Volume and Issues Obtainable at Center for Sustainability Research and Consultancy

Journal of Business and Social Review in Emerging Economies

ISSN: 2519-089X & ISSN (E): 2519-0326

Volume 7: Issue 4 December 2021

Journal homepage: www.publishing.globalcsrc.org/jbsee

Impact of Leader Mistreatment and Organizational Cynicism on Organization Citizenship Behavior (OCB)

Muhammad Hamayoun, Department of Management Sciences, Balochistan University of Information Technology, Engineering and Management Sciences, Quetta, Pakistan

***Nagina Gul**, Department of Management Sciences, Balochistan University of Information Technology, Engineering, and Management Sciences, Quetta, Pakistan

Birah Khalid, Department of Management Sciences, Balochistan University of Information Technology, Engineering, and Management Sciences, Quetta, Pakistan

*Corresponding author's email: nagina.gul@buitms.edu.pk

ARTICLE DETAILS**History**

Revised format: Nov 2021

Available Online: Dec 2021

Keywords

*Abusive supervision,
Interpersonal injustice,
Organizational cynicism,
Organizational citizenship
behavior (OCB)*

JEL Classification

M11, M12

ABSTRACT

Purpose: Current study discussed the impact of leadership abuse caused by supervisor abuse, personal discrimination, and the mediation effect of organizational cynicism on organizational citizenship behavior (OCB). The study explored the effect of leadership abuse including social discrimination, supervisor abuse, and organizational cynicism on OCB.

Design/Methodology/Approach: The quantitative technique has been used to test the hypotheses. The study was conducted on two hundred respondents included both male and female from academics. In this study, four public sector universities, BUITEMS, UOB, Khuzdar University of Engineering and Technology, and Sardar Bahadur Khan Women University Quetta have been selected. Multiple regression and correlation analysis along with a test of mediation and F-Statistics were used.

Findings: As per outcomes, it becomes evident most of the data comprehends the importance of leadership abuse, organizational cynicism, and Organization Citizenship Behavior. Hence proved, leadership abuse (supervisor abuse, interpersonal injustice) and organizational cynicism contrarily affect organizational citizenship behavior (OCB).

Implications/Originality/Value: It has been seen that few supervisors may intentionally settle on choices to take their subordinates and corporation in the destruction or to be biased for a specific worker. The representatives who quit from the corporation have no post-employment feedback. The post-employment feedback must be performed in each corporation to think about specific causes to stop the institutions.

© 2021 The authors, under a Creative Commons Attribution-NonCommercial 4.0

Recommended citation: Hamayoun, M., Gul, N. and Khalid, B. (2021). Impact of Leader Mistreatment and Organizational Cynicism on Organization Citizenship Behavior (OCB). *Journal of Business and Social Review in Emerging Economies*, 7 (4), 873-885.

Introduction

The leader's code of conduct defines the achievement of the workers as well as the fortune of the corporations. Leadership is the art of controlling individuals with expert skills to get something done from them which they would prefer not to do. With an organization's mission, vision, and objectives in mind, the intellectual leader drives individuals to achieve the purpose and objectives of the company in a successful and useful way. The major portion of work is played by the leader. They influence the followers in several aspects like; assessing their work, suggesting them for the superior designation, giving duties and responsibilities to fulfill altogether. Yet, the various extent of achievement and success is produced as all leaders are not equal. The researcher clarifies unfavorable leadership practices as well as investigates what makes powerful leaders. Within a specified period, the individuals working in and with the company experience disappointment and inconveniences while performing duties that are an obligatory role of their job (Rice and Cooper, 2010).

The influence of the perspectives and practices at the workplace is extraordinarily dependent on the connection of the worker with the leader. (Ilies et al., 2007). The enthusiasm for achievement is linked to leadership styles. Where few supervisors add exceptional working conditions towards accomplishing organizational objectives, some managers behave partially and consider workers as commodities and machines. Subsequently, some get respect from their workers and build faith while others don't and stay an outsider. Amazingly a portion of the hostile managers doesn't get the admiration, while quite a few individuals severely hate them. This can be related to the leadership style received by managers or supervisors (Murari, 2013).

It has been observed that workers appear to be in a dark mindset after they encountered abuse by their current superior's. Such abuses were frequently conducted in a communicative instead of physical way. These actions are at times used to embarrass the workers and put pressure and excessive responsibility on them. The excessive burden can bring disappointment and prevention of the given responsibilities. Oftentimes, abuse happens in the presence of observers i.e., individuals who observe yet are not precisely engaged with the abuse. The majority of the workers who feel that they are abused, and their self-esteem is down because of their supervisors, take revenge to repair their confidence. The revenge may undergo several activities and series of punishments for the corporation and for the workers like workers fraud, harm, and theft which can happen for a prolonged timeframe (Barclay, Whiteside, and Aquino, 2014).

