

Effect of abusive supervision on employee engagement among house
officers and medical officers: The mediating role of psychological safety



MS THESIS

Submitted to

School of Business and Economics

In partial fulfillment of the requirement

For the degree of

MS MANAGEMENT

Supervisor

Dr. Ameer Abdul Basit

By

Mamoona Mushtaq

13015092003

UNIVERSITY OF MANAGEMENT AND TECHNOLOGY

DECLARATION

I proclaim that this work contains no material which has been accepted for the award of any other degree or diploma in my name, in any university or any other institution, and to the best of my knowledge and belief, contains no material previously published or written by another person except where due reference has been made in the text. In addition, I proclaim that no part of this work will, in the future, be used in a submission under my name, for any other degree or diploma in any university or without the prior approval of University of Management and Technology, Lahore where applicable.

ACKNOWLEDGEMENT

I would like to thank Allah the most Gracious and the Most Merciful for giving me strength and perseverance to successfully complete the thesis. My deepest gratitude goes to my Supervisor Prof. Dr. Ameer Abdul Basit who envisioned and inspired me to do this research work. I acknowledge with debts of thanks that it was his key suggestions, meticulous guidance and consistent encouragement that enabled me to successfully complete my work. It's the greatness of him that he keeps his support open for his students for longer to correct each and every step. Dear Sir, your consistent support, valuable comments, helpful feedback, fruitful discussions and your all time availability whenever I needed, helped me to achieve best results and made this research easier and less hectic.

I would also like to pay my thankfulness to all professors for their generous assistance and unwavering support in this research work and throughout my span of MS. I thank my examiner Dr. Rafia Faiz for her valuable comments and suggestions which motivated me to broaden my research from multiple perspectives.

I would like to convey my deepest and heartiest gratitude to my beloved father specially my mother "Munawar Sultana", my brother and sister, for their unconditional love, immense believe in me, encouragement and unfailing support in this course of work and in all my years of study. Without them it would not have been possible. I also acknowledge administrative staff of my department for their cooperation and support specially our coordinator Kamran Hameed, throughout my study. Special thanks goes to my friends who encouraged me and helped me in data collection process of my thesis.

TABLE OF CONTENTS

DECLARATION.....	i
ACKNOWLEDGEMENT	iii
LIST OF FIGURES AND TABLES.....	vii
ABSTRACT.....	viii
CHAPTER I.....	1
INTRODUCTION	1
1.1 Chapter Overview	1
1.2 Background of the Study.....	1
1.3 Problem Statement	Error! Bookmark not defined.
1.4 Research Question.....	Error! Bookmark not defined.
1.5 Research Objectives	Error! Bookmark not defined.
1.6 Definitions of the Key Terms.....	Error! Bookmark not defined.
1.7 Summary	Error! Bookmark not defined.
CHAPTER II.....	Error! Bookmark not defined.
LITERATURE REVIEW	Error! Bookmark not defined.
2.1 Chapter Overview	Error! Bookmark not defined.
2.2 Abusive Supervision	Error! Bookmark not defined.
2.3 Psychological Safety	Error! Bookmark not defined.
2.4 Employee Engagement	Error! Bookmark not defined.
2.5 Abusive Supervision and Psychological Safety Research	Error! Bookmark not defined.
2.6 Psychological Safety and Employee Engagement Research	Error! Bookmark not defined.
2.7 Summary	Error! Bookmark not defined.
CHAPTER III	Error! Bookmark not defined.
HYPOTHESIS DEVELOPMENT AND CONCEPTUAL MODEL	Error! Bookmark not defined.
3.1 Chapter Overview	Error! Bookmark not defined.
3.2 Abusive Supervision and Employee Engagement	Error! Bookmark not defined.
3.3 Abusive Supervision and Psychological Safety	Error! Bookmark not defined.
3.4 Psychological Safety and Employee Engagement	Error! Bookmark not defined.
3.5 The mediating role of psychological safety	Error! Bookmark not defined.
3.6 Conceptual Model	Error! Bookmark not defined.
3.7 Summary	Error! Bookmark not defined.
CHAPTER IV	Error! Bookmark not defined.

