



## Impact of Abusive Supervision on Employees Purchase Intention with Mediation Effect of Employees Silence and Purchase Goal Match

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### ABSTRACT

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The objectives of current research are to examine the effect of abusive supervision on employees purchase intentions with the mediation effect of employee's silence and purchase goal match. This study used a quantitative research design, with data collected from 300 employees at two public universities in Punjab, Pakistan: Thal University and Sargodha University. We used a probability sampling method and asked respondents to complete a survey about abusive supervision, employee silence, purchase goal matching, and purchase intention. The collected data was analyzed using structural equation modeling (SEM) to test the hypotheses. The findings show that abusive supervision increases employee silence and decreases the likelihood of employees making a purchase. Furthermore, employee silence modifies the relationship between abusive supervision and purchase intention, implying that inaction exacerbates the effects of abusive supervision on purchasing decisions. In addition, the results show that a high purchase goal match attenuates the positive effect of abusive supervision on purchase intentions by eroding the inimical relation between abusive supervision and purchase intention. The findings have managerial implications for developing measures on lessening the adverse outcomes of abusive supervision, improving communication, and ensuring that the goals of the organization and the employee are aligned to improve the experiences of employees.

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## 1.0 Introduction

For the past couple of years, the dynamics between supervisory behavior and certain employee outcomes have been receiving considerable attention in contemporary organizational settings (Moin et al., 2022). Abusive supervision refers to hostile verbal and nonverbal supervisory behaviors and has been recognized as a critical factor that significantly influences the poor level of employee behaviors and attitudes (Bhattacharjee & Sarkar, 2024). In this study, the impacts of abusive supervision on purchase intention will be discussed by specifically examining the mediating roles of employee silence and purchase goal matching (Santos et al., 2023). These relationships have to be understood in order to formulate a specific strategy aimed at lessening the harm of abusive supervision on performance (Pradhan et al., 2020).

Abusive supervision is theorized as hostile working supervisors' behaviors targeting their subordinates through means such as derogatory ridicule and public humiliation (Labrague, 2024). Employee silence is the purposeful withholding of work-related ideas, information, or opinions by employees. The purchase goal match is the level of fit between what an employee intends to do and what he or she actually does regarding purchasing behavior (Hussain et al., 2022). Intention to purchase is the probability or willingness for the employee to enact purchasing behavior. Whereas these variables are related in ways that may have important implications for organizations, their exact nature of interaction remains poorly understood as it pertains to abusive supervision (Khan et al., 2022).

The key research problem here is an attempt to understand how abusive supervision within an organizational context affects the purchase intentions of employees (Arasli et al., 2021). More precisely, it tests the role played by employee silence and matching of purchase goals while mediating in this relationship (Guo et al., 2020). Although there is a huge amount of literature on the topic of abusive supervision and its effect on different employee outcomes, there is little research conducted to focus on its impact on purchase intentions, which is central to the productivity and morale of an organization (Al-Hawari et al., 2020). In other words, this study will help to develop greater nuance in understanding the resultant effects of abusive supervision (Ahmad & Begum, 2020).

This study is informed by the fact that there is a need to look into the interactive dynamics of supervisory behavior and employee purchasing behavior. In view of the negative impact abusive supervision has on employees' morale and performance, it becomes relevant to identify how the dynamics affect their decision-making process in organizational purchases. In this regard, the present research takes into consideration mediating factors like employee silence and purchase goal match to provide a comprehensive understanding of the links between these variables in order to help develop effective management practices.

These findings bear some significant implications for both theory and practice. For scholars, this study extends the existing literature on abusive supervision by exploring its impact on one less-examined outcome: purchase intention. The current research contributes to the understanding of practitioners on the various mechanisms by which abusive supervision affects employee behavior. Identification of the mediating effects of employees' silence and purchase goal

matches in this paper points out possible loci for intervention. Guided by these insights, organizations could design strategies to reduce the harmful effects of abusive supervision, stimulate open communication, align purchasing goals and behaviors of the workforce with the goals, and eventually improve overall organizational performance.

## **2.0 Literature Review**

Tepper (2000) defines abusive supervision as the regular use of aggressive verbal and nonverbal communication directed at subordinates, with the exception of physical aggression. Researchers have linked such supervisory behaviour to a variety of employee outcomes, such as job dissatisfaction, low organizational commitment, and psychological issues (Xu et al., 2020). Thus, the study demonstrates that abusive supervision creates an organizational climate that is detrimental to the well-being and productivity of employees (Dedahanov et al., 2021). discovered that employees in organizations with abusive supervision are more likely to experience stress, burnout, and a desire to quit (Afshan et al., 2022). Furthermore, abusive supervision reduces the quality of supervisor-subordinate relationships, lowering employee engagement and performance (Ezeaku et al., 2024).

