

# IMPACT OF ABUSIVE SUPERVISION IN SUPPLY CHAIN INDUSTRY

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## Abstract

*Abusive supervision, which refers to the persistent use of aggressive verbal and non-verbal actions by supervisors towards their subordinates, has become a significant issue in corporate contexts, specifically in the supply chain industry. Therefore, this study develops a unique framework consisting of three direct relationships to analyze the interaction of Abusive Supervision with Job Satisfaction, Workplace Deviance and Work-family Conflict. The data was collected through questionnaires distributed among employees working in several supply chain companies of Pakistan. A total of 168 useable responses were available for statistical analysis with SPSS software and Smart PLS software. The study constantly finds that supply chain workers who are supervised in a harsh way are less likely to be satisfied with their jobs, more likely to break the rules at work, and more likely to have problems between work and family. The study also found a strong and positive link between supply chain experts who were abused at work and problems with their families at home.*

**Keywords:** Abusive Supervision, Job Satisfaction, Workplace Deviance, Work-family Conflict, Supply Chain

## INTRODUCTION

Abusive supervision, which refers to the persistent use of aggressive verbal and non-verbal actions by supervisors towards their subordinates, has become a significant issue in corporate contexts, specifically in the supply chain industry. The industry, which plays a key role in enabling the movement of products and services over global networks, encounters different problems that can diminishes the frequency and consequences of abusive supervision (Faldetta, 2021). The supply chain business in Karachi having difficult time constraints fully stressed environment and difficult coordination among stakeholders of this industry. Variables of such environment can prosper if managers are more likely to display abusive behaviors, such as mocking to subordinates, using of derogatory comments and threatening strategies use. Abusive supervision can have extensive modifications, impact on individuals and the efficiency of entire supply chain process with effectiveness (Gružauskas, 2020).

This study searches to examine the effects of abusive supervision on important determinants such as job satisfaction, workplace deviance, and work-family conflict specifically increase and enhance the comprehension of the potential after effects of abusive supervision and to provide insights into techniques that may be used for cultivating more healthier and efficient work environments by analyzing such connections. The idea of abusive supervision has been thoroughly examined within diverse organizational contexts, uncovering its bad impact on the well-being of employees, their job performances, and their loyalty to the organization (Hassan et al., 2019). Still, not enough research has been done on what makes for inappropriate management in the supply chain industry, not to mention the unique problems and stresses that professionals face (Fischer et al., 2021).

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Unique methods, working together with people from other countries, and delivering things on time make the supply chain business stand out. People with these traits may find themselves in high-stress situations where they may resort to cruel behavior as a way to gain control or meet difficult objectives. Abusive supervision can look like many things, such as making fun of someone in public, verbally abusing them, or giving them humiliating tasks to do (Carvalho et al., 2022).

It has been shown that abusive management hurts job happiness, which is a key indicator of an employee's health and loyalty to the company. According to Hussain et al. (2020), when managers are rude to their workers, job happiness may go down, which can make workers less motivated, less productive, and more likely to want to leave their jobs. Researchers have discovered a connection between poor management and negative workplace behaviors, including counterproductive work behaviors (CWBs) and organizational revenge behaviors (ORBs). Related studies have shown this connection. Employees who experience harsh supervision may act out in retaliation against their employer or as a coping mechanism for their issues. Throwsher et al. (2020) claimed that this may negatively impact a company's performance and create an unpleasant work environment.

Additionally, there is a direct correlation between difficult management and issues with work-family dynamics, which are common in contemporary, high-pressure organizations. Numerous investigations have shown that this is true. Harsh supervisors may make it more difficult for employees to manage their personal and professional life, which can increase stress, cause burnout, and even cause issues in their relationships with family members, claim Putri and Etikariena (2020).

This research study intends to help us understand more about the consequences of strict monitoring in the supply chain sector by examining how it interacts with significant elements. By examining these connections, the research intends to improve our understanding of the issues in this crucial field. The outcome may be used to design policies for the business, leadership development initiatives, and strategies to reduce the frequency and impact of supervisor abuse. Because of this, the supply chain business in Karachi, Pakistan will have better, healthy places to work.

