



Volume and Issues Obtainable at the Department of Tourism and Hospitality Management-
The Islamia University of Bahawalpur, Bahawalpur, Pakistan 63100.

Journal of Tourism, Hospitality, and Services Industries Research

ISSN: 2958-5570 ; ISSN (E): 2958-5589

Volume 3, No.1, July 2023

Journal homepage: <https://journals.iub.edu.pk/index.php/jthsir>

DOI: 10.52461/jths.v3i01.2034

Abusive Supervision, Job Performance, and Creativity: Role of Creative Self-efficacy in Public Sector Organizations

Saima Iqbal*, *National College of Business Administration and Economics, Pakistan*

Murad Shoaib Khan, *Higher Education Commission (HEC), Pakistan*

ARTICLE DETAILS

History

Revised format: Mar 2023

Available Online: July 2023

Keywords

Abusive Supervision, Job Performance, and Creativity and creative self-efficacy.

ABSTRACT

The present study investigates the effect of Abusive Supervision, Employee Performance, and Employee Creativity: The Role of Creative Self-Efficacy in public sector organizations in Pakistan. We have utilized social cognition theory to investigate how leadership influences employees' creativity and the COR theory used in the study. Both theories are supported by the study. We gather the data through emails, or by face-to-face distributed questionnaires. The sample size is 350, and questionnaires were distributed and collected data from different public organizations. By using the SPSS, we get the results. After getting the results, Abusive supervision and creativity have a significant relation. Abusive supervision and creative self-efficacy have a significant relation. Creative self-efficacy and creativity have a significant relation. The implications of our study for both theory and practice are discussed. This study is anticipated to fill in some of the gaps in the body of knowledge regarding abusive supervision in Pakistan's public sector organizations because there has not been much research in that area.



© 2023 The authors, under a Creative Commons Attribution Non-Commercial 4.0

*Corresponding author: saimaiqbal856@gmail.com

Introduction

Over the past decade, recent attention has been given to understanding the causes and consequences of abusive supervision. Abusive supervision "refers to subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal

behaviors, excluding physical contact” (Tepper, 2000). The phenomenon of abusive supervision negatively affects a substantially large number of organizations and their employees (Harvey et al., 2007; Rasheed, Weng, Umrani, & Moin, 2021). Recent research indicates that 10% to 16% of employees in the USA experience varying degrees of abusive supervision (Namie & Namie, 2000; Hoobler & Brass, 2006).

Employees and administrations both benefit from supervisors' behavioral approaches to their subordinates (Peng, Liang, Fatima, Wang, & Rasheed, 2023; Rasheed, Hameed, Kaur, & Dhir, 2023; Rasheed, Pitafi, Mishra, & Chotia, 2023). Abusive superintendent actions contain criticism of the public, mocking, offensiveness, broken assurances, and inconsiderate behavior. Activities, as well as therapies, go unnoticed (R. Bies, 2000). Supervisors that are abusive frequently intimidate and humiliate their staff, calling them disparaging names, shouting at them, and ridiculing them (Decoster, Camps, Stouten, Vandevyvere, & Tripp, 2013). The issue of abusive supervision has gotten a lot of press lately. Because of the negative effects, it has on people and companies (Farh & Chen, 2014). Even though a lot of studies have shown that abusive (Decoster et al., 2013) originate administration has a negative effect and produces unwanted consequences (Tepper et al., 2009; Kacmar, Andrews, Harris, & Tepper, 2013).

As a result, it appears that abusive supervision has main significance for victims, society, and organizations as a whole. Abuse of authority is thought to have a decreasing effect on the creativity and Job performance of employees. This effect would be moderate through the employee's creative self-efficacy. It has been thought that abusive supervision hurts creative self-efficacy. Furthermore, it is hypothesized that an employee's level of power distance coordination will attenuate the association between creative self-efficacy and abusive supervision. Abusive supervision is decreasing on the professional and personal, lives of subordinates. Supervisory abuse victims a more prone to suffer from mental and physical health problems, such as depression and anxiety emotional tiredness (P. Harvey, Stoner, Hochwarter, & Kacmar, 2007);(Kiewitz et al., 2012); (Tepper, 2007)work strain (Wu, Tsui, & Kinicki, 2010). (Breux, Perrewé, Hall, Frink, & Hochwarter, 2008; Burris, Detert, & Chiaburu, 2008); (P. Harvey et al., 2007), alienation and sadness (Haggard, 2008) (Hobman, Restubog, Bordia, & Tang, 2009) (Tepper, 2007), and anxiety (Robert and Rose, 2011);(Tepper, 2007), as well as mental illness and low life satisfaction. (Lin, Wang, & Chen, 2013) (Bowling and Michel, 2011; Hobman et al., 2009) (Lin et al., 2013) Lin, Wang. Subordinates' attitudes and behaviors are negatively affected by psychological and physical results.

Literature Review

Abusive Supervision and employee Creativity

Employee creativity is defined as the "creation, development, and implementation of novel and advantageous ideas for products, practices, services, or procedures" (Zhou, 2003). This procedure entails multiple dangers, disputes, challenges, failures, ethical issues, and even failures (Hsiao et al., 2012). It has furthermore Leaders may encourage staff inventiveness; it has been discovered (Carmeli, Gelbard, & Reiter-Palmon, 2013). This Employee may be nurtured if they are given a suitable job structure and a favorable work environment (Pitafi, Rasheed, Kanwal, & Ren, 2020; Rasheed, Okumus, Weng, Hameed, & Nawaz, 2020; Zhang, Rasheed, & Luqman, 2020).

Psychological conditions, resources, favorable resources and energy, and high-quality interpersonal interactions Employees inside a company are naturally motivated by this. The point to which an individual does a task through enjoyment and attention in the job itself, rather than under the influence of outer forces and incentives, is stated to as intrinsic motivation (Deci, 1972). Employee intrinsic drive harmed by abusive supervision. In general, it is believed that abusive supervision is a significant contributor to mental pain (Restubog, Scott, & Zagenczyk, 2011). Employees frequently experience despair, worry, and emotional tiredness because of this. As a result, they are inclined to miss concentration and remove themselves from their professions (Tepper, Duffy, Hoobler, & Ensley, 2004) ;(Hoobler & Brass, 2006); (Aryee et al., 2007). Employees who have been abused have limited recourse in such instances. They are organically motivated by the possibility of creating interest in their work. K. Rauniyar and colleagues (Deci & Ryan, 2008) found that their originality was rapidly dwindling. Employees who have been abused lose their emotional attachment to their work and begin to seek other employment. A significant amount of working hours is spent on personal matters (Lu et al., 2013). Because they spend less time on their occupations, they are less likely to produce helpful and innovative ideas and thoughts that are unique. Supportive connections between leaders and subordinates have been shown to boost subordinate creativity in previous studies (Shin & Zhou, 2003). However, aggressive supervision can lead to emotions of humiliation among subordinates, which reduces creativity(S. Harvey & Keashly, 2005).

