

EFFECT OF ABUSIVE SUPERVISION ON EMPLOYEE PERFORMANCE: MEDIATING ROLE OF EMPLOYEE RESILIENCE

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Abstract

This study examines the complex associations between abusive supervision, employee resilience, and employee performance in organizational settings. While earlier research has primarily focused on the direct negative effects of abusive supervision, this particular study suggests and checks a mediation model wherein employee resilience shows a crucial role in the relationship between abusive supervision and employee performance. Using a cross-sectional design, Data was gathered from employees at various universities in Karachi. The measurement model demonstrated strong reliability and validity for all constructs. Structural equation modeling was employed to test the hypothesized relationships. Results reveal that abusive supervision has a significant negative effect on employee resilience ($\beta = -0.355$, $p < 0.001$), while employee resilience strongly and positively influences employee performance ($\beta = 0.753$, $p < 0.001$). Interestingly, a small but significant positive direct effect of abusive supervision on employee performance was observed ($\beta = 0.147$, $p < 0.001$). The study finds that employee resilience partially mediates the relationship between abusive supervision and employee performance, with a significant negative indirect effect ($\beta = -0.268$, $p < 0.001$). These findings contribute to the literature by highlighting the critical role of employee resilience in the workplace and revealing a more complex dynamic between abusive supervision and performance than previously understood. The study underscores the importance of fostering employee resilience and addressing abusive supervision in organizations. It also opens new avenues for research on the nuanced effects of leadership behaviors on employee outcomes. The study's limitations include its cross-sectional design and dependence on self-report measures. Future research directions include longitudinal studies, exploration of additional mediating mechanisms, and investigation of contextual factors that may influence these relationships.

Keywords: Abusive Supervision, Employee Resilience, Employee Performance, Employee Outcome

INTRODUCTION

Background of the Study

Leadership and Supervision are the crucial parts of a workstation that anticipates yielding benefit of its success potential. Leaders or supervisors are generally considered as a foundation of encouragement for their employees and subordinates, therefore, behaviors of leaders and supervisors are long been studied in literature. In the previous few years, there has been an enriched attention in studying the damaging or adverse behaviors in the organizations. An effective dynamic between supervisors and their subordinates is crucial for both the individuals and the organizations (Imam et al., 2023). Leading individuals within organizations wield significant impact above many facets of employees' operational lives (Schyns & Schilling, 2013). Leaders exhibit varying behaviors in diverse situations, displaying both non-supportive and supportive behavior to establish interpersonal relationships with their employees or to maintain a certain level of distance (Tepper et al., 2009; Páez & Salgado, 2016; Duan et al., 2018).

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The literature on abusive supervisory argued a prominent destructive consequences for subordinates, but scholars also believe that it may yield functional results (Liao et al., 2021). Multiple studies have presented empirical support for the relation amongst abusive supervision and the retaliatory behavior of employees in contradiction of their abusive bosses (Hackney & Perrewé, 2018; Hershcovis & Barling, 2010). The broad research on abusive supervision displays that it marks the anticipated outcome of workstation and harms it. Adopting an actor-centric approach, study on abusive supervision has inferred that the acts of supervisor to abuse their subordinates have immediate cognitive and affective consequences for them (Liu et al., 2023). The effects of abusive supervision may not be immediately visible or tangibly damaging, but they are more likely to leave lasting scars (Harris et al., 2012).

Abusive Supervision

Tepper had originated the idea of Abusive supervision in 2000. Ill-Hornstein (1996) defined abusive supervision as the degree to which subordinates perceive their supervisors as engaging in hostile behavior, aggressive, or demeaning behaviors, including both verbal and non-verbal actions, while excluding physical violence. This definition focuses on the negative impact of such behaviors on employees' well-being and job satisfaction, highlighting the importance of recognizing and addressing these forms of mistreatment in organizational settings.