### ***Supply Chain Industry of Karachi***

Karachi's supply chain industry is an important part of Pakistan's economy because it helps businesses from around the world. Karachi, as the economic hub and metro city of Pakistan, is home to significant seaports, including Karachi Port and Port Qasim, which manage the majority of the nation's maritime business. The city's advantageous geographical position and highly developed infrastructure establish it as a central center for the efficient management of logistics, distribution, and transportation operations that cater to diverse industries like as manufacturing, textiles, pharmaceuticals, consumer goods, and others (Al Nehayan, 2016). The supply chain sector in Karachi is characterized by its diversity and complexity, encompassing an intricate network of manufacturers, suppliers, distributors, and logistics service providers. Although the industry plays a crucial part in the economy, it encounters several impediments such as traffic congestion, obsolete infrastructure, security concerns, and regulatory hurdles. These problems frequently result in delays, heightened operational expenses, and inefficiencies. Furthermore, the demanding and intense nature of supply chain operations necessitates efficient management and leadership to guarantee seamless and punctual execution of tasks. The behavior and management style of supervisors have a substantial influence on employee performance and organizational outcomes in this particular environment (Baloch and Rashid, 2022).

**Research Problem**

The research concern of this study caters on comprehending the ramifications of abusive supervision within the supply chain sector of Karachi, Pakistan. Abusive supervision that refers to the use of aggressive verbal and non-verbal actions by supervisors against subordinates can have harmful consequences on employees and the overall effectiveness of an organization. The purpose of this study is to examine the impact of abusive supervision on three primary factors: job satisfaction, workplace deviance, and work-family conflict. The research is purposed to reveal the broader consequences of abusive supervision on employee well-being and organizational effectiveness in the high-pressure context of supply chain industry of Karachi by examining these factors.

**Research Questions**

The following questions developed based on above content discussion.

1. How Abusive Supervision effects on the Job Satisfaction?
2. What are the impacts of Abusive Supervision on Workplace Deviance?
3. Discuss the impacts of Abusive Supervision on Work-family Conflict!

**Objectives of the Study**

The fundamental aim of this research is to reveal:

1. To assess effect of Abusive Supervision on Job Satisfaction.
2. To assess effect of Abusive Supervision on Workplace Deviance.
3. To assess effect of Abusive Supervision on Work-family Conflict.

**Justification**

The reason for this study is that we need to understand and fix the problem of unfair control in the supply chain sector as soon as possible, especially in Karachi. Being supervised in a harsh way can cost companies a lot of money in the form of lower confidence, higher dropout rates, and possible legal responsibilities. The goal of this study is to find out how harsh management is related to important things like job happiness, workplace misconduct, and conflict between work and family. By doing this, it can give groups useful information that can help them make rules, plans, and actions to lower the frequency and bad effects of abusive supervision.

**Limitations**

The study has a few flaws that need to be pointed out. Because the study only looked at the supply chain sector in Karachi, the results might not be useful in other places or businesses that have different cultural, economic, or practical conditions. When workers collect their own data, it may be biased because people may give answers that are socially acceptable instead of their true thoughts and experiences. The cross-sectional design of the study also makes it harder to show a link between harsh management and the independent factors, since it only gathers data at one point in time.

**Scope**

The goal of this study is to look into how harsh management affects job happiness, workplace behavior, and strife between work and family in Karachi, Pakistan's supply chain industry. As part of the study, information is being gathered from people who work in different parts of the supply chain, such as

production, transportation, and delivery. The main things being looked at are job happiness, workplace deviance, and work-family conflict (independent variables), as well as harsh management (dependent variable). Quantitative research methods may be used to gather a lot of information and do a thorough analysis of how these factors are related.

### LITERATURE REVIEW

In the past few years, there has been a good amount of study on harsh management that has focused on how bad it is for both people and businesses. Abusive management, in which managers regularly show aggressive verbal and nonverbal behaviors, has been linked to a number of bad outcomes, including lower job happiness, more behavior problems at work, and more problems between work and home life. In the area of organizational behavior, job happiness has been studied a lot. It is often linked to good things happening in a company, like higher productivity and less employee loss (Gallegos et al., 2022). On the other hand, workplace misbehavior is when someone does something that is against the rules of their organization and hurts the organization or its members. Because of bad working conditions, a lot of study has been done on this subject. According to Hassan et al. (2019), work-family conflict is the stress that comes from having to balance work and family duties. This is an important topic to study, especially in high-stress fields like supply chain management. The current body of literature is looked at in this study to see how these ideas are related to abuse management in the supply chain industry of Karachi, Pakistan.

