Impact of Workplace Violence on Work Life Balance with the Moderating Role of Abusive Supervisor

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Abstract

The purpose of this study is to explore the link between the work life balance and workplace violence. Work place violence is increasing day by which deficiently affect the work life balance. Basically, it is the concept between "work" (career and aims) and "lifestyle" (leisure, family time, pleasure). Balancing is the way of achieving goals in organization. In the modern era, humans are profoundly engrossed in their professional lives. If they have a lusty grip over work-life balance their performance, accountability and commitment go up, while negative attitudes, stress and turnover go down. The aim of this research is to explore the relation between work life balance, workplace violence and abusive supervision in banking sectors of Faisalabad. For this purpose, total 130 questionnaires are analyzed through sampling. The result showed that workplace violence, work life balance and abusive supervision are highly correlated. The result also indicated deep insight into subject terminologies; uncover the challenges, recommendations and future implications.

Key words: - Work- life balance, work place violence, supervisory relation/abusive relation.

Study Background:

Workplace violence was virtually overlooked since 1970s. "However, violent events have been connected with work throughout human history and have increased in complexity as civilizations have become more advanced. Societal exposure to all kinds of violence is much more frequent than previous decades (Muhammad Ahmad, 2012).

The National Institute for Occupational Safety and Health (NIOSH) in USA reported more than six million threats, one million physical harassment and one thousand murdered in workplace (Van Aalten, 1994). In foreign countries, authorities have noticed increase in violence issue in recent year, one out of four employees either harassed or attacked in their workplace (Capozzoli and McVey, 1996). Which closely linked with financial cost as well as disturbance in work life, , the enhance of medical bill and raise in death rate (Carll, 1999), decline of productivity (Kuotsai, 1999), increased employee stress, turnover and absenteeism (Corney, 2008), lawsuits, greater than before insurance premiums, decreased reputations (Atkinson, 2000).

In fact, the Pakistani government has intended to make Pakistan an education hub, securing a safe and pleasant working place. In past, managers ignored workplace violence. However, nowadays, it is garnering concern for supervisor and employees nationwide. Workplace violence is an act or threats in terms of Physical harass, pressure or other threatening dispute behavior at the work place. It can affect employees, clients, customers and visitors. Hence, workplace violence becomes costly when it is ignored by organizations. In the western countries, workplace violence is one of the major topics emphasized in the public and private organizations (Kuotsai, 1999) Workplace violence can happened anywhere and there is no exception. This study intends to provide some understanding regarding the issue with special reference to Pakistan.

Problem statement:

Banking sector jobs are mostly deposit focus and highly competitive in Pakistan. The staff who do not achieve their targets are subject to frequent mentally torture by their supervisor. Workers face a job-related violence such as competitive environment, team leader and senior which creates in severely depressed, anxiety, stress in employees and also make the patient of high blood pressure. This violation can be physical harass or psychological. In Pakistan, banking sector is disturbed due to an increase in the tax rate with the ratio 6% from 2015 to15% to date. Moreover, robbery or financial damage and attitude of clients which is causing violence among the employees. Supervisors pressurize their subordinate while dealing with such issues. Hence, the employees' work life is disturbed due to supervisor and subordinate relation. This type of relation had an adverse impact on the personal life of employee which directly affects their job performance and indirectly affects efficiency of the organization as a whole.

Significance of the study:

This study will be helpful for banking sector to reduce the workplace violence and improve the work life balance among employees. It will unveil how workplace violence affects the employee's life (work life and home life). When violence in the workplace occurs then a lusty and balanced work life is converted to a mess. This research will be applicable to the entire banking sector of Pakistan to overcome the workplace violence to boost productivity. Furthermore, it will also improve the supervisor-subordinate relationship in banking sector of Pakistan.

Objective of the study:

From the significance of the study following objectives can be observed

- To check the effect of workplace violence on work life balance.
- To explore the relationship between workplace violence and work life balance taking into consideration the moderating role of supervision relationship.

