The Effect of Abusive Supervision on Leadership Identification, Customer Orientation and Job Performance

Gazali Gazali[a*], Zainurrafiqi Zainurrafiqi[b]

[a,b] *Universitas Madura, Indonesia*
gazali@unira.ac.id

Abstract

Based on Social Identity Theory dan Conservation of Resources Theory, this study aims to examine the effect of Abusive Supervision on Leadership Identification and Customer Orientation, the effect of Leadership Identification on Job Performance, the effect of Customer Orientation on Job Performance, and the effect of Abusive Supervision on Job Performance. The type of research is Explanatory Research. The number of samples in this study were 200 salespeople at a retail store in Pamekasan Regency, Data collection using a questionnaire, with simple random sampling method. Data analysis using Structural Equation Model-AMOS. The results showed that: Abusive Supervision have a negative and significant effect on Leadership Identification, Abusive Supervision have a negative and significant effect on Customer Orientation, Leadership Identification have a positive and significant effect on Job Performance, and Customer Orientation have a positive and significant effect on Job Performance.

1. Introduction

Research interest in abusive supervision is rapidly growing in the last decade. A notable research in this topic conducted by He *et al.,* (2021) who studied 'subordinates' perceptions of the extent to which their supervisors engage in ongoing displays of hostile verbal and non-verbal behavior, excluding physical contact, work procrastination is a retreat behavior associated with negative cognitive experience and it results in great losses to individual as well as organizational development. Understanding the antecedents of employees' work procrastination behavior contributes to lower frequency of its occurrence. Although abusive supervision is a low baseline phenomenon, some research revealed evidence that it significantly effect on the employee's lower job performance and creating interpersonal deviance.

In All types of organizations, abusive supervision is commonly found as a negative leadership behavior. Since proposed by He *et al.,* (2021), many researchers have studied about rugged control mechanisms and boundary conditions, and have revealed a number of different results (Tepper et al., 2017). Xu, et al. (2015) revealed that a supervisor's harsh supervision will affect several variables of subordinates' work outcomes, such as job satisfaction, job performance, creative behavior, emotional exhaustion and so on. This research is in line with research conducted by Vogel et al., (2015) which confirmed that the negative effect of abusive supervisory mechanisms affecting subordinates' job performance.

Engaging in abusive behavior is occasionally done by supervisors toward the employees working in a large retail store. Abusive supervision has been experienced by approximately 13.6% of employees in the US. It triggers absenteeism, health care and lost productivity problems which cost an average of $23.8 billion annually (Tepper et al., 2017). Besides, abusive supervision is also a significant factor which increased turnover, interpersonal deviance and counterproductive work behavior as well as decreased employee well-being and job satisfaction (Mackey et al., 2017). On the other hand, previous studies have indicated that other factors such as as employee characteristics and attributions could limit the negative relationship between abusive supervision and employee performance. For example, the previous research has documented that abusive supervision impacted employee's performance in some particular condition such as low job meaning, high promotion motives and injury initiation motives, conscientious caution (Zheng and Liu, 2017), low supervisory organizational embodiment, high family motivation (Tariq and Ding, 2018).

Abusive supervision can be done in various forms. Zhang & Liao (2015), mentioned withholding needed information, scapegoating subordinates, humiliating them in front of others, degrading their status, and giving them the silent treatment as some examples of abusive supervision (Zhou et al., 2018). The existing literature has documented the abusive supervision has destructive effects on employees' attitudes, behavior and job dissatisfaction (He *et al.,* 2021), interpersonal and workplace deviance, poor job performance, psychological stress,

affective commitment, and dysfunctional resistance (Tepper et al., 2017),

According to social identity theory (Social exchange theory), there are four basic needs of employees which should be fulfilled to make an employee identify strongly with the organization. Those needs are positive self-esteem, belonging, uncertainty reduction and a holistic life (He *et al.,* 2021). When employees identify with their organization, they are more willing to incorporate their importance into their sense of self-worth and act in the collective interest of the organization. However, if employees' basic needs are not completely fulfilled, the decrease of their organizational identification might happen. As an unpleasant interpersonal cue, rude supervision can impair the four basic needs of employees which made them have lower possibility to identify with the organization or engage in self-initiated behavior (Gregory et al., 2013).

