

## **The Role of Abusive Supervision in Reducing the Employee Green Behavior: A Survey of the Opinions of Sample of Affiliates in the Technical Institute of AL-Diwaniyah**

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### **Abstract**

**Purpose:** The present research aims to test the relationship and influence of poor supervision and green employee behavior in its dimensions (Working Sustainably, Conserving Resources, Influencing Others, Taking Initiative and Avoiding Harm) at the Technical Institute / Diwaniyah.

**Design / Methodology:** based on the research sample, (274) questionnaire forms were distributed to the employees of the Technical Institute / Diwaniya (teachers and technicians), and after examining the retrieved forms, (26) forms were excluded because they were not valid and did not fulfill the conditions required So the forms suitable for analysis are (248) questionnaires, with a return rate of (94.8%).

**Findings:** The search results show that arbitrary supervision affects the attitudes and performance of workers, as workers who see that they are being subjected to abuse are more likely to leave their jobs, have a decrease in their positive behaviors, and they have a decrease in job and life satisfaction, as well as Job commitment, family / work conflict, and high psychological pressure.

**Research recommendations:** One of the most important recommendations reached by the research is preparing a code of conduct and professional conduct standards to guide the behavior and behavior of employees and supervisors, and intensifying awareness and education programs.

## **Keywords**

Abusive Supervision, Employee Green Behavior, Avoiding Harm.

## **Introduction**

The business world today is characterized by a set of rapid and successive technological and economic developments, as well as the desire of organizations to continue and develop and achieve the largest returns, and this prompted researchers to intensify their efforts on studying positive employee behaviors that help organizations to improve their performance level, and to know the influences that increase or reduce these behaviors. Treating them to see employees as the most valuable assets that organizations possess due to the knowledge, experience and capabilities they possess, and have renewed ideas for introducing changes in the workplace. Workers are considered one of the most important and influential inputs of the organization, and among these positive behaviors that deserve attention and study is the Employee Green Behavior because of its impact on the organization, so the Employee Green Behavior It is from the behaviors that can be developed in which employees integrate to contribute to sustainability. The current research sheds light on studying one of the variables that negatively affect Employee Green Behavior, which is (Abusive Supervision), Because the consequences of supervision of arbitrary cause a lot of damage, whether on the literary level related to its reputation or the financial level by incurring the largest possible losses and putting all Possible obstacles to the smooth and easy running of business, and neglecting such bad behaviors will lead to consequences and costs that affect all activities of the organization and affect positive behaviors (such as organizational citizenship behavior, job performance, Employee Green Behavior, creative behavior... and others).

According to the foregoing, the researchers wanted through the current research to show the bad behaviors that can be committed by the manager, which include "persistent dysfunctional behavior towards subordinates" in one of the governmental organizations in the education sector, which is the Technical Institute / Diwaniyah.

This research also aims to know the green behaviors that the employee carries out that decrease or increase as a result of the presence of influences within the work, and is poor supervision considered among these influences?

## **Methodology**

### **Research Problem**

Researchers can formulate the research problem as follows: "Among the reasons for the decline in Employee Green Behavior is the employees' perception that there are influences

that challenge and impede the continuation or reduce the green behavior in the workplace and among these influences (Abusive Supervision). As for the research questions, they are as follows:

1. Are heads of direct work in Technical Institute / Diwaniyah characterized by Abusive Supervision?
2. What is the behavior of the green employee prevailing in the Technical Institute / Diwaniyah?
3. Knowing whether Abusive Supervision will reduce the practice of Employee Green Behavior.

### **Research Importance**

1. The research provides an explanation of the concept of two important variables in management literature, namely (Abusive Supervision and Employee Green Behavior).
2. The current research contributes to providing a new addition to the literature on this topic.
3. The research contributes to providing scientific libraries with my two subjects (Abusive Supervision and Employee Green Behavior).
4. The research acquires its importance through its findings that help those involved in the organization (the research sample) by preparing a code of conduct and professional conduct standards to guide the behavior and behavior of employees and supervisors and intensify awareness and education programs.

