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Perceptual Differences of Employees Towards the Consequences of Abusive Supervision in the IT Sector

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Abstract

The research aims: The present study attempts to investigate the perceptual difference towards the consequences of abusive supervision amongst employees of the Indian IT sector who are working and not working under abusive supervision.

Design/Methodology/Approach: The study considered the factors of consequences of abusive supervision as per the model by Zhang & Liao, (2015). The research is a descriptive type having an inferential approach and data was collected from 378 employees who are working in the IT industry, with the help of a questionnaire.

Research Findings: The study categorized the respondents from the IT Industry, who were working and not working under abusive supervision with the help of the Tepper scale (2000), and found that there exists a perceptual difference between them towards consequences of abusive supervision. Also, there exist gender-wise perceptual differences regarding the consequences of abusive supervision.

Theoretical contribution/Originality: The study adds to the literature by demonstrating the perceptual difference between employees working in the IT industry, towards consequences of abusive supervision who are working under abusive supervision and non-abusive supervision.

Practitioner/Policy implication: The narrative is given to handle abusive supervision, which can be used by employees working in the IT sector and can be further generalized for employees of other sectors as well.

Research limitation: The study examines the perceptual difference between employees of the IT sector towards the consequences of abusive supervision concerning only gender as a demographic factor. Also, the sample is restricted to the employees of the IT sector in India.

Keywords: Leadership, Abusive supervision, Consequences, Perception, IT sector

JEL Classification: J21, J24, J28, N35

Introduction

“Do you have any idea? How incompetent you are and still I am tolerating you?” “I wish I should not have hired you” “You are a useless resource for me”.

This narration was very much needed to implant the understanding of abusive supervision. Yes, it is true that many times employees ignore such nagging from their bosses as they need a job, and they are bound to tolerate such supervision till they find another job. But is abusive supervision still needed in today's world? What are the consequences of abusive supervision on employees and the organization? Abusive supervision is discussed strongly in research for the past two decades and its consequences on numerous factors are studied. Some researchers have strongly established the models of the relationship between abusive supervision, and its consequences along with its mediating and moderating variables like Demography, Culture etc. (Khan & Ahmed, 2022; Zhang & Liao, 2015b) (Vogel et al., 2015). Abusive supervision affects the employees as well as organizational growth (Martinko, Harvey, Jeremy, & Jeremy, 2013). Abusive supervision is a noticeable phenomenon in organizations, and they must understand the influence of abusive supervision on employees. (Tepper B., 2000).

2. Literature Review

2.1 Abusive Supervision

Tepper, (2000) defined abusive supervision as "subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviours, excluding physical contact." Past research has mentioned that abusive supervision reduces employee performance and declines work efficiency (Barnes & Drake, 2015). Some researchers have also indicated the dismissive effect of abusive supervision on the well-being of people, their motivation levels, attitude and their organizations (Jeremy, Mcallister, Carson, & Ellen III, 2019); (Martinko, Harvey, Jeremy, & Jeremy, 2013); (Tepper B., 2007); (Zhang & Liao, 2015); (Barnes & Drake, 2015). Supervisors can have a very strong influence on the subordinates, as they can create the culture of the organization (Bass B. M., 1985). They are expected to communicate ethics and values in the system (Bass & Avolio, 1993). The fundamental role of the supervisor is to influence the thoughts, feelings, and actions of their subordinate (Yukl, 2010) but sometimes the supervisors become so uncooperative that the employee does not feel comfortable expressing their views in front of the supervisor, which raises dissatisfaction level amongst the employees (Wang & Hsieh, 2013); (Zhang & Liao, 2015).

