

The Impact of Abusive Supervision on Employee Creativity and Team Innovation: Mediation Role of Employee Intrinsic Motivation

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Abstract

The basic purpose of this research paper is to examine the impact of abusive supervision on employee creativity at team-level and team innovation. Specifically, this paper has tested whether mediating role of employee intrinsic motivation can help to decrease the negative effects of abusive supervision on employee creativity at team-level and team innovation. The study was conducted in Pakistani banking industry and 300 full time employees fill out the questionnaires. The correlation and regression analysis method was used to analyze the data. The abusive supervision negativity effects the employees' creativity at team-level and team innovation. It also diminishes the employee intrinsic motivation. The study is cross-sectional in nature and there is need to choose the longitudinal design in order to strengthen the results. This study focuses on the abusive supervision and employee creativity at team-level in banking industry of Pakistan which is not conducted before. In Pakistan there is lack of studies which determines the negative impacts of abusive supervision on employee creativity at team-level and this study fills the basic gap.

Keywords: Abusive Supervision, Employee Creativity, Innovation, Intrinsic Motivation.

1. Introduction

It has seen that employee creativity plays a leading role in the effectiveness of every organization. The organization cannot survive without creative employees (Shalley, Zhou, & Oldham, 2004). But there are some circumstances that destruct the employees' creativity and organizational performance affected by them. The one main consequence of diminish the employees' creativity is supervisor behavior with employees (Liu, Zhang, Liao, Hao, & Mao, 2016). Over the last decade, abusive supervision and employee's creativity have received much research attention. Abusive supervision is demonstrating as "employee's perceptions of extent in which leader engagement in the sustained display of hostile, verbal and nonverbal behaviors, excluding physical contact" (Tepper, 2000, p. 178). Abusive supervision is associated with a high level of organizational desistance including raise employee intensity and workplace divergence as well as restrain job satisfaction, pursuance and organizational commitment (Tepper, 2007; Martinko, Harvey, Brees, & Mackey, 2013; Mackey, Frieder, Brees, & Martinko, 2015; Zhang & Bednall, 2016). The early studies demonstrated that when supervisors pay attention to employees, encourage and support them will enhance the creativity of employees (Deci & Ryan, 1985). In contrast, when supervisors show the wrong behavior (abusive supervision) with employees then it will decrease the employees' creative level (Tepper, 2000). Even though, the effects of abusive supervision may not physically harm the employees as other behaviors such as workplace violence and aggression, these behaviors leave long lasting wounds but abusive supervision can continue for specific times (Harvey, Harris, Gillis, & Martinko, 2014).

Intrinsic motivation is a strong cognitive mechanism through which employee creativity is affected by abusive supervision (Zhang et al., 2014; Liu et al., 2012). Intrinsic motivation can be leading to creativity because the higher intrinsically motivated employees towards their jobs, the more expected they are to confrontation the existing situation, and appear with rare and useful ideas to fulfill the challenges with innovative and creative ways (Zhou & George, 2001; Deci & Ryan, 2008). The employees with little stage of social flexibility would be over reluctantly affected by intense levels of abused supervision perceptions than highest levels of social adaptability in employees (Mackey, Ellen, Hochwarter, & Ferris, 2013). Organizations should focus on inspiring and encouraging employees to generate innovative productions and provide great services, the innovative environment in the organization and leader support for enhance the creativity will encourage employees to implicate in the higher level of competition (Chang & Teng, 2016). Coelho and Augusto (2010) investigated that both job difficulty and work association influence "employee creativity" through conditions such as "intrinsic motivation" and "role stress". Innovative working organizations could not be accomplished without creative and innovative employees and corroborative working environment and it also seems that intrinsic motivation medially influences the link between creativity and the assistance from co-workers (Paramitha & Indarti, 2014).

This paper makes the specific contributions. First, to investigate how and when abusive supervision in team-level can impact on team-members' creativity suggested by Zhang et al. (2012). Second, intrinsic

motivation may affect the employee creativity (Liu et al., 2012) and this variable play as a mediating role in this paper to re-examine the relationship between leader abusive supervision in team level and team employee's creativity. Third, creativity and innovation both closely related with each other and therefore a comprehensive study is necessary (Liu et al., 2016), so this paper also examines the negative consequences of abusive supervision on both creativity and innovation in team-level.