#### *Abusive Supervision*

How much violent their bosses are in their spoken and unspoken interactions without touching them are a way that workers judge abusive management. This kind of bad leadership is common in many places and has big effects on the health and happiness of workers and the efficiency of businesses (Ambrose and Ganegoda, 2020). Abuse of management was caused by things like the personalities of managers, their levels of stress, and the mindset of the company. Several studies have shown over and over that workers suffer a lot when they are supervised in a cruel way. Some of these effects are mental pain, worsening job performance, and a higher chance of leaving the company. The enduring quality of such conduct can generate a noxious work atmosphere, eroding trust and collaboration among staff and resulting in a more extensive deterioration of the organization (Bhattacharjee and Sarkar, 2024).

The results of research have demonstrated that abusive supervision can have a significant impact on the well-being of employees as well as the outcomes of organizations. It is common for individuals who have been subjected to abusive supervision to suffer elevated levels of stress, anxiety, and depression. This state of affairs can result in decreased job satisfaction, decreased organizational commitment, and poor job performance. Furthermore, the detrimental effects of abusive supervision can extend beyond the confines of the workplace, having an effect on the personal lives of employees as well as their general quality of life (Gallegos et al., 2022). When it comes to cases of abusive supervision, organizations that cultivate a culture that emphasizes respect, open communication, and ethical leadership are less likely to encounter such occurrences. According to Priesemuth et al. (2022), establishing an environment in which employees have the sense that they are psychologically safe to express their concerns and provide feedback might be of assistance in identifying and addressing abusive behaviors at an earlier stage. Within the context of organizational settings, interventions that attempt to reduce abusive supervision have had promising results.

As a conclusion, abusive supervision continues to be a significant concern in contemporary workplaces, with far-reaching effects for both individuals and organizations alike. As research in this field

continues to advance, it is becoming increasingly apparent that tackling abusive supervision calls for a holistic approach that include changes in policy, modifications in cultural norms, and interventions that are specifically targeted. Firms have the ability to create healthier, more productive work environments that encourage employee well-being and organizational success (Lambert et al., 2022). This is made possible by firms recognizing the gravity of this issue and taking proactive efforts to prevent and resolve abusive behaviors.

### ***Job Satisfaction***

Job satisfaction is the measure of how satisfied employees are with their jobs and work settings. It includes multiple aspects, such as contentment with job duties, salary, chances for advancement, oversight, and coworkers. Positive outcomes, such as improved performance, organizational citizenship practices, and decreased turnover, are linked to high levels of job satisfaction (Ali and Anwar, 2021).

In contrast, a lack of job satisfaction can result in adverse outcomes such as reduced productivity, higher rates of absenteeism, and an increased probability of resigning. Job satisfaction is especially susceptible in the environment of harsh monitoring. Supervisors that engage in abusive actions can gradually undermine trust and respect among employees, resulting in reduced job satisfaction. Employees who see their superiors as abusive are prone to experiencing discontent as a result of the hostile work environment, insufficient assistance, and perceived injustice (Bialowolski and Weziak-Bialowolska, 2021). According to research on job satisfaction, the relationship between job satisfaction and employee motivation is an important factor. The two ideas are distinct from one another, but they are intricately connected to one another. According to some theories, such as Herzberg's two-factor theory, certain elements, known as hygiene factors, are responsible for preventing unhappiness, while other aspects, known as motivators, contribute to satisfied and motivated individuals. According to Sousa-Uva et al. (2021), this insight has significant consequences for the manner in which firms develop employment and implement procedures related to human resources in order to significantly improve employee happiness and motivation.

### ***Workplace Deviance***

Workplace deviance refers to deliberate actions that defy the established standards of an organization and pose a harm to the organization itself or its members. There are two main categories of deviant behavior: organizational deviance, which involves actions aimed at the organization itself, such as theft, sabotage, or resource wastage, and interpersonal deviance, which involves actions aimed at individuals, such as harassment, bullying, or spreading rumors (Jeewandara and Kumari, 2021). Researchers suggest that workplace misbehavior frequently rises as a reaction to unfavorable employment circumstances, such as instances of abusive supervision. Employees who experienced abusive supervision may resort to engage in deviant activities by means of retaliating or coping. When employees think they are being mistreated, it can make them angry and unfair, which can make them want to get back at their companies or coworkers (Irshad et al., 2021). The implementation of clear policies and processes, the cultivation of a positive organizational climate, the provision of ethical training, and the guaranteeing of fair treatment of employees are some examples of these. In addition, research indicates that transformational leadership and high-quality leader-member interactions can assist in the reduction of deviant behaviors by fostering organizational commitment and high levels of job satisfaction among employees.

