科技部補助專題研究計畫成果報告

（□期中進度報告/■期末報告）

逃離組織或發出建言以對抗不當督導?

從情感事件理論探討不當督導產生的影響

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□執行國際合作與移地研究心得報告
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逃離組織或發出建言以對抗不當督導?從情感事件理論探討不當督導產生的影響

Leave or stay when facing abusive supervision? An application of AET to the effect of

abusive supervision on intentions to quit and prohibitive voice

中文摘要

不當督導是一種職場上常見的情形,並且往往為員工帶來負面的影響。本研究以情感事件理論為基礎,提出一個理論架構來討論不當督導對員工的影響,試圖了解不當督導是如何影響到員工在情感上與行為上的反應,同時,考量到潛在的組織因素可能也會對員工有所影響,因此也將員工知覺的程序公平納入模型中探討。本研究目的在於了解員工對於不當督導的情感與行為反應機制,另外也試圖了解員工知覺程序公平是否為重要的調節因素,影響員工對於不當督導的所產生的反應。

關鍵字:不當督導、負向情感、離職傾向、建言行為、知覺程序公平

ABSTRACT

Abusive supervision is commonly observed in the workplace, and has been recognized to bring negative influences on employees. Based on the Affective Event Theory (AET), we proposed a theoretical framework to explicate the employees' work attitude and subsequent behaviors when facing abusive supervision. Moreover, recognized the potential impact of organizational factors on individuals, we examined the role of perceived procedural justice in organizational members' attitude and behavior in terms of possible effects of exposure to abusive supervision in the organization. The goal of this study is to add to existing research on how people react to abusive supervision and whether perceived procedural justice plays the critical roles in the mechanism from the perspective of individuals' emotional state.

Keywords: Abusive supervision, Negative affect, Intention to quit, Prohibitive voice, Perceived procedural justice

Introduction

Leadership is an art, and it's hard to know exactly how to demonstrate it. Overdo or undo could both cause the problem. Although the strength of leadership is the original interest in most literature, dark side of leadership is getting more and more attention nowadays. Abusive supervision – a phenomenon that when supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, resulting negative perceptions of subordinates and organizational members – is among one of the examples of "bad boss" (Harvey, Stoner, Hochwarter, & Kacmar, 2007; Tepper, 2000). In reality, the situation of abusive supervision is more than common as media reports indicating that the frequency of abusive supervision has increased in recent years, along with some other research also indicate that between 25% and 75% of working adults reported workplace bullying (depending on industry and country)(citation). More specifically, 35% of American workers have experienced workplace abuse (e.g.,"What is Workplace Bullying?," 2014).

To date, the majority of the research of abusive supervision has focused on the perceptions and the reactions of subordinates alone (Harvey, Harris, Gillis, & Martinko, 2014; Tepper, 2007). For example, Tepper and his colleagues (2004) have found a variety of subordinates' reaction toward abusive supervision such as job dissatisfaction, and intentions to quit (Tepper, 2000). Furthermore, Hirschman (1970)'s exit-loyalty-voice (ELV) framework laid the groundwork for examining of employees' different responses to mistreatment and

dissatisfaction perceived from the workplace. In fact, today's young generation is no longer

expect to stay in one job or one organization very long (Kronberg, 2013), and with their

"what's in it for me?" attitude, they are more likely to express themselves than the old

generation (Stein, 2013). Therefore, to look into subordinates' two possible active reaction –

voice (constructive reaction) and intention to quit (destructive reaction) – to the consequences

of the prevalence and far-reaching impact of abusive supervision (Tepper et al., 2004) via

their emotional state should be interesting and worth to be discussed.

Nevertheless, the research of the dark side of leadership, namely abusive supervision,

though increasing, is still limited and lack of comprehensiveness. Drawing upon emotion

contagion theory (Hatfield, Cacioppo, & Rapson, 1994), we believed that the negative

emotions that an organizational member feels due to abusive supervision is likely to spread to

other individuals in the organization (Dasborough, Ashkanasy, Tee, & Tse, 2009). Thus, taken

organizational context into consideration seems to be a reasonable approach to further

understand organizational members' reaction toward abusive supervision.

