



Investigating the Antecedents and Consequences of Abusive Supervision using Multi-Grounded theory in Management of public Hospitals in Kerman

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Abstract

Objective and Background: This study was conducted to investigate the antecedents and consequences of abusive supervision using multi-grounded theory in management of public hospitals in Kerman.

Method: In this study, effective variables were identified by examining the 10 professors and their 360 employees as a group of professors and experts in the field of human resources and experts of management of public hospitals in Kerman. This study is a cross-sectional study using the multi-grounded theory in which data was collected during a few weeks. Interviews and coding have been investigated using Maxqda software. We recruited teams by means of a university leadership program that offered a leadership profile to supervisors of academic teams. The Employees working under the supervision of the same leader were considered a team and they should be more than 10 person in one team. Thus, the statistical population includes experts who have the following characteristics: 1. having a doctorate degree or specialization in the field under study, 2. sufficient experience and familiarity with issues, 3. scientific and specialized aristocracy to identify and analyze the subject.

Results: The results of open coding of qualitative data collected using interview tools showed that 87 open codes out of 375 concepts have been identified. 87 primary codes have been extracted in the form of 6 categories of negative organizational consequences, individual negative consequences, organizational factors, environmental factors, personal characteristics of the leader, and characteristics of subordinates. The impact of abusive supervision and job satisfaction and organization performance of the hospitals were mediated by trust in the team.

Conclusion: The results showed that the category of personal characteristics of a leader is in the first rank with 169 repetitions of code, organizational factors are in the second rank with 120 codes and negative organizational consequences are in the third rank with 49 codes.

Keywords: Leadership, Leadership Styles, Abusive Leadership, Antecedents of Abusive Leadership, Consequences of Abusive Leadership, Hospital Management.

Objective and Background

Management style and leadership of supervisors and managers are the variables that have been considered by thinkers and researchers in various fields of management and psychology due to their significant effects on various individual and organizational consequences^{1, 2}. Today's competitive business environments require employees to be good citizens, in a way that employees show a willingness to expand cooperation and help co-workers, employers, and clients. Effective leaders are those who achieve results within a certain time frame to be effective for their industry and work. Managers and supervisors in organizations can be destructive and immoral, especially for their employees and subordinates in various psychological and social dimensions. For this reason, many interested theorists and researchers have insisted that it is necessary to carefully and scientifically examine the behavioral and functional patterns of destructive and immoral leadership³.

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To better understand the mechanisms of the effectiveness of leadership in organizations (including training, service, business, industry, and manufacturing), it is necessary to examine destructive leadership behaviors that are not confined to one particular style⁴. In recent decades, an increasing research movement has focused on the subject of abusive supervision, defined as "employees' perceptions of leaders' continued use from verbal and nonverbal hostile behaviors - which, of course, do not include physical contact and action."⁵. Abusive leadership, which is recognized as one of the most prominent forms of destructive leadership⁶, has detrimental effects on the organization and its subordinates⁷⁻⁹. In research of Asadzadeh and Hadavi Nejad¹⁰ concluded that abusive supervision had a positive relationship with weakening the family to the point where employees vented their anger towards their family members. As a result, different employees may have different perceptions of similar behaviors from a particular manager, and what one subordinate considers as hostile behavior from the supervisor may be accepted by other subordinates as acceptable behavior. The literature and research background of the effective variables on abusive leadership are presented in the (Table 1). Research studies showed that the benefits of research in the field of abusive monitoring were noted due to the emergence of

unethical leadership in studies that focus on organizational behavior. Zhang and Bednall Timothy¹³ Abusive supervision has a bad effect on attitudes, performance, physical health, self-esteem, and the resignation of subordinates.

