

The Effect of Abusive Supervision and Psychopathy on Counter Productive Work Behavior: The Role of Psychological Capital

Pirzada Khattak¹, Syed Tahir Hussain Rizvi²

¹PhD Scholar, Faculty of Management Sciences, International Islamic University Islamabad

²Assistant Professor, Faculty of Management Sciences, Islamic International University Islamabad

ABSTRACT

Purpose: The purpose of this paper is to scrutinize the influence of Abusive Supervision and Psychopathy on Counterproductive Work Behaviour with moderating role of Psychological Capital in the project-based organizations (Construction industry).

Design\Methodology\Approach: Causal model was proposed, Data was collected from 360 employees of different construction projects-based organizations in Islamabad and Rawalpindi region (Pakistan) by using convenience sampling techniques, and adopted structured questionnaires comprising of measuring each variable on five-point Lickart scale. SPSS version 22 was used to analyze Reliability, Correlations, and regression.

Originality/value: Different variables have been considered in the relationship with Counterproductive behavior. Abusive supervision and Psychopathy rarely discussed. This study efforts to scrutinize the relationship among AS and CWB, and PSP and CWB, while the moderating role of PSC with addition of new insights.

Finding: Findings of the current study revealed that there is a positive and significant influence of Abusive Supervision and psychopathy on Counterproductive work haviour and significant moderating role of psychological capital.

Key words: Abusive Supervision, Psychopathy, Psychological Capital, Counterproductive work behaviour.

1. INTRODUCTION

Leadership is indispensable fragment of a place of work that intends to take advantage of its success potential. Leaders and supervisor are usually reflected as a role model for their followers and subordinates; therefore, scholars have been studied behaviors of supervisors and managers in literature. In the last few decades, researchers have been more contributed in studying the injurious or negative behaviors in the

Address of Correspondence

Syed Tahir Hussain Rizvi
proffsyed@iiu.edu.pk

Article info

Received July 13, 2020
Accepted March 19, 2021
Published March 28, 2021

organizations. Employees is become capable to efficiently understand the concept of administration as the society has been developed. The concept of abusive supervision firstly defined by (Tepper, B. J. (2000). According to the (Tepper, B. J. (2000)). Abusive supervision can be defined as “subordinates’ perceptions of the extent to which their supervisors become involved in the sustained display of antagonistic verbal and nonverbal behaviors, excluding bodily contact”. According to (Aryee, S., Sun, L. Y., Chen, Z. X. G., & Debrah, Y. A. (2008). “abusive supervisor leadership style adversely associated to contentment level of workers, Supervisory and social responsibility manners, organizational commitment and voice behavior”. Lyu, Y., Zhu, H., Zhong, H. J., & Hu, L. (2016) is conducted a research study and proposed that the Insulting conducts (Abusive Supervisions) is positively associated to violent and abnormal conduct of workers. (Hoobler, J. M., & Brass, D. J. (2006). Abusive way of conduct of managers towards their workers impact the welfare and happiness life of employees.

The concept of abusive supervision was not only the focus of the researchers but also of the public interest due to its incremental nature at the place of work (Tepper, B. J. ,2007; Whitman, M. V., Halbesleben, J. R., & Holmes IV, O. (2014). Most managers get involve in unremitting spectacle of antagonistic vocal and non-verbal manners i.e. Abusive-supervision may comprise mocking, negative statements, and humiliating one’s value in front of other employees or his subordinates due to which employees are mostly involved in counterproductive work behaviors. The workplace miss-treatment with employees can also consider as an abusive-supervision as it causes of the serious issues inside firms which in turn lead destroy overall work environment of the place of work. According to Tepper, B. J. (2000) “abusive-supervision embrace angry outbursts, rude behavior, invasions of privacy, lying, taking credit of subordinates’ success, public ridiculing, and expression of anger towards their subordinates”.

According to the (Hare, R. D. (1970) Psychopathy can be defined as “individual having personality that includes glibness, manipulation, callousness and lack of emotion (emotionless), irresponsibility, impulsivity, and aggression”. Leadership having an integral role in workplace. The leadership acts various out-comes at workplace which includes employee related and workplace related out-comes. Research literature have

recognized different types of leadership that may exist at workplace. A considerable amount of literature exists on positive forms of leadership about personality trait such as democratic, laissez-faire, autocratic leadership (Amanchukwu, R. N., Stanley, G. J., & Ololube, N. P. (2015)). In the literature of Psychopathy mostly Scholars have opinions that the emotionless and remorse topographies of individuals the central characteristics of the Psychopathy, a continual debate are in process that whether unlawful conducts can also deliberate the indispensable characteristic of psychopathy. (Blair, R. J. R.; 2013; Haapasalo, J. (1994; DeLisi, M. 2009. Hare, R. D.; 1970; Hicks, B. M., & Patrick, C. J. 2006). Leadership having high level of psychopathy have been begun to treat their subordinate more devastatingly, exhibiting behavior such as bullying and extortion Boddy, C., Miles, D., Sanyal, C., & Hartog, M. (2015).

The past Literature has explored that whenever workers performed in unhappy environment, they are involved in deviant workplace Zhang, H., Chen, K., Schlegel, R., Hicks, J., Chen, C., Vazire, S., & Inbar, Y. (2019). The term psychological capital or positive psychological can be defined as the process by which positive attitude, feedback, criticism contribute to the function and development of an individuals, group, or corporation.

According to the (Luthans, F., & Youssef, C. M. (2004)) Psychological capital having features i.e., hope, optimism, resilience, and self-efficacy, collectively all these topographies represent as a psychological capital. In the past literature different researchers shown that psychological capital as well as its component self-efficacy, hope, optimisms, and resilience related with employee attitude, behavior, level of satisfaction of job, and worker's enactment (Avey, J. B., Reichard, R. J., Luthans, F., & Mhatre, K. H. (2011; Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007).

In their research study (Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007) argued that high level of Psychological capital led to enhance the worker 'outcomes, hope and self-efficacy features of the psychological capital cause to increase inside vitality and stimulus and positive feelings of attainment. Highly hopeful and efficacious individual would set challenging objective and goal for themselves, select self into challenging task with tenacious and motivation. (Avey, J. B., Reichard et al.2011)

conducted a research study, the findings of this study revealed that psychological capital is a positive influence on worker's outcomes and attitude.