The inequality can undoubtedly be discovered from the confront of the people. One of the workforces stated his inequality this way, "many subordinates who worked uninterruptedly for achieving the corporate objectives are not awarded and not even recognized from any response. Contrastingly, the corporation presented the best worker of the Year to those whose results are very little admirable. "The more the incentives allocated in the corporation in an unethical way, the more the worker feel disappointed from the maltreatment by his leader. This sort of misuse make dissatisfaction for those workers who are reliable for the company. Past research investigated the work achievement and amount of job contentment on OCB, even though the research pursues towards impacts of leadership abuse including supervisor mistreatment and individual discrimination. Given research likewise enhances the impact of leadership abuse, but additionally assesses the discrete degree of job performance i.e., organizational citizenship behavior (OCB). The model assesses the leadership maltreatment that extends to supervisor abuse (Tepper, 2000), interpersonal injustice, and organizational cynicism (Nair and Kamalanabhan, 2010), in which impacts of harmful emotion on workers from their supervisor are investigated and connected with the adverse effects on distinct conduct.

Literature Review

Supervisory abuse has been stated in different manners by scholars which contain interpersonal

injustice, abusive supervision, and bullying. An abused worker then responds adversely to the supervisor maltreatment, they probably think themselves less valuable in their designation and consider tiny worth in the workplace. (Mayer et al., 2011). Additionally, organizational citizenship behavior is affected by supervisor abuse and how harmful conduct and interpersonal injustice collaborates with it. Mistreatment from managers has the propensity to use their power to serve their advantages by managing and ordering the actions and assets in a manner to accomplish what they need. They put down the workers and get their act at any expense. They pursue some arrangement of methodology and strategies that just satisfy their advantages (Murari, 2013).

Organizational citizenship behavior is severely affected by Supervisory Abuse and organizational cynicism. The people may feel depressed, acidity, and even reputation risky when they consider their corporation (Shahzad and Mehmood, 2012).

Leader Mistreatment

Maltreatment during the work environment seems when a worker considers not being viewed as fairly during the achievement of the corporate mission. The workers observe numerous sorts of abuses and practices in which the impression of abuse at struggle are unnoticed, such as, the worker believes that they are not getting what is the real rights as a worker. Accepting that the person is not receiving the reasonable justices as others, not attaining raise, not getting the reasonable rewards and incentives, and being offensively treated by their supervisors. It has been followed that partial worker e public sector corporations in Baluchistan experienced a type of worker maltreatment by their supervisors. (Buchanan and Boswell, 2009).

A massive margin of abused workers recognizes that the practice and strategies of the corporation are against the professional standards, and they experience managerial unethical behavior. As a result, they encounter revenge from their boss. (Barclay et al., 2014). The leader's mismanagement is the unfavorable, forceful moves that a supervisor makes at the cost of a subordinate. Violent management incorporates dishonesty, disrespectful relations, thoughtlessness, blaming workers, warnings, blackmailing, and unacceptable statements of resentment (Gregory et al., 2013).

Supervisory mistreatment is known to harass and humiliate, make use of offensive labels, shout, and laugh at their workers. Survey has revealed that it has been seen that there are negative flashes of leader maltreatment. (Tepper, 2007). With a mistreated leader, workers feel less attached to their supervisor as well as less connected to their corporation, their coworkers, and their professions. The leaders' mistreatment is destructive social conduct where the worker undergoes unusual psychological distress from their supervisor. (Tepper, 2000).

Interpersonal Injustice

Griffin and Moorhead (2010) categorized Interpersonal justice as the level of impartiality that individuals find in the way they are assessed by others in their workplace and how their leader considered them in appreciation and self-esteem. The workers will feel a notable degree of fairness if the supervisor maintains an ethical and admired relationship with the workforce. as the study is conducted on one factor i.e., interpersonal injustice which the contradictory to interpersonal justice.

Executives who are unkind towards their staff will find it challenging to motivate them towards work commitment. Supervisors constantly follow impolite conduct without citing the responsibility of workers on the managerial side.

The working staff who dealt with interpersonal injustice may quit contributing to any occasion of the company, to offer less concern with policies and approaches made by them. (Barsky and

Kaplan, 2007). An elevated level of distress was found in workers who suffered from interpersonal injustice and realized that managers abuse them and don't assist them properly. Such anxieties influence their mental competencies and skills in the workplace settings (Duffy et al., 2002).

