When Abusive Supervision Increases Workplace Deviance: The Moderating Role of Psychological Safety and Organizational Identification

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Abstract: *This study offers new insights into the moderators between abusive supervision and workplace deviance. Building on the conservation-of-resources theory, the study introduces coping resources as moderators between abusive supervision and the two dimensions of workplace deviance, that is, interpersonal and organizational deviance. The study identifies psychological safety, an intrapsychic state, as a moderator between abusive supervision and interpersonal deviance. Similarly, the research tests organizational identification as a moderator between abusive supervision and organizational deviance. The study tests the hypotheses by collecting two-source of data from various Pakistani organizations. The two-source data from 122 supervisor-subordinate dyads provide support for the results. The study finds that low psychological safety strengthens the positive link between abusive supervision and interpersonal deviance. Besides, a low level of identification with an organization strengthens the positive association between abusive supervision and organizational deviance. Thus, the study extends the literature by highlighting the importance of several personal and coping resources for employees at work.*

Keywords: Abusive supervision, interpersonal deviance, organizational deviance, psychological safety, organizational identification.

JEL Classification: M12, M50, M51, M54.

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1. Introduction

Globally, abuse by supervisors causes stress for employees and harmful consequences for organizations (Lin et al., 2013; Raza et al., 2023; Scheuer et al., 2016). In the US, over 13 percent of workers are affected by abusive supervisors. Employees fear going to work, which incurs a cost of $23.8 billion annually to these organizations due to health problems, absenteeism and low productivity (Zhang et al., 2021). Similarly, in Pakistan, 15 percent of the workforce experiences abuse, where men (16 percent) report more vulnerability compared to women (13 percent) (Mehmood et al., 2020). These abusive supervisors cause adverse outcomes for organizations (Mackey et al., 2021). For instance, abusive supervision increases workplace deviance (WD) (Khaleel & Chelliah, 2023), defined as 'voluntary behaviors that violate significant organizational norms and in so doing threaten the well-being of an organization, its members, or both' (Robinson & Bennett, 1995, p. 556). Given the prevalence of deviant behaviors, scholars have provided evidence of how and under what conditions these occur.

Previous research shows distinct approaches to understand the link between abusive supervision and WD. The first approach is a trickle-down effect. The trickle-down effect shows abusive supervisors as role models for lower levels of management, determining similar behaviors among the latter (Bhattacharjee & Sarkar, 2022; Mawritz et al., 2012; Rice et al., 2021). Research has shown that the trickle-down effect transmits negative behaviors among employees, where followers engage in deviant workplace behaviors either towards other less empowered peers (Mawritz et al., 2012; Wang et al., 2015) or towards the organization (Tepper et al., 2009; Vogel & Mitchell, 2017). Conversely, the victimization approach argues that abusive supervision is subject to subordinate characteristics (Mawritz et al., 2017; Shillamkwese et al., 2020). More prominently, subordinates act as deviant actors when their supervisors are abusive (Lian et al., 2012; Tepper et al., 2009).
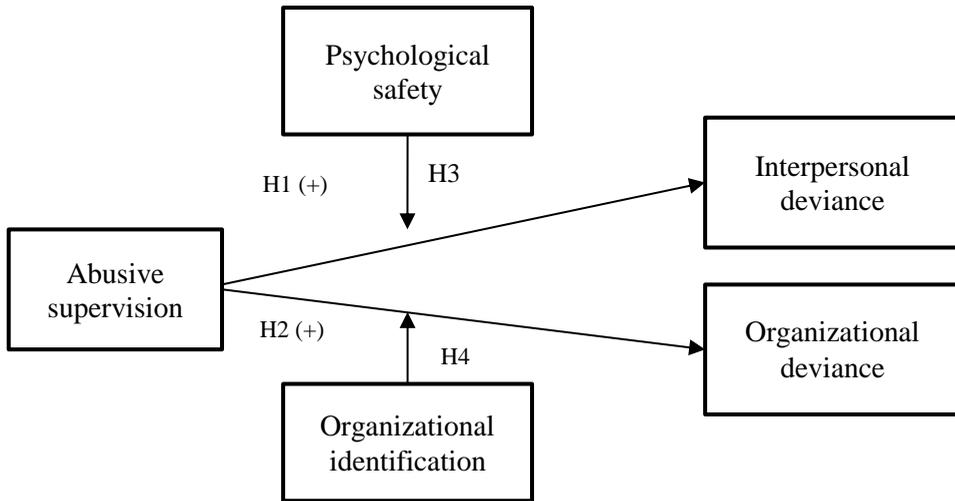
Although the adverse consequences associated with abusive supervision have been extensively researched, the moderating mechanisms that can mitigate or instigate a subordinate's potential as a deviant actor still need to be addressed (Lian et al., 2012; Mackey et al., 2017; Tepper et al., 2009). Previously, scholars have focused on negative reciprocity (Mitchell & Ambrose, 2007), norms of organizational deviance (Tepper et al., 2008), traditional values (Liu et al., 2010), management styles (Thau et al., 2009), intentions to quit (Tepper et al., 2009), justice perceptions and individual differences (Mackey et al., 2017) as moderators. The present study utilizes resources as moderators between abusive supervision and WD.