METHOD	Error! Bookmark not defined.
4.1 Chapter Overview	Error! Bookmark not defined.
4.2 Research Design.....	Error! Bookmark not defined.
4.2.1 Data Collection Method	Error! Bookmark not defined.
4.2.2 Measurement Method.....	Error! Bookmark not defined.
4.2.3 Time Horizon	Error! Bookmark not defined.
4.2.4 Focal Unit.....	Error! Bookmark not defined.
4.2.5 Sampling Design	Error! Bookmark not defined.
4.2.6 Measures of Study Constructs.....	Error! Bookmark not defined.
4.2.7 Questionnaire Design	Error! Bookmark not defined.
4.2.8 Pilot Testing	Error! Bookmark not defined.
4.2.9 Questionnaire Distribution	Error! Bookmark not defined.
4.2.10 Questionnaire Collection.....	Error! Bookmark not defined.
4.3 Data Analysis Methods	Error! Bookmark not defined.
4.3.1 Preliminary Data Analysis	Error! Bookmark not defined.
4.3.2 Univariate Data Analysis	Error! Bookmark not defined.
4.3.3 Bivariate Data Analysis.....	Error! Bookmark not defined.
4.3.4 Multivariate Data Analysis.....	Error! Bookmark not defined.
4.4 Summary	Error! Bookmark not defined.
CHAPTER V	Error! Bookmark not defined.
RESULTS	Error! Bookmark not defined.
5.1 Chapter overview	Error! Bookmark not defined.
5.2 Results of preliminary analysis	Error! Bookmark not defined.
5.2.1 Results of normality, linearity, homoscedasticity and multicollinearity.....	Error! Bookmark not defined.
Bookmark not defined.	
5.3 Results of univariate data analysis	Error! Bookmark not defined.
5.3.1 Descriptive statistics and scale reliability	Error! Bookmark not defined.
5.3.2 Demography of respondents.....	Error! Bookmark not defined.
5.4 Results of bivariate data analysis	Error! Bookmark not defined.
5.5 Results of multivariate data analysis.....	Error! Bookmark not defined.
5.5.1 Summary of hypothesis testing	Error! Bookmark not defined.
5.6 Summary	Error! Bookmark not defined.
CHAPTER VI.....	Error! Bookmark not defined.
DISCUSSION.....	Error! Bookmark not defined.
6.1 Chapter overview	Error! Bookmark not defined.
6.2 Discussion of findings.....	Error! Bookmark not defined.

6.2.1 The association between abusive supervision and employee engagement	Error! Bookmark not defined.
6.2.2 The association between abusive supervision and psychological safety	Error! Bookmark not defined.
6.2.3 The association between psychological safety and employee engagement	Error! Bookmark not defined.
6.2.4 Psychological safety as mediating mechanism	Error! Bookmark not defined.
6.3 Theoretical contributions	Error! Bookmark not defined.
6.4 Practical implications	Error! Bookmark not defined.
6.5 Limitations and future research	Error! Bookmark not defined.
6.6 Conclusion	Error! Bookmark not defined.
6.7 Summary	Error! Bookmark not defined.
References	Error! Bookmark not defined.
APPENDIX A: Scales	Error! Bookmark not defined.
APPENDIX B: Questionnaire	Error! Bookmark not defined.
APPENDIX C: Normality, linearity and homoscedasticity	Error! Bookmark not defined.
APPENDIX D: Regression results	Error! Bookmark not defined.

LIST OF FIGURES AND TABLES

Figure 3.1 Conceptual Model-----	27
Table 5.1 Values of skewness and kurtosis-----	37
Table 5.2 Descriptive statistics and Cronbach's Alpha values -----	38
Table 5.3 Demography of respondents-----	40
Table 5.4 Pearson correlation matrix-----	43
Table 5.5 Regression results -----	44
Table 5.6 Results of hypothesis -----	45

ABSTRACT

Employee engagement is a positive outcome attribute after experiencing three psychological conditions which are interconnected to self in role. It refers to the complete contribution of one's intellectual (cognitive), emotive, and physical vitalities in the performance of work-role. Employees are considered as engaged when they are cognitively attentive, fervently (emotionally) connected, and physically involved while carrying out their work roles. Recent research has shown that employees tend to withdraw their investment of energies in their work roles when they perceive their supervisors to be abusive towards them. Considering the importance of supervision and employees' engagement for the effective function of organizations, the purpose of this study is to focus on the association between abusive supervision and employee engagement in greater depth. Drawing from theory of self-in-role engagement by Kahn, this study proposed that abusive supervision negatively impacts employee engagement by reducing psychological safety (mediator) among house officers and medical officers. This study used cross-sectional design, data were obtained from 221 healthcare professionals including house officers and medical officers only, employed in three public hospitals of Lahore. Results disclosed that abusive supervision is negatively associated with engagement of healthcare professionals, and psychological safety significantly mediated this relationship.

CHAPTER I

INTRODUCTION

1.1 Chapter Overview

This chapter put light on the brief description and definitions of important key terms and some key concepts, background of the study along with the statement of problem, research questions and objectives. Furthermore, this chapter list down the expected input of this study in scholastic and practical perspectives.

1.2 Background of the Study

From the previous ten years, abusive supervision became a progressively common topic among scholars of organizational behavior, because such behaviors particularly became the cause of decreasing employee engagement. Many studies have examined that the behavior of supervisor, his interaction with subordinates and their consequences have huge impact on the subordinate, the work-group and the organization (Penney & Spector, 2005).