A Study on the Relationship between Abusive Supervision of Social Loafing on Staff of Telecommunication Company of Iran

[1] Peyman Feyzi
MA, Telecommunication Company of Iran, Tehran, Iran

Abstract

The aim of this study was to examine the relationship between abusive supervision and social loafing, the contacts company staff in Tehran. This research is a descriptive - analytic study population included 250 patients and staffs are now in Tehran in 1392. In this study, a questionnaire measuring instrument comprising 3 Personal Information questions and 15 questions on the test hypotheses. Cronbach's alpha reliability coefficient of 0/912 was achieved. Statistical method for testing the Kolmogorov - Smirnov test for normal distribution of data, as well as to test hypotheses, Pearson correlation analysis and structural equation modelling approach is used to fit the model. The results of this study showed that, between abusive supervision and loafing of social workers in Tehran Telecom Company, and that there was a direct relationship. And the results evaluation of Structural model indicates that for every one-unit change in the variable abusive supervision, avoidance of social variables 0/82 will change.

Keywords: abusive supervision, social loafing, Telecommunication Company of Iran.

---

[1] Corresponding Author: *Peyman Feyzi*

1

Introduction

Drawing on justice theory, the author examined the consequences of abusive supervisor behaviour. As expected, subordinates who perceived their supervisors were more abusive were more likely to quit their jobs. For subordinates who remained with their jobs, abusive supervision was associated with lower job and life satisfaction, lower normative and affective commitment, and higher continuance commitment, conflict between work and family, and psychological distress. Organizational justice mediated most of these effects, and job mobility moderated some of the deleterious effects of abusive supervision.

A growing literature explores abusive supervision, nonphysical forms of hostility perpetrated by managers against their direct reports. However, researchers have used different terminology to explore phenomena that overlap with abusive supervision, and extant research does not devolve from a unifying theoretical framework. These problems have the potential to undermine the development of knowledge in this important research domain. The author therefore provides a review of the literature that summarizes what is known about the antecedents and consequences of abusive supervision, provides the basis for an emergent model that integrates extant empirical work, and suggests directions for future research (De Hoogh et al, 2008).

Workplace deviance is closely related to abusive supervision. Abusive supervision is defined as the "subordinates' perceptions of the extent to which their supervisors engage in the sustained display of hostile verbal and nonverbal behaviours". This could be when supervisors ridicule their employees, give them the silent treatment, remind them of past failures, fail to give proper credit, wrongfully assign blame or blow up in fits of temper (Comer, 1995). It may seem like employees who are abused by their supervisor will either directly retaliate or withdraw by quitting the job but in reality many strike out against their employer by engaging in organizational deviant behaviours. Since employees control many of the organization's resources, they often use, or abuse anything they can. This abuse of resources may come in the form of time, office supplies, raw materials, finished products or the services that they provide (Bommer, 2003). This usually occurs in two steps. First step is that commitment is destroyed and employees stop caring about the welfare of the employer. The second step is that the abused employee will get approval (normally implied) of their co-workers to commit deviant acts.

2

Workplace experiences may fuel the worker to act out. Research has been conducted demonstrating that the perception of not being respected is one of the main causes for workplace deviance; workplace dissatisfaction is also a factor. According to Bolin and Heathery, "dissatisfaction results in a higher incidence of minor offenses, but does not necessarily lead to severe offense". An employee who is less satisfied with his or her work may become less productive as their needs are not meet. In the workplace, "frustration, injustices and threats to self are primary antecedents to employee deviance". Although workplace deviance does occur, the behaviour is not universal. There are two preventive measures that business owners can use to protect themselves. The first is strengthening the employee's commitment by reacting strongly to abusive supervision so that the employee knows that the behaviour is not accepted. Holding the employee at high esteem by reminding them of their importance, or setting up programs that communicate concern for the employee may also strengthen employee commitment. Providing a positive ethical climate can also help. Employers can do this by having a clear code of conduct that is applied to both managers and employees alike.

Social undermining can arise from abusive supervision, such as when a supervisor uses negative actions and it leads to "flow downhill"; a supervisor is perceived as abusive. Research has shown that "abusive supervision is a subjective assessment made by subordinates regarding their supervisors" behaviour towards them over a period of time. For example abusive supervision includes a "boss demeaning, belittling, or invading privacy of the subordinate(Bodankin, 2009).

