

Effect Of Offensive Supervision On Worker's Silence: A Case Study Of Health Department Of Multan District

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ABSTRACT

The present research is find out effect of offensive supervision on worker's silence which is the case study of Health Department of Multan District in the context of anticipation orientation as an mediator variable and leader member exchange as moderator variable. The study carried following research objectives; firstly to examine association of offensive supervision with worker silence and anticipation orientation, secondly to study the association of anticipation orientation with worker silence, thirdly to find out anticipation orientation as mediator variable between offensive supervision and worker silence and fourthly to find the element of LMX as moderator and offensive supervision AO (Anticipation Orientation) in Multan Division (Pakistan). The research carries following research questions i) does AO (Anticipation Orientation) mediates the relationship between offensive supervision and worker silence? ii) Does offensive supervision is

associated with worker silence? iii) Does LMX regulate the association of offensive supervision and AO (Anticipation Orientation)? Researcher used quantitative cross sectional survey in which target population consists of government health department of Multan District. Simple random sampling technique used by using simple random number table to access sample unit. Interview schedule used as means of data collection. Descriptive and inferential statistics conducted to analyze the data by using SPSS version 21.0. This study provided appropriate recommendations for further studies on the effect of offensive supervision on worker silence in Government organizations.

Keywords: Offensive Supervision, Worker Silence, Audience Orientation.

Introduction

The current research is conducted to fine out the association of offensive supervision and its effect on worker silence. In previous researches, the efficiency of research found more valid and accurate by using moderator variable of Leader Member Exchange (LMX) and facilitating variables as a character of Anticipation Orientation (Zhao et al., 2022). The reasons of using moderating and mediating variables are to evaluate more accuracy and validity in final outcomes. The support of these variables, effective contributions of gaps in researches, time period as well as area gaps carried out more easily.

Literature Review

In the modern era of professional career, the working styles (Asim, 2023), patterns and settings in job description is so demanding and outcomes oriented based now a days (Khan, 2022). In the era of competition among organizations, more skilled full persons are preferred in organization on the evaluating criteria which is set by the organization investors build for selecting any worker (Whitman, Halbesleben & Holmes, 2014).

The behavioral exchanges in the form of offensive as a supervision and its resultant effect on silence worker in private as well as government sectors of organizations is evitable to estimate resources consumptions and attractive offers for worker (Tepper, 2007). In the past as well as in the present, consideration of selecting any organization for

employment is more preferable by putting interest in getting more asserts (Hershcovis & Barling, 2010). The effect of supervisor behavior also reform experiences of the worker by developing his/her working skills, assigning tasks, consumption of organizational resources and their interpersonal social terms with others organizations as well. The environment of organization depends on the behavioral impression of supervision (Khawaja, 2023).

Theoretical framework

Conversation of Resources (COR) Theory is used as a supportive theory for clarifying the comprehensive process of narrating 'Offensive Supervision and its effect on the worker work efficiency'. This theory is also supporting to evaluate a stress factors and its resulted factors according to the dealing behavior of worker with offensive supervision of the Head of organization. The major perception of this theory is that "characters sets a struggle to preserve, defend, and form assets in the form of different supportive resources" (Hobfoll, 1989).

These supports include social, personal, financial as well as moral support. While asserts and resources are the major valued indicators which are putting their own contribution figuratively and influentially (ARUOREN, 2023).. The Human nature create a social situation of excess asserts and try to neglect the circumstances in order to control the loss. In this context, the vision of the worker is quite different to deal and handle professional tasks as he/she has given the time limit as well as resource limit (Mushtaque et al., 2022). In the way the occurrence of confront challenge through professional stress, the work efficiency of individual effect and the become unsecure but try his/her best to wind up and accomplish assign work to strain the future of an organization. But the most of worker keep silence to secure their jobs as the ratio of jobless person is much higher than the consumers (Hobfoll, 2001).