Although great steps have been taken for defining, mapping, and discovering the code of abusive supervision, research on abusive supervision lacks an integrated theoretical framework. This limitation led to the use of multiple theories to explain the relationship between the perception of abusive supervision and the attitudes and behaviors of subordinates¹⁶. Accordingly, the present study, as a native study, is allocated to examining the antecedent and consequences of abusive supervision in the spatial territory of management of public hospitals in Kerman. It should be noted that the two main questions that the research seeks to answer are: 1- What are the antecedents of abusive supervision? 2. What are the consequences of abusive supervision? To answer these questions, first the antecedents and consequences of abusive supervision are identified using literature and theoretical foundations. Then, by designing a theoretical framework and interview protocol, using multi-grounded theory, the antecedents and consequences of abusive supervision were identified in the statistical population of the research. In the continuation of the article, an overview of the research literature is presented.

Table 1. Literature review of abusive leadership

References	Method	Confirming a negative relationship between abusive supervision and job satisfaction	Confirming a positive relationship between abusive supervision to mental health	Confirming a negative relationship between abusive supervision and organizational and family
Dinh, J. E., & Lord (2017) ¹⁰	Qualitative	✓		
Creswell (2012) ¹¹	Qualitative	✓	✓	
Fischer et al., (2018) ¹²	Quantitative			✓
Goldwell (2019) ¹³	Quantitative			✓

References	Method	Confirming a negative relationship between abusive supervision and job satisfaction	Confirming a positive relationship between abusive supervision to mental health	Confirming a negative relationship between abusive supervision and organizational and family
Fatima et al., (2019) ¹⁴	Qualitative		✓	
Hadavi et al., (2017) ¹⁵	Quantitative		✓	✓
Alberto (2019) ⁸	Qualitative	✓		
Shahrul et al., (2016) ⁶	Qualitative	✓	✓	
Golmoradi (2016) ¹⁶	Quantitative	✓		✓
Babar Nazir et al., (2019) ¹⁷	Qualitative	✓		✓
Ziyae et al., (2016) ⁷	Qualitative	✓	✓	
Gençera et al., (2016) ¹⁸	Quantitative			✓
Othman et al., (2017) ²	Quantitative	✓	✓	
Matthias et al., (2018) ⁴	Qualitative		✓	✓
Tepper et al., (2017) ⁵	Qualitative	✓		✓

Method

According to this research, the antecedents and consequences of abusive supervision have been identified using multi-grounded theory. The subject of the research should be thoroughly investigated based on the situation and data related to Iran. Therefore, finding the antecedents and consequences of abusive supervision in this research has been started with a qualitative approach; where there is no pre-defined framework like the model, and this framework is designed based on the

data that will be collected. The research is developmental based on purpose, and it is a survey based on the classification of data collection methods. This study goes beyond earlier research since investigates (1) trust in the supervisor and trust in the team as mediators of the relationship between transformational leadership and outcomes, (2) the individual and team levels of analysis, (3) team performance, and (4) an academic work context, which suffers from a dearth of empirical consideration (figure 1).

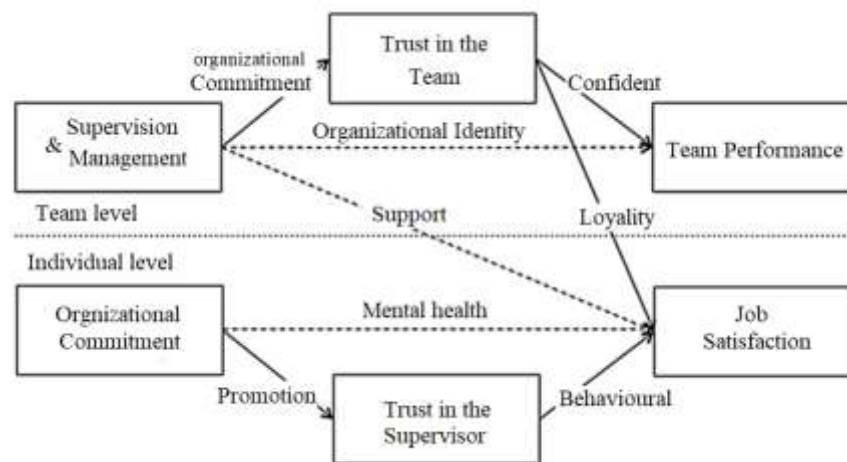


Figure 1: multilevel mediation model of transformational leadership, trust in the supervisor, and trust in the team, job satisfaction, and team performance.