***Hypothesis 1:** Abusive Supervision is negatively associated with employee creativity in public sector organizations*

Abusive Supervision and employee job performance

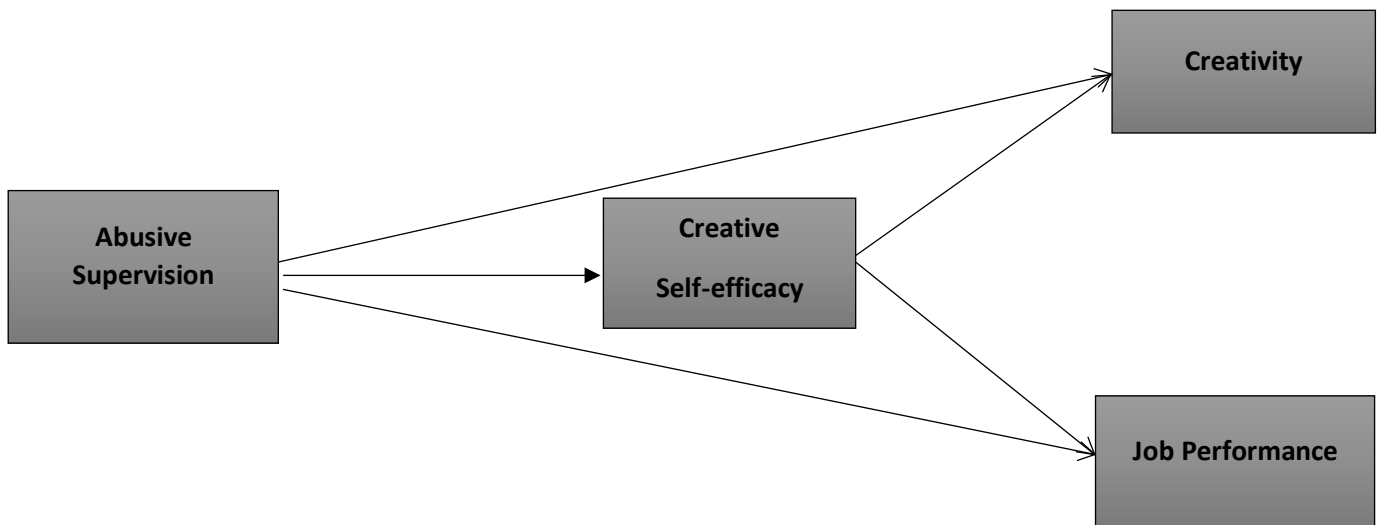
The first question is whether abusive supervising techniques are related to workers' performance on the job. Answering this question is crucial since previous research has connected abusive supervision to a range of negative implications, including the performance of extra-role behaviors (Zellars et al.), No readings, however, have particularly examined work performance. We predict the relationship between performance and abusive supervision using the conservation of resources theory (COR) and social exchange theory. COR concept (S. Hobfoll, 1989) in four circumstances, according to the author, stress is likely to have a detrimental impact on work performance: As a result, there is a perceived risk of resource loss, as well as actual resource loss and the perception that labor needs exceed resources. when an investment in a resource does not produce the anticipated return (S. E. Hobfoll, 2001); (Hochwarter, Witt, Treadway, & Ferris, 2006).

We think that any of these four circumstances can lead to abusive managerial behavior, which will have a detrimental effect on the productivity of subordinate employees (Nisar & Rasheed, 2020; Rasheed, Jamad, Pitafi, & Iqbal, 2020; Rasheed, Yousaf, & Noor, 2011; Sattar, Rasheed, Khan, Tariq, & Iqbal, 2017). Simply having an aggressive supervisor, for instance, may force subordinates to devote more time and effort to "managing upwards" than to their primary tasks. In academic literature, supervisory actions are evaluated in a range of circumstances, including employee efficacy, performance, and happiness (Tepper, 2000; Janssen, 2001); (Martinko, Harvey, Brees, & Mackey, 2013). A phenomenon of animosity that isn't violent is referred to as an "expression of abusive supervision" (Tepper, 2000). This research is notable because it

examines negative facets of people's personalities, which is a formula for disaster when psychopathic and intrusive supervision are combined. The concept of personality traits has been merged in the context of employee creativity. Some people contend that this is true. According to studies, psychopaths are calm and emotionless (Mahaffey & Marcus, 2006), and others think that psychopaths have manipulative and false charm features as well as responsive to stimuli (Neumann, Kosson, Forth, & Hare, 2006). Paramedics, in particular, every day, they are exposed to stress, which can affect their physical, behavioral, and emotional health and workplace performance.

Hypothesis 2: *Abusive Supervision is negatively connected with employee job performance in public sector organizations*

Theoretical Framework



Abusive Supervision and Employee creative self-efficacy

The relationship between abusive management and creative work output should be tempered by creative self-efficacy. This is the belief that a person can think creatively (Tierney & Farmer, 2002). Employees lose their psychological attachment to their jobs as their level of creative self-efficacy declines. This lessens their intrinsic motivation to use their creativity to benefit the company (Liu et al., 2012).

The disengagement of employees from their work could impede the advancement and standing of the organization. These conditions impair employees' aspirations for self-learning and self-development, and may even cause them to lose faith in their capacity to come up with novel solutions. Employees wouldn't be able to offer original suggestions or inventive solutions for achieving organizational objectives, which would lead to reduced levels of creativity. Overall, abusive supervision reduces creative self-efficacy, which in turn reduces employee innovation. A worker's self-knowledge is often influenced by how others treat them, notably at work by the behaviors of their leaders, claim McAllister and Bigley (2002). Mistreated workers become irate

and may think that their ideas, thoughts, efforts, and contributions are not beneficial to the company's growth (Greenberg, 1990; Jian et al., 2012; Rafferty and Restubog, 2011).

According to Restubog et al. (2011), these circumstances may cause psychological stress in the workers, which can cause them to lose confidence in their creative talents. Additionally, workers could experience isolation and be reluctant to voice their own opinions to managers. Employees who have been mistreated eventually lose confidence in their creative abilities. As creative self-efficacy declines, the psychological connection between employees and their jobs becomes weaker. Due to this, they are less intrinsically motivated to use their creative talents for the organization (Liu et al., 2012).

Employee disengagement from their jobs might impede an organization's growth and standing. Employees' desires for self-learning and self-development are diminished by these circumstances, which may even destroy their self-confidence to come up with novel solutions. Employees would therefore demonstrate less creativity as they would be unable to propose original ideas and inventive methods for reaching organizational goals. Overall, abusive supervision will cause a decline in creative self-efficacy, which lowers employee inventiveness.

Hypothesis 3: Abusive Supervision is negatively associated with employee self-efficacy in public sector organizations.