Tepper's definition of abusive supervision encompasses the following features by Harris et al. (2007). First, abusive supervision is a subjective assessment, meaning that one subordinate may view a supervisory action as abusive, while another may not. Second, it involves a "sustained display" of negative supervisory behaviors rather than a single isolated incident. Third, abusive supervision encompasses both hostile verbal and nonverbal behaviors, but does not include physical contact, which would be considered violent behavior. Lastly, abusive supervisory behaviors are defined by the actions themselves rather than the intentions behind them.

Extensive research on abusive supervision highlights its negative impact on workplace outcomes (Hershcovis & Barling, 2010). While the immediate effects of abusive supervision may not be as physically harmful as other forms of mistreatment, it can result in long-lasting psychological effects (Harris et al., 2012). Abusive supervision often evokes the image of an autocratic supervisor who disrespects those who report to them (Ashforth, 1994). The consequences of abusive supervision are significant, and organizations should promptly recognize and address them, as frontline employees may view such environments as detrimental to their performance. According to Tepper (2000), abusive supervision is linked to higher turnover intentions, with affected individuals more likely to seek new employment. In contrast, ethical supervision and leadership have been shown to foster positive employee behavior. Leaders who demonstrate ethical and moral conduct can motivate and engage their subordinates, enhancing their commitment to the organization. In essence, subordinates who perceive benefits from their supervisors are likely to respond positively, whereas those who feel mistreated may retaliate with negative behaviors (Xu et al., 2012). This retaliation can manifest as diminished job performance (Harris et al., 2007) and increased turnover intentions (Tepper, 2000; Xiaqi et al., 2012).

Employee Performance

Employee performance is evaluated based on their actions related to the tasks, duties, and responsibilities specified in their job description (Williams & Anderson, 1991; Joo, 2011). Job satisfaction among coworkers significantly impacts emotional effectiveness, performance, and productivity (Potkany & Giertl, 2013). Employees assess their productivity based on job satisfaction, which reflects their attitudes.

One of the most crucial factors influencing employee performance is the behavior of leaders or supervisors, which shapes employees' responses and engagement with their work (Youssef & Luthans, 2007). Leadership behavior is a key variable affecting subordinate performance, serving as a primary source of motivation (Pinto et al., 2014).

In this context, abusive supervisors, who often lack moral values and norms, may lead subordinates to become less motivated and enthusiastic about contributing their efforts and creativity to the organization's progress. Abusive supervisors are typically self-centered and use their authority to further their own objectives, which results in poor control over coworker performance. Consequently, abusive supervision is conceptually linked to decreased employee performance by fostering a lack of interest and pride in being part of the organization.

Employee Resilience

Previous research shows that resilient individuals are more adept at managing significant changes and adapting effectively to challenging roles, tasks, and situations (Shin et al., 2012). Resilience enables employees to cope with stress and adapt to fast-paced and challenging environments (Rutter, 2006). Luthans et al. (2006) define resilience as the capacity to "bounce back" from adversity and emerge stronger through the process of adaptation. Torres and Fyke (2013) contend that resilience evolves through an interactive and contextual process. According to the conservation of resources theory (Hobfoll, 1989, 2001), employee resilience, as a personal resource; positively impacts work engagement (Karatepe & Olugbade, 2009; Paek et al., 2015). Shin et al. (2012) define resilience as the capacity to quickly recover from disruptions (as cited in Bardoel et al., 2014), highlighting the ability to bounce back or cope effectively with adversity or uncertainty (Resilience in Organizations, 2011). Some research suggests that resilience is a personality trait (Winwood et al., 2013). Bernard (2016) asserts that successful interactions require the ability to adapt to stressful situations, with key characteristics of resilient individuals including flexibility, balance, and constructive emotional management (as cited in Rauschenbach et al., 2012). Emotional resilience is identified by the capacity to adapt productively to trauma or chronic stress (Feder et al., 2009). Masten and Coatsworth (1998) define resilience as "demonstrated competence in the face of significant challenges to adaptation or development." and Luthar and Ziglar (1991) emphasize its importance for navigating oneself through traumatic situations (as cited in Crawford, 2006). Given these factors, identifying and selecting resilient individuals is crucial, especially in adverse conditions (Seville, 2018). Shin et al. (2012) note that resilient employees can recover more swiftly compared to those who are less resilient (as cited in Tonkin et al., 2018).