In this study, effective variables were identified by examining the 10 professors and their 360 employees as a group of professors and experts in the field of human resources and experts of management of public hospitals in Kerman. We recruited teams by means of a university leadership program that offered a leadership profile to supervisors of academic teams. The Employees working under the supervision of the same leader were considered a team and they should be more than 10 person in one team. Thus, the statistical population includes experts who have the following characteristics: 1. having a doctorate degree or specialization in the field under study, 2. sufficient experience and familiarity with issues, 3. scientific and specialized aristocracy to identify and analyze the subject.

Therefore, experts were selected and referred to collect information according to the above criteria for members of the statistical population. Thus, the compliance of the above criteria with experts has been conducted through the recognition of masters in the theoretical field of subject and also in some cases by recognizing the researcher. Ten experts have been purposefully selected. In this study, in the qualitative part, saturation sampling has been used, so that to the

extent of theoretical saturation of experts, in-depth semi-structured interviews will be conducted. So that each time, we conclude that we do not receive any new answers and new people answer as the previous ones, we will reach theoretical saturation. In the sense that if we don't achieve the concept or category or speculation of any new relationships between the categories in the process of sampling and gathering information, we stop the sampling and data collection operations from the experts.

As mentioned in study of Golmoradi¹⁹, In spite of calls for deliberate differentiation between individual and team levels of analysis, leadership research based on well-grounded theory referring to multiple levels is scarce. We seek to fill this gap by analyzing the relations between transformational leadership, trust in supervisor and team, job satisfaction, and team performance via multilevel analysis. In the field of grounded theory, it should be noted that background review is neither indicative of major concepts nor hypotheses. Rather, a review of the background indicates a gap or a kind of bias in the existing knowledge and thus provides a basis for the study. Therefore, it is recommended that the researcher put aside his ideas and thoughts as much as possible. Jarašūnienė²⁰ Background review has the benefit when presenting data; it

refers to the background to provide external support for the theoretical model

In the theory of multi-grounded conceptualization, while emphasizing the empirical method, the systematic use of previous theories is also emphasized. In this method, experimental data (often through the inductive method) are responsible for the experimental background of the research. Pre-existing theories (derived from argumentative and theoretical phenomena) theoretical background and the explicit fit of the theory itself (between the components of the theory itself) cause internal background²¹. In this method, Maxqda software has been used for qualitative data analysis and theorizing.

Results

The main purpose of this study is to identify and conceptualize the antecedents and consequences of abusive supervision. This issue has been achieved by applying multi-grounded theory strategies in the management of public hospitals in Kerman. Gençera et al²² developed a multi-grounded theory as an alternative to grounded theory by considering the strengths and weaknesses of the grounded theory as well as reflecting on opposing views³². A summary of the commonalities and differences between grounded and multi-grounded approaches is provided in (Table 2).

Table 2. Comparison of grounded and multi-grounded approaches

Grounded theory	Multi-grounded theory	Comparison
-	Reflection of research interests and its modification during the research process	It is not specified in grounded theory
Open coding	Inductive coding	Similar
-	Conceptual refinement	It is not specified in grounded theory
Axial coding	Pattern coding	Similar
Selective coding	Theoretical enrichment	The axial category is not needed in multi-grounded theory
-	Theoretical adaptation	It is not specified in grounded theory
	Empirical credibility	It is not specified in grounded theory
	Evaluating theoretical coherence	It is not specified in grounded theory

This method, which is a restored method of grounded theory, adds theoretical background to the experimental background. First, the codes and concepts are counted from the existing background, and then during a reciprocating process; with the codes and concepts resulting from the analysis of data resulting from interviews with experts or the same empirical background, a new theory is developed. In this way, the situation of pure induction is avoided, and besides, the previous theories are used with the analogy approach. Based on consultation with academic experts, the level of

relationship of studies with the subject and research variables, and the quality score of studies; Criteria for excluding studies from the analysis were determined. Based on this, investigating the retrieved studies based on the input criteria was performed in two separate stages as follows: First, the abstract of studies with the focus on explaining the central issue and the results were extracted and based on it, the level of relationship between the studies and the central concept of "abusive supervision" was evaluated. The researcher used usability to perform this screening and assigned a score between zero and three to

the studies based on the "level of relationship with research variables" index.

