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**Linking Workplace Deviance to Abusive Supervision and the Mediating  
Role of Positive Psychological Capital**

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**Abstract:** Cyberloafing is a term that refers to the misuse of the internet at the workplace and desist official work during working hours. The cyberloafing activities are increasing day by day all over the world in the organizations due to numerous reasons, and one of them is abusive supervision. This study found the direct and indirect relationship between abusive supervision and Cyberloafing through the positive psychological capital. The sample of the study consisted of 361 pharmaceutical employees, and the sampling technique was simple random sampling. The structural equation modelling (SEM) technique was used for analysis and found the results that abusive supervision had a direct positive relationship with Cyberloafing. Furthermore, positive psychological capital mediated the relationship between abusive supervision and Cyberloafing. The future directions, practical implications, and limitations of the study are also discussed.

**Keywords:** *Abusive supervision, Workplace deviance, Cyberdeviance, Cyberloafing, Positive psychological capital*

**Introduction**

A large number of electronic inventions of information technology have made the 20<sup>th</sup> century "The Knowledge Age". The expansion of information technology has histrionically changed the lives of people belongs to every walk of life (Cinar & Karcioğlu, 2015). The advanced generation of the 20<sup>th</sup> century is overall depending upon cyber technologies and are known as "digital natives" (Broome et al., 2018). This generation is so much inspirational about advanced technology. Social media and the internet have transformed the ways of interactions between individuals and organizations (Yasir et al., 2016). The methods of business have been changed, and the world is now known as the global village. Mobile phone technology is a quick way of communication among individuals and organizations (Gokcearslan et al., 2016). Kim and Byrne (2011) said that mobile phones are intruding on the lives of people. These modern technologies not only a means of enjoyment but are also managing the finance and online shopping of its users. Nowadays, the internet is a fundamental part of human life (Griffiths, 2010). If it is said that the internet is the lifeblood of today's' life, it would not be false. The usage of modern technology has increased in organizations (Askew et al., 2014). It has introduced new and fast ways of conducting conventional business in advanced techniques (Yasir et al., 2016). These days, businesses are more dependent upon new technologies in almost all over the matters of conduct (Griffiths, 2010). In addition to it, the organizations are heavily reliant on information technology as well (Weatherbee, 2010). The use of the internet over the workplace has brought a lot of easiness but also has brought a lot of work-related problems because of its misuse, known as cyber deviance (Al-Shuaibiet et al., 2014). The researchers called it Cyberloafing and defined by Liberman et al. (2011) as "the use of the internet by the employees for their personal use at the workplace". Cyberloafing and cyber deviance can also be said workplace deviance

(Mercado et al., 2017). These all types of negative behaviors are objectionable by organizations, which are responded by employees as a result of retaliation by a supervisor or boss (Zhang et al., 2019). "The workplace deviance is a kind of destructive behavior in which employees intentionally violate the organization's norms and plan to harm an organization, coworkers or both" (Bennet & Robinson, 2003). The cyber deviance impact negatively on organizations performance (Roberts et al., 2011). According to the social exchange viewpoint, when employees' interpersonally abuse by their supervisors, then the relationship distracts of supervisors and employees (Cropanzano & Mitchell, 2005; Duan et al., 2018). Recently, researchers are working to find out the reasons and antecedents of cyber deviance, which profoundly influences of organization growth and performance (Tepper et al., 2008; Park et al., 2017).

