



RESEARCH ARTICLE

ABUSIVE SUPERVISION AND TURNOVER INTENTION AMONG FEMALE HEALTHCARE PROFESSIONALS IN PAKISTANI HOSPITALS.

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Abstract

Retention of skilled healthcare professionals has become a challenge for organizations in Pakistan. Particularly, employees who experience abusive supervision tend to react with negative output which can be seen in their attitude and behavior. Research has shown that abusive supervision is positively related to intention to turnover. However, the mechanisms that can explain this relationship must be known in order to understand this phenomenon. Drawing on the theory of psychological contract, this study examines the role of psychological contract breach in the relationship between abusive supervision and turnover intention. In a cross-sectional field study, data was obtained from 400 healthcare professionals, including nurses and administration staff, employed in one public and two private hospitals of Lahore. Results revealed that abusive supervision was related to turnover intention among these healthcare professionals, and psychological contract breach mediated this relationship. In this study theoretical and practical implications are discussed.

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Introduction:-

Supervisory leadership plays a vital role in influencing the desired attitudes and behaviors of employees in organizations (Ahmed & Muchiri, 2014). In this context, over the last few decades the concept of being mistreated by supervisors has been discussed and researchers have unpacked the concept of effect of supervisory behavior on employee outcomes in the workplace (Mitchell Ambrose, 2007). This research has been motivated by a desire to understand supervisory role and outcomes associated with it.

The purpose behind this research is to explore the supervisory behavior that is referred as dark side of the organization by Griffin & O Leary Kelly (2004) and is defined in the literature as angry outbursts, public ridiculing, taking the credit and scapegoat subordinates (Tepper, 2007; Aryee-Chen-Sun, 2007) and withholding needed information (Zellars, 2002).

Therefore, Abusive supervision is definitely an amply covered subject within management literature during the last more than two decades. Issues pertaining to negative intention of employees in organizations have gained researchers' attention (Marilyn Whitman 2014). According to the researchers abuse affects the employee's intention and has strong implications for organizations (Tepper 2000, 2007; Aryee, 2007; Tepper & Duffy, 2002).

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Much of the Tepper work rests on the assumptions of how abusive supervision produces negative attitudes and deleterious consequences. This study is linking the abusive supervision to employee turnover intention through psychological contract. It will seek to explain the feeling arose due to psychological contract breach. There is a lot of research exploring the impact of abusive supervision on organizational outcomes (Tepper, 2007; Tepper, Duffy, 2004; Hoobler 2004; Lambert & Duffy, 2008). But, different researchers have pointed out that abusive supervision alone cannot lead to turnover intention unless and until the stress or emotions create a feeling for this purpose. Abused subordinates face a coping dilemma in which they have to maintain an unwanted relationship (Tepper, 2007). Sometimes, they resort to create a physical distance in order to cope up unwanted relationship. Furthermore, they escape from interaction that leads to turnover intention.

However, this study focuses on how employees behave after perceiving abuse and how this relationship is mediated by psychological contract breach. It is evident from the literature that abuse creates a feeling of anxiety or stress that in turn leads to turnover intention which is the strongest precursor of turnover (Lee & Mowday, 1987). This feeling may be due to dissatisfaction, obligations or promises which are not fulfilled by the organizations or supervisor, unfair treatment, meaningless work, lack of information and resources, lack of control over the situations (Mitchell Ambrose, 2007; Mitchell Ambrose, 2012; Marilyn Whitman, Oscar Holmes, 2014; Bennet Tepper, 2000; Meow Lan and Danial, 2003).

Although, a multiple of studies have investigated that subordinates who experience abuse reported higher turnover, less favorable attitude towards job life, greater conflict, greater psychological distress (Tepper, 2000; Tepper, 2007; Tepper, 2011; Ashfort, 1997; Burton James, Hobbler & Brass, 2006). This negative intention became a key part of various researches, since it affects the organization. Current study also extends this notion and tries to fill the gap. It explains that the psychological contract breach from a perceived abuse may compel the subordinate to result in negative intention. I have invoked psychological contract theory (Rousseau, 1995) to examine the effect of abusive supervision on employee turnover intention through the psychological contract breach.