Using conservation-of-resources (COR) theory (Hobfoll, 1989, 2001), the research argues that abusive supervision is perceived as stress, which leads to the return of mistreatment toward peers or deviation from organizational norms. This occurs because employees are involved in interpersonal deviance (ID) or organizational deviance (OD) as a tool to limit the stress caused by abusive leaders (Mitchell & Ambrose, 2007). These dimensions are interdependent and can be studied separately (Berry et al., 2007) to explore how ID and OD arise differently from the same predictor (Diefendorff & Mehta, 2007). Thus, this study examines how abusive supervision leads to varying levels of ID and OD.

COR theory emphasizes that certain resources may influence individuals' ability to restore the resources they have lost in stressful circumstances, such as when dealing with abusive supervisors (Bhattacharjee & Sarkar, 2022). The study proposes two resources, that is, psychological safety and organizational identification, as boundary conditions impacting employees' tendency to be involved in ID and OD when facing abusive supervisors. Based on the resource investment principle of COR theory (Hobfoll, 2001), individuals invest "resources in order to protect against resource loss, recover from losses, and gain resources" (Hobfoll et al., 2018, p.105) Here, psychological safety is salient as it is context-specific and helps deal with potential negative behaviors (Gao et al., 2022). Further, COR theory asserts that employees' validation of involvement is similar to the negative behaviors of their supervisors, which are exacerbated when their evaluation of stressors is inconsistent in dealing with the situation. This study argues that stress resulting from the abusive

behavior of a supervisor can be affected by an individual's affiliation with valuable resources (Hobfoll, 1989; Hobfoll et al., 2018). COR theory states that employees' identification with the organization affects their evaluation of a harmful organizational stressor (Hobfoll, 1989), influencing their behavior. This occurs because behavioral outcomes—such as employees venting against the organization—that are dependent on supervisors' behavior are affected by organizational identification. Identification may either intensify the negative impact or circumvent it, based on the level of identification with the organization (Arshad et al., 2023; Wegge et al., 2012). Following Arshad et al. (2023), organizational identification is taken as the unique personal characteristic influencing the evaluation of stress, in our case, the stress emanating from abusive supervision.

Taken together, this research contributes to the literature on abusive leadership and workplace deviance as follows. First, it separately analyzes the two dimensions of workplace deviance with respect to abusive supervision (Arshad & Malik, 2020). Second, the study offers an understanding of the coping resources (the ability to deal with the effects of abusive supervision) that may intensify or buffer the effects of abusive supervisors on employees' behavior. Thus, the hypothesized model can help identify the involvement of employees in interpersonal and organizational deviance. The employees would likely reciprocate by showing a destructive attitude toward other employees or the organization (Figure 1). The hypothesized model holds substantial exploratory power for other behavioral, psychological and attitudinal consequences connected to interpersonal and organizational deviance.

Figure 1: Hypothesized Model

The paper is structured in the following manner. Section 2 explains the development of the hypotheses. Section 3 explains the methodology used for collecting data. Section 4 demonstrates the research findings. Finally, Section 5 discusses the conclusion and limitations of this research.

2.   Hypothesis Development

2.1. *Abusive Supervision*

Abusive supervision refers to subordinates' perception of the hostile display of verbal and nonverbal behaviors by their supervisor, excluding physical mistreatment (Tepper, 2000). This behavior can be characterized as one that ridicules, humiliates, blames or intimidates subordinates (Keashly & Harvey, 2006; Mitchell & Ambrose, 2007). Supervisors with these characteristics dominate their employees (Ashforth, 1997). Leadership styles significantly affect work behaviors (Huertas-Valdivia et al., 2019). The present study highlights abusive supervision as an antecedent of deviant workplace behaviors.