Accordingly in this study, we based on the Affective Event Theory (AET) (Weiss &

Cropanzano, 1996) as a theoretical framework to explicate the employees' work attitude and

subsequent behaviors when facing abusive supervision. Moreover, recognized the potential

impact of situational factors on individuals, we examined the role of procedural justice in

group members' attitude and behavior in terms of possible effects of exposure to abusive

supervision in the organization. The goal of this study is to add to existing research on how people react to abusive supervision and whether procedural justice plays the critical roles in the mechanism from the perspective of individuals' emotional state.

Theoretical Background and Hypotheses

Abusive Supervision

Previous studies of leadership mainly aimed at its positive impact on people's behavior, and have already gained some fruitful results. However, from psychological perspective, individuals seem to be more responsive to negative aspects of external context, and are more strongly influenced by it on their consequent attitudes and behaviors compared to positive contextual aspects (Baumeister, Bratslavsky, Finkenauer, & Vohs, 2001; Liu, Liao, & Loi, 2012). Thus, there is no surprise of the burgeoning of interest in abusive supervision. Abusive supervision is defined as the subordinates' perceptions of the extent to which their supervisors engage in "the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact" (Tepper, 2000:178). For example, derogation, explosive outbursts, withholding important information, intimidation tactics, and etc. have all been identified as abusive supervision behaviors (Harvey et al., 2007; Tepper et al., 2009; Zellars, Tepper, & Duffy, 2002). Although the underlying reason of abusive supervision might be varied (Tepper, 2000; Tepper, Duffy, Henle, & Lambert, 2006), it is clear that when subordinates perceive a

sustained pattern of abuse on a regular basis over an extended period of time from their supervisors, plenty of negative impacts on subordinates' emotional and attitudinal reactions, along with the consequent behaviors are to be expected.

Consequences of Abusive Supervision

Employees who believe they are unfairly treated are more likely to result in negative psychological and behavioral outcomes (Harvey et al., 2007). Generally speaking, individuals would respond to perceived mistreatment with revenge or retaliation to protect their own self-interests (Tepper et al., 2009). Nevertheless, when it comes to abusive supervision, it might be another story due to the unequal power and position in the workplace. As Aquino, Tripp and Bies (2006) have argued on the basis of power-dependence perspective, "when harmed by a superior, a victim is likely to be inhibited from seeking revenge because the offender is well positioned for counter-revenge". Therefore, employees would more likely to respond to abusive supervision with certain acts that are likely to go undetected or are unlikely to be punished even being observed, or are able to express their own concerns and satisfy their self-interests. That is, *intention to quit* as well as *prohibitive voice*.

Intention to Quit

Intention to quit is related to individuals' subjective judgments regarding to their

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probability to permanently leaving the organization at some point in the near future, and thus is believed to be one of the core antecedents of voluntary turnover (Crossley, Bennett, Jex, & Burnfield, 2007; Vandenberg & Nelson, 1999). When an employee decides to quit, he/she need to give up many things such as income, interpersonal relationship, and so on (Holtom, Mitchell, Lee, & Eberly, 2008). In addition, in order to get a new job, individuals need to spend lots of time and energy on it. In short, when an employee quits suddenly, it usually brings no good to him/herself, nor to the organization.

Past researches have pointed out that there are several factors related with intention to quit. For example, job satisfaction, procedural justice and affective commitment are all negatively associated with intention to quit (Brimhall, 2014; Rodwell, 2014; Schyns, 2013; Vandenberghe, 2011), while personal attack is proved to be positively related (Brimhall, Lizano, & Mor Barak, 2014; Martinko, Harvey, Brees, & Mackey, 2013; Poon, 2012; Rodwell, Brunetto, Demir, Shacklock, & Farr-Wharton, 2014; Schyns & Schilling, 2013). Individual differences and contextual variables also have their influences on intention to quit, and the subsequent withdrawal behaviors or quitting (Palanski, Avey, & Jiraporn, 2014, Brimhall et al., 2014; Harris, Li, & Kirkman, 2014; Holtom et al., 2008).