Organizational Cynicism

Nair & Kamalanabhan (2010) stated Organizational Cynicism as an unchangeable, stubborn, and disrespectful nature that includes detachment of oneself from the corporation due to unacceptable expectancy for mankind. It additionally brings the certainty that the organization has an insufficient portion of reliability and will constantly attempt to sneak into its labor forces.

Ince and Turan (2011) illustrated Organizational cynicism because of a worker's mentality that the institution lacks trustworthiness. Scientists have focused more attention on concerns identifying organizational cynicism. Nair and Kamalanabhan, (2010) stated that Cynicism can be interpreted as being doubtful with others. Workers who are negative impact the whole corporation can discourage the institution from attaining its goals. It is a distinct undesirable feeling, like disconnection, anger, and emptiness about self-control and the organization (Ozler et al., 2011).

Organizational Citizenship Behavior (OCB)

Dennis Organ is the founder of Organization Citizenship behavior. OCB originated in the writings of Bateman and Organ (1983). Organ and Ryan (1995) classified OCB implies to the person's involvement in the organization that is not part of his job specification. OCB indicates how worker practices change the productiveness of the corporation that is well beyond the honorable workload (expected set of responsibilities and duties) which is vital for the coworkers and the management. Zarea (2012) examined Organizational citizenship behavior (OCB) as a group of open work practices that exaggerate one's simple employment criteria.

OCB workers execute activities that are ahead of their responsibilities, and they are doing without any financial reward in return paid by the leader. Such duties impact their colleagues and provoke others and build up a climate to carry out actions skillfully. Such kinds of the workforce are viewed as participating in OCB. Citizenship Behavior upgrades to help for the prosperity of the colleagues to work out on their issues and assist the individual mentally from the corporation. (Gregory et al., 2013).

Theoretical Framework

Current study concentrated on the impact of leadership misconduct and organizational cynicism that lead to organizational spontaneity in state institutions. Though the current survey will test the importance and correlation of the factors. The research would assist the executives with understanding their strengths and how to utilize their leadership behaviors with their coworkers. The supervisory abuse builds stress amongst the workers who are truthful to their institutions and the mistreatment from a supervisor at that point becomes challenging for the person to support and function effectively. They would also get enlightened about the outcomes of the leader's mistreatment and interpersonal injustice.

The research would assist the top executives at the corporate level to recognize how interpersonal injustice creates disappointment among the coworkers so that they work for the quality enhancement of the institution. The research would recognize if there were an adverse outcome of leadership abuse (Supervisor abuse and social discrimination) with organizational cynicism having a mediation role on OCB. The investigation will enable the scholars, academics, and head executives of the corporations in comprehending the hindered and destructive impacts of supervisor abuse, social discrimination, and organizational cynicism on organizational citizenship

behavior (OCB).

Figure 1: Research Framework

H1: OCB is contrastingly influenced by Leader mistreatment at work (Abusive Supervision, Interpersonal Injustice).

H2: OCB is contrastingly influenced by Organizational Cynicism.

H3: OCB is contrastingly influenced by Leader mistreatment (Abusive Supervision, Interpersonal Injustice) and organizational cynicism.

Methodology

The quantitative research method was used in this study. The reason for the study was improving insight regarding the impact of leadership abuse (Supervisor abuse, Interpersonal injustice) and organizational cynicism on Organizational Citizenship Behavior (OCB). It discloses the editorial policy of these three newspapers. 300 respondents were reported in the examination, out of which just 200 reacted review stage while consequently feedback frequency was 67%. Applicants in research are workers of state institutions for example “Baluchistan University of Information Technology Engineering and Management Sciences (BUIEMS) Quetta”, “University of Balochistan (UOB) Quetta”, “Khuzdar University of Engineering and Technology” and “Sardar Bahadur Khan Women University (SBKWU) Quetta”. The respondent’s age varies among Twenty-four to Sixty ages constituting both genders. but sometimes the situation can make them angry which can cause an employee dissatisfied with his job and which will lower the organizational commitment and hence he quits the job.

Instruments

The technique utilized was the standardized survey including a set of questions to incorporate supervisor abuse, interpersonal injustice scale, organizational cynicism scale, and OCB Scale.

Abusive Supervision

Supervisor Abuse was evaluated by using 15 elements scale of abusive supervision. The elements were codified on a Likert scale of 1-5.

Interpersonal Injustice

Social business was assessed by utilizing 09 points index of interpersonal injustice. The elements were codified on a scale of 1-5 ranging from strongly disagree to strongly agree.

Organizational Cynicism

13 items scale was used for Organizational Cynicism. Representatives were questioned that; how frequently have they faced the subsequent effects on your current work? The elements were codified on a scale of 1-5 ranging from strongly disagree to strongly agree.