By examining the mediated model abuse-psychological contract breach-employee turnover intention, it can make a number of contributions. First, the current study aims to fill the gap in the literature of abusive supervision by studying this mediated consequence that has not yet been studied empirically. Second, research will be helpful for academics in the area of research in health care organizations. Furthermore, it will help organizations to develop policies and procedures to investigate the causes and action plan to curb negative intention of employee. To increase the output organizations need flexible employees who have skills and abilities equipped enough to handle the pressure.

Theory and Hypotheses Abusive supervision and Turnover intention.

Organizational justice theory (Greenberg, 1987) provides useful theoretical underpinnings in understanding the relationship between abusive supervision and turnover intention. Organizational justice theory refers to the perceptions of fairness in the treatment of individuals in the organization. Tepper (2000) used this theory to study the relationship between abusive supervision and its outcomes such as trust (Hubell & Chory, 2005), performance (Kariker & William, 2009), low job satisfaction and commitment (De Conick, 2010; Spector, 2001), absenteeism and withdrawal (Cohen Charah, 2001), and emotional exhaustion and health (Liljegren & Ekberg, 2009). Organizational justice theory provides three theoretical reasons for why abusive supervision leads to turnover intention. First, employees constantly evaluate the fairness of the behaviors of their supervisors that, in turn, impacts their work attitudes, intentions, and behaviors. For instance, research on distributive justice shows that when employees perceive that the outcomes they receive from their organization are not equally applied it will create a negative intention (Adams, 1965; Tepper, 2000; Tepper, 2007). These outcomes are tangible (pay) and intangible (praise). Second, procedural justice leads to fairness in the process. When employees feel that they have a voice in the process (consistency, accuracy, lack of bias), organizational justice can be enhanced. Third, interpersonal justice (Bies & Moag, 1986) is perception of respect in one treatment. When employees are not treated with dignity as they perceived, it will generate the negative intention in employees.

I. FIRST HYPOTHESIS OF THIS STUDY REVOLVES AROUND THE ABUSIVE SUPERVISION AND TURNOVER INTENTION. THAT IS, WHEN EMPLOYEES PERCEIVE ABUSE THEY FEEL FRUSTRATED AND TRY TO ESCAPE FROM THE SITUATION, THUS EMPLOYEE TURNOVER INTENTION WILL BE HIGH.

II. *HYPOTHESIS 1: ABUSIVE TURNOVER INTENTION IS POSITIVELY RELATED TO EMPLOYEE TURNOVER INTENTION.*

III. ABUSIVE SUPERVISION AND PSYCHOLOGICAL CONTRACT BREACH

In this study the psychological contract breach has been taken as the outcome and mediating variable that leads to turnover intention. In order to understand the relationship between employee and organization, there has been growing interest to understand the psychological aspects. Psychological contract concerns with the obligation not expectations, whether being breached or fulfilled (Thompson and Bunderson, 2003), since this breach results in negative reaction towards organizations. When organization fails to meet its obligations it affects the performance, loyalty and intention of the employee and which produces an emotional response (Robinson and Morrison, 1997).

In considering this psychological aspect, psychological contract theory provides the basis to predict the relationship between abusive supervision and psychological contract breach. The theoretical justifications are as under. First, according to this theory employee will respond negatively when he perceives that obligations are not fulfilled by the employer (Robinson and Morrison, 1997). Second, psychological contract theory is yield to individual commitment to the organization and is characterized by acceptance of the organizations' values, willingness to extend efforts on behalf of the organization and desire to remain in the organization (Rousseau, 1990). Employees have psychological contract and the organizations provide the context to create psychological contract.

Third, psychological contract theory is characterized by individual beliefs; obligations between the individual and other party if one party has paid the other party will reciprocate (i.e. fulfills its promise). Therefore the proposed hypothesis is:

IV. *HYPOTHESIS 2: ABUSIVE SUPERVISION IS POSITIVELY RELATED TO PSYCHOLOGICAL CONTRACT BREACH.*

V. PSYCHOLOGICAL CONTRACT BREACH AND TURNOVER INTENTION

VI. SOCIAL EXCHANGE THEORY PROVIDES AN INSIGHT ON HOW A PSYCHOLOGICAL CONTRACT BREACH MAY LEAD TO NEGATIVE REACTIONS. FIRST, HOMANS (1961) AND BLAU (1964) DEFINED THIS TYPE OF EXCHANGE AS THE VOLUNTARY ACTIONS OF INDIVIDUALS THAT ARE MOTIVATED BY THE RETURNS. SOCIAL EXCHANGE THEORY SUGGESTS THAT EMPLOYEES ARE MOTIVATED TO SEEK A FAIR AND BALANCED RELATIONSHIP BETWEEN THEMSELVES AND THEIR ORGANIZATION (HOMANS, 1961). WHEN EMPLOYEES PERCEIVE THAT THEIR ORGANIZATION HAS FAILED TO PROVIDE THEM THEIR DILIGENT RIGHTS, AN IMBALANCE OCCURRED IN THE SOCIAL EXCHANGE RELATIONSHIP. IN ORDER TO RESTORE BALANCE TO THE EXCHANGE RELATIONSHIP EMPLOYEES DECREASE THE CONTRIBUTION THAT THEY MAKE TO GENERATE OUTPUT FOR THEIR ORGANIZATIONS (E.G., ROBINSON AND ROUSSEAU, 1994; SUAZO ET AL., 2005). SECOND, IT HAS BEEN DETERMINED THAT THE ORGANIZATION'S FAILURE TO FULFILL ITS PROMISES HAVE A NEGATIVE IMPACT ON BOTH EMPLOYEE AND EMPLOYER ATTITUDE (ROBINSON AND ROUSSEAU, 1994). IN PARTICULAR, PRIOR RESEARCH HAS SUGGESTED THAT INSTANCES OF PSYCHOLOGICAL CONTRACT BREACH ARE LIKELY TO MAKE EMPLOYEES' QUESTION WHETHER CONTINUANCE OF THIS RELATIONSHIP OF EMPLOYER AND EMPLOYEE WILL BE MUTUALLY BENEFICIAL OR NOT

VII. (TURNLEY AND FELDMAN, 1999).

VIII. THIRD, ROBINSON (1996) FOUND THAT PSYCHOLOGICAL CONTRACT BREACH LEADS EMPLOYEES TO BELIEVE THAT THE ORGANIZATION DOES NOT CARE ABOUT THEIR WELL-BEING. FURTHERMORE THE ORGANIZATION CANNOT BE TRUSTED TO HONOR ITS OBLIGATIONS AND THE CHANCE OF FUTURE MISTREATMENT IS HIGH SO THEY DECIDE TO SEEK EMPLOYMENT ELSEWHERE (SUAZO, ET AL., 2005). THEREFORE, A PSYCHOLOGICAL CONTRACT BREACH IS LIKELY TO BE POSITIVELY RELATED TO EMPLOYEE'S TURNOVER INTENTION.

IX. THUS, IT IS PROPOSED THAT:

X. *HYPOTHESIS 3: PSYCHOLOGICAL CONTRACT BREACH IS POSITIVELY RELATED TO TURNOVER INTENTION*

XI. PSYCHOLOGICAL CONTRACT BREACH AS MEDIATING MECHANISM

The Psychological contract theory provides a useful logic for explaining this mediating role. First, the basic principle of this theory is that the employee will respond negatively when he perceives that obligations are not fulfilled by the employer and it is associated with behavior and attitude of the employee (Zhao, 2007). Second, psychological contract theory is related to individual commitment to the organization and is characterized by the acceptance of the organization's values. Willingness to extend efforts on behalf of the organization and desire to remain in the organization are also important in this regard (Mowday, 1982). Second, every employee when joins an organization have psychological contract is characterized by beliefs and obligations between the individual and

other parties. So, intention to quit the job is the response generated by psychological contract breach. Keeping that in view mediating factor of psychological contract breach has been taken that governing and buffers the relationship. Therefore, I forward the following hypothesis:

Hypothesis 4: Psychological contract breach plays a mediating role in the relationship between abusive supervision and turnover intention.

On the basis of the review of literature, the theoretical framework is proposed in Figure 1 below. The first hypothesis revolves around abusive supervision and turnover intention, i.e. abusive supervision is positively related to employee turnover intention. The second hypothesis shows the link between abusive supervision and psychological contract breach. Then, it highlights the relationship between psychological contract breach and turnover intention.