According to (Mitchell, M.S. and Ambrose, M.L. (2007) "Counterproductive work behavior (CWB) is one of the destructive responses of employees to abusive supervision leadership style supervisor". The (CWB) can be defined as such the behaviors of the workers that disregard the rules norms of organization and its purpose is to harm the organization or people in the place of work. Counter-productive work conduct can be in the shape viciousness, deviance, revenge, cyber loafing.

Counterproductive work behaviors are the behaviors of workers in the organization that are blasphemous the legitimate interests of an organization Cullen, M. J., & Sackett, P. R. (2003), and this kind behaviors of workers are also very dangerous to their colleagues' members or to the institutions, (Spector, P. E. (2011) Counterproductive Work Behaviors are named into two groups, one is property deviance and the other is production deviance. Property deviance can be defined as the misuse of employer assets which includes property damage and theft. Production deviance includes absenteeism and laziness. Behaviors that deviate an employee when on the job like the use of alcohol and intentionally work slowly Hollinger, R. C., & Clark, J. P. (1983).

1.1. Research Questions.

The current study will attempt to address several questions, these research questions are as Follows.

1. *What is the impact of Abusive Supervision on counterproductive work behaviors?*
2. *What is the impact of Psychopathy on counterproductive Work behaviors?*
3. *How Psychological Capital moderates the relationship of Abusive Supervision and counterproductive work behaviors?*
4. *How Psychological Capital moderates the relationship between Psychopathy and counterproductive work behaviors?*

1.2. Research Objectives

1. *To investigate the impact of Abusive Supervision on counterproductive work behaviors.*
2. *To find out the impact of Psychopathy on counterproductive Work behaviors.*

3. *To investigate how Psychological Capital moderates the relationship of Abusive Supervision and counterproductive work behaviors.*
4. *To examine how psychological Capital moderates the relationship between Psychopathy and counterproductive work behaviors.*

2. LITERATURE REVIEW

2.1. Link between AS and CWB.

Abusive leadership style is one of the de-structure leadership style including angry bursts, offensive behavior, incursions of privacy, lying, taking credit of their low-level staff, mocking, and use bad words directed at subordinates (Tepper, B. J. (2000). Retaliatory retorts of this type from their subordinate in the workplace towards their supervisor can be tacit in terms of the model of the social exchange theory. The social exchange is the most crucial frameworks for the interpretation of the workplace behaviour of the employees (Blau, P. M. (1964).

Social Exchange theory (SET) debates that exchange adopted in two-way, and that reasons rely on both sides' behaviour (Blau, P. M. (1964). The basic principle of SET contents is the relationships among parties is established with the passage of time into trustworthy, devoted and communal responsibility. Hence, the rule of this mutual exchange formulates the imperative principle of the exchange practice. This mutual exchange is interactive exchange where the actions of one party provoke responses in the other party. The persons will receive the same response as the one act towards other.

Relating to the SET, Workers make a mutually dependent affiliation with their supervisor in contingency to the conduct they agree to take from them Cropanzano, R., & Mitchell, M. S. (2005). Similarly, the workers in the workplace will response toward their supervisors in a similar way to which they have been treated their employees. If the supervisor adopts pleasant and support behaviour in the response will receive more commitment and loyalty from their workers. On the hand if the supervisors, who is the representative\agent every time adopt adverse and abusive behavior towards their workers will lead to engage the workers in counterproductive work behaviour (Özsoy, E. 2018.; Dai, Y. D., Zhuang, W. L., & Huan, T. C. 2019).

Many research have been conducted by different scholars in which the malicious (toxic) influences of perceptions of abusive supervision, its effects on employee's productivity and subsequently, the outcomes of organization have been studied. The outcomes of such destructive leadership have been established in shape of power outcomes of workers and team-performance (Priesemuth, M., Schminke, M., Ambrose, M. L., & Folger, R. (2014). Counter-productive work behaviour desperately attitude towards workers and institutions Tepper, B. J. (2000) and psychological distress and not as much of supporting aptitude (Peng, A. C., Schaubroeck, J. M., & Li, Y. (2014), and decreases the welfare of their worker (Lian, et al, (2012). Negative subversion is attracted many scholars to carried out research in this interested area from many years.

Initially the abusive supervision behaviors has been denoted as supervisor's deflation (Shugart, K. P. (2017), and supervisor hostility also used (Schat, A. C., & Kelloway, E. K. 2003; Schat, A. C. H., Desmarais, S., & Kelloway, E. K. (2006). The concept (Peng, A. C., Schaubroeck, J. M., & Li, Y. (2014) was labeled as abusive supervision and gathered great responsiveness and established a broad theoretical ground in last two decades in the research world. In the past literature (Mitchell, M. S., & Ambrose, M. L. (2007).) has conducted a research and defined that counter-productive work behavior (CWB) is the worker's adverse retort to abusive conduct of manager. Abusive behavior of manager to their employees is causing of the counterproductive work behaviour among workers which further lead to low organizational performance. Accordingly, we hypothesize.

H₁: *AS (Abusive Supervision) has a positive and significant impact on CWB (Counterproductive work behaviour).*

2.2. Link in the middle of Psychopathy and CWB

Psychopathy is perceived of as a pathological assemblage of personality traits, established in abnormal behavioral, interpersonal, and emotional propensities (Fanti, K. A., Kyranides, M. N., Drislane, L. E., Colins, O. F., & Andershed, H. (2016). Psychopathy can be considered as a probable cause of unfair treatment and other kinds of the destructive behaviour towards their workers, which can cause of the disaffection of employees and excite turnover intention (Mathieu, C., & Babiak, P. (2016). According to

(Jones, D. N., & Paulhus, D. L. (2014).

Psychopathy is one of the central elements of the dark-triad, and probable the most discernible and disparaging tendency among the dark-triad's personality traits. In past literature some scholars have obtainable sign proposing that psychopathy is associated with negative leadership style (Blickle, G., Schütte, N., & Genau, H. A. (2018), in addition the psychopathy having destructive impact on workers (Hammad B; 2019). (Raja, S. A., Nayeem, A. R., & John, A. A. (2020) has conducted a research and described that Psychopathy is destructive initiative style even much more hurtful than different styles of managements.

In the past literature work-home resource model stated that background demand (family incivility) in home domain has impact behavioral work outcome (counter productive work behavior). In the past literature (Serenko, A., & Bontis, N. (2016) carried out a research study, in which they revealed that there are various factors are responsible for creating counterproductive work behavior such as individual differences among workers, such as personality trait, working abilities, job experiences, and of poorer quality working environment\condition, strict supervision, interpersonal conflict. The basic them of social exchange theory (Blau, P. M. (1964) contents that in mutual relationship, if one party is given something to other one, there is a silent promise to return it equally (Shore, L. M., Coyle-Shapiro, J. A., Chen, X. P., & Tetrick, L. E. (2009; Cropanzano, R., & Mitchell, M. S. (2005).