The literature has shown the burgeoning of negative outcomes among employees who experience abusive supervisors (Bhattacharjee & Sarkar, 2022). Previously, the Big Five personality factors, justice variables and several attitudes and perceptions were considered the predominant

antecedents of interpersonal deviance (Mackey et al., 2021). Abusive supervision negatively impacts the perception of justice (Tepper, 2000) and leads to emotional states such as frustration, alienation and helplessness (Carlson et al., 2012; Chi & Liang, 2013). Therefore, abusive supervision can be a potential antecedent of interpersonal workplace deviance.

2.2. *Workplace Deviance*

Several scholars have attempted to categorize deviance in the workplace context (e.g., Mangione & Quinn, 1975; Wheeler, 1976). These endeavors provided a foundation for the development of an integrative framework of deviant behaviors by Robinson and Bennett (1995). The authors have developed a typology by categorizing these behaviors along two dimensions and into four groups. Workplace deviance refers to behaviors violating organizational norms and threaten organizational well-being (Kaplan, 1975). These include (a) property deviance where employees tend to attain or harm the physical assets of their workplace without a sanction from relevant authority, (b) production deviance or 'behaviors that violate the formally prohibited norms delineating the minimal quality and quantity of work to be accomplished' (Hollinger & Clarks, 1982), (c) political deviance or behavior that hinders other individuals privately or politically in social interaction, and (d) in personal aggression, an individual exhibits aggressive behaviors towards other individuals (Robinson & Bennett, 1995). Among these, the first two groups refer to OD, while the latter two refer to interpersonal forms of deviance. Hence, ID refers to behaviors intended to cause harm to other individuals at work through verbal abuse and sexual harassment, among others. Similarly, OD refers to behaviors intended to harm an organization's interests, such as extending overtime or shirking work (Mitchell & Ambrose, 2007).

2.3. *Abusive Supervision and Workplace Deviance*

Drawing on the COR theory, abusive supervision is considered an undesirable behavior that causes stress for employees (Hobfoll, 2001). COR theory states that individuals strive to protect, retain and gain the resources they value (Bhattacharjee & Sarkar, 2022). The stress caused by abusive leaders depletes employees' resources and affects their behaviors (Li et al., 2016).

The literature shows the burgeoning of negative perceptions among employees experiencing abusive supervisors. Employees subject to abuse by their supervisors identify the supervisor's behavior as morally wrong (Priesemuth, 2013). Though the abuse may be verbal or nonverbal, the stress perspective suggests that abusive supervision can be identified as an 'interpersonal stressor' that influences employees' reactions (Lin et al., 2013). For instance, physically drained and emotionally exhausted employees conserve their resources in the form of work withdrawal and abuse of their co-workers (Chi & Li, 2013; Wheeler et al., 2013). Among the various reactions, employees' negative reciprocity validates the return of mistreatment (Eisenberger et al., 2004). Thus, the perception of abusive supervision has various negative implications for interpersonal deviance and organizational outcomes (Khaleel & Chelliah, 2023).

At the interpersonal level, employees may displace behaviors directed towards their peers or the organization. For instance, the displacement of aggression that builds up from experiencing an abusive boss, can be expressed by targeting other peers (Mitchell & Ambrose, 2007; Wei & Si, 2013). Such expressions of aggression can be toward the organization as well (Wei & Si, 2013). Employees choose these options because they cannot express their aggression toward their supervisor and thus partake in ID or OD. Thus, the hypothesis states:

Hypothesis 1: Abusive supervision is positively associated with interpersonal deviance.

Hypothesis 2: Abusive supervision is positively associated with organizational deviance.

2.4. Psychological Safety

Psychological safety is an 'intrapsychic state related to interpersonal experience' (Edmondson, 2004). Kahn (1999, p. 708) defines the term as "a feeling able to show and employ oneself without fear of negative consequences to self-image, status, or career". It also indicates characteristics of the work climate such as mutual respect, where individuals can express themselves safely. According to Edmondson (1999), psychological safety also comprises beliefs regarding others' responses or putting oneself on the line, such as posing questions, asking

for feedback, offering a novel idea, or reporting an error. The concept illustrates the individual's perception of the outcomes of interpersonal risks at their workplace (Gao et al., 2022).

2.5. *Psychological Safety: A Moderator between Abusive Supervision and Interpersonal Deviance*

Psychological safety is an essential element of therapeutic context (Waks, 1988), enabling individuals to achieve their goals, remain focused and anticipate solutions to problems (Edmondson, 1999). Based on its characteristics, psychological safety is a significant psychological variable for evaluating the effects of leadership styles on employees' work behaviors (Gao et al., 2022). Research shows that oppressive and exploitative leadership styles are not conducive to psychological safety perceptions (Huang et al., 2022). Based on the COR theory (Hobfoll, 2001), the characteristics of psychological safety strengthen the self-concept of employees and allow them to deal with stressful work conditions. When the experience of abusive supervision depletes employees' resources, they strive to protect and rebuild the resource loss (Halbesleben et al., 2014; Hobfoll, 2001). A high level of psychological safety, as an energy resource, motivates employees to retain their lost energy.