Abusive Supervision and Employee Resilience

Abusive supervision refers to harmful behaviors by supervisors towards their subordinates that result in negative organizational outcomes. It is characterized by a persistent display of threatening verbal and nonverbal conduct, excluding physical contact (Tepper, 2000). Recent research has increasingly focused on exploring the antecedents of abusive supervision, investigating why such behavior occurs and how people in the environment respond to it (Hackney et al., 2017; Meurs et al., 2008; Mitchell et al., 2012). Despite progress, earlier studies in this area have limitations, and the field continues to evolve and expand (Lam et al., 2016). There is a lack of research into the employee behaviors that may provoke the abusive treatment they receive from supervisors (Khan et al., 2018). Additionally, a recent study by Oh and Farh (2017) suggests that abusive supervision leads to a range of constraints, influencing regulated and dominated behavioral outcomes.

H1: Abusive supervision has a significant effect on employee resilience.

Employee Resilience and Employee Performance

Employees play a crucial role in the survival and effective functioning of organizations in today's highly competitive environment. Consequently, enhancing employee performance has become a major focus, as it leads to numerous positive outcomes for the organization. Research indicates that employees are expected to perform efficiently and effectively to achieve organizational goals and objectives (Karmila et al., 2023), with performance being essential for driving organizational productivity. Beyond productivity, well-performing employees can also contribute to increased customer satisfaction, organizational development, and growth (Pradhan & Jena, 2017).

This study examines how emotional resilience impacts employee performance. If employees take an extended time to recover from stressful incidents, their efficiency may suffer due to ongoing worry, which can also lead to additional costs for the company. While numerous studies have explored stress, research on how quickly individuals can recover from stress is relatively rare. This study provides valuable insights into the relationship between employee resilience and work performance. According to Shin et al. (2012), the conservation of resources theory developed by Hobfoll (1989) posits that resilience is a resource that can be cultivated. This resource not only helps reduce stress but also supports employees' commitment to change, thereby benefiting both organizational and employee performance. The study reveals a significant connection between employees' emotional resilience and their work performance in selected private sector universities.

H2: Employee Resilience has a significant effect on employee performance.

Abusive Supervision and Employee Performance

Kazemi et al. (2024) described supervision as a process that guides individuals, helping them take initiative, assume responsibility, and act independently. An essential aspect of supervision involves training, instructing, correcting, and improving employees' service deficiencies. Mills (1997) highlighted that supervision directly affects employee performance. Despite the increasing focus on active and effective leadership (Cameron, 2008), many leaders continue to display dysfunctional or negative behaviors. Notably, abusive supervision, characterized by persistent hostile speech and nonverbal actions (excluding physical contact), has become more prevalent over the past decade (Tepper, 2007; Tepper, 2000).

While satisfied subordinates may experience reduced uncertainty and insecurity, those subjected to abusive supervision might hesitate to seek information or guidance from their supervisors. Abused subordinates often struggle to trust their supervisors, who may become a source of insecurity and unpredictability. Consequently, these individuals might minimize their interactions with their supervisors to avoid further abuse, potentially resulting in a loss of crucial work-related information. This reduced interaction can lead to diminished contact with supervisors, coworkers, and the organization's mission, ultimately decreasing participation and engagement (Tangirala & Alge, 2006). The theory of social exchange (Blau, 1964; Cropanzano & Mitchell, 2005) offers an additional perspective on the relationship between abusive supervision and work performance. According to this theory, subordinates may retaliate against abusive supervisors by reducing their performance.