1. Open coding

The open coding method is the line-by-line analysis method. To perform this method, the data obtained from each interview were analyzed and the concepts related to the research were identified and placed in more general categories called categories. Then, the following samples were selected to develop the obtained categories, which include discovering the dimensions, characteristics of the categories, and achieving uniformity between the responses. The results of open coding of qualitative data collected using interview tools showed that 87 open codes out of 375 concepts were identified.

2- Axial coding

In axial coding, separate categories are placed next to each other in a meaningful framework, and the relationships between them, especially the relationship of the axial category to other categories, are specified. Axial coding leads to the creation of groups and categories. All similar codes are in their group. In this regard, all the generated code is reviewed and compared with the texts so that nothing is left out. In the axial coding

section, 87 primary codes are categorized into 6 categories as follows: -Negative organizational consequences; -Negative individual consequences; -Organizational factors; -Environmental factors; -Personal characteristics of the leader; -Features of subordinates.

The category of personal characteristics of the leader is in the first rank with 169 code repetitions, organizational factors are in the second rank with 120 codes and negative organizational consequences are in the third rank with 49 codes.

3. Selective coding

At this stage, several experts participating in this study were asked again to present their views about the development of the model and the final model. Recognizing main concepts or concepts linked all the higher-level categories together. In this research, after several times reciprocal between concepts and categories, one item in the upstream documents and interviews is most prominent. Therefore, the two main categories of antecedents and consequences are extracted. Table 3 shows the codes from the background as well as the interviews separately. As it can be seen, 282 codes were extracted from the background and 375 codes from the interviews.

Table 3. Codes obtained from the background as well as the interview

Sum	Backgr ound	Resear cher	Open codes	Sum	Background	Researcher	Open codes
9	4	5	Organizational effectiveness	2	2	0	The level of violence against the family and the weakening of family
4	2	2	Disputes between employees	9	9	0	Level of direct interactions between subordinates and supervisors
12	2	10	Leadership ethics	2	0	2	The collapse of organization
4	4	0	Perception of organizational justice	1	0	1	Organizational silence
14	0	14	Corporate communications	2	2	0	Organizational silence
4	0	4	Organizational	30	7	23	abuser

Sum	Backgr ound	Resear cher	Open codes	Sum	Background	Researcher	Open codes
			strategy				
9	1	8	Too much confidence	4	0	4	Wrong policies and practices
4	0	4	Organizational Trust	2	2	0	High performance operating system
3	3	0	Increasing work-family conflict	1	0	1	Employee personality
3	0	3	Increasing organizational costs	1	0	1	Social conditions
2	2	0	Depression	8	0	8	Recognizing opportunities and solutions
2	2	0	Organizational disclosure	10	0	10	Attributes and skills
2	0	2	Organizational security	9	9	0	Weakness in motivation
2	0	2	Isolation	1	0	1	Staff classes
3	3	0	Mental and physical injury incidence	7	0	7	Leader inflexibility
2	2	0	aggressive behavior	4	0	4	Lack meeting needs
2	0	2	Extraversion	5	0	5	Lack of belonging to employees
2	0	2	Organizational maturity	7	0	7	Lack of consideration of others
3	0	3	Lack of commitment	2	0	2	Lack of organizational whistling
2	0	2	Injustice and misunderstanding	7	7	0	dishonesty
6	0	6	incompetence	2	2	0	Organizational self-esteem
7	7	0	Purposelessness and lack of planning	2	0	2	Absence
3	0	3	Low emotional intelligence	3	3	0	Unpredictability of behavior
15	12	3	Mental distress	3	0	3	Power distance
9	9	0	Antecedents related to subordinates	7	0	7	Organizational culture
9	9	0	Antecedents related to organization	2	0	2	Administrative corruption
9	9	0	Antecedents related to supervisor	4	0	4	Law breaking
1	0	1	Humiliation of subordinates	6	4	2	Bullying
6	0	6	Violation	1	0	1	Reducing commitment
8	4	4	Resignation	5	0	5	Reducing creativity and innovation
11	4	7	Being thirsty for power	8	0	8	Decreasing performance
3	0	3	Special decision	13	7	6	Organizational control