***Work-family Conflict***

Work-family conflicts occurs when the obligations of job and family roles are irreconcilable, creating challenges in meeting the needs of both areas. This conflict can occur in two ways: work impeding family responsibilities (WIF) and family impeding work responsibilities (FIW). Increased work-family conflict is linked to negative outcomes such increased stress, tiredness, and worse job and life satisfaction (Ju et al., 2020). In the supply chain industry, where long hours and high standards are common, work-family conflict is a significant worry (Zhang and Bowen, 2021). Employees who are facing significant levels of conflict between their work and family lives may experience stress, burnout, and a decline in their effectiveness at work (Sabri et al., 2020). Fostering a better work environment can be accomplished by organizations that acknowledge and resolve work-family conflict through the implementation of supportive policies, flexible work arrangements, and resources for employee well-being (Sari et al., 2021). This can result in increased levels of employee satisfaction and productivity respectively.

***Abusive Supervision and its relationship with Job Satisfaction, Workplace Deviance, and Work-family Conflict***

It is plausible, but unlikely, that unforgiving management may have an impact on employee well-being, workplace behavior issues, and conflicts between work and home life. Abuseful supervisors create a hostile and unsupportive work environment, which negatively affects employee satisfaction. Individuals who have experienced workplace abuse often feel disrespected and disregarded which undermines their self-esteem and decreases job satisfaction. A decline in overall work performance and an increase in leaving plans might result from the negative impact on job satisfaction (Veesar et al., 2020). Also, the presence of harsh management highly indicates the occurrence of bad behavior at work. Workers may act out in an attempt to avenge themselves or as a coping mechanism for the stress and rage that abusive employers inflict. Different types of bad behavior can show up, from small rule violations to more major acts of sabotage or theft, all of which hurt the business's output and mood (Eissa et al., 2020).

Abusive management may make it harder for workers to balance work and family obligations, which can lead to problems between work and family. When workers are supervised badly, they may feel stressed and angry and that can affect their personal lives and make it hard for them to balance work and home responsibilities. Having more work and family duties can cause more worry and pressure, which can make people less satisfied with their jobs and more likely to act in a bad way at work (Ju et al., 2020).

***Variables***

Dependent Variable is: Abusive Supervision.

Independent Variables are Job Satisfaction, Workplace Deviance and Work-family Conflict.

***Hypotheses***

*H1*: Relationship between Abusive Supervision and Job Satisfaction is significant.

*H2*: Relationship between Abusive Supervision and Workplace Deviance is significant.

*H3*: Relationship between Abusive Supervision and Work-family Conflict is significant.

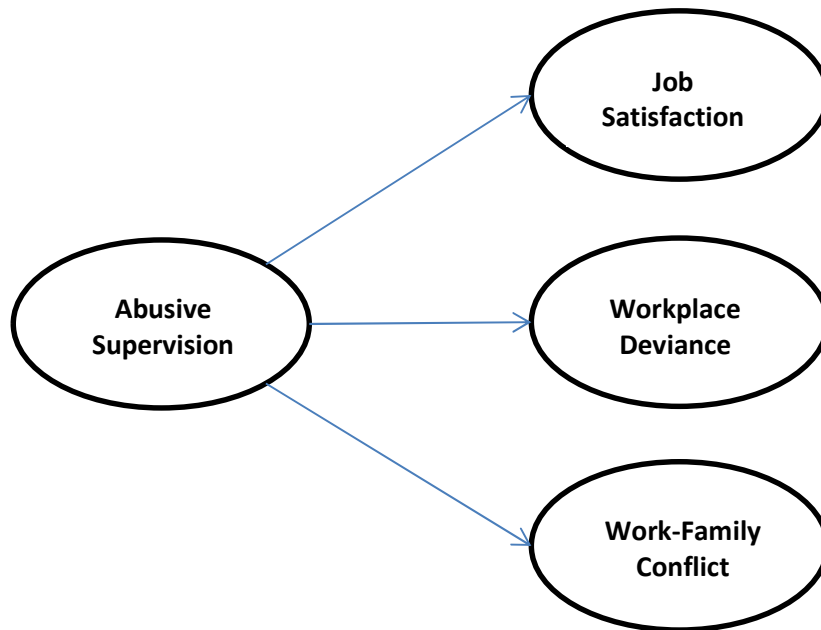


Figure 1: Conceptual Framework

## RESEARCH METHODOLOGY

The primary aim of this section is to provide the reader with a precise comprehension of the methods employed in this study.

