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Does Abusive Supervision Influence Organizational Citizenship Behavior? Testing the Mediation Effects of Organizational Cynicism

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Abstract- *This study determines whether abusive supervision can influence the level of organizational citizenship behavior in the mediating role of psychological contract violation and organizational cynicism. A survey conducted from 391 respondents from different service sector organizations of the Pakistan. Specifically, CFA and SEM tests performed to analyze the data. The analysis of their responses supported our model which describes that abusive supervision has an adverse effect on organizational citizenship behavior either directly or indirectly. The mediating role of psychological contract violation and organizational cynicism proved to be significant. Both mediators negatively correlated with organizational citizenship behavior. Implementations mentioned for managers and researchers, and limitations identified.*

Keywords- *Abusive supervision; organizational citizenship behavior; psychological contract violation; organizational cynicism*

1. INTRODUCTION

From previous three decades, organizations are concerned about the behaviors of the employees at the workplace. Katz (1964)[13], found that there are three kinds of behaviors necessary for the efficient working of the organization. Firstly, Individuals need to be encouraged to join and become a long-lasting part of the organization. Secondly, they should take-out necessary-requirements regarding their role, and the last category includes those behaviors that are beyond the prescribed roles. The last one termed as organizational citizenship behavior (OCB). Almost every business and organization contains countless activities daily related to helpfulness, collaboration, recommendations, selflessness, and other roles combined as OCB (Smith, Organ, & Near, 1983)[36]. The organizations where individuals do not involve in extra-role activities, and only limited to their duties, just collapse (Katz & Kahn, 1978)[14]. Recently, organizations are facing the problem of abusive supervision (Ashforth, 1994)[2] that affects the commitment level or extra role activities of the workers (Zellars, Tepper, & Duffy, 2002)[43]. Abusive supervision termed as the degree to which a supervisor involved in tyranny verbal or non-verbal behavior (Tepper, 2000)[37]. It may include, yelling at someone, threatening someone for job security, antagonistic eye-contact or embarrassing someone (Harvey & Keashly, 2003)[12]. Due to this behavior, employees lose their commitment and passion for their job (Ashforth, 1994)[2].

At the start of the industrial revolution, organizations started making more sales and more profits. They gave less attention towards their employees because they were considered to be the tools that just used for making revenues. It created a sense of inferiority among employees, and with the passage of time, the performance of employees went down. Employees became selfish, and they started to fulfill just their duties rather than participating in social or voluntary activities that may benefit the whole organization. They took less involvement in organizational citizenship acts. Moreover, a significant problem that organizations are facing nowadays is abusive supervision. It contributed negatively to decrease the motivation level of employees. Employees now feel a sense of frustration, hopeless, insecurity and

inferiority at the workplace. These problems ultimately affect organizational citizenship behavior of employees.
The purpose of this research is to examine the impact of abusive supervision (AS) on organizational citizenship behavior and evaluating the mediating role of psychological contract violation (PCV) and organizational cynicism (OC). Moreover, its purpose is to analyze the influence of AS on PCV and EC. The following parts contained detail about literature review, methodology, analysis, results, discussion, and conclusion.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

The following is the detail about each variable and its relationship with other variables.

2.1. Abusive Supervision

Tepper (2000)[37], define abusive supervision as the involvement of leaders and supervisors in aggressive verbal and non-verbal behavior. The aggressive verbal behavior can be like the bad language, yelling at employees, and intimidating job insecurity. However, the aggressive non-verbal behavior may include ignoring an employee or aggressive eye-contact. There are some important factors including in this definition. Firstly, it is a subjective perception of employees about their supervisor after observing their behaviors. This attitude may change according to the personality of the observer or due to the environment. Secondly, abusive supervision contains consistent hostile and abusive behavior. If this behavior sometimes occurs or one or two times then it cannot be termed as abusive supervision. For example, a supervisor with bad mood due to any personal reason may behave abusively with employees at the workplace. Therefore it cannot be called abusive supervision unless it continues on a regular basis. The final point includes an element of willful behavior. It means it will not be termed as abusive supervision if supervisor adopts this practice to achieve the objectives of the organization (Tepper, 2000)[37].