### **Research Objectives**

1. Defining the concept of Abusive Supervision in the organization, the research sample.
2. Disclosure of the level of Employee Green Behavior of workers in the same research organization.
3. Knowing the opinions of the respondents about the effect of the prevailing Abusive Supervision on Green Employee Behavior For the organization appointed research.
4. Proposing a set of recommendations that support Employee Green Behavior for workers in the organization, the research sample.

### **The Research Hypothetical Model**

Below is the hypothetical model of the research in Figure (1):

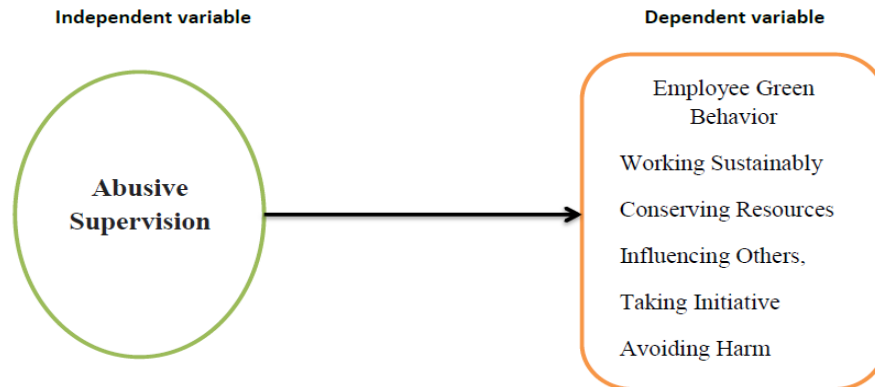


Figure 1 The hypothetical search scheme

### Research Hypotheses

The main hypothesis states that: *"When employees feel the presence of Abusive Supervision in the workplace, this will reduce Employee Green Behavior"*, Five sub-hypotheses stem from this one:

1. When workers feel the presence of AS. in the workplace, this will reduce the Working Sustainably.
2. When workers feel the presence of AS. in the workplace, this will reduce the Conserving Resources.
3. When workers feel the presence AS. in the workplace, it will Influencing Others.
4. When workers feel the presence of AS. in the workplace, this will reduce the Taking Initiative.
5. When workers feel the presence of AS. in the workplace, this will reduce the Avoiding Harm.

### Measurement Tool

The search measurement tool consists of two main parts. The first part is demographic data and functional. And the second part is represented by the study variables, and Table (1) provides a detailed explanation about these measures.

Table 1 Coding and characterization of the questionnaire form

No.	Variable	code	No. of item	Source	The type of the scale
1	Abusive Supervision	AS.	15	(Tepper, 2000)	five-point Likert scale ranging from 1 (never) to 5 (very often).
2	Employee Green Behavior	EGB	40	(McConaughy,2014)	five-point Likert scale asking which the extent of how they agree with the statement ranging from 1 (strongly disagree) to 5 (strongly agree).
	Working Sustainably	WS.	8		
	Conserving Resources	C.	10		
	Influencing Others	IO.	6		
	Taking Initiative	TI.	8		
	Avoiding Harm	AH.	7		

Source: Prepared by researchers

## Research Community and Sample

Distributed (274) questionnaires were to a sample of affiliates at the Technical Institute / Diwanayah (teachers and technicians). After examining the retrieved forms, (26) forms were excluded because they were not valid and did not fulfill the conditions required to answer the questionnaire, and thus the number of valid forms for study and analysis was (248) A form with a recovery rate of (94.8%), for the purpose of measuring the level of Abusive Supervision and the extent of its impact on the (EGB.). In order to describe the characteristics of the research sample, they were detailed in Table (2) As follows:

**Table 2 Coding and characterization of the questionnaire**

No.	Variables	Target categories	Fi	Relative
1	Gender	Males	110	% 44
		Female	138	%56
		Total	248	%100
2	Age	- 26	-	.
		27-36	25	%10
		37 – 46	141	%57
		47 -	82	%33
		Total	248	%100
3	Years of service	- 10	10	%4
		11 – 20	96	%39
		21 – 30	122	%49
		31 -	20	%8
		Total	248	%100
4	Academic qualification	Technical diploma	54	%22
		BSC	134	%54
		M.A.	52	%21
		PhD	8	%3
		Total	248	%100
5	Current job position	Technical	188	%76
		Teaching	60	%24
		Total	248	%100

### (Literature Review)

### (Abusive Supervision) (AS.)

#### 1) Concept of "Abusive Supervision"

The interest in studying the issue of Abusive Supervision is justified due to the material and moral costs it causes that include the organization and society as a whole, and it affects mainly working individuals if one of the studies proves that Abusive Supervision affects a

rate of (13.6%) on the workforce in the states United States of America, and it costs organizations billions of dollars annually ("Tepper et al., 2006"). So, AS. It is one the behaviors that is a growing problem facing organizations (Liang, 2016). Abusive Supervision was studied in its infancy by "Tepper" (2000) (Personnel over the participation of managers in the practice of behaviors hostile. Therefore, Abusive Supervision It is abuse that is Conducted from the upper levels to the lower levels, This would make it a normal practice for the manager (Taftaf, 2018). Here are four views that identify abusive supervision. first point is the perceptual evaluation of the subordinate to the supervisor's behavior, as it is interesting that many personal factors may affect this self-evaluation such as emotional smartness of the subordinate along with the evaluation context. As for the second view, Abusive Supervision is seen as requiring It entails a sustained display of aggressive behavior and thus represents abuse and humiliation of subordinates, while the third opinion is that the supervisor's abusive behavior should be either intentional or unintentional. Finally, The abuse should be non-physical, which excludes all physical contact. Instead, it includes such as overt criticism, Rude behavior, Display anger, and displaying impulsive attitudes (Anwar, 2017).

Abusive Supervision" was known by many researchers, It was defined as the perceptions of subordinates of the extent to which supervisors participate in the practice of verbal and non-verbal aggressive behaviors, with the exception of physical contact. (Tepper, 2000).

It is also known as a One of the types of mockery, destruction, and shouting at followers and causes stress, which results in serious negative effects (Tepper et al., 2007).

Either (Harvey, 2007) Define it as representing bad treatment that affects emotions, or psychological ones (Kemper, 2016), while (Pradhan & Jena, 2017) defined It is one of the bad behaviors that can be practiced by the official, which includes "dysfunctional behavior that occurs continuously towards the subordinates."

## **2) Consequences of Abusive Supervision**

Employees' relationships with their supervisors are more important than other personal relationships found in the workplace, and despite the importance of this relationship, some workers may be subjected to abuse by their supervisors (Ahmad & Omar, 2013). These supervisor's actions may be represented by sarcasm, rudeness, public mockery and belittling, and other hostile behaviors, represented by the use of treatment represented by silence, and breach of promises, and studies have shown that bad behavior of supervisors affects the unwanted behaviors of workers such as decreased organizational citizenship

behavior, increased deviant workplace behavior and functional and emotional burnout (Ghani et al., 2020). Workers who perceive supervisors as abusing them among their colleagues are more likely to resist tactics of influencing supervisors and withhold beneficial work behaviors (Thau et al., 2008). Researchers have reported that there are many financial, social and psychological consequences of Abusive Supervision. Among the most common psychological findings studied are stress and emotional exhaustion (Martinko et al., 2013). It also affects workers, when workers see that they are being abused, they will be more likely to leave their jobs, and they have a decrease in job and life satisfaction, decreased job commitment (Kedharnath, 2014), increased conflict between work and family and psychological pressures, and the stronger employee's intentions to leave the organization Compared to employees not working for an abusive supervisor (Rafferty & Restubog, 2011). Abusive Supervision also has an impact on the organization through reduced productivity, increased legal costs, and reduced employee welfare (Liang, 2016).

