

THE IMPACT OF ABUSIVE SUPERVISION ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR, WITH MEDIATING ROLE OF HOSTILITY TOWARDS SUPERVISOR AND MODERATING ROLE OF SELF –CONTROL

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ABSTRACT: *The main purpose of the study is to examine the association between the abusive supervision and organizational citizenship behavior with a mediating role of hostility towards supervisor and moderating role of self-control. The data was collected from 212 respondents from police department working in Islamabad and Rawalpindi. The data was analyzed using SPSS 20.00, through different statistical tests. The findings show the adverse relationship between the abusive supervision and organizational citizenship behavior. It was also shown that hostility towards supervisor intervenes the association between the organizational citizenship behavior and abusive supervision; however self-control job satisfaction does not moderate the relationship between abusive supervision and organizational citizenship behavior. Abusive supervision is defined as the perceived hostile behavior of supervisors to the subordinates which can be in the form of verba, non verbal and physical. Several features of abusive relationships may contribute in the different aspects of organizational performance. Abusive supervision may cause the retaliation towards the supervisors and hence it may disturb the quality of the work or services of the organization. Organizational citizenship behavior is the process in which the individual voluntarily performing and work for his organization's success. There are many things which discourage the employees and can disturb the workings for the success of the organization. Abusive Supervision is one of them. Hostility towards supervisor can discourage the overall performance and success of the organization, while the self-control of the employees can play the positive role the organization citizenship behavior.*

Keywords: -Abusive supervision, Organizational citizenship behavior, Self-Control, Hostility towards supervisor.

1. INTRODUCTION

1.1 BACKGROUND STUDY

In the recent research paper of Academy of Management journal [1] the connection between the supervisor directed aggression and abusive supervision was discussed. The recommendation for future research is to study the association among abusive organizational citizenship behavior and abusive supervision. In the past research the relationship between the abusive behavior and supervisor directed aggression is studied in the self-control framework. There was a direction of future research in the past paper about the relationship between the Abusive supervision and OCB.

1.2 Aim of Study

The objective of the study is to check the association between the abusive supervision and organizational citizenship behavior in the frame work of self-control in the police department of Pakistan. The performance of the subordinates in the police department in Pakistan depends upon the tactics and method of supervision of the senior officers.

1.3 Research Objectives

The purpose of this research is to study the relationship of the seniors' officers with the junior officers in the Police Department of Pakistan and how can it affect the performance of the department. The other main objectives are:-

- To examine the influence of organizational citizenship behavior and abusive supervision.
- To check the mediating role of the Hostility towards supervisor on the association of organizational citizenship behavior and abusive supervision.
- To check how the self-control of subordinates plays a moderating role on that relationship.

1.4 Research Questions

Following are some of the important questions which arise from the past research:-

1. What is the influence of abusive supervision on organizational citizenship behavior?
2. How Hostility towards supervisor plays mediating role between the abusive supervision and organizational citizenship behavior?
3. How the self-control of subordinates plays moderating role on that relationship?

2. LITERATURE REVIEW

Abusive supervision is characterized as the "subordinates' view of the degree to which their directors take part in the supported presentation of threatening verbal and nonverbal practices. A few features of abusive supervision may help in the distinctive parts of organization performance. Abusive supervision can be verbal and also physical [2]. For example, blaming subordinates for the mistakes, using false language while talking to the subordinates, and giving the silent treatment to the subordinate. The subordinates are frustrated by the supervisor negative behavior or abusive behavior. Due to this frustration the performance of the subordinate may be disturbed and it may cause the overall performance of the organization. Therefore the abusive supervision negatively affects the performance of the subordinate. It is additionally reality that the abusive supervision is contrarily identified with the worker attitude and conduct, for example, organizational citizenship behavior. The traces of history evoked that abusive supervision aspect came into limelight during the era of tyrant boss [2]. The large research area has devoted their attentions made their consideration to the dark side of leadership which ultimately take into account the booth concept physical and non physical mistreatment [2]. Abusive behavior demonstrates as a misuse of force in the middle of administrators and subordinates in the work environment. Bosses discharge their own weight to spook subordinates with their higher power because of work environment harassing. It is constantly identified with an administration style of the bosses. A definitive administration