Employee silence is defined as an employee's deliberate decision not to share ideas, information, or opinions with the organization (Wang et al., 2020). Fear of potential negative consequences, a lack of confidence or power in the given situation, or an organizational culture that discourages reporting of abusive behaviors can cause this passive behavior (Bayhan Karapinar et al., 2024). According to the literature, abusive supervision is one of the most significant predictors of employee silence. Discovered that employees under abusive supervision tend to conform to prevent their situation from getting worse. Unshared information and feedback can negatively impact an organization's learning and innovation (Lee et al., 2022). Purchase goal match refers to the alignment of an employee's purchase intentions with their behaviors. This concept is critical to understanding consumer behavior in organizations because it reveals how well employees' needs are met through consumption (Al-Hawari et al., 2020). According to the literature review, goal congruence is an important factor that can lead to positive outcomes within an organization (Cheng et al., 2023). As a result, when employers' purchase goals align with actual consumption behavior, employees are more satisfied and committed to the organization (Cheng et al., 2024). This is especially true where employees' decisions directly affect the organization's assets and outcomes.

This study defines purchase intention as an employee's desire or readiness to purchase a specific product. Attitude, subjective norms, and perceived behavioral control, defined as personal beliefs, cultural norms, and one's perceived ability to engage in the behavior, influence purchase intentions (Ajzen, 1991). At work, factors such as the physical condition of the workplace and the behavior of the supervisors can influence purchase intentions. Employees who have a positive perception of their managers, for example, are more likely to make purchases that align with the organization's goals (Rhoades & Eisenberger, 2002). However, negative supervisory behaviors, such as abusive supervision, are detrimental to purchasing intentions because they create an unpleasant work environment and demotivate employees.

Future research should also investigate the moderating role of employee silence in the relationship between abusive supervision and purchase intention. Knoll and Van Dick (2013) found that employee voice is likely to worsen the impact of abusive supervision on employee outcomes. For example, when employees do not express their concerns when subjected to abusive supervision, their opinions and suggestions for change are ignored, resulting in poor purchasing decisions (Tangirala & Ramanujam, 2008). The silence hinders information flow and reduces employees' responsibility for their purchases.

A purchase goal match can also help to mitigate the impact of abusive supervision on purchase intention. According to goal-setting theory, aligning employee goals with organizational goals should improve motivation and performance (Locke and Latham, 2002). When it comes to abusive supervision, the level of purchase goal match may help to mitigate the negative effects on purchase intention. Therefore, employees can still make positive purchasing decisions under abusive supervision, provided their purchasing objectives align with the organization's goals and policies. This fit can provide an employee with a reason to work even in a toxic and demotivating workplace (Kristof-Brown et al., 2005).

### **3.0 Methodology**

This study used a quantitative research method, with the variables of interest being abusive supervision, employee silence, purchase goal match, and purchase intention. We used employee silence as a mediator and customer orientation as a moderator. The research design was positivist in nature, with participants drawn from Thal University and Sargodha University in Punjab. The study aimed for 300 participants and used a probability sampling method to select them.

The data was collected using a survey questionnaire, and the respondents were all staff-level employees. We adapted the questionnaire's questions from previously validated questionnaires to ensure reliability and applicability to the study. This method allowed for the collection of structured and comparable data, which was ideal for quantitative analysis.

The study employed a variety of data analysis methods despite its quantitative nature. The most appropriate data analysis technique was structural equation modeling (SEM), which enabled the researchers to investigate direct, indirect, and moderation effects. These findings provided a better understanding of the effects of abusive supervision on employee silence and purchase intention, taking employee silence as the mediating variable and customer orientation as the moderating variable.

## **4.0 Findings and Results**

### **4.1 Measurement Model**

Table 4.1 shows the reliability analysis for four constructs: The study's constructs include abusive supervision, employee silence, purchase goal matching, and purchase intention. All constructs demonstrate high reliability, as indicated by their high Cronbach's alpha, rho\_A, and composite reliability values. The average variance Extracted values support the hypothesis that each construct adequately represents the variance of its variables; the Purchase Intention construct has the highest value, indicating that it explains a sizable proportion of its items' variance.