Supervisors are responsible for assigning tasks and setting clear expectations for accuracy and punctuality. They employ various methods to direct and enhance employee performance, such as participative management to address poor performance or pay-for-performance approaches to improve

results. Organizational climate plays a crucial role in fostering productive behaviors, including innovation, proactivity, creativity, and organizational citizenship behaviors (Patterson et al., 2004; Khaddam et al., 2023; Bindl & Parker, 2011; Moghimi & Subramaniam, 2013). Conversely, a negative climate may lead to undesirable behaviors such as resource wastage, absenteeism, increased stress, lower commitment, reduced participation, tardiness, unnecessary breaks, minimal effort, arguments, and rudeness toward colleagues (Rose & Waterhouse, 2004; Appelbaum et al., 2007; Dawson, 2008; Kanten & Ülker, 2013; De Clercq et al., 2024).

H3: Abusive supervision has a significant effect on employee performance.

H4: Employee resilience mediates the relationship between Abusive supervision and Employee performance.

Research Model

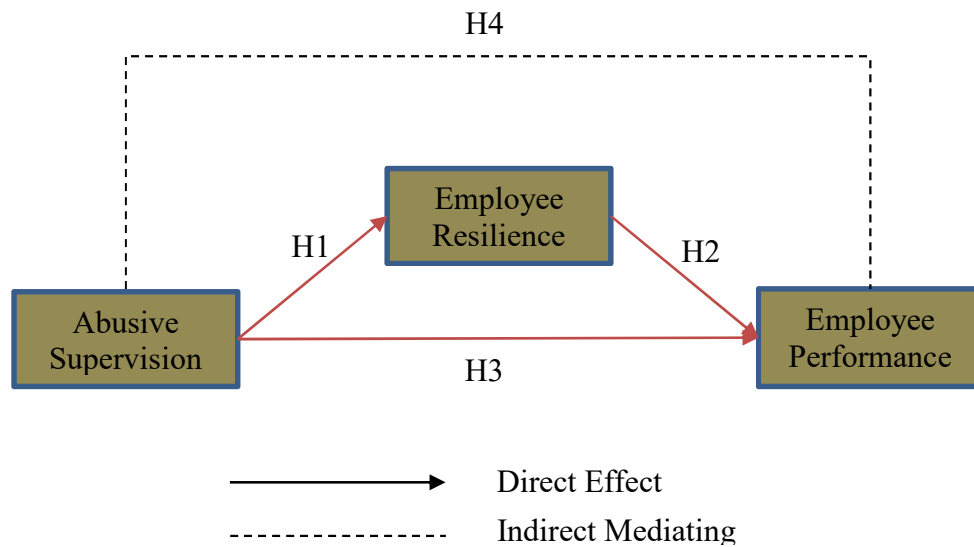


Figure 1: Research Model of Effect of Abusive Supervision on Employee Performance: Mediating role of Employee Resilience

METHODOLOGY

Sample and Procedure

The target population for this study consisted of all full-time employees working in Private Higher Education Institutions in Karachi. A self-administered questionnaire, adapted from previous research, was employed for the survey. Out of the 500 distributed questionnaires to teaching, non-teaching, and administrative staff, 352 completed responses were received, resulting in a response rate of 70.4%. Anonymity and confidentiality were upheld throughout the data collection process. Respondents were informed through an ‘informed consent’ procedure that their answers would be used solely for academic purposes. Table 1 provides a detailed account of the usable data collected for this study.