Abstracting the Conversation of Resource (COR) Theory of 'Anxiety based ill-manner behavior with individuals of low ranking in organization may establish few inactive acts by disaffection themselves from the causes of depression and anxiety (Tepper, 2007). The rude behavior of supervisors could be the cause of hurdles in getting financial bounces and rank based upgrade promotions (Rynes, Gerhart & Parks, 2005).

The individuals who face offensive behavior of supervision have a tendency to reduce a productive behavior among individuals in an organization and also assumes regulative strategies for sustaining a relation with their heads of organization (Tepper, Lockhart & Carr, 2007). Silence of individuals in an organization is the best solution on offensive behavior of supervisors (Xu, Loi, & Lam, 2015; Hassan, Malik, et al., 2022. Silence behavior of an individual is referred with purposively keeping the peace over reluctant behavior in the form of physical and vocal based information or ideas happening in an organization (Brinsfield, Edwards & Greenberg, 2009). Different researches suggested different behavioral based solution to overcome rude and reluctant vocal information delivered to organizational subordinates (Donaghey, Cullinane, Dundon & Wilkinson, 2011).

Purpose of the study

The present study explored an innovative and flawless aspect for policy makers. This kind of aspect help to update the procedure of policies making for organization and its workers. This study also attempted to aware the subordinate workers for their rights at job place. It also highlights challenges, issues and opportunities of the workers at job place. It also shared the practical approach of Human Resource Management (HRM) and Human Resource Development (HRD) by narrating the personal experiences of workers and offensive behaviors, they faced at their job place.

Research Gap

The limitations in researches, literature, area gap about the relationship of worker silence and an offensive supervision exist. There is a need to conduct researches to evaluate the effect of offensive supervision within the organization over worker silence (Lian, Ferris, Morrison & Brown, 2014). A very few researches found in literature on significant effect of offensive supervision by using diverse arbitrating variables (Asim, 2023).

The present research contributed its part to fulfill gaps in literature by propositioning its direction. Through using fundamental mediator as well as moderator variable, the variable 'worker silence' is the most non-toxic response for worker to secure asserts regarding their jobs in any

organization. The importance of relationship between leader and worker cannot be ignored in any organization because on their level of efficiency, the reputability of organization depends. The higher level of LMX relationship with offensive supervision could be found very alarming to secure worker resources.

Main Objectives

The objectives of the research were;

- To ascertain association of offensive supervision with worker silence and AO (Anticipation Orientation).
- To study association of AO (Anticipation Orientation) with worker silence.
- To explore the mediator variable of AO (Anticipation Orientation) between offensive supervision and worker's silence.
- To find role of LMX as moderator between offensive supervision and AO (Anticipation Orientation).

Research Methodology

The present study is cross sectional study in which quantitative research approach implemented to evaluate the results. The quantitative research design is used for data understanding. This study explored experiences of Government employee of Health District Department of Multan District. Random sampling used to access the sample size which is 234 (112 male and 122 female). BPS 1-16 are targeted to cover the sample size. Interview guide used as a tool to collect the data. Likert scale use to formulate a questionnaire. Quantitative findings evaluated by descriptive statistics, which included regression and one way ANOVA.

Results and Discussion

Demographic characteristics (current Age, Gender, education attainment and personal job experience) are considered as the control variables. These control variables are generally deliberated as independent variables in literature. Basic descriptive statistical based analysis values in the form of frequencies of control variables are as follow

Table 1 Demographic Characteristics

Frequency	Percent	Valid %	Cumulative %
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Variable 1				
Current Age				
18-25	58	24.8	24.8	24.8
26-33	78	33.3	33.3	58.1
34-41	73	31.2	31.2	89.3
42-49	18	7.7	7.7	97.0
50 and above	7	3.0	3.0	100
Total	234	100.0	100.0	
Variable 2				
Personal job Experience				
1-3	110	46.1	46.1	47.1
4-6	53	23.0	23.0	68.7
7-9	35	15.2	15.2	83.5
10-12	11	3.4	3.4	96.0
13 and above	13	9	9	100
Total	234	100.0	100.0	
Variable 3				
Gender				
Male	119	54.8	54.8	54.8
Female	115	45.2	45.2	100.0
Total	234	100.0	100.0	