Employees must suffer, emotionally, and mentally and they feel constant stress over them due to abusive supervision (Whitman, Halbesleben, & Holmes, 2014). Meta-analyses have been conducted to have a clearer understanding of abusive supervision, why do some leaders show aggressive behaviour with their employees? (Hershcovis, et al., 2007) (Schyns & Schilling, 2013) or why some leaders encourage workplace bullying (Nielsen, Matthiesen, & Einarsen, 2010) and workplace harassment (Lapierre, Spector, & Leck, 2005) (Bowling & Beehr, 2006). Researchers have also attempted to study the reasons for the growing trend of abusive supervision research. Research established relationships among antecedents related to supervisor, organization, subordinate and demographics of supervisor and the subordinate (Zhang & Liao, 2015).

Some studies have also indicated that due to authority and the power supervisors have due to their position in the organization, supervisors misbehave with their juniors and subordinates. This misbehaviour also includes shouting unnecessarily, taking credit for the work done by the subordinate or their victories, humiliating and abusing the subordinate in front of others without any specific reason and highlighting the dark side of the leadership. (Hoobler & Brass, 2006) (Tepper, Simon, L, & Park, 2017) (Keashly,

Trott, & Maclean, 1994) (Katalin, Hitt, & Campbell, 2015). So this concretizes the existence of abusive supervision which can damage the physical and mental well-being of the subordinates (Hansbrough & Schyns, 2010) (Tepper B., 2007) (Tepper B., 2000) (Kelloway, Turner, Barling, & Loughlin, 2012) (Lipman-Blumen, 2005) (Einarsen, Aasland, & Skogstad, 2007) (Schyns & Schilling, 2013). These supervisors want their subordinates to be afraid of them (supervisors) and they believe that work should be done. Hence, they are fine with the hatred they receive from their subordinates (Frazier & Bowler, 2015) (Lian et al., 2014). (Padilla et al., 2007) mentioned that abusive supervision can have a severe impact on subordinates especially in the long run. (Keashly, 2001) defined abusive supervision as damaging the ethics and morals of the subordinate and disturbing their state of mind. Some researchers also considered it as "workplace aggression" and mentioned such behaviour intends to harm others (Neuman & Baron, 1998).

There are some arguments in favour of abusive supervision too. Like Manfred F.R & Kets de Vries (1985) mentioned that supervisors are supposed to execute narcissistic dominant behaviour as only then the supervisors will be able to do their tasks and activities productively. But the understanding of abusive supervision is very subjective as every employee or subordinate has their perception of abuse and hence, many issues remain unaddressed (Starratt & Grandy, 2010). Keashly, (2001) conducted the study in tensile form and accepted the responses of employees in their expressions. Some research indicated that abusive supervision is more prevalent in organizations if it is executed by the founders or senior management and it encourages the subsequent junior level of management to execute the abusive supervision at all levels in the organization. Such organizations strongly believe that the only way to get the work done by employees is to humiliate them and abuse them (Liu et al., 2012). But to have a clear understanding of abusive supervision the researchers must consider the viewpoint of both the parties involved, as only then an unbiased understanding of abusive supervision shall be possible (Aquino & Lamertz, 2004; Tepper et al., 2006).

The research done by (Ambrose & Ganegoda, 2020) found that there is a difference in the perceptions of abusive supervision between managers and subordinates. The research found that while both groups agreed on some aspects, such as supervisors' lack of respect for employees or their use of inappropriate language, they disagreed when it came to other behaviours like micromanagement or favouritism. Abusive Supervision also results in mental and emotional (Harvey et al., 2007; Tommasel et al., 2021)), very high execution of workplace deviance (Lian et al., 2012) less creativity in any assigned work (Liu et al., 2012), ineffective performance at all levels and even in groups (Priesemuth et al., 2014; Xu et al., 2012), low job satisfaction (Bowling & Michel, 2011; Hobman et al., 2009; Kernan et al., 2011; Tepper, 2000), very isolated behaviour with no intention to aid or assist anybody (Schaubroeck et al., 2013) and very high personal issues which include family issues too (Hoobler & Brass, 2006). Abusive supervision is toxic for the organization as it not only ruins individual performance but also it hinders the overall growth of the organization. Employees are not willing to work in a set-up wherein they have to undergo mental torture every single minute and which compels the employees to leave the organization.

