

Journal of Management Sciences

Political Juicy Gossips Hit the Job: A Case Study from Health Sector

Affiliation:

Iqbal Mahmood

Associate Professor, Higher Education Department, Punjab, Pakistan.

Syed Mussawar Hussain Bukhari

Department of Political Science, The Islamia University of Bahawalpur, Pakistan.

Shahbaz Ali Khan

Department of Political Science, The Islamia University of Bahawalpur, Pakistan.

Nazan Nawaz

MS Scholar, SZABIST Islamabad. Email: nazan.nawaz@hotmail.com

Manuscript Information

Submission Date: April 11, 2020

Acceptance Date: August 28, 2020

Publication Date: September 22, 2020

Citation in APA Style:

Mahmood, I., Bukhari, S. M. H., Khan, S. A., & Nawaz, N. (2020). Political Juicy Gossips Hit the Job: A Case Study from Health Sector, *Journal of Management Sciences*, 7(2), 15-32.

DOI: <https://doi.org/10.20547/jms.2014.2007202>





Political Juicy Gossips Hit the Job: A Case Study from Health Sector

Iqbal Mahmood *

Syed Mussawar Hussain Bukhari †

Shahbaz Ali Khan ‡

Nazan Nawaz §

Abstract: *The purpose of this research is to study a new dimension in research base of employee's intention to sabotage. Its purpose is to elaborate the impact of abusive supervision and grapevine on employees' intention to sabotage with employee cynicism as the mediator. The review of the literature conducted explains and highlights the role of employee's intention to sabotage. Study indicates that abusive supervision and grapevine has a positive relationship with employee's intention to sabotage and that the employee cynicism creates full mediation between abusive supervision, grapevine and intention to sabotage. The limitation of the study is that this study is quantitative in nature and focusing on a recent dimension in the field so many loopholes can be identified by other researchers and they can explore this dimension of employees' intention to sabotage in more depth in future. The aim of the study is to explore the link between variables which are not get related in the past researches and it will ultimately help identify a new dimension in the research field of employee commitment to change and open a new path for future research.*

Keywords: Abusive supervision, grapevine, employee cynicism, intention to sabotage.

Introduction

HR professionals, particularly in the healthcare industry, manage employee related issues every day. This could vary from employment instability, pay, enlistment, determination, advancements, finance, occasion/wiped out leave issues, supervision prepare, benefit culture, remuneration, social rights/qualifications, inspiring execution, to unfortunate activities. Each of these elements differently affects the employees, from being satisfied to unconcerned, to disappointed workers. [Chiaburu, Peng, Oh, Banks, and Lomeli \(2013\)](#) noticed that breaking one of these physiological contracts may encourage employees' dissatisfaction and diminishes their work loyalty, in worst case scenario it may cause cynicism. In current work environment, employees become more cynic because of mistrust at work place, grapevine.

Many researches have indicated that cynicism is very common amongst employees in the USA ([Kanter & Mirvis, 1989](#)), Europe, and Asia. A thorough fusion of different

* Associate Professor, Higher Education Department, Punjab, Pakistan.

† Department of Political Science, The Islamia University of Bahawalpur, Pakistan.

‡ Department of Political Science, The Islamia University of Bahawalpur, Pakistan.

§ MS Scholar, SZABIST Islamabad. Email: nazan.nawaz@hotmail.com

researches propose that employee criticism happens when there is lack of organizational trust (Kim, Bateman, Gilbreath, & Andersson, 2009; Chiaburu et al., 2013), physiological contract infringement (Bashir & Nasir, 2013), perceived organizational politics and workplace bullying issues - high downsizing. Cynics never trust the intention of their supervisor or manager which reduces their work productivity (Kanter & Mirvis, 1989), because they believe that whenever they get any opportunity their manager will exploit it hence, they are most likely unable to achieve their work targets.

Many social theories scholars tried to define sabotage as disloyalty at workplace or not complying with organizational rules, unacceptable behavior, and disorganized social ties. Lee and Ok (2014) cited that mistrust and misbehavior as sabotage costs the USA around \$200 billion every year. Work and service sabotage is becoming a numerous organizational issue for the employees and for the employers. Service sabotage is an isolated phenomenon unlike many other organizational constructs which makes it hard to explain. Gebert, Heinitz, and Buengeler (2016) proposed that employees who are cynic will likely have less work engagement and standardizing duty toward their working environments. This idea has been upheld by a similar research. High level of cynicism in employees may reduce social ties at workplace and may eventually result in violence.

In fact, cynics are hindering to employers because of diminished profitability and lost work time. Chiaburu et al. (2013) in their meta-examination referred to that the connection amongst cynicism and withdrawal cognizance is present. Cynicism prompts the inclination that employees must battle for themselves (Gau, 2015), and the intention to sabotage may be one of these, particularly when resources are not equally distributed. Abusive supervision is the point at which the "subordinates" view of the degree to which their managers take part in the supported show of threatening verbally and nonverbal practices" (Colquitt et al., 2013).

Trust in the manager is the foundation of work engagement, on the grounds that injustice affects employees' states of mind, and on results originating from employees' confidence and social ties (De Cremer & Tyler, 2005). Moreover, if an employee feels feeble, baffled, and disappointed, s/he may try to hurt the association or people she/he considers responsible. From sabotage point of view, the initial step can be the goal to sabotage, before the real sabotage.

Work and service sabotage has become an endemic organizational problem today, and it is thought to be related to numerous problems both for the employee afflicted by it and for the employing organization. In work settings where the employees feel distrust and scandalized amongst their coworkers or verbally or non-verbally abused by their supervisors could lead frustration and negativity in the employees. In organizations, where customers are the priority of an organization, catering the needs of their employees and giving them a friendly, stress free work environment should also be the priority of the management. So, this current study is going to test the impact of abusive supervision and grapevine on intention to sabotage with the mediating effect of employee cynicism.