2. Literature Review

2.1 Abusive Supervision

Abusive supervision is illustrating as “employee’s perceptions of extent in which leader engagement in the sustained display of hostile, verbal and nonverbal behaviors, excluding physical contact” (Tepper, 2000, p. 178). Hu (2012) was comprehended that subordinates with emotional intelligence are possibly to overcome the adverse effects of abused supervision on their work environment. Correspondingly, high ‘*Learning Goal Orientation*’ (LGO) in individuals may preserve their level of information sharing even in hectic environment like abusive supervision, and share the knowledge can also satisfy their inner motivation to establish new abilities and develop their proficiency (Matzler & Mueller, 2011). Other research was proposed to investigate the contrary effects of bad supervision on knowledge-sharing behaviors of employees by applying COR theory with the tempering variable of employee factors in the connection among abusive supervision and knowledge-sharing and augmented that abusive supervision restrain employees from sharing knowledge (Kim et al., 2016). When supervisors show abusive attitude, they are conveying a message of virulence toward employees (Lian, Ferris, & Brown, 2012). Most of the recent research on abusive behavior of supervision has exploited social exchange theory or reactance theory to determine the relevance between abusive supervision and subordinate outcomes or creativity (Mitchell & Ambrose 2007).

2.1.1 Social Exchange Theory

Theory of social exchange (Thibaut & Kelley, 1959; Blau 1964) determined that employees compliment positive processing with progressive attitude and negative processing with negative attitudes or behaviors. SEO also predicts that interpersonal relationships develops in the organization with the concept of exchange behaviors like give something in order to take something back (Harvey et al., 2014). This theory sights exchange by means of a social manner that may perhaps result in both social and economic and effects. It also evaluated by associating human interfaces with the workplace.

Therefore, in a working place if supervisor commit a false performance interpretation to an employee who has an adverse attribution style, the employee’s attribution bias would stir attention of being dumping for improperly and being blamed for other employees or organizational failures (Brees et al., 2016).

2.1.2 Reactance Theory

Reactance theory was contrived to contract with certain aspect of social domination, and suggests that employees attempt to maintain personal control (Brehm, 1966; Brehm & Brehm, 1981; Wicklund, 1974). As the reactance increase, peoples moved to restore their lost freedom and threatened (Quick, Kam, Morgan, Liberona, & Smith, 2015), it is an unacceptable motivational stimulation that appears when people encounter a threat and depletion of their unrestricted behaviors. It also acts as a motivation tool to reinstate one’s freedom (Steindl et al., 2015). Early studies also used reactance theory as a basic foundation in order to understand the employees’ reaction towards abusive supervision (Zellars et al., 2002).

2.2 Employee Creativity

Employee creativity was considered as crucial for organization’s continuity and contention with others (Shalley et al., 2004). Employee creativity— ascribe to “the production of novel and useful ideas within products, processing and services” (Amabile, 1988, p.126) has become numerous imperative for the constancy and aggression of workplace now days (Shalley, Gilson, & Blum, 2009; Thatcher & Brown, 2010). Today, the organizations are deal with the challenges of extending the employee creativity (Amabile, Barsade, Mueller, & Staw, 2005; Awasthy & Gupta, 2011). On another aspect, organizations would build a creative atmosphere, so the creative employees work effectively and their outcomes will help to maintain a competency over other competitors (George & Zhou, 2002; Oldham & Cummings, 1996).

Supervisors especially work to boost up employees’ creative capacity and hence they would find out the creative solutions for the existing problems (Boerner, Eisenbeiss, & Griesser, 2007). In support, another study concludes that there are some situations which can be favorable to activate a highest level of employee creativity i.e. externally enforcement should promote the creativity whereas cognitive style will hinder the creativity (Sagiv, Arieli, Goldenberg, & Goldschmidt, 2010).

2.2.1 Abusive Supervision and Employee Creativity

In research, analyzing how abusive supervision will threaten employee creativity is such an expressive research interest. In extract, abusive supervision is a hassle in workplace, which compel to subordinates pressure reflection (Lin, Wang, & Chen, 2013). Supervisors complement an essential element in prevailing employee

creativity (Tierney, 2008; George & Zhou, 2007). Some authors examined personality and situational alleviators that could serve to lessen or worsen the contact between abusive supervision and employee reaction (Tepper 2007; Martinko et al., 2013). If low level of abusive supervision in the organization, then most of the employees will carry on performing in typical ways in sequence to maintain their time and intellectual resources, and they thought that their supervisor's style is neutrality, and did not pay consideration or show effort to their work, on another aspect, when apparent to very highest level of abused supervision, then employees may reserve their resources to manipulate the high degree of work stress, and it negatively affect the employees to less focus on creativity and when supervisor abused at a moderate level, then this condition may stimulate employees to work continuously or perfectly and hence showed high levels of creativity and performance in working organization (Lee et al., 2013) due to motivational revival and cognitive stimulation among them (Anderson, De Dreu, & Nijstad, 2004).