The supervisors behave positively or negatively; it depends upon situations in the workplace (Lleo de Nalda et al., 2016; Paez & Salgado, 2016). Recently, non- supportive behavior like abusive supervision has got a great interest of management researchers and is widely studied (Avey et al., 2015; Velez, & Neves, 2016). One of the researchers' Tepper (2000) described abusive supervision as "subordinates' perceptions of the extent to which supervisors engage in the constant demonstration of antagonistic verbal and nonverbal behaviors, excluding physical contact." The behavior of a supervisor is a subjective valuation by employees (Hoobler, & Brass, 2006); constant demonstration of antagonistic verbal or nonverbal behavior of supervisor (Aryee et al., 2007); interpersonal treatment received from supervisor (Wang et al., 2012); ridiculing comments and degrading employees' worth (Sulea et al., 2013); mistreatment to subordinates to achieve objectives, (Velez, & Neves, 2016). Thau et al (2009) found that personnel adversely react to abuse got from a supervisor. Abusive supervision is a significant element of production deviance (Velez & Neves, 2016). Liberman et al (2011) said that unnoticed and highly effective production deviant behavior is Cyberloafing. So, it's a direct influence of abusive supervision on Cyberloafing. There are many types of research, which cultural context documented the relationships between abusive supervision and workplace deviance (Raza et al., 2019; Kluemper et al., 2018). So, no study in literature explored the association of abusive supervision and Cyberloafing in Pakistani cultural context.

Furthermore, many researchers used psychological capital as a mediator variable (Agarwal, 2019; Mehdad & Sajadi, 2019; Chen, 2018; Ferraro et al., 2018). PsyCap is an amalgamation of different positive characteristics, i.e., "optimism, resilience, self-efficacy and hope" that is positively associated with desirable employees' actions (Ahmad et al., 2018). The positive psychological capital is associated with employees' optimistic attitudes, i.e., wellbeing, organizational commitment, etc. and further found that it is negatively related to undesirable attributes of employees (Avey et al., 2011). One of the researchers' addressed that PsyCap negatively related to family-work conflicts (Karatepe & Karadas, 2014). So, it is evident from the previous research that positive psychological capital can control the antagonistic impacts of abusive supervision. The study of Deuling and Burns (2017) revealed that positive psychological capital, i.e., self-efficacy and self-esteem, is an excellent mediator for lowering the work-family conflicts. Ali et al (2018) explored the positive effect of managerial coaching on employee's performance. Norman et al (2010) quantified that the positive psychological capital is a state of development that if higher then it prevents employees from engaging in negative behaviors and on the other side if a score of pscap is depleted, then employees involved in deviant behaviors. Positive pscap acts as a buffer between abusive supervision and deviant workplace behaviors. If this buffer is weaker, then it could not control somewhat counterproductive behaviors, i.e., Cyberloafing would be higher at the workplace (Roberts et al., 2011). Abusive supervision has a direct positive relationship with employees' mental distress (Li et al., 2016). Abusive supervision has a significant role in deviant behaviors

(Raza et al., 2019). Agarwal (2019) found the mediating function of PsyCap between the relationship of abusive supervision and perceived stress and concluded that abusive supervision has a negative association with PsyCap. On the other hand, in another study, Agarwal (2019) found a negative relationship between PsyCap and Cyberloafing. So, it is assumed that positive psychological capital will mediate the relationship between abusive supervision and Cyberloafing.

Surprisingly, yet the cyber-loafing and abusive supervision are the hot cake of management research. After reviewing the past literature on abusive supervision and Cyberloafing, no empirical research assesses the direct relationship between abusive supervision and cyberloafing and indirect relationship through the mediating effect of PsyCap. This is the first study that is dealing with technology in connection with abusive supervision. The contribution of this piece of research is that it not only accesses the direct relationship between abusive supervision and cyber-loafing. But, also see the mediation effects of positive psychological capital between abusive supervision and Cyberloafing.

## **Literature Review and Theoretical Background**

### **Abusive Supervision and Cyberloafing**

The organization is a workplace where people have different types of positive and negative attitudes and behaviors, which influences the organization's productivity and growth. Every organization wants to control or minimize the destructive behaviors and beliefs, which affect the organization's productivity and growth negatively. The researchers used different names for these negative attitudes and behaviors like retaliatory behavior, counterproductive behavior, workplace violence and aggression, workplace deviance, cyber deviance, Cyberloafing, etc. (Jones, 2009; Detert et al., 2007; Neuman & Barron, 1998; Robinson & Bernet, 1995).