Theoretical Background and Hypothesis Development

Abusive supervision generally refers to the subordinates' perception towards their supervisors' aggressive and argumentative verbal and non-verbal attitude. The impoliteness, open disapproval, violates assurances and insensitive behavior (Colquitt et al., 2013). Abusive supervision has been the subject of extensive research, as bullying and other inhumane supervisor behaviors have become prevalent in the workplace.

Tepper (2007) defined the abusive supervision behavior as to the extent in which the subordinates perceive the misbehavior of its supervisor, this includes the physical contact as well. This dark side of leadership behaviors is destructive for both employers and employees (Tepper, 2000). In addition to the financial costs to employers, researchers have recently demonstrated that abusive supervision is related to numerous negative individual outcomes, such as distress (Tepper, 2007), problem drinking, work-family conflict (Tepper, 2000), emotional exhaustion and reduced organizational citizenship behaviors (OCBs) (Aryee, Chen, Sun, & Debrah, 2007). Tepper et al. (2009), personal relationship are developed between employees and with their bosses. Quality relationship with supervisor and employee is assessed through wellbeing at work, compensation, professional growth. Nevertheless, supervisors involve in antagonistic relation with the employees and hence effects appear such as discouragement, short-tempered outbreak, and aggressive attitude). Atwater, Waldman, Atwater, and Cartier (2000) reviewed the cynical supervisors, responses and obligation towards employees. Upward feedback is the receiving of rating from subordinated to supervisors for behavioral aspect, it is in consideration nowadays for development of organizations and for individuals.

Grapevine

In line with the current technology, grapevine has been spread widely because it is transmitted through the medium electronic that is familiar to employees in an organization (Lee & Ok, 2014). Grosser, Lopez-Kidwell, and Labianca (2010) examined the variable positive and negative gossips at workplaces through the analysis of social networking. The results revealed that the pessimistic gossips flow between tiers of friendship and it is not involved between the colleagues who are just having work-related requirements and mechanisms. Sommerfeld, Krambeck, and Milinski (2008) studied the experiential indications from disciplines to examine reputation and trustworthiness through gossip. Posthuma, Dijkstra, Beersma, and van Leeuwen (2014) studied the variables leader conflict management along with positive and negative gossip behavior justice among the Dutch police officers. Conflicts occur at workplaces, it mostly depends on the behavioral responses. Beersma and Van Kleef (2012) examined the purpose behind gossips, underlined by the previous circumstances and outcomes of the gossips were focused. Sommerfeld et al. (2008) discussed the role of gossip which creates dynamics for reciprocity games. Gossip is a learning factor in the organizations, people ought to experience many outcomes. Ellwardt, Labianca, and Wittek (2012) examined the purpose of negative and positive gossip at workplace. Organizations are curious to escape negative gossips, they have to consider person' status. They studied the variables gossip with reference to

managers. It depends on the basis of trust for the transmission of gossip in firms.

Employee Cynicism

Cynicism as a feeling of disrespect, disapproval and distrust towards an entity which affects productivity and well-being of employee within organization (Andersson, 1996). Employee cynicism is predictably set gap between managers and reality (Cartwright & Holmes, 2006). Cynicism is persistent in workplaces. The cynical comments given by employees are not considered as defects but are taken as expressions which maintain judgment of independence and control. Organizations face resistance by the labors, which is driven by close inspection and regulation by human resource management, culture prevailing in corporate community and cooperation of team, found in non-interventionist workplaces. O'Brien et al. (2004) in their study demonstrated the necessity to aspire the devalued employees. Feldman (2000) examined that the employees are found to have doubt about the efficiency and values of organizations and supervision. Dennehy (2012) analyzed the gap when employees face cynicism how they present themselves throughout this criticism.

According to De Bakker (2007), when attention is given to cynical and integrity consequently results in immature approach to beliefs and moral communication in free market competition is called into question. Organizations should demarcate play from work and humor should be involved in the environment. Selander and Henfridsson (2012) examines the cynicism come into sight and append confrontation and conflicts during the work. Cynicism is discussed in a variety of conceptualizations, distinctions and characteristics (Kanter & Mirvis, 1989). Indeed, over the years, authors have presented an assortment of definitions and descriptions of cynicism. Although these definitions vary, a negative attitude is the dominant dimension of organizational cynicism (Abraham, 2000; Stanley, 2005).

Andersson and Bateman (1997)'s reflection on a number of definitions for cynicism leads to their depiction of cynicism as both a "general and specific attitude, characterized by frustration and disillusionment as well as negative feelings toward and distrust of a person, group, ideology, social convention, or institution". The element of disillusionment is consistent with other contemporary definitions of cynicism which include both close-mindedness and disillusionment as key characteristics of cynicism (Kanter & Mirvis, 1989). The component of distrust in (Andersson & Bateman, 1997)'s definition appears to be in line with Stanley (2005)'s assertion that an individual's disbelief regarding the motives of others is a salient characteristic of cynicism. Viewing cynicism as an attitude has important implications in the context of organizations, as attitudes play an important role in influencing behavior (Ajzen, Fishbein, & Heilbroner, 1980; Evans, Goodman, & Davis, 2010). Disposition has also been acknowledged as a plausible foundation of cynicism (Kanter & Mirvis, 1989). Specifically, pessimism and higher levels of negative affect are embedded within the personality dynamic of cynicism. In Dean Jr, Brandes, and Dharwadkar (1998)'s conceptual review of cynicism, they also explain that the dispositional perspective may be reflected as "an overall outlook on human nature".

