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Impact of Abusive Supervision on Fear-based Silence with Mediating Role of Perceived Job Insecurity and Emotion Regulation

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ABSTRACT

Abusive supervision has been a significant concern in organizations. Abusive supervision has numerous consequences, but one of the most significant is employee silence. Emotions play a vital role when any employee at any place faces abusive supervision, which leads researchers to examine the links between emotional intelligence with abusive supervision and has deep roots in emotions. Where employees' emotions regulations have significance, and this has not been explored so far in detail. This study took this relative combination of Abusive Supervision, Emotion Regulation, Perceived Job Insecurity, and Fear-Based Silence. Abusive supervision has been examined in relation to fear-based silence directly; however, when tested through the mediating roles of emotion regulation and perceived job insecurity, it created an interesting conceptual framework and research model. 500 digital questionnaires have been distributed to the banking

sector employees of Punjab, Pakistan. However, 304 valid responses were accepted. Data was carefully arranged and analyzed through Smart PLS4. The study concluded that abusive supervision has a strong association with fear-based silence, and employees choose to remain silent in response to abusive supervision. Although emotion regulation has a direct link, it also demonstrated a strong mediating effect. In contrast, perceived job insecurity showed an insignificant effect in both mediating roles.

Keywords: Abusive supervision, fear-based silence, emotion regulation, perceived job insecurity, organizational behavior, leadership development

INTRODUCTION

Abusive Supervision has been one of the most researched issues in the past two decades. Both people and businesses suffer when supervisors are aggressive, and the attention given to abusive supervision among researchers (Bhattacharjee & Sarkar, 2024). Abusive Supervision is an ongoing serious problem (Song & Whitman, 2023). It is important to understand abusive supervision, which has focused on harmful management behavior and highlighted the expensive repercussions for both workers and employers. The complexity of the issue is shown by the investigation of the intricate dynamics between workers' perceptions and reactions to alleged supervisory abuse. So, to better understand how workers deal with abusive supervision. Song and Whitman (2023) proposed that future studies must investigate the significant role of abusive supervision and its fundamental impact.

Abusive behaviors are so harmful that perceived abusive supervision affects human psychology with such a power that it may even lead to suicidal ideation (Yao et al., 2023). The extent to which abusive supervision destroys employees' confidence and creativity, however, has not been the subject of significant studies (Borhani & Eslamdoust, 2024). Abuse in the workplace leads to lower productivity and higher healthcare costs, which in turn cost businesses a lot of money (Eissa & Lester, 2024). Fundamental responsibilities such as assessing, coaching, and directing mainly lie on the shoulders of supervisors, who are a vital component of human resources. Supervisors are seen by employees as representatives of the organization or leaders; thus, they are expected to act in a way that represents the culture of the company (Eisenberger et al., 2002).

Researchers have also called for an investigation into the emotional mechanisms that may explain why supervisors use verbal abuse (Y. Zhang & Frenkel, 2018). We address this call by describing the relationship between leaders' views of their subordinates' competence and their abusive behavior.

Abusive Supervision

Several studies have shown that abusive gestures may be either spoken or nonverbal (Tepper 2000). Supervisors may experience jealousy and harsh behavior when they see their subordinates as extremely skilled (Azeem, 2024). When managers are afraid, they will be demoted; this urge becomes much stronger. Human resource managers might use the results as a guide for dealing with unethical

behavior on the job. According to, supervisors might resort to abusive behavior when they treat their subordinates unfairly or when they claim credit for their achievements. Research found that abusive supervision is positively associated with turnover, role conflict, psychological discomfort, and negatively associated with satisfaction, commitment, and perceptions of fairness (Tepper 2000; Tepper et al. 2006, 2008).

As mentioned, reduced productivity, high turnover, and increased absenteeism amount to around \$23.8 billion in losses for organizations caused by abusive supervision (Tepper et al. 2006). Significant studies have shown that abusive supervision has harmful consequences on citizenship behavior and causes health implications mentally and psychologically (Zellars et al., 2002). One definition of abusive supervision offered by (Ashforth, 1994) is "petty tyranny," which is defined as an authoritarian and revengeful exercise of authority by the supervisor. There is limited research connecting abusive supervision to fear-based silence mediated by emotional intelligence characteristics, and even less research on the effects of abusive supervision in South Asian contexts (Pradhan & Jena, 2018).