The Cyberloafing defined by Kim and Byrne (2011) as "regular but undirected and aimless use of the internet for non-work-related activities." Some other researchers described as behaviors that involved unnecessary electronic activities by using the internet (Askew et al., 2014), usage of the internet during duty for personal benefits (Lim, 2002), personal web usage and problematic internet usage (Mahatanankoon et al., 2004), online loafing (Kim, & Byrne, 2011); cyberslacking (Weatherbee, 2010).

People who are practicing Cyberloafing look like they are working their office work, but indeed they are not, consequential the performance of organizations goes down (Askew et al., 2014). These modern loafers do not need prolonged lunch breaks or having chats with colleagues over the corners; for all this, they use entertainment websites and instant chat applications. Loss of employees' time and organizational resources, illegal software downloading, and pornography is exposing the company's systems to hundreds of thousands of viruses, malware, and hackings, which cause high costs for companies (Weatherbee, 2010). "Cyber Monday," the time consumed for checking personal emails, chat rooms, updating the status of Facebook, Whatsapp and other social networking sites swallow many duty hours on the first working day of every week (Kidwell, 2010). Employees having a lower level of job involvement are more prone to Cyberloafing (Lieberman et al., 2011).

Employees not only notice but also pay consideration to the behavior they received from the higher administrative authorities. Reasonable and reverent treatment received by employees made them realized that they are valued and essential while injustice, abusive, and non-supportive treatment spark distress and dissatisfaction among employees (Al-Shuaibiet al., 2014). This is better explained through the social exchange theory. According to it, people always respond to those benefits that they receive in the workplace (Blau, 1964; Emerson, 1976). It further suggested that people who notice danger or harm also respond with adverse reactions. This is better fitted in an organizational environment in which employees face several threats and abusive treatment from the supervisors (Velez & Neves, 2016). According

to Tepper (2000), abusive treatment by supervisors increases the lower level of employees' performance, a higher level of distress, unfavorable, and arrogance behaviors that are devastating for the organizations.

Harvey et al (2006) explained it in the perspective of the leader-member exchange perspective. According to it, the members' attention towards the job and the behavior of a leader have a crucial role in quality work. When subordinate is depending heavily upon supervisor, and supervisor behavior is not favorable, it affects the relationship negatively. Johnson and Huwe (2002) foster that different patterns of personality and work that are dependent upon the supervisor can condense the functionality of both supervisor and subordinate. Raza et al (2018) found the association between managerial coaching and organizational citizenship behavior. Johnson and Huwe (2002) further clarified that not only significant but also minor conflicts between supervisors and subordinates affect the relationship, making matters unmanageable and crumbles. One of the researchers said that abusive supervisors lead their subordinates to involve in deviant behaviors (Mitchell & Ambrose, 2007; Eissa et al., 2019). Another researcher found a positive association between abusive supervision and employee deviance (Garcia et al., 2015; Raza et al., 2019).

When a supervisor mistreats the subordinate, then the resultant employee treats his supervisor negatively and involved in deviant activities (Jones, 2009; Kluemper et al., 2018). The abusive supervision is the interpersonal mistreatment, which, in return, predicts workplace deviance by subordinates, which is harmful to organization productivity (Hamid et al., 2017). There are many types of abusive behaviors and attitudes by supervisors like annoyed, shouting, offensiveness, publicly condemnation, dishonor, and aggression, etc. (Restubog et al., 2011; Tepper, 2000).

Abusive supervision spark frustration and confused personality of employees due to abusive power (Trepanier et al., 2016). Raza et al (2017) explored the strong relationship of managerial coaching on employee performance and organizational citizenship behavior. Tepper et al (2009) examined that abusive supervision creates deviant behaviors, and ultimately employees desire to quit the organization. So, there is a positive and trustworthy relationship between abusive supervision and deviant behaviors of employees at the workplace (Garcia et al., 2015; Velez & Neves, 2016; Michel et al., 2016; Ali et al., 2019). So, there is a lack of literature that discusses the direct association of abusive supervision and Cyberloafing. Cyberloafing is the negative behavior of employees and a product of a conflict of the relationship between supervisor and subordinate. This is a deviant behavior that employee indulges in to punish the organization as well as a supervisor because of supervisors' abusive behavior. Based on the above literature we can be illustrated this relationship in the following hypothesis;