2.2 Demography

Past research indicated a strong impact of demographic factors over abusive supervision. Male and female encounters and responses to abusive supervision vary significantly. Similarly, the way of dealing with abusive supervision of aged employees is much more mature and subtle than young employees (Aquino & Thau, 2009; Gross et al., 1997;

Atwater et al., 2016). Some studies indicated that while dealing with abusive supervision it was identified that males were more stable, and positive and carried higher self-esteem than their female counterparts however, the females were more outspoken, anxious, trustworthy, and optimistic while dealing with abusive supervision (Feingold, 1994). While studying stress it was visible that females handled acute stress in much better capacities than males (Matud, 2004). Some studies also mentioned that with age employees become mature and understanding to handle such issues. They identify their way of dealing and coping with abusive supervision (Gross et al., 1997). Experienced employees become efficient to tackle such misbehaviours of their supervisors (Tsorbatzoudis et al., 2013). Therefore, the impact of abusive supervision on experienced and senior employees is much less than on young employees. Also, the tenure of employees in the organization plays a strong role. More the tenure, the higher the tolerance towards abusive supervision (Aquino & Thau, 2009; Conway & Coyle-Shapiro, 2012; Viswesvaran et al., 1999).

2.3 Well-being

Employees give outstanding performance when their psychological well-being (in terms of workload, salary, incentives etc.) is taken care of by their leaders (Siswanto, 2022). Both physical and psychological well-being have been affected by abusive supervision. Past research has established a negative relationship between abusive supervision and well-being. The higher the abusive supervision, the lower will be the well-being and that will affect the subordinate's willingness to work under the abusive supervisor (Burriss et al., 2008; Carlson et al., 2012; Hobman et al., 2009). It not only includes just the disturbance in well-being but also some symptoms like short-tempered anger issues, anxiety issues, emotional disturbances, low self-esteem issues, and sometimes leads to depression as well (Aryee et al., 2008; Farh & Chen, 2014; Hobman et al., 2009; Rafferty & Restubog, 2011; Restubog et al., 2011; Tepper et al., 2007). Hence, abusive supervision leads to serious health issues which seem superficial and are very deep, dark, and difficult to handle (Bamberger & Bacharach, 2006).

2.4 Attitude

Leadership style has a huge impact on work behaviour, quality of work life and psychological empowerment, etc. (Sabran, 2022). Employee attitude plays a significant role when dealing with abusive supervision. Some studies have established the moderating role of emotional intelligence in weakening the impact of abusive supervision over subordinates. However, abusive supervision reduces the employee's commitment to the organization and they want to quit the organization as soon as they get another opportunity. Sometimes this abusive behaviour of supervisors becomes so intolerant that employees can not sustain themselves in the organization and leave immediately (Jabbar et al., 2020).

Researchers have indicated that abusive supervision impacts job satisfaction too. The supervisor's relationship with the subordinate defines the extent of liking or disliking the subordinate's job. So if the relationship is abusive and humiliating then certainly it reflects a negative relation concerning job satisfaction (Tepper, 2000; Tepper et al., 2004). If there will be lack of job satisfaction then employees' willingness to stay in the organization will not be there and their intention to quit the organization will be high (Van Dick et al., 2004).

2.5 Organizational Justice

Perceived organizational support of employees increases if the supervisor is abusive and hence their perception of organizational justice also reduces (Shoss et al., 2013). Employees may feel disheartened with the organizational policies and may feel like victims of their bosses. Such subordinates often feel that it is the fault of the organization that it allows and promotes the culture of abusive supervision (Tepper, 2000). Employees feel organizations must protect their self-respect and must stop the conduct of such misbehavior but in absence of this, they get detached from the organization (Blader & Tyler, 2009). The unfair and biased treatment of the supervisor towards some employees declines distributive justice within the organization (Rafferty & Restubog, 2011; Tepper et al., 2007).