2.2. Psychological Contract Violation

The psychological contract defined as the perception of employees about intrinsic promises between employees and the organization (Robinson, 1996; Rousseau, 1990)[26][34]. Deery, Iverson, and Walsh (2006)[8] said that this contract formed due to the expectation of employees about future benefits. According to Robinson (1996)[26], psychological contract is the obligation of the organization toward its employees and the responsibility of employees toward their organization. As these are the personal perceptions and expectations therefore, may not be shared with each other. Researchers proposed that this un-explained expectation may take the form of misunderstanding either in one party and one party may think that the other party is violating the contract. When employees become more senior, their expectations increase with the passage of time (Aziz, Awais, Hasnain, Arslan, & Rahat, 2017)[3]. Psychological contract violation (PCV) is the perception of employees about the failure of the organization in fulfillment of obligations (Robinson, 1996)[26]. When expectations of employees do not come true, they develop a feeling of violation of the contract.

2.3. Organizational Cynicism

Organizational cynicism (OC) is a one-sided perception of an individual that he treated with aloofness and insecurity (Mirvis & Kanter, 1991)[19]. According to Özler and Atalay (2011)[24], it is the feeling of disbelief, disappointment, distressed and disturbance. The cynical people may harm their organization, and they may also become a restriction in the way of achieving organizational objectives. These individuals get frustrated and hopeless and find some new ways to get benefit from the organization like expressing lack of belief for their organization, doing against their coworkers, etc. They pretend this behavior as the reason for cynicism. Previous studies focus on three dimensions of OC (Abraham, 2000)[1]. The first dimension is ‘cognitive' in which employees believe that organization has less integrity (Brandes & Das, 2006)[5]. The second dimension is ‘affective' in which employees develop a strong feeling for the organization (Dean, Brandes, & Dharwadkar, 1998)[7]. The last aspect is ‘behavioral' in which they negatively behave towards the organization and spread criticism (Kutaniş & Çetinel, 2009)[16].

2.4. Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) defined as the activities that are not the part of the duties but categorized as optional activities (Murphy, Athanasou, & King, 2002; Organ, 1988)[20][22]. OCB is the difference between those events that hold essential nature and those which are voluntary (LePine, Erez, & Johnson, 2002; Organ, 1997)[17][23]. Most of the time, those employees involved in OCB who feel a fair treatment of organization and also who are satisfied with their job (Williams, Pitre, & Zainuba, 2002)[41]. Baron (1991)[4], said employees take part in OCB when they are in the happy and fresh mood. However, if they feel the failure of the organization in fulfillment of its obligations, will not involve in OCB (Robinson & Morrison, 2000)[30]. Some researchers (Katz, 1964; Roethlisberg & Dickson, 1939)[13][32], said the voluntary behavior of employees create a positive environment that holds the organization together. Organ (1988)[22], proposed five dimensions of OCB including altruism, civic virtue, conscientiousness, sportsmanship, and courtesy.

2.5. AS and PCV

Naus (2007)[21], found that abusive supervision is an antecedent of psychological contract violation. It means when employees face aggressive behavior; they get disappointment as this behavior is against their expectations. Therefore, they take it as the breach of contract from an organization perspective. Due to AS, they spread negativity at the workplace that creates a sense of psychological contract violation among all employees

(Zellars et al., 2002)[43]. In this way, abusive supervision positively related to the psychological contract violation. Thus,

H_1: There is a positive correlation between AS and PCV.