Dispositions or personalities are typically regarded as relatively stable, not readily

amenable to change. In recognizing this, (Dean Jr et al., 1998) accept that there are inherent limitations in addressing dispositional dimensions of cynicism. However, this article's focus is on attitudinal components of cynicism rather than dispositional components. Parallel to the broad scope of definitions of cynicism are clarifications that cynicism has multiple components and a variety of potential targets. The range of potential targets may include, but is not limited to, fellow employees, the organization, management and organizational change. Regarding different forms of cynicism, Dean Jr et al. (1998) surveyed five conceptualizations of cynicism, an identity center, societal or institutional pessimism, worker negativity, authoritative change criticism and work/word related skepticism. Abraham (2000) repeated these structures or conceptualizations of negativity, accordingly adding believability to Dean Jr et al. (1998)'s examination. His study on cynicism gives the base for further and thorough study of employee cynicism and referred to cynicism as the attitude one has towards his/her organization. According to their research, it has three dimensions which are as follows:

- There's a belief that the organization may lack their integrity
- keeping bad attitude towards the organization
- the ability to behave badly and hostile towards the organization (Dean et al., 1998; p. 345).

Additionally, bas the prevalence of dynamics associated with organizational change are commonly recognized as a key source of cynicism in organizations. With a better grasp of what cynicism is, the literature dealing with causes is discussed next. Significant sources, causes and antecedents of cynicism. Of the two major schools of thought addressing cynicism, one identifies disposition as the foundation suggesting that cynicism is a general perspective, philosophy or outlook (Kanter & Mirvis, 1989). As such, cynicism would be a reflection of how individuals view others or the world. In contrast, the other major school focuses on the attitudinal perspective. More specifically, cynicism is viewed as an attitude that is negative in nature (Abraham, 2000; Stanley, 2005), directed toward a variety of potential targets or manifested in a number of different forms.

Although attitudes could, arguably, have a number of specific causes, in a more general sense, attitudes are learned through experiences. Dean Jr et al. (1998) concur, forced that the things you may experience at work can make you cynic. It is not particularly surprising, then, that cynicism has also been described as a learned attitude. "Cynicism is learned through direct experience and through group socialization" (Vance, Brooks, & Tesluk, 2007). Indeed, this view is widely held (Wanous, Reichers, & Austin, 2004). Group socialization is a potential source of cynicism, implying that it is contagious or learned from others. Correspondingly, Kanter and Mirvis (1989) state that "cynicism from senior management begets cynicism throughout an organization".

Wanous et al. (2004) suggested that cynicism created because of any organizational change may also spread into your work life and social behaviors. Beyond socialization, personal experiences and emotions are commonly recognized as contributing factors. Interestingly, it has been suggested that awareness of other employee's experiences may influence cynicism (Johnson & O'Leary-Kelly, 2003). As experience is an important avenue

of learning, these observations indirectly corroborate the view that cynicism is learned. A particularly powerful experience in organizations is often an employee's perceptions of how closely organizations meet their expectations. Related to expectations, [Andersson \(1996\)](#) posited that failure of organizations to meet employee expectations (reflected in the form of unwritten, psychological contracts) would lead to employee cynicism. [Kanter and Mirvis \(1989\)](#) also note the importance of unmet job expectations as a potential contributor to cynicism.

This brings to fore [Vance et al. \(2007\)](#)'s discussion of different approaches to studying cynicism. Employees' expectations may be reflected in psychological contracts encompassing expectations about their jobs and workplace, as well as perceived obligations. Unlike formal AL contracts, the psychological contract is unwritten and represents the beliefs about reciprocal expectations/obligations of the employee toward the organization and the organization toward the employee. [Makin et al. \(1997\)](#) emphasize on the importance of psychological contracts, noting that violating these contracts could have undesirable outcomes, including, but not limited to, decrements in job satisfaction and a heightened likelihood of organizational departure. Two points are very significant to the argument of this study:

1. Employees who perceive that the psychological contract has been breached tend to exhibit higher levels of cynicism
2. Cynicism developed through a perceived breach of a psychological contract by one employer can be carried over to a new employer

Cynicism has even been attributed to the magnitude of strategic organizational change employees have experienced. Furthermore, individuals' prior experiences with how organizations have dealt with change may contribute to subsequent cynicism toward change. Experiences, coupled with beliefs, provide an important combination of factors influencing cynicism. [Dean Jr et al. \(1998\)](#) suggest that "the first dimension of employee cynicism is the belief that the organization lacks integrity". According to [Krech, Crutchfield, and Ballachey \(1962\)](#), "all attitudes in corporate relevant beliefs about the object of the attitude". Beliefs embody opinions, faith and knowledge. For example, ([Wanous et al., 2004](#)) observed that lack of respect toward a supervisor was linked to employee cynicism.

Intention to Sabotage

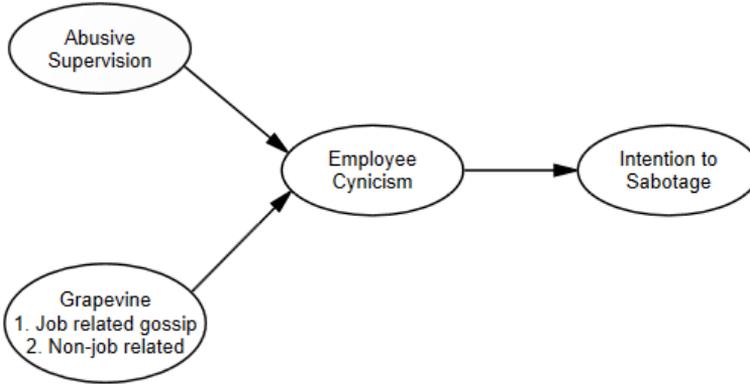
Studies of sabotage have generated some insights into the various forms of such employee behaviors. [Taylor and Walton \(1971\)](#) categorize sabotage as worker efforts to reduce frustration and tension, to make work easier or to assert control, while notes the symbolic meaning of sabotage efforts. While such studies contribute to our understanding of the variance in sabotage behaviors, typically the focus is on industrial contexts. As such, the growing service sector is overlooked and under-studied. However, the work of [Harris and Ogbonna \(2002\)](#) explicitly concentrates on service sabotage.