2.6 Workplace Behaviour

When the employees feel that their rights are protected in the organization, and they have been treated fairly then they show very high organizational citizenship behaviour. However, when the reverse is the case, then employees execute workplace deviant behaviour and express their depressed state of mind through some objectionable actions (Bowling & Michel, 2011). This behaviour is not restricted to their supervisors or closed loop of working colleagues, it outreaches all the possible people who come in touch with such employees. Sometimes the rage and frustration are so exponential that they just can't tolerate it and burst openly over the supervisor (Mitchell & Ambrose, 2012). The study (Bendersky & Brockner, 2020) reported that having respectful peers in a workplace environment can offset any negative impacts caused by mistreatment from bosses.

2.7 Family-Related Outcomes

Employees who experience abusive supervision at their workplace, have a negative effect on family life. They carry the negative baggage of their work at home and get frustrated with the kind of treatment they receive at their workplace (Michel et al., 2011). Since these employees cannot shout and misbehave with supervisors, they vent their emotions out over the family. The family suffers due to this unnecessary negative emotion emitted by the employee (Hoobler & Brass, 2006; Restubog et al., 2011). A recent study conducted by (Srivastava et al., 2022) found that abusive supervision promotes the employees' intention to quit and hence attrition becomes a challenge. Research conducted by (Mehdi et al., 2012) also emphasized the same and it also mentioned that employees' need for achievement has no moderating effect on intention to quit. A study conducted on software professionals working in Indian IT organizations indicated that abusive supervision is strongly related to employees' intention to quit. A study conducted among software professionals in the IT industry indicated that due to abusive supervision, employees hide knowledge among themselves and they are not open to information sharing (Ameen & Naeem, 2021). The study also mentioned that both psychological contract violation and supervisor-directed aggression partially mediated the abusive supervision-knowledge-hiding behaviour linkage. (Pradhan & Jena, 2017)

2.8 Research Problem

In Consequences of abusive supervision: A meta-analytic review Zhang & Liao, (2015) mentioned that past studies have not emphasized the contextual factors that affect the association of abusive supervision and its consequences. Abusive supervision hampers the growth and well-being of the employee and many times it leaves the employees with no other option but to quit the organization (Lavoie-Tremblay et al., 2016; Pradhan &

Jena, 2017; Van Dick et al., 2004). Employees become vulnerable under abusive supervision and their performance deteriorates. (Chen & Wang, 2017; Zhou, 2016)

One of the studies conducted among 225 IT professionals from a variety of organizations revealed that abusive supervision has a positive impact on perceived pressure to produce, time pressure, and work overload, and a negative impact on affinity towards computer work, and ultimately these variables impact job strain, frustration, turnover intentions, and job satisfaction. (Harris et al., 2013). A recent incident was reported in the banking sector wherein HDFC bank suspended one of its senior employees as he was seen abusing his co-workers and the video went viral on social media. (Chitre, 2023).

The company's performance and its culture get affected by employee attrition and turnover. High-technology firms are more susceptible to issues of turnover and attrition (Palanski et al., 2014; Seo & Chung, 2019; Van Dick et al., 2004). The effect of abusive supervision on employees is well-drafted in past literature. But based on responses of employees working under abusive supervision there is a need to study the awareness level of employees towards consequences of abusive supervision. This leads to the question of attempting to find, is there any perceptual difference amongst software professionals working in Indian IT companies, towards consequences of abusive supervision who are working under abusive supervision and those who are not working under abusive supervision. Hence, it becomes one of the important measures to study.