Figure 1:- Abusive supervision and employee turnover intention; mediating role of the psychological contract breach

XII. METHOD

A. Sample and Procedures

This cross sectional study has been conducted under the positivist research paradigm, which is meant for theory testing with explanatory approach. Data was comprised of 249 respondents. Participants which were chosen consisted of nurses and admin staff of healthcare organizations. Researches show that nurses face ethical dilemmas of performance in their daily duties due to pressure, workload and high job demands (Whitman & Oscar Holmes, 2014). The nurses participated in the research were informed about the study and were requested to complete the questionnaires. Response rate was 70%, which is good due to personal indulgence. To reach the respondents convenience sampling technique was used. The reason of choosing this type of sampling method was solely the ease of reaching to the respondents and covering the diversity of the healthcare organizational sector.

Measures:-

Abusive supervision

XIII. ABUSIVE SUPERVISION WAS ASSESSED BY USING 15 ITEM SCALE OF TEPPER (2000). THIS WAS MEASURED IN 5 POINT LIKERT SCALE RANGING FROM 1(STRONGLY DISAGREE) TO 5(STRONGLY AGREE). HIGHER SCORE INDICATED THE HIGHER ABUSE. THE SAMPLE ITEMS ARE: 1. MY BOSS RIDICULES ME 2. TELLS ME MY THOUGHTS OR FEELINGS ARE STUPID 3. GIVES ME THE SILENT TREATMENT 4. PUTS ME DOWN IN FRONT OF OTHERS 5. INVADES MY PRIVACY. THE INTERNAL CONSISTENCY RELIABILITY OF THIS SCALE WAS 0.80.

1) Psychological contract breach

Psychological contract breach was measured by 5 item scale developed by Robinson and Morrison, Global measure of psychological contract breach(2000). A global measure of the perceived contract breach assessed employees' perceptions of how well their psychological contracts were fulfilled by their organization. It is consistent with the concept of psychological contract breach (Robinson, 1996). The measure contained five items, with responses on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). First 3 items were reverse scored. In this study, the Cronbach's alpha reliability of the scale was 0.70.

2) Employee turnover intention

Employee turnover intention dependent variable was measured by the scale of the Staying or Leaving Index (SLI) by Bluedorn (1982). This scale utilizes a five point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). This scale measures the intention of employees to work for the organization and higher score indicates the

high employee turnover intention. The items are 1. I often think about quitting 2. It is likely that I will actively look for a new job next year. The reliability of the scale in this study was 0.73.

Sample Demographic

Additional information of the respondent as demographic variables, such as name of healthcare organization, position in the healthcare organization, gender, age, shift, the nature of the job, tenure of job, tenure of job working under his/her supervision, age of the supervisor, gender of supervisor, education of supervisor, tenure of a supervisor's job was taken as demographic variables. Findings with and without control variables (Demographic information) has been discussed to rule out the significant interaction between the variables. The control variables have been controlled in order to assess the true effect of abusive supervision and psychological contract breach on employee turnover intention.

Analytical Strategy

Preliminary data analysis was conducted which includes accuracy of data input, missing data, outliers. Assumptions of regression have been checked by using SPSS. Univariate analysis, which is descriptive statistic, was used to describe the data. Bivariate data analysis was performed to examine the effect of independent variables on the dependent variables. Multivariate data analysis technique was used to test the hypothesis. SPSS process developed by Andrew Hayes (2013) was used to check the mediation.

RESULTS:-

XIV. RESULTS OF UNIVARIATE DATA ANALYSIS

Descriptive statistics are applied to numerically understand the data. It shows the mean values and standard deviation of the variables. Psychological contract breach has (Mean= 3.7 SD= 0.4131) abusive supervision shows the (Mean = 3.373, SD = 0.495) and turnover intention has (Mean= 3.833 SD = 0.3912).

Table 1. Descriptive Statistics and Cronbach Alpha Values			
Measures (No of items)	Range	Mean(S.D)	α
Psychological contract breach (5)	2.61–4.80	3.70(.41)	.70
Turnover intention (4)	3.02–4.51	3.83(.39)	.73
Abusive supervision (15)	2.22–4.64	3.37(.49)	.80

Note. N= 249

The target population consisted of Nurses and admin staff of health care organizations.

The Table 1 shows the respondent's health care organization as it has been discussed that three hospitals were taken for data collection. The Sample size was 249, 102 are from the Punjab Institute of Cardiology 41 %, 87 respondents were from Doctors Hospital 34.9 %, and 60 were from the Hameed Latif Hospital 24.1 %. The Table 1 also shows the respondents' position in the health care organization. From 249 sample size 27 were from the admin 10.8 % and 222 were nurses' shows 89.2 % of the sample size. In this study, 8 % respondents were male and 92 % respondents were female.