**H1:** Abusive supervision is significantly correlated with Cyberloafing.

### **Mediating Role of Positive Psychological Capital**

According to Avey et al (2011), the higher positivity of individuals, self-efficacy, resiliency, hope, and optimism, known as positive psychological capital. Raza et al (2018) found the impact of managerial coaching on employee thriving at work. Avey (2014) found a positive variance in PsyCap because of ethical leadership and vice versa because of abusive leadership. The positive psychological capital mediated abusive supervision in connection with other extra-role behaviors (Luthans et al., 2007; Ahmad et al., 2018). Furthermore, PsyCap also develops the potential for the people that increase the resources. It changes the environment into a supportive climate that benefits the institutions (Ahmad et al., 2018; Ali et al., 2020). Raza et al (2018) found the impact of trait mindfulness on the job turnover intention and job satisfaction. Siu et al (2015) also found that PsyCap has greater importance for human resource management, and it increases the wellbeing of employees and creates

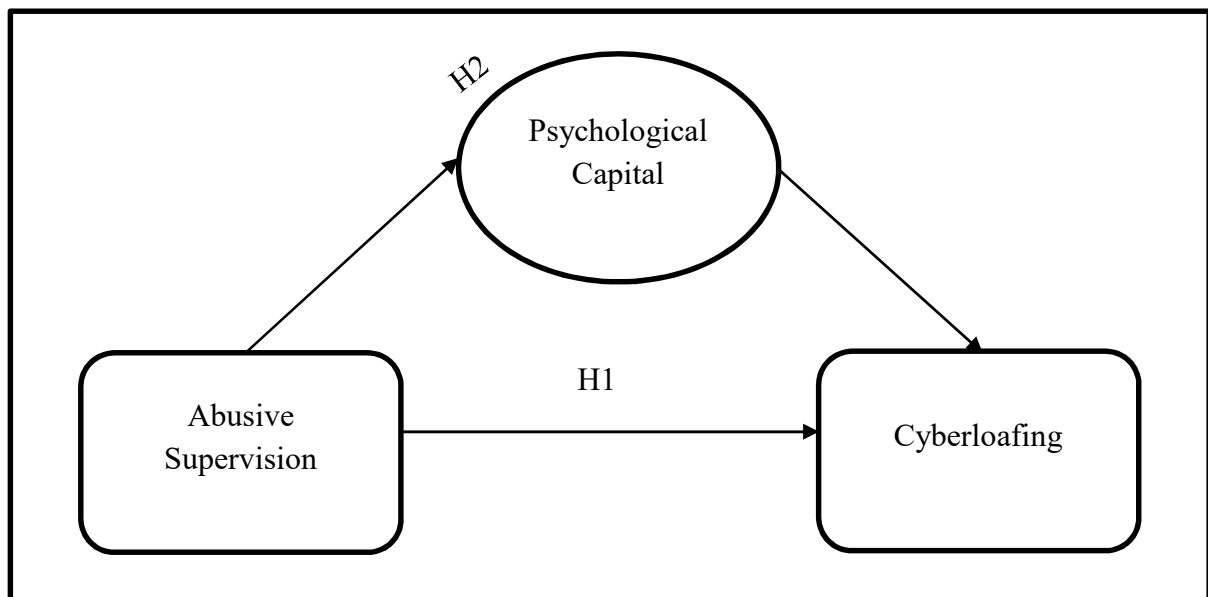
desire work attitudes and behaviors. Abusive supervision has a positive association with employee stress and turnover intention (Whitman et al., 2014).