Fear-Based Silence

Workers are more likely to keep silent about issues at work when they feel more alone on the job. This gives weight to the premise that breaking the silence among workers is essential for fostering an atmosphere of trust and open dialogue where workers feel comfortable voicing their opinions and concerns (Mathew, 2024). Research in the field of organizational behavior is beginning to pay more and more attention to the problem of employee silence. Many organizations, especially professional service companies such as management consultancies or legal firms, have never been included in employee silence research, despite recent studies addressing the significance of this phenomenon. Previous studies have focused on the evidence that certain leadership qualities are crucial, which impart fear in subordinates (Vakola & Bouradas, 2005).

Minor and temporary feelings of exclusion, such as being left out of group activities, may have a major impact on a person's mental health (Howard & Holmes, 2020). Workers may be reluctant to speak up for fear of retaliation or gaining an unfair edge over their colleagues (Sahabuddin et al., 2023). Employees' avoidance of problems causes them to feel bad, dissatisfied, and have worse job results (Saeed et al., 2023). Most of the employees agree that when leaders set a good example via their words, workers are more likely to speak their minds. However, when workers are afraid to speak up about issues facing the company, they often remain quiet (Milliken et al., 2003; Pinder & Harlos, 2001).

A notable example of this fear-based silence is quiescent (defensive) silence, which has been studied by (Milliken et al., 2003; Van Dyne et al., 2003a). In high-power-distance situations with abusive bosses, employees may choose to remain silent about ideas, facts, or views for fear of reprisal, and when employees don't speak up about their ideas, opinions, or problems at work, it's usually because they're afraid of retaliation or have had bad experiences (Jain, 2015). Abused employees

hardly focus on the organizational commitments, whether it is affective attachment, continuous commitment, and normative commitment (Deniz et al., 2013).

Perceived Job Insecurity

Job insecurity is one of the most critical psychosocial vulnerabilities in the workplace, together with workload, losing grip and control, role obscurity, interpersonal conflict, and relationship (Leka et al., 2010). As described by the (Mohr, 2000), Perceived Job Insecurity is the underlying fear of losing a job in the future for any reason, meaning the fear of a position's future existence threat concerns comprehending the loss of a job in the future (Klandermans & van Vuuren, 1999). Literature suggests that job insecurity is associated with poor health and well-being, and that its impact on psychological health may be more detrimental than unemployment itself (De Witte et al., 2010). There is still much we don't know about the origins, progression, and consequences of job insecurity (Klug et al., 2024), and stress accumulates in individuals over time (Garst et al., 2000).

An individual's vulnerability to job insecurity due to temporary work may be amplified if they have a history of unemployment. It takes into account prior unemployment and draws on theories such as Conservation of Resources Theory, Appraisal Theory, and temporal stressor-strain models (Klug et al., 2024). For example, past experiences impact present stress levels; for unknown reasons, people who have been jobless in the past tend to feel more uneasy about their work today. For example, workers who have experienced job loss may be more likely to see similar circumstances in the present job and as dangerous to their job (Ellonen & Nätti, 2015; Shoss, 2017).

Unforeseen harm is the only cause of job insecurity, which can manifest in a variety of ways, including the loss of a person's job security or the erosion of important job characteristics like organizational status, advancement opportunities, work planning flexibility, and organizational resources (Shoss, 2017). Job insecurity, workloads, dependence on technology, skill development needs, and the blurring of work and home boundaries have all been exacerbated by shifting workplace norms (Hite & McDonald, 2020; Watermeyer et al., 2021). In times of economic crisis, many nations depend on temporary employment to avoid widespread layoffs. Although temporary labor helps keep positions secure, it may also make employees feel insecure about their future employment, which can hurt their health (S. Khalid et al., 2022).