2.6. AS and OC

Abusive supervision creates a thinking of inferiority and insult among employees. This continuous behavior leads towards organizational cynicism. Previous studies found a positive relationship between abusive supervision and organizational cynicism (Wayne, Hoobler, Marinova, & Johnson, 2008; Whitman, Halbesleben, & Holmes, 2014; Zhang & Bednall, 2016)[39][40][44]. Employees who feel aggressive behavior tend towards frustration, disappointment and a sense of insecurity (Zellars et al., 2002)[43]. Thus,

H_2: AS is positively related with OC

2.7. PCV and OCB

Employees commonly develop some expectations from its organization regarding their job security, fair treatment and future benefits. When they realize that these obligations of organization are unfulfilled, they develop a perception that organization violated its contract. This reason leads toward less involvement in OCB (Robinson, 1996; Robinson & Bennett, 1995; Robinson, Kraatz, & Rousseau, 1994; Robinson & Morrison, 1995; Robinson & Rousseau, 1994)[26][27][28][29][31]. Thus,

H_3: PCV is negatively related with OCB

2.8. OC and OCB

Evans, Goodman, and Davis (2010)[9] found that there are minimal chances of organizational citizenship behavior when OC is high. There are many effects of organizational cynicism and decreasing OCB is one of them (Van Dyne, Graham, & Dienesch, 1994)[38]. Employees who feel that their contributions are not appreciated, share negative thoughts among other colleagues and other staff also adopt same beliefs which cause disappointments and frustration. These feelings are the restrictions due to which employees less likely to take voluntary behaviors at workplace. Thus,

H_4: OC has a negative impact on OCB

2.9. AS and OCB

According to Zellars et al. (2002)[43], there is a negative relationship between abusive supervision and organizational citizenship behavior. Employees who victim of abusive supervision, generate a negative thinking about the organization and as a result, they will feel inferiority and less likely to involve in OCB. Saks and Ashforth (1994)[2], said due to AS, employees do against the anticipation of the organization. Previous researchers found, there is a negative relationship between bullying job security of employees and their intentions toward organizational citizenship behavior (Brehm, 1966; Wright & Brehm, 1982)[6]. Thus,

H_5: AS has a significant impact on OCB

2.10. Mediating role of PCV and OC

Aggressive behavior generates disappointment and insecurity among employees (Naus, 2007)[21].

Table 1: Summary of Previous Research

	Variables	Literature Reference, Relationship
1	AS ➔PCV (Direct)	(Naus, 2007) ➔ Positive , (Zellars et al., 2002) ➔Positive
2	AS ➔OC (Direct)	(Wayne et al., 2008) ➔Positive, (Whitman et al., 2014) ➔Positive, (Zhang & Bednall, 2016) ➔Positive, (Zellars et al., 2002) ➔Positive
3	PCV ➔ OCB (Direct)	(Robinson, 1996) ➔Negative, (Robinson & Bennett, 1995) ➔Negative, (Robinson et al., 1994) ➔Negative, (Robinson & Morrison, 1995) ➔Negative, (Robinson & Rousseau, 1994) ➔Negative
4	OC ➔OCB (Direct)	(Evans et al., 2010) ➔Negative, (Van Dyne et al., 1994) ➔Negative
5	AS ➔ OCB (Direct)	(Zellars et al., 2002) ➔Negative, (Saks & Ashforth, 1997) ➔Negative, (Wright & Brehm, 1982) ➔Negative, (Brehm, 1966) ➔Negative
6	AS➔ PCV ➔OCB (Indirect)	(Naus, 2007; Zellars et al., 2002), (Robinson, 1996; Robinson et al., 1994; Robinson & Morrison, 1995; Robinson & Rousseau, 1994) ➔Negative
7	AS➔ OC➔ OCB (Indirect)	(Wayne et al., 2008; Whitman et al., 2014; Zhang & Bednall, 2016), (Evans et al., 2010) ➔Negative

