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| KEYWORDS | ABSTRACT |
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| Abusive Supervision, Employee Job Engagement | This research is carried out to evaluate the impact of abusive supervision on employee job engagement. The primary data is gathered data from the 440 employees working in Lahore. Test like Reliability, Correlation and multiple linear regressions were used in analysis. This research observed that abusive supervision negatively influences the variable job engagement. The current study conducted only employees of Sapphire Textile. The current research is case study on Sapphire Textile so cannot simplify results on organizations of other type of industry. Current study works as policy guideline for employers or top management of textile sector by controlling the thoughts about envy which will ultimately foster the level of employee job engagement directly. Present research broadens body of literature by providing empirical support from the social comparison theory to explain the phenomenon of proposed relationships in the single model. The results provide significant information about relationships among research variables in reaching the conclusion and suggesting the recommendations. |
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INTRODUCTION

Abusive supervision is basically the bad and abusive behavior by the supervisors in shape of communication and body language (Mitchell & Ambrose, 2007; Tepper, 2000). It is total mistreatment done by the supervisors to their subordinates (Baasch, Feuerschütte, Neto & Leite, 2021). To deal with, it is consistent effort required from an individual (Frieder, 2021). Engaged employees are considered as basic asset for the company to sustain with excellent service (Liu, Liao & Loi, 2012). As per prior researches, employees indulge in bad activities like fraud, slow work and theft in reaction to abusive supervision (Machado, Cai, Vincent, Lina & Grova, 2021). Troester and Quaakebeke (2020) found that the abused subordinates normally keep silence at the working place due to exhausted feeling of emotions. During the research, Khan and Khan (2021) have collected primary data from various hotels and concluded that abusive supervision adverse influence various variables. In this connection,

as per study of [Yu and Duffy \(2018\)](#) abused subordinates also remains socially depressed in the home.

The literature revealed that due to the abused culture at working place there is found the trend of “tit for tat” like non-physical aggression from both the sides. Abuse can narrate as “negative interpersonal treatment that one experiences within context of work environment ([Bowling, Camus & Blackmore, 2015](#))”. According to [Luncheon \(2021\)](#) it is very important for organizations to engage the talent and manage their human asset. Certainly, different surveys around globe reflect very low rate of employee engagement ([Lee, Li & Tsai, 2021](#)). As per conclusions of the “Chartered Institute of Personnel and Development” CIPD (2015) and Gallup (2016-2017) only about 15% employees are fully engaged to toward their work at a global level. Social exchange theory of [Saks \(2021\)](#) describes that there is a difference between organization engagement and job engagement. Originally, engagement is mostly the emotional linking of workers with their tasks ([Huang & Fei, 2020](#)). Including their job, employees also have link with organization ([Saks, 2021](#)). The organizational role is based on the engagement with organization.

LITERATURE REVIEW

[Saks \(2021\)](#) has expressed that “organization engagement could be conceptualized as the greater investment of the self for higher job performance, in response to organizational factors or decisions, this conceptualization introduced a multidimensional approach to the meaning of engagement, identify that though success of an organization is measured by increase in market share and revenue, yet real impetus behind this success is employee’s engagement with the organization, employee engagement is a two way exchange of effort between the employees and top management” ([Oluwatayo & Adetoro, 2020](#)). The “abusive supervision refers to subordinates’ perceptions of the extent to which their supervisors exhibit hostile verbal and nonverbal expressions ([Mitchell & Ambrose, 2007](#); [Tepper, 2000](#)).” There are small numbers of key features that make discrimination and caused workplace abusive behavior. In this regard, the abusive supervision includes ongoing pattern of the destruction and a functional nature of abuse from the employees who are in strength and lying with others, berating, attacking, undermining, blaming workers for others’ errors, and usage of sarcasm ([Tepper, 2007](#)).

in previous studies and exercise have paid a way much less concern to clarifying why sure management patterns may be unfavorable to creativity ([Gu, Song & Wu, 2016](#); [Han, Harms & Bai, 2017](#); [Lee, Yun & Srivastava, 2013](#); [Liu, Liao & Loi, 2012](#); [Liu, Zhang, Liao, Hao & Mao, 2016](#); [Zhang, Kwan, Zhang & Wu, 2014](#)). In short, it relies mainly on the expected positive relation of engagement with abusive supervision and hiding of knowledge as described by [Khalid, Bashir, Khan and Abbas \(2018\)](#), as well as harmful effect of such hiding knowledge on worker creativeness ([Bogilović, et al., 2017](#); [Černe, et al., 2014](#); [Malik et al., 2019](#)). When organizational authorities abuse their employees, they fail to perform their duties because

employees replying their leaders. Organizational members mistreated by holding valuable information from their leaders (Bogilović, et al., 2017; Malik et al., 2019; Černe et al., 2014). The employees who suffer from the abusive supervision may often feel some other negative thoughts like shame and fear except anger (Wang, et al., 2021). Employee engagement narrates as "employees who are connected to the values and mission of the company, feel empowered, bring energy, passion, and discretionary effort to their jobs, and serve as the advocates" (Ewing, Men & Neil, 2019).