Research Gap

One aspect of emotional intelligence is the ability to control one's emotions. Emotional Intelligence is considered an important factor for individuals in organizations or workplaces. However, there is limited understanding and less work has been done so far to understand and clear the impact of emotional intelligence based on social information theory or conservation of resources theory. Emotional intelligence and its dimensions play a vital role in curtail or enhancing the impact of negative supervisory behaviors, and it may lead to defiant behavior of employees (Bhattacharjee & Sarkar, 2024).

It suggests that there are many more gaps and a lot of work to be done on abusive supervision and emotional intelligence with its dimensions. Situations where emotional intelligence is perceived as a negative attribute for an employee, though few people consider it. Emotional intelligence might exaggerate the effect of abusive supervision on aggressive attribution bias and deviant behavior. Existing research has focused on abusive supervision and its connections to various workplace phenomena in industrialized nations; more study is required to address this issue in the context of Pakistan's manufacturing and service industries. Power distance is the major dividing factor between Eastern and Western cultures (Mohsin Bashir, 2012).

Therefore, there were gaps to focus on the sub-dimension of silence. Generally, and mostly, there is employee silence used in different studies. Secondly, perceived job insecurity has not been investigated in Pakistan; not much literature was available on job insecurity and its impact on fear-based silence. Thirdly and most importantly, emotion regulation has not been explored so far, which was a clear study gap in the literature and (Jain et al., 2023) have suggested that this gap to work as an important dimension of emotional intelligence. There is great significance to this gap because emotions play a critical role when employees face abusive behaviors/unethical leadership /negative leadership.

Problem Statement

When managers engage in abusive supervision, which includes verbal aggressiveness and abuse of power, foster an unsafe workplace where workers may feel uncomfortable and avoid speaking out. There are numerous harmful consequences of abusive supervision, which can also be synonymous with other terms, e.g., Negative behaviors, unethical leadership, abusive leadership, etc. Abusive supervision has long been a major issue in the field of organizational dynamics because of the obvious harm it does to both workers and businesses. Research on abusive supervision has received a lot of attention in the last several decades (Mackey et al., 2017; Song & Whitman, 2023).

Several studies have shown that civilizations with a large gap between the powerful and the rest of society, such as those in Africa and South Asia, are more likely to have abusive supervisors. Almost every industry in Pakistan, from manufacturing to services, has an unequal power dynamic between supervisors and workers (Mohsin Bashir, 2012). In addition, the administration and implementation of Pakistan's labor laws are poor, and the country's policies regarding workers' rights are inadequate. Pakistan also has a high unemployment rate, which makes workers nervous about their futures in the workforce, so perceived job insecurity remains stronger in such environments and situations. Regardless of the industry, employees are more likely to experience abusive supervision due to a lack of robust labor laws and mechanisms, as well as inherent fears about their jobs. Academics and researchers in Pakistan have yet to pay more attention to this field of study.

LITERATURE REVIEW

Abusive Supervision and Fear-Based Silence

Research on abusive supervision has consistently shown that it leads to a host of problems in the workplace. Still, there's a long way to go before we can figure out how workers react when they feel their supervisor is abusive (Song & Whitman, 2023). According to (Vem et al., 2023), supervisors who engage in abusive conduct hurt both their subordinates and the organization's performance. According to (S. Khalid et al., 2024), the study also discovered that in the schools in Sargodha District/Division, employee power distance acts as a moderator between abusive leadership, workplace exclusion, and teachers' silence. Research conducted in Iran found that when supervisors are abusive, it leads to a dramatic rise in employee quiet. There is a correlation between abusive supervision and organizational rules that discourage employees from speaking out. Although effective leader-follower interactions may help break the ice, nothing can counteract the effects of abusive supervision. Municipal authorities should prioritize resolving these concerns in order to decrease employee silence (T. Islam et al., 2024).

Employee silence is a predictor of reduced engagement and contentment with work (Baloch et al., 2023), which also addresses the issue of how these three factors relate to one another. According to the (M. Khalid et al., 2018), subordinates' proactivity was less affected by abusive supervision when they had strong organizational identification and good affectivity. Even employees who scored high on measures of positive affectivity showed less initiative when they reported high levels of perceived abusive supervision and low levels of organizational identity (S. Xu et al., 2017).