The mediating role of Creative Self-Efficacy

It is predicted that creative self-efficacy will act as a mediator between the relationship between employee creativity and abusive supervision. This is the belief that a person can come up with original ideas (Tierney & Farmer, 2002). According to social cognition theory, people who have high levels of self-efficacy would keep working hard to get beyond challenges and uncertainty. This quality motivates workers to exert more effort toward reaching the intended result despite obstacles and setbacks, which is essential for greater success in terms of well-being, social integration, and innovation (S. Liao, 2010).

According to McAllister and Bigley (2002), how people treat individuals, particularly at work, has an impact on how aware an employee is of himself or herself. Employees who have been mistreated get frustrated (McAllister & Bigley, 2002) and think that their views, ideas, contributions, and battles are ineffective for the development of an organization (Jian et al., 2012). (Restubog et al., 2011). Employees may feel psychological stress in these situations (Restubog et al., 2011). They could begin to doubt their creative abilities because of this. Additionally, workers could feel isolated and be reluctant to share their own opinions and concerns when working with managers. Employees who have experienced abuse in the past will eventually lose awareness of what is happening.

They doubt their ability to be creative and become self-conscious. The psychological relationship between employees and their job fades when creative self-efficacy declines. This lowers their intrinsic incentive to contribute their creative abilities to the business (Chun et al., 2012). Employees' disconnection from their jobs might stymie the organization's development and standing. Employees' desires for self-learning and self-development are satisfied by these circumstances, which may even erode their self-confidence to generate fresh ways and ideas as a result, staff would be unable to do their jobs to propose new ideas and innovative methods for

attaining the organization's objectives. As a result, they show less originality. Overall, abusive supervision causes a decrease in creative self-efficacy, and hence a decrease in employee inventiveness. As creative self-efficacy declines, the psychological connection between employees and their jobs becomes weaker. Due to this, they are less intrinsically motivated to use their creative talents for the organization (Liu et al., 2012). Employee disengagement from their jobs might impede an organization's growth and standing.

Employees' desires for self-learning and self-development are diminished by these circumstances, which may even destroy their self-confidence to come up with novel solutions. Employees would therefore demonstrate less creativity as they would be unable to propose original ideas and inventive methods for reaching organizational goals. Overall, abusive supervision will cause a decline in creative self-efficacy, which lowers employee inventiveness. Overall, abusive supervision diminishes employee creativity by lowering creative self-efficacy.

***Hypothesis 4:** Employee self-efficacy is positively associated with employee creativity in public sector organizations*

Creative Self-efficacy mediates Abusive Supervision and Employee Creativity

Employees who have been mistreated experience frustration (McAllister & Bigley, 2002) and believe that their thoughts, ideas, contributions, and efforts, (Jian et al., 2012) are ineffective in the evolution of an organization (Restubog et al., 2011). In these circumstances, Employees may experience psychological stress (Restubog et al., 2011). This may cause them to lose faith in their creative ability. Employees may also feel alienated, and they may be hesitant to communicate their thoughts and concerns collaborating with supervisors. Employees who are abused earlier would eventually be unconscious of the situation. They doubt their ability to be creative and become self-conscious. The psychological relationship between employees and their job fades when creative self-efficacy declines. This lowers their intrinsic incentive to contribute their creative abilities to the business (Chun et al., 2012). Employees' disconnection from their jobs might stymie the organization's development and standing. Creativity will increase if a manager exhibits an innovative cognitive style (Kirton, 1989), such as allowing employees to take risks and make more independent decisions. Both managers and employees will perform more creatively if they share a comparable inventive cognitive style. Employees who value a work environment with supportive managers they can trust and get along with at work are more productive. The effectiveness of supervisor-subordinate interactions is positively connected with the employees' creative and inventive conduct, as demonstrated by Scott and Bruce (1994) and Tierney et al. (1999). It has been demonstrated that subordinates exhibit more creative and innovative conduct when their bosses and they get along well and respect one other.

Employees' desires for self-learning and self-development are satisfied by these circumstances, which may even erode their self-confidence to generate fresh ways and ideas as a result, staff would be unable to do their jobs to propose new ideas and innovative methods for attaining the organization's objectives. As a result, they show less originality. Overall, abusive supervision contributes to a decline in employee inventiveness by reducing creative self-efficacy. Tierney and Farmer (2002) defined creative self-efficacy as confidence in one's ability to develop novel solutions.

Hypothesis 5: *Employee self-efficacy mediates the association between abusive supervision and the creativity of employees.*

Creative Self-efficacy with Employee Job Performance

Employees may also feel alienated, and they may be hesitant to communicate their thoughts and concerns collaborating with supervisors. Employees who are abused earlier would eventually be unconscious of the situation. They doubt their ability to be creative and become self-conscious. The psychological relationship between employees and their job fades when creative self-efficacy declines. This lowers their intrinsic incentive to contribute their creative abilities to the business (Chun et al., 2012). Employees' disconnection from their jobs might stymie the organization's development and standing.

Employees' desires for self-learning and self-development are satisfied by these circumstances, which may even erode their self-confidence to generate fresh ways and ideas as a result, staff would be unable to do their jobs to propose new ideas and innovative methods for attaining the organization's objectives. As a result, they show less originality. Overall, abusive supervision causes a decrease in creative self-efficacy, and hence a decrease in employee inventiveness. However, several Chinese studies in this field have looked into and deliberate the influence of abusive supervision on work performance, as well as introducing China's unique traditional backdrop and corporate atmosphere.

Various mediating variables were used to explain the association from various theoretical viewpoints. Gao He et.al investigated the influence and part of the abuse of work performance supervision in China's high right distance and great constructed on a two-factor theoretic foundation, a collectivist cultural environment creates. According to the findings, abusive supervision has a considerable detrimental influence on children. Employee work satisfaction has a function in the mediating part of job performance. The impact of abusive behavior is adversely regulated by this process; the basic self-evaluation. Employee work satisfaction and Supervision Pei Cong and Yan Aimin Chinese traditional traditions play a character in the influence of abusive supervision on work performance, according to (Yu Weina et al. W. Z. Zou 2000).

Hypothesis 6: *Employee self-efficacy is positively associated with employee job performance in public sector organizations.*

Creative Self-efficacy mediates Abusive supervision and Employee job performance

The majority of research findings reveal that abusive supervision hurts performance and employee creativity, although the mediating and moderating factors in these interactions vary. This is where the debate over the impact of abusive supervision on employee innovation and work performance begins. For instance, Lee et al. investigated the possibility of a curvilinear relationship between the two variables. The effects of abusive supervision on employee creativity were studied using the activation hypothesis.