Table 1
Composition of Data

		Frequency	Percentage
Gender	Male	163	46.3%
	Female	189	53.7%
Age	Less than 25	19	5.4%
	26 to 30	50	14.2%
	31 to 35	59	16.8%
	36 to 40	109	31.0%
	41 to 45	71	20.2%
	Above 45 Years	44	12.5%
	Department	Business Administration	52
Education & Social Sciences		78	22.2%
Media Sciences		86	24.4%
Pure Sciences		80	22.7%
Engineering & Technology		56	15.9%
Education Level	Bachelors	36	10.2%
	Masters	136	38.6%
	PhD	119	33.8%
	Post Doc	45	12.8%
	Others	16	4.5%
Employee Type	Teaching Staff (Faculty members)	161	45.7%
	Non-Teaching Staff	117	33.2%
	Administrative Staff (e.g. Chairman, Deans, Directors)	0	0.0%
	Administrative Staff and Faculty members	74	21.0%
Years of service in the current institution	Less than 1 year	24	6.8%
	Between 1 – 5 years	82	23.3%
	Between 6 – 10 years	116	33.0%
	Between 11 – 15 years	98	27.8%
	Above 15 years	32	9.1%
Level of Responsibility	Non managerial position	83	23.6%
	Supervisors	117	33.2%
	Junior Management (Cluster Heads, HODs)	82	23.3%
	Middle Management (Chairman, Deans, Directors)	70	19.9%
	Top Management (Campus Director, Registrar, Vice President)	0	0.0%

Measures

In this study, all variables were assessed using self-reported responses. A limitation of self-reporting is the potential for socially desirable responses. To address this issue, participants were instructed to rate

their behaviors based on their actual actions rather than how they think they should behave. They were also assured that their responses would remain confidential and be used solely for this research. These measures align with Podsakoff et al. (2003) recommendations to mitigate common method bias.

Published scales were used to measure the variables and outcomes, with some scales being shortened to reduce survey fatigue (Gosling et al., 2003). To maintain construct validity and minimize response bias (Rogelberg & Stanton, 2007), the measures included a limited number of items; with only the highest-loading items from each construct being selected. Face validity was confirmed, and internal reliability for the measures was above .70. A total of 19 items were adapted from previous studies with demonstrated strong psychometric properties. Unless stated otherwise, these items were rated on a seven-point Likert scale, ranging from 1 = strongly disagree to 7 = strongly agree. There were no sub-dimensions within the measuring scales; all latent variables were self-reported and had reflective measurement.

Abusive Supervision: To measure abusive supervision, five items were adapted from (Mitchell and Ambrose et al., 2007). A sample item reads, “My supervisor ridicules me”. Cronbach alpha = 0.86.

Employee Resilience: To measure Employee Resilience, nine items were adapted from (Katharina et al., 2018). A sample item includes “I effectively collaborate with others to handle challenges at work”. Cronbach alpha = 0.89.

Employee Performance: Employee Performance was measured by using five items adapted from (Janssen and Van, 2004). A sample item states, “I consistently complete the duties specified in my job description”. Cronbach alpha = 0.85.

RESULTS AND FINDINGS

Measurement Model Assessment

The measurement model (Table 2) demonstrates strong reliability and validity across all constructs, indicating that the measures used in this study are robust and appropriate for the intended research. For Abusive Supervision, all item loadings (AS1-AS5) are above 0.8, specifically ranging from 0.887 to 0.943, indicating high individual item reliability. This suggests that each item is strongly correlated with the construct it's intended to measure, providing confidence in the accuracy of the Abusive Supervision scale.

Table 2

Measurement Model

	Abusive Supervision	Employee Performance	Employee Resilience
AS1	0.902		
AS2	0.887		
AS3	0.887		
AS4	0.918		
AS5	0.943		
EP3		0.983	
EP4		0.984	
ER2			0.749
ER3			0.937
ER6			0.674

Employee Performance shows even stronger psychometric properties. The item loadings (EP3, EP4) are exceptionally high at 0.983 and 0.984, respectively. These near-perfect loadings suggest that these items are almost identical in their measurement of the Employee Performance construct. The composite reliability for Employee Performance is 0.983, indicating near-perfect internal consistency. The AVE of 0.967 is remarkably high, suggesting that the items capture almost all (96.7%) of the variance in the Employee Performance construct. These results indicate that the Employee Performance measure is extremely precise and reliable. Employee Resilience has slightly lower but still acceptable item loadings (ER2, ER3, ER6) ranging from 0.674 to 0.937. While the loading for ER6 (0.674) is lower than the others, it still exceeds the commonly accepted threshold of 0.6, indicating acceptable reliability. The composite reliability of Employee Resilience (0.834) is good, surpassing the 0.7 threshold and indicating strong internal consistency among the items. The AVE of 0.631 is adequate, exceeding the 0.5 threshold and suggesting that the items explain a majority (63.1%) of the variance in the Employee Resilience construct.

