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A MEDIATED-MODERATED ASSESSMENT ON THE EFFECTS OF ABUSIVE SUPERVISION ON WORKERS' INNOVATION

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Abstract
The objective of the current study was to elucidate findings on abusive supervision and its impact on employees' creativity in business organisations. This study examined the impact of abusive supervision on Insecure Employment. The examination of employment insecurity as a mediating variable and the moderating role of locus of control have been conducted. The study has utilised the PLS-SEM model and the Path Coefficients test as its foundational framework for data analysis. Data were collected through a self-reliant questionnaire from 400 employees across various business organisations in Pakistan. The empirical analysis confirms that abusive supervision and employment insecurity significantly negatively affect employees' creativity. Employment infectivity serves as a partial mediator in the relationship between abusive supervision and Insecure Employment. A moderation analysis was conducted; showing that locus of control moderates the relationship between abusive supervision and employment insecurity, as well as the impact of employment insecurity on Insecure Employment. This research enhances the understanding of the variables under investigation: abusive supervision, employment insecurity, locus of control, and Insecure Employment. This study represents the first instance of examining these variables in conjunction. The study provided practical recommendations for managers and entrepreneurs.
Keywords: Moderation analysis, abusive supervision, employment insecurity, creativity, locus of control, Pakistan

1. INTRODUCTION

Abusive supervision negatively affects subordinates' physical and mental health, thereby adversely impacting the organisation [1]. Although some organisational managers recognise the detrimental effects of abusive supervision on subordinates and management, the reasons for its prevalence within organisations remain unclear. Organisational leadership emphasises discipline and authority, with supervisors possessing the majority of critical resources. Employees in numerous organisations are required to comply with their superiors' directives and requests. The workers develop a greater acceptance of abusive supervision, resulting in a tendency to favour this leadership style. This study was conducted within insurance companies, and creative activities are essential to them. Previous studies have established a connection between abusive supervision and various job-related behaviours, such as turnover intentions, organisational citizenship behaviour, employee deviance behaviour, and counterproductive work behaviours. However, the potential association of other factors with abusive supervision remains unclear. Insecure Employment is a crucial positive behaviour in the workplace, vital for the survival and success of an organisation. This study focuses on mediating the effects of insecure employment as indicated by previous research. The research indicates that abusive supervision adversely affects insecure employment. Insecure employment, according to the conservation of resources (COR) theory, compels workers to expend energy managing uncertainty, leaving inadequate resources for innovation. In recent years, insecure employment has garnered significant attention in the workplace. Elevated work stress levels contribute to increased insecurity, leading to higher rates of organisational deviance, burnout, and intentions to leave the organisation [11, 12]. Individuals possess an inherent motivation to preserve, protect, and generate resources deemed valuable, according to the Conservation of Resources (COR) theory [13]. Employees consider leaders to be a significant asset within the organisation and closely observe their actions [14]. The emotional bond between employees and their organisation is based on their relationship with their employer [15]. Interrupting abusive monitoring might harm the partnership and the abusive supervision negatively impacts worker creativity and unstable employment [16]. Research on workers' locus of control suggests that individual attribution techniques might reduce negative perceptions and actions related to resource risks [17, 18]. The aim of this research is to establish a model

connecting abusive supervision to worker creativity, revealing the mechanism in action. Our hypothesis is that locus of control buffers the relationship between abusive supervision and precarious employment, thereby reducing the negative influence on workers' creativity. The study examines the relationship between abusive supervision and beneficial job-related behaviours, such as creativity, which has been overlooked by earlier studies. Using the COR and LoC theories, we aim to investigate and simulate how abusive supervision impacts Insecure Employment at work. These results will be useful for companies and increase theoretical understanding of how abusive supervision negatively affects workers. We focus on the mediating role of precarious employment and locus control in limiting Insecure Employment under abusive supervision. This study provides a foundation for future interventions to improve employee behaviour.