3. Research Methodology

The research is descriptive with an inferential approach. The research objectives are to investigate the IT professionals' perception of the consequences of abusive supervision and to study the perceptual difference between IT sector employees' perception of the consequences of abusive supervision concerning gender and their working under abusive or non-abusive supervision. The scope of the research includes Indian IT sector employees who are working under abusive supervision and have experienced or have been exposed to abusive supervision. The conceptual scope is limited to abusive supervision. After a thorough review of past research, the questionnaire was designed by combining two scales. Tepper's (2000) abusive supervision scale was used to understand the respondents' thoughts and feelings about the supervisor being abusive or not. The model of consequences of abusive supervision given by Zhang & Liao (2015) in a meta-analytic review was considered. The consequences of abusive supervision considered are Attitude, Well-beings, Organizational justice, Workplace behaviours, Performance, and Family-related outcomes. Based on these variables, the questionnaire is formulated and executed on respondents who are working under or are exposed to abusive supervision.

The hypothesis set for testing are:

1. The perception of employees (working under abusive or non-abusive supervision) towards the consequences of abusive supervision is uniform.
2. The perception of the consequences of abusive supervision is uniform concerning gender.

Both hypotheses were tested using the independent sample t-test.

3.1 Data Analysis

Responses were collected from 378 IT sector employees who were exposed to abusive supervision. The data was screened, coded, and then fed into MS Excel and SPSS for analysis. Further analysis was done with the help of SPSS. The questionnaire was

circulated to more than 800 respondents, total of 405 responses were received, and 378 relevant responses were finally considered for data analysis: male 198 (52%) and female 180 (48%). During the data collection, the researcher experienced that people were reluctant to share their opinions and views about their leaders. The low response to the questionnaire indicated that although respondents experienced abusive supervision at their workplace, still they were either not vocal or they were scared to share their experience of abusive supervision. The average age of the respondents was 33 years and the average experience was near about 9 years. The respondents were from IT sector industries, different geographies of India and their employment at the current organization was about 5.4 years. 77% of the respondents are working in teams and 71% of the respondents often interact with supervisors and work peers etc. during a workday. 60% of the respondents had a male abusive supervisor, 18% of the respondents had a female abusive supervisor and 22% of the respondents were not willing to share the gender of their supervisors.

The Cronbach's alpha value for reliability was 0.937.

Table 1: Descriptive statistics of Tepper scale (n=378)

Parameter	Mean	SD
My supervisor [Ridicules me]	1.97	1.10
My supervisor [Tells me my thoughts or feelings are stupid]	1.83	0.99
My supervisor [Gives me the silent treatment]	2.56	1.26
My supervisor [Puts me down in front of others]	2.33	1.31
My supervisor [Invades my privacy]	2.17	1.43
My supervisor [Reminds me of my past mistakes and failures]	2.70	1.51
My supervisor [Doesn't give me credit for jobs requiring a lot of effort]	2.62	1.45
My supervisor [Blames me to save himself/herself embarrassment]	2.43	1.37
My supervisor [Breaks promises he/she makes]	2.46	1.23
My supervisor [Expresses anger at me when he/she is mad for another reason]	2.49	1.49
My supervisor [Makes negative comments about me to others]	2.24	1.48
My supervisor [Is rude to me]	2.41	1.31
My supervisor [Does not allow me to interact with my co-worker]	2.13	1.42
My supervisor [Tells me I'm incompetent]	1.81	0.96
My supervisor [Lies to me]	2.41	1.52

Source: Author's Compilation

The descriptive analysis of single items of the Tepper scale shows mean values between 1.81 to 2.70. The mean is 2.31 which indicates the data concentration is more on low values.

Based on the mean values, the researcher categorized the supervisor as Abusive or non-abusive. The mean value between 1-2 indicated the responses that supervisors are cordial and cooperative with the employees; however, mean values above 2.5 were categorized as under abusive supervision. So there are 192 respondents categorized under abusive supervision and 186 are working under non-abusive supervision.