Social exchange theory also describes that abusive supervision and employee silence have a mutually dependent relationship. The relationship makes both parties stick on certain rules which develops over time into mutual trust and commitment (Agarwal, 2019). One such exchange rule is the norm of reciprocity or "payment in kind". The existence of this norm forces the recipient must respond the benefit given by the giver favorably. Therefore, based on this social exchange theory**,** it can be said that employee behavior is directly influenced by how they are treated by their superiors and employees and they are generally expected to act in a way that is in harmony with the rules of exchange. If employees believe that they are being treated well, they will be motivated to adopt positive behaviors. In line with this argument, Zhou *et al.* (2018) concluded that employees show a stronger tendency to voice their opinions and ideas to their superiors when they have a positive relationship with their boss. On the other hand, if they are subjected to harsh supervision, they are more likely to display negative behavior because of the negative reciprocity norm. Anasori *et al.,* (2020) highlights how employees typically "react (directly or indirectly) to the causes of perceived frustration in order to restore the situation to what was expected. Thus, based on the available theoretical and empirical evidence, we expect that employees working under supervisors who abusive engage in low-quality exchange relationships and will be more likely to remain silent as a way to minimize or avoid negative outcomes.

2. Literature Review

Abusive Supervision
Abusive supervision is defined as "subordinates" perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact. Examples include a supervisor making negative comments about an employee to other members of the organization, or telling that a subordinate's thoughts or feelings are stupid. The extant literature on this topic shows that abusive supervision is associated with a variety of negative consequences for the organization, as well as for the employees (Martinko *et al.,* 2013).

Leadership Identification

Leadership identity is a state in which individuals define themselves according to their relationship with leaders. Leadership identification reflects subordinates' attachment to leaders, and high leader identification increases attachment. Subordinates are more eager to develop and maintain this good relationship with their superiors in their daily work. At the same time, subordinates will also be motivated by the expectation of this relationship, and more involved work, while doing their job well, will also increase extra role behavior. The development of a leadership identity has been argued to be an important determinant for what leaders do. For leaders in highly specialized work environments, the development of a leadership identity has been regarded both in absolute terms and in relation to their professional identity (Sun, Song, & Wang, 2013).

Customer Orientation

Hills & Sarin (2015) stated that customer orientation is the process of identifying potential desires that customers cannot express, and these activities can direct actions and preferences in new directions. Customer orientation must sufficiently understand the target buyers to continue creating practical value for them. According to Dabrowski *et al.,* (2019), Customer-oriented organizations offer unique and valuable products that can respond to consumer needs. Hills & Sarin (2015) argue that customer orientation is the process of identifying potential desires that customers cannot express, and these activities can direct actions and preferences in new directions. Masa'deh *et al.* (2018) definecustomer orientationas the sufficient understanding of target buyers to create superior value.

Job Performance

Job Performance is an achievement stage as a work accomplishment by an individual from the organization (Eliyana, & Muzakki, 2019). Performance is a condition the level of achievement of results an organization associated with the vision and mission of an organization run (Al-Omari, & Okasheh, 2017). Job performance has been identified as a significant key for organizations to gain competitive advantage and superior productivity (Dhani, 2017). Job performance also ensures the organization is functioning well and it consists of the know_ledge and skills that able to guide the employees to perform a variety of activities (Jasiyah et al., 2019). The role of performance based reward management as an important predicting variable is consistent with the notion of leadership theory (Maamari & Saheb (2018). The job performance of employees plays a crucial factor in determining an organization's performance. The performance assessment of civil servants is used as a control of productive work behavior to achieve agreed work results and not an assessment based on the personality of a civil servant (Saad & Abbas (2018). Thus it can be said that Job Performance is an important part of the organization's life to gain competitive advantage, achieves stage as a work accomplishment by an individual.