Research questions:

From the research objectives following research question can be formed

1- What is the effect of workplace violence on work life balance in the banking sector of Pakistan?
2- How abusive supervision moderates the relationship between workplace violence on work life balance in the banking sector of Pakistan?

Review of literature

Work life balance

It is a balancing point between personal life and working life (Karthik 2013). The daily routine of most of the people is divided between the time at work and time Outside of work. Academic have studied the relation between those two domains, i-e work-life or work-family literature, for decades (marta et al., 2016). Work life balance makes a positive result for personal and fort individual (Beauregard & Henry, 2009). Beutell (1985) defined work family conflict as "a form of conflict in which the pressure from the work and family are mutually incompatible in some respect". How the work and the home time are connected both in terms of positive and negative is a vital research issue (Lourel et al., 2009). . Armstrong (2006) indicate that "work life balance practically concerned with in case scope for employees to balance what their office work with responsibilities and interests why have outside work and so merge the competing statements of work and home by meeting their own needs as well as those of their employers.". Finding of (paul, 2003) organization which focus on work life balance of employees have better result of their business and as well as profit. Those organization focus on work life balance of employees, employees of those organization have become more committed with their work and organization (Agar wala,2009). In today organization need more flexible with employees to balance their work life which will helpful to reduce the employees' absenteeism, lateness (Lazer et al, 2007, p 207).

Turnover and will increase the quality of productivity and the performance of organization.

The significances of work-life conflict have been deeply studied. On other hand, understand organizational level factors, such as company policies (Saltzstein et al., 2001); inter-personal factors like the employee's relationship with colleagues and supervisor (Wu et al., 2012). Organizations that focus on work life balance can also expect that workers are going more efficient at their work (Agarwala .,2009). A social support theories were also explained about supportive relation provides individual wellbeing work life balance (Cohen & Wills, 1985). Social exchange theory has been use in paper. Social exchange theory states that employee's behavior (employee balancing life) influence on organization (Eisenberger & Huntington, 1986).
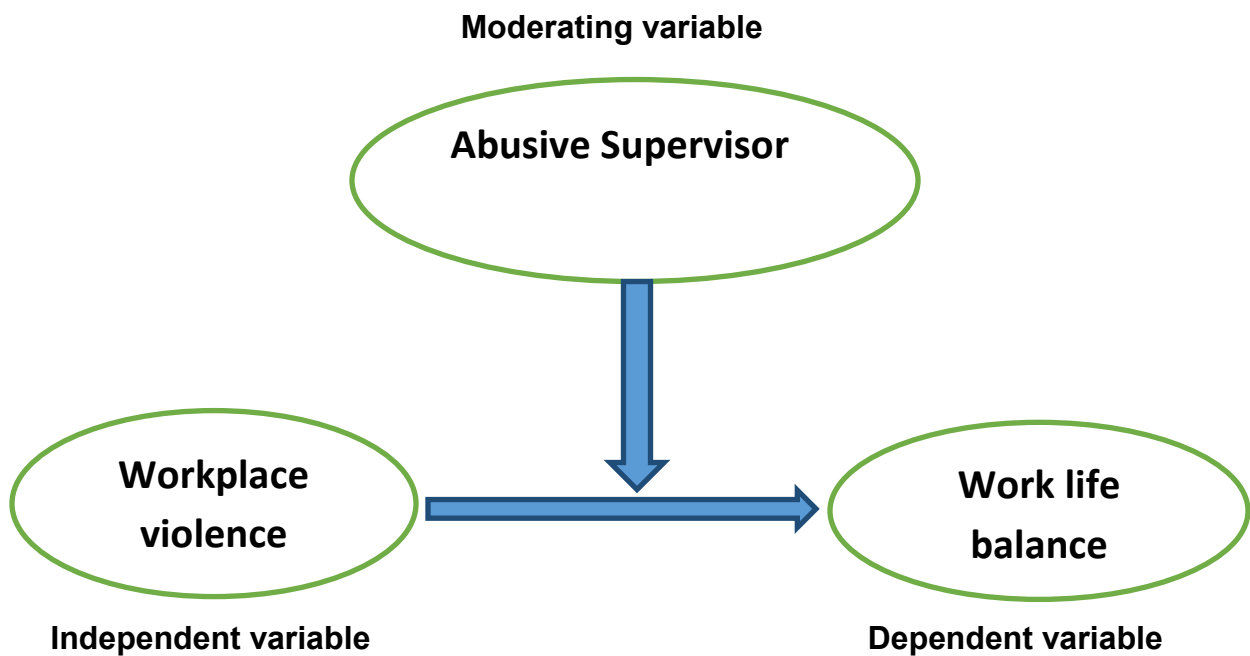
Workplace Violence