Organizational Citizenship Behavior (OCB)

OCB was calculated by utilizing 20 items scale of Organizational Citizenship Behavior (OCB). A 5-point Likert scale was used.

Results and findings

Results of Reliability Analysis

The Cronbach's Alpha at SPSS was used in the investigation for the validity of the method utilized for the data collection. The value of Cronbach Alpha regarding Supervisor abuse is (0.680), and 0.737 for interpersonal discrimination, were 0.5 for Cynicism and 0.667 for Organization Citizen Behavior.

Figure 1: Multiple Regressions

DV	IV	beta coefficient β	t	Sig.	r	r2	F	Sig
Organization al Citizenship Behavior	Supervisor abuse	-0.49	-9.069	0.000	-0.542	0.29	82.24	0.000

As indicated in table 1, the outcomes were vital, the presented outcomes further show supervisor abuse has a substantial adverse ($\beta = -.49$, $P < 0.01$) relationship with Organizational Citizenship Behavior. The outcome approved the prior investigation results Tepper (2007). Analysis of correlation was utilized for calculating connection-level amongst significance factors. Figure displays, abuse of supervisor substantially has a harmful relationship with Organizational Citizenship Behavior (- 0.542) whereas the value of R square is 0.29 is more rationale because of research impression recommending the abuse factors describes around Twenty nine percent change in Organization Citizenship Behavior along with the coefficient of Seventy One percent, hence assumes the model as fit.

Figure 2

DV	IV	standardized coefficient β	t	Sig.	r	r2	F	Sig
OCB	Interpersonal Injustice	-0.28	-5.35	0.000	-0.349	0.12	27.4	0.000

Figure 2 explains preceding outcomes were critical, the presented outcomes exhibit that interpersonal injustice has a moderate adverse ($\beta = -0.28$, $P < 0.01$) relationship with Organization Citizenship Behavior. Correlation is used to quantify the degree of connection amongst significant factors.

The figure depicts, interpersonal injustice is critically adverse to Organization Citizenship Behavior (- .349) whereas R Square is 0.12 is sensibly more because of research essence recommending that interpersonal injustice describes around Twelve percent change in

Organization Citizenship Behavior tracked down by coefficient of Eighty-eight percent.

Figure 3

Dependent Variable	Independent Variable	standardized coefficient β	t	Sig.	r	r ²	F	Sig
Organization Citizenship Behavior	Cynicism	0.45	-6.962	0.00	0.443	0.2	48.47	0.000

Figure 3 represents critical outcomes, and outcomes additionally exhibit has more ($\beta = 0.45$, $P < 0.01$) relationship with Organization Citizenship Behavior. Analysis of correlation employed to quantify the degree of connection amongst significance factors. Cynicism had a crucial relationship with Organization Citizenship Behavior (0.443) whereas R Square is 0.2 is sensibly more because of research idea recommending cynicism describes around Two percent modification in Organization Citizenship Behavior alongside Twenty percent Coefficiency.

Figure 4: Investigation of Mediator Effect

Multicollinearity									
DV	IV	β	t	Sig.	Tolerance	VIF	R ²	F	Durbin Watson
OCB	Supervisor abuse	-0.389**	-6.962	0.000	0.819	1.22	0.38	40.886*	1.36
	Interpersonal Injustice	-0.071**	-1.408	0.000	0.974	1.259			
	Cynicism	0.29	4.46	0.000	0.884	2.841			

Leadership Abuse (Supervisor abuse) Mediated by Organizational Cynicism

Outcomes clearly illustrate of mediation analysis of IV for example Supervisor abuse on OCB, instant abuse on (OCB), was 0.246, the opposite influence of supervisor abuse on Organization Citizenship Behavior was 0.093. standardized coefficient β was 0.542.

The graph determines inverse proportion Seventeen percent for example ($0.093/0.542$) of the impact of supervisor abuse on Organization Citizenship Behavior is caused due to mediation of cynicism. In contrast to the mediator, an absolute impact of supervisor abuse on Organization Citizenship Behavior has been calculated for example ($0.246/0.542$), making up to Forty-Five percent.

Figure 0.000676 reflects a critical inverse impact of supervisor abuse on Organization Citizenship Behavior by cynicism at $\gamma = 0.05$ or a vital impact between cynicism and (OCB) can be concluded.

Diagram (A) reflects data as "z" i.e., 3.399282, P-value is under 0.05 and its mediated partially as β value denoting simple association of supervisor abuse on organizational cynicism is ($\beta = 0.305^{***}$).

Diagram (A)

Investigation of Mediator effect

Leadership abuse (Interpersonal Injustice) and Organizational cynicism as a mediator

Outcomes representing mediation analysis of interpersonal injustice on Organization Citizenship Behavior, the absolute impact of the independent variable on dependent variable was recorded as (- 0.22), showing the opposite effect of interpersonal injustice on Organization Citizenship Behavior, was (- 0.12). the beta value was - 0.34.