In the context of paramilitary and military groups, where the line between aggressiveness and discipline is razor-thin, the phenomenon is distorted. As an example, (Brunetto et al., 2016) found that the system institutionalizes shady practices as a norm. In some workplaces, cases have been reported where superiors exploit their authority and engage in sexual harassment of female workers (Kőszegi et al., 2022). The practice of firing female police officers for marrying or having a family is widespread in Nigeria (Eyongndi & Okongwu, 2021), which allows perpetrators of sexual abuse complete power over their victims (Committee et al., 2021).

Workplace or domestic power disparities may exacerbate tension and enmity, according to power theory (Brunetto et al., 2016). A person may resort to aggressive actions to rectify an unfair situation when it arises. By exploiting real power disparities, bullies repress their subordinates through methods such as isolation, threats, domination, and humiliation (García-Moreno et al., 2005). Vem et al. 2023 contribute to the ongoing conversation in two ways. To start, the majority of the focus has been on bullying in the context of abusive supervision or bullying in the workplace, which is usually described as aggressive behavior that stretches horizontally, upwards, and downwards (Rai & Agarwal, 2017), whether it's from higher-ups, co-workers, or subordinates, very little research has investigated the root causes of bullying.

Unethical behaviors in organizations or considered as abusive supervision

have a negative impact on the organization, and employees become silent by suppressing their emotions and internally build anger, shame, and other such emotions (Sufi et al., 2023).

H1. There is a positive relationship between abusive supervision and fear-based silence.

Abusive Supervision and Emotion Regulation

Emotional labor is a unique function to each job. Achieving professional objectives and conforming to job role standards entail controlling emotions throughout encounters, such as with organizational outsiders. A combination of the emotional states of shame and wrath mediates unethical behavior. According to appraisal theories of emotions, some feelings like shame and wrath mediate the relationship between overqualification and actions like withdrawing from work, keeping quiet, and engaging in unethical behavior for performance-based compensation. There is a positive correlation between shame or humiliation and perceived overqualification, which in turn causes employees to retreat from work and remain silent. In addition, anger mediates the relationship between overqualification and unethical behavior in the workplace, and the combined effects of anger and shame are much more compelling (Liu et al., 2024).

Supervisors who abuse their positional authority may have a significant impact on workers' lives by manipulating their compensation, promotions, demotions, or even firing. Supervisors with a strong preference for positional power often have an effect on their employees' capacity to control their emotions and retreat from the high-power, remote work environment. Employees in India need skills in reading their bosses' emotions in order to deal with abusive management styles (Deshpande & Srivastava, 2023).

Researchers discovered that subordinates' daily job engagement was adversely affected by abusive supervision, whereas their daily outward behaviors towards supervisors were favorably affected. Daily harsh supervision did not significantly affect subordinates' deep behavior. The detrimental impacts of abusive supervision might still manifest even when one practices mindfulness. Mindfulness may improve engagement at work even when confronted with abusive supervision, according to one study. However, workers who score higher on the mindfulness scale are more vulnerable to such abuse. Mentally present workers are less likely to zone out under harsh monitoring, but they are nevertheless more likely to remain actively involved in their tasks. New data from this research shows that being conscious doesn't always protect workers against abusive bosses (Yu et al., 2023).

According to (Saathoff, 2009; Satija & Khan, 2013), emotional intelligence is becoming more important in the business world. Negative or abusive supervision can lead to experiencing multiple emotions. Even if these emotions are negative, like anxiety or shame, they may affect whether an employee chooses to stay silent out of fear (quiescent silence) or for a positive reason (prosocial silence). Abusive Supervision or unethical leadership must be investigated with different experimental designs and different focus groups through emotions. Emotion (Sufi et al., 2023).

H2. Abusive Supervision has a positive relationship with emotion regulation.

H3. Emotion regulation mediates the relationship between abusive supervision and fear-based silence.