### *Research Design*

The primary goal of a study design is to determine the extent to which the material we collect is sufficiently successful in logically addressing the research argument (Gregor et al., 2020). We employed a quantitative approach for this study as it allows for precise measurements, observations directly related to the objective, and truthful verification through statistical analysis. We examined the hypotheses derived from the literature review. The data for this study is obtained from primary sources.

### *Procedure*

The current research investigation employed a deductive technique. In order to address the research study problem, it is imperative for the researcher to gather data from the chosen demographic that is easily obtainable.

### *Population*

Population refers to a sizable group of persons, making it challenging to collect their responses directly. To overcome this difficulty, researchers often derive a sample from the population to collect data through questionnaires (Lakens, 2022). This research study focuses on the population of employees working in the supply chain departments of private firms in Karachi, Pakistan.

### ***Sample and Sampling Methods***

#### **Sample Size**

The sample size selected for this study was 200. Attained surveys were 168.

#### **Sampling Technique**

The sampling technique employed for this investigation is Probability sampling. It is an equitable strategy in which we gather a sample using a process where each individual has an equal chance of being selected. Obtaining a sample is a straightforward method (Baltes and Ralph, 2022).

#### **Instrument Selection**

The study is of a quantitative type and will be carried out using a questionnaire. The questionnaire has demographic inquiries as well as survey inquiries that will be assessed using a 1-5 Likert scale. The items and questions in the survey have been derived from the prior studies.

#### **Plan of Analysis**

The gathered data is analyzed using the SPSS Software and Smart PLS for data analysis. The data will be analyzed using several tests.

## **DATA ANALYSIS AND FINDINGS**

### ***Demographic Analysis***

Table 1  
*Respondents' Profile*

<b>Variables</b>		<b>Number</b>	<b>Percentage (%)</b>
Gender	Male	162	96
	Female	08	4
Age	18 to 20 years	10	6
	21 to 30 Years	40	24
	31 to 40 Years	70	42
	41 to 50 Years	18	10
	51 and above	30	18
Income	Up to Rs. 25k	0	0
	Rs.26k to Rs.35K	30	18
	Rs.36K to Rs.45K	40	24
	Rs.46K to 55K	70	42
	56K and above	28	16
Education	Up to Intermediate	40	24

Graduation	100	60
Masters	28	16
M.S/M.Phil	0	0
Doctoral	0	0
Total	168	100.0

In terms of gender 162 (96%) were male and 8 (4%) were female and their age ranged from below 21 till above 51. In terms of Income, 30 (18%) were in between Rs.26K to Rs.35K, 40 (24%) were in between Rs.36K to Rs.45K, 70 (42%) were in between Rs.46K to Rs.55K and 28 (16%) were Rs.56K or above. In terms of education, 40 (24%) had education up to Intermediate, 100 (60%) had education up to Graduation and 28 (16%) had at least master's degree. Survey was included to only those persons who were relevant to supply chain profession.

### **Reliability Analysis**

The research study employed an instrument that included constructs previously utilized and validated by Jung (2009) and Ling, Piew, and Chai (2010). The reliabilities were confirmed concerning the current research and participants. The results of the tests are summarized in Table 2.

Table 2  
*Reliability Analysis*

	<b>Cronbach's Alpha</b>	<b>Std. Cronbach's Alpha</b>
Abusive Supervision	.688	.689
Job Satisfaction	.666	.677
Workplace Deviance	.607	.647
Work-family Conflict	.701	.707

The above Table 2 shows that the reliability of Work-family Conflict is the highest ( $\alpha=0.701$ ) while the reliability for Workplace Deviance is the lowest ( $\alpha=0.607$ ).