Graph determines inverse proportion 0.365 or Seventeen percent impact of interpersonal injustice on Organization Citizenship Behavior in mediation effect of Cynicism. organizational cynicism. Other than this, an immediate impact of interpersonal injustice on OCB has been recognized, as (- 0.22/ - 0.34), comes an absolute impact of Sixty four percent.

Outcomes show vital mediation that is worth equivalent to 0.000205 which is < 0.05.

Figure 0.000205 denotes a critical opposite impact of interpersonal injustice on OCB by organizational cynicism at $\gamma = 0.05$ showing an enormous impact amongst organizational cynicism and Organization Citizenship Behavior.

The chart (B) shows the z- value i.e. - 3.71273, p is under 0.05, and partial mediation since the β masses for the basic relationship of the independent variable (interpersonal injustice) on organizational cynicism is ($\beta=0.34^{***}$).

Diagram (B)

Conclusion

To conclude, the hypothesis and outcomes enhance the knowledge of Supervisor abuse, social discrimination, and cynicism. As per outcomes, it becomes evident most of the data comprehends the importance of leadership abuse, organizational cynicism, and Organization Citizenship Behavior. Hence proved, leadership abuse (supervisor abuse, interpersonal injustice) and organizational cynicism contrarily affect organizational citizenship behavior (OCB). Supervisor abuse is becoming an emerging issue that genuinely cracks the well-disposed sociable atmosphere in the workplace and regularly brings about tense connections. Study in work institutions proposes that supervisor abuse and interpersonal injustice adversely affect organizational citizenship behavior (OCB), whereas current research is concerned with the mediation effect of organizational cynicism altogether affects organizational citizenship behavior (OCB). It has been observed that there is a moderate degree of connection between organizational cynicism and OCB, which implies a low job routine emerges when cynicism expands in the corporation.

Supervisors' harmful management towards coworkers results in an adverse effect upon faithful and truthful workers, to its corporation, denoted as OCB's. Supervisor mistreatment has some intangible conduct that drives the worker towards mental stress, unhappiness, and a feeling of forcing psychological wellness. mediation and F-Statistics. Usually, this survey validated the propositions of the research. The conclusions indicate that the Supervisor abuse and interpersonal injustice contain damaging effects for workers, thus supporting the assumption. The workers often reveal stress, a substantial level of sadness, nervous breakdown, off-balance between work and loved ones, alongside the low level of satisfaction which results in repeated unhealthiness, absenteeism, and low job output.

The outcome in research extends help in deducing propositions. fact that supervisor abuse and interpersonal injustice seriously influence the (OCB). The critical concerns of supervisor abuse were primarily discovered to be inversely identified with organizational citizenship behavior. Subsequently, the coworkers generally recognize that the corporation and the leaders are to be less committed. Unfavorable conduct results are likely connected with organizational cynicism comprised of low faith for institutions. It might impact the connection between organizational cynicism and OCB. Workers who are extremely cynical and seeing supervision abuse may decrease OCB that benefits the institutions.

Limitations

There are various limitations of this research. Primarily, the technique utilized for the survey was descriptive. The objective is to just recognize the impact of leadership abuse (Supervisor abuse, Interpersonal Injustice) with the mediation effect of Organizational Cynicism on (OCB). The study is completed within time limits, here the data set was too little for example $n=200$. The response rate was just 66.7 %. The other public and private areas were not counted because of time limitations.

Future Directions

It has been seen that few supervisors may intentionally settle on choices to take their subordinates and corporation in the destruction or to be biased for a specific worker. The representatives who quit from the corporation have no post-employment feedback. The post-employment feedback must be performed in each corporation to think about specific causes to stop the institutions. During the study, it has been seen that the supervisor abuse and level of impartiality are dissimilar for coworkers of both genders. Future studies related to a specified domain will investigate the supervisor's practices during communication of jobs among workers of both genders.