[Harris and Ogbonna \(2002\)](#) adopt a broad view of sabotage in a services context to include intentional acts that negatively affect service no matter whether such acts are

noticed by customers or managers. Finding that over 85% of informants were recently involved in sabotage, [Harris and Ogbonna \(2002\)](#) argued that such actions vary according to the extent to which such behaviors are covert or overt and/or routinized or intermittent. Thereafter, they identify and elucidate eleven individual, group, organizational and environmental factors, which they argue are antecedents to service sabotage behaviors, as well as ten employee effects, impacts on customers and organizational consequences. He followed their earlier qualitative work with a subsequent survey-based study. [Harris and Ogbonna \(2002\)](#) examined basic condition displaying to supply a model of seven drivers (chance taking proclivity, requirement for social endorsement by work associates, craving to stay and seek after profession in ebb and flow firm, degree of observation, degree of social control, employee–customer contact and ease of the work market) and six outcomes (confidence, camaraderie, employee–customer affinity, utilitarian quality and organization execution) of administrative sabotage. However, although these studies advance an understanding of the factors that help or hinder sabotage as well as the consequences of such actions, the motives for such behaviors among customer-contact service staff remain an overlooked issue.

Nevertheless, the motives for sabotage in general have received limited attention (albeit, often anecdotal in nature). The few studies that have focused on motives include analysis of published accounts to explore potential motivations for sabotage behaviors. [Crino \(1994\)](#) reviews narrative accounts of saboteurs (ranging from nurses intentionally injecting lethal drugs to patients to Argentinean telephone engineers snipping wires to workers dressing the Ken doll in Barbie’s clothes). While nearly all of the narrative cases refer to major sabotage efforts (such as killing patients or substantial monetary frauds) and are almost exclusively from non-service contexts, this study provides one of the first systematic efforts to generate insights into the motives for sabotage actions. A different study by [Analoui \(1995\)](#) undertakes a case-based, empirical evaluation of the motives for sabotage as part of a wider study that focuses on the forms of workplace sabotage actions. [Analoui \(1995\)](#) finds that 65% of such acts are linked to employee discontent and dissatisfaction with management. While he acknowledged that these results are likely to be biased by the context of the case concerned, this analysis adds value by highlighting that the potential motives for sabotage arise from both intra- and extra-organizational pressures. Dissimilar to other organizational behaviors, demonstrations of sabotage constitute a unique feature which, in the light of how and why it occurs, has been hard to comprehend, clarify or define [3, p. 9]. Early researchers have tried to explain it, for example, [Miller’s](#), alluded to such practices as “immediate activities” which were utilized “as methods for stopping up the machine of industrialist industry by the utilization of specific types of activity, not really brutal and not really destructive” [14, p. 92]. [Brown’s](#) perspective of sabotage, as [Miller’s](#), was likewise in view of the conviction that “sabotage” has in certainty gotten from an ancient French word sabot which means risky, awkward and over deliberately. [Taylor and Walton](#) viewed sabotage as “disablement of the methods for production” [15, p. 241]. Nonetheless, despite the appealing way of these contentions, and in concurrence with [Week \[23\]](#), it is deceiving to embrace the subjective goal of the performing artists themselves as the main rule for understanding their activities.

Figure 1
Conceptual Framework



Hypothesis

H_1 : Abusive supervision has an impact on intention to sabotage.

H_2 : Abusive supervision has an impact on Employee Cynicism.

H_3 : Employee cynicism mediates the relationship between abusive supervision and employee's intention to sabotage.

H_4 : Grapevine has an impact on intention to sabotage.

H_5 : Grapevine has an impact on Employee Cynicism.

H_6 : Employee cynicism mediates the relationship between grapevine and employee's intention to sabotage.

Research Methodology

This study is conducted on the healthcare sector of Pakistan in order to investigate that how abusive supervision and grapevine impacts an employee's intention to sabotage with the mediating effect of employee's cynicism. The populations of this study are the employees of healthcare sector of Rawalpindi and Islamabad, mainly located in Punjab Pakistan. In determining an appropriate sample which could produce a reliable results for the study, [Hair Jr, Sarstedt, Hopkins, and Kuppelwieser \(2014\)](#) suggested that good sample size for statistical analysis at least 10-20 times more than variables is needed. Additionally, [Hair Jr et al. \(2014\)](#) recommended that minimum sample size for Structural Equation Modeling (SEM) is about 150-200 respondents.

According to [De Cremer and Tyler \(2005\)](#) for reasonable precision of sample size must be large so that the characteristics of the variables under research could be identified. The sample selected is of 150 to 200 employees that include healthcare sector professionals working in Rawalpindi and Islamabad. The sample size is calculated by using Power Rule that includes total population, confidence level and significance level. 95% confidence level is used for calculating the sample size. In this research both males and females from age groups 22 to 45 and above are qualified for providing responses and contributing in this research. The sample size should be equal to at least the number of variable of this research plus 50.