Given the pattern of interrelationships, this study proposes that psychological safety, as a self-concept, influences the link between abusive supervision and ID. Under high psychological safety, employees can safely express themselves in front of their bosses without fear of negative impact or harm (Frazier et al., 2017). Whereas high psychological safety gives employees the confidence to deal with their surrounding context without fear of harm, low psychological safety makes them submissive (Zhang et al., 2010). In cases of abusive supervision, individuals feel less psychologically safe because of pressure from their supervisor. When experiencing an abusive boss, individuals may not want to put themselves at risk when they already feel threatened. Therefore, an employee may deviate from norms and, rather than showing mutual respect for others, they may become involved in interpersonal deviance. Thus, the study suggests that for individuals with a low level of psychological safety, the association between abusive supervision and interpersonal deviance will be stronger than for those who possess a high level of psychological safety.

Hypothesis 3: Psychological safety moderates the positive relationship between employees' perception of abusive supervision and their tendency to be involved in interpersonal deviance, such that the relationship will be stronger for low psychological safety.

2.6. *Organizational Identification*

Organizational identification has been defined as 'a perceived oneness with an organization and the experience of the organization's successes and failures as one's own' (Mael & Ashforth, 1992). Organizational identification is deeply rooted in individuals' perception of the resemblance amongst the self and the organization (Ashforth & Mael, 1989). The elements that signify an organization's attractiveness include reputation or status and individuality (Mael & Ashforth, 1992).

2.7. *Organizational Identification as a Moderator between Abusive Supervision and Organizational Deviance*

According to the COR theory, the resource loss that results from stress can be affected by an individual's affiliation with valuable resources (Hobfoll, 1989; Hobfoll et al., 2018). Organizational identification influences the response triggered by stressful workplace conditions (Arshad et al., 2023), such as experiencing abusive supervision. When experiencing an abusive supervisor, individuals may either decide to actively cope with their resource restoration or choose to avoid coping with their strain. In either case, the availability of personal characteristics (i.e., organizational identification) plays a key role in selecting appropriate coping mechanisms (Arshad et al., 2023; Wegge et al., 2012). For example, the ability to deal with abusive supervision will be different under a high level of organizational identification relative to a low level of organizational identification.

As previously defined, organizational identification is the extent to which the members of an organization perceive cohesion and oneness with the organization's success and failure. The more individuals can identify with an organization, the better that organizational interests will be embedded in their self-concept. Therefore, individuals tend to behave in alignment with organizational interest (Ashforth & Mael, 1989; Blader et

al., 2017). On the contrary, low levels of organizational identification may negatively impact the relationship between abusive supervisors and organizational-directed behaviors. For instance, when individuals are subjected to abusive supervision in the workplace, this results in negative outcomes (Ashforth & Humphrey, 1993; Decoster et al., 2013). Hence, this study intends to identify the extent to which employees engage in organizational deviance upon experiencing abusive supervision, at various levels of organizational identification at their workplace. I believe that employees with low levels of organizational identification when confronted with an abusive supervisor are more likely to engage in destructive behaviors and deviate from organizational norms.

Hypothesis 4: Organizational identification moderates the positive relationship between abusive supervision and organizational deviance, such that the relationship will be stronger for low organizational identification.

3. Research Methods

3.1. Sample and Procedure

The study participants were full-time employees working in various industries in Pakistan, including banking, e-commerce, fertilizer production, engineering and education. To enhance the generalizability of the results, numerous organizations were chosen (Ostroff, 2007). First, the study provided cover letters to the human resources (HR) department in each case, indicating the study's aim. Upon receiving approval from HR, they were asked to randomly select supervisors working within their different departments. These selected supervisors, along with three to five subordinates, provide the data for our study. The companies were selected based on personal contacts, as this reduces the potential constraints linked to the organization (Rousseau & Fried, 2001). Two-source data, i.e., subordinate-supervisor dyads, was used. This criterion was used to reduce potential common method variance (CMV) (Bauer et al., 1998).

Further, two forms were developed to record subordinates' and supervisors' perspectives. A questionnaire titled 'Form A-1' was filled by the supervisors to document their view of the deviant behaviors of their subordinates. The second questionnaire, titled 'Form B', was given to the

subordinates selected by the supervisor and for whom they had filled out Form A-1. The cover letter was also given to the participating organizations to inform them of the details and protocol for completing the forms.