Majority of the respondents who were nurses who fall in the age of 20-30 (76.7%). The respondent's education was, 7.2 % were intermediate 38.6 % were the diploma holders and 54.2 % were graduated. This shows that the majority of the respondents were graduated. The table also provides the information about the respondents Job shifts, nature of the job, tenure of job, supervisor's age, supervisor's gender, supervisor's education, supervisor's tenure.

Table 2. Sample demographic information					
Variables	N	%	Variables	N	%
<i>Organization</i>			<i>Tenure of Job</i>		
Punjab Institute of Cardiology	102	41.0	Less than 5	200	80.3
Doctors Hospital	87	34.9	5-10	46	18.5
Hameed Latif Hospital	60	24.1	10-20	3	1.2
<i>Position</i>			<i>Tenure with organization</i>		
Admin	27	10.8	Less than 5	202	81.1
Nurse	222	89.2	5-10	42	16.9

			10-20	5	2.0
<i>Gender</i>			<i>Supervisor's Age</i>		
Male	20	8.0	Below 30	14	5.6
Female	229	92.0	30-40	210	84.3
			40-50	22	8.8
			50-60		
<i>Age</i>			<i>Supervisor's Gender</i>		
20-30	191	76.7	Male	28	11.2
30-40	55	22.1	Female	221	88.8
Above 40	3	1.2			
<i>Education</i>			<i>Supervisor's Education</i>		
Intermediate	18	7.2	Intermediate	4	1.6
Diploma	96	38.6	Graduate	185	74.3
Graduate	135	54.2	Masters/Mphil	60	24.1
<i>Shift</i>			<i>Supervisor's Tenure</i>		
Morning	150	60.2	5-10	62	24.9
Evening	87	95.2	10-20	173	69.5
Night	12	100.0	20-30	12	4.8
			30-40	2	0.8
<i>Nature of Job</i>					
On contract	90	36.1			
Permanent	159	63.9			

Note. N= 249

Results of Bivariate Data Analysis

The Pearson correlation test was performed after controlling for the effect of all the control variables. This correlation was used to check the relationship between a dependent variable (Turnover intention) and independent variables (Abusive supervision and Psychological contract breach) while controlling the effect of 13 control variables.

As it's shown in Table 3, that there is a significant relationship between abusive supervision and turnover intention ($r = .261, p < .01$). This indicates that there is a correlation between abusive supervision and employee turnover intention. The correlation result of abusive supervision and psychological contract breach shows there is a significant relationship between abusive supervision and psychological contract breach ($r = .372, p < .01$). The correlation analysis revealed a positive correlation between turnover intention and psychological contract breach ($r = 0.683, p < .01$). The correlation matrix also showed the effect of the control variables. Only nature of job ($r = -.070; p < .001$) and education of supervisor ($r = -.094, p < .05$) was found to be significant, but negatively correlated.

Table 3:- Pearson Correlation Matrix

	1	2	3	4	5
1. Turnover intention	(.73)				
2. Abusive supervision	.261**	(.80)			
3. Psychological contract breach	.683**	.372**	(.70)		
4. Nature of Job	-.070	.126*	-.311**	—	
5. Education of your supervisor	-.094	.045	-.030	-.443**	—

Note. * $p < .05$ ** $p < .01$ *** $p < .001$

Results of Multivariate Data Analysis:-

To check the effect of abusive supervision on employee's turnover intention multivariate data analysis technique was applied in this study. From the results shown in table 4 it is clear that the total variation in turnover intention that is explained by abusive supervision is 68%. A positive beta value ($b = .20, p < .001$) supported the first hypothesis that abusive supervision is positively related to the turnover intention. The regression analysis or R square tells a variation in psychological contract breach caused by abusive supervision as about 13.8%. A positive

beta value ($b = .011, p < .001$) supported the second hypothesis that abusive supervision is positively related to the psychological contract breach. The positive beta value ($b = .685, p < .001$) of psychological contract breach and turnover intention supported the third hypothesis that there is positive relationship between psychological contract breach and employee turnover. About 46.6% of the variation in employee turnover intention is explained by psychological contract breach. The p -value ($0.00 < .001$) in the regression table leads to the acceptance of hypothesis 1 that abusive supervision is positively related to the employee turnover intention.