Abusive Supervision, Leadership Identification and Job Performance

According to social identity theory, when employees develop a concept of ego, they do it largely to build relationship with the organization or other individuals in

the organization (such as leaders). People who have a leadership identity define who they are in light of their relationship with the leader (Sun, Song, & Wang, 2013). High leader identification boosts engagement. Leadership identification demonstrates the attachment of subordinates to the leader. In their everyday job, subordinates are more willing to establish and keep this positive relationship with their superior. The expectations of this relationship will also encourage subordinates so that more engaged subordinates will participate in more extra-role behavior. Furthermore, subordinates will perform their jobs successfully. Abusive management, which is a kind of destructive leadership, lowers employees' self-esteem and decreases the trust and job satisfaction of leaders, all of which erode employees' identities as subordinates of the leader and eventually result in decreased task and relationship performance (Zhao, 2018). Based on these explanations, the following is the research's hypothesis:

H1: Abusive Supervision has a negative and significant effect on Leadership Identification.

H2: Leadership Identification has a positive and significant effect on Job Performance

Abusive Supervision Customer Orientation and Job Performance

Customer orientation is viewed as a significant success factor for retail salespeople (Tepper et al., (2017) since it is a key component in determining business performance in the retail industry. The perspective of impaired self-regulation (Vogel et al., 2015) and overcoming abusive supervision are used and proposed to explain the relationship between abusive supervision and employee job performance in the retail industry. The two explanatory mechanisms are argued as the reason to weaken employees' self-regulatory resources which support their customer orientation thereby lowering their job performance. The self-regulatory disorder approach, in particular, contends that self-regulatory actions such managing stresses, controlling negative influences, and exposing socially unacceptable actions, require the expenditure of limited resources that are subsequently depleted. Self-regulation of unrelated behaviors may deteriorate after the primary self-regulatory action (Mackey et al., 2017).

Research has demonstrated that subpar performance is a result of the depletion of self-regulatory resource which is caused by job stress (Skarlicki et al.,, 2016). Previous studies also demonstrated that as a kind of socially unacceptable behavior and job stressor source, abusive supervision is essentially heightens conflict between superiors and subordinates. Managing abusive supervision can drain important resources, resulting in emotional exhaustion (Liu et al., 2016), the existence of unfavorable feelings like anger and fear and lesser capacity of other volitional behaviors which require resources. Due to the importance of job performance in retail settings, cognitive resource is significantly needed to establish employee's customer orientation since they are not predisposed to voluntarily prioritize the interests of customers over their own (Walsh et al., 2015). Although the existing literature has not explored the direct link between abusive supervision and customer orientation, the evidence was found to support the indirect link of both. For instance, Walsh et al. (2015) demonstrate that customer orientation was improved because the existence of a crucial key job

resource namely supervisor support which can decrease of motivation and performance. The supervisor support serves as a social contextual resource that enables workers to restock their depleted resources and act in a way that is compatible with organizational goals (Ma et al., 2020). Based on the explanation, the following is the research's hypothesis:

H3: Abusive Supervision has a negative and significant effect on Customer Orientation.

H4: Customer Orientation has a positive and significant effect on Job Performance.

3. Research Methods

This research belongs to the category of explanatory research (Zainurrafiqi et al., 2018); Zainurrafiqi et al., 2020a); Zainurrafiqi et al., 2020b); Zainurrafiqi et al., 2021). Researchers tested by determining the hypothesis and collecting data to support or reject the hypothesis. The samples in this study were 200 salespeople in retail stores in Pamekasan Regency with simple random sampling technique. This study was sourced from primary data in the form of questionnaires distributed to 200 salespeople at retail stores in Pamekasan Regency. The data obtained was analyzed using SEM to examine linear relationships between variables, to test hypothesis and to determine causal relationships between AMOS variables.