A hierarchical regression curve examining the relationship between abusive supervising practices and creative performance shows that employees work more creatively when there is a medium level of abusive supervision as opposed to a very high or very low level. Creative self-efficacy plays a strong moderating role in this connection. The worker's power distance orientation also

functions as a moderator. Because of this, there is frequently a large power imbalance and abusive management directly affects workers. Both the creative self-efficacy of the mediator and its creative self-efficacy are ineffective. Increased employee confidence in their skills, for example, may encourage greater creativity. Lyu et al. 2016 stated their likelihood of success is a negative effect of abusive surveillance [4]. Organizational identity, which is based on social identity, has an impact on employees. Theory, Furthermore, the impact of abusive supervision on the workplace is amplified by employee collectivism. However, several Chinese studies in this field have looked into and deliberate the effect of abusive supervision on work performance, as well as introducing China's unique traditional backdrop and corporate environment. Various mediating variables are used to describe the association from various theoretical viewpoints.

Hypothesis 7: Employee self-efficacy mediates the association between Abusive Supervision and employee job performance.

Data, Variables and Methodology

Population and procedures

The population of the study is the employees who are working in public sector organizations in Pakistan. The target population is crucial to this study since it clearly defines the group and volume of sample that is used. The selection of this target population was made because it had a reasonable number of respondents for data collection by the researchers. The target group for this study is those who work in public sector organizations in Pakistan.

The entirety of things, objects, and people that the researchers want to explore to referred to as the population (Sekaran & Bougie, 2003). Population refers to the entire set of all people, elements, or occurrences from which a researcher seeks to derive an appropriate conclusion (Bull, Shambrook, James, & Brooks, 2005). Before deciding on the sample size for a study, the researchers must first determine the true population of the study and then characterize it. The target population of my study is relating to the employees of public sector organizations in Pakistan. The internet and social media platforms were used to target this objective. We designed our study according to the guidelines provided in the previous studies (e.g., Anser et al., 2020; Kanwal, Pitafi, Rasheed, Pitafi, & Iqbal, 2019; Kanwal, Rasheed, Pitafi, Pitafi, & Ren, 2020; Moin, Omar, Wei, Rasheed, & Hameed, 2021; Rasheed, Malik, et al., 2020; Yousaf, Rasheed, Hameed, & Luqman, 2020; Yousaf, Rasheed, Kaur, Islam, & Dhir, 2022).

The personnel of public sector organizations in each of the cities of Pakistan, the study completed 350 questionnaires. Out of the 400 questionnaires the respondents completed, 50 were invalid; 20 questionnaires were not returned and 30 were not useful. The 350 questionnaires were accurate and useful in every way. First, we sent questionnaires through emails and sent questionnaires through group messages, after the low response rate was low. Then we distribute questionnaires face-to-face in the organizations. In organizational studies, the response rate is roughly 87 percent, which is favorable and acceptable (Baruch et al., 2014; Baruch & Holtom, 2008). The sample size of this study was calculated after following the previous studies (e.g., qbal et al., 2021; Kanwal, Pitafi, Rasheed, Pitafi, & Iqbal, 2022; Luqman, Masood, Shahzad, Imran Rasheed, & Weng, 2020; Luqman, Masood, Weng, Ali, & Rasheed, 2020; Naeem, Weng, Hameed, & Rasheed, 2020; Nisar,

Rasheed, & Qiang, 2018; Saleem, Rasheed, Malik, & Okumus, 2021; Zhang, Wu, & Rasheed, 2020).

We cannot have a precise picture of the research population in this situation because we aim to collect data from the public sector of Pakistan. Therefore, when the complete population is unknown, we can use non-probability sampling, and convenience sampling is the best option for our scenario under non-probability sampling. As a result, we have decided to gather data for two months, April and May 2022 and to collect at least 300 samples. Our survey questionnaire has 26 questions. Using the rule of thumb that in social sciences research, you should gather at least 5 replies for each topic, we'll need at least 260 participants.

All of the surveys were written in English. The pilot study included five supervisory and five non-supervisory in public sectors. Based on the findings of these pilot trials, no changes were judged necessary. The validated scales used in previous research were employed in the operationalization of the variables. AS was evaluated using five items from (Tepper, 2000). The AS items were anchored by "1 = strongly disagree" and "5 = strongly agree." 1. "My supervisor ridicules me." CR is evaluated by using 11- items from (Zhou and George (2001). The CR items were anchored by "1 = never" and "5 = always". 1. "I come up with new and practical ideas to improve performance". JP is evaluated by using 11 items from Liden, Wayne, and Stilwell (1993). The JP items were anchored by "1 = Very ineffective" and "5 = Very effective". 1. "What is your personal view of your overall effectiveness". CSE is evaluated by using 06- items from (Karwowski, Lebeda, & Wisniewska, 2018). The HP items were anchored by "1 = strongly disagree" and "5 =strongly agree". 1. "I know I can efficiently solve even complicated problems".

Results & Analysis

Overall we have followed previous good studies in the field of organizational behavior to conduct analysis of this study (Ahmed, Nawaz, & Rasheed, 2019; Anser et al., 2022; Chang et al., 2022; Khalid, Weng, Luqman, Rasheed, & Hina, 2022, 2023; Khan, Liu, Khan, Liu, & Rasheed, 2020; Khizar, Iqbal, & Rasheed, 2021; Rasheed & Weng, 2019; Umrani et al., 2022; Yousaf, Humayon, Rasheed, Ahmed, & Danish, 2014). The KMO and Bartlett's Test for the collected data of overall respondents were selected randomly from the target population. The value of the Kaiser-Mieyer-Olkin Measure of sampling adequacy is 0.920 showing high reliability of the data showing high adequacy. Bartlett's Test of Sphericity test is also used to check the chi-square significance having significant results for the target population.

Correlation and Descriptive statistics

From the analysis, it was observed that male respondents had a mean score for abusive supervision is 38.97 with a standard deviation of 15.191 and the average score of female respondents is 40.93 with a standard deviation is 13.910. The comparison shows that female respondents have a higher level of abusive supervision than male respondents. T-test is used to check the significance of the difference and the p-value is 0.216 showing the test is not significant. For Job performance, male respondents had a mean score of 15.05 with a standard deviation of 3.807 and the average score of female respondents is 13.37 with a standard deviation is 4.115. The comparison shows that male respondents have higher levels of job performance as compared to female respondents. T-test is used to check the significance of the difference and the p-value is 0.110 showing the test is not

significant. For creativity, male respondents had a mean score of 37.88 with a standard deviation of 5.999 and the average score of female respondents is 37.11 with a standard deviation is 5.819. The comparison shows that male respondents have a slightly higher level of creativity than female respondents.

T-test is used to check the significance of the difference and the p-value is 0.238 showing the test is not significant. From the analysis, it was observed that male respondents had a mean score for abusive supervision is 38.97 with a standard deviation of 15.191 and the average score of female respondents is 40.93 with a standard deviation is 13.910. The comparison shows that female respondents have a higher level of abusive supervision than male respondents.