Table 3
Reliability

	Composite Reliability	Average Variance Extracted (AVE)
Abusive Supervision	0.959	0.824
Employee Performance	0.983	0.967
Employee Resilience	0.834	0.631

The composite reliability of Abusive Supervision is 0.959, which far exceeds the recommended threshold of 0.7, indicating excellent internal consistency. This means that the items used to measure Abusive Supervision are highly interrelated and consistently measuring the same underlying construct. The Average Variance Extracted (AVE) of 0.824 for Abusive Supervision (Table 3) is well above the 0.5 threshold, suggesting excellent convergent validity. This indicates that the items explain a substantial portion (82.4%) of the variance in the Abusive Supervision construct, further reinforcing the strength of the measurement. The strong psychometric properties across all constructs provide a solid foundation for the structural model analysis. The high reliability and validity of these measures increase confidence in the subsequent findings and interpretations of the relationships between constructs.

Discriminant Validity

Discriminant validity is a crucial aspect of construct validity, ensuring that measures of different constructs are indeed distinct from each other. The results support the discriminant validity between constructs using two methods: the Fornell-Larcker Criterion (FLC) and the Heterotrait-Monotrait (HTMT) ratio.

The Fornell-Larcker Criterion compares the square root of each construct's AVE with its correlations with other constructs. In this case, the square root of AVE for each construct (diagonal values in the FLC table 4) is higher than its correlations with other constructs. For Abusive Supervision, the square root of AVE is 0.908, which is higher than its correlations with Employee Performance (-0.121) and Employee Resilience (-0.355). Similarly, for Employee Performance, the square root of AVE (0.984) exceeds its correlations with other constructs. For Employee Resilience, the square root of AVE (0.794) is also higher than its correlations with other constructs. These results satisfy the Fornell-Larcker criterion,

providing evidence of discriminant validity.

Table 4

Fornell-Larcker Criterion FLC

	Abusive Supervision	Employee Performance	Employee Resilience
Abusive Supervision	0.908		
Employee Performance	-0.121	0.984	
Employee Resilience	-0.355	0.701	0.794

The HTMT ratio is a more stringent test of discriminant validity. The HTMT ratios between Abusive Supervision and other constructs are well below the conservative threshold of 0.85, with values of 0.161 (with Employee Performance) and 0.404 (with Employee Resilience). This indicates strong discriminant validity for the Abusive Supervision construct. The HTMT ratio between Employee Resilience and Employee Performance (0.859) is slightly above the conservative 0.85 threshold but still below the less conservative 0.90 cutoff. While this suggests adequate discriminant validity, it also indicates (Table 5) that these two constructs are more closely related than the others, which is logical given the nature of resilience and its potential impact on performance.

Table 5

HTMT

	Abusive Supervision	Employee Performance	Employee Resilience
Abusive Supervision			
Employee Performance	0.161		
Employee Resilience	0.404	0.859	

The slightly higher HTMT ratio between Employee Resilience and Employee Performance might be due to their conceptual relatedness. Resilient employees are often better equipped to maintain high performance levels, which could explain the stronger relationship between these constructs. However, the fact that the ratio is still below 0.90 suggests that they are distinct constructs, albeit closely related. Overall, these results provide strong evidence of discriminant validity, increasing confidence in the distinctiveness of the constructs and reducing concerns about multicollinearity in the structural model.

Structural Model Assessment

The structural model assessment reveals significant relationships between all hypothesized paths, providing valuable insights into the dynamics between Abusive Supervision, Employee Resilience, and Employee Performance. Hypothesis 1, which posited a negative relationship between Abusive Supervision and Employee Resilience, is strongly supported ($\beta = -0.355$, $p < 0.001$). This substantial negative effect suggests that as levels of abusive supervision increase, employee resilience tends to decrease significantly. The strength of this relationship ($\beta = -0.355$) indicates that abusive supervision explains about 12.6% ($\beta^2 = 0.126$) of the variance in employee resilience, which is a considerable effect in organizational behavior research.