Abusive Supervision and Perceived Job Insecurity

There is a positive link of workplace ostracism and workers' intentions to quit their positions, often known as turnover intentions. In addition, job uncertainty is linked to this linkage, especially in settings where coaching leadership is lacking. Understanding the impact of workplace ostracism and finding ways to alleviate it is crucial, and job instability and coaching leadership play a key role in this. Research by (R. Zhang et al., 2024) probes into the theoretical groundworks as well as the practical consequences of these results.

According to (de Witte et al., 2016; Shoss, 2017) feelings of job instability might lead to stress at work. When workers perceive a danger to their job security, the JD-R model suggests they should draw on internal resources to mitigate the impact and hold on to their job and working circumstances (Bakker & Demerouti, 2017). Furthermore, according to the "resource spiral" premise of the COR theory, which has been discussed in previous studies (Q. Hu et al., 2017; Kacmar et al., 2016), when resources are scarce, both people and organizations are more prone to experiencing resource loss.

Managers and supervisors who abuse their position of power and authority to treat their subordinates badly are another kind of workplace harassment that is being investigated. According to (Tepper 2000), abusive supervision occurs when a subordinate perceives aggressive behavior from a superior, whether it's via words or body language. The supervisor's position and power necessitate that this nonphysical animosity endures for an extended period of time. Thus, bullying, owing to the persistent character of abuse and power imbalances between the aggressor and the victim, and workplace incivility, owing to ambiguity and moderate severity, may be associated with abusive supervision (Tepper 2007).

In light of the aforementioned research, we look at the possibility that job uncertainty is a moderating factor between bullying and abusive supervision in the workplace and the subsequent silence of employees. In the first phase of COR theory, workers see rejection or ignoring them as a danger to their resources and, in response, use more resources to get through the stressful circumstance. When workers are upset with coworkers, have trouble finishing tasks, or fail to meet company objectives, they may start to worry that their jobs are in jeopardy. The second stage is a "loss spiral" when out-of-favor workers' resource fatigue is accelerated due to fears about job insecurity, which in turn causes greater stress and drains more resources (Gorgievski & Hobfoll, n.d.). In the end, workers are forced to depart due to resource depletion in order to defend themselves and prevent future loss of resources (Zhang, Niu, and Zhang 2024). This leads us to the following hypothesis:

H4. Abusive Supervision has a relationship with perceived job insecurity.

H5. Perceived job insecurity mediates the relationship between abusive

supervision and fear-based silence.

RESEARCH METHODOLOGY

The research is primary as it relied on a survey to gather fresh information. The banking sector in the services industry was chosen due to employees being more stressed and understanding stressors and emotions. Data was collected from bank workers in Punjab province using sampling methods to observe population patterns amid restrictions. A systematic questionnaire was used, targeting 500 employees with a standardized 5-point scale. Researchers used previously validated measures for assessing emotion control, perceived work insecurity, fear-based silence, abusive supervision, and related topics. Data analysis was conducted using SPSS (version 21) and mainly SmartPLS4. Correlation and regression were used, with bootstrapping for mediation analysis. 304 responses were received, but 9 were removed due to incomplete answers. Missing values were handled in SmartPLS4. Normality was tested ($p > 0.05$), and correlation values below 0.8 were deemed acceptable to avoid multicollinearity. Previous research served as the basis for all of the tools used to measure the variables in this study. The dependability of the instruments was assessed using Cronbach's Alpha, needs to have a value higher than 0.7, according to (Hair et al., 2012). To ensure the reliability of the variables' measurement tool, we used confirmatory factor analysis.

Table 1 Data Coding

Demographics	Codes
Gender	1. Male
	2. Female
Age	3. 18 –25
	4. 26 - 29
	5. 30 - 34
	6. 35 -39
	7. 40 - 44
	8. 45 – 50
Qualification	1. Matric
	2. Intermediate
	3. Graduate (14 years)
	4. Graduate (16 years) /Masters
	5. MPhil / PhD
Experience	1. 0 - 5
	2. 6 - 10
	3. 11 - 15
	4. 16 - 20
	5. 21 & above

Reliability Analysis

Instrument consistency is examined in reliability analysis. Specifically,

Cronbach's alpha is used to gauge the dependability. What follows is an explanation of the scale's dependability based on the work of (Sekaran, 2003).