Variable 4**Education
Attainment**

Matriculation	0	0	0	0
Intermediate	2	0.9	0.9	0.9
Bachelor	79	33.8	33.8	34.6
Master	117	50.0	50.0	84.6
Ms/PhD	36	15.4	15.4	100
Total	234	100.0	100.0	

In the table 1, depicts the major four control variables of respondents (Current age, Gender, Education Attainment and personal job experience). This table showed that in the government health department, **variable 01** 'Current age' has five categories in which category 26-33 has more values which is 78 while category 50 and above has less value which is 07 respondents. **Variable 02 'Personal Job Experience'** has also five category. The highest response are given in category 01 in which 108 respondents answered of having 1-5 years of job experience. In **Variable 03 'Gender'**, 122 females answered easily than male. In **variable 04, 'Education Attainment'** 117 respondents have master degree which is exceeding value while least value is 02 which is low level of education as intermediate. More ever, to evaluate the effect of offensive supervision over worker's silence, the researcher used ONE-WAY ANOVA statistical model for control variables from demographic characteristics section.

Table 5. One way ANOVA for Control variables

Control Variables	F	Sig.
Gender	0.01	0.90
Current Age	1.52	0.19
* EA	0.87	0.43
Personal Experience	0.52	0.19

*Education
Attainment

Sig. level
p<0.05

In the table 5, the values depicted four demographics characteristics i.e. Gender, current Age, Education Attainment (EA) and Personal Experience have surely not significantly any relationship to worker's silence, such as Gender (F=0.01, p>0.05), Age (F=1.52, p>0.05), Education Attainment (F=0.86, P>0.05) and Personal Experience (F=0.53, P>.05). Therefore, not all demographic characteristics based variables were considered as controlled variables.

Data Analysis through reliability of scale used

Likert Scale used for correct selection of opinion while Regression model used for data analysis. Therefore the reliability of statistical model of regression explain through numerical data in table 6

TABLE 6 Reliability of Data Analysis

S.R	Variable	Cronbach's Alpha	No. of Items
01.	Offensive Supervision	0.839	06
02.	Worker's silence	0.701	05
03.	AO(Avoidance orientation)	0.715	04

04.

LMX (Leader Member Exchange)

0.795

12

Table 6 depicted that Cronbach alpha coefficients of the scales which is used in data collection in the present research study. No scale indicates the value of 'coefficient alpha' lower than the generally accepted value 0.7. Therefore the results showed satisfactory value of alpha coefficient of offensive supervision as 0.838, while Worker's silence carried 0.701 alpha coefficient value. AO carried 0.715 Alpha coefficient value and LMX carried 0.795 alpha coefficient value.

This study basically concentrated on the consequence of offensive supervision on worker's silence with correlating mediator variable 'Avoidance orientation' and moderator variable LMX to evaluate the association between dependent and independent variables of the present research. This association among variables showed through descriptive as well as influential statistical models "Regression and Correlation".

The researcher narrated the standardized numerical values of the evaluated variables in which the sample size, the exceeding and below values, mean and SD (Standard Deviation) values of the primary data are shown in Table 7. Therefore, in the first column of Table 7, details of major variables are shown while in the second column total number of respondents showed. In the third column, exceeding and below values of primary data are narrated while in the 4th and 5th column showed mean values and SD of the collected data.