This finding aligns with previous research suggesting that negative leadership behaviors can

erode employees' psychological resources, including their resilience. Abusive supervision may create a stressful work environment that constantly challenges employees' ability to bounce back from adversity, potentially leading to a gradual decline in their resilience over time. Hypothesis 2, which proposed a positive relationship between Employee Resilience and Employee Performance, is also strongly supported ($\beta = 0.753$, $p < 0.001$). This strong positive effect suggests that as employee resilience increases, there is a substantial corresponding increase in employee performance. The magnitude of this effect ($\beta = 0.753$) is particularly noteworthy, indicating that employee resilience explains about 56.7% ($\beta^2 = 0.567$) of the variance in employee performance, which is a very large effect in social science research.

This finding underscores the critical role of resilience in maintaining and enhancing employee performance. Resilient employees are likely better equipped to handle workplace challenges, recover quickly from setbacks, and maintain high levels of performance even in difficult circumstances. This strong relationship highlights the potential value of fostering resilience in the workforce as a means of enhancing overall organizational performance. Interestingly, Hypothesis 3, which posited a direct relationship between Abusive Supervision and Employee Performance, yielded an unexpected result. While the hypothesis is technically supported due to the significant relationship ($\beta = 0.147$, $p < 0.001$), the positive nature of this relationship is counterintuitive and warrants careful interpretation.

This small but significant positive direct effect suggests that, when controlling for the mediating effect of Employee Resilience, Abusive Supervision has a slight positive impact on Employee Performance. This finding is contrary to much of the existing literature, which typically reports negative effects of abusive supervision on performance outcomes.

Mediation Analysis

The mediation analysis provides crucial insights into the complex relationship between Abusive Supervision and Employee Performance, with Employee Resilience serving as a mediating variable. The results support Hypothesis 4, showing a significant indirect effect of Abusive Supervision on Employee Performance through Employee Resilience ($\beta = -0.268$, $p < 0.001$). This significant indirect effect indicates that Employee Resilience partially mediates the relationship between Abusive Supervision and Employee Performance. The negative sign of the indirect effect ($\beta = -0.268$) suggests that Abusive Supervision decreases Employee Performance through its negative impact on Employee Resilience.

To fully understand the mediation effect, we need to consider both the direct and indirect effects:

1. Direct Effect: Abusive Supervision \rightarrow Employee Performance ($\beta = 0.147$)
2. Indirect Effect: Abusive Supervision \rightarrow Employee Resilience \rightarrow Employee Performance ($\beta = -0.268$)

The total effect of Abusive Supervision on Employee Performance can be calculated by summing the direct and indirect effects: $0.147 + (-0.268) = -0.121$. This negative total effect aligns more closely with existing literature on the impacts of abusive supervision.

The mediation analysis reveals a complex dynamic:

1. Abusive Supervision has a negative impact on Employee Resilience ($\beta = -0.355$).
2. Employee Resilience has a strong positive impact on Employee Performance ($\beta = 0.753$).
3. The combination of these effects results in a negative indirect effect of Abusive Supervision on Employee Performance ($\beta = -0.355 * 0.753 = -0.268$).
4. This negative indirect effect is partially offset by the unexpected positive direct effect ($\beta = 0.147$), resulting in the overall negative total effect.

The partial mediation in Table 6 indicates that while a significant portion of the effect of Abusive

Supervision on Employee Performance occurs through its impact on Employee Resilience, there are also other mechanisms at play, as evidenced by the significant direct effect.