Workplace violence is defined as: "any behaviour instigated by employees that is demand for to torture another employee in organization." (Barling et. Al, 2009, p. 672). Workplace violence can be physically and mentally torture such physically includes beating, harass, sexual harassing and mentally include mobbing, mentally torture, abusive language (Englander, 2003). Workplace violence is increasing from the past years. Every type of media has explores issue of violence in the workplace. The workplace violence is also occurring at home or on duty. Violence today is not happening only in ''bad areas'. It is also happening in all societies. Violence can be occurring within the organization or outside the organization. External violence consists of threat the people from outside the organization give to the workers at individual level or may be a threat to the whole organization itself. Internal violence organization is on culture of aggression (Bulatao and VandenBos, 1996). The Occupational Safety and Health Administration (OSHA, 2009) define workplace violence as any physical torture, threatening behavior or verbal abuse happening in the work setting. It includes teasing the employees, beating, harassment and etc… (Gill et al., 2002). According to Gill et al. (2002), there are four types of workplace violence meddling violence, customer related violence, affiliation violence, administrative violence.

Abusive supervisor

Abusive supervisor is the phenomenon of behavior such as supervisor underestimating to their followers (Tepper, 2000). Subordinate expect from their supervisor to treat humbly and humanly but the abusive act create violation, stress and hit the norms among subordinate and Subordinate make negative interference for their supervisor (Baumeister et al., 2001). Abusive supervision is "inferior" views of the extent to which supervisors involve in the sustained display of negative behaviors, excluding physical contact" (Tepper, 2000 p.178). An abusive supervisor gives his subirdinates to an experience of pressure, anxiety,depression and emotional fatigue (Aryee *et al.*, 2007; Hoobler and Brass, 2006; Tepper *et al.*, 2004). There are five needs of human according to the (maslow theory , 1948): - basic need, safety need, belonging need self-esteem and then self-actualization. The abusive supervisor hit self-esteem and reputation of employees. (Harvey *et al.*, 2007). Thus, abuse other make negative workplace imagine (Cropanzano, Howes, Grandy, & Toth, 1997; Ferris & Kacmar, 1992), is in the eye of the beholder.Positive Supervisor creates cooperate workplace environment where workers perform better; because of this, supervision relation is another complex factor link to work life balance (Baral and Bhargava, 2010). In the present of positive relation with supervisor can provide people access to valuable resources such as advice, aids, help, information that are helpful to minimize the life challenges (Cohen & Wills, 1985). Positive Supervisory relationship enables employees to resolve work-family conflicts. (Galinsky et al., 1996; Repetti, 1987).

However we can see that work life balance and work place violence both are opposite concept but they both are interconnected if workplace violence will reduce by supervisor than the work life automatically will balance such as if the stress of employees are reducing, life is turning into balancing.

Conceptual Framework:

Moderating variable

Abusive Supervisor

Workplace violence

Work life balance

Independent variable

Dependent variable

Hypotheses:

H1: Workplace violence has significant effect on work life balance.

H2: Abusive Supervisor moderates the relationship between workplace violence and work life balance.