Table 2: Categorisation of Employee based on Supervisor (n=378)

Sr.	Supervision category	Count
1	Abusive Supervision	192
2	Non-Abusive Supervision	186
	Total	378

Source: Author's Compilation

The mean values for consequences of abusive supervision ranged from 2.06 to 4.88 and that of non-abusive supervision ranged from 1.35 to 3.65.

Table 3: Consequences of Abusive Supervision (n=378)

Parameter	Mean	SD
Attitude: [Job satisfaction]	3.43	0.99
Attitude: [Organizational commitments]	3.51	0.99
Attitude: [Organizational identification]	3.41	1.02
Attitude: [Turnover intention]	3.40	1.03
Well-Being: [Psychological well-being]	3.54	0.93
Well-Being: [Physical well-being]	3.51	0.88
Organizational Justice: [Distributive justice]	3.46	0.99
Organizational Justice: [Procedural justice]	3.54	1.11
Organizational Justice: [Interpersonal justice]	3.57	0.96
Workplace Behaviour: [Organizational deviance]	3.65	0.98
Workplace Behaviour: [Direct interactions with supervisors]	3.86	0.92
Performance: [Organizational Citizenship Behaviour]	3.65	0.98
Performance: [Voice]	3.59	1.02
Performance: [Work engagement]	3.67	1.01

Performance: [Job performance]	3.54	0.96
Family-Related Outcomes: [Family undermining]	2.65	0.93
Family-Related Outcomes: [Work-family conflict]	2.49	0.83

Source: Author's Compilation

3.2 Hypothesis Testing

There are two hypotheses associated with abusive supervision are set. The hypothesis testing is as presented below:

1. The perception of employees (working under abusive or non-abusive supervision) towards the consequences of abusive supervision is uniform.

This hypothesis was tested by using the Independent sample t-test. Based on the perception of abusive supervision, abusive or non-abusive supervision, the independent t-test is conducted. The mean perception of both sets of employees, working under abusive or non-abusive supervision was 3.7848 with a standard deviation of 0.8083 and 3.0831 with a standard deviation of 0.5056 respectively. The t value for perception and consequences was 10.082 with 376 degrees of freedom having a P value of 0.000 which is significant (less than 0.05) so the null hypothesis got rejected. (Ref. Table 4)

Interpretation: The perceptions of IT sector employees (working under abusive or non-abusive supervisors) towards the consequences of abusive supervision are different. This indicated that both sets of employees have different understandings of the consequences of abusive supervision.

Table 4: Independent sample t-test

Sr.	Parameter	t-test for equality of means		
		t	df	Sig. (2-tailed)
1	Perception and Consequences	10.082	376	.000
2	Gender and Consequences	2.079	376	.038

Source: Author's Compilation

2. The perception of the consequences of abusive supervision is uniform concerning gender.

This hypothesis was also tested using the independent sample t-test. The t value for gender and consequences was 2.079 with 376 degrees of freedom having a P value of 0.038 which is significant (less than 0.05) so the null hypothesis got rejected. (Ref. Table 4)

Interpretation: The perceptions of male and female IT sector employees towards the consequences of abusive supervision are different. This indicated that the male and female respondents have different perceptions of the consequences of abusive supervision.

3.3 The consequences of abusive supervision

Respondents mentioned various consequences of abusive supervision like hostile behaviour of the supervisor towards the respondent. Employees under such supervision curse their bosses and want the behaviour of their bosses to be exposed in front of everyone. Such behaviour raises self-doubt in the employees and demotivates them. Employees get demotivated and work with very low morale. It also reduces job

satisfaction among employees and forces them to resign. Such abusive supervisors harass the employees not only at the workplace but also intrude on their personal space and disturb their mental well-being. Their work-life balance gets affected and they just find themselves incapable of doing anything. Employees can be retained under such supervisors in the long run. They intend to quit and sometimes they quit without any other offer or opportunity in their hand. They lose the charm to work with the organization and their organizational commitment reduces. The researcher observed some strong statements from the respondents like "I don't feel like going to the workplace when my boss is there", "I always think of quitting the job when my boss is around", and "Even when my performance is good, I am not sure about my appraisal", "I am extremely dissatisfied with my job", "I am just incapable of doing work-life balance", "I feel stressed and depressed 24X7."