The operational definition which provides a description of the variables proposed is presented in Table 1:

Table 1. Operational Definition of Variables

Variable	Item Measurement	Source
Abusive Supervision	1. The boss overlooked his own regulations 2. The boss only obeys the regulations if they comply 3. The boss either follows or disregards the regulations depending on his mood. 4. The boss constantly nags about trivial matters. 5. The boss makes a threat to punish. 6. The boss frequently criticizes other employees.	(Tepper et al., 2017)
Leadership Identification	1. Keep a distance from employees. 2. Talk to Employees like friends. 3. Demonstrate patience with failure if it is not due to a lack of effort. 4. Give Employees autonomy and freedom of action. 5. Do not allow Employees to participate in their decisions. 6. Conversations with Employees about leadership issues on the news. 7. When talking to Employees always refer to "we". 8. Demonstrate sensitivity to Employees' needs	(Rolf et al., 2021)

409

|		and feelings	
Customer Orientation	1. Employees try to find out what the customer needs. 2. Employees think the best interests of customers. 3. Employees take a problem-solving approach in selling products or services to customers. 4. Employees recommend the most suitable product or service to solve the problem. 5. Employees try to find out what types of products help the customer the most.		(Yang et al. 2021):
Job Performance	1. Contribute to the company's market share. 2. Sell products with high profit margins. 3. Generate a high sales dollar rate. 4. Generate sales of new products. 5. Exceed sales target		(Miao dan Evans (2014)
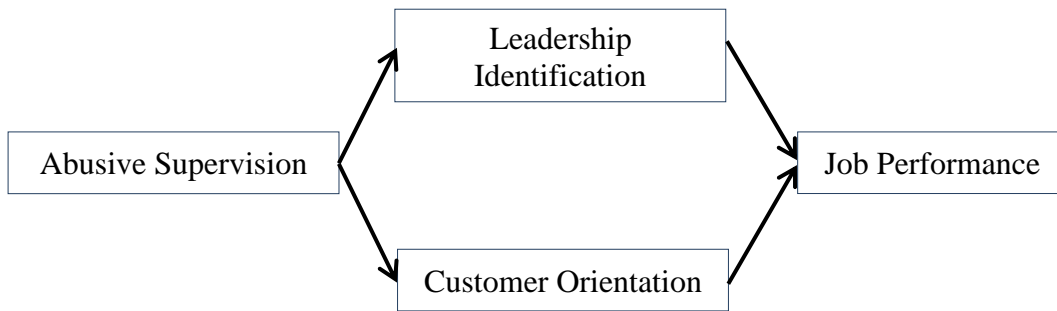
Figure 1. Conceptual Model

Source: The present Study (2023)

4. Results

The data obtained was analyzed by implementing the Structural Equation Model (SEM) with using the AMOS software. The Structural Equation Model has two stages. The Measurement Model is the first stages, while the Structural Model is the second stage.

Measurement Model
Goodness Fit Indices.

Table 2. The Measurement Model Fit Result

Index	Result
Chi-squire ($\chi 2$)	399.645
Chi-squire DF	189
Chi-squire ($\chi 2/df$)	2.11
Goodness of Fit (GFI)	0.87
Adjusted Goodness of Fit (AGFI)	0.88

Root Mean Square Error of Approximation (RMSEA)	0.08
Root Mean Square of Residual (RMR)	0.07
Normed fit index (NFI)	0.89
Non-normed Fit Index (NNFI)	0.87
Comparative fit index (CFI)	0.88

Source: Primary Data Processed, 2023

Based on Table 2, the finding revealed that the Chi-squire ($\chi2/df$) ratio is 2.11. This value indicated that the model met the criteria since it is at intervals of 2-3. It can be concluded that the model is acceptable. Meanwhile, the results of the calculations of GFI, NFI, NNFI, and CFI obtained are 0.87, 0.89, 0,87 and 0,88 respectively. These values indicated that the model met the criteria since they are close to 0.9. It can be concluded that the model can be accepted. Besides, with the value of RMSEA is 0.08 which is still between 0.05 and 0.10, the value of RMSEA is acceptable. In conclusion, the overall measurement has fulfilled the standardized assessment of the fit index measurement model.

Validity and Reliability Test on Measurement Model
Utilizing Standardized Loading and Composite Reliability, the result revealed that the reliability of the variables has met the criteria for standardization requirements. Table 8 displays the Composite Reliability calculation. With the values are between 0.8 and 0.9 which are more than 0.60, the Composite Reliability Value is accepted.