2.3 Team Innovation

Innovation is determinate as a vital issue in the development of organizations around the world with competitive relation, because innovations can impel to high financial outcomes, increase the level of productivity, high level of social processes, and increase contentment (Cho & Pucik, 2005; Bowen, Rostami, & Steel, 2010). Team innovation indicates "the intentional introduction and application within a team, of ideas, processes, products or procedures new to the team, designed to significantly benefit the individual, the team, the organization, or wider society" (West & Wallace, 1991, p. 303). Teams can observe as an essential instrument for the evolution of creative thoughts and also supported as the main part for innovation in organization (Sutton & Hargadon, 1996). Today mostly Organizations are progressively depending on teams to innovation and respond to the quickly changing market environment (Edmondson, 1999; West, 2002). A team-level concept may help to generating creative and innovative ideas and then successfully executing those ideas (Drach-Zahavy & Somech, 2001; Mumford, Scott, Gaddis, & Strange, 2002; Sacramento, Chang & West, 2006). Therefore, innovations in the organizations can be planned and implementing at the team-level (Drach-Zahavy & Somech, 2001).

2.3.1 Employee Creativity and Team Innovation

Employee creativity is perceived as an imperative element of innovation, that not only includes the distinct idea development, although implement all of those new ideas (Zhou, 2003; Shalley et al., 2004). The resolution of creative thoughts into realistic new products and procedures were considered a great challenge in the managers of innovation (Van de Ven, 1986) and also in the creations of new undertaking (Drucker, 1998). The relationship of creativity and innovation could be different in every organizational interpretation (Bledow, Frese, Anderson, Erez & Farr, 2009). Many studies on the situation of creativity and innovation link have strain the individual in working environment (Mom, Van Den Bosch, & Volberda, 2007); effect on teams (Taylor & Greve, 2006); and also on firm levels (March, 1991). But there is not real consent has apparent at what levels of interpretation the transformation of effective ideas converting to innovations are more affirmed (Anderson et al., 2004).

2.4 Employee Intrinsic Motivation

Intrinsic motivation associate with "the degree to which an individual undertakes an activity for the sake of his/her enjoyment of an interest in the activity itself, rather than as a result of external pressures and rewards" (Deci, 1972, p. 113). Intrinsic motivation also involves "performing an activity and engaging in it for the sake of the activity itself rather than for external rewards" (Yan & Davison, 2013 p. 1146). In the presence of intrinsic motivation, the employees distribute tacit knowledge in the organization (Ko, Kirsch, & King 2005; Osterloh & Frey, 2000) and it generate and handover the tacit knowledge below the circumstances in which extrinsic motivation would flops (Osterloh & Frey, 2000 Intrinsic motivation obtains when employees are inwardly motivated to perform working because it reveals satisfaction, they also think it is essential, or they assume that which they are achieving is observable (Samuel & Chipunza, 2009). Intrinsic motivation prevails when accomplish a specific task complete as its own profit, due to feelings of satisfaction and reward (Deci, Koestner, & Ryan, 1999). It therefore comprises the understanding of progressive affect when tasks are being accomplished (Pretty & Seligman, 1984; Izard, 1977; Vallerand, 1997; Reeve, Cole, & Olson, 1986).

2.4.1 Abusive Supervision and Employee Intrinsic Motivation

Intrinsic motivation can be deliberate empirically or theoretically strongest psychological phenomena in which abusive supervision overcome employee creativity (Liu et al., 2012; Zhang et al., 2014). Intrinsically motivated working employees insert greater struggle in work with highest level of interest, strong concentration and desire to more learning (Ryan & Deci, 2000). In organization, employees are more interact by individuals like supervisor and subordinates and sometimes those individuals will also establish the creativity within employee, to show the supportive and emotional encouragement from the supervisors and subordinates (Madjar, 2008). In the view of Amabile's (1996) model of social environments, creativity and intrinsic motivation, which determines that employees which are more facing abusive supervision, experience a contraction in their work activities and show less creativity via hinder intrinsic motivation.