Methodology

Sample and Procedure:

Study respondents were employees in banking sectors in Faisalabad. To ensure that all respondents would be able to understand all the questions included in the survey, a pilot test was conducted. Employees from the banking sectors were randomly chosen. They were asked to complete the survey individually and to provide feedback regarding the language used. The emphasis at this early stage was to make the text as comprehensible as possible. Great emphasis was laid on the clarity of questions. Based on the feedback, relevant changes were made to strengthen the accuracy of the survey

by deleting troublesome language and cuddling parts that would confuse the respondents and affect the results. The questionnaire was sent to all managerial staff. Respondents were informed that their participation was on voluntary and goodwill grounds. The first page contained an explanation of the purpose of the study. It was endorsed that information provided would remain confidential. Respondents provided information about their gender, age, qualification and their respective department showing descriptive part. The fieldwork was completed in January 2017. To maximize response rates, both online and paper-and-pencil format questionnaires were made available to employees. The paper questionnaires were sent out to the employees at their place and they were also provided with an online link to respond via mail. Altogether, 150 surveys were administered. After discarding incomplete questionnaires, there were 130 valid surveys for analysis (response rate was 86.6%) in which 72.7 % were male and 27.3 % were female. The average age of respondents was 32.5.

Measures/scales

All items in the survey were presented as statements. Respondents were to indicate their level of agree and disagree based on a five point likert's scale (1) strongly disagree (2) disagree, (3) neutral, (4) agree (5) and strongly agree. This rating scale was using to analysis the neutral ratings (Lynn, 1986, cited in Thrush et al., 2007). Adaptation of validated scales was used. Items used in scales were originally in English. A further explanation of each item follows below.

Employee work-life balance

The scale used to evaluate work-life balance was built upon the work-life conflict scale of Hill et al (2001S) which includes five items.It starts from 'Employee's work life balance positively effects an organization's performance'. The second item took into account employee's satisfaction with his job. The third item was about segregation of work life and home life during holidays. The fourth item measured what should be the adequate time for work life and family life. Lastly, fifth one was based on the demand of work and family life.

Workplace violence

The scale used to evaluate the effect of violation in organization was the scale of 'Cotton and Hart' (2003). Four items were included. First item was to the adverse employee experience. Second item was related to stress, feelings of guilt and sadness in work place. Third item was based on the effect of workplace violence on an organization's performance. Lastly, fourth item focused on employee's task performance.

Abusive supervisor

The scale used to evaluate workplace violence was Scales of Mitchell et al (2007). Five items were included here. First item was about abusive supervisor's effect on work life balance. Second item was related to sustenance of work life with the help of supervisor. Third item dealt with the effect of abusive supervisor on employee's psyche. Fourth item was linked with the overall performance of organization. Lastly, fifth item accounts the effect of abusive supervisor on employee's work creativity.

Finding and analysis

The hypotheses were tested by using equation modeling. The data were analyzed using SPSS (Byrne, 2010).

Descriptive analysis

According to this the percentage of the male respondent is 72.3%. Meanwhile, as for the female respondent are concerned the percentage is lower i-e 27.7%.

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
	female	36	27.7	27.7	27.7
Valid	male	94	72.3	72.3	100.0
	Total	130	100.0	100.0	

Majority of the respondents' age ranges from 26 to 35 years with 48.5 %.

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
	16-25	44	33.8	33.8	33.8
	26-35	63	48.5	48.5	82.3
Valid	36-45	15	11.5	11.5	93.8
	above 45	8	6.2	6.2	100.0
	Total	130	100.0	100.0	

Majority qualifications of respondents were master with the 63.8 percentage.

Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	intermediate	4	3.1	3.1	3.1
	graduation	27	20.8	20.8	23.8
	master	83	63.8	63.8	87.7
	ms/mphill	16	12.3	12.3	100.0
	Total	130	100.0	100.0	

Majority of respondents belonged to the department of finance with 36.9 % and after that to the department of marketing with 30% and HRM 6.9 % and IT 2.3 % and others were 23.8 %.

Department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HRM	9	6.9	6.9	6.9
	finance	48	36.9	36.9	43.8
	marketing	39	30.0	30.0	73.8
	IT	3	2.3	2.3	76.2
	other	31	23.8	23.8	100.0
	Total	130	100.0	100.0	

A large number of respondents come from the different banking sector of Faisalabad.