Relating to this basic them of social exchange theory, we presume that the workers in the workplace who are facing psychopathic behaviour from their manager are likely to return poor social exchange interactions with their managers in the work environment, because the employees feel they receive or expect to receive an absence of trust or positive support from their managers). In this way, the exchange relationship among psychopathic leadership and workers is non supportive and lead to increase the counterproductive work behaviour from the employees towards their manager in the place of work. Accordingly, we hypothesize.

H₂: *Psychopathy has a positive and significant impact on CWB (Counterproductive work*

behavior).

2.3. Moderating role of Psychological capital on the relationship of AS (Abusive Supervision and Counter productive work behavior and Psychopathy-Counter-productive work behavior.

According to the (Luthans, et al, 2007) “Psychological Capital is the study and application of positively oriented human resource assets and psychological dimensions that can be measured, established, and well-managed for individual’s outcomes expansion in today contemporary place of work”. In the past literature the Psychological Capital is observed as a means that goes beyond human’s capital. According to (Luthans, F., & Youssef, C. M. (2004) “ in immediate future if individual’s (psychological capital) established, developed in the place of work, Psy Cap bonds with “who you are here and now”, and “who you can become. “Psychological capital is a construct and having four different magnitudes (hope, resilience, optimism, self-efficacy” Luthans, F., Norman, S. M., Avolio, B. J., & Avey, J. B. (2008).

Hope. In past literature many scholars have given significant consideration to hope in domain of Positive Psychological Capital. According to (Tüzün, I. K., Çetin, F., & Basim, H. N. (2018) Hope is a positive motivational state that is founded on an interactively derived sense of successful (a) agency (goal-oriented energy) and (b) pathways (forecasting to meet goals) Snyder, C. R. (2002). Hope is a belief to define substantial tenacities. (Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Identified Psy-

Cap vacillate among individuals on the base of back ground circumstances. Individuals having different degree Psy-Cap which can be fluctuate on the base of background states, according to (Luthans, F. (2002; Wright, T. A. (2003) “Still, PsyCap has been conceptually associated to work outcomes such as performance and extra role behaviors”.

Optimism: Brissette, I., Schreier, M. F., & Carver, C. S. (2002) Carried out a study and identified that persons having optimistic characteristics have progressive outlooks towards the happening of an event linked to their life, while on the other hand the persons having pessimistic characteristics always adopt adverse approach or

anticipations about the happening of certain incidents.

Self-Efficacy: According (Luthans, B. C., Luthans, K. W., & Jensen, S. M. (2012) Self-Efficacy is the factors of psyCap, which have more theoretical support, and numerous research study have been done by many researchers in the literature of psychological. Self-efficacy lead to enhance the workers 'performance, which in turn cause the pleasant environment in the place of work. J. Mills, M., R. Fleck, C., & Kozikowski, A. (2013).

Resilience: According to (Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007) Resilience can be defined as "Set of phenomenon that is contained of certain optimistic rehearses or strategies in detail in risky and threats full context". Many scholars in the past literature debates that more association of positive sentiment; in which worker practicing positive passion that frame higher work productivity and engagements such as productive concepts and individual improvement implications.

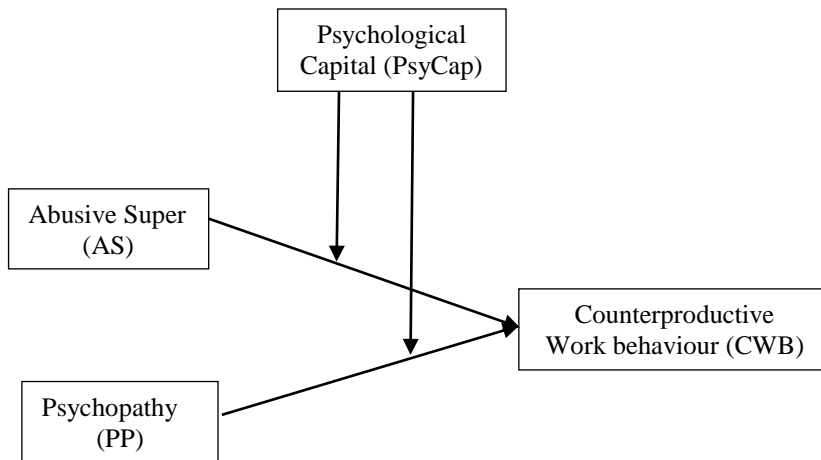
(Fredrickson, B. L. (2003). abusive conducts are a practice of adverse manners which comes along with abusive leadership style, and also causes of stressful environment for coworkers, which lead to exhaust their possessions, and put deep significances on their health, happiness (Restubog, S. L. D., Scott, K. L., & Zagenczyk, T. J. (2011), lead the lower performance of workers (Wright, T. A., & Cropanzano, R. (1998). In the literature Avey, J. B., Reichard, R. J., Luthans, F., & Mhatre, K. H. (2011). Luthans et al. (2008) proposed that workers' Psychological capital and supportive workplace environment is positively connected with workers performance, happiness and binder to the organizational policies and commitment with organization. Stewart, R. et al; 2011).

Meta-analysis revealed that psychological Capital is negatively associated with workers' unwanted attitude, detrimental conduct (e.g., counterproductive work behavior), while on the other hand positively associated to anticipated approach (pleasure, pledge) worker's performance. On the basis of above cited literature, we can proposed that psychological capital moderates the relationships among abusive supervision-counterproductive work behavior, and Psychopathy-counterproductive work behavior. Our hypotheses supported the above discussed literature.

H₃: *Psychological capital moderates the relationship between abusive supervision and Counterproductive work behavior.*

H₄: *Psychological capital moderates the relationship among psychopathy and counter productive work behaviour.*

Theoretical Model



3. RESEARCH METHODOLOGY

The research methodology part of this study is covered research design, sampling techniques, Methods of sampling, analysis tools for sampling of the current study etc.

Quantitative approach will be embraced for this research study. Using structures questionnaires to test the association among variables, and five- point Likert scale is adopted as proposed by (Bartlett, et al, 2005)

Sampling Procedures.

This study was conducted with employees of the project-based organization in Islamabad, Rawalpindi in the context of Pakistan. Pakistan. The questionnaires were distributed among employees of construction industries.

The Target Population.