Table 2 Composite Reliability Analysis

Variables	No. of Items	Composite Reliability
Abusive Supervision	15	0.862
Emotion Regulation	18	0.902
Perceived Job	04	0.672
Fear Based Silence	05	0.725

- $\alpha \leq 0.60 = \text{poor}$
- $\alpha = 0.70 = \text{acceptable}$
- $\alpha \geq 0.80 = \text{good}$

Internal consistency measures how similarly items in a scale group together, indicating reliability. A Cronbach's alpha above 0.7 is acceptable, above 0.8 is good, and above 0.9 is excellent. This study tested 48 items. The 15-item Abusive Supervision Scale ($\alpha = 0.862$) and the 18-item Emotion Regulation scale ($\alpha = 0.902$) showed high reliability. The 4-item Perceived Job Insecurity scale had a Cronbach's alpha of 0.672, which is slightly below 0.7 but still considered satisfactory.

Validity Analysis

Analyzing a research study's validity means making sure it measures the right things. It checks to see whether the data collection procedures and instruments catch all the intended details. This aids researchers in making sure their results are solid and applicable to the actual world. Both the study design and the research techniques must be valid. For data to be considered valid, it must be able to accurately portray the phenomena being measured. The constructs (i.e., Abusive Supervision, Emotion Regulation, Perceived Job Insecurity, and Fear-Based Silence) measure values since confirmatory factor analysis (CFA) was used to examine the validity of the variables' instruments.

Convergent Validity

To pass the convergent validity test under AVE, the cutoff has been set at 0.50 as suggested by (Fornell & Larcker, 1981). The following table shows the values of AVE that are greater than the value recommended, which is 0.50. This means that, overall, each of the constructs possesses the potency to account for more than half of its indicators' variance. Hence, some of the elements were removed during the assessment of the measurement model based on their loading value of less than 0.5.

Table 3 AVE Values

Variables	AVE
Abusive Supervision	0.505
Emotion Regulation	0.504
Perceived Job Insecurity	0.603
Fear-Based Silence	0.544

Discriminant Validity

Discriminant validity of a model gives an account of how each of the constructs varies from the other. Therefore, to further demonstrate discriminant validity, the proposed indicators are cross-loaded with the (Fornell & Larcker, 1981) criteria as advised by Hair and his associates (Hair et al., 2012). Cross loads must be checked according to how outer loadings must be greater than total loadings on other constructions, beaten with the benchmark value of 0.70. (Henseler et al., 2015), do not support the (Fornell & Larcker, 1981) criteria as a definitive sign of SmartPLS3 discriminant validity. Thus, the current SmartPLS4 validity assessment used the Heterotrait-Monotrait ratio of correlation as a discriminant validity check. This measure of discriminant validity was described by (Henseler et al., 2015) in the same year as being more precise compared to the earlier one. It should be less than 0.9 based on the analysis of excessive levels within the firm.

Table 4 Heterotrait-Monotrait (HTMT)

	ABS	ER	FBS	PJI
ABS	1			
ER	0.293	1		
FBS	0.368	0.520	1	
PJI	0.572	0.377	0.440	1

The value of discriminant validity (VIF) is another metric for this purpose. It's value needs to go below 5. The discriminant validity of the constructs is shown in the table below, which displays the VIF values for all dimensions. Moreover, there was no multicollinearity problem among the variables, as shown by the VIF analysis. There must be a high degree of separation between the variables. When variables are identical to one another, it indicates that they are linearly combined and do not provide any new information. Thus, identifying the problem and gently fixing it if possible are of utmost importance. It is clear from the VIF results that all of the variables were highly discriminant. Therefore, multicollinearity is not a problem.

Table 5 VIF Values

	VIF
ABS -> ER	1.000
ABS -> FBS	1.300
ABS -> PJI	1.000
ER -> FBS	1.177
PJI -> FBS	1.333

All the dimensions were discriminated from each other, producing a single variable, as seen in the above table, which displays the inner VIF values of the variables.