The p -value ($0.00 < .001$) in the regression table leads to the acceptance of hypothesis 2 that abusive supervision is positively related to the psychological contract breach. The p -value ($0.00 < .001$) in the regression table leads to the acceptance of hypothesis 3 that psychological contract breach is positively related to the employee turnover intention. Acceptance of the three hypotheses H1, H2, and H3 give a support for H4. The Andrew Hayes's (2013) process procedure of mediation results are shown in below mentioned table 4. The outcome of this process procedure showed a significant model with p value less than 0.001 at 99% confidence interval.

An important point is that beta value 0.11 of direct effect of abusive supervision on employee turnover intention lies between the upper and lower limit of confidence interval i-e ($b = .011, p < .001, 95\% \text{ CI} [.004, .088]$). The beta value 0.194 of indirect effects of abusive supervision on employee turnover intention lies between the upper and lower limit of confidence interval i-e ($b = .194, p < .001, 95\% \text{ CI} [.125, .272]$), which is higher than direct effects. The beta value 0.205 of total effect lies between the upper and lower limit of confidence interval i-e ($b = .205, p < .001, 95\% \text{ CI} [.109, .301]$). All these results and outcomes defend H4 that is psychological contract breach partially mediated the relationship between abusive supervision and employee turnover intention. The study indicated full evidence of intimidation that is the insertion of mediating variable descends the link between the independent and dependent variable.

TABLE 4. REGRESSION RESULTS					
	B	SE	T	SIG	R ²
Total effect AB → TI	.205	.048	4.21	.000	.068
DIRECT EFFECT AB → TI	.011	.038	.299	.000	.138
PCB → TI	.685	.048	14.11	.000	.466
INDIRECT EFFECT	BOOT EFFECT	BOOT SE	SIG	BOOT LLCI	BOOT ULCI
AB → TI	.194	.036	.000	.1254	.2727

Note. a. $N = 249$ b. Ab = Abusive supervision c. TI = Turnover Intention d. PCB = Psychological contract breach CI = 95% of Confidence Interval

DISCUSSION:-

The aim of this cross sectional study was to study the relationship between abusive supervision and employee turnover intention through the mediation of the psychological contract breach. All of the hypotheses were tested. Findings shows the following results: First, consistent with previous findings (Tepper, 2000; Tepper et al 2006; Aryee et al., 2007; Hoobler & Brass, 2006) positive association was found between abusive supervision and employee turnover intention. Above mentioned studies show that the consequences of abusive supervision are significant because it may result the employees to behave counterproductive. The previous studies revealed that receiving abuse at work from the supervisor is detrimental to employees' physical and mental health (Tepper 2000; Marie Mitchell & Ambrose 2012). The abusive supervision is considered costly to the organizations as it results to an increase in turnover (Tepper, 2006). Abuse may pose threat to the employee and make him insecure. To deal with this insecurity employee adopts certain behavior such as to quit the job (Tepper, 2002; Tepper, 2006) feedback avoidance (Whitman & Oscar Holmes, 2014). Hence, the result shows that the values of first hypothesis are significant and accepted.

XV. SECOND, A STRONG RELATIONSHIP HAS BEEN FOUND BETWEEN THE ABUSIVE SUPERVISION AND PSYCHOLOGICAL CONTRACT BREACH. THESE FINDINGS ARE CONSISTENT WITH PREVIOUS RESEARCHES (TEPPER, 2000; TEPPER, 1998; ROBINSON & ROUSSEAU 1997; THOMPSON AND BUNDERSON, 2003; ROBINSON, 1994; ROBINSON & ROUSSEAU, 2000; ROBINSON & ROUSSEAU, 2004). WHEN EMPLOYEES ACCEPT THE JOB THEY ARE PROMISED FOR A FEW THINGS, BUT ABUSE CREATES A FEELING OF BREACH AND THIS BREACH LEADS TO CERTAIN TYPES OF NEGATIVE INTENTIONS (PASCAL PAILLE, 2012). EMPLOYEES REACT TO THE PERCEIVED UNFAIRNESS OF THE ABUSIVE SUPERVISOR'S BEHAVIOR AND PERCEIVED OBLIGATIONS WHICH ARE NOT FULFILLED (TEPPER, 2000; TEPPER 1998; ROBINSON & ROUSSEAU, 1997). THIS HYPOTHESIS IS ALSO CONSISTENT WITH THE CONCEPTUAL MODEL OF ROBINSON AND MORRISON (1997) THAT EMPLOYEES PERCEIVE THAT PSYCHOLOGICAL CONTRACT HAS BEEN BREACHED WHEN THEY SEE THAT ORGANIZATIONS HAVE PERFORMED POORLY.

