THE EFFECT OF ABUSIVE SUPERVISION ON HOSPITALITY EMPLOYEES' JOB INVOLVEMENT AND VOICE BEHAVIOR

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Abstract— Recently, the Hospitality industry has been developed rapidly; many enterprises now require higher service quality consequently, the resultant pressure may entail a negative reaction on the part of some supervisors in their attempts to achieve the desired service standard. For instance, they may become domineering, often have bad moods, etc. Employees perceiving their abusive supervision may therefore hold back on offering their best work performance, so that the desired results cannot be accomplished.

This study aims to explore the relevant influences based on the foundation of Social Exchange Theory (SET), Conservation of Resources Theory (COR) and Equity Theory. According to the viewpoint of SET, abusive supervision will damage employee identification with, and loyalty to, the companies they work for; as a result, they will not provide the required suggestions, and consequently the job involvement will be decreased. The COR posits that when the resources are thus loosed, employees will experience fear and unhappiness; with diminishing resources, their job involvement will not only worsen, but a sense of unfairness among colleagues and supervisors might be perceived. In Equity Theory, if employees feel that the leadership of supervisor is inequity, they may work less and the profit of the companies can be compromised.

From the inferences derived from a literature review, Abusive Supervision is negatively related to Job involvement and Voice Behavior. Through the lens of SET, COR and Equity Theory, we have depicted several propositions to address the relationships among employees Job involvement and Voice Behavior via perceived well-being and organizational justice.

Keywords— Abusive supervision, Voice behavior, Job involvement, Well-Being, Organizational justice.

I. INTRODUCTION

Recently, hospitality industry gradually fierce competition; many organization dedicated to the pursuit of high operating performance. The supervisor all will develop a set of effective management to create competitive advantage. However, a part of supervisor to achieve their goals in hospitality industry, and employees interact may deviate from role expectation, power distance, despotism, disputing or shaming [1]. When employees feel as though they are subject to abusive supervision, supervisors engage in the sustained display of hostile verbal and non-verbal behaviors, excluding physical contact [2] will harm their work attitudes, mental health or physiological disease indirect impact—and even result in situations where job involvement sees a negative impact. The cost of abusive supervision to organizations (US based) was estimated at $23.8 billion annually and entailed loss of productivity, absenteeism and health care costs [3]. Therefore, the result of employee perception of abusive supervision is the question that is worth of study.

Past research has revealed that when employees are involved in their work, it will influence job satisfaction and increase work performance [4]. Thus, many businesses have begun giving thought to the important question of how to get employees involved in the jobs. According to past research, when employees feel as though they are subject to abusive supervision, there will be a reduction in levels of voice behavior due to fear of bad reports from their superiors and potential loss of benefits [5]. In such scenario, even when many employees are aware of organizational flaws or managerial misconduct, they don't dare to make a stand. According to the Equity Theory proposed by Reference [6], when employees perceive an organization to be unfair, their contributions to the organization will decrease along with organizational citizenship behavior [7]. On account of this, the present study will discuss the intermediary effect that organizational justice has on abusive supervision and voice behavior; recognizing that the perception of abusive supervision will not only decrease levels of employee voice behavior, but will also effect the employees' moods, job involvement and job satisfaction—and even result in situations where work performance sees a negative impact [8].

In the light of Social Exchange Theory [9], when employees make contributions to an organization, based on an understanding of reciprocity, when they perceive that negative leadership relationships exist, they will feel that the organization is unfair, that they are not being paid attention to or that they are not being respected, and it will harm their sense of identity and sense of belonging to the organization; thus, they will lose their motivation to work ambitiously [10] —or they may even engage in negative behavior [11].

The Conservation of Resources (COR) theory proposed by Reference [12], looks at whether employees have enough resources to cope with stress; as when employees have ample resources, the amount of stress felt will be reduced [13]. Consequently, from a COR point of view, when employees have the perception that the supervision of their superiors is

abusive, it will cause fear, anxiety and stress, resulting in a loss of resources and leading to burnout [14]. Furthermore, burnout may negatively affect a person's sense of well-being [15] and reduce levels of work involvement [16].

In the past, scholars have discussed the impact that abusive supervision has on job involvement [17] or voice behavior [18]; but there has been less discussion orientated towards the effect is has on employees in the hospitality industry. However, with respect to the development of personnel within the modern hospitality industry, the question of whether or not employees are provided with perceptions of organizational justice [19] and senses of well-being [20] has already become an important one. Consequently, this study will examine the effect that abusive supervision has on work engagement and voice behavior, as well as the intermediary effect it has on well-being and organizational justice in this context.