Non-probability sampling technique is used in this study as the selected employees are unknown. Convenient sampling is used from non-probability sampling. Convenience sampling includes those healthcare professionals which are available at the time of data collection from Hospitals. This shows that the chances of every individual in the population for being chosen to give response are equal. This type of sampling technique is used in Exploratory and Descriptive research. The information from this technique is found to be easily available, quick, useful, time and cost effective.

Measurement

For measuring Intention to sabotage (DV), scale developed by [Abubakar and Arasli \(2016\)](#) consisting of 11 items was used, with an option to respond on a 5 point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). For measuring Abusive supervision (IV1), scale developed by [Tepper et al. \(2009\)](#) consisting of 15 items was used, with an option to respond on a 5 point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). For measuring Grapevine (IV2) scale consisting of 20 items was used, with an option to respond on a 5 point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). For measuring Employee Cynicism (MV), scale developed by [Caro and García \(2007\)](#) consisting of 10 items was used, with an option to respond on a 5 point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Data Analysis Techniques

This paper employed structural Equation Modeling (SEM) Path analysis technique, to test the hypothesized relationships between independent and dependent variables by using SPSS software and Hayes Macros. In 2007, Le and Wu argued that "Path analysis is an extension of multiple regressions because it involves various multiple regression models or equations that are estimated simultaneously". In multiple regression analysis it is assumed that the dependent variable is directly affecting all the independent variables.

Result and Discussion

For the purpose of testing the hypotheses of the present study, the technique of regression is being used. The analysis of regression tells about the impact which one variable has on

another variable. This research was conducted to know about the impact of abusive supervision and grapevine on intention to sabotage with the mediating impact of employee cynicism. The analysis of the current study has been done by using the model 4 from the manual as it is the classic model of mediation. Firstly, the model was used to investigate the impact of abusive supervision on intention to sabotage and then to examine the grapevine impact.

Abusive Supervision

In the regression analysis provided by Hayes (2013), firstly, the total effect of abusive supervision on intention to sabotage was investigated and found to be significant. As the value of R square is 0.270 which shows that 2.7 % of the variation in intention to sabotage (dependent variable) is accounted for the variation in the model (this includes abusive supervision the independent variable). The value of F for this data is 54.39. This shows that the overall model for this research is fit. The beta coefficient value of abusive supervision appears to be 0.543. It means that for everyone unit increase in abusive supervision it will generate the intention to sabotage within the employee 0.543 times, indicating that abusive supervision has an impact of 54.3% on the intention to sabotage. The value of t is "7.37" which is greater than 2. This is statistically significant on $p < 0.01$. It validates the existence of a significant impact of abusive supervision upon the intention to sabotage. Thus, this study accepts the first hypothesis (H1).

Table 1
Total Effect of Abusive Supervision on Intention to Sabotage

	β	t	p	LLCI	ULCI
AS → ITS	0.5433	7.3750	0.000	0.3978	0.6889

Next, the impact of abusive supervision on the mediator, employee cynicism, was also found significant as $\beta = 0.784$, $t = 8.90$, $p\text{-value} < 0.001$, $CI = 0.61$ to 0.95 (see table 8). It means that one unit increase in abusive supervision will bring 78.4 percent increase in employee cynicism, which is statistically significant. Furthermore, t-value is > 2 , which confirms that b-value is significantly different from zero. The overall model is significant, as the value of $F = 79.38$, and $p\text{-value} < 0.001$. The value of R square is 0.350 which shows that 35.0 % of the variation in employee cynicism is because of the variation in abusive supervision. Hence, this accepts the study hypothesis 2 and explains that there is a relationship exists between abusive supervision and employee cynicism.

After that, the impact of employee cynicism on the intention to sabotage was checked and found to be significant, $b = 0.37$, $t = 4.19$, $p\text{-value} < 0.001$, $CI = 0.19$ to 0.54 (see table 18). It shows 1 percent incremental change in employee cynicism will increase employee's intention to sabotage by 3.7 percent. This b-value is significantly different from zero because t-value is > 2 .

Table 2
Indirect effects (path a and b)

	β	t	p	LLCI	ULCI
AS → EC	0.7841	8.9099	0.000	0.6102	0.9580
EC → ITS	0.2187	3.271	0.001	0.0865	0.3509

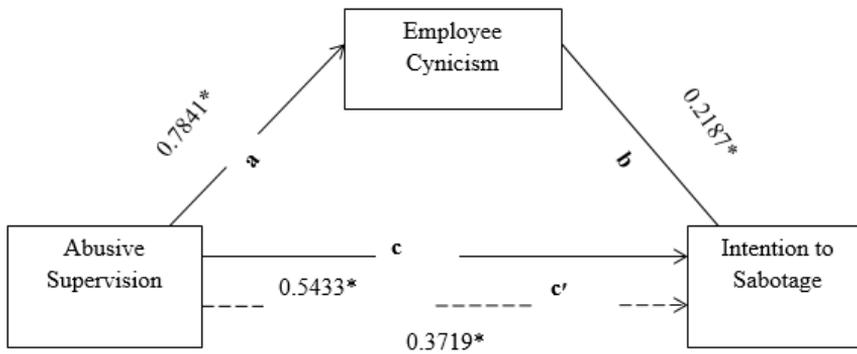
The value of R square is 0.2701 which shows that 27.0 % of the variation in intention to sabotage is explained by the variation in the model (in this step it includes abusive supervision and employee cynicism). This indicates that the model entirely explained 10.2% variation in intention to sabotage. The F value is 54.3909 which show a good model fit. The beta coefficient for path c' (direct effect) has a value of 0.371. The c' path showed the direct effect of independent variable on the dependent variable. Which in this case is statistically significant; t = 4.1992 and p < 0.05. Since, the direct path is statistically significant it shows partial mediation. The difference between the beta values of total effect and direct effect is also evident (b=0.543) and (b=0.371), it indicates the presence of mediation.