XVI. THIRD, THE RESULTS PROVIDED SIGNIFICANT SUPPORT FOR THE RELATIONSHIP OF PSYCHOLOGICAL CONTRACT BREACH AND EMPLOYEE TURNOVER INTENTION. THIS IS CONSISTENT WITH RESEARCHES AND PROVIDES INSIGHT ON HOW THE PSYCHOLOGICAL CONTRACT BREACH MAY LEAD TO NEGATIVE REACTIONS (ROUSSEAU, 1995; MORRISON AND ROBINSON, 1997; SUAZO ET AL., 2005; ZHAO ET AL., 2007). THIS IS THE VOLUNTARY ACTION OF AN EMPLOYEE. THE FINDINGS SUGGEST THAT EMPLOYEES ARE MOTIVATED TO SEEK A FAIR AND BALANCED RELATIONSHIP BETWEEN THEMSELVES AND THEIR ORGANIZATION (HOMANS, 1961; BLAU, 1964). WHEN EMPLOYEES PERCEIVE THAT ORGANIZATION HAS FAILED TO PROVIDE WHAT THEY ARE PROMISED FOR, EMPLOYEES DECREASE THE CONTRIBUTION THAT THEY MAKE TO GENERATE THE OUTPUT TOWARDS ORGANIZATION (E.G., ROBINSON AND ROUSSEAU, 1994; SUAZO ET AL., 2005; CROPAZANO AND MITCHEL 2005).

XVII. ROBINSON (1996) FOUND THAT PCB LEADS EMPLOYEES TO BELIEVE THAT THE ORGANIZATION DO NOT CARE ABOUT THEIR WELL-BEING AND THAT THE ORGANIZATION CANNOT BE TRUSTED TO HONOR ITS OBLIGATIONS AND THE CHANCE OF FUTURE MISTREATMENT TO BE HIGH ENOUGH SO THEY DECIDE TO SEEK EMPLOYMENT ELSEWHERE (SUAZO, ET AL., 2005). THEREFORE, THE PSYCHOLOGICAL CONTRACT BREACH IS LIKELY TO BE POSITIVELY RELATED TO EMPLOYEE'S TURNOVER INTENTION.

XVIII. FOURTH, RESULTS OF H1, H2 AND H3 SHOW THE SIGNIFICANT POSITIVE RELATION. THESE RESULTS PROVIDE THE SUPPORT FOR HYPOTHESIS 4, WHICH SUGGEST THAT THE PSYCHOLOGICAL CONTRACT BREACH MEDIATED THE RELATIONSHIP BETWEEN ABUSIVE SUPERVISION AND EMPLOYEE TURNOVER INTENTION. RESULTS OF MEDIATION THROUGH PROCESS PROCEDURE ANDREW HAYES (2013) SHOWED THE SIGNIFICANT RELATION.

XIX. THESE RESULTS PROVIDE THE EVIDENCE THAT PSYCHOLOGICAL CONTRACT BREACH ACT AS MEDIATOR BETWEEN ABUSIVE SUPERVISION AND EMPLOYEE TURNOVER INTENTION. EMPLOYEE PERCEPTIONS OF PSYCHOLOGICAL CONTRACT BREACH HAVE NEGATIVE CONSEQUENCES FOR BOTH EMPLOYEES AND ORGANIZATIONS, SUCH AS REDUCED JOB SATISFACTION (TURNLEY AND FELDMAN, 1999; KICKUL AND LESTER, 2001; TEKLEAB AND TAYLOR, 2003; ORVIS ET AL., 2008), REDUCED ORGANIZATIONAL COMMITMENT (LESTER ET AL., 2002; RESTUBOG ET AL., 2006), LOWERED PERFORMANCE (ROBINSON, 1996; SUAZO ET AL., 2005; BAL ET AL., 2010; SUAZO AND STONE ROMERO, 2011), LOWERED ORGANIZATIONAL CITIZENSHIP BEHAVIOR (ROBINSON AND MORRISON, 1995; ROBINSON, 1996; SUAZO ET AL., 2005; RESTUBOG ET AL., 2008), INCREASED BURNOUT (GAKOVIC AND TETRICK, 2003), INCREASED DEVIANT BEHAVIORS (KICKUL, 2001; RESTUBOG ET AL., 2007), AND HEIGHTENED TURNOVER INTENTION (ROBINSON AND ROUSSEAU, 1994; TURNLEY AND FELDMAN, 2000; TEKLEAB AND TAYLOR, 2003; RAJA ET AL., 2004).