One hundred and sixty responses were received, of which 122 matched; useable responses were analyzed for the study. The supervisors who responded to the questionnaire comprised males (77.9 percent) and females (22.1 percent) aged 25–40 years. Supervisors mostly belonged to the middle level (65.6 percent); 67.2 percent of their subordinates were male while 32.8 percent were female, and 50 percent fell within the age bracket of 25–30 years.

3.2. *Measures*

The following measures were employed for the selected constructs. Using a 5-point Likert scale, each item was assessed from 1 = strongly disagree to 5 = strongly agree.

Supervisor perspective:

- Interpersonal deviance (ID) was assessed by a seven-item scale (Bennett & Robinson, 2000).

- Organizational deviance (OD) was assessed by a ten-item scale (Bennett & Robinson, 2000). The items include 'come in late to work without permission' and 'spend too much time fantasizing or daydreaming instead of working'.

Employee perspective:

- Abusive supervision (AS): The perception of abusive supervision was measured by a 15-item scale by Tepper (2000). The sample items were 'my supervisor ridicules me' and 'my supervisor reminds me of my past mistakes and failures'.

- Psychological safety (PS): The perception of psychological safety (employee's perspective) is measured based on a four-item scale of the original seven items in Edmondson (1999). A sample item includes 'the people in our organization value others' unique skills and talents'.

- Organizational identification (OID), a moderator, is measured on a six-item scale by Mael and Ashforth (1992). The sample items include 'this organization's successes are my successes' and 'when someone criticizes my organization, it feels like a personal insult'.

4. Results and Discussion

4.1. Data and Model Validation

Before analyzing the data, I carry out several quality checks related to the data quality. The results show no potential risk of non-normality as the skewness and kurtosis values lie within the specified range of ±2 (Cain et al., 2016). For instance, the skewness and kurtosis statistics for abusive supervision, organizational identification, psychological safety, and interpersonal and organizational deviance are (0.72, -0.47, -1.2, 0.79, and 0.46) and (-0.018, -0.35, 0.20, 0.24, and -0.25) respectively. Further, to identify the potential multi-collinearity in the model, the study regresses independent variables against dependent variables (i.e., ID and OD). All VIF values are below 2, meeting the threshold of 5 (James et al., 2014). This shows that our data shows no evidence of multi-collinearity.

Table 1: Evaluation of the Measurement Model

Constructs	Cronbach's Alpha	Composite reliability	AVE	MSV	Items	Item loadings
Abusive Supervision	0.961	0.963	0.638	0.089	B_AS1	0.726
					B_AS2	0.794
					B_AS3	0.514
					B_AS4	0.857
					B_AS5	0.791
					B_AS6	0.787
					B_AS7	0.902
					B_AS8	0.888
					B_AS9	0.803
					B_AS10	0.872
					B_AS11	0.824
					B_AS12	0.831
					B_AS13	0.712
					B_AS14	0.795
					B_AS15	0.805
Psychological	0.949	0.947	0.722	0.121	B_PS3	0.9

Constructs	Cronbach's Alpha	Composite reliability	AVE	MSV	Items	Item loadings
Safety					B_PS2	0.735
					B_PS1	0.749
					B_PS4	0.752
					B_PS5	0.881
					B_PS6	0.964
					B_PS7	0.934
Organizational Identification	0.926	0.928	0.684	0.121	B_OI6	0.636
					B_OI5	0.854
					B_OI4	0.905
					B_OI3	0.854
					B_OI2	0.912
					B_OI1	0.768
Interpersonal deviance	0.885	0.890	0.539	0.417	A1_ID1	0.642
					A1_ID2	0.718
					A1_ID3	0.714
					A1_ID4	0.74
					A1_ID5	0.675
					A1_ID6	0.83
					A1_ID7	0.8
Organizational deviance					A1_OD8	0.622
					A1_OD9	0.543
					A1_OD10	0.527
	0.859	0.859	0.500	0.417	A1_OD11	0.808
					A1_OD12	0.767
					A1_OD13	0.623
					A1_OD14	0.748
					A1_OD15	0.669
					A1_OD18	0.548
					A1_OD19	0.588

For measuring model validity and reliability, the study used Cronbach's alpha values, average variance extracted (AVE), and composite reliability. The alpha values are above the threshold of 0.7 (Henseler et al., 2009). Similarly, the internal consistency of the constructs holds because the factor loadings for all the items exceed 0.5 (Hair et al., 2010). Table 1 shows the values for composite reliability and AVE. The composite reliability value for interpersonal deviance is 0.89, for organizational deviance is 0.859, for psychological safety is 0.947, for organizational identification is 0.928, and for abusive supervision is 0.963. The values confirm the convergent validity.