style is joined by a sort of tormenting behaviors which can make subordinates fear so directors can get to be power themselves [3]. Then again, a few scientists concur that tormenting behaviors is a positive execution in the work environment. Work environment tormenting can ascribe to the organizational power and control. It is additionally a delegate of force and control in the event that an association needs to enhance this circumstance in the work environment, systems and approaches must be progressed. Need of arrangement in harassing like low-observing or no discipline will bring about enduring in association. Harassing behaviors in a working environment likewise exist among partners. They can be either the "target" or culprit. In the event that working environment tormenting happens among the associates, witnesses will take side in the middle of target and culprit. Culprits dependably win, in light of the fact that witnesses would prefer not to be the following target. Along these lines, it does urge culprits to proceed with this behavior. Relative to research point of view fewer literature identified the antecedents of the construct. Major researchers focus to identify the moderation and mediating the impact of related variables. As Tepper's (2000, 2006) findings tell us mediating role of *justice* along with abusive supervision and relative consequences [2,4]. In additional focus of examination of 210 employees, supervisors and family tribes where their findings depicted about the knowledge of *the psychological contract breach* (i.e., violations of employees' perception about what they feel about the direct and indirect benefits promised to them by their employer; [5,6] as fundamental precursors of the abusive behavior.

In the same perspective of the antecedents of abusive supervision take into account the *aggression* as a vital manifestation of hostile actions, disgruntling working setup is the core motive behind the aggression that exhibit on subordinate in the form of hostile behaviors [7].

However, recent findings explore the notion in deepest nature as one study shows that the hostile behavior projection of supervisor is more visible in interactional justice rather than the procedural injustice [8]. In leadership style individual that follows the dictatorial style of work and with subordinates and their offensive style of supervision, therefore they are more lashing out towards workers [7].

Literature classifies primary variables that are considered fundamental outcomes of abusive supervision.

Work related attitude: Literature explores the findings that supervision has negative impact on job satisfaction and employees' commitment, however, positive associated with attention to quite as because of deviant behavior [2].

Subordinates' resistance behavior: Other than the commitment and satisfaction towards the organization and supervision it also tends to reveal the resistance as literature identifies [9] that employees tend to show pause and refusal of work towards supervisor that are consciousness and agreeableness due to strains from higher ups [10].

Subordinates' aggressive and deviant behavior: Prior research identifies the relationship among the supervisory behavior and employee behavior [9]. It was studied that employees (moon lighters) and hostile aspect that signifies that employees that have to come across the aggression when they face hostile attitude from employers [9].

Subordinates' performance contributions: less contribution of research has been seen aspect as [7] found that lower level employees come across interaction injustice that in result cause impact on the performance contributor factors [9].

Subordinates' psychological distress is another side of examination gives evidence of negative bang for subordinates physical and psychological health that leads to the depression, strain, anxiety, suffer exhaustion that proves the [9] and decreased self esteem [11].

Family well-being: Now days the spectrum of literature has been expanded and now scholars tend to inspect the consequences on outside of the workplace [9]. As one of them found the solid exploration these hostile supervisory actions have a negative association [2].

Abusive supervision is characterized as the "subordinates' view of the degree to which their directors take part in the supported presentation of threatening verbal and nonverbal practices. A few features of abusive supervision may help with the distinctive parts of organization performance [2]. Abusive supervision can be verbal and also physical. For example, blaming subordinates for the mistakes, using false language while talking to the subordinates, and giving the silent treatment to the subordinate. The subordinates are frustrated by the supervisor negative behavior or abusive behavior [4]. Due to this frustration the performance of the subordinate may be disturbed and it may cause the overall performance of the organization. Therefore the abusive supervision negatively affects the performance of the subordinate. It is additionally reality that the abusive supervision is contrarily identified with the worker attitude and conduct, for example, organizational citizenship behavior. Abusive behaviors demonstrates as a misuse of force in the middle of administrators and subordinates in the work environment. Bosses discharge their own weight to spook subordinates with their higher power because of work environment harassing. It is constantly identified with an administration style of the bosses.