According to Zellars et al. (2002)[43], victims of psychological contract violation spread negativity among other employees due to which they stop taking involvement in organizational citizenship activities. Moreover, previous studies focus on the negative relationship between PCV and OC (Robinson, 1996; Robinson et al., 1994; Robinson & Morrison, 1995; Robinson & Rousseau, 1994)[26][28][29][31]. Similar to PCV, researchers found a positive relationship between AS and OC (Wayne et al., 2008; Whitman et al., 2014; Zhang & Bednall, 2016)[39][40][44]. It means with increasing AS, OC will also increase. Evans et al. (2010)[9], found a negative relationship between OC and OCB. Thus we can say,

H_6: PCV plays a mediating role between AS and OCB
H_7: OC plays a mediating role between AS and OCB

2.11. Summary of previous research

Table 1 provides the overview of the previous research that includes references related to relationship and type of relationship (positive or negative).

2.12. Research Framework

This study aims to find out the impact of abusive supervision on organizational citizenship behavior. Psychological contract violation and organizational cynicism play a mediating role between abusive supervision and organizational citizenship behavior.

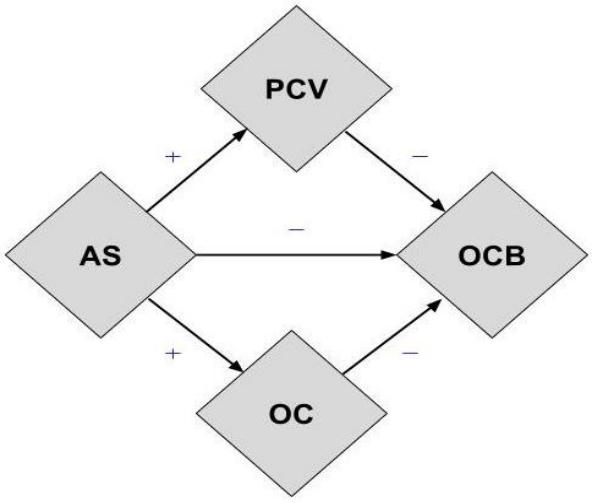

Figure.1. Research framework

There are seven hypotheses in this study. H_1, H_2, H_3, H_4, and H_5 expressed the direct relationship between AS, PCV, OC, and OCB. However, H_6, H_7 hypotheses are developed to explain the mediating role of PCV and OC between AS and OCB.

3. METHODOLOGY

The following parts describe the methodology of this study.

3.1. Procedure

The survey conducted in service sector organizations of Pakistan which included banking, telecom, transport, marketing, education, and other service organizations of Pakistan. To collect data, we adopted two methods. One is through an online survey, and the other one is field study. While sending questionnaire through online, we sent 550 questionnaires to different organizations. We received responses from 281 persons after two months. Some of the respondents made some mistakes while filling the questionnaire, therefore, 257 questionnaires selected as correctly filled. The second section was visiting different organizations from various cities of Pakistan and questionnaire was filled in our presence. 134 questionnaire filled through field survey, so the final sample was 391. We took seven months to collect final data sample. Three types of respondents included in our sample including managers, supervisors and low-level employees. The detail about the level of employees is mentioned below in table 2.

Table. 2 Level of employees

Designation	Frequencies	Percentage
Managers	91	23.27
Supervisors	106	27.11
Low-level employees	194	49.62

Seventy-four percent of the participants were male which commonly seen in those organizations. Approximately sixty-two percent of the participants were between 25 to 34 years of age with the majority of the respondents having experience of one to two years. About 39% respondents had selected from education industry, 6.9% from telecom, 22.5% from banking, and rest of the participants related to other service sector organizations.

3.2. Measures

The instruments used for this research adopted from previous studies that fit our research. Before conducting the survey, all the items reviewed by a panel of experts including upper-level managers and academics. Through these measures, we analyzed four variables including abusive supervision, psychological contract violation, organizational cynicism and organizational citizenship behavior. A five-point Likert scale used to assess these items ranging from 1 strongly disagree to 5 strongly agree.