Additionally, discriminant validity is measured by following Fornell and Larcker (1981), according to whom the square root of the AVE values must exceed their corresponding inter-construct correlations. Table 2 shows that all the values meet the criteria, thus suggesting satisfactory discriminant validity for the constructs.

Table 2: Discriminant Validity Values

	1	2	3	4	5
1. Interpersonal deviance	0.734				
2. Organizational Identification	-0.136	0.827			
3. Psychological Safety	-0.188	0.348	0.850		
4. Abusive Supervision	0.207	-0.299	0.123	0.799	
5. Organizational deviance	0.646	-0.106	-0.042	0.271	0.662

Note: N = 122

4.2. Hypothesis Testing

Table 3 provides the summary statistics, including the mean, standard deviation and correlation. Abusive supervision is positively correlated with both ID ($r = 0.20$, $p < 0.05$) and OD ($r = 0.28$, $p < 0.01$). Furthermore, abusive supervision is negatively correlated with OID ($r = -0.27$, $p < 0.01$).

Table 3: Descriptive Analysis

	Mean	SD	1	2	3	4	5
Abusive supervision	1.93	0.82	1				
Psychological safety	3.61	1.01	0.057	1			
Organizational identification	3.71	0.87	-0.277**	0.377**	1		
Interpersonal deviance	1.92	0.71	0.207*	-0.197*	-0.130	1	
Organizational deviance	1.88	0.59	0.286**	-0.105	-0.118	0.626**	1

Note: N = 122, ** $p < 0.01$; * $p < 0.05$

To test the hypothesized relationships, hierarchical linear modeling (HLM) is employed, which allows us to control for effects when testing the hypotheses (Hofmann, 1997). Tables 4 and 5 present the results of the

hierarchical regression analysis for the hypothesized variables. Hypothesis 1 theorized the positive relationship between abusive supervision and ID. The results portray the positive link between abusive supervision and ID (β = 0.21, SE = 0.08, $p < 0.05$). Similarly, Hypothesis 2 posited the positive link between abusive supervision and OD (Table 5). The results confirm this positive relationship (β = 0.28, S.E = 0.06, $p < 0.01$). Thus, the study found support for Hypotheses 1 and 2.

Table 4: Interpersonal Deviance as the Dependent Variable

Variables	H1				H3			
	B	SE	LLCI	ULCI	B	SE	LLCI	ULCI
Intercept	1.56***	0.17	1.24	1.89	1.92***	0.06	1.80	2.04
Abusive supervision	0.21*	0.08	0.03	0.34	0.2*	0.08	0.05	0.36
Psychological safety					-0.17*	0.07	-0.30	-0.03
AS x PS					-0.07	0.09	-0.25	0.11
R	0.21				0.30			
R squared	0.04				0.09			
F (1, 120)	5.37*			F (3, 118)	4.0*			

Note: N = 122, *** $p < 0.001$; * $p < 0.05$

Next, the study examines the moderating effects. The research tests Hypotheses 3 and 4 using Hayes's (2013) process macro (Tables 4 and 5). Hypothesis 3 is not supported as the interaction term abusive supervision and psychological safety (AS x PS) (β = -0.07, SE = 0.09, CI = [-0.25, 0.11]) is not significant. In contrast, the interaction effects of abusive supervision and organizational identification (AS x OID) on OD are statistically significant (β = -0.18, SE = 0.08, CI = [-0.35, -0.01]), providing support for Hypothesis 4. Table 5 shows that the value of R-squared improves when a moderator is introduced, showing an improvement in the model.

Table 5: Organizational Deviance as the Dependent Variable

Variables	H2				H4			
	B	SE	LLCI	ULCI	B	SE	LLCI	ULCI
Intercept	1.48***	0.133	1.223	1.748	1.58***	0.12	1.34	1.82
Abusive Supervision	0.28**	0.063	0.081	0.332	0.14*	0.07	0.01	0.28
OID					-0.07	0.06	-0.19	0.06
AS x OID					-0.18*	0.08	-0.35	-0.01