T-test is used to check the significance of the difference and the p-value is 0.216 showing the test is not significant. For Job performance, male respondents had a mean score of 15.05 with a standard deviation of 3.807 and the average score of female respondents is 13.37 with a standard deviation is 4.115. The comparison shows that male respondents have higher levels of job performance as compared to female respondents. T-test is used to check the significance of the difference and the p-value is 0.110 showing the test is not significant. For creativity, male respondents had a mean score of 37.88 with a standard deviation of 5.999 and the average score of female respondents is 37.11 with a standard deviation is 5.819. The comparison shows that male respondents have a slightly higher level of creativity than female respondents. T-test is used to check the significance of the difference and the p-value is 0.238 showing the test is not significant. From the analysis it was observed that respondents with income below 30000 had a mean score for abusive supervision is 39.88 with a standard deviation of 11.674, the average score of respondents with income from 30000 to 40000 is 40.82 with a standard deviation is 13.177, the average score for people with income from 40000 to 50000 is 43.79 with standard deviation 14.663, the average score of people with income from 50000 to 60000 is 43.42 with standard deviation 15.285 and the average score of respondents with above 60000 income is 29.67 with standard deviation 14.600.

The comparison shows that there is a significant difference in abusive supervision among all the respondents and the p-value is 0.006. All direct or indirect relationships are hypothesized after the bivariate analysis of correlation. Abuse of authority has a negative and significant link with creativity in H1, and this finding supports the study. According to the study's findings, there is a strong or negative association between abusive supervision and job performance in H2. The study also supported this relationship as being significant and bad. A substantial correlation between abusive supervision and creative self-efficacy was found in the H3 study. The link between creative self-efficacy and creativity in H4 is considerable. As a result, once the analysis and significant relationship studies are verified, there is a positive relationship between the variables. The H5 study provided evidence that there is a substantial connection between creative self-efficacy and Employee job performance.

Hayes Process macros result

The result of this mediation analysis for Creative self-efficacy mediator between job performance and abusive supervision. The results and finding of this analysis is suggesting the significant effect of JP_AS ($\beta = -0.569$, p-value .000) completely supporting the hypothesis. So, our study has supported this hypothesis and is significantly related to the study results After the Hayes mediation analysis, our study between creative self-efficacy with creativity and abusive supervision is in-significantly associated. Our results are

not supported by our hypothesis. The table is showing the result of this mediation analysis for Creative self-efficacy mediating between creativity and abusive supervision. The results and finding of this analysis is suggesting the minor effect of JP_AS ($\beta = -0.0195$, p-value .2311) that is not supporting the hypothesis.

Variables	1	2	3	4	5	6	7	8
1 Gender	1.00							
2 Age	-.045	1.00						
3 Education	-.031	.137*	1.00					
4 Income	-.321**	.302**	.134*	1.00				
5 Abusive supervision	.066	.129*	-.021	-0.180**	1.00			
6 Job Performance	-.086	.048	.192**	0.200**	-0.217**	1.00		
7 Creativity	-.065	.105*	.283**	0.110*	-0.064	.388**	1.00	
8 Creative Self-efficacy	-.065	.112*	.208**	0.079	-0.023	.271**	0.662**	1.00

(N=350; *.p<0.05, **.p<0.01)

Table 2 Process Macros Results

Hayes mediation analysis for Creative self-efficacy mediator between job performance and abusive supervision

	Direct Effect				Indirect Effect	
	Effect	SE	t	P	Effect	P
JP_AS	-.569	.0136	-4.185	0.000	-.0017	.000

Hayes mediation analysis for Creative self-efficacy mediates between creativity and abusive supervision

	Direct Effect				Indirect Effect	
	Effect	SE	t	P	Effect	P
CR_AS	-.0195	.0162	-1.199	0.2311	-.0062	.173

Conclusion and Discussion

The current study looked at how abusive supervision affected workers' inventiveness. The psychological cognitive element of creative self-efficacy mediates the effect. Our research

revealed a conflict between harsh management and employee inventiveness. However, it was found that there was a weaker correlation between abusive supervision and employee inventiveness than had been observed for companies in Western countries (Liu et al., 2012). Our findings contradict a groundbreaking study by Lee et al (2013). This is primarily because the sample size of Pakistani public organizations may prevent academics from generalizing their findings. We think that the generalizability of our research, which comprised samples from public organizations, is supported. Our research also clarifies the negative effects of leadership and how it limits employees' creative expression.

Research on hypothetical psychological connections between abusive supervision and creativity was encouraged by Rauniyar et al. (2017). Our work precisely identifies the research gap and attempts to remedy it. Based on the social cognitive theory, we expected that abusive supervision would hurt employee inventiveness. Our findings suggest that creative self-efficacy may act as a mediator between abusive supervision and employees' creativity and job performance. By adopting a social cognitive perspective, the current study strengthens the case for the motivational process that benefits employees and explains the area of abusive supervision. 61 percent of the participants in our study are men, and 39 percent are women, it should be mentioned. There could be a variation in strategy. Men tend to view themselves as victims.

Furthermore, different genders respond in various ways to abusive supervision. As a result, some variation in our findings is anticipated when the gender distribution in our sample is changed. This fact must be considered in future studies. Most of the prior research involved subordinates from various firms with various bosses (Gulzar et al., 2022). To avoid bias in these studies, it is necessary to include supervisors' attitudes regarding their subordinates. As a result, it would be intriguing to investigate how groups of subordinates react to a particular supervisor's varied levels of abusive control. We believe that gathering information about subordinates from the perspective of a supervisor would be challenging and potentially biased. As a result, our study contributes to the body of knowledge on leadership and creativity, particularly in the area of abusive supervision and employee creativity. It also highlights the limits of studies like this that are undertaken only from the viewpoints of the subjects.

It is anticipated that creative self-efficacy will act as a mediator in the interaction between poor management and employee creativity and employee performance. This is the belief that someone has that they can come up with original ideas (Tierney & Farmer, 2002). People with high levels of self-efficacy will consistently try to deal with uncertainties and potential difficulties, according to social cognitive theory. Even in the face of setbacks and challenges, this quality encourages people to put in greater effort in the quest for the desired outcome. Better performance, creativity, social integration, and health all depend on this (Liao et al., 2010). For employees and businesses, the way bosses act toward their subordinates is vital. Publicly criticizing, making fun of, acting rudely, violating promises, being inconsiderate, and using silent treatment are all examples of abusive supervisory practices (Bies, 2000).