3.2.1. Organizational citizenship behavior

We adopted 16 items from previous study Podsakoff and MacKenzie (1989)[25] to analyze organizational citizenship behavior. These items subdivided into four dimensions of OCB which include conscientiousness, civic virtue, sportsmanship, and consideration. For consideration, we used six items to assess the helping behavior of the employees. To know the updating behavior of employees according to development of the organization (Civic virtue), we used four items. The cautious behavior (conscientiousness) of the employees assessed through three questions, and finally, the construct of sportsmanship analyzed through three questions.

3.2.2. Abusive Supervision

AS includes aggressive verbal and non-verbal behavior of the supervisor, studied through using a measure developed by (Tepper, 2000)[37]. It consisted of 14 items to know up to what extent managers or leaders involved in aggressive verbal and non-verbal behaviors. One sample question was 'my employer puts me down in front of others.'

3.2.3. Psychological contract violation

PCV includes those self-developed intrinsic perceptions of employees according to which organization does against that what expected related to employees. This construct administered through a scale developed by (Robinson, 1996); Rousseau (1989)[26][33]. This measure consisted of 8 items, and these items were used to know the degree of employees' perception regarding fulfillment of organization's promises.

3.2.4. Organizational cynicism

OC explains the negative behaviors of the employees which include frustration, hopeless, unfriendliness, and feeling insecure. To know the level of distrust among employees, we used a measure developed by (Dean et al., 1998)[7]. This instrument included ten items, and through these questions, we analyzed the three dimensions of organizational cynicism including cognitive, affective and behavioral

4. ANALYSES AND RESULTS

Following paragraphs provide details about analyses and results.

4.1. Measure validation

Exploratory factor analysis was firstly performed on each set of items to know the reliability and validity of the measure. We also performed KMO to assess the suitability of the data for factor analysis. There was no problem in these two tests. In KMO test, all values were above 0.9 that proved the relevance of the data (see table 3).

Table.3. KMO and Bartlett's Test

		PCV	AS	OC	OCB
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.990	.997	.979	.986
Bartlett's Test of Sphericity	Approx. Chi-Square	201.996	1081.462	194.447	1849.730
	Df	28	91	45	120
	Sig.	.000	.000	.000	.000

After that, we performed confirmatory factor analysis. Due to low factor loadings, some of the items from all variables were removed and only kept those questions that have high loadings. After dropping the specific items, the analysis resulted in satisfactory fit (see figure 2).