Table 3
Direct Effect of Abusive Supervision on Intention to Sabotage

	β	t	p	LLCI	ULCI
AS → ITS	0.374	4.1992	0.000	0.1969	0.5469

Based on these findings and to confirm the findings at step-4, Sobel test was conducted and found z-value = 3.052, which was significant at p-value < 0.023. Therefore, it was confirmed that employee cynicism partially mediates the relationship between abusive supervision and intention to sabotage. These findings confirmed the acceptance of hypothesis 3 of the study. Figure 2 displays these regression results in a summarized way.

Figure 2
Mediation Analysis



Grapevine

Firstly, the total effect of grapevine on intention to sabotage was investigated and found to be significant. As the value of R square is 0.313 which shows that 3.13 % of the variation in intention to sabotage (dependent variable) is accounted for the variation in the model (this includes grapevine the independent variable). The value of F for this data is 67.15. This shows that the overall model for this research is fit. The beta coefficient value of grapevine appears to be 0.568. It means that for everyone unit increase in grapevine it will generate the intention to sabotage within the employee 0.568 times, indicating that grapevine has an impact of 56.8% on the intention to sabotage. The value of t is "8.19" which is greater than 2. This is statistically significant on $p < 0.01$. It validates the existence of a significant impact of grapevine upon the intention to sabotage. Thus, this study accepts the third hypothesis (H4).

Table 4
Total Effect of Grapevine on Intention to Sabotage

	β	t	p	LLCI	ULCI
GV → ITS	0.5680	8.1946	0.000	0.4310	0.7049

Next, the impact of grapevine on the mediator, employee cynicism, was also found significant as $\beta = 0.753$, $t = 8.77$, $p\text{-value} < 0.001$, $CI = 0.58$ to 0.92 . It means that one unit increase in grapevine will bring 75.3 percent increase in employee cynicism, which is statistically significant. Furthermore, t-value is > 2 , which confirms that b-value is significantly different from zero. The overall model is significant, as the value of $F = 77.03$, and $p\text{-value} < 0.001$. The value of R square is 0.343 which shows that 34.3 % of the variation in employee cynicism is because of the variation in grapevine. Hence, this accepts the study hypothesis 5 and explains that there is a relationship exists between grapevine and employee cynicism.

After that, the impact of employee cynicism on intention to sabotage was checked and found to be significant, $b = 0.42$, $t = 5.07$, $p\text{-value} < 0.001$, $CI = 0.25$ to 0.58 It shows 1 percent incremental change in employee cynicism will increase employee's intention to sabotage by 4.2 percent. This b-value is significantly different from zero because t-value is > 2 .

Table 5
Indirect effects (Path a and b)

	β	t	p	LLCI	ULCI
GV → EC	0.7532	8.770	0.000	0.583	0.922
GV → ITS	0.4236	5.0791	0.000	0.2588	0.5885

The value of R square is 0.313 which shows that 31.3 % of the variation in intention to sabotage is explained by the variation in the model (in this step it includes grapevine and employee cynicism). This indicates that the model entirely explained 10.2% variation in impulse buying behavior. The F value is 54.3909 which show a good model fit. The beta coefficient for path c' (direct effect) has a value of 0.371. The c' path showed the direct

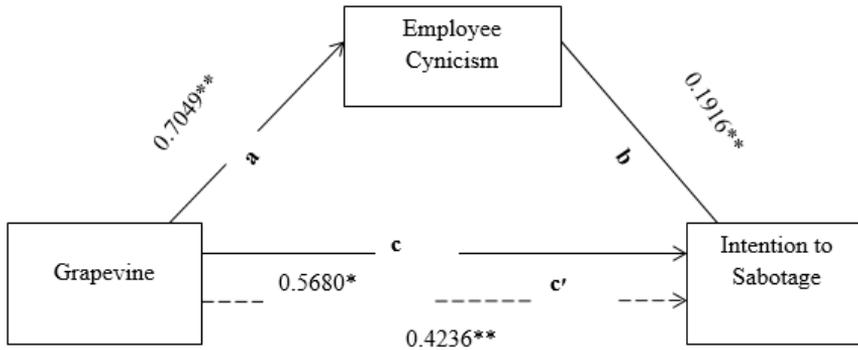
effect of independent variable on the dependent variable. Which in this case is statistically significant; $t = 4.1992$ and $p < 0.05$. Since, the direct path is statistically significant it shows partial mediation. The difference between the beta values of total effect and direct effect is also evident ($b=0.543$) and ($b=0.371$), it indicates the presence of mediation.

Table 6
Direct Effect of Grapevine on Intention to Sabotage

	β	t	p	LLCI	ULCI
GV → EC	0.4236	5.0791	0.000	0.2588	0.5885

Based on these findings and to confirm the findings Sobel test was conducted and found $z\text{-value} = 2.7810$, which was significant at $p\text{-value} < 0.0054$. Therefore, it was confirmed that employee cynicism partially mediates the relationship between grapevine and intention to sabotage. These findings confirmed the acceptance of hypothesis 6 of the study. Figure 3 displays these regression results in a summarized way.

Figure 3
Mediation Analysis



Conclusion

This study was an attempt to know how abusive supervision and grapevine creates cynicism amongst employees and trigger their intention to sabotage within their organization. What are the other organizational factors that can influence employee cynicism and encourage employees to sabotage their work, was the main theme for this study. Abusive supervision and grapevine has been used as the organizational stimuli which induce cynicism amongst employees. Does abusive supervision create such high level of cynicism amongst employees and enhance their intention to sabotage their workplace? Does grapevine actually have an impact over employees and in making them cynic towards their work? To find out the answers of these two questions were the reason for this whole study.