Table 7 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Offensive Supervision-independent variable	234	1.01	4.62	2.16	0.85
*LMX- Moderating variable	234	2.17	4.98	3.68	0.52
**AO-Mediating variable	234	1.49	4.99	3.13	0.70
Worker's Silence-dependent variable	234	1.25	4.92	2.40	0.80

*LMX (Leader Member Exchange)

**AO (Avoidance Orientation)

In the first column four major variables first offensive supervision, second LMX, third AO while 4th is worker/s silence has been shown. In the second column, number of respondents has been shown while in the third column, 1.01 is minimum value which offensive supervision carried. While in the fourth column, the maximum value is 4.99 which the variable worker's silence carried. All these values evaluated through the Likert scale with five ranging option (1-5). Offensive variable as an independent variable carried the value of mean = 2.16 and SD= 0.85. LMX carried values of mean=3.68 and SD=0.52, AO carried the value of mean= 3.13 and SD= 0.70 WHILE Worker's silence carried the value of mean = 2.40 and SD=0.80.

CORRELATION ANALYSIS

In this analysis, the positive or negative relationship and direction of relation has been shown through values while this kind of analysis purely used to find out the relationship between variables by indication of the 'level of significance'). Therefore, the moment of variables are evaluated in the same direction. While negative sign of values claimed that variables have opposite actions. Pearson correlation analysis is used to calculate correlation coefficient. The value of coefficient lies between +1.00 to -1.00. Zero value indicates no correlation between variables.

Table 8 Correlations

	1	2	3	4
1. offensive Supervision	1			
2. LMX	-.261**	1		
3. AO	.111	-.038	1	
4. Worker's Silence	.247**	-.106	.243**	1

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

In this table 8, the values of four major variables LMX, AO, Offensive Supervision and Worker's silence analyzed through correlation statistical model. According to correlation table, abusive supervision is negatively and significantly correlated with the LMX ($r = -.261$, $p < 0.01$), positively and insignificantly correlated with AO ($r = .111$, p

> 0.01) while it is positively and significantly correlated with Worker's silence ($r = .247$, $p < .01$). LMX is negatively and insignificantly correlated with AO ($r = -.038$, $p > .01$) and Worker's silence ($r = -.106$, $p > .01$). Whereas AO is positively and significantly correlated with Worker's silence ($r = .243$, $p < .01$).

Regression Analysis of the collected data

Regression is used to find out the predicting indicators and it's affecting evaluated indicators. It also evaluated the changes occur in the value of criterion indicators (variables). The condition found when variations affects one or more variables affect. The further three tables exaggerated the "results of Regression Analysis which are introduced by Hayes in 2012.

Table 9 depicted that offensive supervision is positively and significantly related with employee silence ($B = .20$, $t = 3.55$, $p < .05$), accepting the first hypothesis. It means that offensive supervision increases worker's silence. P value indicated the significant level of t values.

(* $p < .05$, ** $p < .01$, *** $p < .001$)

Table 9 Regression analysis

Variables	B	SE	T	P
Offensive Supervision Worker Silence	.21	.06	3.49	.000

Therefore, Table 10 depicted that the mean indirect effect of offensive supervision on worker's silence through the mediation of AO is significant. Values are -.1884 to -.0093 with a 95 % confidence Interval excluding zero. These results suggested that sufficient support that AO mediates the relationship between offensive supervision and worker's silence.

Table 10 Regression analysis for mediation

	Index	SE	LL 95% CI	UL 95% CI
Bootstrap results for indirect effect of Offensive supervision	-.0745	.0444	-.1884	-.0093

Table 10 depicted that LMX moderates the relationship between offensive supervision and AO in a way that higher the LMX, weaker the relationship or lower the LMX, stronger the relationship ($B = -.30$, $t = -2.19$, $p < .05$). So the hypothesis 3 is also accepted.