When becoming the target of supervisory abuse, employees are likely to react in disliking or even hating their organization, jobs or supervisors, causing the withdrawal cognitions to be more easily aroused (Harvey et al., 2007). Porter and Steers' (1973) "met

expectations" model also stated that abusive supervision is way far from what employees originally expect for their supervisors, and this sense of "unmet expectations" would logically increase the likelihood of employees' withdraw intentions such as their intentions to quit. Tepper and his colleagues' (2000; 2009) studies have provided empirical support to relate abusive supervision with turnover intentions or actual turnover behavior. Since it is more unlikely to collect information from those have already quit their jobs, we treated the intention to quit as equal to actual quitting behavior in this study.

Prohibitive Voice

Voice is the way of employees expressing their constructive suggestions and concerns to challenge the status quo, and intending to benefit the organization as the result (LePine & Van Dyne, 1998; Morrison, 2011; Van Dyne, Ang, & Botero, 2003). Hsiung (201) divided researchers of employee voice into two different streams. The first stream regards voice as a constructive response to job dissatisfaction and organizational problems, in other words, voice is the most constructive action compared with other responses, and attempts to improve the status quo of the organization (Rusbult, Farrell, Rogers, & Iii, 1988; Whiting, Podsakoff, & Pierce, 2008; Withey & Cooper, 1989). The other stream that developed by Van Dyne and LePine (1998), advocating that voice is a spontaneous, challenging behavior that promotes the effective functioning of the organization, in a sense that they didn't consider voice as a

result from dissatisfaction. This division is similar to the research of Liang, Farh and Farh (2012), in which they further proposed two types of voice – prohibitive and promotive – occurring in practice. The purpose of prohibitive voice describes the expressions of employees' concerns about workplace events, incidents and organizational members' behaviors, while promotive voice is more future-oriented, indicating the emergence of innovative solutions and suggestions for improvement (Liang et al., 2012; Vandyne, Cummings, & Parks, 1995). Even though there are various viewpoints of what lead to employees' voice behaviors with different forms, previous research has shown that voice is a positive behavior that should be engaged in organizations (Burris, Detert, & Chiaburu, 2008). Furthermore, to encourage voice behaviors, a positive and friendly relationship, along with trust in leaders, psychological safety and procedural justice climate within organizations are crucial (Gao, Janssen, & Shi, 2011; Hsiung, 2012; Walumbwa & Schaubroeck, 2009). Nevertheless, seldom has been discussed regarding to the influence of the "dark side" of leadership on employees' voice behaviors (Burris et al., 2008).

Given that abusive supervision is a negative effect to employee and may make employee dissatisfaction (Knoll & van Dick, 2013; Tepper, 2000), in this research, prohibitive voice alone became our focus. Forms of voice have significant yet distinct impacts in the workplace, when facing abusive supervision, it is believed that prohibitive voice is more likely to display to express employees' concerns, disappointments, and most importantly, to call for stopping

harm (Liang et al., 2012). In addition, prohibitive voice focuses on existing problems and events that have harmed the organization, which rationalize the necessity to separate prohibitive voice from the general speaking "voice" in order to explore the effects of abusive supervision in the workplace. That is to say, prohibitive voice is made to immediately stop harm and to prevent oneself from any possible negative effect (Liang et al., 2012). So it seems essential to discuss prohibitive voice when we talk about abusive supervision.

The Mediating Role of Negative Affect

On the basis of Affective Event Theory (AET), some hostile events (e.g., insulting, blaming, etc.) associating with employees' negative affect are more likely to be observed in the context of abusive supervision, and subsequently, their negative affect would influence work attitudes and then result in certain judgment-driven behaviors such as intention to quit and voice (Glasø, Vie, Holmdal, & Einarsen, 2011; Weiss & Cropanzano, 1996). Therefore, when employees perceive the mistreatment because of abusive supervision, it easily leads to the emergence of negative affect and dissatisfaction, and subsequently behaviors (Tepper et al., 2004). In line with this argument, Hirschman's (1970) ELV framework also provided a theoretical support addressing that employees' dissatisfaction can result in two active responses – exit or voice. Though we recognized that emotion is not equal to job satisfaction, they are interrelated, and negative affect is believed to be one of the critical causes of

employees' job dissatisfaction. Thus, we don't intent to specify the differences between negative affect and dissatisfaction in our model. Instead, our purpose is to apply AET to propose an explanatory mechanism for how the specific event (i.e., *abusive supervision*) might arouse negative affect at work, and its succeeding influence on employee behaviors (i.e., *intention to quit* and *voice*). Accordingly, we hypothesize:

Hypothesis 1: The relationship between employees' perceptions of abusive supervision and intentions to quit is mediated by their negative affects

Hypothesis 2: The relationship between employees' perceptions of abusive supervision and prohibitive voice is mediated by their negative affects

The Moderated Mediating Role of Procedural Justice

Past research suggests that the arousal of negative affects will drive employee to react in a way that either quitting their jobs or voicing to change the status quo (Glasø et al., 2011; Tepper et al., 2004). The theory of planned behavior (TPB) helps to provide a theoretical framework for understanding the relationship between an individual's affect and his/her intention to quit and voice behavior. Based on TPB, both intention to quit and voice could be treated as intentional "planned behaviors" because employees will need to consider the risk and benefits associated with their own decisions, and thus will carefully calculated whether they could afford the consequences of the decisions (i.e. quit or voice). As planned behaviors,

in addition to employees self-evaluation toward the act, subjective norms and perceived behavioral control should all be taken into consideration (Ajzen, 1991). Specifically, we assumed there is an interactive effect of how perceptions of justice might affect employees' understanding of how to deal with workplace offenses. In short, before employees make decisions to react toward the negative feeling resulting from abusive supervision, the careful examination of workplace status might serve as a boundary factor in this regard.

On one hand, previous studies have indicated that intention to quit is the result of the interaction between "push" factors and "pull" factors (van Breukelen, van der Vlist, & Steensma, 2004), and perceptions of justice with respect to a specific act or event are associated with it (Aquino et al., 2006). On the other hand, because voice usually challenges current state, employees may not engage in voice unless they perceive a sufficiently favorable environment to do so (Detert & Burris, 2007; Liang et al., 2012). Perceptions of justice, in this regard, would believe to strengthen the indirect relationship between abusive supervision and prohibitive voice. Since the perception of justice represents the quality of the interpersonal treatment receiving from supervisors and the perceived fairness within an organization or among the group, it is therefore we hypothesized that how employees react to abusive supervision will vary depending on employees' perceptions of justice, especially procedural justice. Tepper (2000) and Aryee et al. (2007) both stressed the rationale to look into procedural justice, which including interactional justice and formal procedures, in the

discussion of employees' responses to abusive supervision. Interactional justice refers to the interpersonal dimension of fairness and determines on whether employees experience fairness from how they are treated by their supervisors (Aryee et al., 2007; Moorman, 1991; Tepper, 2000). When employees believe that their organization has done an adequate job of developing or enforcing procedures to look after their benefits and well-beings, the formal procedural justice has been perceived (Aryee et al., 2007; Moorman, 1991; Tepper, 2000). In short, procedural justice focuses on "how" the managerial decisions are made and whether they are made with fairness, and thus is strongly linked to trust in supervisors or leaders (Dailey & Kirk, 1992).

In conclusion, employees who experience abusive supervision at the hands of their bosses will sense the negative affects such as fear, anger, outrage, and frustration. As noted earlier, intention to quit or voice are two possible behaviors that employees reacts to this unfavorable situation. However, the probability of such behaviors is contingent on how an employee perceives the fairness of procedures used in their groups or organizations as well as the fairness of the interaction of his/her supervisor. All the relationships are reflected in our overall theoretical model, illustrated in Figure 1.

Hypothesis 3: Interactional justice (*H3a*) and formal procedures (*H3b*) moderates the indirect effect of abusive supervision on employees' intentions to quit via their negative affects: The indirect effect is weaker when employees perceive higher level of

procedural justice.