2.4.2 Mediating role of Intrinsic Motivation and Employee Creativity

The majority of the prior research has comprehended that intrinsic motivation is an essential variable which stimulates creativity in employees (Elsbach & Hargadon, 2006). Intrinsic motivation also generates cognitive flexibility, positive attachment, willing to risk-taking, and high stamina would lead to the evolution of creativity (Shalley et al., 2004). Therefore, it has usually admitted that intrinsically motivating behaviors can result in taking the risks, resistance in employees and inspiration among them (Amabile, 1983; Lepper & Greene, 1978; Deci & Ryan, 1985). Employees which have intrinsic motivation then they show less negative attitude towards their job and less turnover (Mgedezi, 2012).

Many scholars have comprehended that in a way to be creative, employees require independence so that they could perform with concepts and extend the limits of opportunities and components from which a possible result can appear (Amabile, 1983). In general, many factors that give support to the employee's creativity are classified into contextual and personal factors.

3. Research Framework and Hypotheses

3.1 Proposed Theoretical Model:

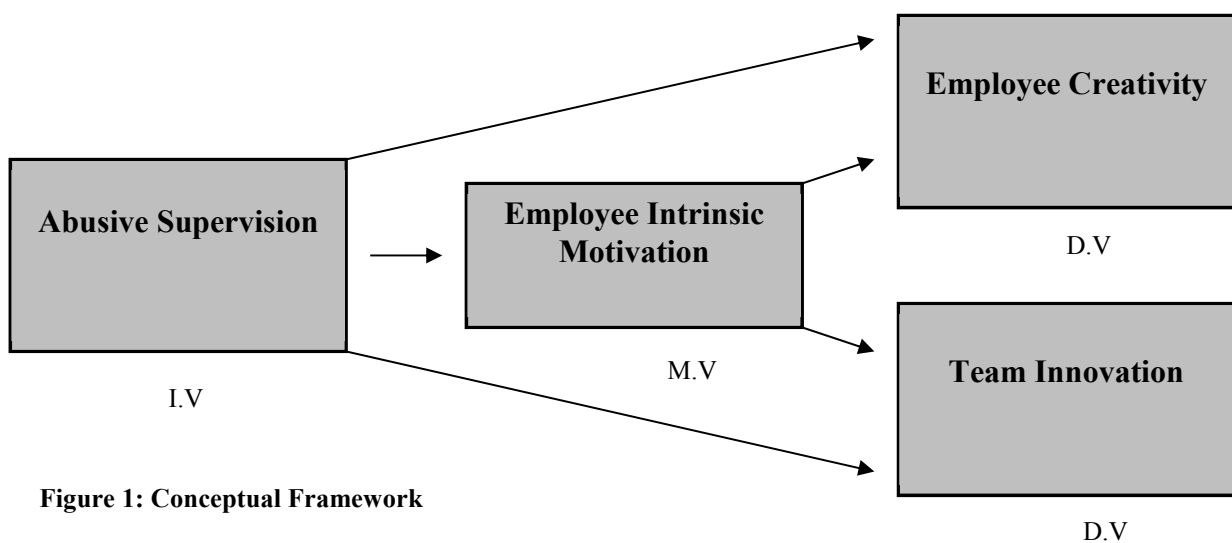


Figure 1: Conceptual Framework

In figure 1, the Abusive Supervision is independent variable, Employee Intrinsic Motivation mediating variable and Employee Creativity and Team Innovation are dependent variables.