2.2 ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

Behavioral descriptors predictable with this definition incorporate "utilizing unfavorable names, taking part in hazardous upheavals (e.g., shouting or shouting at somebody for deviating), scary by utilization of dangers of occupation misfortune, withholding required data, forceful eye contact, the quiet treatment, and embarrassing or disparaging somebody before others" [12]. OCB refers to optional activities that in the total advance hierarchical viability. Cases of OCBs incorporate helping colleagues with work-related issues, not griping about insignificant issues, carrying on graciously to collaborators, and talking approvingly about the organization to outsiders.

Regarding the organizational citizenship behavior (ocb), a definition is linked to performance [13]. The ocb is not an extra role, nor is rewarded, what is sought is to improve the work environment. The ocb is a set of actions made by the contributor, although not be rewarded; only looking for recognition or satisfaction for them. Thus, the participation of workers in voluntary work within the organization is a sign of

support for the decision of employers engage in pro-social activities.

In fact, researchers often use voluntary term to discuss the phenomenon of the ocb and the specific behavior of the employees. For example, describe the cco as a volunteer that involves activities that go beyond the expectations of its formal work. And some studies seek to understand why the workers perform voluntary additional tasks in the workplace. However, these mentions, the volunteer work promoted by the company has not been discussed in the literature. Some studies of the Bcc show that behaviors are motivated by a mixture of citizenship (altruism) and self-interest (selfishness). It was established that organizational citizenship behavior as a specific type of behaviour of the person who promotes effective action within the organization. These actions are discretionary and are not enforceable, because they are not laid down in the job description, and not pay for them. For this reason, these behaviors of employees are considered as good citizens. The ocb is the result of a model of relationships that is brewing between social identity and behavior of citizen in the labour context behavior. It is the construction between the identification of the Working Group and the professional practice.

2.3 ABUSIVE SUPERVISION AND OCB :-

Abusive supervision is the non-physical, threatening moves that an administrator makes at the cost of a subordinate [14]. Illustrations of abusive supervision incorporate untrustworthiness, impolite connections, withholding required data, discourteousness, open disparagement, scapegoating subordinates, intimidation, dangers, noiseless medications, shouting at te workers, and unseemly articulations of indignation. Though surviving exploration has demonstrated that administrators who encourage a positive passionate atmosphere in their associations harvest execution advantages [15], exact investigations of the "dull side" of administration have indicated abusive supervision to be related with vital individual, and authoritative results, including negative hierarchical societies and worker emotions of unfairness [10]. Abusive supervision has likewise been connected to subordinate safety practices, including subordinate useless safety [10], forceful freak practices to colleagues and managers [16], and diminished organizational citizenship practices [17].

The traces of history evoked that abusive supervision aspect came into limelight during the era of tyrant boss [2]. The large research area has devoted their attentions made their consideration to the dark side of leadership which ultimately take into account the booth concept physical and non physical mistreatment. Hence it can be hypothesized that:-

H₁:-*Abusive supervision has an impact on organizational citizenship behavior.*

2.4 HOSTILITY TOWARDS SUPERVISOR:-

Hostility towards supervisor is seen as a form of emotionally charged angry behavior in reaction to the abusive behavior by supervisor. Work environment outrage and hostility regularly show in ways that have gotten a lot of consideration from entrepreneurs, scientists, administrators, and parts of the business press lately. Work environment roughness and inappropriate behavior are most likely the two most normally

expounded on manifestations of work environment resentment and hostility.