Hostile attribution bias is an extra punitive mentality where individuals tend to project blame on others. Researchers wanted to see how hostile attribution bias can moderate the relationship between perceptions of psychological contract violation and subordinates' perceptions of abusive supervision. Undermining does arise with abusive supervision, which affects families and aggression; they believe that there is a stronger positive relationship between experiences of psychological contract violation and subordinates' reports of abuse. It suggests that when someone has a negative work environment, it will affect their emotional training ground where this would result in negative home encounters. The findings from this study show that abused subordinates' family members reported a higher incidence of undermining in their home. When this occurs, complications arise at both home and work. Workplace abuse may be spawning

negative interpersonal relations in the home, which may contribution to a downward spiral of relationships in both spheres (Borritz, 2005).

When a subordinate is being abused, it can lead to negative affect towards their family where the subordinate starts undermining their family members. The undermining can arise from displaced aggression which is "redirection of a [person's] harm doing behavior from a primary to a secondary target". Family undermining arises from a negative work environment: when someone above you puts you down, one starts to think that one should be put down by one's family members (Blau, 1964).

In the social psychology of groups, social loafing is the phenomenon of people exerting less effort to achieve a goal when they work in a group than when they work alone. This is seen as one of the main reasons groups are sometimes less productive than the combined performance of their members working as individuals, but should be distinguished from the accidental coordination problems that groups sometimes experience. Social loafing can be explained by the "free-rider" theory and the resulting "sucker effect", which is an individual's reduction in effort in order to avoid pulling the weight of a fellow group member. Research on social loafing began with rope pulling experiments by Ringelmann, who found that members of a group tended to exert less effort in pulling a rope than did individuals alone. In more recent research, studies involving modern technology, such as online and distributed groups, have also shown clear evidence of social loafing. Many of the causes of social loafing stem from an individual feeling that his or her effort will not matter to the group.

Methodology

The statistical population of the research including Telecommunication of Tehran Company unit staff in the years 2013 can be fitted. That the number of master and combine them according to the statistics, reports and plans-the University planning to describe the following table can be fitted. The statistical sample size based on Morgan and fitted according to the size of the study population is brought, persons can be fitted. That society. The number of different classes based on the forklift to the following table for the description. Considering that, the aim of society in terms of gender education in the different classes have taken place, so for random sampling method of classification has been used. The data required for this study include reactivity of forklift to subjects statistics, questionnaire. This response to determine the extent of the transformation of

forklift loaders, loaders, loaders, managers and organizational citizenship behaviour shows somebody work.

Results

In this section of a variety of methods of descriptive statistics, such as loaders, forklift table; graph and indices of Central and distribution for describing and defining the data classification has been used forklift loaders. In addition, the necessary explanations to the table will provide more description of forklift.

parameter	percentage	frequency
male	67	48
female	33	24
total	100	72

Table 1. Frequency of responders to the questionnaire based on gender

parameter	percentage	frequency
high school and college degree	15	11
bachelors degree	67	48
masters degree	18	13
PhD	0	0
total	100	72

Table 2. Frequency of responders to the questionnaire based on level of education

parameter	percentage	frequency
under 20	9.7	7
20- 40	62.5	45
over 40	27.8	20
total	100	72

Table 1. Frequency of responders to the questionnaire based on age

Conclusion

The results of the data analysis and test hypotheses to are explored here. Finally, referring to the limits of the research proposals and research projects are implemented. Social loafing describes the tendency of individuals to put forth less effort when they

are part of a group. Because all members of the group are pooling their effort to achieve a common goal, each member of the group contributes less than they would if they were individually responsible. For example, imagine that your teacher assigned you to work on a class project with a group of ten other students. If you were working on your own, you would have broken down the assignment into steps and started work right away. Since you are part of a group, however, the social loafing tendency makes it likely that you would put less effort into the project. Instead of assuming responsibility for certain tasks, you might just think that one of the other group members will take care of it.

References

- Blau, P.M. (1964). Exchange and power in social life. John Wiley & Sons .

- Bodankin, M., & Tziner, A. (2009). Constructive deviance, destructive deviance and personality: How do they interrelate? Economic Inferences, XI(26), 549-564.

- Bommer, W.H., Grover, S.L., & Miles, E.W. (2003). Does one good turn deserve another? Coworker influences on employee citizenship. Journal of Organizational Behavior, 24, 181-196.

- Borritz, Marianne (2005). Burnout in human service work- causes and consequences, Results of 3-Years Followup of the PUMA-study among humanservice workers in Denmark.

- Comer, Debra R. (1995), "Amodel of social loafing in real work groups", Human Relations, Vol.48.

- De Hoogh, A. H.B., & Den Hartog, D.N. (2008). Ethical and despotic leadership, relationship with leaders' social responsibility, top management team effectiveness and subordinates optimism: A multi method study. The Leadership Quarterly, 19, 297 – 311.