And it is possible to notice from what was mentioned above that Abusive Supervision has effects on several aspects, including what concerns the individual himself and as a result of this effect, it includes (their suffering on the health level due to depression, fatigue, psychological pressure, emotional stress, tension, insomnia... etc.), or what concerns the organization as a whole., Including the attitudes and behaviors practiced at the workplace, for example, a decrease (job satisfaction, organizational commitment, job immersion, organizational citizenship behavior, green employee behavior, creative behavior, etc.) or an increase in negative behaviors (such as deviant work behavior, Organizational satire, gossip, anti-social behavior, etc.). Or the material costs caused by poor supervision within the organization.

## **Employee Green Behavior**

### **1) The Concept of Employee Green Behavior (EGB)**

Research on (EGB), and at home has typically conceptualized it as voluntary behavior (Norton et al., 2015). The behavior of the green employee is considered one of the important topics at the present time, as it is considered one of the rational behaviors (Ones & Dilchert, 2012). Within the context of the work (Norton et al., 2015), in addition to this, (Norton) has classified Employee Green Behavior into five important categories (Starik & Marcus, 2000), in order to maintain environmental sustainability, and these categories are:

1. Working on sustainability.
2. Preserving resources

3. Influencing others
4. Take the initiative
5. Avoiding harm and obstacles that prevent achieving the desired goal (Norton et al., 2015).

EGB. is a set of scalable Procedures and behaviors Which staff engage in, Either in their contribution to increasing or reducing "environmental sustainability" (Wiernik et al., 2016). These behaviors are inherently positive. Sometimes, these behaviors can lead to opposite results Because it actually from performance in an environmental climate of the organization instead of enhancing it as scalable measures, It can vary in how, Often the efficiency of the employees undertaking, For the purpose of urging employees to adopt positive green behaviors in the workplace, and the organization should work to motivate them first (Ones & Dilchert, 2012).

Mayangsari & Nawangsari, (2019) showed that EGB It is an individual behavior, and it can be measured and has a contribution to or diminished environmental impacts within the organization. (Mukapit et al., 2018; Boiral et al., 2015) stated that green employee behavior a principal resource in the green side of strategic planning in an organization. (McConnaughy, 2014; De Araujo, 2014), It is defined as one of the Behaviors that have positive consequences for the organizational environment, as it is one of the behaviors that are pro-environmental (Iqbal et al., 2018).

## **2) Dimensions Employee Green Behavior**

**1. Working Sustainably:** Behaviors that enable the sustainability of production processes and all activities within an organization. The behaviors below include: (Ones & Dilchert, 2012; Mc Connaughy, 2014).

- Choosing of Responsible Alternatives: The all behaviors that the employee's choice of activities and products the most environmentally friendly .
- Changing How Work is Done: In which work steps are changed to be more sustainable.
- Creating Sustainable Products and Processes: Behaviors that are created of New products Be more suitable and beneficial to the environment surrounding the work.
- Embracing Innovation for Sustainability: These are also the behaviors that modern technological developments enter into, as well as contribute to the sustainability of work.



**2. Avoiding Harm:** They are the behaviors that cause harm, or help to prevent it, and thus support the environment .

- **Polluting or Preventing Pollution:** This means behavior that may increase, reduce or prevent pollution.
- **Monitoring Environmental Impact:** They are the behaviors in the light of which all changes or impacts caused by environmental impacts are monitored.
- **Strengthening Ecosystems:** Enhancing capacities to adapt to the repercussions of climate change, by continuing efforts to preserve environmental systems from activities and actions resulting from all industries.

**3. Conserving:** These are the behaviors that support the preservation of resources and the reduction of waste and materials polluting the environment, by choosing some methods that greatly help reduce the production of waste.

- **Reducing Use:** Behaviors that exclude the unhelpful and unnecessary use of new substances.
- **Reusing:** The material reusable materials that are to be re-used several times possible and safe, usually to reuse a significant impact in reducing the amount of waste.
- **Repurposing:** It is represented by the behaviors that use the product for a purpose other than the intended purpose, i.e. "new use".
- **Recycling:** Through the recycling process, it is possible to collect the discarded materials and transform them into new products and materials.