Abusive managers frequently intimidate and humiliate their staff, call them names they do not like, shout at them, and make fun of them (Decoster et al., 2013). Because of the negative effects, it has on individuals and organizations; abusive supervision has come under more and more scrutiny (Farh & Chen, 2014). Although several studies (Decoster et al., 2013; Tepper et al., 2009) have shown that abusive supervision has a negative effect and poor consequences. However, there is little evidence that abusive supervision has any effect on employees' inventiveness or ability to execute their jobs, and this contradicts empirical findings. Our research

attempts to better understand the underlying workings of abusive supervision and how it affects worker innovation and output. Numerous researches have demonstrated a link between abusive supervision and negative consequences on the attitudes, performance, and psychological health of the affected employees (Tepper, 2000; Duffy et al., 2002). (Duffy et al., 2002; Lian et al., 2012; Schat et al., 2006; Tepper et al., 2007; Bowling & Beehr, 2006; Lian et al. Workers who endure harsh supervision may also respond by living unpleasant lives. For instance, it has been demonstrated that the effects of abusive supervision frequently have an impact on the personal life of subordinates (Hoobler & Brass, 2006; Tepper et al., 2007). Hoobler and Brass (2006) found that compared to families of employees who did not encounter abusive supervision, relatives of abusive supervision victims reported higher levels of undermining at home.

After the process of macros analysis, we get practical results between all the variables. Our results show that Abusive supervision is negatively and significantly correlated with the creativity of employees in our second hypothesis is also supported after the analysis that, abusive supervision is negatively associated with the job performance of employees in the public-sector organization in Pakistan. That is also supported by our study. After the results we got that, abusive supervision is negatively and significantly correlated with Creative self-efficacy in public sector organizations' employees that are working there. After the analysis we got the results, study also supported this hypothesis and their relationship. The mediation of Creative self-efficacy between the variable of creativity has positive and significant results in our study after the analysis by using SPSS Process Macros analysis.

There is a significant and good relationship between the mediation and the study is supported after getting the results. Creative self-efficacy has a positive and significantly mediates the relationship between abusive supervision and creativity after the analysis we got the results. Therefore, the study also supported our hypothesis and get possible results. After the analysis by using SPSS Process Macros Analysis, creative self-efficacy mediates the job performance of the employee and found the positive and significant results in our study also supported this hypothesis. Nevertheless, there is an insignificant relationship between the mediation of creative self-efficacy among the variables of abusive supervision and job performance. Our study has not supported this hypothesis. Their relationships are in-significant after the findings.

Limitations of study

Unavoidably, this study has several restrictions. The lack of random population sampling in our analysis may have limited the generalizability of our conclusions. Even so, unless one wants to generalize their findings to a certain demographic, convenience sampling might not be a problem (Highhouse & Gillespie, 2009). The key issue is whether the samples are appropriate for the study being undertaken, despite not doing so. All the study's variables—particularly employee creativity and work performance—were self-reported. Self-reported creative performance has been acknowledged in the literature (e.g., Shalley et al., 2009), although it is impossible to rule out the possibility of inherent biases in self-reported variables.

For the organization, our findings have substantial practical implications. Because we discovered that abusive supervision limits employee creativity and job performance, this finding serves as a warning to employers to stay away from it. Every effort should be made by the organization to lessen the incidence of abusive supervision. When it comes to abusive supervision, the authorities should have a zero-tolerance policy (Sutton, 2007), and they should keep an eye on the performance of supervisors to make sure that they are acting in a proper, healthy manner when dealing with their staff. The managers should push themselves to get feedback from their staff

about how they can improve. Managers should also take part in leadership development programs and receive training in interpersonal connection skills, emotional intelligence, and anger management (Xu et al., 2012). Employees should be prepared to report abusive behavior to higher-ups so that they can take appropriate action for the benefit of the organization and the employees. Therefore, future studies should focus on using outside evaluation, such as that of their superiors or coworkers. Investigating the mechanism that links the relationship between abusive management and employee creativity and job performance is important. It is necessary to do more research to examine other additional mediating processes in the relationship between abusive supervision and employee creativity and job performance from other theoretical viewpoints, such as intrinsic motivations. Given that the study's respondents were Pakistani nationals, it is also feasible that the impacts seen here could vary depending on the surroundings and culture. Therefore, future studies should consider additional cultural variations. This is because different cultural and environmental backgrounds may have different effects on how abusive supervision affects employee creativity and job performance. The impact of abusive supervision on employee performance and satisfaction with intrinsic motivation may be thoroughly investigated in future studies.

Our study demonstrates the detrimental effects of abusive supervision on worker creativity and employee job performance. It also demonstrates how employee creativity can be increased by boosting employees' self-assurance in their capacity to thrive despite obstacles. Our study stresses the need to include Pakistani cultural values in management practices. This is in line with cross-cultural management studies that have been reported, which indicate that cultural values are crucial to understanding how employees respond to various leadership practices (Kirkman et al., 2006). In our study, we seek to highlight the significant mechanisms, employee creativity, job performance, and creative self-efficacy for the dynamics of abusive supervision. After the analysis, we get the results that our first six hypotheses supported our study and our seventh hypothesis is not supported the study. In the future, more studies in different contexts maybe that will be supported.

References

- Ahmed, H., Nawaz, S., & Rasheed, M. I. (2019). Self-efficacy, self-esteem, and career success: the role of perceived employability. *Journal of Management Sciences*, 6(2), 18-32.
- Anser, M. K., Yousaf, Z., Yasir, M., Sharif, M., Nasir, M. H., Rasheed, M. I., . . . Majid, A. (2022). How to unleash innovative work behavior of SMEs' workers through knowledge sharing? Accessing functional flexibility as a mediator. *European Journal of Innovation Management*, 25(1), 233-248.
- Anser, M. K., Zaigham, G. H. K., Imran Rasheed, M., Pitafi, A. H., Iqbal, J., & Luqman, A. (2020). Social media usage and individuals' intentions toward adopting Bitcoin: The role of the theory of planned behavior and perceived risk. *International journal of communication systems*, 33(17), e4590.
- Arden, R., Chavez, R. S., Grazioplene, R., & Jung, R. E. (2010). Neuroimaging creativity: a psychometric view. *Behavioral brain research*, 214(2), 143-156.
- Aryee, S., Chen, Z., Sun, L., & Debrah, Y. (2007). Antecedents and outcomes of abusive supervision in a Chinese setting. *Journal of Applied Psychology*, 92, 191-201.