Figure 1 shows the word cloud based on responses to the consequences of abusive supervision.

Figure 1: Word Cloud of Consequences of Abusive Supervision.



Source: Author's Compilation

The narrative of the worst experience of the respondents with abusive supervisors is mentioned below:

"Work on holidays", "asking about personal questions and answers given to such questions to be discussed in meeting forums", "Literally abusing with harsh and bad words in front of the entire team and department on the floor", "Undermining authority and public shaming in front of teammates", "Asking daily on daily achievement and target and counting efforts in term of Hours", "Lots of work intentionally, high workload, Loss of concentration on work and was the lowest performer within the team", "demotivated, depressed, wanted to quit, no recognition, comparing everyone, biases towards few", "no appreciation, sudden transfers without informing", "Work torture for target achievement", "late night sitting at the office for not achieving target, work on holidays", "Did not approve my leave", "He believed on an image clicked by someone showcasing that I was sleeping in office, He should have clarified with me on this".

"Boss told me in meeting that, I am not capable of doing any work", "Physical combat with supervisor", "takes credits for work and conveys incapability", "scolding in front of

team, claiming credit", "adversely affecting my productivity and commitment towards organization, Ill treatment (vocal and behavioural) by the manager in front of the entire staff and management", "blame for the work done by the supervisor, demotivation due to lies about me and maligning my reputation", "Wrong guidance, tension and depression", "Insulted in front of colleagues on being late", "Not granting leave for my career advancement etc."

The narrative of How to tackle abusive supervision by the respondents is mentioned below: Build a network, Strong company policies against it, try to maintain distance from that person and if the abusive is constant, on the second time it is to be reported without any fear, Employee oriented thought process and try to put themselves in the employee's shoes, Maintain & Follow Instructions like PoSH, Strict and quick action, Visible justice, be professional and straightforward in work, Decide to stay or go, handle it very maturely and follow the process. Do not quit, show your credibility and calibre, everyone has to be loyal to his or her doings, resignation, update your supervisor or management of HR, there should be one team who particularly take care of these things, 360 degree appraisal, Focus on your work and leave the rest, no attention towards such behaviour and just ignore, To have a better relationship in organization, To learn how to manage strange behaviour and to keep patience, PoSH should be compulsory in every organization, Organizational union, keep distance, Speak up upfront with Supervisor and level 2 Supervisor citing the incident, Strongly oppose his comments, Dedicated team for consultation in the organization, perform well in company, give your best so to create a good image in a mind of supervisor or boss so that there will be no chance of abusive supervision and if still your supervisor behaves abusively then you can counter with him by showing your performance and number you have done and achieved in a company, or if you are not satisfied with your job instead of performing very well find a very good and reputed company,

"Boss is always boss if he wrong also, So whatever your work or your skill, don't required to expose to boss, whatever you had done your work or your plans you always share with management, always keep interacting with senior people from every department, your skill and knowledge will don't keep with your boss", Changing teams is neutral outcome, (managed out), Good HR policies and practices can deter such behavioural patterns in supervisors, Voice it up, if no action Take a call - We are worth more than such suffering., you should never judge before listening the whole incident, understand the humanity, supervisors require some leadership training, supervisor counselling and coaching, raise it to HR or concerned once if didn't get help change the job, there should be a committee who will take side of the correct ones beside their position and power, counselling, Training and counselling for professional behaviour etc.

3.4 Theoretical Contribution/Originality

The study adds to the literature by demonstrating the perceptual difference between employees working in the IT industry, towards consequences of abusive supervision who are working under abusive supervision and non-abusive supervision.