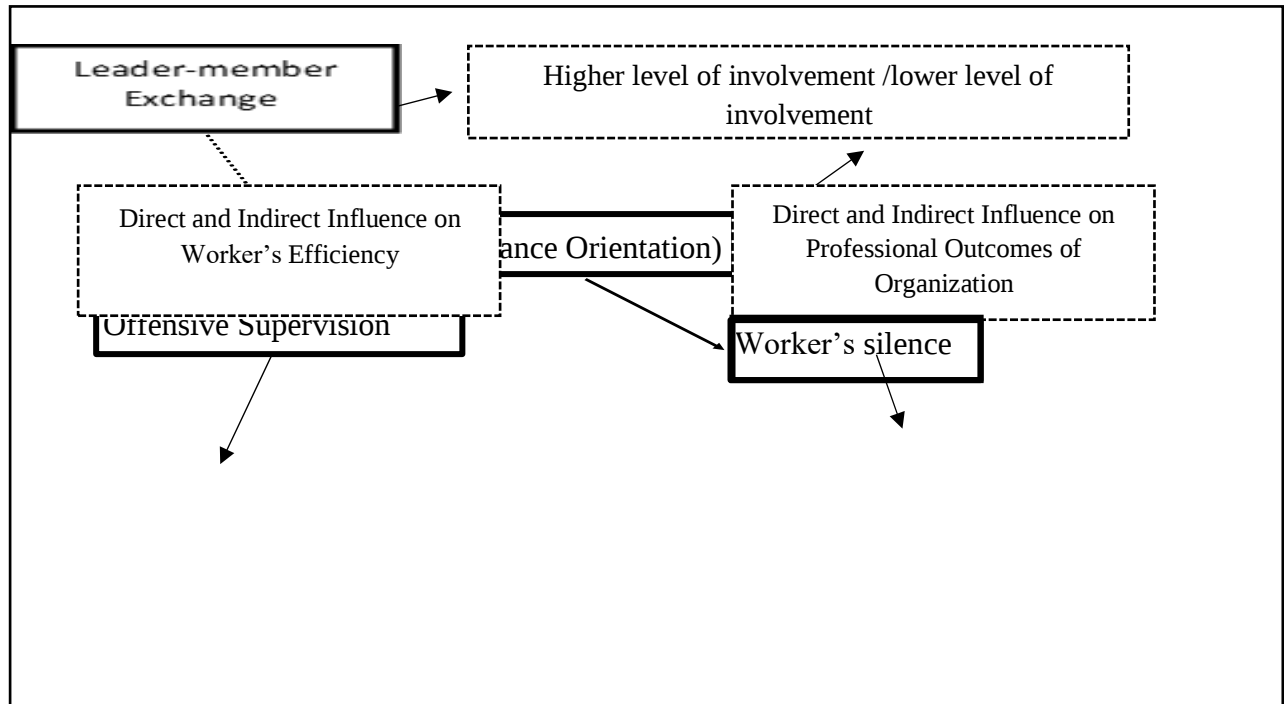
Table 10 Regression Analysis for Moderation

Predictor Variable	B	SE	T	P
Offensive supervision × LMX AO (Avoidance Orientation)	-.31	.12	-2.18	.01



* $p < .05$, ** $p < .01$, *** $p < .001$

Figure No. 01 Variables and its Effecting Level



Conclusion

The researcher concluded the present study in the context of importance of theoretical approach of implications and importance of practical implementer research approach by evaluating the Effect of Offensive Supervision on Worker Silence in the health department of Multan District. these two concluded approaches used to defend the research objectives of present research which are to ascertain the association of offensive supervision with worker silence and anticipation orientation, to study the association of AO with worker silence, to explore the mediator variable of anticipation orientation between offensive supervision and worker silence and to find role of LMX as moderator between offensive supervision anticipation orientation.

Recommendation

- Offensive supervision with interrelates of LMX to generate worker' state of mind of AO (Avoidance Orientation) and their consequent of silence performance.

- Offensive supervision and worker's silence can be studied by other social indicators as moderating and mediating variables.
- Offensive supervision can be studied as a major cause of failure of any organization.
- Worker's silence can be studied as a primary professional hurdle towards successful future.
- The longitudinal nature of data could be collected to evaluate the impact of situational factors.
- Righteousness awareness (Tepper, 2000), undesirable reactions of fear (Khan, 2023) could be used as a moderating variables in the same nature of research study

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