Anyway outrage and hostility can show themselves in other, less sensational ways, that can in any case have a massively negative effect on an organization by creating an environment checked by poor or nonexistent correspondence, listing spirit, inordinate worker non-appearance or turnover, and an assembly of other undesired conditions. Entrepreneurs, chiefs, and representatives who are not able to control their own particular indignation or successfully react to the furious upheavals of others will probably find that their business and/or vocation endure subsequently. Associations that neglect to perceive and arrangement viably with the issue of work environment annoyance may wind up with much more genuine issues with which to arrangement. Unseemly shows of annoyance can prompt different kinds of undesirable results and, in the most genuine cases; an organization may even be legitimately subject in the event that they permit an antagonistic environment to endure. Annoyance and hostility to a chief ought to thus invigorate irate behavioral declarations. Emotions of hostility have been estimated to defend forceful striking back and fortify forceful behaviors by expanding arousal levels [18]. Along these lines, we estimate:

H₂:-*Abusive supervision has an impact on Hostility towards supervisor.*

H₃:-*Hostility towards Supervision has an impact on organizational citizenship behavior.*

H₄:-*Hostility towards the supervisor mediates the relationship between the organizational citizenship behavior and Abusive Supervision.*

2.5 MODERATING ROLE OF SELF-CONTROL

Self-control is the capacity to control one's feelings, conduct, and cravings notwithstanding outside requests keeping in mind the end goal to capacity in the public arena. In brain research it is here and there called self-regulation. Self-control is vital in conduct to accomplish objectives and to evade driving forces and/or feelings that could end up being negative. In conduct examination self-control speaks to the locus of two clashing possibilities of fortification, which then make a controlling reaction fortifying when it causes changes in the controlled reaction.

Self-refers to itself, by oneself. Control refers to the action and effect of control, as defined by the dictionary Aristos. Self-control allows us to keep track of our actions, activities, and decisions; examine our process and apply the corrective to any presented anomaly. To apply self-control, it is necessary that people have an awareness of improvement and change, a deep motivation and commitment. While less direct supervision has the employee, more autonomy will have to do their job and at the same time it will be more motivated, and when a person is motivated, better activities and is always seeking to overcome. Implement self-control not only allows the achievement of organizational objectives and the general development of the company but also the personal growth of employees, which creates a better organizational climate and a higher sense of belonging to the organization. This motivation is closely related to the satisfaction of the needs of

the people, since greater satisfaction, greater motivation and this is what allows a proper implementation of the discipline of self-control.

The culture of self-control has a great relationship with various administrative theories that applies, moreover, many times there are other theories or methodologies implemented in the organization becomes easier the introduction and implementation of self-control [19]. A case is the passage of the functional management to the administration by processes, which is a more complete approach, allowing employees to make more direct part of the organizational process, and where can implement more widely the self-control due to the autonomy given to them. It does not mean that the existence of this methodology is necessary to apply self-control, but that its existence for further development of the culture of self-control would be desirable. In the process-centered management people are seen from a human perspective, it is provided to the employee knowledge about the place that occupies its work within the process, is given a permanent development of the person and the process, which is always susceptible of improvement. When there is an error wondered what allowed that it would be given. On the other hand, functions-centric Administration takes people as an economic factor, it is thought that you can always find a better worker, the employee only seeks to understand the work and the company control to it. In case of any error, wonder who made the mistake. Another important feature of the administration process is that it allows to abandon the classic system of the position he had the employee, which begins to play a role in the entire process, i.e., have a great responsibility in decision-making [20]. While the charge is clearly delimited and rigid, the role is flexible and allows you to do things according to the capabilities of each person, therefore the limit is the person and not the position or functions. This approach to roles in cross-functional relationships occur more than authority; You can assume different roles and it can bring different processes and not a single function as in the traditional approach of charges.