II. LITERATURE REVIEW & PROPOSITION DEVELOPMENT

2.1 Abusive supervision

Abusive supervision (AS) is defined as "subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact" [2].Such as sarcasm, harsh tone, threat of job or change, or unreasonable demands to work [21]. Base on Reference [22], AS consist of three key main features. First, AS should consist of sustained or enduring displays of a supervisor's hostility. Accidental exposure to hierarchical mistreatment would not be considered abusive supervision. The continuity of AS may be due to supervisors' powerful standing in dyadic relationships, as well as subordinates' helpless tolerance. Second, AS represents hostile behaviors that exclude physical contact. Thus, AS will not be exhibited in the form of physical violence; rather, it reflects non-physical hostility, such as emotional indifference and verbal aggression. Third, AS is a subjective assessment made by abused targets. Consequently, perceptions of the same abusive behavior may vary across subordinates [22], [23].

Past research in the general management field has suggested that as a typical form of the "dark side" of leadership, AS prevails in organizations and exerts notable detrimental effects on subordinates [17], [24]. When employee perceive that negative leadership relationships exist, they will emerge negative emotion [25], burnout [26]. The AS will not only influences negative emotion, but reduce job satisfaction [27] or interactional justice [28]. Therefore, the result of hospitality employee perception of abusive supervision is the question that is worth of study

2.2 Job involvement

Reference [29] defined job involvement (JI) as the degree to which a person identifies psychologically with his/her work and its importance in his/her total self-image. Base on Reference [30], JI is significant to an organization, cause it subjoin organizational effectiveness and enhances desirable organizational phenomena. Reference [31] working circumscription of JI focuses on the extent to which an individual identifies psychologically with the job performance and deems performance as important to his or her self-worth. According to Reference [32] thesis, in the light of previous scholars, IJ is defined as work is fun, and can meet the needs of self and thus a sense of identity, and take an active part, and can get a sense of accomplishment from work

Reference [33] model of involvement provides another lens for suggesting a link between AS and JI. In this model, Kahn concludes that in order for employees to be job involved, they need to feel (1) worthwhile, valued, and able to conduce to and receive from their role performances (i.e., psychological meaningfulness); (2) safe to show and employ themselves without fear of negative consequences (i.e., psychological safety); and (3) a sense of having the physical, emotional, and psychological resources needed to engage themselves in their role performances (i.e., psychological availability). It is difficult to imagine that employees would experience these psychological conditions and thus be job involved if they perceive their supervisor to be frequently hostile towards them [34].

2.3 Voice behavior

Recently review of the literature on voice behavior, Reference [35] identified three sets of predictors: (1) individual level factors, (2) contextual factors, and (3) supervisor behavior. Individual level antecedents include personality [36] and general-efficacy [37]. Research on context identified additional predictors, such as organizational culture [38], perceived organizational support [39]. Finally, researchers delimited the behavior of immediate supervisors as an important motivational cue for employee voice behavior [40]. Employees are more likely to engage in voice when they believe that their supervisor values and is open to such behavior [41]. Moreover, voice is motivated by individuals' desires to influence the status they receive from others [42].

2.4 Abusive supervision, Job involvement and Voicebehavior

Social Exchange Theory (SET) proposes that social behavior is the result of an exchange process [43], the bilateral relationships between two or more parties that are based on voluntary actions of reciprocity [9] The basic principle of the theory is that when employees feel supported and valued in the workplace, they are likely to return the favor by demonstrating desirable work outcomes, such as enterprising or extra-role behavior [44].

Base on SET, When employee perceive that negative leadership relationships exist that leadership behavior is injustice [45], but also undermine the mutually beneficial relationship, could not get the expected return on the impact on JI [17] and voice behavior [18]. Hence, the following proposition is proposed:

***Proposition 1*: Employees perceived AS will be negative related to JI.**

***Proposition 2*: Employees perceived AS will be negative related to voice behavior.**

2.5 Well-being

According to Reference [46] study, well-being include positive emotion, lower negative emotion and higher life satisfaction. Reference [47] summarized the three characteristics of well-being. (1) The "subjective well-being", from individual subjective felling [48]; (2) higher positive emotion and lower negative emotion; and (3) the rating of life quality. Therefore, when an individual have higher life satisfaction, positive emotions and healthy will able to emerge well-being.