Hypothesis 4: Interactional justice (*H4a*) and formal procedures (*H4b*) moderates the indirect effect of abusive supervision on employees' voice behaviors via their negative affects: The indirect effect is stronger when employees perceive higher level of procedural justice.
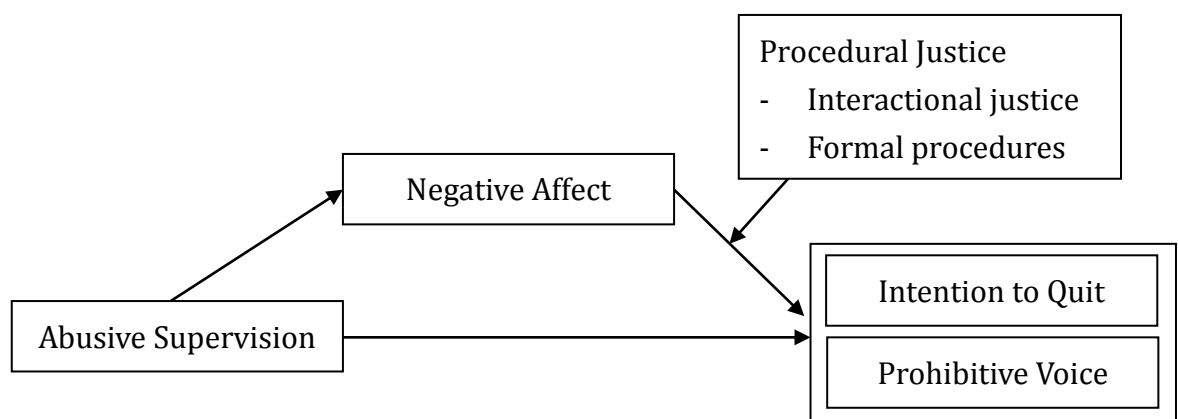
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                                    ┌─────────────────────────┐
                                    │ Procedural Justice      │
                                    │ - Interactional justice │
                                    │ - Formal procedures     │
                                    └─────────────────────────┘
              ┌──────────────────┐
              │ Negative Affect  │
              └──────────────────┘
   ┌─────────────────────┐              ┌─────────────────────┐
   │ Abusive Supervision │──────────────│ Intention to Quit   │
   └─────────────────────┘              ├─────────────────────┤
                                        │ Prohibitive Voice   │
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Figure 1.   Theoretical model

Research Method

Samples and Procedures

Survey data were collected from 42 groups in 25 organizations located in Taiwan and Macau. The "snowball sampling" methodology was adopted allowing for us to sample from a broad range of organizations with a wide spectrum of jobs. Initially, e-mail invitations were sent to approximately 100 team leaders in different organizations of our contacts that described the study and requested their voluntary participation. Once the group leaders agree

to participate into our study, we requested them to provide the number of their subordinates in order to distribute the questionnaires. In subordinate questionnaire, we measured abusive supervision, negative affect, intention to quit, prohibitive voice, procedural justice and member-leader exchange of subordinates' consciousness. We specifically asked subordinates to recall the daily interaction with their immediate supervisor (i.e., group leader) to fill out the survey. In supervisor questionnaire, we asked them to provide ratings of their subordinates' performance.

Two different approaches – electronic versions and paper-and-pencil questionnaire – were employed. The instructions and survey items are identical in both forms of surveys. For those chose e-questionnaires, an email addressed the instruction and embedded the link to the online survey were sent to them. After completed the on-line questionnaires, they submitted the survey directly back to researchers. And for those preferred traditional paper-and-pencil survey, both leaders/supervisors and their subordinates completed their questionnaires at separate locations, and participants returned the completed surveys directly to the researchers on site. All participants received assurances that their responses were confidential regardless of approaches of survey.

The types of job held by the participants in this study varied widely and included sales, engineers, mechanics, firefighters, designers, clerks, finance, and general administrative work. The survey data was collected from January to June of 2014. The responses of 233

subordinates and 42 of their matched supervisors (42 groups) were retained in the final sample pool. The majority of our participants were male (76.8%), married (72.5%), and college/university educated (76%). The ages of all participants are between 18 to 53 years old.

Measures

Abusive supervision. A 15-item scale developed by Tepper (2000) was used to measure employees' perceptions of abusive supervision. Sample items include "My supervisor tells me my thoughts or feelings are stupid," "My supervisor is rude to me," and "My supervisor makes negative comments about me to others". Respondents used five-point response scale where 1 is "I cannot remember him/her ever using this behavior with me," 2 is "He/she very seldom uses this behavior with me," 3 is "He/she uses this behavior moderately often with me," 4 is "He/she uses this behavior moderately often with me," and 5 is "He/she uses this behavior very often with me."