3.2 Hypothesized Framework

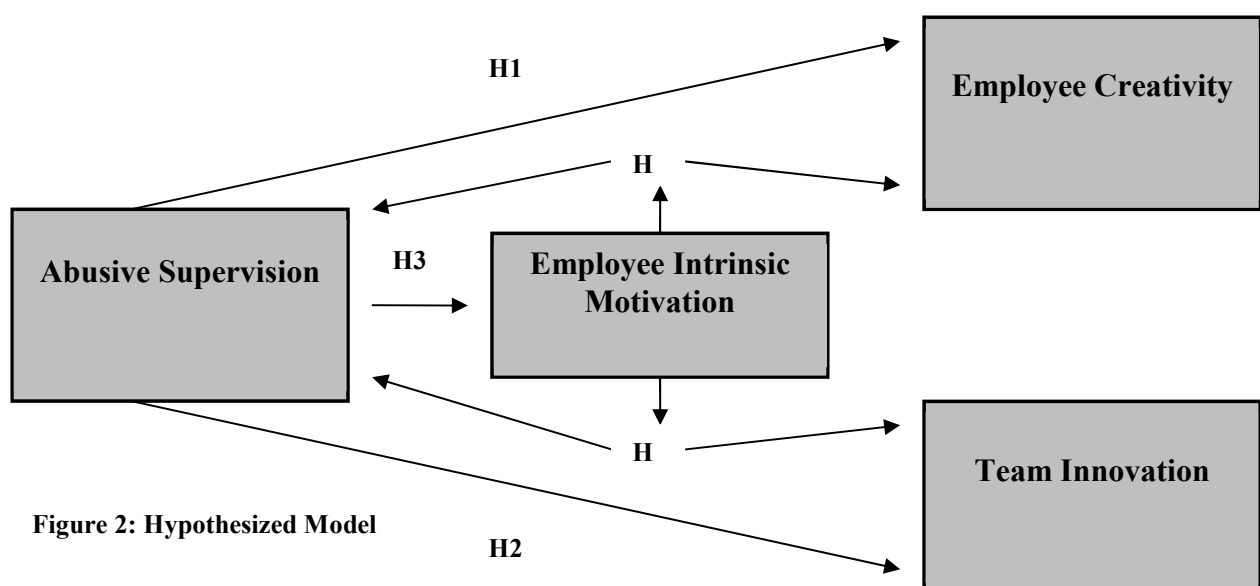


Figure 2: Hypothesized Model

In figure 2, the hypothesized framework is developed according to the proposed hypotheses.

3.3 Proposed Hypotheses

H1: Abusive Supervision negatively affects the Employee creativity.

H2: Abusive Supervision negatively affects the team innovation.

H3: Abusive supervision is negatively related to employee intrinsic motivation.

H4: Employee intrinsic motivation mediates the effect of Abusive supervision on employee creativity.

H5: Employee intrinsic motivation mediates the effect of Abusive supervision on team innovation.

4. Research Methodology

4.1 Data and sample size

The population of this study is the banking industry of Pakistan. As the banking industry is very vast in Pakistan and the main reason of selecting this industry is that there is no study of abusive supervision in this area and also the data is easily collected from there. For this purpose, 10 banks with different branches were taken from different cities of Punjab, Pakistan to collect the data. The supervisors and employees of operational department of banks has been selected to collect the data. In the current study, it's not possible to target all the banks of Pakistan because banking industry is very vast and. The required data was collected from target population which was easily approachable and desired sample was collected from questionnaire method which used in data collection method. The sample size is very important because good sample size can give the appropriate results. A total of 350 questionnaires were distributed among employees in banks to evaluate the abusive supervision and their own intrinsic motivation. The other 350 questionnaires were send to employees' direct supervisors which then evaluate their employee's creativity his team innovation. A total of 300 questionnaires were returned separately from employees and supervisors with approximately 88% response rate. The survey questionnaire has been adopted from early researchers which used in the same variable measurements to collect the primary data. The questionnaire consists of three parts. The supervisor questionnaire consists of demographic section, employee creativity scale and team innovation scale. The other employee's questionnaire consists of demographic section, abusive supervision scale and intrinsic motivation scale. The nominal and ordinal scales were used to measure the responses of Supervisors and Employees.

Five-point Likert scale as follows:

All of the time = 1, Very often = 2, Neutral = 3, Sometimes = 4, Hardly ever = 5

4.2 Measures

The variables were measured through different scales adopted by early researchers.

4.2.1 Abusive supervision

The 15-items scale which developed by Tepper (2000) was used to measure abusive supervision. The five-point likert scale ranging 1= all of the time to 5= hardly ever. Sample items include "My supervisor ridicules me" and "Tells me my thoughts and feelings are stupid."

4.2.2 Employees creativity

A 13-item scale which developed by Zhou and George (2001) was used to measure employee creativity in teams. The five-point likert scale ranging 1= all of the time to 5= hardly ever. Sample items include "Employees suggests new ways to achieve goals or objectives" and "Employees suggests new ways to increase quality."

4.2.3 Team innovation

An 8-items scale which developed by (West and Wallace 1991; Anderson and West 1998) was used to measure team innovation. The five-point likert scale ranging 1= all of the time to 5= hardly ever. Sample item include "Team members often produce new services, methods, or procedures" and "The team developed new skills in order to foster new innovation."