Table 3. Scale Composite Reliability and Convergent Validity Analysis

Construct (F) and Indicators (V)	Standardized Loading	t value	Indicator Reliability	Composite Reliability
Abusive Supervision (F1)				
V1	0,67	23.51	0.82	
V2	0.64	22.24	0.76	
V3	0.61	17.63	0.68	0.86
V4	0,68	24.51	0.80	
V5	0,69	25.69	0.86	
V6	0.65	21.75	0.71	
Leadership Identification (F2)				
V7	0,67	23.51	0.82	
V8	0.61	17.63	0.68	
V9	0.64	22.24	0.76	
V10	0,69	25.69	0.86	
V11	0,68	24.51	0.80	
V12	0.65	21.75	0.71	0.87
V13	0.62	19.75	0.70	
V14	0.66	23.67	0.79	

Customer Orientation (F3)				
V15	0.82	25.45	0.58	0.85
V16	0.84	27.36	0.70	
V17	0.81	17.16	0.48	
V18	0.85	38.27	0.82	
V19	0.86	39.78	0.89	
Job Performance (F4)				
V20	0.85	38.27	0.82	
V21	0.84	27.36	0.70	
V22	0.81	17.16	0.48	0.89
V23	0.82	25.45	0.58	
V24	0.82	35.52	0.84	

Source: Primary Data Processed, 2023

Confirmatory Factor Analysis is used to examine the Convergent Validity. The information of the t value and the Standardized Loading value are displayed in Table 8. From the results displayed in Table 3, it can be concluded that all variables investigated are significant and accepted. Since the path coefficient in this study is significant, and it can be inferred that all indicators have complied the standard requirements for calculating Convergent Validity.

Discriminant validity
The non-fulfillment of discriminant validity is an indication of the higher correlation coefficient between the two variables. Therefore, the pair of "Abusive Supervision" and "Leadership Identification," and the pair of "Abusive Supervision" and "Job Performance," with correlation coefficients of 0.81 and 0.89 respectively and with a p-value of 0.05, were chosen to demonstrate the discriminant validity of both pairs of variables.

Table 4. Discriminant Validity Analysis

	Correlation Coefficient		Unidimensional Measurement Model	Measurement Model	The difference	P value
Abusive Supervision ↔ Leadership Identification	0.87	Chi-square	823,67	312,58	511,09	< 0.05
		DF	130	129	1	
Abusive Supervision ↔ Job Performance	0.89	Chi-square	856,36	351,76	504,60	< 0.05
		DF	134	133	1	

Source: Primary Data Processed, 2023

From Table 4, it can be seen that the chi-square value for each pair is significant. Moreover, the results of the unidimensional measurement model are also significant. Furthermore, it can be inferred that these variables are different from each other. In conclusion, the variables in this study have fulfilled discriminant validity

Structural Model

This study utilized structural equation model (SEM) analysis to test the research hypothesis. Table 10 provides an overview of the results for the Structural Model Goodness Fit Indices. According to Schumacker & Lomax (2004), the accepted value for chi-square range from 1 to 3. This study revealed that the value of Chi-square (X^2) / df-ratio is 2.27. Since the value of GFI and NNFI is larger than 0.8 and close to 0.9, their value is acceptable. Besides, the RMSEA value is also accepted since it is lower than 0.1. The RNFI structural model needs to be more than 0.9; ideally, it should be closer to 1. The RPR is used to identify the parsimony level of the structural model which ranges from 0.0 to 1.0. When choosing models, RPFI is especially helpful for maximizing fit and parsimony in the structural part of the model. It is more crucial to have a higher RPFI value. This structural model displays the value of RNFI, RPR and RPFI with 0.98, 0.34, and 0.47 respectively which indicated that this values has fulfilled the goodness of fit and parsimony

Hypothesis testing

Table 5 provides about The details about the results of the hypothesis testing, the path coefficients, and the influence of each pair of variables are provided in Table 5. The Standardized path coefficient values of Abusive Supervision → Leadership Identification are 0.81; Abusive Supervision → Customer Orientation is 0.84; Leadership Identification → Job Performance is 0.93; Customer Orientation → Job Performance is 0.96. Besides, the r^2 values of "Leadership Identification", "Customer Orientation" and "Job Performance" as the dependent variable are 0.80, 0.82 and 0.89 respectively. In conclusion, as the dependent variables, Leadership Identification, Customer Orientation and Job Performance give a significant contribution. Table 11 displays the results of the path analysis as follows.