**4. Influencing Others:** They are represented by the behaviors practiced by individuals within the community, which in turn may affect the behavior of other people through their engaging in behaviors that may serve the environment or be harmful to it.

- **Encouraging and Supporting Others:** Work to promote and encourage all green behaviors and initiatives carried out by workers.
- **Educating and Training for Sustainability:** They are the behaviors that help other individuals to train and develop and increase their knowledge of the environment and how to obtain a sustainable environment.

**5. Taking Initiative:** Behaviors that depart from the norm, move towards risk-taking and accept change related to the environment.

- **Putting Environmental Interests First:** Behaviors that make the interests of the environment the most important at the expense of the interests of the individual.
- **Initiating Programs and Policies:** Working according to newly designed policies and programs that can provide support and benefit to the environment. **Lobbying and Activism:** Behaviors that may be exemplified by fighting for environmental reasons.

## **Necessary Measures to pay Attention to Employee Green Behavior and Reduce Abusive Supervision**

For the purpose of caring for the Employee Green Behavior and reducing the negative behaviors that affect him in any way, organizations must do several things, including motivating employees as the process of motivating employees will contribute towards the employees' engagement in positive behaviors, including the green employee's behavior if the employee derives his personal satisfaction from doing By voluntarily acting in the service of the organization and the environment (self-motivation), or if it is believed that the organization will reward them (controlled motivation) (Norton et al., 2015). As an organization that has managers who provide positive support, they may receive multiple advantages It represents an abundance of production and an increase in employee satisfaction, organizational commitment & work ethics. In order to reduce the phenomenon of Abusive Supervision, organizations need to increase the awareness of workers by involving them in decision-making processes, as the organization must encourage the use of an ideal participation program among its workers, especially in the decision-making process, and increase their awareness of this participation (Irawanto, 2015).

There is also a set of practices that are concerned with Employee Green Behavior, which were identified by (Tariq) and in order to shed light on these practices, they lie in: - (Dutta, 2012), (Tariq et al., 2016).

- A- Development of talented employees
- B- Job design for the purpose of staff participation and training.
- C- Training on health procedures on how to deal with environmentally friendly factors.
- D- Monitoring and evaluation based on green employee behavior practices
- C- Defining reward systems related to environmental performance

## **Method**

### **Scale Selection**

Prepares process of testing integrity of search metrics is a very important step towards obtaining accurate results. For the purpose of reaching this goal, this requires verification of two basic criteria, Reliability and Validity. In this research, researchers have relied on a number of previously used standards in management literature, which are characterized by stability and high credibility. The structural stability of the measuring tool of the current research was verified It has been used Cronbach alpha, As shown in Table (3).

**Table 3 Cronbach alpha coefficients for search variables**

Variable	Cronbach's Alpha for Variable	Dimension	Cronbach's Alpha for dimension
Abusive Supervision	0.813		
Employee Green Behavior	0.862	Working Sustainably	0.852
		Conserving Resources	0.886
		Influencing Others	0.870
		Taking Initiative	0.811
		Avoiding Harm	0.864

From the above table it was found that the scales are characterized by internal stability because their value is greater than (75%).

### Statistical Description

This paragraph includes two basic aspects, the first is exposed to a variable (Abusive Supervision), and the second aspect relates to the variable (Employee Green Behavior). The study determined the level of answers in the light of the arithmetic averages by determining their belonging to any category and to determine the values of the arithmetic averages within any level to be compared according to Table No. (4) below:

**Table 4 The degrees of mean values of arithmetic levels**

Estimating the answer	1.80-1	2.60-1.81	3.40-2.61	4.20-3.41	5.0 -4.21
The level of the answer	very low	Low	Normal	High	Very high

It is noted in Table (5) the arithmetic averages of the scale paragraphs, their deviations, and the internal correlation matrix for the search variables.