2. LITERATURE REVIEW

Tepper et al. [6] describe abusive supervision as subordinates' views of the supervisor's continuous hostile verbal and nonverbal acts, avoiding physical contact. Abuse of workers includes public humiliation, ridicule, screaming, impoliteness, violations of agreements, and participation in inappropriate activities. Zia et al. [9] describe abusive supervision as long-term and persistent, rather than temporary. This depends on the employee's appraisal, as two workers may have different opinions on the same supervisor's behaviour. It causes stress, which may lead to workplace emotional exhaustion [19, 20]. Insecure employment—fear of losing jobs—is a subjective stressor [21]. Insecure employment refers to the idea that one's work is under jeopardy, rather than actual job loss [21, 22]. As per the conservation of resources idea, harsh work supervision depletes employees' psychological resources. Insufficient personal resources might hinder employees' ability to handle job dangers and challenges. Employees perceive more negative features in such situations, leading to a poor evaluation of their performance. Under psychological strain, individuals perceive resource loss, leading to negative actions and feelings, such as insecure employment. Therefore, we can hypothesize:

H01: Positive correlation between abusive supervision and precarious employment.

Insecure Employment involves identifying difficulties, generating ideas, and producing things [23,24]. Examples of autonomous behaviour include problem-solving, decision-making, using new technology, and generating new results [23]. Effective Insecure Employment is crucial for organisational efficiency and growth. Understanding potential backgrounds, such as precarious work, can help improve organisational behaviour. The conservation of resources hypothesis states that individuals seek resources like self-esteem and status to confront and overcome hazards. Stress and trauma drain resources, increasing vulnerability to future negative events. Workers who face the risk of losing organisational resources will take steps to reduce that risk and protect their resources [25, 26]. Insecure employment refers to job insecurity during employment, which leads to resource loss [21]. Workers facing threats experience mental exhaustion, low self-confidence, decreased achievement, decreased job interest, desperation, and feelings of deception, leading to decreased working capabilities [21, 22, 27]. When a subordinate doubts their ability to complete a task, they may not give it their best effort. Inadequate motivation leads to a lack of inventiveness and effort in completing assignments. Previous research [28-30] has linked work instability to organisational deviance, fatigue, and resignation, but it is unclear how insecure employment affects Insecure Employment. Insecure work may lead to negative psychological and behavioural outcomes, reducing positive activities, according to studies and the COR hypothesis [27]. We hypothesize the following from these arguments:

H02: Insecure work hinders creativity.

The study does not have the psychological processes that relationship harsh supervision to workers' innovative behaviour. According to the conservation of resources idea [26], employees have a natural desire to preserve and generate valuable resources. When an organisation loses individual resources, it can lead to psychological pain and worry. Without timely resource replenishment, a gap may arise, resulting in negative outcomes [27]. Employee resources are depleted when managers use abusive supervisory styles, seeing weak workers as targets for repression and intimidation [6]. Subordinates who experience violent behaviour may feel frightened and negatively impacted over time [20, 31]. Employees may experience emotional exhaustion due to negative emotions among themselves, leading to negativism, disinterest in work, and loss of faith in the organisation, ultimately resulting in job insecurity [32]. If job instability lingers, people may become more conservative, decreasing their creativity and activity. Uncertain job insulates workers from rigorous supervision and stimulates creativity. We propose the following hypothesis:

H03: Uncertainty in one's job status mediates the connection between harsh supervision and originality.

Has abusive management always hampered creativity? People's confidence in their ability to handle life and ignore extraneous influences affects cognition [33, 34]. Attribution tendency is a psychological tendency to attribute success and failure to external or internal sources [35, 36, 37, 38]. Those who attribute achievement to external factors blame others, whereas those who attribute it to internal factors blame themselves [39, 40]. Different control loci affect how people handle professional hazards [41, 42]. Personality factors, such as locus of control, may influence fear-of-resource-loss behaviour [36]. Externally managed employees are more optimistic about business risks and better at

handling dejection and unacceptable behaviour. Positive morale and optimism assist employees overcome abusive supervision and unstable employment, which lower job engagement, organisational attitudes, and fitness [21, 43]. Low self-control and pressure make subordinates more receptive to threats, causing undesirable behaviour (44, 45). These dangers challenge workers lacking self-control and coping abilities, and their positive thoughts and activities suffer [46, 47]. Figure 1 represents the research model and the study hypotheses:

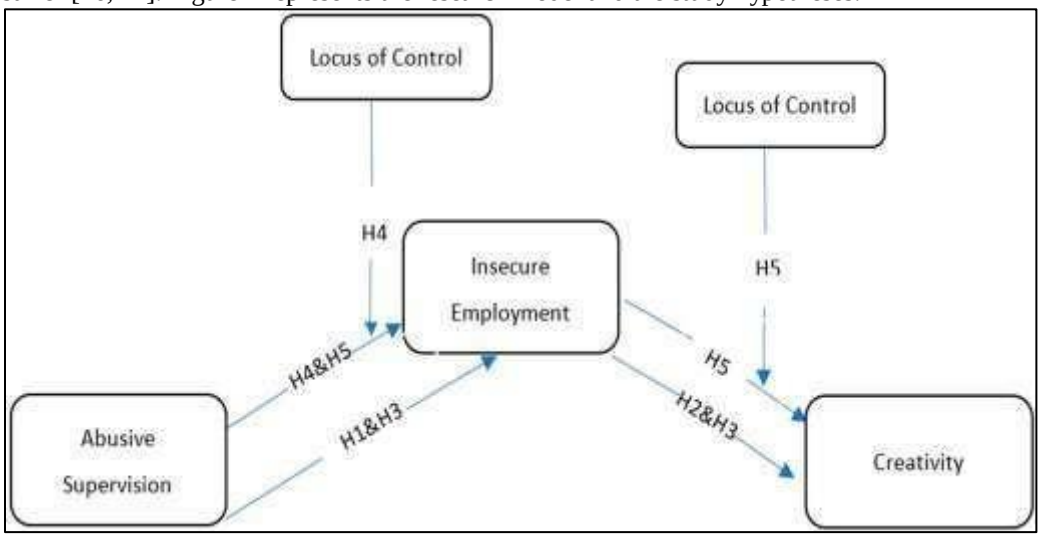

Figure 1. Research Framework

H_{04}: Locus of control moderates' abusive supervision and precarious employment.
H_{05}: Locus of control moderates the link between abusive supervision and unstable employment and creativity.

3. RESEARCH METHODOLOGY

3.1 Data Collection

The research examined Pakistan's Project survey, organizational culture, creative activities, market turbulence, and organizational performance in Pakistan's textiles sector. Questionnaires are given to 400 service company employees in lower and upper management. Additionally, the study project has altered the measurement scale to assess the relationship between innovative capabilities and organisational performance in terms of market turbulence. Table 1 shows research variables and symbols.

Table 1. Represents the study variables and symbols

Variables	**Symbols**
Absolute Supervision	ABS
Insecure Employment	IE
Creativity	CR
Locus of Control	LOC

The Insecure Employment and Knowledge Sabotage are considered as dependent variables, and Locus of Control, Creativity, Absolute Supervision, and Absolute Supervision have been applied as independent variables.

3.3 Research Design

The study has applied Smart PLS (SEM) for three reasons: researchers outside the social sciences are less familiar with this strategy (Hair et al., 2014). Second, it is better for testing theories and prediction-oriented models, as well as for expanding concepts. SEM-PLS can be used with small sample sizes and one- and two-item scale models (Hair et al., 2014), a third benefit. Data analysis begins with data screening and processing, and to get the best model, it analyzes outliers and missing values before PLS-SEM. Smart PLS software does data analysis in the second stage. Two steps are used for this inquiry, and the first phase verified the model's reliability and validity. The second step, structural model assessment, tested research hypotheses by assessing the coefficient of determination, effect size, and predictive relevance. When sample numbers are minimal, PLS-SEM evaluates model adequacy, relationship magnitude, and direction.

4. RESULTS AND DISCUSSIONS

Table 2 represents the descriptive statistics. The mean for all variables is close to 0, suggesting that the data is centered on zero. The median is the middle value of a dataset. The smallest value for "AS" is -1.255, and the maximum is 1.714, suggesting a negative to positive range. Though their extremes (min and max) differ, all variables have a similar range.