Table 5. Structural Model Path Coefficient

Dependent Variable	Independent Variable	Standardized path coefficient	t value	Square Multiple Correlation (r^2)
Leadership Identification	Abusive	-0,81	21,67*	0,80
Customer Orientation	Supervision	-0,84	24,46*	0,82
Job Performance	Leadership Identification	0,93	29.17*	
	Customer Orientation	0,96	30,23*	0,89

Source: Primary Data Processed, 2022 *p<0.001.

5. Conclusion and Suggestion

Conclusions

Abusive Supervision has a negative and significant effect on Leadership Identification (H1 supported)

According to data analysis findings shown in Table 5, abusive supervision has a negative and substantial impact on leadership identification. This finding also revealed by Zhao (2018) who found that abusive supervision is negatively and significantly impacted by leadership identification. Abusive management, which is a kind of destructive leadership, lowers employees' self-esteem and decreases the trust and job satisfaction of leaders, all of which erode employees' identities as subordinates of the leader and eventually result in decreased task and relationship performance (Zhao , 2018). In their everyday job, subordinates are more willing to establish and keep this positive relationship with their superior. The expectations of this connection will also encourage subordinates to more engage in working and participating e in more extra-role behaviors which result in performing their jobs successfully.

Abusive Supervision has a negative and significant effect on Customer Orientation (H2 supported)

Table 5 displays the results of data analysis which revealed that Customer Orientation is significantly and negatively impacted by Abusive Supervision. This finding is consistent with earlier empirical study by Yang et al. (2021), which found that abusive supervision significantly and negatively affects on customer orientation. This finding implies that the decreasing salespeople's customer orientation is an indicator of the lowering quality of their performance which is caused by abusive supervision

Leadership Identification has a positive and significant effect on Job Performance (H3 supported)

Table 5 presents the findings of data analysis which demonstrate that Job Performance is positively and significantly impacted by Leadership Identification This finding supports study conducted by Zhao (2018) which provided evidence that Leadership Identification affects Job Performance. when employees develop a concept of ego, they do it largely to build relationship with the organization or other individuals in the organization (such as leaders). People who have a leadership identity define who they are in light of their relationship with the leader (Sun, Song, & Wang, 2013). High leader identification boosts engagement. Leadership identification demonstrates the attachment of subordinates to the leader.

Customer Orientation has a negative and significant effect on Job Performance (H4 supported)

Customer Orientation has a positive and significant impact on job performance. This finding is consistent with study by Yang et al. (2021), which found that Job performance is positively and significantly impacted by Customer Orientation. Effective leadership may improve customer orientation, which has been suggested as a key predictor of sales force performance.

414

Suggestions

This study concerns on salespeople of retail stores in Pamekasan Regecy so that the results can be generalized to this context only. Therefore, future researchers are expected to analyze other companies and cities to expand the result. The objective of this study is to investigate about the roles that abusive supervision, leadership identification, and customer orientation in a certain period time and how those variables affected job performance. As a result, this study proposes that more research might create a research model to produce more comprehensive results or information since the variables may change overtime which causing the results also change

References

1. Agarwal, U. A. (2019). Examining links between abusive supervision, psycap, *LMX and outcomes. Manage. Decis*. 57, 1304–1334..

2. Al-Omari, K., & Okasheh, H. (2017). The influence of work environment on job performance: A case study of engineering company in Jordan. *International Journal of Applied Engineering Research*, 12(24), 15544–15550.