Abusive supervision alone is not sufficiently sufficient to lessen the organizational citizenship behavior unless representative has notable identity attribute in from of self-control. Subsequently:-

H₅:- *Self-Control moderates the relationship between the Abusive Supervision and Organizational Citizenship behavior.*

4. THEORETICAL/CONCEPTUAL FRAMEWORK

In my research paper the four variables are used which are Independent variable which is abusive supervision and dependent variable which is organizational citizenship behavior. Hostility towards supervisor is used as a mediator which is mediating the relationship between abusive supervision and organizational citizenship behavior. The moderator is self-control which is moderating the link between abusive supervision and organizational citizenship behavior.

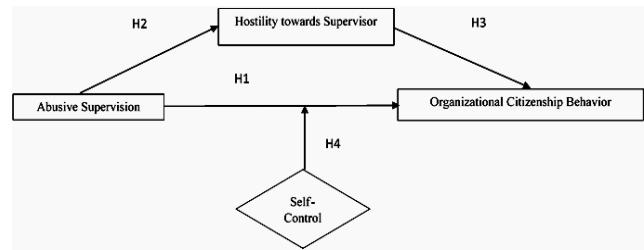


Figure 1

4. RESEARCH METHODOLOGY

4.1 DESIGN OF THE STUDY

This was a cross sectional and hypothesis testing study conducted to check the hypothesis. The significance of the relationship was studied on the survey based primary data. It has examined the hostility towards supervisor as the mediating variable and self-control as a moderator on relationship between abusive supervision and organizational citizenship behavior.

4.2 DATA COLLECTION METHOD

To conduct the survey, 250 questionnaires were distributed out of which 212 were collected. All the participants were from the police department in islamabad and rawalpindi.

4.3 INSTRUMENT

The questionnaire was the tool used to collect data from the respondents. The instruments was comprised of adapted items and developed to get as much data in the available possible time. The questionnaire was based on four variables, each variable contained different number of questions. There was one dependent variables which is organizational citizenship behavior and one independent variable is abusive supervision with the mediating role of hostility towards supervisor and moderator as a self-control having the 5 points Likert scale. The Hostility towards supervisor is checked with the help of Panas X formula. The Barron & Kenny's (1986) method of mediation and moderation will be used to analyze the role of mediating and moderating variables.

4.4 POPULATIONS

For this study, population set is mix of top level; mid-level and lower level employees from Police department working in Islamabad and Rawalpindi telecommunication industry of Pakistan.

4.5 UNIT OF ANALYSIS

Individuals working in Police department of Pakistan working in Islamabad and Rawalpindi.

4.6 MEASUREMENT

The questionnaire was based on four variables, each variable contained different number of questions. There was one dependent variable which is organizational citizenship behavior and one independent variable is abusive supervision with mediating role of hostility towards supervisor and moderating role of self-control.

4.7 ABUSIVE SUPERVISION

Abusive supervision contained twelve questions with the same 5 point Likert scale. Questionnaires are validated through pilot testing. Cronbach Alpha for training practices is .889, with twelve items.

.8 ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Organizational citizenship behavior contained 14 items with Likert scale 1-5. Cronbach Alpha for job satisfaction is 0.921 with 14 items.

4.9 HOSTILITY TOWARDS SUPERVISOR

Hostility towards supervisor variable contained 5 items with 5 points Likert scale. Cronbach Alpha for employee performance is 0.759, with 5 items.

4.10 SELF-CONTROL

Job involvement contained 16 items with 5 points Likert scale. Cronbach Alpha for self-control is 0.704 with 16 items.

4.11 SOFTWARE USED

SPSS used to analyze the data. This software used to take the regression result and to check the demographics and correlation validity.

4.12 ETHICAL CONSIDERATIONS

All the respondents have participated in this research voluntarily and there were no personal questions were asked in this survey. Questionnaire did not contain any harsh, unofficial and disrespectful language which can offend the

respondents. All the quoted definitions and texts are properly referenced with proper name of the authors.

4.13 CORRELATION

In this study, the correlation was used to identifying the strength and how much the variables are related with each other [21]. The most common and mostly used technique was by the researchers is Pearson Correlation, which is also used in this study. It is also a factor that correlation is useful only on the quantifiable data. Terms like gender, color etc. are not the ones in which correlation works, it works on a meaningful data.