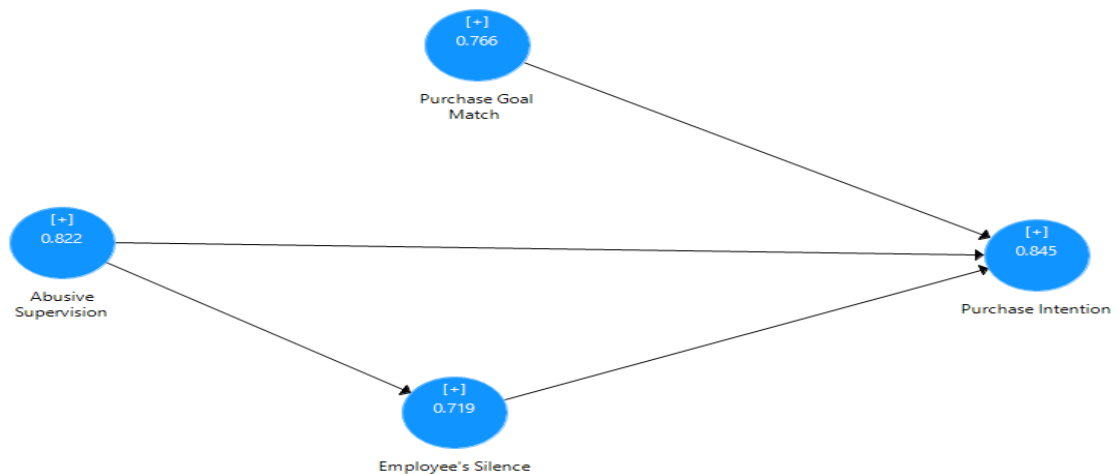
**Table 4.1: Reliability Analysis**

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
Abusive Supervision	0.8217	0.8504	0.8619	0.5221
Employee's Silence	0.7189	0.7247	0.8008	0.5367
Purchase Goal Match	0.7657	0.851	0.8522	0.5686
Purchase Intention	0.8446	0.876	0.8623	0.5925

Table 4.2 shows the validity analysis using the heterotrait-monotrait ratio (HTMT) for four constructs: This includes the concepts of abusive supervision, employee silence, purchase goal matching, and purchase intention. The HTMT values between constructs are all less than the threshold of 0.85, which is appropriate for discriminant validity. In particular, abusive supervision is significantly associated with employee silence, purchase goal match, and purchase intention, but purchase goal match and purchase intention have the lowest HTMT values, indicating that they are more closely related than the other pairs.

**Table 4.2: Validity Analysis (HTMT)**

	<b>Abusive Supervision</b>	<b>Employee's Silence</b>	<b>Purchase Goal Match</b>	<b>Purchase Intention</b>
Abusive Supervision				
Employee's Silence	0.4532			
Purchase Goal Match	0.3674	0.2596		
Purchase Intention	0.3833	0.4015	0.7263	