Fredrickson (2001) claimed that in the light of broadening and build theory, PsyCap has vast effects on people's behaviors, and it increases the capacity of dynamic and extra-role behaviors. Raza et al (2015) explored the impact of management support on employee satisfaction for HRD. Further, it also increases voluntary roles and decreases counterproductive behaviors. Norman et al (2010) quantified that positive psychological capital is a state of development that, if higher, prevents employees from engaging in negative behaviors, and similarly, if the score of PsyCap is depleted, employees are prone to indulge in deviant behaviors. Ahmad et al (2018) said that PsyCap also plays the role of mediator between abusive supervision and deviant work behaviors. They said that the role of PsyCap is particular for positive as well as negative behaviors. Previously in literature, no study addresses the mediating role of PsyCap between the relationship of abusive supervision and Cyberloafing. Agarwal (2019) found the mediating effect of PsyCap between the relationship of abusive supervision and perceived stress and concluded that abusive supervision and PsyCap has a negative relationship. In another study, Agarwal (2019) found the negative relationship between PsyCap and Cyberloafing. So, this hypothesis is well supported by theory. Therefore, the following hypothesis can be drawn from this discussion:

**H2:** Positive psychological capital mediates the relationship between abusive supervision and Cyberloafing.

The complete relationship between the variables of the study are graphed down:

*Diagram 1: Theoretical Model*



## Methods

This segment discusses the details of population, sample, data collection, and measures of the study as well. The data analysis tools and strategies are also elaborated.

### Data Collection Procedure and Study Sample

The target population comprised of employees working full time in the pharmaceutical sector in Pakistan. Quantitative data collected from this population that was cross-sectional. This data was collected in steps. In the first step, we approached the human resource manager of different pharmaceutical companies. They helped us by providing a list of 480 employees of the industry which were randomly selected. In the second step, permission was asked from the management of the companies involved in the procedure of data collection. Luckily the management shows its willingness to allow us for the data collection. In the third and final



step, data were collected through an adopted questionnaire from the selected sample of the population. This structured questionnaire was directly sent to the respondents, and they filled it and returned. A simple random sampling technique was used to collect the data. The research philosophy of the study was positivism. The sample response rate was 75.3% from the population, i.e., out of 480 questionnaires sent to the randomly selected population, a total of 361 were received back, which were also completed in all respect. The five-point Likert scale was used to respond to all the questions. The simple random technique was used for the collection of data collection so that the generalizability of the survey could be ensured. The 245 (68%) respondents were male, and 116 (32%) were female. The average age of the respondents was 26 years.

Statistical Packages for Social Sciences (SPSS version 22) is used for data analysis along with its extension AMOS with Structural Equation Modeling technique. The analysis is divided into descriptive statistics, assessment of measurement model, instrument's reliability by using Cronbach's alpha, average variance extracted (AVE) for convergent validity, and Fornell-Larcker criterion for discriminant validity. Furthermore, additional analysis was made through confirmatory factor analysis (CFA), hypothesis testing, and mediation techniques.

### **Measures**

#### ***Abusive Supervision***

The abusive supervision was measured by 15 items scale, which was developed by Teppers (2000). In this measure, respondents were requested to specify the frequency and report about their supervisors' ridicule behavior. They were asked to answer about how the supervisor "ridicules me" and "when and how the supervisor overruns my privacy."

#### ***Positive Psychological Capital***

Positive psychological capital was measured by the PsyCap Questionnaire used by (Avey et al., 2011). There are 12 items related to positive psychological capital, which have four dimensions. These four dimensions are "resilience, hope, efficacy, and optimism." Efficacy was inquired by asking, "I feel confident in representing my work area in meetings with management." Hope was measured by asking, "Right now, I see myself as being pretty successful at work." Resilience asked, "I usually take stressful things at work in stride," and optimism was inquired by "I always look on the bright side of things regarding my job."

#### ***Cyberloafing***

The Cyberloafing was measured by 22 items scale, which was developed by Lim (2002) and further elaborated and extended by Henle and Blanchard (2008). Among the different items used, one example is "sending and receiving instant messaging."

## **Results and Discussion**

### **Common Method Variance**

The data was collected of all the variables through self-reporting measures; therefore, chances are there that common method variance may occur. So, to identify this common method bias, famous Harman's single factor test was used for detection (Podsakoff et al., 2003). After the test and analysis, it was proved that common method variance was not a problem for this study because Harman's single factor test showed only 29% of the total variance. By Harman's test technique, "if one factor explains more than 50% of the variance in the items, methods bias is present" (Mattila & Enz, 2002).