Table 2. Descriptive Statistics

	Mean	Median	Obs. Min	Obs. Max	Standard deviation	Excess Kurtosis	Skewness
ABS	-0.000	-0.153	-1.255	1.714	1.000	-1.432	0.210
IE	0.000	0.301	-2.598	1.363	1.000	-0.586	-0.684
CR	-0.000	-0.256	-1.127	1.837	1.000	-1.391	0.359
LOC	-0.000	-0.330	-3.041	2.213	1.000	1.018	-0.056

ABS, IE, CR, and LOC distributions are shown via descriptive statistics. All variables have mean values near zero, indicating that the distributions are centered. ABS (-0.153), CR (-0.256), and LOC (-0.330) have negative medians, whereas IE has a positive median of 0.301.LOC has the greatest range (-3.041 to 2.213), indicating more dispersion. Each variable has a standard deviation of 1.000, indicating that it has been standardized. ABS (0.210) and CR (0.359) are substantially right-skewed, whereas IE (-0.684) and LOC (-0.056) are left-skewered, with IE more apparent. All variables except LOC have negative excess kurtosis (ABS: -1.432, IE: -0.586, CR: -1.391), suggesting flatter-than-normal distributions. LOC has a positive excess (1.018), indicating a higher peaked distribution. Table 3 presents the correlation matrix results showing associations among the variables.

Table 3. Correlation Matrix

	ABS	IE	CR	LOC
ABS	1	0.24	0.781	0.361
IE	0.24	1	0.294	0.487
CR	0.781	0.294	1	0.321
LOC	0.361	0.487	0.321	1

The correlation matrix shows linear correlations between ABS, IE, CR, and LOC. ABS and CR have a substantial positive correlation (0.781), indicating a linear relationship. It also exhibits moderate positive associations with LOC (0.361) and IE (0.24), suggesting shared variation. A slight linear relationship exists between IE and LOC (0.487) and CR (0.294). CR has a substantial connection with ABS and a low-to-moderate correlation with LOC (0.321). LOC is marginally associated to IE and ABS but not CR. ABS and CR have larger connections, but others have very small interdependencies, showing that while there is some overlap, the variables capture different parts of the data.

4.1 Model Fit

Table 4 represents the model fit test used to asses' matches of the research variables. There are several problems with the estimated model's fit, as shown by the model fit indices that were supplied.

Table 4. Model Fit

Details	Saturated Model	Estimated Model
SRMR	0.119	0.150
d_ULS	21.916	34.478
d_G	7.462	7.572
Chi-square	8360.878	8446.164
NFI	0.545	0.540

The saturated model's Standardized Root Mean Square Residual (SRMR) is 0.119 and the estimated model's is 0.150, both over the 0.08 threshold indicating poor fit. In the estimated model, d_ULS and d_G are larger (34.478 and 7.572, respectively) than in the saturated model (21.916 and 7.462), indicating more approximation error. The calculated model has a slightly higher Chi-square score (8446.164) than the saturated model (8360.878), indicating reduced

model fit. The estimated model's Normed Fit Index (NFI) is 0.540, somewhat lower than the saturated model's 0.545, considerably below the acceptable threshold of 0.90, suggesting that it describes the data less successfully than an ideal model. These results indicate that the estimated model does not match the data well.

4.2 Path Coefficient Test

Table 5 shows results of Path Coefficients test establish the direction. Insecure Employment in Services emphasizes individual-level innovative ideas, activities, and procedures that are meaningful, valuable, and relevant to service work practices.