References

- Ajzen, I., & Fishbein, M. (1977). Attitude behavior relations: A theoretical analysis and review of empirical research. *Psychological Bulletin*, 84, 888-918.
- Anderson, L. M., & Pearson, C. M. (1999). Tit for tat? The spiraling effect of incivility in the workplace. *The Academy of Management Review*, 24(3), 452- 471.
- Andersson, L., & Bateman, T. (1997). Cynicism in the workplace: Some causes and effects. *Journal of Organizational Behavior* 18: 449-470.
- Andersson, L.M. (1996). Employee cynicism: An examination using a contract violation framework. *Human Relations*, 49, 1395-1415.
- Aryee, S., & Law, K. (2007). High-Performance Human Resource Practices, Citizenship Behavior, and Organizational Performance: A Relational Perspective. *Academy of Management Journal*, 558-57.
- Aryee, S., Chen, Z. X., Sun, L., & Debrah, Y. A. (2007). Antecedents and outcomes of abusive supervision: Test of a trickle-down model". *Journal of Applied Psychology*, 92, 191-201.
- Barclay, L., Whiteside, D., & Aquino, K. (2014). To Avenge or Not to Avenge? Exploring the Interactive Effects of Moral Identity and the Negative Reciprocity Norm, *Journal of Business Ethics*, 1121 (1), 15–28
- Barefoot, J., Dodge, K., Peterson, B., Dahlstrom, W., & Williams, R. (1989). The Cook-Medley Hostility Scale. Item Content and Ability to Predict Survival. *Psychosomatic Medicine*, 51, 46-57.
- Barsky, A. & Kaplan, S. A. (2007). If you feel bad, it's unfair: A quantitative synthesis of affect and organizational justice perceptions. *Journal of Applied Psychology*, 92, 286-295
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: Free Press.
- Bassman, E., & London, M. (1993). Abusive managerial behavior. *Leadership and Organization Development Journal*, 14 (2), 18-24.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee citizenship. *Academy of Management Journal*, 26, 587–595
- Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology*, 85: 349–360.
- Bergeron, D. (2007). The potential paradox of organizational citizenship behavior: Good citizens at what cost? *Academy of Management Review* 32(4): 1078–1095.
- Blase, J., & Blase, J. (2002). The phenomenology of principal mistreatment: teachers perspectives, *Journal of Educational Administration*, Vol. 41 - Issue 4 pp. 367 – 422.
- Bolino, M. C. (1999). Citizenship and impression management: Good soldiers or good actors? *Academy of Management Review*, 24, 82–98.
- Bonaparte, W. (2008). The impact of organizational citizenship behavior and organizational commitment on organizational performance.
- Buchanan, J., & Boswell, W. (2009). *Mistreatment in the workplace prevention and resolutions for managers and organizations*. Chichester, U.K.: Wiley-Blackwell.
- Burke, R., & Cooper, C. (2010). Risky Business. Psychological, Physical and Financial Costs of High Risk behavior in organization.
- Castro, C.B., Armario, E.M. & Ruiz, D.M. (2004).The influence of employee organizational citizenship behavior on customer loyalty, *International Journal of service Industry Management*, 15, (1), 27.
- Cobb, A.T., Wooten, K.C. & Folger, R. (1995). Justice in the making: toward understanding the theory and practice in organizational change and development, in Pasmore, W.A. and Woodman, R.W. (Eds), *Research in Organizational Change and Development*, Vol. 8, JAI Press, New York, NY, pp. 243-95.