Negative affects. The shortened 4-item scale was used to measure employees' negative affects. The NA scale was adopted from the Positive and Negative Affect Scale and was supported by previous studies (e.g., Hoobler & Hu, 2013; Tepper et al., 2006). The respondents used a 5-point scale to report the extent to which they felt "distressed," "upset," "afraid," and "jittery" during the previous few weeks (1 = "very slightly or not at all" to 5 =

"extremely").

Intentions to quit. A three-item scale from Michigan Organizational Assessment Questionnaire were employed to measure intentions to quit (Seashore, Lawler, Mirvis, & Cammann, 1982). The items read: "How likely is it that you will look for a job outside of this organization during the next year?" "How often do you think about quitting your job at this organization?" "If it were possible, how much would you like to get a new job?" (1 = "strongly disagree" to 5 = "strongly agree").

Prohibitive voice. A five-item scale developed by Liang, Farh, and Farh (2012) will be used to assess employees' prohibitive voice. The items read: "Advice other colleagues against undesirable behaviors that would hamper job performance," "Speak up honestly with problems that might cause serious loss to the workplace, even when/though dissenting opinions exist," "Dare to voice out opinions on things that might affect efficiency in the workplace, even if that would embarrass others," "Dare to point out problems when they appear in the workplace, even if that would hamper relationships with other colleagues," "Proactively report coordination problems in the workplace to the management." (1 = "strongly disagree" to 5 = "strongly agree").

Procedural justice. The measure of procedural justice was adopted from Moorman's (1991) study with totally 13 items. It consists of two dimensions – *formal procedures* and *interactional justice*. For items tapping formal procedures were designed to

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measure the fairness of the formal procedures used in the organization, while items for interactional justice were focused on the fairness of the interactions that enacted those formal procedures (Moorman, 1991). The sample items for formal procedures and interactional justice are "Procedures designed to collect accurate information necessary for making decisions" and "Your supervisor considered your viewpoint" respectively. (1 = "strongly disagree" to 5 = "strongly agree"). In short, the two-factor model of procedural justice was designed and applied in this study, which is also consistent with previous multidimensional measure of procedural justice (Greenberg, 1990b; Tyler & Bies, 1990).

Control variables. Based on previous research, we collected basic demographic information of participants such as gender, age, education and tenure. In addition, the types of jobs and the number of group members were recorded in our data.

<center>**Results**</center>

Descriptive Statistics

Means, standard deviations, reliabilities, and intercorrelations among the variables are presented in Table 1.

Table 1. *Descriptive Statistics and Correlations* [a]

	Variable	Mean	SD	1	2	3	4	5	6	7	8	9	10
1.	Gender [b]	.23	.42										
2.	Age	35.45	7.76	-.14*									
3.	Marital status [c]	.73	.45	-.14*	.60**								
4.	Education [d]	2.04	.49	.04	-.08	-.04							
5.	Abusive supervision	2.23	.94	-.10	.18**	.23**	-.12	(.95)					
6.	Negative affect	2.46	1.07	.02	.06	.04	-.02	.38**	(.87)				
7.	Intention to quit	2.49	1.12	-.13	-.04	-.02	-.07	.29**	.52**	(.89)			
8.	Prohibitive voice	2.94	.90	-.04	.02	-.01	-.06	.21**	.09	.03	(.84)		
9.	Formal procedure	3.27	.94	.01	.10	.08	-.18**	.10	-.07	-.25**	.45**	(.92)	
10.	Interactional justice	3.48	.86	-.10	.07	.06	-.08	-.13	-.21**	-.16*	.33**	.58**	(.89)

[a] $n = 233$.   * $p < .05$ ** $p < .01$; coefficient α is reported in parentheses along the diagonal.

[b] Gender was coded 0 = male, 1 = female; [c] Marital status was coded 0 = single, 1 = married; [d] Education was coded 1 = under high school, 2 = university or college, 3 = master or above.

Hypothesis Testing

Hypotheses 1 and 2 identify a set of relationships that constitute a moderated mediation model, which is formalized in Hypotheses 3 and 4. We follow the procedure outlined by Preacher, Rucker and Hayes (2007) and Preacher and Hayes (2008) for examining such models. Specifically, we use the SPSS PROCESS developed by Hayes (2013).