### **Correlation Analysis**

Correlation analysis is performed to investigate the relationship between variables and ascertain the existence of multicollinearity among them (Bryman & Bell, 2005). In regression analysis, it is essential to assess correlation. Bryman asserts that the correlation between the constructs ought to fall within the range of 0.20 to 0.90. Items with a correlation coefficient below 0.20 should be excluded. The results are concisely displayed in Table 3.

Table 3  
*Summarized Correlation Results*

	<b>Abusive Supervision</b>	<b>Job Satisfaction</b>	<b>Workplace Deviance</b>	<b>Work-family Conflict</b>
Abusive Supervision	1.00			
Job Satisfaction	0.69	1.00		
Workplace Deviance	0.44	0.39	1.00	
Work-family Conflict	0.40	0.38	0.27	1.00

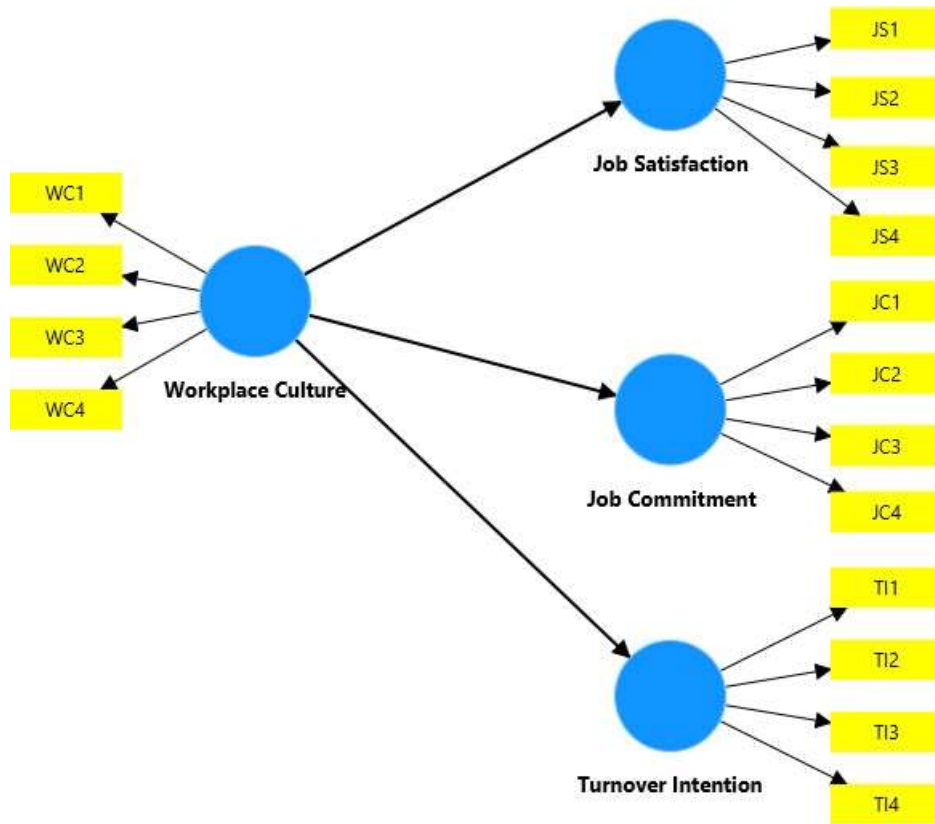


Figure 2: PLS-SEM Framework

**Outer loadings**

For the purpose of ensuring that measurements are accurate, outer loadings in SmartPLS are used to reflect the amount of variance in an observed variable that can be explained by the latent construct that is linked with it.

Table 4

*Outer loadings*

	<b>Job Commitment</b>	<b>Job Satisfaction</b>	<b>Turnover Intention</b>	<b>Workplace Culture</b>
JC1	0.779			
JC2	0.781			
JC3	0.833			
JC4	0.762			
JS1		0.809		
JS2		0.74		
JS3		0.855		
JS4		0.869		
TI1			0.841	

TI2	0.885	
TI3	0.901	
TI4	0.825	
WC1		0.826
WC2		0.884
WC3		0.898
WC4		0.845

**R-Square**

When using SmartPLS, the R-square statistic represents the amount of variance in a dependent variable that can be attributed to its predictor variables. This demonstrates the extent to which the model can explain the data.

Table 5  
*R-Square*

	R-square	R-square Adjusted
Job Commitment	0.343	0.339
Job Satisfaction	0.566	0.563
Turnover Intention	0.932	0.932

**F-Square**

The F-square statistic in SmartPLS is a useful tool for determining the magnitude of an effect since it quantifies the relative contribution of each predictor variable to the variance that is explained by the dependent construct.

