



## **Exploring the Nexus: Abusive Supervision in Pakistan's Textile Industry and its Impact on Workers' Mental Health, Performance, and Turnover Intentions**

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### **Abstract**

The study was conducted in small and medium-sized textile mills to explore the impact of a weak institutional environment on abusive supervision and how abusive supervision contributes to the workers' mental health in terms of stress, turnover intention, and entrepreneurial intention along workers' performance. The study results depict a positive and significant association between a weak institutional environment and abusive supervision. Moreover, we found positive and significant associations between abusive supervision with psychological stress, turnover intention, entrepreneurial intention, and workers' performance. The results signify the bright side of abusive supervision and a weak institutional environment.

**Keywords:** Weak institutions framework, abusive leadership, stress, turnover, entrepreneurial, performance.

### **1.0 Introduction**

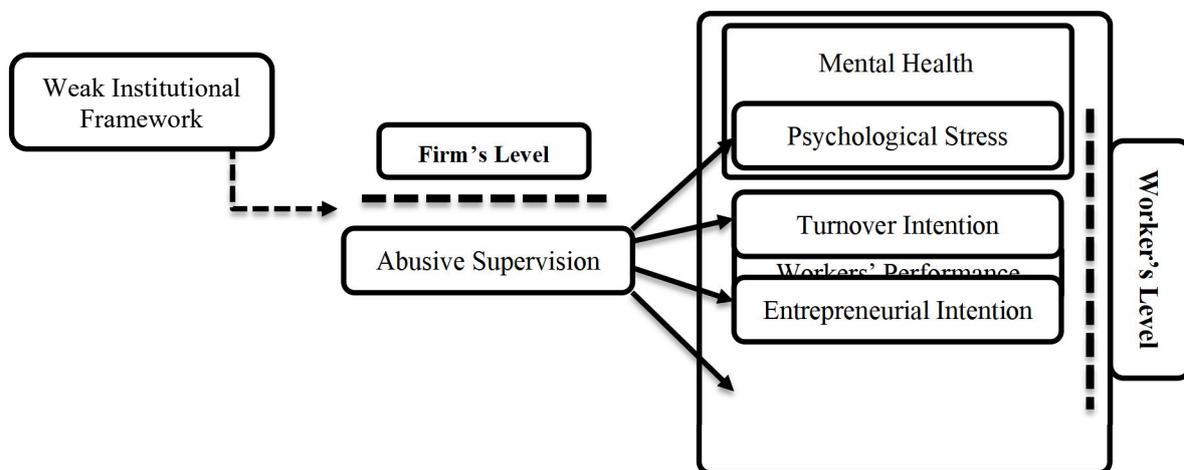
Over the past two decades, scholarly interest in abusive supervision has gained significant interest. Abusive supervision is a combination of hostile verbal and nonverbal behaviors, excluding physical contact (Tepper et al., 2007). Moreover, an ample amount of empirical evidence is available that highlights the enduring detrimental effects of abusive supervision on workers and their performance (Ambrose, & Ganegoda, 2020; Tepper et al., 2008). Subsequently, several studies are available that address the antecedents of abusive supervision, focusing on the reasons behind leaders exhibiting such behavior toward subordinates (Zellars, Tepper, & Duffy, 2002). Furthermore, existing literature has given the perspective of abusive supervision and its impact on subordinates (Walter et al., 2015) or how subordinates perceive abusive supervision (Walter et al., 2015). Along with, reasons why leaders may engage in abusive supervision (Samian, Riantoputra, & Budihardjo, 2021). While this literature provides valuable insights into the factors influencing abusive supervision, there is a notable gap concerning the compelling force that gives room to the supervisors to adopt abusive supervision. Additionally, what implications does abusive supervision have on the workers' intentions regarding freedom from such a toxic environment?

The current focus in the literature has predominantly revolved around unethical



organizational norms (Ünal, Warren, & Chen, 2012) and inequitable organizational policies (Tepper et al., 2006). However, there exists a pressing need for a more rigorous exploration of the abusive supervision concept with a specific focus on contextual and multilevel antecedents, particularly in understanding how abusive supervision is formulated and how workers respond to toxic environments generated by abusive supervision. Moving forward, our study aims to address this gap by concentrating on the unique context of the small and medium-sized textile mills in Pakistan. Moreover, we seek to understand the forces that drive abusive supervision and its implications on workers' decisions and intentions. In doing so, we aspire to not only advance theoretical understanding but also provide practical implications for organizational policies and interventions, ultimately enhancing workplace dynamics and organizational effectiveness. Figure 1, depicts the conceptual approach that we have developed to bridge-up the literature gaps.