### **Confirmatory Factor Analysis**

The CFA was conducted for validity confirmation. Measurement model should be evaluated before conducting this analysis (Anderson & Gerbing, 1988). Therefore, before confirming the confirmatory factor analysis measurement model is evaluated.

### ***Measurement Model***

The measurement model has been assessed by fit indices. The value of fit indices shown a good fit value ( $\chi^2 = 1647.571$ ,  $df = 798$ ,  $\chi^2/df = 2.065$ ,  $RMSEA = 0.07$ ,  $CFI = 0.92$ ,  $NNFI = 0.91$ ), as these values are better suggested cut-off ( $\chi^2/df < 3$ ,  $RMSEA < 0.08$ ,  $CFI > 0.95$ ,  $NNFI > 0.95$ ) (Bagozzi & Yi, 1988; Browne et al., 1993; Hu & Bentler, 1999). The values of CFI and NNFI equal to 0.90 is also acceptable (Cheung & Rensvold, 2002).

**Table 1: Results of Construct Reliability and Convergent Validity of Constructs**

Variables	Mean	SD	Composite Reliability CR > 0.7	Average Variance Extracted (AVE) ≥ 0.5	Square root of AVE
Abusive Supervision	3.4232	.65881	0.89	0.58	0.76
Positive Psychological Capital	1.6582	.53710	0.86	0.56	0.75
Cyberloafing	3.6043	.40719	0.90	0.60	0.77

Table 1 throws light on the values of the descriptive statistics of this study. A data total of 361 respondents are analyzed. All the valid responses for abusive supervision, positive psychological capital, and Cyberloafing assessed. A composite reliability technique was used to check reliability. The values of CR for all the variables is more than 0.70. Therefore, all the variables are reliable for data analysis. Kline (2005) argued that if the values of Cronbach's alpha are more than 0.70, than the reliability of the data is ensured. Furthermore, AVE values are also shown in table 1. All the values are more than 0.5, and Cronbach alpha values are higher than 0.70, so it can be concluded that convergent validity is achieved as mentioned by (Hair et al., 1995; Fornell & Larcker, 1981).

**Table 2: Results of Discriminant Validity**

CR	AVE	Variables	1	2	3
0.85	0.60	1. Abusive Supervision	<b>0.77</b>		
0.80	0.56	2. Positive Psychological Capital	-.35**	<b>0.75</b>	
0.84	0.68	3. Cyberloafing	.45**	-.28**	<b>0.82</b>

Fornell-Larcker criterion was performed to distinguish the discriminant validity by comparing the square root of AVE and inter-construct correlation. If the values of the correlation of variables are less than the values of the square root of AVE, the discriminant validity is ensured (Kim & Kim, 2010). In this study, as depicted in table 2, the values of the square root of AVE are more than the values of correlation of variables; therefore, discriminant validity exists.

Abusive supervision is positively associated with Cyberloafing ( $r = 0.45$ ,  $p < .01$ ). On the other hand, it is negatively correlated with positive psychological capital ( $r = -.350$ ,  $p < .01$ ). Positive psychological capital is negatively correlated with Cyberloafing ( $r = -.28$ ,  $p < .01$ ). These results are aligned with and provide support with our hypotheses. Correlation

coefficients are lower than 0.70, that shows that there is no multicollinearity among our variables as discussed by (Tabachnick & Fidell, 1996).

### Hypotheses Testing

Hypotheses are analyzed through a structural model. The values of model indicated that they are good fit ( $\chi^2 = 1045.52$ ,  $df = 350$ ,  $\chi^2/df = 2.98$ ,  $RMSEA = 0.05$ ,  $CFI = 0.95$ ,  $NNFI = 0.90$ ). All mentioned values are less than the cut of values.

