



LINKING ABUSIVE LEADERSHIP TO ORGANIZATION CITIZENSHIP BEHAVIOR: A STUDY AMONG SALES PERSONS OF GWALIOR CITY

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ABSTRACT

This study was an attempt to find out the relationship between Abusive leadership and organizational citizenship behaviors. The research was done on 300 salespersons in various private companies of Gwalior and Standardized Questionnaires based on a likert scale were used for the study. In this study Correlation analysis was applied in order to measure the associations among Abusive leadership and organizational citizenship behavior. Finally the study revealed that there is a significant and negative relationship between abusive leadership and organizational citizenship behavior.

Keywords: Abusive leadership, Organizational citizenship behavior, sales persons.

Introduction

Abusive leadership

The term “abusive leadership” is first used by Tepper (2000). A typical form of destructive leadership behavior is defined as “subordinates’ perceptions of the extent to which leaders

engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact.

Organizational Citizenship Behavior

Organizational Citizenship Behavior theory (called OCB for short) is proposed by Organ and others in the 80s in the 20th century. "Organizational citizenship behavior" is defined by Organ (1988) , it's the various behaviors beneficial to the organization but it's made spontaneously by members and never been directly or explicitly instructed in the organization formal reward system. From the "free decision" behavior , OCB is not within the role or the range provided by job description, It is a clear employment contracts between individual and organizations, such behavior is more similar to personal choice.

Literature Review

Abusive Supervision

Gregory, Osmonbekov & Gregory (2009) explains that pay and dyadic duration are having significant and positive moderating effects among Abusive supervision and organizational citizenship behavior. **Rafferty and Restubog (2011)** observed that arbiters including interactional equity, hierarchical based confidence, and the significance of work are helpful in resolving the issues related with abusive supervision. **Aasland, Skogstad, Notelaers, Nielsen and Einarsen (2010)** examined that free enterprise leadership conduct was the most common destructive leadership conduct, trailed by supportive–disloyal leadership and wrecked leadership, while domineering leadership conduct was found to be the minimum predominant destructive leadership conduct. **Wu & Hu (2009)** examined that Core self evaluations were negatively related with the abusive supervision, while abusive supervision was positively related to emotional exhaustion and it was also observed that the perceived coworker support and Susceptibility to emotional contagion mediated the relationship between abusive supervision and emotional exhaustion and it was thrilling and surprising to find that relationship between abusive supervision and emotional exhaustion is present in case where social support was high. **Poon (2011)** observed that Abusive supervision was found to be negatively related with work engagement while Coworker support was found to be positively related with work engagement.

Hamid, Juhdi, Ismail, & Abdullah (2016) examined that individuals who are having low spiritual intelligence have a strong mediating effect towards the relationship between abusive supervision and workplace deviance as compared to individuals having high spiritual intelligence.

Organizational Citizenship behavior

Podsakoff et al (1993) studied the effects of OCB on the quantity and quality of the performance of 218 people working in 40 machine in a paper mill located in the Northeastern United States were examined. The results indicated that helping behavior and sportsmanship had significant effects on performance quantity and that helping behavior had a significant impact on performance quality. However, civic virtue had no effect on performance measure. **Hui et al (1994)** in their study examined the relationship between promotion, perceived instrumentality of OCB for promotion and employees OCB before and after promotion. Both supervisors and employees provided OCB ratings 3 months before and 3 months after the promotion decision was announced. The job of bank tellers involved contact with clients and limited contact with colleagues. The authors found that employees who perceived OCB as instrumental to their promotion and who were promoted were more likely to decline in their OCB after the promotion. **Ang et al.(1995)** studied the personality-OCB relationship by exploring a new disposition factor i.e. an employee's motivational traits. They specifically examined the motivational traits such as competitive excellence and anxiety of employees in relation to their self-development. A critical form of OCB that involves the proactive enhancement of skills, knowledge and abilities. Under the configurational approach, the results support the tenability of the motivational typology and offer particular insights to the —kiasu (fear of losing) profile by its close match to the Singaporean psyche of —kiasu-ism (Ang, Tan & Ng (1996). The results further demonstrate that employees with —positively challenged profile were most likely to display self-development OCB.

Objectives of the study

1. To re-standardize measures for evaluating Abusive leadership and organizational citizenship behavior

2. To measure the relationship among Abusive leadership and organizational citizenship behavior

Proposed Hypothesis

H01 “There is no negative relationship between Abusive leadership and organizational citizenship behavior”.

Research Methodology

- 1.1. **The Study:** The study was Empirical in nature with survey method used to complete the study.
- 1.2. **Sampling Design:**
 - 1.2.1. **Population:** Population included Sales persons working in various private companies of Gwalior.
 - 1.2.2. **Sampling Element:** Individual respondent were the sampling element.
 - 1.2.3. **Sampling Technique:** Non-Probability purposive sampling technique was used to select the sample.
 - 1.2.4. **Sample Size:** Sample size was 300 Respondents.

Instruments:

Abusive leadership was measured by using scale developed by Tepper (2000) While Organizational citizenship behavior was measured by using the scale developed by Podsakoff et al. (1990) all the responses were taken on a 5 point likert scale where 1 denotes minimum agreement and 5 denotes maximum agreement.

Tools Used for Data Analysis:

1. Reliability test was applied to measure the internal consistency of questionnaires.
2. Regression analysis was applied to measure the relationship between Abusive leadership and OCB.

Reliability Statistics of Abusive leadership and organizational citizenship behavior

S.No	Instrument	Cronbach's alpha
1	Abusive leadership	0.708
2	Organizational citizenship behavior	0.880

It is considered that the reliability value more than 0.7 is good and it can be seen that reliability value of Abusive leadership is 0.708 and for Organizational citizenship behavior it is 0.880 which are quite higher than the standard value, so all the items in the questionnaire are highly reliable.

Table 2: Correlation Analysis of Abusive leadership and Organizational citizenship behavior

		Abusive leadership	OCB
Abusive leadership	Pearson Correlation	1	-.540**
	Sig. (2-tailed)		.000
	N	300	300
OCB	Pearson Correlation	-.540**	1
	Sig. (2-tailed)	.000	
	N	300	200
**. Correlation is significant at the 0.01 level (2-tailed).			

As per Table 2 showing the relationship between Abusive leadership and organizational citizenship behavior. The r value of Abusive leadership towards OCB is -.540 (54%) which means that changes in Abusive leadership will negatively related to OCB significant at 1% level of significance. So, H01 stating that “There is no negative relationship between Abusive leadership and OCB” was rejected that’s why there exists a negative relationship between leadership and OCB. The results show that if the Supervisor is rude, violent and inhuman towards their employees then it will increase their stress levels resulting in their lower satisfaction levels as well as lower citizenship behaviors.

Conclusion

Abusive supervision is the subordinates’ perceptions of the extent to which leaders engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact. As per previous results it was observed that if the supervisor is abusive towards their employees then it

will lower the morale, satisfaction, and rise in stress levels and also in reduction in organizational citizenship behaviors. This study explored the relationships among abusive leadership and organizational citizenship behavior as a result it was observed that there is a negative relationship between abusive leadership and organizational citizenship behavior. The study gives suggestions and recommendations to supervisors that the supervisor needs to be more democratic instead of being destructive or autocratic and leader should be transparent to all the employees engaged in the organization it will satisfy the employees fairness perceptions resulting in their strong citizenship behaviors.

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