4.14 CORRELATION CO-EFFICIENT

Correlation coefficient, also known as “r” is the result of a correlation. Its defined range is between -1.0 to +1.0. Two variables are found to be more closely related to each other when “r” is either closer to -1 or +1. However, if “r” is found anywhere near to the value “0”, it means that there is no relationship between the variables [21].

4.15 REGRESSION

Regression analysis was used to identify the variation between dependent and independent variables. This variation defines the changes with variation in any of the dependent variables, while other remain the same. It also helped to understand the nature of relationship among the variables either they are positive, inverse or mediate in nature.

5. ANALYSIS AND RESULTS

5.1 Reliability Testing

Table 1:

Name of the factor	Cronbach Alpha	No. of Items
Abusive supervision	.889	12
Hostility towards supervisor	.759	5
Self-control	.704	16
Organizational citizenship behaviour	.921	14
Total	.818	47

The reliability test is done to check the reliability of the questions. According to the result it has been found that the overall questions are reliable.

Table 2:

5.2. Frequency Distribution

		Frequency	Percentage	Valid %	Cumulative %
Gender	Male	140	66	66	66
	Female	72	34	34	100.0
	Total	212	100.0	100.0	
Age (years)	20-25	32	15.1	15.1	15.1
	26-30	55	25.9	25.9	41.0
	31-35	45	21.2	21.2	62.3
	36-40	49	23.1	23.1	85.4
	Above 40	31	14.6	14.6	100
	Total	212	100.0	100.0	
Work Experience(years)	0-5	81	38.2	38.2	38.2
	6-10	49	23.1	23.1	61.3
	11-15	45	21.2	21.2	82.5
	16-20	27	12.7	12.7	95.3
	21-above	10	4.7	4.7	100
	Total	212	100.0	100.0	

This table shows the percentage of the gender, age and work experience of the employees department working in Islamabad and Rawalpindi.

Table 3

5.3 Correlation		ABS	SC	HS	OCB
ABS	Pearson Correlation	1	-.464**	.307**	-.511**
	Sig. (2-tailed)		.000	.000	.000
	N	212	212	212	212
SC	Pearson Correlation	-.464**	1	.429**	.806**
	Sig. (2-tailed)	.000		.000	.000
	N	212	212	212	212
HS	Pearson Correlation	.307**	.429**	1	-.482**
	Sig. (2-tailed)	.000	.000		.000
	N	212	212	212	212
OCB	Pearson Correlation	-.511**	.806**	-.482**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	212	212	212	212

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

5.4 ABUSIVE SUPERVISION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR:-

The above table shows the correlation results of the study. The correlation between Abusive Supervision and Organizational Citizenship Behavior ($r = -.511, p= 0.000$), which shows the strong negative relation between the variables. From the results we can infer that if abusive supervision will increase the organizational citizenship behavior will decrease in the police department of Pakistan.

5.5 ABUSIVE SUPERVISION AND HOSTILITY TOWARDS SUPERVISOR

The above table shows the correlation results of the study. The correlation among Abusive Supervision and Hostility towards supervisor ($r = .307, p= 0.000$), which shows the strong positive relation between the variables. From the results we can infer that if abusive supervision will increase the hostility towards supervisor will also increase in the police department of Pakistan.