The target population of the current study were the employees of Project based organization of the construction industries.

Unit of Analysis.

Unit of analysis were the employees of the project-based organization in Islamabad and Rawalpindi.

Software Used: SPSS version 22 was used for analysis.

Sample size.

Sample size was 360 employees of construction industry.

Sampling Technique.

Convenience sampling methods was adopted.

Sampling Method.

Non-Probability sampling method was adopted.

Type of investigation.

In or study causal investigation was type of study, in this type of study. We required to investigate the cause-and-effect connection among the under study.

The study setting. This study was conducted is in the non-contrived setting.

Data source: This research was based upon primary data. Questionnaires were used as the data collection tool.

3. RESULTS AND ANALYSIS

3.1. Data Screening

Prior to punch the collected data in SPSS for different analysis we performed some important steps to check the effectiveness and efficiency of the collected data before punch the data in SPSS. Inappropriate filled questionnaires (i.e. select the same choice for every question in every sections) were excluded from the study for enhancing the accuracy of the data. All the collected data was punched in the software of SPSS version 22 with the respective codes like the Abusive Supervision (AS), Psychopath (PS), Psychological Capital (PSC), and Counterproductive work behaviour (CWB). The collected data normality was checked by means of various methods such as outliers, missing values, kurtosis, Skewness. The data showed the reasonable consistency and was in the range of normality.

3.2. Descriptive Statistic

Table 1 shows the mean and standard values for all variables under study. The outcomes show that each one of the respondents agreed.

Variable	Mean	Standard Deviation
Abusive Supervision	3.5702	.70401
Psychopathy	3.3871	.72640
Psychological Capital	3.3271	.82429
Counterproductive	3.4465	.72859
Work Behavior		
Valid N(Listwise)	360	

Note: 5- point liker scale was used for Abusive supervision, Psychopathy, Psychological capital, and Counterproductive work behaviour

		Age of the respondent	Gender of the respondent	Education of the respondent	Experience of the respondent
N	Valid	360	360	360	360
Missing		0	0	0	0
Mean		2.2472	1.2278	2.9556	1.8567
Median		2.0000	1.0000	3.0000	1.0000
St. Deviation		1.29816	4.1998	1.64993	1.08625
Variance		1.685	.176	2.722	1.180

Age

In the current study the age of the correspondents was distributed among intervals of 18-24, 25-34, 35-40, 41-49, and above 50. In these 139 respondents were among the interval of 18-24 which is 38.6% of the total. 93 respondents were fall in the range of 25-34 which 25.8% of the total. 55 respondents of the study were fall in the age between 35-40 comprising 15.3% of the total.49 respondents were fall in among the interval of 41-49 which is 13.6% of the total. 21 respondents were fall in age between the intervals of 50 and above which is 21% of the total. Sample.

Table 2. Age				
Age	Frequency	Percent %	Valid Percent	Cumulative Percent
18-24	139	38.6	38.6	38.6
25-34	93	25.8	25.8	64.4
35-40	55	15.3	15.3	79.7
41-49	49	13.6	13.6	93.3
50 and above	21	5.8	5.8	99.2
6.00	3	8	8	100.0
Total	360	100.0	100.0	

Gender

The sample size of the present study collected was comprised of 360 personnel. Hence in this study, there were 278 (77.2%) males and 82 (22.8%) female respondents.

Table 3. Gender				
Gender	Frequency	Percent (%)	Valid Percent	Cumulative Percent (%)
Male	278	77.2	77.2	77.2
Female	82	22.8	22.8	100.0
Total	360	100.00	100.00	

Education.

In our study the education having category, 27.2% were HSSC or Below, 17.8% were bachelors or low; masters were 16.7%; MS/M. PHIL was 18.1%, PhD was 11.1 others were 9.2%

Table 4: Education				
Education	Frequency	Percent (%)	Valid Percent	Cumulative Percent (%)
HSSC/ or Below	98	27.2	27.2	27.2
Bachelor	64	17.8	17.8	45.0
Master	60	16.7	16.7	61.7
MS/MPhil	65	18.1	18.1	79.7
PhD	40	11.1	11.1	90.8
Others	33	9.2	9.2	100.0
Total	360	100.0	100.0	

Experience

In the present study the experience class was less than 5 year was 51.4%, 6-10 years were 23.9%, 11-15years were 13.1%, 16-20 years were 10.0% and 21-24 years

were 1.7%

Experience	Frequency	Percent (%)	Valid Percent	Cumulative Percent'
Above 06 and less 10 years	86	23.9	23.9	75.3
11-15 years	47	13.1	13.1	88.3
16-20 years	36	10	10	98.3
21-24 Years	6	1.7	1.7	100
Total	360	100	100	

Reliability Analysis

The reliability analysis conduct to check the consistency of scale items, the value of Cronbach's alpha shows the reliability. In this study the reliability of the study variables were attained as a whole. The minimum threshold of Cronbach's alpha is 0.7.

Table – (6) shows that all values of the Cronbach's alpha in this study are greater than 0.7 which revealed the consistency of the scale items used for the study variables.

Variable	No of Items	Cronbach's alpha
Abusive Supervision	15	0.703
Psychopathy	14	0.900
Psychological Capital	23	0.892
Counterproductive	12	0.773
Work Behavior		

Correlation Analysis.

In this study the correlation analysis was conducted to check the nature of relationship among study variables. This analysis also show that the variables are move in the same or opposite directions. The value of the coefficient fall between (-1.00 to +1.00). The positive (+1.00) values indicate a positive correlation among study variables, while (-1.00) negative values reveal opposite correlation among the study variables. The value of a zero (0) indicates that there is no relationship exists between the study variable.

In present study we examined bivariate correlation analysis through *SPSS* IBM version 22* result shown in table 7 that's abusive Supervision positive significantly association with psychopathy ($r=.511^{**}$, $p \leq 0.003$) as well as significantly positive

associated with psychological capital ($r=.277^{**}$, $p \leq 0.000$) and also significantly positive relationship with counter work behavior ($r=.566^{**}$, $p \leq 0.004$). While psychopathy significantly positive associated with psychological capital ($r=.387^{**}$, $p \leq 0.003$) also positively significant correlation with counter work behavior ($r=.484^{**}$, $p \leq 0.000$). However psychological capital positive significantly related with counter work behavior ($r=.172^{**}$, $p \leq 0.003$).