Table 6  
*F-Square*

F-Square	
Workplace Culture -> Job Commitment	0.521
Workplace Culture -> Job Satisfaction	1.302
Workplace Culture -> Turnover Intention	13.736

**Direct Effect**

Table 7  
*Direct Effect*

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Decision

Workplace Culture -> Job Commitment	0.585	0.592	0.05	11.751	0	Approved
Workplace Culture -> Job Satisfaction	0.752	0.754	0.034	21.817	0	Approved
Workplace Culture -> Turnover Intention	0.965	0.966	0.005	204.87	0	Approved

Thus,

- It has been proved that there is a significant effect of Workplace Culture on the Job Commitment.
- It has been proved that there is a significant effect of Workplace Culture on the Job Satisfaction.
- It has been proved that there is a significant effect of Workplace Culture on the Turnover Intention.

### Conclusion

This extensive research on the effects of abusive supervision in the supply chain industry has yielded useful knowledge about the connections between abusive supervisory behaviors and important organizational consequences, including job satisfaction, workplace deviance, and work-family conflict. The research findings highlight the profound and extensive impacts of abusive supervision in the field of supply chain management, which is known for its intricate networks, high-stress situations, and crucial role in organizational achievement. The study constantly finds that supply chain workers who are supervised in a harsh way are less likely to be satisfied with their jobs, more likely to break the rules at work, and more likely to have problems between work and family. The study also found a strong and positive link between supply chain experts who were abused at work and problems with their families at home. Workers who had unpleasant managers reported more difficulty managing their job and home responsibilities. This implies that they found it more difficult to fulfill their duties to their families and to their careers. Jobs in the supply chain are already challenging because they need long hours, prompt answers, and global collaboration. Professionals in this industry appear to find it much more difficult to manage their personal and professional life when there is abuse of power at work. These figures highlight the alarming consequences of unjust monitoring across the supply chain industry. There might be a domino effect since these effects are interdependent. For instance, a decrease in job satisfaction, an increase in inappropriate conduct at work, and an increase in issues separating work from home might all compound to harm employees as well as the business. This is a major issue for the supply chain as efficiency, quickness, and cooperation are all necessary for success.

Overall, the results of this research demonstrated that the supply chain industry is significantly impacted by strict control. It affects workplace misconduct, employee satisfaction, and the tension between work and personal life. The findings highlight the significance of addressing inequitable management practices to safeguard the welfare of supply chain employees and the general performance of supply chain activities. Businesses are realizing the value of supply chain management to their operations as a whole. It is crucial to prioritize employee welfare and leadership quality in this regard. Companies may enhance their supply chain operations in the complex global business environment of today by

promoting effective leadership, creating helpful environments, and placing a premium on the well-being of all of their workers. This might reduce the negative consequences of strict control while also enhancing toughness and performance in general.

### **Recommendations**

According to the study's findings about the negative impacts of strict management in the supply chain sector, businesses may address this problem and enhance the performance of their supply chain specialists in a number of significant ways. It is critical that businesses have well-defined policies and procedures in place for managing instances of strict oversight. Establish safe channels for employees to report aggressive conduct without fear of repercussions in order to accomplish this. Ensuring that all members of the organization are aware of and abiding by the policy that prohibits harsh control at any level is crucial. Systematic evaluations of personnel welfare and leadership abilities must also be included into success assessment processes. This may include the use of employee satisfaction surveys, 360-degree feedback platforms, and precise metrics for gauging work-life balance and job satisfaction. One purpose of these testing is to identify possible issues. Obtaining knowledge that may support preparations for the future leader and leadership development is another factor.

### **Future Research**

The study that examined the consequences of strict oversight in the supply chain sector identified many areas in which further investigation might further our understanding of this crucial problem and lead to more effective solutions. Studying the effectiveness of various forms of support in addressing strict control in the supply chain sector is also beneficial. This can include examining the ways in which policy modifications, leadership development initiatives, and cultural shifts assist in reducing strict control and enhancing worker performance. This research may also investigate the impact of poor management on information sharing and collaboration within supply chain teams. With any luck, this research study will help us learn more about how bad leadership can affect the sharing of information and ideas, which is very important for managing supply chains well.

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