Reliability analysis

Reliability test shows that how items are positively coefficient. According to the result, reliability test closer to to 1 the higher the internal consistency reliability. If reliability test is less than 0.60 it is considered as poor. Meanwhile if it is in the range of 0.70 it is considered as satisfactory. As for those which are more than 0.80 is it considered as Good (Sekaran, 2007).

According to this table, the analysis shows that the work life balance for the workplace violence is 0.733 for abusive supervision is 0.945 and It is consider to be good.

	Work Life balance	Abusive supervision	Work place violation
Cronbach's Alpha	**.696**	**.945**	**.733**

Correlation analysis

In order to check the the relationship between all the variables in the model, the correlation relations analysis was used. According to test the value of correlation significant is at the level 0.01 and 0.05.According to Sekaran (2007) on the Davis scale that is used to analysis the relationship between dependent and independent variables.

Table showed the relationship between variables. Based on the table, identified as a strong relationship which is in between work life balance, workplace violence and abusive supervision with the correlation of 0.625, 0.652, and 0.710 respectively. It is greater than 0 and near to 1 so these are highly correlated.

	1	2
Work_Life_Balance	-	
Abusive_Supervision	.625[**]	
Work_Life_Balance	.652[**]	.710[**]

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Regression analysis

A linear analysis used to measure independent and dependent variable. The regression analysis helps to find out that how independent variables bring change in dependent variable. The independent variable tested in the multiple linear regression. Multiple linear regressions also used to find the correlate coefficient which helps to measure the relation between dependent and independent variable. The result of regression table shows that the independent variables toward the dependent variable which is work life balance. This table shows that R value is 0.652. This table shows that 0.425 of the variance or also known as R square of work life balance has been contributed by the independent variable.

Meanwhile, the adjusted R square shows value 0.421.Therefore, it is concluded that 42% of the variation from the dependent variable is being change from the independent variable. The beta result shows positive result of 0.434 for work life balance and 0.356 for abusive supervision.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.652[a]	.425	.421	.48570
2	.692[b]	.478	.470	.46457

a. Predictors: (Constant), Work_Place_Violance

b. Predictors: (Constant), Work_Place_Violance, Abusive_Supervision

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.335	1	22.335	94.676	.000[b]
	Residual	30.196	128	.236		
	Total	52.531	129			
2	Regression	25.120	2	12.560	58.195	.000[c]
	Residual	27.410	127	.216		
	Total	52.531	129			

a. Dependent Variable: Work_Life_Balance

b. Predictors: (Constant), Work_Place_Violance

c. Predictors: (Constant), Work_Place_Violance, Abusive_Supervision

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.211	.292		4.145	.000
	Work_Place_Violance	.675	.069	.652	9.730	.000
2	(Constant)	.730	.310		2.357	.020
	Work_Place_Violance	.434	.094	.420	4.606	.000
	Abusive_Supervision	.356	.099	.327	3.593	.000

a. Dependent Variable: Work_Life_Balance

Excluded Variablesa

	Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	Abusive_Supervision	.327[b]	3.593	.000	.304	.495

a. Dependent Variable: Work_Life_Balance

b. Predictors in the Model: (Constant), Work_Place_Violance

Limitations

Present study focuses on workplace violence and abusive supervisor in banking sector in Faisalabad. Different results might have been obtained if the study had considered other public or private sectors and also in other city or country. Furthermore, sample size is also one of the limitations and cannot not be generalized for the other sectors. Some other important questions about workplace violence and work life balance are still to be unfolded by adding economic factors.

Future implication/ recommendation

Research result showed that supervisors have to develop a supportive environment which will help to maintain the work life balance among employees. Resultantly, there will be an increase organization performance. One of the most important implications of this research is to reconsider HR policies for employees in banking sector. It is highlighting a way to reduce the workplace violence. It also helps to reduce anxiety, stress, and pressure among employees.

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