**Figure 1: Conceptual Model**



Our proposed model was grouped into two levels, the first level was designed to understand the basic foundation beyond the abusive supervision. While the second level focused on the implications of abusive leadership. We highlight the impact of abusive supervision on workers' psychological factors and their performance. Moreover, we significance the importance of a weak institutional framework for a comprehensive understanding of abusive supervision. Secondly, our contribution to the abusive supervision literature extends to demonstrating the immediate impact on workers' mental health, performance, turnover intention along entrepreneurial intention. This enriches scholars' comprehension of major theoretical perspectives on abusive supervision (Tepper et al., 2017). Specifically, our research presents an integrative framework elucidating the process through which weak institutional frameworks influence the abusive supervisor and how abusive supervision contributes to the workers' psychological factors including entrepreneurial intentions as a way out of the toxic working environment.

## 2.0 THEORY AND HYPOTHESES

### Weak Institutional Framework - Abusive Supervision

Organizational behavior theorists have recently focused extensively on the scrutiny of the institutional environment and its impact on the firm's performance. It is widely acknowledged that each country possesses its distinct institutional setting, contributing to its individuality. However, these institutions are intricately linked not only to the country



itself but also to its transformations. While certain institutions, like formal ones (such as laws, economic regulations, and infrastructure), can undergo relatively easy changes, others, like informal institutions (such as moral codes, behaviors, and beliefs), evolve at a sluggish pace and are minimally affected by external influences (Salimath, & Cullen, 2010). Moreover, abusive supervision is a form of negative leadership that involves subordinates' perceptions of their supervisors' hostile verbal and nonverbal behaviors, such as ridicule, humiliation, invasion of privacy, and broken promises (Tepper, 2000). Abusive supervision has been linked to various detrimental outcomes for employees and organizations, such as reduced performance, creativity, and well-being, and increased turnover, deviance, and retaliation (Tepper et al. 2017). However, the antecedents of abusive supervision are not well understood, especially in the context of weak institutional frameworks. Weak institutions are characterized by low levels of rule of law, accountability, transparency, and participation, and high levels of corruption, nepotism, and violence (Gil-Barragan, Belso-Martínez, & Mas-Verdú, 2020). Weak institutions may create a governance dilemma for firms, where they have to balance between complying with formal rules and adapting to political realities (Halaszovich, 2020). Theoretically, this may increase the likelihood of abusive supervision, as supervisors may face more pressure, uncertainty, and ambiguity, and may resort to coercive tactics to control their subordinates and achieve their goals (de Bruijn, 2021; Selem et al., 2023). Furthermore, based on an extensive literature review we weren't able to find a single study that focused on weak institutional environment and its association with abusive supervision. Therefore, we hypothesize that a weak institutional framework will be positively related to abusive supervision.

**Hypothesis 1.** *Weak Institutional framework will be positively related to abusive supervision*



Abusive supervision, marked by hostile and harmful behaviors toward subordinates like humiliation, ridicule, threats, and intimidation, is a form of dysfunctional leadership (Tepper, 2000). This leadership style has been associated with various negative outcomes for employees, including decreased work engagement, heightened psychological distress, and an increased intention to leave the job (Oliveira and Najnudel, 2022). One potential explanation for the harmful effects of abusive supervision is stress—a psychological and physiological response to perceived demands exceeding one's resources or abilities (Akram et al., 2022). Abusive supervision is viewed as a chronic, interpersonal stressor that creates a hostile and threatening work environment for subordinates (Tepper et al., 2007). Moreover, it undermines subordinates' fundamental psychological needs for autonomy, competence, and relatedness, which are crucial for well-being and motivation (Ryan and Deci, 2000). Furthermore, different studies confirm the positive relationship between abusive supervision and heightened stress levels among workers. For instance, Tepper et al. (2007) discovered a positive association between abusive supervision and subordinates' emotional exhaustion—a central component of burnout syndrome. Oliveira and Najnudel (2022) observed that abusive supervision negatively affected subordinates' work engagement, characterized by vigor, dedication, and absorption, contributing to an increase in their stress levels. Burton, Hoobler, & Scheuer (2012) found that variability in abusive supervision, reflecting the inconsistency and unpredictability of supervisors' abusive behaviors, was linked to heightened stress and reduced levels of psychological detachment—a state involving mental disengagement from work during off-job periods. However, there is currently no study conducted in Pakistan that focused on textile mill



workers who are working in hostile environments with below-average wage rates that specifically focused on abusive supervision and its impact on workers' stress levels. Moreover, due to poor economic conditions, workers are left with minimum options to switch. Therefore, we formulated the following hypothesis:

**Hypothesis 2:** *Abusive supervision will be positively related to workers' stress levels.*



Abusive supervision undermines employees' perception of justice and reduces employees' job satisfaction, which in turn leads to employees' intention to quit their jobs (Haar, de Fluiter, & Brougham, 2016). According to a study by Hussain et al., (2020), abusive supervision negatively influences engagement and employee well-being moreover, contributes to increasing subordinates' stress and turnover intention. The study also found that the relationship between abusive supervision and turnover intention is mediated by organizational support, but not by stress. Another study by Tepper (2000) found that abusive supervision undermines employees' perception of justice, and reduces employees' job satisfaction, which in turn leads to employees' intention to quit the job. This finding is consistent with that of other studies (Liu, Zhu, & Wei, 2019; Seo, & Chung, 2019). Moreover, we formulated the following hypotheses to test the validity of findings in a Pakistani hostile working environment context to further develop our model.

**Hypothesis 3:** *Abusive supervision will be positively related to workers' turnover intention.*



Entrepreneurial intention (EI) is characterized as a mental state (Martins, Santos, & Silveira, 2019), measuring the extent to which an individual channels motivation and attention towards accomplishing a desired behavior or goal, such as initiating a business (Moriano, et al., 2012). Promoting entrepreneurship is important specifically in a society that faces enormous economic and social challenges (Wilson et al., 2009). Recently, policymakers across the world have started focusing on entrepreneurial education right from the school level to equip the public with skills to develop their businesses rather than focusing on the traditional model of job acquisition (European Commission, 2006, World Economic Forum, 2009). However, although such initiatives seem to be well developmental plans, these initiatives are not meant for those who are not in their education years but struggling in society due to low skills and opportunities. Moreover, to far best of our knowledge we haven't been able to find a single study that linked abusive supervision with entrepreneurial intention among factory workers with limited education.

Despite an extensive literature review, a notable gap emerges in studies exploring entrepreneurial intentions from the workers' perspective. We hypothesize that abusive leadership might contribute to heightened stress levels among workers, reaching a threshold where it becomes unbearable for them to sustain their current roles. Consequently, these workers may contemplate the prospect of establishing their businesses, leveraging the resources they have accumulated. This assumption arises from the challenges associated with securing alternative employment and the potential recurrence of abusive supervision. Building upon this theoretical foundation, we have formulated the following hypotheses:

**Hypothesis 4:** *Abusive supervision will be positively related to workers' entrepreneurial*





*intention.*

Moreover, in a study conducted by Ronen and Donia (2020), abusive supervision emerges as a detrimental factor impacting employees' motivation, job satisfaction, and innovative behaviors. This negative influence extends to counterproductive work behaviors and intentions to quit the job. The study underscores that the adverse effects of abusive leadership on employees' workplace outcomes stem from followers experiencing thwarted autonomous motivation. Additionally, another study by Tepper (2000) supports these findings, revealing that abusive supervision not only undermines employees' perception of justice but also diminishes job satisfaction, subsequently fostering intentions to quit. Moreover, Empirical data indicates that having abusive supervisors can result in positive job-related actions, such as engaging in compulsory citizenship behaviors (Zhao et al., 2013). Furthermore, Chen, & Wang, (2017) discovered a strong connection between abusive supervision and job performance, especially in work contexts where tasks hold significant meaning, prompting employees to invest greater efforts in performing effectively.