3. Anasori, E., Bayighomog, S. W., and Tanova, C. (2020). Workplace bullying, psychological distress, resilience, mindfulness, and emotional exhaustion. *Serv.Ind. J*. 40, 65–89..

4. Dabrowski, D., Brzozowska-Woś, M., Gołąb-Andrzejak, E., & Firgolska, A. (2019). Market orientation and hotel performance: The mediating effect of creative marketing programs. *Journal of Hospitality and Tourism Management,* 41, 175–183.

5. Dhani, P. (2017). Personality and job performance. *Kaav International Journal of Economic,* 4 (2), 177–183.

6. Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satis_faction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics,* 25(3), 144–150

7. Gregory, B., Osmonbekov, T., Gregory, S., Albritton, M. and Carr, J. (2013). Abusive supervision and citizenship behaviors: exploring boundary conditions. *Journal of Managerial Psychology*, Vol. 28 No. 6, pp. 628-644.

8. He Q, Wu M, Wu W and Fu J.(2021) The Effect of Abusive Supervision on Employees' Work Procrastination Behavior. *Front. Psychol*. Vol 12, pp 1-12.doi: 10.3389/fpsyg.2021.596704

9. Hills, S. B., & Sarin, S. (2015). From Market Driven to Market Driving: An Alternate Paradigm for Marketing in High Technology Industries. *Journal of Marketing Theory and Practice*, 11(3), 13–24.

10. Jasiyah, R., Ramli, H. M., Sinring, H. B., & Sukmawati, S. (2018). The effect of ability and motivation on job satisfaction and employee performance. *Archives of Business Research*, 6(12), 12–23.

11. Liu, W., Zhang, P., Liao, J., Hao, P., & Mao, J. (2016). Abusive supervision and employee creativity: The mediating role of psychological safety and organizational identification. *Management Decision*, 54 (1), 130–147.

12. Ma, J., Zhou, X., & Mu, Z. (2020). Can abusive supervision motivate customer-oriented service sabotage? A multilevel research. *The Service Industries Journal*, 1–22.

13. Maamari, B. E., & Saheb, A. (2018). How organiza_tional culture and leadership

style affect employees' performance of genders. *International Journal of Organizational Analysis*, 26 (4), 630–651

14. Mackey, J. D., Frieder, R. E., Brees, J. R., & Martinko, M. J. (2017). Abusive supervision: A meta-analysis and empirical review. *Journal of Management,* 43(6), 1940–1965.

15. Martinko, M.J., Harvey, P., Brees, J.R. and Mackey, J. (2013), "A review of abusive supervision research", *Journal of Organizational Behavior*, Vol. 34, S1, pp. 120-137.

16. Masa'deh, R., Al-Henzab, J., Tarhini,A., & Obeidat, B. Y. (2018). The associations among market orientation, technology orientation, entrepreneurial orientation and organizational performance. *Benchmarking,* 25(8), 3117–3142.

17. Miao, C. Fred, and Kenneth R. Evans. (2014). Motivating Industrial Salesforce with Sales Control Systems: An Interactive Perspective. *Journal of Business Research* 67(6): 1233–42

18. Rolf van Dick, Berrit L. Cordes, Jérémy E. Lemoine. (2021). Identity Leadership, Employee Burnout and the Mediating Role of Team Identification: Evidence from the Global Identity Leadership Development Project. *Int. J. Environ. Res. Public Health*, 18(22), 12081

19. Saad, G. B., & Abbas, M. (2018). The impact of organizational culture on job performance: A study of Saudi Arabian public sector work culture. *Problems and Perspectives in Management,* 16(3), 207–218.

20. Skarlicki, D. P., Van Jaarsveld, D. D., Shao, R., Song, Y. H., & Wang, M. (2016). Extending the multifoci perspective: The role of supervisor justice and moral identity in the relationship between custo_mer justice and customer-directed sabotage. *Journal of Applied Psychology*, 101(1), 108–121.

21. Sun, J. M., Song, M., & Wang, Z. (2013). The Effects of Abusive Supervision on Job Performance and Turnover Intention: The Role of Leader Identification and Power Distance. *Journal of Business Economics*, 1(3), 45-53.