Predictors	AS	PSP	PSC	CWB
Abusive Supervision	1	.511**	.227**	.566**
Psychopathy	.511**	1	.387**	.484**
Psychological Capital	.227**	.387**	1	.172**
Counterproductive Work Behavior	.566**	.484**	.172**	1

Variables			Effect (Beta)	Se	P	LLCI	ULCI
H1	AS	CWB	.66	0.571	0.000	.5487	.7732
H2	PP	CWB	.4974	0.496	0.000	0.3999	0.5949

Process of Hayes (2018) were used in our study to examine the effect of AS and PP on CWB. Result showed in table-8 describes that there is significant positive relationship between abusive super vision and Counter work behavior ($\beta= 0.66$, $p < 0.00$) hence hypotheses 1 was accepted. Our study hypotheses 2 were PSP significant associate on counter work behaviors so result revealed that's in table 8 which is shown given below PSP significant positively associate on counterwork behavior ($\beta= 0.49$, $p < 0.00$) Hence our hypotheses 2 also were accepted.

Variables	Effect (Beta)	Se	P	LLCI	ULCI
-0.8243	.5662	0.0481	.000	.4756	.6568
000	.6652	0.051	.000	0.5487	.7732
.8243	.7789	0.089	.000	.5877	.9227

Conditional Effect of AS on CWB at the Value of Moderator

Process of Hayes (2018) model 1 was used to test the moderation. Confidence interval was considered 95% and boot trap technique 1000. Look at the slope in interaction term we investigated conditional direct and indirect effect through process of Hayes model 1 Johnson-Neyman technique 1SD high and low from mean. Result showed in table 8 that's explained conditional direct and interaction (PSC X AS) effect on counterwork behavior. Result showed that's interaction term PSC X AS were significant (Adjusted R²=0.01, β =.16, $p < 0.00$). The conditional direct impact showed in the presence of PSC among abusive supervision and CWB get stronger increase from 0.5822 to 0.7789 at value of Psychological Capital increase.

The result showed that's in table 4 conditional direct effect with presence of psychological capital as a moderator relationship between abusive supervision and counter work behaviors. The result explain at average level (β =.6662, $p < 0.00$).

When psychological capital decrease one standard deviation the relationship between abusive supervision and counterwork behavior were weaker (β =.5662, $p < 0.00$). However when psychological capital increase one standard deviation from the mean value the relationship between abusive supervision and counterwork behavior were stronger (β =.7789, $p < 0.00$) hence our hypotheses 3a were accepted.

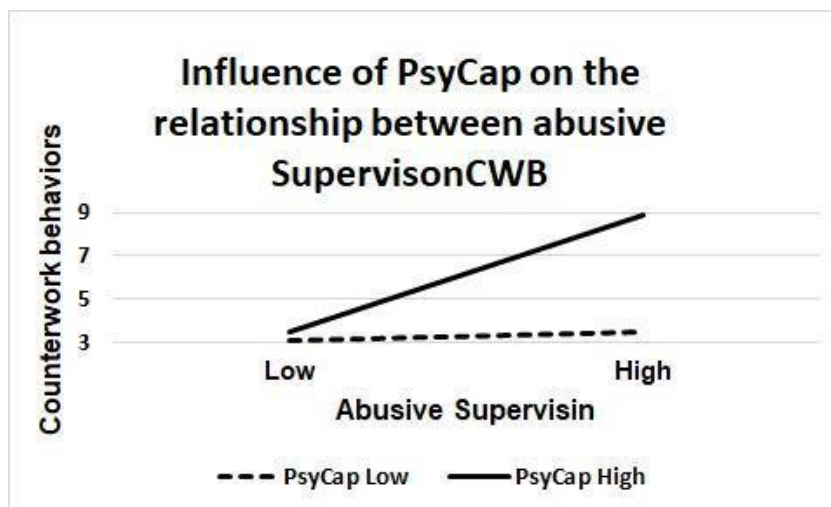


Figure 2.

Graph illustrated that's in figure 2 when PSC were low the association among AS and CWB were low However while Psychological capital increases the association among AS and CWB were strong.

Table 10					
Means PSC	Effect (Beta)	Se	P	LLCI	ULCI
-0.08243	0.3896	0.573	.000	0.2769	0.5023
0.000	0.4974	0.0496	.000	0.3999	0.5949
.8243	0.6051	0.0587	.000	0.4896	0.7246

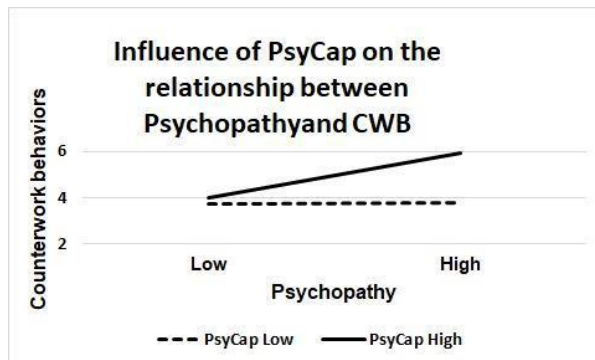
Adjusted R2= 0.026

Conditional Effect of PSP on CWB at the Value of Moderator

Result showed in table 10 that's explained conditional direct and interaction Psychological x Psychopathy (PSC X PSP) effect on counterwork behavior. Result showed that's interaction term PSC X PSP were significant (Adjusted R2=0.0265, $\beta=.1307$, $p < 0.00$). The conditional direct impact showed in the presence of Psychological capital between Psychopathy and Counter Work behavior get stronger increase from 0.382 to 0.6051 at value of Psychological Capital increase.

The result showed that's in table 10 conditional direct effect with presence of psychological capital as a moderator relationship between abusive supervision and counter work behaviors. The result explains at average level ($\beta=.04974$, $p < 0.00$).

When psychological capital decrease one standard deviation the relationship between Psychopathy and counterwork behavior were weaker ($\beta=.03896$, $p < 0.00$). However, when psychological capital increase one standard deviation from the mean value the relationship between Psychopathy and counterwork behavior were stronger ($\beta=.06051$, $p < 0.00$) hence our hypotheses H₃ and H₄ were accepted



Graph illustrated that's in figure 3 when PSC were low the association between Psychopathy and CWB were low However while Psychological capital increases the relationship among Psychopathy and CWB were stronger

4. DISCUSSION

This study was an effort to observe the influence of abusive supervision and psychopathy on the counter-productive work behavior, and perceived the role of psychological capital as a moderator. The result of our study consistent with the preceding empirical studies in the past literature. In this paper in addition to the direct influence of Abusive Supervision and Psychopathy on counter-productive work behavior. Additionally, the moderating impact of psychological capital on the relation between abusive supervision and counterproductive work behavior, psychopathy and counterproductive work behavior were empirically tested and revealed that highly significant. The finding of this study have shown that positively moderates between abusive supervision- counterproductive work behavior and psychopathy-counterproductive work behavior relationships.