4.2.4 Employee intrinsic motivation

A 10-items scale which developed by (Amabile, 1985 and Tierney et al., 1999; Gagne et al., 2010) was used to measure employee intrinsic motivation. The five-point likert scale ranging 1= all of the time to 5= hardly ever. Sample item include "Because I think that my job tasks are interesting" and "I suggest new ways to increase service quality."

4.3 Data Analysis Techniques

The software was used to analyze the collected data. In this study, the software SPSS (statistical packages for social sciences) version 22 has been used. This software arranges the data in standardized form. Nominal and Ordinal scale items were coding in software sheet for further processing the data. The frequency and descriptive of data is also check. Reliability test, KMO and Bartlett's test is used to check the reliability and validity of scale. Correlation and regression analysis is used to check the signification and model fit.

5. Results and Findings

5.1 Demographic Results

Gender of respondents is very important. The gender is composed of two categories. First one is the male gender and second one is the female gender. Both genders participate in this study. The males are 59.3 percent and females are 40.7 percent. The age of respondents is very important because it determines the maturity level of employees. The employee which ranges from 21-30 was 22.3 percent, 31-40 were 51.3 percent, 41-50 are 24 percent and greater than 51 are 2.3 percent. In banking industry, the 31-40 years' age employees are more in them. The education of respondents is very important. There are qualified employees works in banking industry. The bachelors are 8.7 percent and masters are 91.3 percent which shows that there are more number of professional degree holders in banks. The experience of respondents is very important because experience shows the maturity of employee in the organization. The less than 1-year employee are 8 percent, 1-3 years' employees are 25.3 percent, 4-6 years' employees are 33 percent, 7-9 years' employees are 23.3 percent and 10 years or more experienced employees are 10.3 percent. This shows that 4-6 years' employees are more in banking industry.

5.2 Reliability and Validity Test

The reliability of the questionnaire was measured by using Cronbach's alpha value in which the value of every item must be equal or greater than 0.7. The SPSS software was used to check the reliability of all the items. The values of Cronbach's Alpha of all variables (abusive supervision, employee intrinsic motivation, employee creativity and team innovation) are must be greater than 0.7 which shows the good reliability of items. In table 1, The Cronbach's Alpha values are shown and all the values are greater than 0.7 which shows the good reliability of data.

Table 1: Reliability Test of all Variables

Variables	Cronbach's Alpha	Mean of scale after removal of items
Abusive Supervision	0.865	13
Employee Intrinsic Motivation	0.791	9
Employee Creativity	0.860	12
Team Innovation	0.786	8

5.3 Correlation Matrix

Correlation matrix shows the construct relationships i.e. abusive supervision, employee intrinsic motivation, employee creativity and team innovation. Correlation results show the significance level among all variables. The abusive supervision has negative significant correlation with employee creativity ($r = -0.50$, $p < .01$) and team innovation ($r = -0.22$, $p < .01$). The abusive supervision is also negative correlated with employee intrinsic motivation ($r = -0.13$, $p < .01$). The employee intrinsic motivation is positively significant related with employee creativity ($r = 0.32$, $p < .01$) and team innovation ($r = 0.23$, $p < .01$) which shows the acceptance of proposed hypotheses. The Standard Deviation, Mean and correlation results is given in table 2.

Table 2: Mean, Standard Deviation and correlation analysis of Variables

	Variables	M	S.D.	AS	EIM	EC	TI
1	Abusive Supervision (AS)	1.3918	0.35	1			
2	Employee Intrinsic Motivation (EIM)	2.4570	0.58	-.136*	1		
3	Employee Creativity (EC)	2.2462	0.39	-.500**	.326	1	
4	Team Innovation (TI)	2.2045	0.40	-.220**	.239	.361**	1

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

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

5.4 Regression Analysis

The regression analysis is used to determine the model fitness in the relationship of dependent variable (Y) and independent variable (X). Regression analysis checks the direct effect of independent variable on dependent variable. It also checks the mediation effect between I.V and D.V.

Table 3: Regression analysis of abusive supervision and employee creativity

Model.	Coefficients			T value	Sig.	Model Summary		ANOVA	
	Un-standardized Coefficients		Standardized Coefficients			R ²	Adj. R ²	F	Sig.
	B	Standard Error.	β						
1 (Constant)	3.028	.081		37.431	.000	.250	.247	99.320	.000
Abusive Supervision	-.562	.056	-.500	-9.966	.000				

Dependent Variable: Employee Creativity

The regression analysis has been performed to test the hypothesis. The hypothesis 1 is testing through regression of employee creativity on abusive supervision. The results shows the significant negative impact of abusive supervision ($\beta = -0.50$, $p < .01$) on employee creativity which indicates that I.V causing 50% negative change in D.V. In model summary ($R^2 = 0.25$) indicates that there is 25% variance in the relationship of “abusive supervision” and “employee creativity” which shown in Table 3.