Sum	Backgr ound	Resear cher	Open codes	Sum	Background	Researcher	Open codes
			without information				
6	0	6	Occupational conflict	4	0	4	malice
4	0	4	Organizational conflict	3	0	3	Working groups
16	10	6	organizational commitment	2	2	0	Toxic environment outside the organization
4	0	4	Group empowerment	2	0	2	Opposition to the working group
8	0	8	ambition	5	0	5	Opposition to criticism
16	8	8	Unhealthy and insecure atmosphere	1	0	1	Disturbing subordinates
4	2	2	Emotional fatigue	3	0	3	Coaching
19	7	12	Narcissism	3	0	3	Competitive Advantage
2	0	2	lying	9	9	0	Demographic characteristics of observers and subordinates
1	0	1	Discouragement	5	0	5	Proud
1	0	1	Being capricious	1	0	1	Organizational resources
7	7	0	Leader-member relationship	3	3	0	The degree of involvement in work
10	10	0	job satisfaction	4	4	0	The rate of resistance behaviors
2	0	2	Political behavior and party	1	0	1	Inability to develop and motivate subordinates
6	6	0	Deviant Behaviors	3	0	3	Mental discomfort
8	7	1	Organizational citizenship behaviors	5	0	5	Social incompatibility
10	2	8	Deviant Behaviors	7	7	0	Lack of expertise and skills
9	7	2	Undesirable political behaviors	3	0	3	Lack of a sense of humanity
8	8	0	Employee avoidance behaviors	2	0	2	Excessive monitoring and advice
17	8	9	Destructive organizational behaviors	13	0	13	Influence and leadership power
11	8	3	Unmanaged behaviors of leaders	6	0	6	Attitudes
2	0	2	Coercion of subordinates	5	5	0	Innovation and creativity
15	4	11	Leadership style	5	5	0	Norms
3	0	3	Frustration	2	2	0	Organizational identity
4	0	4	Blame	11	8	3	Aggressive reactions
4	4	0	Perception level of organizational support	7	6	1	Family features

Theoretical enrichment, which is a kind of final stage of theory development in multi-grounded strategy, should be done along with the three processes of theoretical adaptation, explicit empirical validation, and evaluation of theoretical coherence, and through this way, theory should be developed. There are various techniques for integrating concepts, among which

Blair et al³ have stated that drawing concepts in the form of shape is better understood. Based on this, the research model is drawn as follows and following the explanations of the extracted concepts, the comparison of the results with previous researches and the conceptual refinement of outputs are presented (Figure 2).