22. Tariq, H. and Ding, D. (2018). Why am I still doing this job? The examination of family motivation on employees' work behaviors under abusive supervision. *Personnel Review*, Vol. 47 No. 2, pp. 378-402.

23. Tepper, B. J., Simon, L., & Park, H. M. (2017). Abusive supervision. *Annual Review of Organizational Psychology and Organizational Behavior,* 4, 123–152

24. Vogel, R. M., Mitchell, M. S., Tepper, B. J., Restubog, S. L., Hu, C., Hua, W., & Huang, J. C. (2015). A cross_cultural examination of subordinates' perceptions of and reactions to abusive supervision. *Journal of Organizational Behavior*, 36(5), 720–745.

25. Walsh, G., Yang, Z., Hille, P. and Dose, D. (2015). The effect of job–related demands and resources on service employees' willingness to report complaints: Germany versus China. *Journal of Service Research*, Vol. 18 No. 2, pp. 193-209.

26. Xu, A. J., Loi, R., & Lam, L. W. (2015). The bad boss takes it all: How abusive supervision and leader–member exchange interact to influence employee silence. *The Leadership Quarterly*, 26(5), 763–774

27. Yang, Z., Jaramillo, F., Liu, Y., Ye, W. and Huang, R. (2021). Abusive supervision in retailing: the mediating role of customer orientation and the moderating roles of contingent reward and contingent punishment. *European Journal of Marketing,* Vol. 55 No. 2, pp. 543-564.

28. Zainurrafiqi , Ria Racawati , Devi Lestari Pramita Putri , Enza Resdiana , Endang Widyastuti , Qaiyim Asy'ari , Rusdiyanto, W. H. (2020a). The Determinants And Consequents Of Competitive Advantage Based Of Local Wisdom At The Micro, Small, And Medium Enterprise : Evidence From Indonesia. *Solid State Technology*, 63(6), 1604–1620. http://solidstatetechnology.us/index.php/JSST/article/view/2260

416

29. Zainurrafiqi and Ria Rachmawati. (2018). Pengaruh Etika Bisnis, Faktor Kontingensi Dan Tingkat Penggunaan Internet Terhadap Daya Saing. *Ekuitas: Jurnal Ekonomi Dan Keuangan*, 2(4), 550–571. https://doi.org/10.24034/j25485024.y2018.v2.i4.426

30. Zainurrafiqi, Gazali, N. Q. and N. H. (2020b). The Effect Of Organization Learning Capability And Organizational Innovation On Competitive Advantage And Business Performance. *Russian Journal of Agricultural and Socio-Economic Sciences (RJOAS)*, 3(99), 9–17. https://doi.org/10.18551/rjoas.2020-03.02

31. Zainurrafiqi; Siti Salama Amar; Rohmaniyah; Rini Aristin; R.P.Much Muchtar; Rusnani; Miftahol Arifin ; Abdul Hadi; Kusik Kusuma Bangsa; Nurul Hidayati. (2021). The Effect of Utilitarian Value and Hedonic Value on Customer Loyalty with Customer Satisfaction As an Intervening Variable: Empirical Evidence from Indonesia. *International Journal of Multicultural and Multireligious Understanding.* Vol 8, No 5, pp : 291-305

32. Zhang, Y., & Liao, Z. (2015). Consequences of abusive supervision: A meta-analytic review. *Asia Pacific Journal of Management*, 32(4), 959–987

33. Zhao, Ting. (2018). The Effect of Abusive Supervision on Job Performance: The Role of Leadership Identification and Subordinates' Tradition. *Research in Economics and Management*, Vol. 3, No. 2, pp 149-155.

34. Zheng, X. and Liu, X. (2017). The buffering effect of mindfulness on abusive supervision and creative performance: a social cognitive framework. *Frontiers in Psychology*, Vol. 8, p. 1588.

35. Zhou, X., Ma, J., & Dong, X. (2018). Empowering supervision and service sabotage: A moderated mediation model based on conservation of resources theory. *Tourism Management*, 64, 170–187.