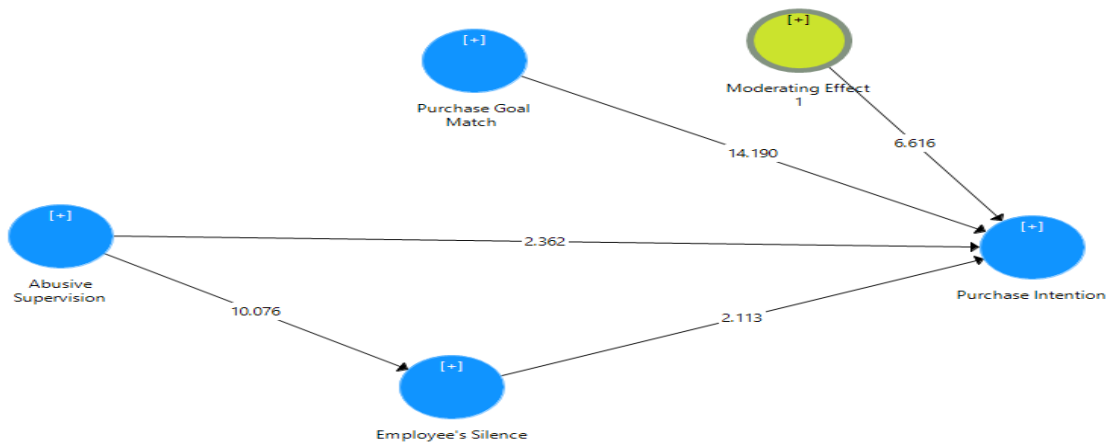
**Figure 4.1: Reliability Analysis**

## 4.2 Structural Equational Model

The structural equation model analysis reveals several statistically significant relationships. The findings indicate that higher levels of abusive supervision led to increased employee silence. Furthermore, abusive supervision has a weaker but still positive relationship with purchase intention, similar to employee silence. The purchase goal match has a positive effect on purchase intention, demonstrating that matching purchase goals with purchase actions increases purchase intention. The results of the moderation analysis show that there is a moderation effect on purchase intention, which means that a moderating variable improves the relationship between the constructs and purchase intention. Last but not least, the mediation analysis shows that abusive supervision has an indirect negative relationship with purchase intention via employee silence, with a small but significant mediation effect. This implies that while the relationship between abusive supervision and purchase intention is relatively weak, it becomes strong when moderated by employee silence.

**Table 4.4: Structural Equational Model**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
<b>Direct Effect</b>					
Abusive Supervision -> Employee's Silence	0.3802	0.391	0.0377	10.0756	0
Abusive Supervision -> Purchase Intention	0.0678	0.0707	0.0287	2.362	0.0201
Employee's Silence -> Purchase Intention	0.0679	0.0663	0.0321	2.113	0.0371
Purchase Goal Match -> Purchase Intention	0.5996	0.6024	0.0423	14.1896	0.000
<b>Moderation Analysis</b>					
Moderating Effect 1 -> Purchase Intention	0.1269	0.129	0.0192	6.6162	0.000
<b>Mediation Analysis</b>					
Abusive Supervision -> Employee's Silence -> Purchase Intention	0.0258	0.0258	0.0128	2.0137	0.0467



**Figure 4.2: Structural Equational Model.**

### 5.0 Discussion and Conclusion

The structural equation model yielded the following significant relationships between the constructs of interest: This suggests that high levels of abusive supervision led to increased employee silence. A T-statistic of 10.0756 and a P-value of 0 confirm the high significance of this relationship. The implication is that a toxic supervisory environment can impede employees' communication and ability to freely express themselves in the organization, resulting in a lack of feedback and innovation. The results also show that abusive supervision has a positive, albeit less strong, influence on purchase intention, with a T-statistic of 2.362 and a P-value of 0.0201. Although this direct effect is small, it suggests that abusive supervision may impact employees' purchase intentions; however, the nature of this relationship requires further investigation.

Similarly, the employee silence coefficient is positive and statistically significant, with a T-value of 2 for purchase intention (113) and a P-value of 0.0371. This relationship suggests that employees who do not speak up, whether dissatisfied or avoiding conflict, may still express their intention to buy, possibly as a form of 'acting out' or passive participation.

The direct effect with the highest T-statistic, 14, between Purchase Goal Match and Purchase Intention, has a P-value of 0.1896 and corresponds to the year 1896.000. This strong positive effect implies that when employees' purchase goals match their actual purchases, their intention to buy is also high. This implies that goal congruence is an important factor influencing positive behavior in the purchasing function. The moderation analysis results show that the T-statistic of the moderating variable on purchase intention is significant at 6.6162 with a P-value of 0.000. This means that a moderating variable improves the relationship between the constructs and purchase intention, implying the presence of factors that can either strengthen or weaken these relationships.

Finally, the mediation analysis demonstrates that abusive supervision has an indirect positive effect on purchase intention via employee silence. The current study's findings indicate a significant mediation effect, with a T-statistic of 2.0137 and a P-value of 0. The study in this paper found that abusive supervision has an indirect impact on purchase intention via its effect on employee silence (coefficient = 0.467). This mediation effect, while small, supports the notion that

these relationships are multifaceted and that indirect paths must be considered when studying the effects of supervisory behavior on employee outcomes.

To summarize, SEM analysis provides a multilayered perspective on how the constructs of abusive supervision, employee silence, and purchase goal alignment influence purchase intention. The intertwined nature of these variables, as demonstrated by the direct effects, moderation, and mediation, offers recommendations for regulating supervisor behavior, fostering open communication, and aligning objectives to achieve favorable outcomes in an organizational setting.

**Aqsa Atta:** Problem Identification and Theoretical Framework

**Saima Malik Aulakh:** Data Analysis, Supervision and Drafting

**Sumira Hashmi:** Data Collection, Idea Refinement

Conflict of Interests/Disclosures

The authors declared no potential conflicts of interest in this article's research, authorship, and publication.

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