R	0.28		0.4
R squared	0.08		0.16
F (1, 120)	10.66**	F (3, 118)	5.42***

Note: N = 122, *** $p < 0.001$; ** $p < 0.01$; * $p < 0.05$

Moderation plots provide an understanding of these moderating effects for Hypotheses 3 and 4. The study uses +1 SD above and below the mean criteria to plot moderation graphs (Aiken et al., 1991; Stone & Hollenbeck, 1989). Figures 2 and 3 show the moderating effects for high/low levels of OID and high/low levels of PS, respectively. Simple slope analysis helps to understand the significant effects through conditional effects. Figure 2 shows the moderation graph for Hypothesis 3. The graphical representation of slopes shows that the relationship between abusive supervision and ID is significant and stronger for employees with low PS ($\beta = 0.27$, SE = 0.13, CI = [0.02, 0.53]). At the same time, the effects are weaker but insignificant for employees with high PS ($\beta = 0.13$, SE = 0.11, ns). This suggests that ID is more pronounced for employees with low PS than for those with high PS.

Figure 2: Moderating effects of Psychological Safety (PS) for the relationship between Abusive Supervision (AS) and Interpersonal Deviance (ID)
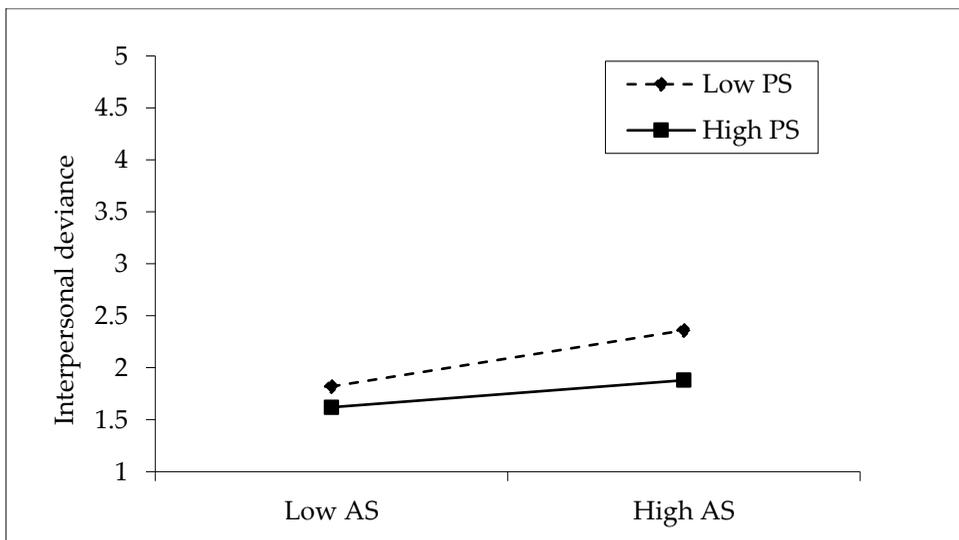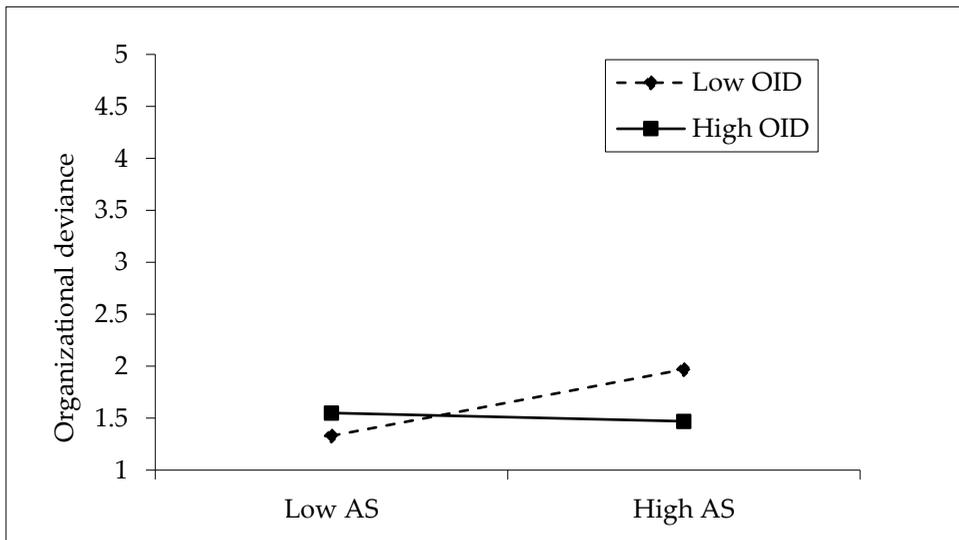
Figure 3 provides a graphical representation of the slopes for OID. The graph shows that the link between abusive supervision and OD is significant and stronger for employees with low OID ($\beta = 0.30$, SE = 0.1, CI = [0.11, 0.49]). In contrast, the relationship is insignificant for high OID ($\beta = -0.01$, SE = 0.1, CI = [-0.22, 0.19]). This suggests that employees' tendency toward OD increases under abusive supervision, specifically for those with low OID. This supports the hypothesis that employees with low OID are involved in harmful consequences under abusive supervisors.