Analyzing Regressions

The regression analysis is utilized to describe the strength and direction of the interaction of the variables (Wijaya, 2022). To investigate the study's hypotheses, a regression analysis was applied to gather information. Goh et al. (2017) noted that this method helps determine the relationship between two variables to find the

effect of one variable upon the other.

Hypothesis Testing and Analysis

In this part, the data will be described more specifically and briefly describe the results of each hypothesis through the regression analysis. The results are presented in tabular style; thus, one can easily see if the assumptions were accepted or not. The results of the correlation and the strength of the variables are relevant to these tables. In order to clear understanding, the regression analysis was divided into two parts. The first part is to explain direct relationships, and the other part is to describe indirect relationships.

Direct Relationship Analysis

Direct Relationship Analysis was done for H1, H2, H3 and following are the results and interpretations:

Table 6: Direct Relationship

Variables	Original sample	Sample mean	Standard deviation	T statistics	P values
ABS -> FBS	0.140	0.133	0.083	1.690	0.046
ABS -> ER	0.299	0.336	0.081	3.683	0.000
ABS -> PJI	0.268	0.284	0.102	2.627	0.004

According to H1, fear-based silence (FBS) is positively correlated with abusive supervision (ABS), implying that workers are more likely to remain silent out of fear when abusive supervision levels rise. A positive correlation (initial sample value = 0.140) suggests that FBS increases with ABS, supported by a close sample mean (0.133) and standard deviation (0.083). H2 finds a strong positive correlation between ABS and emotion regulation (ER), suggesting that workers' involvement in emotion control grows with abusive monitoring. The sample coefficient (0.299) implies workers try harder to control emotions under abusive supervision. H3 shows a relationship between perceived job insecurity (PJI) and ABS, with an initial sample coefficient of 0.268 and a close sample mean (0.284), indicating a stable link despite some variability (SD = 0.102). The significant p-value (0.004) confirms that employees exposed to abusive supervision are more likely to feel insecure about their jobs, fearing consequences like job loss or negative changes due to hostile managerial behavior.

Indirect Relationship Analysis

Indirect Relationship Analysis was done for H4, H5, and the following are the results and interpretations:

Table 7: Indirect Relationship

Variables	Original sample	Sample mean	Standard deviation	T statistics	P values
ABS -> ER -> FBS	0.062	0.070	0.037	1.669	0.048

ABS -> PJI -> FBS	0.021	0.021	0.027	0.756	0.225
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Mediation Analysis

Given the results in the above table, H4 suggests that ER moderates the relationship between ABS and FBS. This also indicates that abusive supervision affects fear-based silence directly and interactively with the workers' ability to manage their emotions. Thus, the mediating influence of emotion regulation supposes the correlation between abusive supervision and fear-based silence to be positive, which, given a sample coefficient of 0.062, is true for the first sample. Therefore, because of the relationship between this type of silence and the ability to regulate emotions, fear-based quiet becomes magnified with abusive supervision.

Hypothesis H5 is not supported, which predicted that ABS would relate to FBS after controlling for the latter through Perceived Job Insecurity. This indicates that abusive supervision has an influence over the worker's perception of job insecurity, leading to fear-based silence. A significant correlation between abusive supervision and fear-based silence, mediated by perceived job insecurity, was suggested by the original sample coefficient of 0.021. As a result, the influence of perceived job insecurity on fear-based quiet tends to grow in a cycle with the prevalence of abusive supervision. There seems to be no change in the observed association because the sample mean (0.021) is the same as the original sample value. Consistent association exhibited throughout the sample is shown by the standard deviation of 0.027, which represents the variability of the sample data.

Hypothesis Testing Table

Table 8: Results of Hypothesis Testing

H1	There is a positive relationship between abusive supervision and fear-based silence.	Accepted
H2	Abusive Supervision has a positive relationship with emotion regulation.	Accepted
H3	Emotion regulation mediates the relationship between abusive supervision and fear-based silence.	Accepted
H4	Abusive Supervision has a relationship with perceived job insecurity.	Accepted
H5	Perceived job insecurity mediates the relationship between abusive supervision and fear-based silence.	Not Accepted

- **Supported:** H1, H2, H3, H4
- **Not Supported:** H5

Out of the seven hypotheses formulated, five hypotheses were supported, which prescribes that ABS is related to fear-based silence. ABS is also positively linked with PJI, ER, and more specifically, FBS. Perceived Job Insecurity, emotion regulation, and fear-based silence are higher among those employees who are

exposed to abusive supervision at the workplace. In light of these findings, the present study postulates that ER partially mediates the relation between ABS and FBS, because the former determines employees' ability to manage emotions, while the latter is a negative consequence of ABS.