**Table 3: Results of Structural Model**

Hypothesis	Hypothesized Paths	( $\beta$ )	t-value	P-value
H1	Abusive Supervision → Cyberloafing	0.38	20.726	.001

The table, as mentioned above, indicates that all of our hypotheses are a good fit and supported by the statistic. Our first hypothesis, H1, is that abusive supervision is positively associated with the Cyberloafing, and this is proved from our analysis. The value of  $\beta$  is 0.38 at a P value of 0.001, which indicates that because of abusive supervision, Cyberloafing occurs.

### Role of Positive Psychological Capital as Mediator

The role of positive psychological capital is also seen as a mediator in this study. The structural model is also tested to see the mediator role with two paths, i.e., direct path from abusive supervision to Cyberloafing and one indirect path via positive psychological capital. This relationship is also suggested by Iacobucci et al (2007).

### Mediation Model

This structural model is also a good fit. As the statistics indicates that ( $\chi^2 = 1048$ ,  $df = 431$ ,  $\chi^2/df = 2.432$ ,  $RMSEA = .06$ ,  $NNFI = .90$ ,  $CFI = .96$ ) all values are good fitted and represents a satisfactory status of the model.

**Table 4: Direct and Indirect Path Coefficients of Mediation Model**

Predictor	Direct effects	Indirect effects via positive psychological capital	Total effects
Abusive Supervision	0.20 (significant) at $p < 0.05$	0.08 (significant) at $p < 0.05$	0.28

The table above describes that there is a momentous positive association between abusive supervision and Cyberloafing. The above analysis reveals that abusive supervision via an indirect effect of positive psychological capital causes Cyberloafing. So, the relationship between abusive supervision and Cyberloafing is mediated by the impact of positive psychological capital.

### Discussion

The relationship between abusive supervision and Cyberloafing using PsyCap as a mediator is assessed based on LMX and social exchange theories. Full time working employees of the pharmaceutical industry is the population of this study, and 480 employees were selected randomly, and their response rate was 75.3%, and the final sample was 361. This study tested two hypotheses, and all the hypotheses were supported by the findings of the study in hand. This research also contributed to the literature by supporting the findings and providing an empirical solution to the problem. The first hypothesis of the study was that abusive supervision is significantly correlated with Cyberloafing. Cyberloafing is the negative behavior of employees and a result of the conflict of the relationship between supervisor and subordinate. Employee indulges in this deviant behavior to penalize the supervisor because of



his abusive behavior. The value of the coefficient of regression is 0.38, which shows that there is a positive and significant relationship between abusive supervision and Cyberloafing. These findings are also well supported from the literature as an adverse response to supervisors' mistreatment (Raza et al., 2019; Thau et al., 2009), engaging in deviant behavior (Javed et al., 2018; Garcia et al., 2015) employees indulging in negative behaviors, i.e., Cyberloafing at the workplace (Velez & Neves, 2016). The results well linked to the previous literature and found support (Wang et al., 2012; Wheeler et al., 2013; Raza & Ahmed, 2020; Ali et al., 2020).

Positive psychological capital is considered as a barrier for deviant workplace behaviors. It is said that PsyCap prevents employees from indulging in deviant acts. It not only reduces the counter effects of any workplace circumstances but also, some times, turn the adverse influences into a positive one. Avey (2014) assumed that because of PsyCap, the negative effects of abusive supervision could be controlled, but the benefits of positive and ethical leadership can also be enhanced. PsyCap mediated abusive supervision by lessening its negativity among employees. Roberts et al (2011) says that the role of PsyCap is strong enough to avert employees from undesired behaviors, i.e., Cyberloafing. Positive psychology capital is a combination of diverse positive characteristics, i.e., optimism, resilience, self-efficacy, and hope that are negatively associated with objectionable employees' behaviors (Ahmad et al. 2018). Human resource managers use the attributes of PsyCap to increase the productivity of employees by controlling deviant acts such as Cyberloafing (Siu et al., 2015). Ahmad et al (2018) said that PsyCap also plays the role of mediator between abusive supervision and WDB. They claimed the role of PsyCap is very specific for positive as well as negative behaviors. Fredrickson (2001) claimed that PsyCap has enormous effects on people's actions, and it intensifies the capacity of active and extra-role behaviors. Further, it also increases the intended positive roles and decreases counterproductive roles playing the part of the mediator. The second hypothesis of the study "Positive psychological capital mediates the relationship between abusive supervision and cyberloafing." Is therefore found true in the light of findings of this study. This is also supported by the literature (Luthans et al., 2007; Ahmad et al., 2018). These results supported in the literature as well. Many studies found the mediating effect of PsyCap in the literature. (Mehdad & Sajadi, 2019; Chen, 2018; Ferraro et al., 2018). In a study in which Agarwal (2019) found the mediating effect of PsyCap between the relationship of abusive supervision and perceived stress. Similar is observed in this study that positive psychological capital mediated the relationship between abusive supervision and cyber-loafing by lowering the effects of abusive supervision and preventing employees from engaging in the heinous and devastating Cyberloafing.