AS (Abusive Supervision) and CWB (Counterproductive work behavior).

From the finding of this study which is shown in table (9), it is ascertained that abusive supervision absolutely influence the counterproductive work behaviour. While it is clearly shown that the increase in abusive supervision directly cause to increase in the counterproductive work behaviour. Thus, it is indispensable to introduce such mechanism to reduce the abusive supervision inside organization to reduce the counterproductive work behavior of the employees towards management. In the literature of abusive supervision, a research study conducted by (Sulea, et al, 2013) to explore the influence of abusive supervision on counterproductive work behavior. Finding of their study revealed that (abusive supervision) has positive impact on counterproductive work behavior.

The outcomes of the current research investigation also established that the abusive supervision has impact on counterproductive work behavior. Hence, our proposed hypothesis H₁ is accepted.

H₁: *The Abusive supervision has positively influence on counterproductive work behavior (Accepted).*

Psychopathy and counterproductive work behavior

The findings of this study placed in the (Table-9) confirm that psychopathy has a positive effect on counterproductive work behavior ($\beta = ***, r^2 = 0.068$). Therefore, when reduce the counterproductive work behavior of the employees inside organization it is necessary to reduce the psychopathic attitude from management towards their employees. Different studies have been conducted in the previous literature on the relationship of psychopathy on counterproductive work behavior, the outcomes of these studies recommended that psychopathy cause of the counterproductive work behavior. (Nawaz, R., Zia-ud-Din, M., Nadeem, M. T., & ud Din, M. (2018) conducted a enquiries study to investigate the relationship between psychopathy and counterproductive work behavior. The result of this study notices that psychopathy positively influences on counterproductive work behavior. On the basis of result of the present research study, it also concludes that psychopathy has a positive impact on counterproductive work behavior. Hence our proseed hypothesis H2 is accepted.

H₂: *PSP (Psychopathy) has a positive Influence on CWB (counterproductive work Behavior). (Accepted).*

Moderating role of Psychological Capital

From the findings of this paper study shown in (Table-10) it is clearly indicate that PSC (psychological capital) is moderate the association among AS (Abusive supervision)-(counterproductive work behavior), and Psychopathy – (Counterproductive work behavior).in the previous literature (Raza, B., Ahmed, A., Zubair, S., & Moueed, A. (2019) conducted a research study in order to see the role of psychological capital as a moderator between workplace deviance(Counterproductive work behavior).

The findings of their study showed that psychological capital moderate the association among (Abusive supervision) and workplace deviance (counterproductive work behavior). The finding of the current study placed in (table-10) revealed that the psychological capital also moderate the relationship between psychopathy and counterproductive work behaviour.

So, on the basis of the result of the current study and above mentioned citation in the previous research literature it is established that the Psychological capital moderates the relationship between abusive supervision-counterproductive behavior, and psychopathy-Counter-productive work behavior. (Luthans, F., & Youssef-Morgan, C. M. (2017) psychological capital is connected the person's positive emotion i.e. (self-efficacy, optimism, and resilience and hope) represent the psychological capital that relief to get achievement in the uncertainty environment.

In this study we also investigated that the link among abusive supervision-counterproductive work behavior, and psychopath-counterproductive work behavior is moderated by psychological capital.

If an individual has low positive psychological capital than high the association will be stronger. This indicates that whenever employees experience mistreatment from their supervisor, they directly involve with deviant behavior like counterproductive work behavior. Relationships between Abusive supervision-counterproductive work behaviour and psychopathy-counterproductive work.

According (Luthans, F., & Youssef-Morgan, C. M. (2017) psychological capital is connected to a person's' positive emotion, feelings, and resources like self-efficacy, optimism, and resilience and hope that relief them to get success in the uncertainty environment. In our study we also investigate that the relationship among AS (Abusive Supervision) CWB (Counter-productive work behavior), and PSP (Psychopathy).

The relationship between Abusive supervision and Counterproductive work behavior is moderated by PSC (Psychological capital).

If an individual has low positive psychological capital than high, then association will be stronger. This indicates that when worker face abusive language from their supervisor, they directly involve with deviant behavior like counterproductive work behavior. Hence our hypotheses H3 and H4 are also accepted.

H₃: *Psychological capital moderates the relationships between Abusive subversion and counterproductive work behavior. (Accepted)*

H₄: *Psychological capital moderates the relationships between psychopathy and counterproductive work behavior. (Accepted)*

Research Significance

This paper will provide the important information concerning the negative effect of abusive supervision and psychopathic leadership on counterproductive work behaviour the workers in the work place in the project-based construction industry of Pakistan. That we took a dependent variable in this study, and it is anticipated that the psychological capital between the Abusive Leadership-Counterproductive work behaviour and psychopathic leadership-Counterproductive work behaviour.

Theoretical Implication

The present research study contributes to the literature of abusive supervision and psychopathic leadership style by extending previous studies of the literature in the in the subsequent ways.

Firstly, the current study is the effort to find out how much the supervisor's abusive behaviour and psychopathy style of supervisors is influencing the subordinate counterproductive work behaviour in the place of work.

Hence, we explored the moderating role of psychological capital in this study. As the current research study is supported by Social Exchange theory. The Social exchange theory (Cropanzano, R., & Mitchell, M. S. (2005) stated that the relationship between employees and leaders. If the manager provide the environment of free of abusive behaviour and avoided the psychopathic behaviour towards the employees will be reduce the counterproductive work behaviour in the place of work. The current research work add to the social exchange theory by providing substantiation from construction industries in this regard. The outcomes of the study generally confirmed the theoretical basis.

Practical Implication

- As the findings of previous studies and currant study confirmed that the abusive behaviour and psychopathic style of the leaderships cause of the counterproductive work behaviour in workplace. The result of this study suggest that it is essential for organizations to provide such where the employees not face abusive behaviour from their respective supervisors. Additionally, the result of this study also suggest that the organization should to eliminate the psychopathic

leadership style from organization in order to reduce the counterproductive work behaviour.