Table 5. Path Coefficients

Details	Path coefficients
ABS -> IE	0.148
ABS -> CR	0.692
ABS -> LOC	0.361
LOC -> CR	0.019
IE -> CR	0.596
IE -> LOC	-0.004

Paths Coefficient data show ABS, IE, CR, and LOC correlation magnitude and direction. ABS moderately increases IE (0.148), demonstrating that ABS raises IE somewhat. ABS positively correlates with CR (0.692), showing it is an important factor. ABS also improves LOC (0.361), albeit less than CR. IE improves CR (0.596), highlighting its importance. IE hardly slightly affects LOC (-0.004), showing no major consequences. LOC has no significant effect on CR (0.019). ABS is crucial to various outcomes, notably CR, while IE is a critical intermediary affecting CR but not LOC. Table 6 represents the results of R-square and adjusted R-square.

Table 6. R-square and adjusted R-squared

Details	R^2	Adjusted R^2
Absolute Supervision	0.404	0.397
Insecure Employment	0.621	0.617
Creativity	0.131	0.127
Locus of Control	0.056	0.053

For every dependent variable, the R^2 and Adjusted R^2 values show how well the models explain the data. With a R^2 value of 0.621 and an Adjusted R^2 of 0.617, Insecure Employment is the best-explained construct out of the four. This means that the model accounts for almost 62% of the variation in Insecure Employment. Absolute Supervision follows with a moderate amount of explanatory power, as indicated by an Adjusted R^2 of 0.397 and a R^2 of 0.404. A lower R^2 of 0.131 and an Adjusted R^2 of 0.127 for creativity show that the model only accounts for approximately 13% of its variation. Only 5.6% of the variation is explained by Locus of Control, making it the least robust explanatory variable with a R^2 of 0.056 and an Adjusted R^2 of 0.053.

4.4 Indirect Specific Effect

Table 7 represents the results of indirect specific effect test. Absolute Supervision has a somewhat positive affect on the creativity of workers, and this effect is mediated by the Creativity of the employees. Absolute Supervision has a moderately positive influence on employees' creativity.

Table 7. Represents the indirect specific effect

Details	Specific indirect effects
Absolute Supervision -> Creativity -> Insecure Employment	0.141
Abusive Supervision -> Locus of Control -> Creativity	0.07

Two significant model mediation routes are shown by the particular indirect effects. With an indirect effect value of 0.141, creativity moderately mediators the association between absolute supervision and insecure employment, suggesting that creativity considerably adds to the influence of supervision on insecure employment. The indirect effect of Abusive Supervision on Creativity through Locus of Control is 0.07, which is tiny but significant. This provides more evidence that shifts in Locus of Control mediate the relationship between Abusive Supervision and Creativity. Table 8 represents total effects of model applied. The mediation role and the existence of indirect impacts are both demonstrated by these two routes.

Table 8. Represents the Total Effects Model

Details	**Total effects**
Abusive Supervision -> Insecure Employment	0.148
Abusive Supervision -> Locus of Control	0.361
Locus of Control -> Creativity	0.019
Creativity -> Insecure Employment	0.596
Locus of Control -> Insecure Employment	0.126
Absolute Supervision -> Creativity	0.237

The results reveal that Abusive Supervision has a little impact on Insecure Employment (0.148), but a larger one on Locus of Control (0.361), suggesting that it has a more noticeable effect on how people feel about their own agency. The modest impact size of locus of control on insecure employment (0.126) and the tiny effect size on creativity (0.019) indicate that locus of control has a limited but significant influence in determining these outcomes. With a total impact size of 0.596, creativity stands out as a powerful predictor of insecure employment. The fact that Absolute Supervision has a little impact on Creativity (0.237) further demonstrates its significance in encouraging or discouraging innovative actions. When looking at the connections between the two forms of supervision and job insecurity, the findings highlight the importance of Creativity and Locus of Control as mediators.

4.5 Construct Reliability and Validity Test

Table 9 represents the results of construct reliability and validity test for Cronbach's Alpha, and average variance extracted. The conceptions of Abusive Supervision, Insecure Employment, Knowledge Sabotage, and Psychological Well-Being have great reliability and good to exceptional AVE values, which indicates that they are robust and viable constructs.