### **Limitations, Implications and Future Directions**

The research at hand is a pioneer work in the relationship of Cyberloafing and abusive supervision. Despite its contribution and novelty, many limitations are accompanying with this study. The first is the need for a common instrument to measure the relationship of Cyberloafing and abusive supervision. A general, unbiased, and comprehensive instrument should be developed to analyze the causes of Cyberloafing. The need for these instruments is inevitable as almost every business is using the computers, and the internet and employees have easy access to these organizational performances lowering deviance in the case of Cyberloafing. The second limitation of the study is the target population of the study. The study used the employees of the pharmaceutical industry as a target population. In this eve, this study could not be generalized. There is a need for vesting the population of all sectors. A comprehensive study should be conducted that collected data from all business sectors, i.e., manufacturing and services, so that the generalizability of this relationship could be ensured. A third limitation of this study is that it ignored the self-employed IT working as a free-lancer or at homes for some sort of exchange. Software houses operating all over the globe are

working great for information technology services and outsourcing services to all the clients. The employees of these software houses are at a higher risk for indulging in Cyberloafing as compared to other working sectors of business. There is a grim need of analysis of their performance and finding out that either they are indulging in deviant behavior or not and how it could be prevented? Fourth, this study used a cross-sectional technique for data collection, so a longitudinal technique can conduct in future studies to better understand the effect of abusive supervision. Fifth, future studies can test another mediator between the relationship of abusive supervision and Cyberloafing like self-esteem, prosocial motivation, negative affectivity, and some more. A last but not least limitation of this study is that it does not consider gender. There is a vast difference in emotional status and perceiving ethics in males and females. Females are more sensitive by abusive supervision and having more emotional attachments.

This study has beneficial implications for management. The findings of the study are supporting the social exchange theory and LMX theory. This is a pioneer and milestone contribution to the literature of abusive supervision and Cyberloafing. To the best of my knowledge, this is the very first study that is studying the relationship between abusive supervision and Cyberloafing. The implications of this study are significant for organizational policymakers. The results of this study proved that abusive supervision is heinous for organizations. Cyberloafing is a usage of organizational computers and the internet for non-work-related purposes that is not only mis-usage of scarce organizational resources but also causes a reduction in employee performance. By using the results of this study, management can make such policies that will reduce the incidence of abusive supervision. Further policies can be framed to reduce the prevalence of Cyberloafing to save organizational resources. The use of a mediator also has very fruitful implications as well.

## **Conclusion**

Based on social exchange and LMX theories, data was collected from the Lahore (Pakistan) based pharmaceutical companies on seeing the relationship between abusive supervision and Cyberloafing the first time. Being a pioneer in nature, this study reached upon very fruitful results that are good enough for practical implications. The direct and positive relationship between abusive supervision and Cyberloafing is found that is well supported by the literature of counterproductive behaviors and is a very prolific addition to the literature of deviant workplace behaviors. The role of PsyCap can mediate the relationship towards negative, i.e.; Cyberloafing can be reduced. These findings have very fruitful implications for business managers. In the age of globalization and increased competition, the findings of the study can not only increase the efficient use of information technology at work but also can enhance the productivity of employees, which will ultimately increase the profits of organizations.

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