- The result study also revealed that when the psychological empowerment of the employees is boost it led to reduce the counterproductive work behaviour environment, hence the management of organization should to arrange such training to employees which cause to enhance the psychological capital of the employees, which in turn help reduce the counterproductive work behaviour in the workplace.
- The management of firms should to give importance to the harm of abusive supervision and psychopathy inside the organization, as the research study confirmed that abusive supervision and psychopathy leads to counterproductive work behaviour, and they should to enhance management methods.
- Management should to established pleasant and supportive workplace environment.
- Organization should to established complaint department where employees freely register their feedback and complaint against the behaviour of the leaderships.

Limitations and Future Recommendation

In the current study the sample size was collected form limited sector, only focused on the project-based organizations of the construction industry. Future research is recommended to extend the research study to cover the more sectors like educations.

5. CONCLUSION

The purpose of this paper was to explore the factors which may the cause to enhance the counterproductive work behaviour of the employees in the work environment. The abusive supervision and psychopathy have been taken as a predictor for the counterproductive work behaviour while observed the moderating role of psychological capital as moderator in our research model.

From the findings of the present study, it can easily be concluded that the abusive supervision form the supervisor towards their subordinates enhance the counterproductive work behavior among their, in addition the study also found that the

psychopathic leadership style of the supervisor also is the main reason of the counterproductive work subordinates.

The results of our study is well concluded that there is a positive link between the abusive supervision and counterproductive work behaviour, psychopathy and counterproductive work behaviour.

Second, our study findings also concluded the role of psychological capital as positively moderates the relationships of abusive supervision-counterproductive work behaviour and psychopathy-counterproductive work behaviour. Consequently, this study concluded that to avoid the counterproductive work behaviour of the workforce in the working environment can be minimize by reducing the abusive supervision behaviour of the psychopathic style of the leaderships of the management towards their employees.

The findings of empirical studies testified that disparaging language like abusive, putdown down subordinates in front of others, and shouting behaviour of the supervisors lead to enhance the counterproductive work behaviour inside the work place Wang, W., Mao, J., Wu, W., & Liu, J. (2012), and psychopathy leaderships enhance the counterproductive work behaviour of the employees inside the work place (Palaiou, K., Sykes, J., Welford, C., & Furnham, A. (2016). Our research study findings extend the previous research studies of the abusive supervisions and psychopathy in the literature.

REFERENCES

- Amanchukwu, R. N., Stanley, G. J., & Ololube, N. P. (2015). A review of leadership theories, principles and styles and their relevance to educational management. *Management*, 5(1), 6-14.
- Aryee, S., Sun, L. Y., Chen, Z. X. G., & Debrah, Y. A. (2008). *Abusive supervision and contextual Performance: The mediating role of emotional exhaustion and the moderating role of work unit structure*. *Management and Organization Review*, 4(3), 393-411.
- Avey, J. B., Reichard, R. J., Luthans, F., & Mhatre, K. H. (2011). *Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance*. *Human resource development quarterly*, 22(2), 127-152.
- Bartlett, et al, (2005). *The association of acidic reflux above the upper oesophageal sphincter with palatal tooth wear*. *Caries research*, 39(6), 475-478.
- Blair, R. J. R. (2013). *Psychopathy: cognitive and neural dysfunction*. *Dialogues in clinical neuroscience*, 15(2), 181.
- Blau, P. M. (1964). *Social exchange theory*. Retrieved September, 3(2007), 62.
- Blickle, G., Schütte, N., & Genau, H. A. (2018). *Manager psychopathy, trait activation, and job performance: A multi-source study*. *European Journal of Work and*

- Organizational Psychology*, 27(4), 450-461.
- Boddy, C., Miles, D., Sanyal, C., & Hartog, M. (2015). Extreme managers, extreme workplaces: Capitalism, organizations and corporate psychopaths. *Organization*, 22(4), 530-551.
- Brissette, I., Scheier, M. F., & Carver, C. S. (2002). The role of optimism in social network development, coping, and psychological adjustment during a life transition. *Journal of personality and social psychology*, 82(1), 102.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874-900.
- Cullen, M. J., & Sackett, P. R. (2003). Personality and counterproductive workplace behavior. *Personality and work: Reconsidering the role of personality in organizations*, 14(2), 150-182.
- Dai, Y. D., Zhuang, W. L., & Huan, T. C. (2019). Engage or quit? The moderating role of abusive supervision between resilience, intention to leave and work engagement. *Tourism Management*, 70, 69-77.
- DeLisi, M. (2009). Psychopathy is the unified theory of crime. *Youth Violence and Juvenile Justice*, 7(3), 256-273.
- Fanti, K. A., Kyranides, M. N., Drislane, L. E., Collins, O. F., & Andershed, H. (2016). Validation of the Greek Cypriot translation of the triarchic psychopathy measure. *Journal of Personality Assessment*, 98(2), 146-154.
- Fredrickson, B. L. (2003). The value of positive emotions: The emerging science of positive psychology is coming to understand why it's good to feel good. *American scientist*, 91(4), 330-335.
- Haapasalo, J. (1994). Types of offense among the Cleckley psychopaths. *International Journal of Offender Therapy and Comparative Criminology*, 38(1), 59-67.
- Hameed, B. (2019). *Detrimental Consequences of Psychopathic Leadership: The Case of Banking Employees in Pakistan* (Doctoral dissertation, CAPITAL UNIVERSITY).
- Hare, R. D. (1970). *Psychopathy. Theory and Research*, 9.
- Hicks, B. M., & Patrick, C. J. (2006). Psychopathy and negative emotionality: analyses of suppressor effects reveal distinct relations with emotional distress, fearfulness, and anger-hostility. *Journal of abnormal psychology*, 115(2), 276.
- Hollinger, R. C., & Clark, J. P. (1983). *Theft by employees*.
- Hoobler, J. M., & Brass, D. J. (2006).
- Hoobler, J. M., & Brass, D. J. (2006). Abusive supervision and family undermining as displaced aggression. *Journal of Applied Psychology*, 91(5), 1125.
- J. Mills, M., R. Fleck, C., & Kozikowski, A. (2013). Positive psychology at work: A conceptual review, state-of-practice assessment, and a look ahead. *The Journal of Positive Psychology*, 8(2), 153-164.
- Jones, D. N., & Paulhus, D. L. (2014). Introducing the short dark triad (SD3) a brief measure of dark personality traits. *Assessment*, 21(1), 28-41.
- Lian, H., Ferris, D. L., & Brown, D. J. (2012). Does taking the good with the bad make things worse? How abusive supervision and leader-member exchange interact to impact need satisfaction and organizational deviance. *Organizational Behavior and Human Decision Processes*, 117(1), 41-52.
- Luthans, B. C., Luthans, K. W., & Jensen, S. M. (2012). The impact of business school students' psychological capital on academic performance. *Journal of Education for Business*, 87(5), 253-259.
- Luthans, F. (2002). *Positive organizational behavior: Developing and managing*