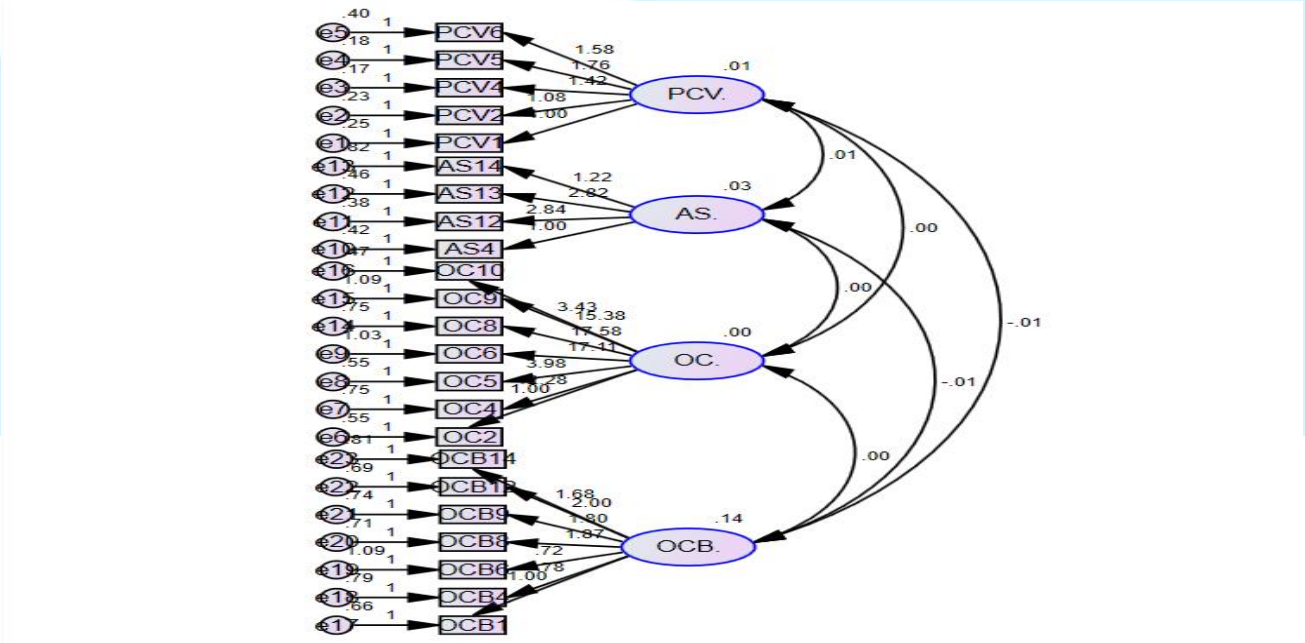

Figure.2 Confirmatory Factor Analysis

Table.4. Composite reliability and discriminant validity

	CR	AVE	α	AS.	PCV.	OC.	OCB.
AS	0.976	0.712	0.931	**0.761**			
PCV	0.936	0.717	0.987	0.634	**0.642**		
OC	0.848	0.632	0.878	0.446	0.585	**0.593**	
OCB	0.896	0.673	0.973	-0.169	-0.240	-0.129	**0.532**

We analyzed Cronbach's alpha and composite reliability (CR) to evaluate the consistency of the items. All the values of alpha were higher than 0.8 that revealed the consistency among items. Composite reliability was also greater than 0.8 for each variable that provided the adequate coherence (see table 4). The average variance extracted was more than 0.5 provided by (Fornell & Larcker, 1981)[11]. The diagonal values expressed as discriminant validity. These values were greater than the square root of average variance extracted. Therefore, the discriminant validity existed.

Table.5. Descriptive statistics and Correlations

	Mean	St. deviation	PCV	AS	OC	OCB
PCV	1.701	.271	1			
AS	1.814	.495	.334**	1		
OC	1.993	.448	.290**	.356**	1	
OCB	3.643	.625	-.314**	-.036*	-.280**	1

**. Correlation is significant at the 0.01 level (2-tailed) and *. Correlation is significant at the 0.05 level (2-tailed).

Table 5 provided details about descriptive statistics and correlations for all variables. There was a 33.4% correlation between PCV and AS at a significance level of 0.0l. PCV positively correlated with OC (r=0.29, p<0.01), and negatively with OCB (r=-0.314, p<0.01). Similarly AS positively correlated with OC (r=0.356, p<0.01), and negatively with OCB (r=-0.036, p<0.05). The final correlation between OC and OCB was -28% with a significance level of 0.01.

Table.6. Model Fitness

CMIN/DF	GFI	IFI	CFI	RMSEA	RMR
1.252	.986	.976	.976	.027	.003

Model fitness checked through AMOS. CMIN/DF should be less than 3, goodness-of-fit index (GFI), incremental fit index (IFI), and comparative fit index (CFI) should be more than 0.9, Root Means square error of approximation (RMSEA) and RMR should be less than 0.06. These all values represented model fitness (see table 6). These results described the one-dimensionality of the measures.

4.2. Hypotheses Testing

The proposed model tested through structural equation modeling. The direct and indirect effects represented in table 7. The CMIN/DF was 1.219, the goodness of fit was 0.998, IFI and CFI were both had the same value as 0.997. However, RMSEA was 0.026 and RMR was 0.002.