Employee engagement is basically a mutual effort among the top-level management and employees. Boosting factors for employee engagement could be management decisions and offers like career growth options, respect and wellbeing to employees (Boikanyo et al., 2019). There is no pet definition is available in literature about employee engagement. There are small numbers of key features that make discrimination and caused workplace abusive behavior. The clear difference of opinion is present among industrial and academic researchers about employee engagement (Sack, 2006). Authentic research always achieves very exact and valid concept (Carmines & Zeller, 1979). It can describe as "degree to which the sample items taken together constitute an adequate operational definition of construct" (Polit & Beck, 2006). According to Jose and Mampilly (2014), employee with appropriate opportunity to become part of organizational decision making and also be heard properly by the top management than that employee should be considered as completely engaged with organization.

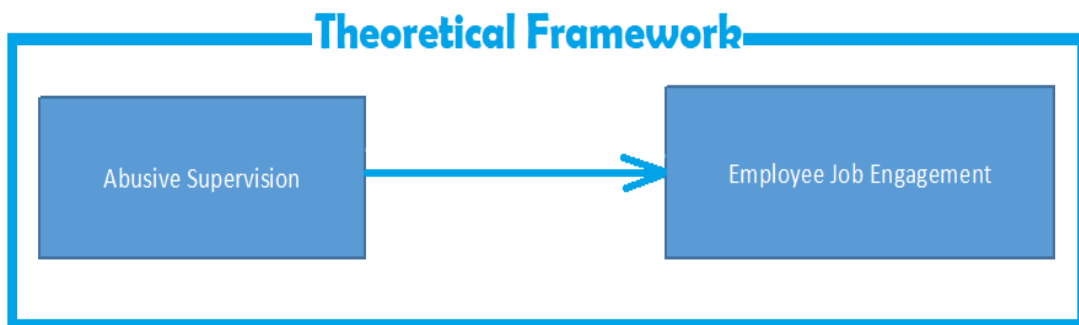
Hypothesis

Wang, Wei, Zhao, Zhang and Peng (2020) examine that "abusive supervision has negative impact on the employee job engagement". Based on this fact current study proposes the following alternative hypotheses.

H₁: The Abusive Supervision has positive relationship with Employee Job Engagement

H₂: The Abusive Supervision has positive influence on the Employee Job Engagement

Figure 1 Theoretical Framework



RESEARCH METHODOLOGY

The methods and procedures that were used in conducting this study and attaining desired outcomes have been produced to understand methodological approach used in conducting the study. This study is based on concept of cross-sectional research. Target population is comprised of employees of Sapphire textile. A sample consist of 440 respondents. Current research use technique of Snowball sampling for selecting 440 respondents. The current research uses the 1:10 ratio for collection and selection of respondents (Jackson, 2003; Kim, 2014 McCarthy & Milner, 2020) for the present study in order to collect data and analyze the data for attaining desired outcomes.

DATA ANALYSIS

The data analysis presents the findings obtained through statistical procedures to get data about the potential relationship between research variables. The data were analyzed with the help of SPSS 22.

Tables 1 Correlation Analysis (H₁)

| | Abusive Supervision |
|-------------------------|---------------------|
| Employee Job Engagement | -.543** |
| | .000 |

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

The hypothesis first was about the hypothetical relationship to examine association between abusive supervision and the employees job engagement. The entire variables of the current research have positive and negative correlation. The abusive supervision relates negatively with Employee Job Engagement (r= -.543**). Therefore, based upon results, the hypothesis first in rejected.

Tables 2 Regression Analysis (Model Summary) (H₂)

| Model | R | R Square | Adjusted R Square | Std. Error of Estimate |
|-------|-------|----------|-------------------|------------------------|
| 1 | .543a | .30 | .293 | .25375 |

a. "Predictors: (Constant)", Abusive Supervision

Tables 3 Regression Analysis (ANOVA) (H₂)

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------|
| 1 | Regression | 11.874 | 1 | 11.874 | 184.411 | .000b |
| | Residual | 28.396 | 441 | .064 | | |
| | Total | 40.270 | 442 | | | |

a. "Dependent Variable": Employee Job Engagement
 b. "Predictors": (Constant), Abusive Supervision

Tables 4 Regression Analysis (Coefficients) (H₂)

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---------------------|-----------------------------|------------|---------------------------|---------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 4.263 | .064 | | 66.389 | .000 |
| Abusive Supervision | -0.349 | .026 | -.543 | -13.580 | .000 |

a. "Dependent Variable": Employee Job Engagement

The influence of abusive supervision is hypothesized through second hypothesis. Above table clarifies the association of Abusive Supervision with Employee Job Engagement. $R^2 = 29\%$. The value of $F = 184.411$, p of $F = 0.000 < 0.01$. Value of p for influence of the Abusive Supervision on Employee Job Engagement $= 0.000 < 0.01$. Hence, hypothesis of regarding this relationship is acknowledged. β is $-.349$. This represents that the change of 1 unit bring variation -35% in Employee Job Engagement. Therefore, from the negative results, second hypothesis is rejected.

CONCLUSION

The present research shows the relationship of the abusive supervision and employee job engagement. Results reveal that Abusive Supervision has negative effect on Employee Job Engagement. The results of this study provide significant information about the abusive supervision impact on the employees' job engagement in the context under considerations. The researches after specific interval of the time will do repeatedly. For generalization, in future researches employees' same kind of other companies such as Shahtaj Textile, Ejaz textile, Masood Textile, Din Textile, Gul Ahmad Textile, Mahmood Group, Yunus Textile. In future, this kind of research will conduct on other sectors like telecom sector, construction sector and banking sector. The existing research studies also provide significant information about the prediction of job engagement through abusive supervisor in different contexts with different outcomes that helps in deciding about the relationship and making suitable decisions.

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