Table 4: Regression analysis of abusive supervision and Team innovation

Model.	Coefficients			T value	Sig.	Model Summary		ANOVA	
	Un-standardized Coefficients		Standardized Coefficients			R ²	Adj. R ²	F	Sig.
	B	Standard Error.	β						
1 (Constant)	2.560	.094		27.212	.000	.048	.045	15.154	.000
Abusive Supervision	-.255	.055	-.220	-3.893	.000				

Dependent Variable: Team Innovation

The hypothesis 2 is testing through regression of team innovation on abusive supervision. The results shows the significant negative impact of abusive supervision ($\beta = -0.22$, $p < .01$) on team innovation which indicates that I.V causing 22% negative change in D.V. In model summary ($R^2 = 0.048$) indicates that there is 48% variance in the relationship of “abusive supervision” and “team innovation” which shown in Table 4.

Table 5: Regression analysis of abusive supervision and employee intrinsic motivation

Model.	Coefficients			T value	Sig.	Model Summary		ANOVA	
	Un-standardized Coefficients		Standardized Coefficients			R ²	Adj. R ²	F	Sig.
	B	Standard Error.	β						
1 (Constant)	2.143	.136		15.699	.000	0.019	0.015	5.638	.018
Abusive Supervision	.226	.095	-.136	2.374	.018				

Dependent Variable: Employee Intrinsic Motivation

The hypothesis 3 is testing through regression of employee intrinsic motivation on abusive supervision. The results shows the significant negative impact of abusive supervision ($\beta = -0.13$, $p < .01$) on employee intrinsic motivation which indicates that I.V causing 13% negative change in mediating variable. In model summary ($R^2 = 0.019$) indicates that there is 19% variance in the relationship of “abusive supervision” and “team innovation” which shown in Table 5.

Table 6: Mediation Analysis of employee intrinsic motivation between abusive supervision and employee creativity

Model	I.V	D.V	Beta	t. stat.	P
1	Abusive Supervision	Employee Creativity	-0.500	-9.966	0.000
2	Abusive Supervision	Employee Intrinsic Motivation	0.136	2.374	0.018
3	Abusive Supervision	Employee Creativity	-0.436	-0.7862	0.000
	Employee Intrinsic Motivation		0.362	6.201	0.000

For the testing of hypothesis 4 mediation effect, study has also followed the three steps method specified by Baron & Kenny, 1986; According to table 6, at first step the regression was performed between AS (independent variable) and EIM (mediating variable), results shows that there is significant impact of I.V on D.V, at second steps regression was performed between I.V (Abusive Supervision) and D.V (Employee Creativity), Results shows that the relationship is positive and significant. In last steps, when the mediating variable is introduced then the impact of independent variable on dependent variable is significant ($\beta = -0.43$, $P < .01$) but decreased therefore results shows that there is mediation.

Table 7: Mediation Analysis of employee intrinsic motivation between abusive supervision and team innovation

Model	I.V	D.V	Beta	t. stat.	P
1	Abusive Supervision	Employee Creativity	-.220	-3.893	0.000
2	Abusive Supervision	Employee Intrinsic Motivation	0.136	2.374	0.18
3	Abusive Supervision	Team Innovation	-.154	-2.902	0.004
	Employee Intrinsic Motivation		.298	6.201	0.000

For the testing of hypothesis 5 mediation effect, according to Table 7 the regression was performed between AS (independent variable) and EIM (mediating variable), results shows that there is significant impact of I.V on D.V, at second steps regression was performed between I.V (Abusive Supervision) and D.V (Team Innovation), Results shows that the relationship is positive and significant. In last steps, when the mediating variable is introduced then the impact of independent variable on dependent variable is significant ($\beta = -0.154$, $P < .01$) but decreased therefore results shows that there is mediation.