5.6 HOSTILITY TOWARDS SUPERVISOR AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR:-

The above table shows the correlation results of the study. The correlation among Hostility towards supervisor and Organizational Citizenship Behavior ($r = -.482, p= 0.000$),

5.9 REGRESSION

Steps	I.V	D.V	R ²	B	F_test	T_test	P_value
1	ABS	OCB	.261	-.504	74.138	-8.16	.000
2	ABS	HS	.094	.305	21.81	4.67	.000
3	HS	OCB	.232	-.478	63.49	-7.96	.000
4	ABS	OCB	.378	-.356	63.40	-6.260	.000
	HS			-.359		-6.989	.000

Firstly, there is a testing of the first hypothesis, which is the impact of abusive supervision of citizenship behavior of the organization. The results of the test show the t-value which is equal to -8.16 at the p-value of 0.000. This result clearly indicates that abusive supervision has an adverse impact on organizational citizenship behavior. Hence the first hypothesis is accepted in this regard. R² value tells the percentage of an impact. According to the results, the value of R² is .261 which shows 26% of the impact of the abusive supervision on the organizational citizenship behavior. The Beta value of the results is -.504 which is significant at 0.00. The F-stats shows the overall fitness of the model which is

which shows the strong negative relation between the variables. From the results we can infer that if hostility towards supervisor will increase the organizational citizenship behavior will decrease in the police department of Pakistan.

5.7 ABUSIVE SUPERVISION AND SELF-CONTROL:-

The above table shows the correlation results of the study. The correlation among Abusive Supervision and Self-control ($r = -.464, p= 0.000$), which shows the strong negative relation between the variables. From the results we can infer that if abusive supervision will increase the self-control will decrease in the police department of Pakistan.

5.8 SELF- CONTROL AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR:-

The above table shows the correlation results of the study. The correlation between self-control and Organizational Citizenship Behavior ($r = .806, p= 0.000$), which shows the strong positive relation between the variables. From the results we can infer that if self-control will increase the organizational citizenship behavior will increase in the police department of Pakistan.

74.13, which indicates that the overall design is perfect for forecasting the dependent variable.

Secondly, there is a testing of the second hypothesis which is the impact of abusive supervision on hostility towards a supervisor. The results of the test show the t-value which is equal to 4.67 at the p-value of 0.000. This result clearly indicates that abusive supervision has a positive impact on hostility towards a supervisor. Hence the second hypothesis is accepted in this regard. According to the results, the value of R² is .094 which shows 9% of the impact of the abusive supervision on the hostility towards supervisor. The Beta value of the results is .305 which is significant at 0.00. The

F-stats shows the overall fitness of the model which is 21.81, which indicates that overall design is perfect for forecasting the dependent variable.

Thirdly, there is a testing of the third hypothesis which is the impact of hostility towards a supervisor on organizational citizenship behavior. The results of the test show the t-value which is equal to -7.96 at the p-value of 0.000. This result clearly indicates that hostility towards supervisor has a negative impact on organizational citizenship behavior. Hence the third hypothesis is accepted in this regard. R² value tells the percentage of an impact. According to the results, the value of R² is .232 which shows 23% of the impact of the hostility towards supervisor on organizational citizenship behavior. The Beta value of the results is -.478 which is significant at 0.00. The F-stats shows the overall fitness of the model which is 63.49, which indicates that overall design is perfect for forecasting the dependent variable.

5.10 Moderation of Self-Control

Steps	IV	DV	R ²	B	f-test	t-test	p-value
1	ABS	OCB	.261	-.504	74.138	-8.16	.000
2	ABS	SC	.216	-.281	57.74	-7.59	.000
3	SC	OCB	.649	1.311	388.76	19.71	.000
4	ABS*SC	OCB	.008	-.030	1.79	-1.341	.181

The moderation of self-control can be checked in four steps. Firstly, step the relationship between abusive supervision and organizational citizenship behavior is tested. The results of the test show the t-value which is equal to -8.16 at the p-value of 0.000. This result clearly indicates that abusive supervision has an adverse impact on organizational citizenship behavior. Hence the first hypothesis is accepted in this regard. R² value tells the percentage of an impact. According to the results, the value of R² is .261 which shows 26% of the impact. The Beta value of the results is -.504 which is significant at 0.00. The F-stats shows the overall fitness of the model which is 74.13, which indicates that overall design is perfect for forecasting the dependent variable.