There can be many organizational factors which cause the cynic behavior in employees and trigger their intention to sabotage. After reviewing the literature specific dimensions of organizational stressors, abusive supervision and grapevine were selected because according to previous researches they play an important role in making employees' cynic. So, in order to capture the wholeness of these variables, different questionnaires and the base from the literature was build regarding intention to sabotage with relation to abusive supervision, grapevine and employee cynicism. On the basis of literature review theoretical framework was formed.

Once the theoretical model was formed, instrument for the research was constructed with the help of literature. The sampling technique was finalized and the sample size was calculated. The statistics of the sample was also presented in the form of a table. After that the process of data collection was started. The plan for the analysis of the data was also made so that it will provide a path to do the next step efficiently.

Later, when the data was collected it was analyzed for the findings of the study. The analysis process was started with the test of reliability of the items which were used. The data which was used in the study was normally distributed. And the variables were found to be positively correlated with each other. The data showed that abusive supervision and grapevine indeed make an employee more cynic and trigger their intention to sabotage. But it is completely mediated with the employee cynicism. The correlation between abusive supervision and intention to sabotage was stronger than the correlation among grapevine and intention to sabotage. Also, the direct impact of employee cynicism on intention to sabotage was found to be statistically significant. These findings supported the hypotheses which were formulated for this study. The previous literature also found a full mediation between employee cynicism and intention to sabotage of the employees. The findings reinforced the findings of the previous researches.

Limitations

The study was to be completed in a specific time, which places many limitations on conducting this study. The Data was collected only from Islamabad. The data or study only targeted the healthcare sector of Pakistan. The responses were cross-sectional in nature. It is logical to believe that situational factors on a given day and time can affect the responses of employees. The research study was carried out in one culture, the culture of Pakistan. Therefore, great care must be taken before generalizing the results to other cultures.

Future Recommendation

Including all the variables which affect a phenomenon in one single study is not an easy task. There are many other directions which can take place by having this study's model as the base. It is important that research should be supported with mixed method, by carrying out interviews of managers and employees working in healthcare sector, to explore the factors which could be responsible for cynicism amongst the employees and what encourages them to sabotage their work. Lastly, future research can be conducted by using other sampling techniques rather than convenience sampling

Managerial Implications

The conclusion of this study provides some managerial implications. This research can be very helpful for the managers working in healthcare sector. The managers can use this research as the starting point for decreasing cynicism amongst their employees so they don't get cynic to the point where they make up their mind to sabotage their work and harm the organization in any possible way. As it has been proved that abusive supervision and grapevine generate the cynic behavior in employees and motivate them to sabotage their work. Intention to sabotage is a new concept for the managers which will help them pin point the main cause for employee cynicism and eradicate any signs of intention to sabotage their organization.

Specially, in this era of competitive market, managers need to be more proficient with the work environment they provide to their employees. This study gives an insight into dimension of intention to sabotage and the mediation involved. An understanding of root cause which make employees cynic embedded in work place could give awareness to the Managers on how to overcome such issues and hinder employees' intention to sabotage their work.

Academic Implications

Findings of the study confirmed the literature and supported intention to sabotage as an important organizational phenomenon. The study filled the gap given by [Abubakar and Arasli \(2016\)](#) in which they suggested to study intention to sabotage with employee cynicism as mediator in different organizational dimensions. This study is an addition to the literature of intention to sabotage.

References

- Abraham, R. (2000). Organizational cynicism: Bases and consequences. *Genetic, Social, and General Psychology Monographs*, 126(3), 269-292.
- Abubakar, A. M., & Arasli, H. (2016). Dear top management, please don't make me a cynic: Intention to sabotage. *Journal of Management Development*, 35(10), 1266-1286.
- Ajzen, I., Fishbein, M., & Heilbroner, R. L. (1980). *Understanding attitudes and predicting social behavior*. Englewood Cliffs, NJ: Prentice-hall.
- Analoui, F. (1995). Workplace sabotage: its styles, motives and management. *Journal of Management Development*. doi: 10.1108/02621719510097361
- Andersson, L. M. (1996). Employee cynicism: An examination using a contract violation framework. *Human Relations*, 49(11), 1395-1418.
- Andersson, L. M., & Bateman, T. S. (1997). Cynicism in the workplace: Some causes and effects. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 18(5), 449-469.
- Aryee, S., Chen, Z. X., Sun, L.-Y., & Debrah, Y. A. (2007). Antecedents and outcomes of abusive supervision: Test of a trickle-down model. *Journal of Applied Psychology*, 92(1), 191-201.
- Atwater, L. E., Waldman, D. A., Atwater, D., & Cartier, P. (2000). An upward feedback field experiment: Supervisors' cynicism, reactions, and commitment to subordinates. *Personnel Psychology*, 53(2), 275-297.
- Bashir, S., & Nasir, M. (2013). Breach of psychological contract, organizational cynicism and union commitment: A study of hospitality industry in Pakistan. *International Journal of Hospitality Management*, 34, 61-65.
- Beersma, B., & Van Kleef, G. A. (2012). Why people gossip: An empirical analysis of social motives, antecedents, and consequences. *Journal of Applied Social Psychology*, 42(11), 2640-2670.
- Caro, L. M., & García, J. A. M. (2007). Measuring perceived service quality in urgent transport service. *Journal of Retailing and Consumer Services*, 14(1), 60-72.
- Cartwright, S., & Holmes, N. (2006). The meaning of work: The challenge of regaining employee engagement and reducing cynicism. *Human Resource Management Review*, 16(2), 199-208.
- Chiaburu, D. S., Peng, A. C., Oh, I.-S., Banks, G. C., & Lomeli, L. C. (2013). Antecedents and consequences of employee organizational cynicism: A meta-analysis. *Journal of Vocational Behavior*, 83(2), 181-197.
- Colquitt, J. A., Scott, B. A., Rodell, J. B., Long, D. M., Zapata, C. P., Conlon, D. E., & Wesson, M. J. (2013). Justice at the millennium, a decade later: A meta-analytic test of social exchange and affect-based perspectives. *Journal of Applied Psychology*, 98(2), 199-236.
- Dean Jr, J. W., Brandes, P., & Dharwadkar, R. (1998). Organizational cynicism. *Academy of Management Review*, 23(2), 341-352.
- De Bakker, E. (2007). Integrity and cynicism: Possibilities and constraints of moral communication. *Journal of Agricultural and Environmental Ethics*, 20(1), 119-136.