Table.7. Structural equation modeling results

	Variables	OC	PCV	OCB
DIRECT EFFECTS	AS	0.281	0.334	-0.041
	OC	-	-	-0.120
	PCV	-	-	-0.250
INDIRECT EFFECTS	AS	-	-	-0.241

Table 7 shows that AS has a direct positive effect on PCV and OC with 33.4% and 28.1% respectively. While on the other hand, PCV and OC negatively affect to OCB with a percentage of 25% and 12% respectively. Though AS positively related to PCV and OC, however, PCV and OC can decrease OCB. Therefore, indirectly AS decreases OCB.

5. DISCUSSION

Our framework provided support for the theory that AS can directly influence to OCB but particularly through two mediators which are PCV and OC, the effect of AS increases on OCB. Our findings are similar to previous studies (Evans et al., 2010; Naus, 2007; Robinson, 1996; Wayne et al., 2008; Zellars et al., 2002)[9][21][26][39][43]. Both mediators significantly influence organizational citizenship behavior. Also, the model of this study proved to be the best-fitted model for AS effect on OCB and our results supported our hypotheses. AS has a minor influence directly on OCB because it always predicts PCV and OC first, then it can affect to OCB. Moreover, employees will only reduce their extra role activities if the supervisor has less power (Lord, 1998)[18]. Abusive supervision can influence organizational citizenship behavior up to 24% through mediators. Our results also provided a significant relation

between PCV and OC. Previous studies Kuo, Chang, Quinton, Lu, and Lee (2015)[15]; (Whitman et al., 2014)[40] noted that abusive supervision always predicts organizational cynicism.

This research emphasis on the aggressive behavior of the supervisor which can influence the motivation level, perceptions, and behaviors of the employees. These actions can lead towards psychological contract violation and organizational cynicism which can decrease the level of organizational citizenship behavior (Farling, Stone, & Winston, 1999; Naus, 2007; Robinson, 1996; Robinson & Bennett, 1995; Robinson et al., 1994; Robinson & Rousseau, 1994)[10][21][26][27][28][31]. Our results support this hypothesis that abusive supervision can affect organizational citizenship behavior through the mediating role of PCV and OC. Moreover, our results also reveal that OC has less impact on OCB as compared to PCV. Therefore, PCV is a better mediator between AS and OCB. One important thing is the emphasis of our study on OCB decreasing due to AS. We didn't provide all the inputs that can decrease OCB but specifically we focused on the more important factor as occurring in the current era. There can also be some other factors like psychological contract violation, and organizational cynicism can also use as independent variables which could be implemented in future research (Aziz et al., 2017; Naus, 2007)[3][21].

AS and OCB. We assure that as the level of supervisors' AS increase, level of employees' OCB would decrease. Apart from the direct effects, our research also checked indirect effects of AS on OCB using PCV and OC as mediators. Our research revealed that PCV significantly mediates the relationship between AS and OCB which was consistent with the work of Naus (2007)[21], Zellars et al. (2002)[43], Robinson (1996)[26], Robinson et al. (1994)[28], Robinson & Morrison (1995)[29] and Robinson & Rousseau (1994)[31]. Moreover, our research also revealed that OC significantly mediates the relationship between AS and OCB. This was consistent with the work of Wayne et al. (2008)[39], Whitman et al. (2014)[40], Zhang & Bednall (2016)[44] and Evans et al. (2010)[9].

6. MANAGERIAL IMPLICATIONS

We can draw three implications based on the findings. First, abusive supervision can predict organizational cynicism and psychological contract violation as it founded in previous studies (Kuo et al., 2015; Whitman et al., 2014)[15][40]. Employees who develop emotional attachment with their organization, if they observe aggressive verbal or non-verbal behavior of supervisor, they get frustrated and less likely to show their commitment. Therefore, organizations should overcome the abusive supervision. Whether this action occurs in respect of achieving the goals of the organization, employees perceived it as a contract violation. Thus, supervisors should behave well with their employees.