The regression results are shown in Table 2. Abusive supervision was positively related to negative affect, intention to quit, and prohibitive voice (b = .45, .35, and .22, $p < .01$, .01,

and .01, respectively). Negative affect was positively related to intention to quit (b = .51, p < .01) but not to prohibitive voice (b = .02, ns). We further bootstrapped 1000 samples and used the bootstrap estimates to construct bias-corrected confidence intervals (CI) for all significance tests reported in this study (Mooney & Duval, 1993; Shrout & Bolger, 2002). When subordinates experience abusive supervision, their intentions to quit would increase via negative affect (b = .51, 95% bias-corrected CI [.403, .614]), but negative affect did not mediate the effect of abusive supervision on subordinates' prohibitive voice behaviors (b = .02, 95% bias-corrected CI [-.097, .132]). Thus, H1 was supported but H2 was not supported.

Table 2.   *Regression Results of Mediation Effect*

Path estimated	Negative affect		Intention to quit		Intention to quit		Prohibitive voice		Prohibitive voice	
Gender	.17	(.15)	-.28	(.17)	-.36*	(.15)	-.08	(.14)	-.08	(.14)
Age	.01	(.01)	-.01	(.01)	-.01	(.01)	.002	(.009)	.002	(.009)
Marital status	-.15	(.19)	-.14	(.20)	-.04	(.18)	-.16	(.17)	-.17	(.17)
Education	.06	(.14)	-.08	(.15)	-.13	(.13)	-.07	(.12)	-.06	(.12)
Abusive supervision	.45**	(.07)	.35**	(.08)	.12	(.07)	.22**	(.06)	.21**	(.07)
Negative affect					.51**	(.06)			.02	(.06)
$R^2_{negative\ affect}$	.15**									

Note. Table values are path estimates from the estimated model. Entries are unstandardized coefficient estimates.
* $p < .05$ ** $p < .01$

The regression results of PROCESS are shown in Table 3. The interaction between negative affect and interactional justice was related to prohibitive voice (b = -.11, p < .10). Thus, H4a was supported, but H3a, H3b, and H4b were not supported. Again, we

bootstrapped 1000 samples and used the bootstrap estimates to construct bias-corrected confidence intervals (CI) for the significance test reported in this study in Table 4 (Mooney & Duval, 1993; Shrout & Bolger, 2002). When subordinates experience lower levels of abusive supervision, the indirect effect on prohibitive voice via negative affect was significant (b = .08, 95% bias-corrected CI [.03, .15]). While under higher levels of abusive supervision, there was no indirect effect on prohibitive voice via negative affect (b = -.01, 95% bias-corrected CI [-.09, .07]).

Table 3. *Regression results of PROCESS*

Path estimated	Intention to quit				Prohibitive voice			
Gender	-.34*	(.15)	-.37*	(.15)	-.11	(.13)	.01	(.13)
Age	-.01	(.01)	-.01	(.01)	-.001	(.01)	.001	(.01)
Marital status	-.03	(.17)	-.04	(.18)	-.18	(.15)	-.20	(.15)
Education	-.22†	(.13)	-.13	(.13)	.08	(.11)	.01	(.11)
Abusive supervision	.15*	(.07)	.11	(.08)	.16*	(.06)	.23**	(.07)
Formal procedure (Fp)	-.25†	(.15)			.45**	(.13)		
Interactional justice (Ij)			-.04	(.17)			.64**	(.15)
Negative affect (Na)	.52*	(.23)	.55*	(.26)	.09	(.20)	.46*	(.23)
Na x Fp	-.01	(.06)			-.01	(.06)		
Na x Ij			-.01	(.07)			-.11†	(.06)
$R^2_{negative\ affect}$	.36**		.31**		.24**		.20**	

†$p < .10$ *$p < .05$ **$p < .01$

Table 4. *Indirect Effects of Abusive Supervision on Prohibitive Voice at High and Low Levels of Interactional Justice*

			Conditional indirect effects			
					Boot 95% CI	
Outcomes	Mediators	Path	Effect	Boot *SE*	LL	UL
Prohibitive voice	Negative	Low	.08	.03	.03	.15
	affect	High	-.01	.04	-.09	.07

CI, confidence interval; LL, lower limit; UL, upper limit.