For checking the moderating relationship of self-control the second step shows the relationship among abusive supervision and self-control. The results of the test show the t-value which is equal to -7.59 at the p-value of 0.000. This result clearly indicates that abusive supervision has positive impact on self-control. Hence the first step of moderation is accepted in this regard. R² value tells the percentage of an impact. According to the results, the value of R² is .216 which shows 21% of the impact of the abusive supervision on the self-control. The Beta value of the results is -.281 which is significant at 0.00. The F-stats shows the overall fitness of the model which is 57.74, which indicates that the overall design is perfect for forecasting the dependent variable.

For checking the moderating relationship of self-control the third step shows the relationship among self-control and organizational citizenship behavior. The results of the test show the t-value which is equal to 19.75 at the p-value of 0.000. This result clearly indicates that self-control has positive impact on organizational citizenship behavior. Hence the third step of moderation is accepted in this regard. R² value tells the percentage of an impact. According to the results, the value of R² is .649 which shows 64% of the impact of the self-control on organizational citizenship

behavior. The Beta value of the results is 1.311 which is significant at 0.00. The F-stats shows the overall fitness of the model which is 388.76, which indicates that overall design is perfect for forecasting the dependent variable. For checking the moderating relationship of self-control the fourth step shows the moderation of self-control. The results of the test show the t-value which is equal to -1.34 at the p-value of 0.181. This result clearly indicates that self-control moderation has been rejected. According to the results, the value of R² is .008 which shows 8% of the impact. The Beta value of the results is -.030 which is not significant at 0.181. The F-stats shows the overall fitness of the model which is 1.79, which indicates that overall design is not perfect and significant for forecasting the moderation.

6 CONCLUSION AND RECOMMENDATIONS:

From the results of the analysis it is concluded that abusive supervision in the police department directly impact the organizational citizenship behavior by the employees. The hostility towards supervisor which has negative impact on the organizational citizenship behavior also mediates the relationship among the dependent and independent variables. In the Police departments of Pakistan the practice of abusive supervision is observed, In reation of this abusive supervision the employees are not interested to work good for the organization. Due to this reason the performance of the police departments of Pakistan is not good. Due to bad performance the corruption arises which is shows negative impact on the country image. Following the brief literature this paper describes the useful relationship between the abusive supervision and organizational citizenship behavior. In this paper this relationship is tested and findings are according to the past theories. In this paper it has been found that when the abusive supervision increases the employees' behavior of citizenship is decreased. According to the results the abusive supervision negatively impacts the organizational citizenship

behavior. Our discoveries demonstrate that associations can likewise diminish subordinates' engagement in dangerous, vindictive practices by making settings that augment singular inspiration to restraint. Specifically, our discoveries propose that discipline or saw potential negative outcomes can be especially viable at alleviating forceful practices controlled to bosses. Association researchers have as of late indicated incredible enthusiasm toward abusive supervision and related behaviors.

An immediate culmination of this finding is that steps ought to be taken to bring issues to light among workers of the negative results of taking part in retaliatory activities against bosses. All the more quietly, associations may exploit social disciplines by fortifying work environment standards for common conduct through preparing or producing formal intercessions to improve specialist respectfulness [22].

6.1 IMPLICATIONS

The findings of this research paper can be implicated to the police department working all over Pakistan. The abusive supervision should be less to improve the organizational citizenship behavior. Moreover to reduce hostility towards supervisor the abusive supervision should also be decreased.

6.2 LIMITATIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

The abusive supervision can affect the organization citizenship behavior, as it disturbs the employees. In this paper the relationship between abusive supervision and organizational citizenship behavior in the police department working in Rawalpindi and Islamabad. This relationship can be checked in the police department working in overall Pakistan. The recommendation for future research is to check the impact of flattery or favoritism on the organizational citizenship behavior and job performance in the self-control framework in police department working in Pakistan. The relationship between abusive supervision and organizational citizenship behavior can be checked in the Police Department working in Pakistan or different law enforcement agencies working in Pakistan.

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