- Bandura, A. (1986). The explanatory and predictive scope of self-efficacy theory. *Journal of Social and Clinical Psychology, 4*(3), 359-373.
- Bandura, A. (2000). Self-efficacy: The foundation of agency. *Control of human behavior, mental processes, and consciousness: Essays in honor of the 60th birthday of August Flammer, 16*.
- Bies, R. (2000). Interactional (in)justice: The sacred and the profane. In J. Greenberg & R. Cropanzano (Eds.), *Advances in organizational behavior*: Stanford, CA: Stanford University Press.
- Bies, R. J., & Tripp, T. M. (2005). The Study of Revenge in the Workplace: Conceptual, Ideological, and Empirical Issues *Counterproductive work behavior: Investigations of Actors and Targets*. (pp. 65-81): American Psychological Association.
- Burris, E. R., Detert, J. R., & Chiaburu, D. S. (2008). Quitting before leaving: the mediating effects of psychological attachment and detachment on voice. *Journal of Applied Psychology, 93*(4), 912.
- Carlson, R. W., Allred, D. C., Anderson, B. O., Burstein, H. J., Carter, W. B., Edge, S. B., . . . Giordano, S. H. (2011). Invasive breast cancer. *Journal of the National Comprehensive Cancer Network, 9*(2), 136-222.
- Chang, Y.-S., Yue, Z., Qureshi, M., Rasheed, M. I., Wu, S., & Peng, M. Y.-P. (2022). Residents' waste mobile recycling planned behavior model: the role of environmental concern and risk perception. *International Journal of Emerging Markets*(ahead-of-print).
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management, 31*(6), 874-900.
- Decoster, S., Camps, J., Stouten, J., Vandevyvere, L., & Tripp, T. M. (2013). Standing by your organization: The impact of organizational identification and abusive supervision on followers' perceived cohesion and tendency to gossip. *Journal of business ethics, 118*(3), 623-634.
- Dehghan, M. (2006). Finite difference procedures for solving a problem arising in the modeling and design of certain optoelectronic devices. *Mathematics and Computers in Simulation, 71*(1), 16-30.
- Duffy, M. K., Ganster, D. C., & Pagon, M. (2002). Social undermining in the workplace. *Academy of management journal, 45*(2), 331-351.
- Farh, C. I., & Chen, Z. (2014). Beyond the individual victim: Multilevel consequences of abusive supervision in teams. *Journal of Applied Psychology, 99*(6), 1074.
- Foulk, T., Woolum, A., & Erez, A. (2016). Catching rudeness is like catching a cold: The contagion effects of low-intensity negative behaviors. *Journal of Applied Psychology, 101*(1), 50.
- George, J. (2007). Creativity in organizations. *Acad Manag Ann 1* (1): 439-477.
- Gong, Y., Huang, J.-C., & Farh, J.-L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of management journal, 52*(4), 765-778.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American sociological review, 161-178*.

- Gulzar, M. A., Ahmad, M., Hassan, M., & Rasheed, M. I. (2022). How social media use is related to student engagement and creativity: investigating through the lens of intrinsic motivation. *Behaviour & Information Technology*, *41*(11), 2283-2293.
- Hochwarter, W. A., Witt, L. A., Treadway, D. C., & Ferris, G. R. (2006). The interaction of social skill and organizational support on job performance. *Journal of Applied Psychology*, *91*(2), 482.
- Hoobler, J. M., & Brass, D. J. (2006). Abusive supervision and family undermining as displaced aggression. *Journal of Applied Psychology*, *91*(5), 1125.
- Hsiao, H.-Y., Liu, C.-M., Lin, H.-w., Liu, T.-C., Lu, C.-L., Huang, Y.-S., . . . Tu, K.-N. (2012). Unidirectional growth of micro bumps on (111)-oriented and nanotwinned copper. *Science*, *336*(6084), 1007-1010.
- Iqbal, J., Yu, D., Zubair, M., Rasheed, M. I., Khizar, H. M. U., & Imran, M. (2021). Health consciousness, food safety concern, and consumer purchase intentions toward organic food: The role of consumer involvement and ecological motives. *Sage Open*, *11*(2), 21582440211015727.
- Janssen, O. (2001). Fairness perceptions as a moderator in the curvilinear relationships between job demands, job performance, and job satisfaction. *Academy of management journal*, *44*(5), 1039-1050.
- Jian, Z., Zhao, L., Pan, H., Hu, Y.-S., Li, H., Chen, W., & Chen, L. (2012). Carbon-coated Na₃V₂(PO₄)₃ as novel electrode material for sodium-ion batteries. *Electrochemistry Communications*, *14*(1), 86-89.
- Kacmar, K. M., Andrews, M. C., Harris, K. J., & Tepper, B. J. (2013). Ethical leadership and subordinate outcomes: The mediating role of organizational politics and the moderating role of political skill. *Journal of business ethics*, *115*(1), 33-44.
- Kanwal, S., Pitafi, A. H., Rasheed, M. I., Pitafi, A., & Iqbal, J. (2019). Assessment of residents' perceptions and support toward development projects: A study of the China–Pakistan Economic Corridor. *The Social Science Journal*.
- Kanwal, S., Pitafi, A. H., Rasheed, M. I., Pitafi, A., & Iqbal, J. (2022). Assessment of residents' perceptions and support toward development projects: A study of the China–Pakistan Economic Corridor. *The Social Science Journal*, *59*(1), 102-118.
- Kanwal, S., Rasheed, M. I., Pitafi, A. H., Pitafi, A., & Ren, M. (2020). Road and transport infrastructure development and community support for tourism: The role of perceived benefits, and community satisfaction. *Tourism Management*, *77*, 104014.
- Khalid, J., Weng, Q. D., Luqman, A., Rasheed, M. I., & Hina, M. (2022). After-hours work-related technology use and individuals' deviance: the role of other-initiated versus self-initiated interruptions. *Information Technology & People*, *35*(7), 1955-1979.
- Khalid, J., Weng, Q. D., Luqman, A., Rasheed, M. I., & Hina, M. (2023). After-hours work-related technology use and individuals' deviance: the role of interruption overload, psychological transition and task closure. *Kybernetes*, *52*(1), 158-181.
- Khan, S. U., Liu, X., Khan, I. U., Liu, C., & Rasheed, M. I. (2020). Assessing the investors' acceptance of electronic stock trading in a developing country: the Mediating role of perceived risk dimensions. *Information Resources Management Journal (IRMJ)*, *33*(1), 59-82.