Table 6
Hypothesis Testing

Hypothesis	Hypothesized Relationship	Estimate	SE	T value	Sig	CIBC 2.5%	CIBC 97.5%	Remarks
Direct Effects								
H1	Abusive Supervision -> Employee Resilience	-0.355	0.022	16.03	0.000***	-0.393	-0.313	Supported
H2	Employee Resilience -> Employee Performance	0.753	0.028	26.785	0.000***	0.69	0.802	Supported
H3	Abusive Supervision -> Employee Performance	0.147	0.034	4.265	0.000***	0.076	0.212	Supported
Indirect (Mediating) Effect								
H4	Abusive Supervision -> Employee Resilience -> Employee Performance	-0.268	0.023	11.657	0.000***	-0.309	-0.226	Supported

Notes: *** 99.99% CI (p<.001);
CIBC = Confidence Interval Bias Corrected; SE = Standard Error

This mediation effect highlights the critical role of Employee Resilience in the relationship between Abusive Supervision and Employee Performance. It suggests that one of the primary ways in which Abusive Supervision harms Employee Performance is by eroding Employee Resilience. This finding has important implications for practice, suggesting that interventions aimed at fostering employee resilience might help mitigate some of the negative impacts of abusive supervision on performance. However, the unexpected positive direct effect complicates this picture. It suggests that there might be some aspects of what is perceived as abusive supervision that have a slight positive impact on performance when the effect on resilience is controlled for. This could relate to high performance expectations or pressure that, while perceived as abusive, might drive some level of performance in the short term. Again, this finding should be interpreted with caution and considered in the context of the overall negative total effect.

Model Explanatory Power

The model's explanatory power provides insights into how well the proposed relationships explain the variance in the outcome variables. In this case, we are particularly interested in the model's ability to explain Employee Resilience and Employee Performance. For Employee Performance, the model (table 7) demonstrates substantial explanatory power. The R² value of 0.511 indicates that the model explains 51.1% of the variance in Employee Performance. The adjusted R² of 0.508 is very close to the R² value, suggesting that the model is not over fitted and would likely generalize well to other samples from the same population. An R² value above 0.5 is generally considered strong in social science research, indicating that this model captures a significant portion of what influences Employee Performance. The

Q^2 value for Employee Performance is 0.489, which is well above zero, indicating that the model has good predictive relevance. This suggests that the model can accurately predict Employee Performance for cases not included in the model estimation.

For Employee Resilience, the model's explanatory power is lower but still meaningful. The R^2 value of 0.126 indicates that the model explains 12.6% of the variance in Employee Resilience. The adjusted R^2 of 0.124 is again very close to the R^2 value, suggesting no over fitting. While this explanatory power is lower than for Employee Performance, it's important to note that in organizational behavior research, even seemingly small R^2 values can be meaningful, especially when dealing with complex human behaviors. The Q^2 value for Employee Resilience is 0.075, which, while lower than for Employee Performance, is still above zero, indicating that the model has predictive relevance for Employee Resilience as well.

Table 7
R Squared

Latent Variable	R2	R2 Adjusted	Q2
Employee Performance	0.511	0.508	0.489
Employee Resilience	0.126	0.124	0.075

Overall, this model provides a strong foundation for understanding the relationships between Abusive Supervision, Employee Resilience, and Employee Performance, while also pointing to areas for future research and practical intervention in organizational settings.

CONCLUSION

This study sought to investigate the complex relationships between abusive supervision, employee resilience, and employee performance in organizational settings. The findings provide valuable insights into these dynamics, offering both theoretical contributions to the field of organizational behavior and practical implications for managers and organizations. This conclusion will summarize the key findings, discuss their implications, address limitations of the study, and suggest directions for future research. This study provides important insights into the complex relationships between abusive supervision, employee resilience, and employee performance. The findings highlight the detrimental effects of abusive supervision on employee resilience and, indirectly, on performance. At the same time, they underscore the critical role of resilience in maintaining high levels of employee performance. From a practical standpoint, the findings underscore the importance of addressing abusive supervision in organizations. They suggest that organizations should not only work to prevent and address abusive leadership behaviors but also invest in fostering employee resilience as a means of enhancing performance and potentially buffering against the negative effects of adverse work experiences.

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