CONCLUSION

Abusive Supervision and its associated phenomenon should be given high priority in organizations, especially in highly distant societies. Abusive supervision / unethical behaviors/ negative control directly impacts employees' emotions and psychology, as this study finds a strong relationship between Abusive Supervision and emotion regulation. Emotion regulation is one aspect of EI, and hence, leaders should be focused on it and should try to enhance it. In relation to colleagues, superiors, and peers, it becomes evident that employees are bound to undergo a whirl of emotions during any given working day.

Besides, enhancing the morale and interest of employees to support, a transformational leadership type that is compassionate, encouraging, and accommodating to the employees' needs will reduce abusive supervision significantly. A key factor in minimizing the effects of abusive supervision is to develop social resources for the employees. Employees suffering from abusive supervision could seek emotional and psychological assistance from their Employee Assistance Programs (EAPs), which offer counseling. To ensure that the workers embrace them, such programs should be provided voluntarily, and the information that goes with the programs should not be disclosed. Meanwhile, offering courses regarding stress management and coping with stress and other related issues could be useful to the staff.

In the same way, to reduce the effects of abusive supervision, it is recommended that perceived job insecurity be dealt with as well. Ensuring that the management and the employees have a clear understanding of changes currently undergoing or prospects that the organization has in store creates a secure environment for the employees, hence the need for clear and effective communication on such matters.

It is, therefore, apparent that if one is to eliminate the phenomenon of fear-based silence, one has to cultivate a culture of psychological safety. Retaliation is not allowed in a psychologically secure workplace, which allows workers to express themselves without fear of any consequences. If leaders ensure they are in a position to listen to the workers and acknowledge their problems as well as encourage the workers to speak out without fearing that they could lose their jobs, then it becomes relatively easier to establish a safe psychological environment at the workplace. In light of this, to reduce the effects of abusive supervision, organizational officials should also focus on enabling employees to manage their anger.

One way of managing the negative outcomes of abusive supervision is by adopting comprehensive policies that will benefit the employees. These programs should aim at enhancing all aspects of an employee's well-being, namely, physical,

mental, and social well-being, and work-life balance. Enhancing the copies of the workers' health and/or work ability could just mean developing or making more easily accessible the instruments for wellness, such as gym memberships, mental health support, and other flexible hours of work. Also, organizations may contribute to the promotion of a proper work climate by providing incentives to their employees, taking care of their frequent breaks, and raising awareness of healthy work practices. Some of the manifestations of abusive supervision, which should be addressed, include if issues concerning abusive supervision are noted at an early stage, they can easily be dealt with during the normal performance appraisals and feedback.

Limitations of the Research:

Although this study was conducted in the service sector, that is equally important but the ultimate limitation for the author was the geographical locations and approach to industrialized regions in Pakistan. This type of research and these variables are desperately needed in the manufacturing and industrial sectors on a wider level and broader spectrum. Despite the fact that it is impossible to cover the wide areas and the organizations of the varying types, this research provided a link to understand the situation further, to grasp the emotional significance in any organization. Due to pragmatic constraints of time and money, the population and organizations were restricted.

The study also has some specific limitations concerning the cross-sectional design, which means that it only gathers information at a single point in time. As a result, in order to comprehend the cause-and-effect relations, with reference to the time period of a longitudinal study, data have to be collected and analyzed over an extended period. There is also the factor of generalizability of the sample, or how 'typical' these participants are. It is therefore possible that what is found in the sample does not apply to other situations that may be different in the whole workforce. Lastly, concerning the practical usefulness of the study, while the strategies that were indicated are useful, some of the techniques that were proposed might not be easy to implement.

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