- Khizar, H. M. U., Iqbal, M. J., & Rasheed, M. I. (2021). Business orientation and sustainable development: A systematic review of sustainability orientation literature and future research avenues. *Sustainable Development*, 29(5), 1001-1017.
- Lian, H., Ferris, D. L., & Brown, D. J. (2012). Does power distance exacerbate or mitigate the effects of abusive supervision? It depends on the outcome. *Journal of Applied Psychology*, 97(1), 107.
- Luqman, A., Masood, A., Shahzad, F., Imran Rasheed, M., & Weng, Q. (2020). Enterprise social media and cyber-slacking: an integrated perspective. *International Journal of Human-Computer Interaction*, 36(15), 1426-1436.
- Luqman, A., Masood, A., Weng, Q., Ali, A., & Rasheed, M. I. (2020). Linking excessive SNS use, technological friction, strain, and discontinuance: the moderating role of guilt. *Information Systems Management*, 37(2), 94-112.
- Mahaffey, K. J., & Marcus, D. K. (2006). Interpersonal perception of psychopathy: A social relations analysis. *Journal of Social and Clinical Psychology*, 25(1), 53-74.
- Martinko, M. J., Harvey, P., Brees, J. R., & Mackey, J. (2013). A review of abusive supervision research. *Journal of organizational behavior*, 34(S1), S120-S137.
- McCormick, M. J. (2001). Self-efficacy and leadership effectiveness: Applying social cognitive theory to leadership. *Journal of Leadership Studies*, 8(1), 22-33.
- Mitchell, M. S., & Ambrose, M. L. (2007). Abusive supervision and workplace deviance and the moderating effects of negative reciprocity beliefs. *Journal of Applied Psychology*, 92(4), 1159.
- Moin, M. F., Omar, M. K., Wei, F., Rasheed, M. I., & Hameed, Z. (2021). Green HRM and psychological safety: How transformational leadership drives follower's job satisfaction. *Current issues in Tourism*, 24(16), 2269-2277.
- Naeem, R. M., Weng, Q., Hameed, Z., & Rasheed, M. I. (2020). Ethical leadership and work engagement: A moderated mediation model. *Ethics & Behavior*, 30(1), 63-82.
- Neuman, J. H., & Baron, R. A. (1998). Workplace violence and workplace aggression: Evidence concerning specific forms, potential causes, and preferred targets. *Journal of Management*, 24(3), 391-419.
- Nisar, S. K., & Rasheed, M. I. (2020). Stress and performance: Investigating relationship between occupational stress, career satisfaction, and job performance of police employees. *Journal of Public Affairs*, 20(1), e1986.
- Nisar, S. K., Rasheed, M. I., & Qiang, W. (2018). They can't safeguard you when they are under stress: An exploratory study on issues and problems of job stress in police. *International Journal of Police Science & Management*, 20(2), 124-133.
- Peng, M. Y. P., Liang, Z., Fatima, I., Wang, Q., & Rasheed, M. I. (2023). The nexus between empowering leadership, job engagement and employee creativity: role of creative self-efficacy in the hospitality industry. *Kybernetes*.
- Pitafi, A. H., Rasheed, M. I., Kanwal, S., & Ren, M. (2020). Employee agility and enterprise social media: Role of information technology proficiency and work expertise. *Technology in Society*, 101333.

- Rasheed, M. I., Hameed, Z., Kaur, P., & Dhir, A. (2023). Too sleepy to be innovative? Ethical leadership and employee service innovation behavior: A dual-path model moderated by sleep quality. *Human Relations*, 00187267231163040.
- Rasheed, M. I., Jamad, W. N., Pitafi, A. H., & Iqbal, S. M. J. (2020). Perceived compensation fairness, job design, and employee motivation: The mediating role of working environment. *South Asian Journal of Management*, 14(2), 229-246.
- Rasheed, M. I., Malik, M. J., Pitafi, A. H., Iqbal, J., Anser, M. K., & Abbas, M. (2020). Usage of social media, student engagement, and creativity: The role of knowledge sharing behavior and cyberbullying. *Computers & Education*, 159, 104002.
- Rasheed, M. I., Okumus, F., Weng, Q., Hameed, Z., & Nawaz, M. S. (2020). Career adaptability and employee turnover intentions: The role of perceived career opportunities and orientation to happiness in the hospitality industry. *Journal of Hospitality and Tourism Management*, 44, 98-107.
- Rasheed, M. I., Pitafi, A. H., Mishra, S., & Chotia, V. (2023). When and how ESM affects creativity: The role of communication visibility and employee agility in a cross-cultural setting. *Technological Forecasting and Social Change*, 194, 122717.
- Rasheed, M. I., & Weng, Q. (2019). *How to maintain career adaptability under abusive supervisor? The role of coworker support*. Paper presented at the academy of management proceedings.
- Rasheed, M. I., Weng, Q., Umrani, W. A., & Moin, M. F. (2021). Abusive Supervision and Career Adaptability: The Role of Self-Efficacy and Coworker Support. *Human Performance*, 1-18.
- Rasheed, M. I., Yousaf, H. D. A. S., & Noor, A. (2011). A critical analysis of performance appraisal system for teachers in public sector universities of Pakistan: A case study of the Islamia University of Bahawalpur (IUB). *African journal of business management*, 5(9), 3735.
- Saleem, S., Rasheed, M. I., Malik, M., & Okumus, F. (2021). Employee-fit and turnover intentions: The role of job engagement and psychological contract violation in the hospitality industry. *Journal of Hospitality and Tourism Management*, 49, 385-395.
- Sattar, M. A., Rasheed, M. I., Khan, I. U., Tariq, H., & Iqbal, J. (2017). Why adaptable individuals perform better: The role of orientation to happiness. *Australian Journal of Career Development*, 26(3), 134-141.
- Umrani, W. A., Ahmad, I., Rasheed, M. I., Ahmed, U., Pahi, M. H., Jhatial, A., & Abbsai, G. A. (2022). Managing intellectual capital: role of corporate entrepreneurship and absorptive capacity on firm performance. *Knowledge Management Research & Practice*, 20(5), 719-731.
- Wood, R., & Bandura, A. (1989). Social cognitive theory of organizational management. *Academy of Management Review*, 14(3), 361-384.
- Wu, J. B., Tsui, A. S., & Kinicki, A. J. (2010). Consequences of differentiated leadership in groups. *Academy of management journal*, 53(1), 90-106.
- Yousaf, S., Humayon, A. A., Rasheed, M. I., Ahmed, H. M., & Danish, R. Q. (2014). Factors affecting retention of female employees in organizations. *Journal of Basic and Applied Scientific Research*, 4(7), 1-9.

- Yousaf, S., Rasheed, M. I., Hameed, Z., & Luqman, A. (2020). Occupational stress and its outcomes: the role of work-social support in the hospitality industry. *Personnel Review*, 49(3), 755-773.
- Yousaf, S., Rasheed, M. I., Kaur, P., Islam, N., & Dhir, A. (2022). The dark side of phubbing in the workplace: Investigating the role of intrinsic motivation and the use of enterprise social media (ESM) in a cross-cultural setting. *Journal of Business Research*, 143, 81-93.
- Zhang, Y., Rasheed, M. I., & Luqman, A. (2020). Work–family conflict and turnover intentions among Chinese nurses: The combined role of job and life satisfaction and perceived supervisor support. *Personnel Review*, 49(5), 1140-1156.
- Zhang, Y., Wu, S., & Rasheed, M. I. (2020). Conscientiousness and smartphone recycling intention: The moderating effect of risk perception. *Waste Management*, 101, 116-125.
- Zeng, L., Proctor, R. W., & Salvendy, G. (2011). Can traditional divergent thinking tests be trusted in measuring and predicting real-world creativity? *Creativity Research Journal*, 23(1), 24-37.
- Zhang, A. Y., Tsui, A. S., & Wang, D. X. (2011). Leadership behaviors and group creativity in Chinese organizations: The role of group processes. *The Leadership Quarterly*, 22(5), 851-862.
- Zhou, J. (2003). When the presence of creative coworkers is related to creativity: the role of the supervisor is close monitoring, developmental feedback, and creative personality. *Journal of Applied Psychology*, 88(3), 413.