Similar to the previous research, our findings were consistent with the work of (Naus, 2007)[21] and (Zellars et al., 2002)[43] who proposed a direct positive influence of AS on PCV. Our findings also confirmed that as the level of AS would increase, the level of PCV in the minds of employees will also increase. Furthermore, results of our research also supported the work of Wayne et al. (2008)[39], Whitman et al. (2014)[40], Zhang & Bednall (2016)[44] and Zellars et al. (2002)[43] who highlighted a positive influence of AS on OC. Our research also affirmed that as the level of AS increases, the level of OC among employees increase. Likewise, our results support the work of Robinson (1996)[26], Robinson & Bennett (1995)[27], Robinson et al. (1994)[28], Robinson & Morrison (1995)[29] and Robinson & Rousseau (1994)[31]. Our research confirmed that there is a direct negative influence of PCV on OCB which means if the boss or supervisor use AS with his employees, the level of OCB among employees will decrease. Moreover, based on our work, we can confirm the work of Evans et al. (2010)[9] and Van Dyne et al. (1994)[38]. We also observed a negative influence of OC on OCB. In addition to this, based on our work, we can confirm the findings of research of Zellars et al. (2002)[43], Saks & Ashforth (1997)[35], Wright & Brehm (1982)[42] and Brehm (1966)[6] who suggested a negative relationship between

Second, it is an empirically proved point of view that employees get involved in OCB when they observe fair treatment, equal opportunity, satisfaction, and appreciation. Moreover, they also engage in extra-role performance when they are in a happy mood. But psychological contract violation and organizational cynicism are the two problems that become a substantial restriction between employees and OCB. Therefore, organizations should provide an equal opportunity to their employees. There should be fair treatment with each employee. Organizations should do their best to satisfy their employees and also should arrange some events to make them happy and fresh. These actions can put the employees to work above and beyond their job descriptions.

Third, Abusive supervision had a very less direct impact on OCB. But it leads toward psychological contract violation and organizational cynicism which ultimately decrease the organizational citizenship behavior.

7. CONCLUSION

Organizational citizenship behavior is an important action which involves going above and beyond the job description. Many organizations are facing the problem that their workers are less likely to engage in OCB. The main problems are lack of satisfaction, unfair treatment, unequal opportunity, no appreciation, job uncertainty, and abusive behavior of supervisors. AS is the aggressive verbal or non-verbal behavior of the supervisors. Abusive supervision includes consistent hostile action on a regular basis. Psychological contract violation exists when

employees observe the failure of the organization in fulfillment of its obligations regarding employees. The second mediator is organizational cynicism which arises when employees feel frustration and unfriendliness by continuously observing abusive supervision. These two problems can decrease organizational citizenship behavior. This study provides positive relationships between abusive supervision, psychological contract violation, and organizational cynicism. However, we found a negative correlation between PCV and OCB. Similarly, this study found a negative relationship between OC and OCB. Also, there is a direct negative correlation between abusive supervision and organizational citizenship behavior, but it is very less as compared to the indirect relationship. Therefore, organizations should avoid abusive supervision as it the basic reason of creating PCV and OC which can decrease organizational citizenship behavior.

8. LIMITATIONS

Our study is not without limitations. First of all, the findings may be influenced by the cultural differences, therefore implementing these findings to other cultures should be made carefully. Secondly, we collected data from service sector only. Therefore these results may be different for other industries. Finally, the survey was conducted using structured questionnaire. This method may lead towards biases.

9. FUTURE RESEARCH AREAS

Future researchers should overcome the limitations which were mentioned earlier in this section. Researchers can collect data from more than one countries to compare their results. Also, they can conduct the same study in the manufacturing sector with more specifically selecting the listed companies. The third limitation lead us to the future indication to use an open-ended questionnaire to judge their perceptions more deeply. Moreover, the different personality traits of employees can be the moderator in this model.

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