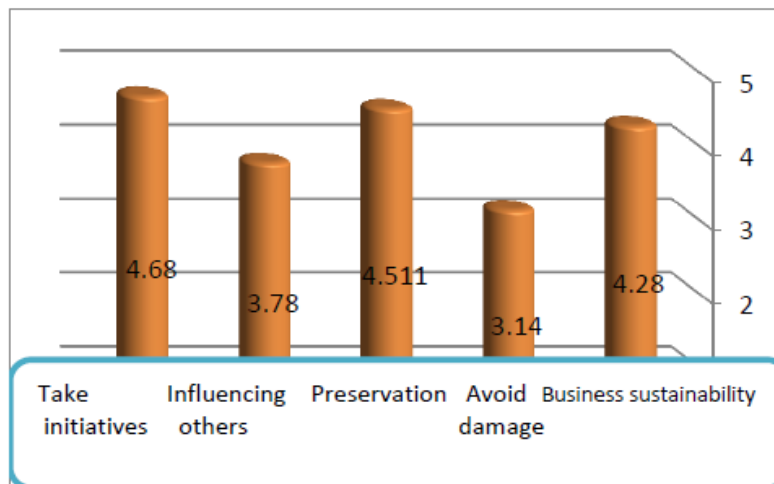
**Table 5 M., S.D & correlations**

Var.	Abusive Supervision	WS.	C.	IO.	TI.	AH.
Abusive Supervision	1					
WS.	** 0.522-	1				
C.	* 0.511-	** 0.868	1			
IO.	** 0.662-	** 0.682	* 0.436	1		
TI.	* 0.536-	* 0.536-	** 0.887	** 0.887	1	
AH.	* 0.753-	* 0.356	0.589*	* 0.432	* 0.688	1
Means	3.032	4.28	4.511	3.78	4.680	3.14
SD.	0.993	0.200	0.785	0.982	0.966	0.901

Table (5) shows the arithmetic averages and standard deviations of the research sample answers the direction of the Abusive Supervision variable as it obtained an arithmetic mean (3.032) and a standard deviation (0.993) and the general arithmetic mean of this variable indicates the presence of moderate awareness by the members of the research sample towards the availability of this variable Because the arithmetic mean value ranges between (2.61-3.40) level shown in Table (4).

As for Employee Green Behavior variable, as it is noticed in this table that after (taking initiatives) from the dimensions of Employee Green Behavior, it ranked first according to the answers of the teachers, the research sample and it got the highest arithmetic averages, which amounted to (4.680) with a standard deviation (0.966), and after avoiding The damage was ranked the lowest by obtaining the lowest averages of (3.14) and a standard deviation (0.901). Figure (2) shows the arithmetic averages for each dimension of the green employee's behavior.

As for the matrix of correlation coefficients (Person) between the search variables that provided initial support for the research hypotheses, most of the correlation coefficients indicated the presence of a negative and significant relationship at the level (0.01, 0.05) between the Abusive Supervision variable and the dimensions of Employee Green Behavior. that is, greater the Abusive Supervision, the less Employee Green Behavior and vice versa.



**Figure 2 Dimensions of employee green behavior according to the mean**

### **Hypotheses Testing**

The tables below show No. (6), Results of the research hypothesis test:

**Table 6 Results of the main hypothesis test**

Regression path		Regression coefficients		t value	f, R <sup>2</sup> value
WS.	<--- AS	0.265		4.326**	<b>R<sup>2</sup>=0.80</b> <b>F= 78.92**</b>
C	<--- AS	0.611		4.210*	<b>R<sup>2</sup>= 0.52</b> <b>F= 19.23**</b>
IO.	<--- AS	0.851		3.108**	<b>R<sup>2</sup>= 0.45</b> <b>F= 23.64**</b>
TI.	<--- AS	0.599		4.361**	<b>R<sup>2</sup>= 0.53</b> <b>F= 56.34**</b>
AH.	<--- AS	0.361		3.523**	<b>R<sup>2</sup>=0.75</b> <b>F= 32.25**</b>

\* sig. at the (0.05) level (2-tailed).

\*\* sig. at the (0.01) level (2-tailed).