Table 9. Represents the results of construct reliability and validity test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Abusive Supervision	0.958	0.959	0.963	0.725
Insecure Employment	0.957	0.958	0.962	0.663
Locus of Control	0.871	0.891	0.889	0.349
Creativity	0.877	0.884	0.907	0.620

The reliability and validity data show good internal consistency for most notions. Abuse Supervision and Insecure Employment have strong reliability, with Cronbach's alpha values of 0.958 and 0.957 and composite reliability (rho_c) ratings of 0.963 and 0.962, respectively, above the 0.7 criterion. Convergent validity is also shown by their substantial Average Variance Extracted (AVE) values (0.725 for Abusive Supervision and 0.663 for Insecure Employment). With a Cronbach's alpha of 0.877, rho_c of 0.907, and AVE of 0.620, creativity is consistent and genuine. Locus of Control has excellent reliability (Cronbach's alpha = 0.871, rho_c = 0.889), but its AVE of 0.349 is below the suggested 0.5 level, suggesting limited convergent validity and that the construct may not represent the desired latent variable. The constructions are reliable; however, Locus of Control may need improvement. Table 10 represents the results of Discriminant Validity test.

Table 10. Results of Discriminant Validity test

	Abusive Supervision	Insecure Employment	Locus of Control	Creativity

Abusive Supervision				
Insecure Employment	0.250			
Locus of Control	0.342	0.523		
Creativity	0.184	0.667	0.530	

Abusive Supervision had modest associations with Insecure Employment (0.250), Locus of Control (0.342), and Creativity (0.184), demonstrating discriminant validity. Insecure Employment is somewhat connected with Locus of Control (0.523) and more strongly with Creativity (0.667), suggesting a tighter relationship but preserving adequate differentiation. Creativity and Locus of Control correlate somewhat (0.530). Most inter-construct correlations are below 0.85, indicating discriminant validity; however, Insecure Employment, Locus of Control, and Creativity have higher correlations, suggesting overlap that should be examined. The results show that the components measure conceptually separate features of the model and have appropriate discriminant validity.

5. CONCLUSIONS

This study examined the complex associations between abusive supervision and employee creativity, focusing on precarious employment and locus of control. The study clarifies how negative supervisory behaviours drain psychological resources and limit creativity in Pakistan's service economy. The study has utilized the PLS-SEM model and Paths Coefficients test for data analysis as its foundational framework. Data were collected through a self-administered questionnaire from 400 employees across various businesses in Pakistan. The empirical data show that abusive supervision negatively impacts precarious employment and worker inventiveness. Such surveillance increases work instability, which reduces innovation. The study shows that job insecurity mediates the relationship between supervisory abuse and creativity. The cumulative and compounding consequences of resource depletion on psychological outcomes and performance-related behaviour strengthen the COR theory. Locus of control moderates the detrimental effects of abusive supervision on those with an internal locus. These people perform more creatively despite managerial animosity, demonstrating that personality and psychological resilience buffer organisational dynamics. People with an external locus of control had greater decreases in creativity and psychological well-being under abusive leadership. Path analysis and structural model assessments corroborate theoretical claims and provide strong statistical evidence for mediating and moderating processes. The core assumptions are supported by high path coefficients between abusive supervision and creativity and precarious employment and creativity. Locus of control had a lesser direct influence on creativity, but its position as a moderator in the model helps explain employee stress reactions. This study integrates abusive supervision, insecure employment, locus of control, and employee creativity into a moderated-mediation framework to address various gaps in the literature. It emphasizes the need of eliminating workplace abuse and improves employees' psychological resources and coping skills, contributing to theory and practice. Actionable lessons for managers: remove toxic supervisory behaviour and build support structures that boost staff confidence and resource security. Psychological resilience and internal locus of control training can reduce the negative impacts of supervisory abuse. Transformational leadership and emotional intelligence in management may help avoid abusive behaviour from reducing creative engagement.

5.1 Limitations and Future Suggestions

The study's findings cannot be adequately summarized in another section because there are no geographic regions. Data is collected through surveys in the creative R&D industry. Future researchers may employ a range of methods to collect data, and the results may change when applied to different businesses with varied respondents, such as those in the hotel, telecom, and financial sectors. We anticipate that future studies may uncover more variables among these traits.

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