- psychological strengths. *Academy of Management Perspectives*, 16(1), 57-72.
- Luthans, F., & Youssef, C. M. (2004). Human, social, and now positive psychological capital management: Investing in people for competitive advantage.
- Luthans, F., & Youssef-Morgan, C. M. (2017). Psychological capital: An evidence-based positive approach. *Annual review of organizational psychology and organizational behavior*, 4, 339-366.
- Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel psychology*, 60(3), 541-572.
- Luthans, F., Norman, S. M., Avolio, B. J., & Avey, J. B. (2008). The mediating role of psychological capital in the supportive organizational climate—employee performance relationship. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 29(2), 219-238.
- Lyu, Y., Zhu, H., Zhong, H. J., & Hu, L. (2016). Abusive supervision and customer-oriented organizational citizenship behavior: The roles of hostile attribution bias and work engagement. *International Journal of Hospitality Management*, 53, 69-80
- Mathieu, C., & Babiak, P. (2016). Corporate psychopathy and abusive supervision: Their influence on employees' job satisfaction and turnover intentions. *Personality and Individual Differences*, 91, 102-106.
- 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.
- 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.
- Nawaz, R., Zia-UD-Din, M., Nadeem, M. T., & ud Din, M. (2018). The Impact of Psychopathy on Counterproductive Work Behavior. *International Journal of Academic Research in Business and Social Sciences*, 8(7), 208-220.
- Özsoy, E. (2018). Dark triad and counterproductive work behaviors: which of the dark triad traits is more malevolent? *İşletme Araştırmaları Dergisi*, 10(4), 742-756.
- Palaiou, K., Sykes, J., Welford, C., & Furnham, A. (2016). Work Personality (Wave), Intelligence and the Dark Side at Work. *Psychology*, 7(13), 1531.
- Peng, A. C., Schaubroeck, J. M., & Li, Y. (2014). Social exchange implications of own and coworkers' experiences of supervisory abuse. *Academy of Management Journal*, 57(5), 1385-1405.
- Priesemuth, M., Schminke, M., Ambrose, M. L., & Folger, R. (2014). Abusive supervision climate: A multiple-mediation model of its impact on group outcomes. *Academy of Management Journal*, 57(5), 1513-1534.
- Raja, S. A., Nayeem, A. R., & John, A. A. (2020). Psychopathy, AS (Abusive Supervision) Consequences towards Emotional Exhaustion and Employees Intentions to Quit. *International Journal Science and Technology Research*, 9(8), 216-221.
- Raza, B., Ahmed, A., Zubair, S., & Moueed, A. (2019). Linking workplace deviance and abusive supervision: Moderating role of positive psychological capital. *International Journal of Organizational Leadership*, 8(1), 95-111.
- Restubog, S. L. D., Scott, K. L., & Zagenczyk, T. J. (2011). When distress hits home: The role of contextual factors and psychological distress in predicting employees' responses to abusive supervision. *Journal of applied psychology*, 96(4), 713.

- Schat, A. C. H., Desmarais, S., & Kelloway, E. K. (2006). *Exposure to workplace aggression from multiple sources: Validation of a measure and test of a model*. Unpublished manuscript, McMaster University, Hamilton, Canada, 331-351.
- Schat, A. C., & Kelloway, E. K. (2003). *Reducing the adverse consequences of workplace aggression and violence: the buffering effects of organizational support*. *Journal of occupational health psychology*, 8(2), 110.
- Serenko, A., & Bontis, N. (2016). *Understanding counterproductive knowledge behavior: antecedents and consequences of intra-organizational knowledge hiding*. *Journal of knowledge management*.
- Shore, L. M., Coyle-Shapiro, J. A., Chen, X. P., & Tetrick, L. E. (2009). *Social exchange in work settings: Content, process, and mixed models*. *Management and Organization Review*, 5(3), 289-302.
- Shugart, K. P. (2017). *Nursing Faculty's Experience with Disruptive Work Environments: A Mixed Method Study of the Phenomenon of Bullying Behaviors among Nursing Faculty and Their Intent to Stay in Academe* (Doctoral dissertation, Mercer University).
- Snyder, C. R. (2002). *Hope theory: Rainbows in the mind*. *Psychological inquiry*, 13(4), 249-275.
- Spector, P. E. (2011). *The relationship of personality to counterproductive work behavior (CWB): An integration of perspectives*. *Human resource management review*, 21(4), 342-352.
- Stewart, R., Volpone, S. D., Avery, D. R., & McKay, P. (2011). *You support diversity, but are you ethical? Examining the interactive effects of diversity and ethical climate perceptions on turnover intentions*. *Journal of business ethics*, 100(4), 581-593.
- Sulea, C., Fine, S., Fischmann, G., Sava, F. A., & Dumitru, C. (2013). *Abusive supervision and counterproductive work behaviors: The moderating effects of personality*. *Journal of Personnel Psychology*, 12(4), 196.
- Tepper, B. J. (2000). *Consequences of abusive supervision*. *Academy of management journal*, 43(2), 178-190.
- Tepper, B. J. (2007). *Abusive supervision in work organizations: Review, synthesis, and research agenda*. *Journal of management*, 33(3), 261-289.
- Tüzün, I. K., Çetin, F., & Basim, H. N. (2018). *Improving job performance through identification and psychological capital*. *International Journal of Productivity and Performance Management*.
- Wang, W., Mao, J., Wu, W., & Liu, J. (2012). *Abusive supervision and workplace deviance: The mediating role of interactional justice and the moderating role of power distance*. *Asia Pacific Journal of Human Resources*, 50(1), 43-60.
- Whitman, M. V., Halbesleben, J. R., & Holmes IV, O. (2014). *Abusive supervision and feedback avoidance: The mediating role of emotional exhaustion*. *Journal of organizational behavior*, 35(1), 38-53.
- Wright, T. A. (2003). *Positive organizational behavior: An idea whose time has truly come*. *Journal of Organizational behavior*, 24(4), 437-442.
- Zhang, H., Chen, K., Schlegel, R., Hicks, J., Chen, C., Vazire, S., & Inbar, Y. (2019). *The authentic moral self: Dynamic interplay between perceived authenticity and moral behaviors in the workplace*. *Collabra: Psychology*, 5(1).