Table (6) indicates results of regression analysis that there are significant influencing relationships at the level (0.01 -0.05) between Abusive Supervision and after Working Sustainably, The computed value (F) arrives at (78.92), which is significant at level of (0.01), This shows the significance of The regression of model hypothesis, As for the coefficient of determination was (80%), and this result supports the validity of the sub-hypothesis (1).

Also, sub-hypothesis, through the results of Table (6), the regression analysis revealed that there are significant influence relationships at the level (0.01-0.05) between Abusive Supervision and Conserving Resources, As the value computed from (F) reached (19.23), and significant at the level (0.01), while coefficient of determination was (52%). This result supports the validity of the sub-hypothesis (2).

As for the third sub-hypothesis, through the results of Table (6), the regression analysis revealed that there are significant influence relationships at the level (0.01 -0.05) between Abusive Supervision and after influencing others, as the calculated value of (F) reached (32.64), which is significant. At the level of (0.01), which indicates the significance of the regression model for this hypothesis, while the coefficient of determination was (45%). This result supports the validity of the sub-hypothesis (3).

As for the fourth Table (6) indicates the results of the regression analysis that there are significant influencing relationships at the level (0.01 -0.05) between Abusive Supervision and Taking Initiative, and the calculated (F) reached (56.34), which is significant at the level (0.01), while the coefficient of determination was (53%). This result supports the validity of the sub-hypothesis (4).

Finally, Table (6) shows Regression results analysis with a significant effect at the level (0.01 -0.05) between Abusive Supervision and after avoiding harm, as the value (F) reached (32.25), which is significant at (0.01) level, indicating the significance. The regression model for this hypothesis, while the coefficient of determination was (75%). This result supports the validity of the sub-hypothesis (5).

Thus, the main hypothesis is accepted, which states (when employees feel the presence of Abusive Supervision in the workplace, this will reduce (Employee Green Behavior). This shows that Abusive Supervision harms the results of organizations and negatively affects many of their positive behaviors within the work, including Employee Green Behavior. Workers who feel the presence of Abusive Supervision practiced by the direct supervisor will have negative reactions. On performing within the organization or on leaving work.

## **Conclusions and Recommendations**

### **Conclusions**

1. Abusive Supervision affects the attitudes and performance of workers, as workers who perceive that they are being subjected to abuse are more likely to leave their jobs, lower positive behaviors, and have They have low levels of job satisfaction as well as low life satisfaction, family / work conflict, and psychological distress.
2. Green employee behavior is considered one of the positive behaviors in the workplace.
3. All the dimensions of Employee Green Behavior were at a high level according to the perceptions of the employees, but the most present dimension in the Technical Institute / Diwaniyah is after taking the initiatives, and this shows that the behaviors that involve going outside the area specified by the organization are encouraging change through setting Environmental interests first.
4. There is a sig. correlation relationship through supervising something and EGB, so the more the supervisor's bad treatment of workers, the more workers seek to engage in negative behaviors, and thus the positive behaviors decrease, including "EGB".
5. Among the findings of research that there is a sig. impact on the negative supervision of Employee Green Behavior by removing him (WS., C., IO., TI. & AH.).

## Recommendations

1. It is important for the administration of the institute (the research sample) to establish a culture of accountability in the administrative work through the follow-up and monitoring mechanisms that the higher management adopts for the work of the lower bodies / and this includes field inspection and periodic meetings and blocking the way for officials in trying to cover their illegal actions.
2. The responsible authorities within the institute (the research sample) need to provide awareness programs and intensive educational seminars and activate the various mechanisms that address the various problems associated with Abusive Supervision by focusing on consolidating job affiliation and breaking apart factional loyalties and organizational partying to serve the interests of the organization as a whole.
3. Preparing a code of conduct and professional conduct standards to guide the behavior and behavior of employees and supervisors.
4. Supporting and motivating Employee Green Behavior, financially and morally, and rewarding the positive behaviors shown by employees, supporting them, and urging them to do more in order to face challenges and problems.

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