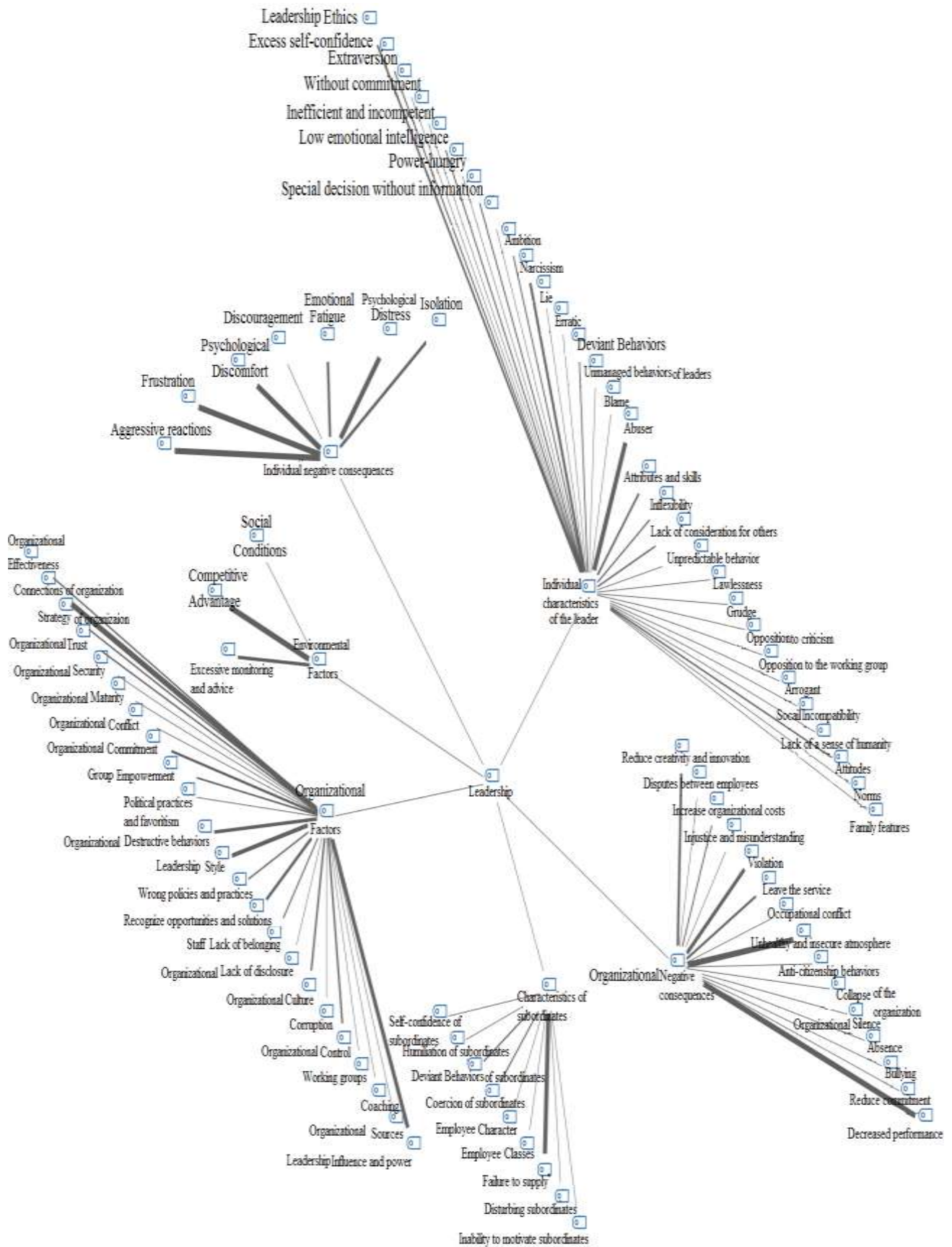


Figure 2. Extracted model of antecedents and consequences of abusive leadership

Discussion

In this study, related models and variables have been identified to examine the research variables, based on interviews with research experts. Finally, based on the final criteria identified, the model derived from the multi-grounded analysis method is presented. The results of open coding of qualitative data collected using interview tools showed that 87 open codes out of 375 concepts have been identified. Explicit identifying as abusive leadership behavior is more complex than it may initially seem. Many subordinates understand that they have worked under an exemplary leader. In this regard, Fatima et al¹⁵ showed that empiricism moderates the relationship between destructive leadership and job performance. This means that at high empiricism, there is no significant negative relationship between destructive leadership and job performance, but at low empiricism, there is no significant relationship between destructive leadership and job performance. Hadavi Nejad and Roustaei¹² showed that there is a positive and significant correlation between the components of toxin leadership and anti-productive behaviors of employees. Golmoradi¹⁹ showed that there is a series of chain relationships between destructive leadership and the leader's neuroticism with job stress and physical complaints of employees. Bolino and turnley²¹ showed that the dimensions of the toxic physical structure, the toxic interpersonal relationships, and the toxic system led to reward and compensation for toxic service and leadership. Gençera et al²² showed that authoritarian leadership style as a moderating variable has a positive and significant but weak effect on the relationship between supervisors' perception of interactive justice and abusive supervision. Lord²³ showed that toxic leadership has a positive and significant effect on the tendency of employees to designate and organizational silence. The results also show that