Based on pervious study, when employee perceive AS will leads to negative emotion [49], then decrease well-being [50]. Hence, the following proposition is proposed:

***Proposition 3*: Employees perceived AS will be negative related to well-being.**

2.6 Well-being as a mediate of the Abusive supervision – Job involvement

According to COR theory, the basic tenet is that people strive to retain, protect, and build resources and that what is threatening to them is the potential or actual loss of these valued resources [12]. When hospitality employees perceived AS the resources will thus loosed, will experience fear and reduce well-being [20]. With diminishing resources, subordinate will reduce JI [16]. Hence, the following proposition is proposed:

***Proposition* 4: Well-being will mediate the relationship between AS and JI**.

2.7 Organizational justice

Organizational justice (OJ) is a characterization of the role of justice as a element which is directly related to the job [7], or more exactly refer to the feelings of the employees about the remuneration he receives in the organization, and is association with other jobs variables [51]. OJ consist of three main dimensions [52]. (1) Distributive justice: set up primarily on the grounds of equity theory [6] and the perceived fairness of the outcome that the employees receive, (2) Procedural justice: the perceived justice of all the procedures used in decision-making [53], and (3) Interactional justice: related to the fairness of interactional communication and organizational procedures [54].

Past research has revealed that when employees feel as though they are subject to AS, there will be a reduction in levels of OJ [28]. Hence, the following proposition is proposed:

***Proposition 5*: Employees perceived AS will be negative related to OJ**.

2.8 Organization justice as a mediate of the Abusive supervision – Voice behavior

In the light of Equity Theory [6], when employees perceive an organization to be unfair, their contributions to the organization will decrease along with organizational citizenship behavior [7] and voice behavior [18]. Hence, the following proposition is proposed:

***Proposition 6*: OJ will mediate the relationship between AS and voice behavior**.

2.9The conceptual model of this study

The conceptual model of this study is illustrated in Fig. 1.

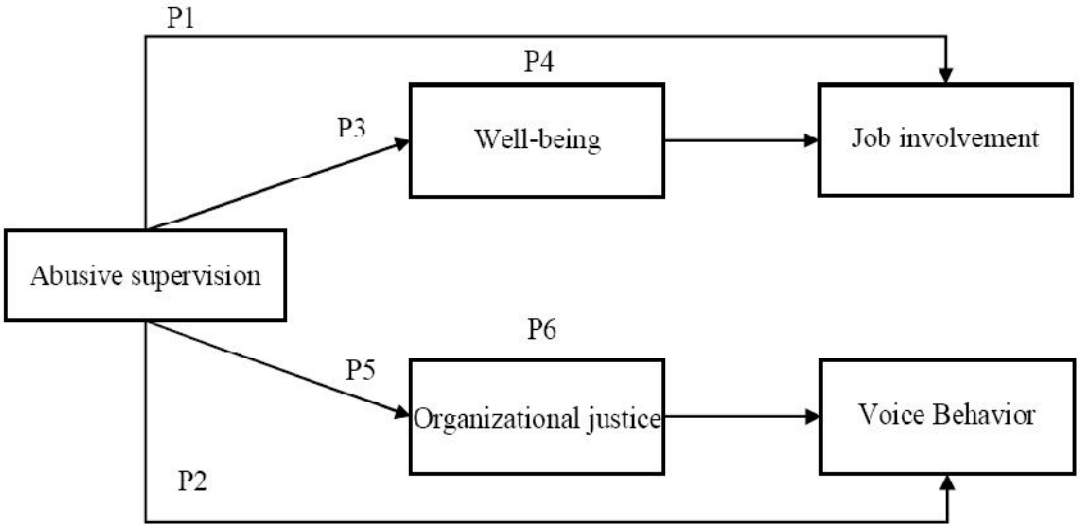


Fig. 1. The conceptual model of this study.

CONCLUSIONS

In the past, scholars have discussed the impact that AS has on JI [17] or voice behavior [18]; but there has been less discussion orientated towards the effect is has on employees in the hospitality industry. However, it became to an important issue gradually. Drawing on the SET, COR theory and the Equity theory, this research examines whether, how, and when abusive supervision is related to hospitality employees' JI or voice behavior. In the future, this study will further develop a framework of AS, JI, voice behavior, well-being and OJ, and hope to mature the relationship of those constructs and be more completely. In conclusion, this issue is important to hospitality industry as it is a service orientation business, which depends on employees' excellent service offering. If the industry can pay attention to the issue of AS well, not only can improve employees JI and voice behavior, but also elevate higher service quality, gains competitive advantage.

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