XX. WE CAN SAY THAT PSYCHOLOGICAL CONTRACT BREACH IS TRANSLATED TO THIS BEHAVIOR. INTENTION TO QUIT IS A RESPONSE OF ABUSIVE SUPERVISION GENERATED BY PSYCHOLOGICAL CONTRACT BREACH SIMILAR TO THE STUDIES (ZHAO ET AL 2007; SUAZO, 2008) THAT PSYCHOLOGICAL CONTRACT BREACH ESCALATE THE FEELING OF ANGER AND HAVE A NEGATIVE EFFECT ON EMPLOYEES' WORK RELATED ATTITUDE.

Theoretical Contributions and Implications:-

This study offers several theoretical contributions to the literature of abusive supervision. First, the current study makes theoretical contribution to research on abusive supervision and psychological contract breach. Most of research on abusive supervision has examined the effects of abusive supervision on negative outcomes. The current study adds to the existing research on psychological contract breach and its relationship between abusive supervision and employee turnover intention. Since psychological contract breach has not been examined as mediator empirically, that how psychological contract breach mediates the relationship between abusive supervision and employee turnover intention.

Second, this study advances a more theoretical understanding how psychological contract breach which results from abusive supervision produces different responses. This relationship has been studied in the context of psychological contract theory.

Third, our theoretical model offers a lens to study the psychological aspect of employees which are very important to study.

Hence the findings of this study have implications for the organizations. This study will help the organizations to find ways and strategies to retain their employees since it affects the cost of organizations. Employees are the real assets of the organizations. An understanding of this psychological aspect associated with abusive supervision can help the organizations deter such type of detrimental supervisory leadership style. By changing such supervisor leadership style organizations can enhance their productivity. Empirical evidences suggest that satisfied, committed and psychologically healthy employees are less costly to the organizations in terms of absenteeism, quit rates (Ashfort Lee, 1989; Jackson Schwab & Schuler, 1986; Dormann & Frese, 1996).

Limitations and Future Research:-

Following are the limitation of the study: First limitation is that female participants were 92% of the survey respondents and males were 8 %. There might be a difference in the response of males as how they perceive abuse in the workplace and behave.

Second, data was collected from the same source, from healthcare employees (nurses and admin staff). It has been argued that abusive supervision is common in healthcare organizations, yet employees face heavy workloads and time pressure (Richman, Flaherty, 1996; 1992). Third, data were cross sectional, so the data may suffer common method variance. A Longitudinal research design which is used to measure all the variables at multiple points in time will be needed to shed further light on the relationship between abusive supervision and organizational outcomes. Fourth, a problem is with the psychological contract that it changes over time. Employee perception of psychological contract fulfilment at the time may be different from his/her perception of contract at some earlier point in time (Robinson and Morrison, 1997).

Findings reveal direction for future research. Future research should focus on individual characteristics (e.g. gender, age, personality, etc.) as moderator. For example Bellou (2009) found that females and males show different psychological contract and young employees more likely to accept a breach than older employees. It would be interesting to examine these to study the relationship between the psychological contract breach and turnover intention. Only psychological aspect has been focused to study the relationship between abusive supervision and employee turnover intention, there might be other mediators as well (e.g. psychological violation, psychological safety, psychological security, and perceived pay) which can be used to study this relationship.

CONCLUSION:-

This study has added to the understanding of psychological contract by studying its role in the development of psychological contract breach. This research has also enhanced the knowledge about mediating role of psychological contract breach in the relationship of abusive supervision and employee turnover intention. The study on psychological contract is still in preliminary stages, more research work on different lines must be conducted in order to get a clearer of the effect of psychological contract breach in organization. There is also a need to understand the factors that contribute to abusive supervision. A general conclusion is based on the findings that abusive supervision has a strong impact on psychological contract breach and employee turnover intention. Moreover, this study confirms that the psychological contract breach mediates the relationship between abusive supervision and employee turnover intention.

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