5.5 Hypotheses Testing Results

The all the hypotheses are significant which based on results of statistical data drawn above. The results and acceptance of hypotheses are given in Table 8

Table 8: Hypotheses Testing Results

Hypotheses Statements	P	Regression Status
H1: Abusive Supervision negatively affects the Employee creativity in team-level	0.000	Accepted
H2: Abusive Supervision negatively affects the team innovation	0.000	Accepted
H3: Abusive supervision is negatively related to employee intrinsic motivation	0.000	Accepted
H4: Employee intrinsic motivation mediates the effect of Abusive supervision on employee creativity	0.000	Accepted
H5: Employee intrinsic motivation mediates the effect of Abusive supervision on team innovation	0.000	Accepted

6. Discussion

The main aim of this research is to examine the negative direct effects of abusive supervision on employee creativity at team-level and team innovation in banking industry of Pakistan. The results indicate that abusive supervision spreads negative effects on employees' creativity at team-level as well as on team innovation. The intrinsic motivation which plays as the mediating role was also affected by abusive supervision. The intrinsic motivation positively related to employees' creativity and team innovation.

The negative relationship of abusive supervision and employee creativity is supported by prior studies (Liu et al, 2012; Zhang et al, 2012; Liu et al, 2016). According to Liu et al. (2012), the abusive supervision produces a negative indirect impact on team member creativity. The other researcher finds out the effects of negative behaviors of supervisors on employees (Amabile et al., 2004; Han et al. 2015). The mostly researchers examined the abusive supervision effects on individual employees (Zhang et al, 2012; Liu et al, 2016 and Gu et al, 2016), this study demonstrated the team-level employee creativity. According to researchers (Ryan & Deci, 2000) intrinsic motivation plays an important role to stimulate employees in completing the tasks.

Some theories explain the employees' attitudes and behaviors within the organization. According to social exchange theory (Blau 1964; Thibaut and Kelley, 1959) which determines that employees change their attitude according to which attitude they received from others. If they face positive attitude from supervisors than there show positive behavior and their performance increases, but if they face negative attitude they also give negative outcomes and their performance can be diminishing. According to reactance theory (Brehm, 1966) which plays as the motivational tool that stimulates and motivates employees towards complete their tasks. The results of this study are based on these theories.

6.1 Research Implications

This research is very helpful in organizations to bring employees creativity and overcome the factors which diminish their creative and innovative abilities. This study shows that employee creativity is harmed by supervisors and employees' intrinsic motivation is also affected. In order to enhance employees' creativity, organizations should pay attention on the behavior of supervisors. First of all, organizations should have trained their supervisors to give them training sessions and enhanced their management skills and give awareness of these kinds of negative behaviors which effects creativity and overall organizational performance. Supervisors should also have encouraged taking additional training in some other areas such as anger management and development of their interpersonal skills (Aryee et al., 2007).

Management should take care of their employee's well-being to give them job related benefits and decrease the job related stress and eliminates the negative perceptions. These kind of behaviors reduce the abusive supervision in the organization. The organizations also promote traditional values which decrease the abusive supervision. The HR management practices promote the traditional values with recruiting the employees with high traditional values and also give them training and development (Hon & Lu, 2016).

The organizations also give training to employees that assist them to appraise the abusive supervision in organization. A good organizational culture and climate can foster the employees' performance in order to bring creativity in products and services. The creativity of employees is also boosted by creating a consistent organizational culture. Intrinsic motivation can lead employees to be confident, risk taking, affective and cognitive flexible, and face the difficulties with encouragement (Amabile, 1996). This motivational tool can overcome the abusive supervision negative effects. In the selection of employees, organizations should find out the motivational tools in them in which they also survive in stressful environment. Moreover, moral leadership may be affect the employees' relational self, and promote social exchange with the supervisor, which in turn increases the employee creativity (Gu et al., in press). It is also necessary to connect the organizations goals with employees' goals therefore employees are self-motivated and could identify their self with organization. The employees should also have encouraged becoming a role model to others.

6.2 Limitations and Future Research Directions

This study also has some limitations. *Firstly*, this study has cross-sectional in nature and data is taken at one point of time. The future studies address the longitudinal design in order to strengthen the effects. *Secondly*, this study only focuses on service employees. The future study should examine the negative supervisor's behavior in manufacturing industry in which employees are more connected with their supervisors and evaluations of their behaviors can be easy. *Thirdly*, this study only takes the mediating variable to the relationships. Future study investigates some other mediating variables such as employee safety behaviors and moderating factors to check their relationships with abusive supervision. Lastly, this study focuses on banking industry of Pakistan. Future study should take other industries such as pharmaceutical and hospitality organizations of Pakistan.

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