Discussion

Drawing on AET, this study examined a model that explains why and how abusive supervision affects subordinate behaviors including intention to quit and prohibitive voice. Our results show that negative affect only mediates the relationship between abusive supervision and subordinate's intention to quit, and interactional justice moderates the indirect effect of abusive supervision on prohibitive voice via negative affect. The effect of abusive supervision is stronger when subordinate perceives lower level of interactional justice.

Theoretical and Practical Implications

This study addresses several theoretical implications to how employees react to abusive supervision. First, the positive relation between abusive supervision and prohibitive voice is worth to be noted. Although some scholars argued that under abusive supervision, employees might fear speaking up (Ryan & Oestrich, 1998; Deter & Trevino, 2010), the results of this study supported our argument that prohibitive voice is a reaction toward abusive supervision.

Second, by applying AET into the model, we demonstrated that the effect of abusive supervision would lead to employees' intention to quit via the negative affect they experienced. However, and surprisingly, we were unable to establish the same path with employees' prohibitive voice. The decision to prohibitive voice seems more directly when

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employees are under abusive supervision. Our explanation is that while intention to quit usually takes times to develop and requires plenty of consideration before actually put it into practice, to speak out the opinions is a much more straightforward action. As Liang and his colleagues (2012) argued, prohibitive voice is made to immediately stop harm and to prevent oneself from any possible negative effect. Therefore, the voice behavior might happen so fast that leaves no time for one's negative affect to function.

Third, the study has addressed another important factor that might have an effect on subordinates' reaction toward abusive supervision, that is, procedural justice. However, our findings of moderated mediation model only show that the indirect effect of abusive supervision on prohibitive voice is stronger when employees perceive lower level of interactional justice.

Furthermore, our theoretical implications had shed some light on the issue of abusive supervision for managers. First, the effect of abusive supervision is not only reflected on the turnover rate, but also on the more aggressive voice behaviors. Especially for the younger generation, they tend to express their thoughts and opinions rather than merely accepting the status quo. With the action of prohibitive voice, the issue of abusive supervision is more likely to draw attention among employees within the organization, therefore, managers might required to play a more active role to intervene and deal with the issue before the situation getting worse.

Second, for those choose not to speak up against abusive supervision, the negative affect might still being induced and accumulated, which in the end would lead to their intention to quit. Furthermore, with the lower level of interactional justice perceived by employees, they might remain silence against abusive supervision. Either way, the negative consequence of abusive supervision would emerge and employees will no longer want to stay in the organization.

As we argued earlier, the perception of justice represents the quality of the interpersonal treatment receiving from supervisors and the perceived fairness within an organization or among the group, therefore, how employees react to abusive supervision will vary depending on employees' perceptions of justice, specifically speaking, interactional justice. Our results showed that interactional justice which refers to the interpersonal dimension of fairness and determines on whether employees experience fairness from how they are treated by their supervisors (Aryee et al., 2007; Moorman, 1991; Tepper, 2000) indeed would alter employees' attitude toward abusive supervision and the following voice behavior. When employees believe that they are treated equally from their supervisors, even under the abusive supervision, there are less likely to speak up. For the managerial implication, when dealing with abusive supervision, the fairness treatment among employees might become a critical issue in the organization.

Research Limitations and Future Directions

The findings of this study should be interpreted against the background of its theoretical and methodological limitations. First, our use of cross-sectional data to examine the moderated mediation model might be biased comparing to estimates based on longitudinal data sets. Second, we measure all the variables based on employee ratings. Although it helps to understand the perception of employees, it may not be enough to reflect the overall circumstance within the organization. In addition, data based on self-reports raise the concerns of common-method variance. Hence, future studies should adopt a longitudinal research design to increase the reliability and validity of the research model. Third, employees may perceive differently when it comes to leadership style depending on their relationships with their own supervisor (Xu, Huang, Lam, & Miao, 2012). We further suggest that future studies should investigate the differentiation of leader-member relation and its impact on the effect of abusive supervision.

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