Practitioner/Policy implication: The narrative is given to handle abusive supervision, which can be used by employees working in the IT sector and can be further generalized for employees of other sectors as well.

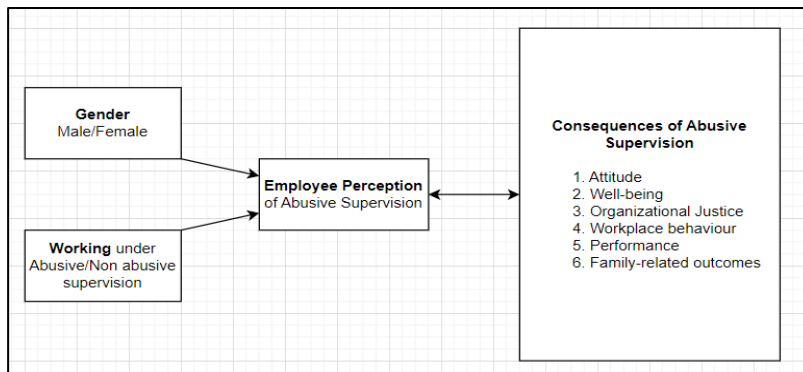
Research limitation and Further scope for research: The study examines the perceptual difference between employees of the IT sector towards the consequences of abusive

supervision concerning only gender as a demographic factor. Also, the sample is restricted to the employees of the IT sector in India. There is further scope for research to understand the in-depth effect of consequences of abusive supervision on each outcome viz. attitude, well-being, organizational justice, workplace behaviour, performance, family related outcomes.

4. Conclusion

Figure no. 2 depicts the research variables which are under the purview of this research article.

Figure 2: Research Model



Source: Author's Compilation

Abusive supervision and its consequences on employees are well-established in past research. The employees who were working in the IT sector under abusive supervision were undergoing tremendous stress (effects) and that affected their attitude, performance, well-being, organizational justice etc. The study found that there is a perceptual difference among employees towards the consequences of abusive supervision. The perception of employees who were working under abusive supervision was different than the perception of employees who were not working under abusive supervision. The study also found that gender does play a crucial role in varying the employee perception regarding the consequences of abusive supervision. It was clear that employees, who had abusive supervisors were highly disturbed and were not able to perform efficiently. Hence, this needed to be investigated further for its effects on the employees which could further suggest coping strategies for employees working under abusive supervision. Majorly, consequences of abusive supervision were found to be resignation, depression, job dissatisfaction etc.

The worst experiences regarding the abusive supervision for respondents had showcased disturbed behaviours like being unable to handle work pressure, working on holidays, no appreciation, public shaming, blame for failure etc. Abusive supervision must be eliminated from the organizations, only then employees will be able to perform their best. Strong company policy and zero tolerance towards abusive supervisors shall be considered for a healthy work experience. Employees must be given the opportunity for providing 360-degree feedback as then the abusive supervisors will be validated for their behaviours and action against them shall be taken. Employees shall be allowed to work with a transparent and open-door policy wherein they shall raise their concerns without

being judged or without having the feeling of losing jobs. Job insecurity is one of the strong reasons that employees do not raise their voices. This concern shall be eliminated with proper counseling and training. Only then employees shall be able to work and shall be able to establish strong and healthy work culture. Further, it can be noted that the effect of demographic variables on the relationship between abusive supervision and the performance of employees needs in-depth investigation. Further study can also be recommended concerning a specific industry and domain, which shall help in proposing the relevant solution for the same; as was discussed in the research by Gabler & Hill, (2015) for salespeople and managers.

Data availability

The data collected and analyzed during the study are available from the corresponding author upon request.

Ethics declarations

Ethics approval and consent

The consent from participants was obtained during the process of collecting the responses to the questionnaire.

Competing interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Conflict of interest

On behalf of all authors, the corresponding author states that there is no conflict of interest.

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