- Cook, W.W., & Medley, D.M. (1954). Proposed hostility and pharisaic virtue scales for the MMPI. *Journal of Applied Psychology*, 38, 414-418.
- De Cremer, D. (2003). How self-conception may lead to inequality: Effect of hierarchical roles on the equality rule in organizational resource-sharing tasks. *Group and Organization Management*, 28, 282–302 effects. *Journal of Organizational Behavior*, 18, 449-470.
- Dean, J., Brandes, P. & Dharwadkar, R. (1998). Organizational cynicism, *Academy of Management Review*, Vol. 23 No. 2, pp. 341-52
- Delken, M. (2004). Organizational cynicism: A study among call centers.
- Detert, J., & Burris, E. (2007). Leadership behavior and employee voice: is the door really open? *Academy of Management Journal*, 50, pp. 869–884.
- Dillard, J. P., & Fritz, J. (1995). Interpersonal relationships and organizational performance.
- Duffy, M. K. Duffy, D. C. Ganster, & M. Pagon, (2002). Social undermining in the workplace, *Academy of Management Journal* 45 (2002), pp. 331–351.
- Folger, R. & David, D. Skarlicki. (1999). Unfairness and resistance to change: Hardship as mistreatment. *Journal of Organizational Change Management*, 1999: 35- 50.
- Fombrun, C. & Shanley, M. (1990). What's in a name? Reputation building and corporate strategy, *Academy of Management Journal*, 33, 233–258.
- Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of Management*, 16: 399-432.
- Gregory, B., Osmonbekov, T., Gregory, S., Albritton, M., & Carr, J. (2013). Abusive supervision and citizenship behaviors: Exploring boundary conditions. *Journal of Managerial Psychology*, 628-644.
- Griffin, R. W., & Moorhead, G. (2007). *Organizational behavior: Managing people and organizations* (8th ed.). New York: Houghton Mifflin Company.
- Harper, D. (1990). Spotlight abuse save profits. *Industrial Distribution*, 79, 47–51.
- Havighurst, C. C. (2006). Distributive injustice(s) in American health care.
- Hepworth, W., & Towler, A. (2004). The effects of individual differences and charismatic leadership on workplace aggression. *Journal of Occupational Health Psychology*, 9, 176 –185
- Hershcovis, M., Turner, N., Barling, J., Arnold, K., Dupre, K., Inness, M., Sivanathan, N. (2007). Predicting Workplace Aggression: A Meta- analysis. *Journal of Applied Psychology*, 228-238.
- Hess, J. A. (2002). Maintaining unwanted relationships. In D. J. Canary & M. Dainton (Eds.), *Maintaining relationships through communication: Relational, contextual, and cultural variations*: 103-124. Mahwah, NJ: Erlbaum.
- Hollensbe, E., Khazanchi, S., & Masterson, S. (2008). How Do I Assess If My Supervisor and Organization are Fair? Identifying The Rules Underlying Entity-Based Justice Perceptions. *Academy of Management Journal*, 1099-1116.
- Hu, C., Wu, T., & Wang, Y. (2011). (2011). Measurement Equivalence/Invariance of the Abusive Supervision Measure Across Workers from Taiwan and the United States the *Journal of Psychology*, 2011, 145(2), 111–131.
- Ilies, R., Nahrgang, J. D., & Morgeson, F. P. (2007). Leader-member exchange and citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 92, 269-277.
- Ince, M., & Turan, S. (2011). Organizational Cynicism as A Factor that Affects the Organizational Change in the Process of Globalization and An Application in Karaman's Public Institutions, *Journal of Economics, Finance and Administrative Sciences*, Issue 37, PP.104-121.
- Iqbal, K., Aziz, U., & Tasawar, A. (2012). Impact of Organizational Justice on Organizational Citizenship Behavior: An Empirical Evidence from Pakistan University of the Punjab, Gujranwala Campus, *Pakistan World Applied Sciences Journal* 19 (9): 1348-1354.
- Ivancevich, J., Konopaske, R., & Matteson, M. T. (2008). *Organizational Behavior and Management* (8th ed.). New York: McGraw-Hill Higher Education

- Jennings, M. Kent. (1991). Thinking About Social Injustice. *Political Psychology* 12:187-204.
- Johnson, J., & O'Leary, K. A. (2003). The Effects of Psychological Contract Breach and Organizational Cynicism: Not All Social Exchange Violations are Created Equal", *Journal of Organizational Behavior*, Vol.24, pp.627-647.
- Keashly, L. (1998). Emotional Abuse in the Workplace: Conceptual and Empirical Issues. *Journal of Emotional Abuse* 1: 85-99.
- Keashly, L., & Harvey, S. (2005). Emotional abuse in the workplace. In S. Fox & P. E. Spector (Eds.), *Counterproductive work behavior: Investigations of actors and targets* (pp. 201-236). Washington, DC: American Psychological Association.
- Kenny, D. A. (2008). Reflections on mediation. *Organizational Research Methods*, 11, 353–358.
- Ladebo, O. J., Awotunde, J. M. & AbdulSalaam-Saghir, P. (2002). Coworkers and Supervisor Interactional Justice: Correlates of Extension Personnel's Job Satisfaction, Distress, and Aggressive Behavior.
- Laurie J. Barclay, David B. Whiteside, Karl Aquino. (2014). To Avenge or Not to Avenge? Exploring the Interactive Effects of Moral Identity and the Negative Reciprocity Norm. *Journal of Business Ethics* 121, 15-28.
- LePine, J. A., Erez, A. & Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behavior. A critical review and meta-analysis. *Journal of Applied Psychology*, 87, 1, 52-65.
- Lind, E. A. (2001). Fairness Heuristic Theory: Justice Judgments as pivotal cognitions in organizational relations. In J. Greenberg, & R. Cropanzano (Eds.), *Advances in organizational justice* (pp. 56 – 88).
- Low, D., Schneider, K., Radhakrishnan, P., & Rounds, J. (2007). The experience of bystanders of workplace ethnic harassment. *Journal of Applied Social Psychology*, 37, 2261-2297.
- Mattiske, C. (2012). Managing organizational change: Tools to help your team through change.
- Mayer, D., Thau, S., Workman, K., Dijke, M., & Cremer, D. (2011). Leader mistreatment, employee hostility, and deviant behaviors: Integrating self-uncertainty and thwarted needs perspectives on deviance. *Organizational Behavior and Human Decision Processes*, 24-40
- McGurn, X. (1988). Spotting the thieves who work among us. *Wall Street Journal*, 16a.
- Murari, K. (2013). Abusive leadership a Barrier to Employee Empowerment *European Journal of Business and Management* Vol.5, No.4.
- Nair, P., & Kamalanabhan, T. J. (2010). The Impact of Cynicism on Ethical Intentions of Indian Managers. The Moderating Role of Their Level Of management. *International Journal of Trade, Economics and Finance*, 1(2), 155–159.
- Organ, D. W. (1990). *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
- Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior, *Personnel Psychology*, Vol. 48, pp. 775–802.
- Ozler, E., Derya, A., & Ceren, A. G. (2011). A Research to Determine the Relationship between Organizational Cynicism and Burnout Levels of Employees in Health Sector. *Business and Management Review*, 1(4), 26-38.
- Pearson, C. M., & Porath, C. L. (2005). On the nature, consequences and remedies of workplace incivility: No time for nice? Think again. *Academy of Management Executive*, 19(1): 7-18.
- Piderit, S. K. (2000). Rethinking resistance and recognizing ambivalence: A multidimensional view of attitudes toward organizational change. *Academy of Management Review*, 25, 783–794.

- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H. and Fetter, R. (1990). Transformational leader behaviors and their effects on followers trust in leader, satisfaction, and organizational citizenship behaviors, *Leadership Quarterly*, 1, 107–142.
- Qian, Y. (2007). A communication model of employee cynicism toward organizational change. Ohio: Ohio University
- Raver, J. L. (2004). Behavioral outcomes of interpersonal aggression at work: a mediated and moderated model.
- Rice, R., & Cooper, S. (2010). Organizations and unusual routines: A systems analysis of dysfunctional feedback processes
- Samuelson, C. D., & Messick, D. M. (1995). When do people want to change the rules for allocating shared resources? In D. A. Schroeder (Ed.), *Social dilemmas: Perspectives on individuals and groups* (pp. 143–162). Westport, CT: Praeger Publishers.
- Shahzad, A., & Mahmood, Z. (2012). The Mediating - Moderating Model of Organizational Cynicism and Deviant Behavior: (Evidence from Banking Sector in Pakistan) *Middle-East Journal of Scientific Research*, Vol: 12, No (5): 580-588.
- Sheehan, M. (1996). Case studies in Organizational Restructuring. Dyer, E.J. (Ed.), beyond bullying. Association Inc, Millennium Books, New South Wales.
- Stanley, D., Meyer, J., & Topolnytsky, L. (2005). Employee Cynicism and Resistance to Organizational Change. *Journal of Business and Psychology*, Vol. 19, No. 4, 429-459.
- Tepper, B. J. (2000). Consequences of abusive supervision. *The Academy of Management Journal*, 43, 178–190.
- Tepper, B., Moss, S., Lockhart, D., & Carr, J. (2007). Abusive supervision, upward maintenance communication, and subordinates psychological distress, *Academy of Management Journal*, 50, pp. 1-12.
- Thoroughgood, C., Hunter, S., & Sawyer, K. (2011). Bad Apples, Bad Barrels, and Broken Followers? An Empirical Examination of Contextual Influences on Follower Perceptions Reactions to Aversive Leadership *Journal of Business Ethics* (2011) 100:647–672.
- Timothy, A. Judge & Jason A. Colquitt. (2004). Organizational Justice and Stress: The Mediating Role of Work–Family Conflict *Journal of Applied Psychology* 2004, Vol. 89, No. 3, 395–404.
- Unal, A., Warren, D., & Chen, C. (2012). The Normative Foundations of Unethical Supervision in Organizations *Journal of Business Ethics* 107 (1):5-19.
- VanYperen, N. W., Hagedoorn, M., Zweers, M., Postma, S. (2000). Injustice and Employees Destructive Responses: The Mediating Role of State Negative Affect. *Social Justice Research* 13:291-312.
- Wanous, J. P., Reichers, A. E., & Austin, J. T. (2000). Cynicism about organizational change: measurement, antecedents, and correlates. *Group and Organization Management*, 25, 132–153.
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17, 601-617.
- Yukl, G. (1997). An evaluative essay on current conceptions of effective leadership. *European Journal of Work and Organizational Psychology*, 8(1), 33–48.
- Zarea, H. (2012). Organizational Citizenship Behaviors and Their Relationship to Social Capital in Public Organizations of Qom Province, *Iranian Journal of Management Studies (IJMS)* Vol.5, No.1, PP: 79-96.
- Zellars, K., Tepper, B., & Duffy, M. (2002). Abusive Supervision and Subordinates, Organizational Citizenship Behavior, *Journal of Applied Psychology*, Vol. 87, No. 6, 1068–1076.