Figure 3: Moderating effects of Organizational Identification (OID) for the relationship between Abusive Supervision (AS) and Organizational Deviance (OD)

5. Conclusion

The model developed in this study focuses on how an abusive supervisor is associated with interpersonal and organizational deviance. Using psychological safety and organizational identification, this study attempted to develop a conceptual framework to clarify the role of workplace deviance within an organization. The proposed model and its hypotheses are an addition to the literature.

5.1. Theoretical Implications

The study looks at the consequences of abusive supervision. Using a resource-based perspective, this study examines workplace deviance as a consequence of stress resulting from abusive supervision. Although negative perceptions at work are predominantly reported as being positively associated with deviant behaviors (Colbert et al., 2004; Khaleel & Chelliah, 2023), the relationship between such behavioral dispositions and attitudinal outcomes and processes needs further consideration (Cohen, 2016). The study extends psychological and personal resources as moderators affecting the employees' ability to restore the resources they lose when facing an abusive supervisor.

These findings are aligned with the literature where perceptions of negative outcomes at work have been linked to the potential to obstruct others (Aryee et al., 2007). The study extends this by separately identifying the effect of abusive supervisors on interpersonal and organizational deviance.

The results show that individuals' intent to harm others at the interpersonal level can be affected by their psychological capital. The impact of abusive supervisors is adverse when employees' psychological capital is low. While the interaction term is insignificant, the interpretation can be based on significant conditional value and graphical representation (Figure 2). These results add to the literature on intrinsic motivational states (Mackey et al., 2015; Raza et al., 2019). Thus, our research offers new insights by showing that high level of psychological resources help individuals build resources and overcome the negative effects of abusive supervision.

Lastly, our study extends the discussion on organizational identification as a coping resource. In particular, the study emphasizes the role of coping resources as a moderating mechanism (Harvey et al., 2007; Nandkeolyar et al., 2014). Even when employees feel stressed due to abusive supervisors, coping resources act as a buffer. This shows that high organizational identification constitutes a coping resource beyond positive affect (Harvey et al., 2007).

More fundamentally, our study shows that multiple coping resources exist through which the impact of abusive supervision on counterproductive behavior is reduced. These findings identify moderating mechanisms that buffer the effects of abusive supervisors.

5.2. *Practical Implications*

To reduce the prevalence of abusive supervisors and deviant workplace behaviors, organizations should foster management practices that encourage employees to engage in positive behaviors (Colbert et al., 2004). These insights are salient because the prevalence of abusive supervision is higher in Asian countries (Tepper et al., 2017). Thus, this study offers ways to reduce the negative effects of abusive supervision in the workplace.

Abusive supervision negatively influences employees' interpersonal relations and attitudes toward organizations. Thus, in the presence of abusive supervisors, management should strive to limit employees' tendencies toward deviant acts because involvement in ID or OD will make the situation worse. The management should train employees to engage in functional self-talk (Heslin & Latham, 2004) so that the risk of ID and OD is reduced. This can be done by increasing psychological safety, enabling employees to invest their energy at work (Frazier et al., 2017). Accordingly, to reduce stress and alleviate negative attitudes, managers need to enable norms of support and devotedness among employees to increase perceptions of high psychological safety (Martin et al., 2005). Increased perceptions of psychological safety may help increase employees' identification with the organization. Increased OID enables them to protect organizational norms and interests (Blader et al., 2017).

5.3. *Future Research Directions*

This study uses two-source data to show the extent to which deviance can hinder an organization's potential, resulting from supervisors' behavioral disposition. Future studies could replicate the results through longitudinal analysis.

The present study identified two moderators, leaving sufficient potential for future research. First, methodological dynamics of

psychological safety can be recorded in more than one way to see if the results change for cross-sectional data, diary-study data or different points in time (longitudinal study). Other studies could also introduce several other moderators to provide a richer picture. For instance, other off-the-job moderators, including nonwork-related moderators, could be empirically analyzed (Tepper et al., 2017). This research focused on the trickle-down effect of abusive supervision, whereas future research could also look at the victimization perspective (Shillamkwese et al., 2020).

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