- De Cremer, D., & Tyler, T. R. (2005). Am i respected or not?: Inclusion and reputation as issues in group membership. *Social Justice Research, 18*(2), 121–153.
- Dennehy, E. (2012). Doing employee cynicism through impression management. *International Journal of Management Concepts and Philosophy, 6*(3), 170–188.
- Ellwardt, L., Labianca, G. J., & Wittek, R. (2012). Who are the objects of positive and negative gossip at work?: A social network perspective on workplace gossip. *Social Networks, 34*(2), 193–205.
- Evans, W. R., Goodman, J. M., & Davis, W. D. (2010). The impact of perceived corporate citizenship on organizational cynicism, OCB, and employee deviance. *Human Performance, 24*(1), 79–97.
- Feldman, M. S. (2000). Organizational routines as a source of continuous change. *Organization Science, 11*(6), 611–629.
- Gau, J. M. (2015). Procedural justice, police legitimacy, and legal cynicism: A test for mediation effects. *Police Practice and Research, 16*(5), 402–415.
- Gebert, D., Heinitz, K., & Buengeler, C. (2016). Leaders' charismatic leadership and followers' commitment—the moderating dynamics of value erosion at the societal level. *The Leadership Quarterly, 27*(1), 98–108.
- Grosser, T. J., Lopez-Kidwell, V., & Labianca, G. (2010). A social network analysis of positive and negative gossip in organizational life. *Group & Organization Management, 35*(2), 177–212.
- Hair Jr, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM). *European Business Review, 26*(2), 106–121.
- Harris, L. C., & Ogbonna, E. (2002). The unintended consequences of culture interventions: A study of unexpected outcomes. *British Journal of Management, 13*(1), 31–49.
- Hayes, A. F. (2013). *Introduction to mediation: A regression-based approach*. Guilford press.
- Johnson, J. L., & O'Leary-Kelly, A. M. (2003). The effects of psychological contract breach and organizational cynicism: Not all social exchange violations are created equal. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 24*(5), 627–647.
- Kanter, D. L., & Mirvis, P. H. (1989). *The cynical americans: Living and working in an age of discontent and disillusion*. Jossey-Bass, San Francisco, CA.
- Kim, T.-Y., Bateman, T. S., Gilbreath, B., & Andersson, L. M. (2009). Top management credibility and employee cynicism: A comprehensive model. *Human Relations, 62*(10), 1435–1458.
- Krech, D., Crutchfield, R. S., & Ballachey, E. L. (1962). *Individual in society: A textbook of social psychology*. McGraw-Hill.
- Lee, J. J., & Ok, C. M. (2014). Understanding hotel employees' service sabotage: Emotional labor perspective based on conservation of resources theory. *International Journal of Hospitality Management, 36*, 176–187.
- O'Brien, A. T., Haslam, S. A., Jetten, J., Humphrey, L., O'Sullivan, L., Postmes, T., ... Reynolds, K. J. (2004). Cynicism and disengagement among devalued employee groups: The need to aspire. *Career Development International, 9*(1), 28–44.
- Posthuma, R. A., Dijkstra, M., Beersma, B., & van Leeuwen, J. (2014). Gossiping as a response to conflict with the boss: alternative conflict management behavior? *Inter-*

- national Journal of Conflict Management*, 25(4), 431-454.
- Selander, L., & Henfridsson, O. (2012). Cynicism as user resistance in IT implementation. *Information Systems Journal*, 22(4), 289–312.
- Sommerfeld, R. D., Krambeck, H.-J., & Milinski, M. (2008). Multiple gossip statements and their effect on reputation and trustworthiness. *Proceedings of the Royal Society B: Biological Sciences*, 275(1650), 2529–2536.
- Stanley, R. (2005). Controlling the police in buenos aires: A case study of horizontal and social accountability. *Bulletin of Latin American Research*, 24(1), 71–91.
- Taylor, L., & Walton, P. (1971). *Images of deviance: industrial sabotage. motives and meanings*. Penguin Books, Londra.
- Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of Management Journal*, 43(2), 178–190.
- Tepper, B. J. (2007). Abusive supervision in work organizations: Review, synthesis, and research agenda. *Journal of Management*, 33(3), 261–289.
- Tepper, B. J., Carr, J. C., Breaux, D. M., Geider, S., Hu, C., & Hua, W. (2009). Abusive supervision, intentions to quit, and employees' workplace deviance: A power/dependence analysis. *Organizational Behavior and Human Decision Processes*, 109(2), 156–167.
- Vance, R., Brooks, S., & Tesluk, P. (2007). Organizational cynicism. *Encyclopedia of Industrial and Organizational Psychology*, 2, 563–564.
- Wanous, J. P., Reichers, A. E., & Austin, J. T. (2004). Cynicism about organizational change: An attribution process perspective. *Psychological Reports*, 94(3), 1421–1434.