organizational silence has a positive and significant effect on the tendency of employees to resignate. ²⁴ showed that there is a positive and significant relationship between self-centeredness, negative mood and instability, and lack of confidence with toxic leadership. However, no positive and significant relationship was found between authoritarian management behavior and toxic leadership. Also, toxic leadership has a significant relationship with a single civilization. Finally, a significant relationship was found between unit civilization and job satisfaction. ¹⁷ showed that the components of the devil in the interpretation of Islam cover a wide range of components of destructive leadership styles in Western management texts. Fatima et al¹⁵ showed that the interaction between abusive supervision and high leader-member exchange (LMX) disrupts the basic needs of subordinates and ultimately organizational deviant behaviors. Ziyae⁷ showed that abusive supervision leads to silence and this relationship is intensified in High Performance Work Systems (HPWSs). Also, the effectiveness of HPWS is moderated by organizational commitment and intention of employees' resignation. ¹¹ showed that abusive supervision has a detrimental effect on employee feedback behavior through organizational self-esteem to some extent and the direct and indirect effects are moderated by LMX. Fischer et al²⁵ showed that abusive supervision has a positive effect on anti-production work behavior. Abusive supervision also harms organizational citizenship behavior. Goldwell²⁶ showed that perceived support from a colleague will reduce the impact of abusive supervision on the intention of employees' resignation. Zhao et al⁹ showed the factors of anti-production work behavior, depression, emotional fatigue, job satisfaction, job stress, organizational citizenship behavior, perceived organizational support, efficiency, work-

family conflict, workplace deviation, interpersonal deviation, deviation of the supervisor, the organizational deviation has affected the development of abusive supervision.

Conclusion

Leadership plays a vital role in organizational survival and success in terms of its impact on the reactions and behaviors of its followers in the workplace. The findings of this study can lead to more research and studies on how leadership influences from a more dynamic and broader perspective by considering the behavior of leadership and subordinates at the same time. Maximum work focuses on work dysfunction behavior in individual-level behaviors. The organization is rarely cited as a contributor to dysfunction work more than appropriate. It can be said that organizational cultures may help with a set of methods or reduce dysfunction behavior. Since leaders are an important determinant of organizational culture, managers play an important role in inciting work dysfunction behaviors.

All decisions and behaviors at any level (whatever guidelines they have) should be based on ethical values. These principles are not only related to managers, bosses and employees, but individuals at should consider this issue in every level. Based on a questionnaire taken from staff and customers (of a particular company), it was found that the company's return is important when individuals and representatives (company) have observed ethical values. Most meetings- lectures and training classes, especially for senior executives are organized to clarify key ethical values.

It is suggested that the managers of the organization provide a friendly atmosphere in the company and improve the effectiveness of the organization by

improving human relations. Insisting on their key ethical values will help strengthen the company's ethical culture. Another method in ethical values includes the activities and decisions of employees, managers or senior managers, which give high meaning to organizational culture. If we look at this issue positively, despite financial pressures, moral values have a positive role on the performance of the organization. If we have a negative view, the company will fail by applying open moral values. It is suggested that company managers provide the ground for employee participation in formulating organizational strategies and employees have the necessary cooperation in the implementation of organizational strategies.

Competing Interests

The authors declare no competing interests

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Authors' contributions

The authors are the same

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