that based on the results of our findings, adverse behavior supervisors can be restricted through the Identification as boundary conditions. It is confirmed in the present study that to improve employees' creativity, organizations must concentrate on rectifying destructive administration. Organizations have an opportunity to constructively reduce the happening of abusive supervision by pointing out and mentoring abusive supervisors by focusing on attracting professional employees as supervisors. After that, train them in management-related skills, which will equip supervisors to behave politely and invite employees to work freely under ethical supervisors. Supervisors must be motivated to look for more relevant training courses to improve their interpersonal relationships and management skills (Aryee, Chen, Sun, & Debrah, 2007).

By considering abusiveness as a destructive management technique, organizations must propose anti-abusive exercises to deal with abusive supervision. Abusive supervision must be taken as a crime; a zero-tolerance policy must be taken and intimate every member throughout the organization (D. Liu et al., 2012). Admiring such practices in organizational culture, it will cause to foster emotional attachment with the organization and leader. Employees' creativity is enhanced by constructing a coherent and compatible culture, e.g., employees feel psychologically safe. Psychological safety can help improve organizational Identification and resultantly enhance employee creativity. Particularly in Pakistani organizations, they must find techniques to synchronize the targets of the Employee with those of the organization's goal.

LIMITATIONS AND FUTURE DIRECTIONS

The generalizability of the results is a significant concern because the researcher makes efforts to apprehend a maximum number of private sector organizations which operate in Pakistan, although only a small geographical area of Gujrat, Gujranwala, Mandi Bahauddin, and Sialkot districts were targeted for data collection. So it is recommended that such study may be performed throughout the provincial level as well as country-level in the future, and public service institutions and private organizations can also be an approach. Restriction about the dimensions of the abusive supervision construct has a big

question: Abusive Supervision is taken as an overall construct that was analyzed and checked. It is recommended that this study be performed to check each dimension in detail for more depth and its effects on the creativity of the employees.

Obstruction about moderation factors is also there that only two identificational factors were analyzed and evaluated, and this study focuses on identificational factors only. It is recommended to the researchers that more positive behaviors that can create hindrance in abusive supervision should be assessed. Limitations about the contextual obstacles also exist that this study analyzed and evaluated only the telecom sector in Pakistan. So that researchers have an opportunity to perform the same study on other private and public sector organizational contexts. A cross-sectional approach was used to evaluate the actions of adopted variables, so other searchers can use a longitudinal approach and conclude the different results in the future. It is recommended that more positive and negative outcomes and moderating variables be used to enhance the knowledge regarding adverse behavior of abusive supervision. Such work can add support to the literature on Abusive Supervision and Employee's Creativity and those factors that can minimize the adverse outcomes or improve organizational performance.

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