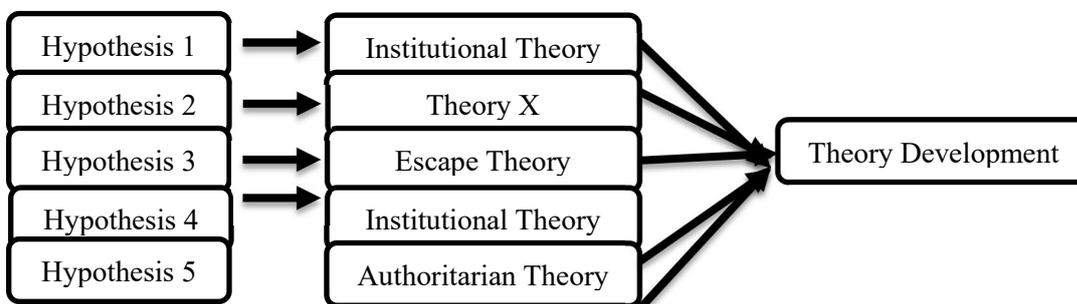
However, despite various studies into the domain of abusive supervision and performance, we were not able to find any study that focused on workers with little to no education working in a hostile environment and living below the poverty line. Moreover, building upon the aforementioned rationale, we contend that abusive supervision in this context may paradoxically lead to an enhancement in workers' performance of the workers. Accordingly, we formulate the following hypothesis:

**Hypothesis 5:** *Abusive supervision will exhibit a positive correlation with workers' performance.*



## 2.1 Theoretical Support

We applied institutional theory to understand the environments characterized, organizations may face reduced external monitoring and scrutiny, potentially creating conditions conducive to the emergence of abusive supervision (Hypothesis-1). Moreover, we applied theory X to assess supervisors who lean towards abusive supervision as a means of control. The resulting hostile working environment gives more productivity in line with Theory X (Hypothesis-2). Furthermore, we applied social exchange theory to explore the workers' expectations about the treatment they receive from their supervisors, and when these expectations are violated this can lead to stress (Hypothesis-3). Additionally, we applied the escape theory (push-pull theory) to assess workers' motivation to escape from a toxic working environment generated by abusive supervision (Hypothesis-4). Lastly, we applied authoritarian theory to explore the implications of high power distance, which may respond positively to authoritative supervision style (Hypothesis-5)





### 3.0 Participants and Procedure

We employed a multisource and multilevel research design, enabling us to examine how supervisors' behavior impacts workers' mental health, performance, turnover intention, and entrepreneurial intention. With the support of the Chamber of Commerce Punjab, we identified 42 textile mills falling under small and medium-sized businesses from a total of approximately 487 large industrial units, including 237 textile mills, 86 steel construction units, and 92 chemical and food manufacturing industries. Our selection focused on textile mills operating with fewer than 250 full-time workers, using a two-stage sampling procedure. In the first stage, random sampling was applied to select textile mills that fall on our criteria and we managed to identify 168 textile mills. In the second stage, we used stratified sampling within randomly selected textile mills by categorizing them based on size (less than 250 full-time workers) and we managed to further narrow down the sample size to 73 textile mills. These 73 textile mills were operating with workers and employees less than 250 benchmark. Our sampling technique has ensured a representative sample across different segments within the textile industry. Data collection was exclusively from workers with a specific focus on participant confidentiality, spanning six months from July 2023 to December of the same year. The initial round collected data on the institutional environment of Pakistan to assess the strength of institutions, adopting a mixed-method approach combining quantitative and qualitative data sources. Initially, secondary data was gathered from government-published reports (Pakistan Bureau of Statistics), World Bank reports on Pakistan's economy, IMF reports (Pakistan), and International Labour Organization Reports (Pakistan). These reports provided quantitative indicators applied in questionnaire development and data collection. In the second stage, data was collected using a questionnaire approach from academicians, policymakers, and professionals from the Chamber of Commerce. These indicators collectively shaped our understanding of the institutional environment in which manufacturing industries operate. In the second round, data was collected from workers in identified textile mills, and additionally from workers outside the mills where they felt comfortable sharing information. Stringent measures were taken to address their concerns.

The selection of Faisalabad Textile mills was based on poor working conditions where workers constantly worked in an environment filled with "cotton dust," contributing to growing lung problems, commonly known as "brown lung." Furthermore, long working hours, often exceeding legal limits, and denial of sufficient breaks for rest and meals were the main rationales for conducting research in this domain. Ethical considerations played a crucial role in the data collection process. Participants were informed about the research aims and outcomes, and formal written consent was obtained. Steps were taken to ensure the confidentiality and anonymity of respondents, adhering to ethical standards to safeguard the rights and well-being of all involved parties.

### 3.1 Measures

All constructs and items were measured on a Likert seven-point scale anchored from 1 (strongly disagree) to 7 (strongly agree).

*Weak Institutional Environment (WIE)*: The scale indicators for WIE were precisely selected from the World Bank OSIRIS database, aligning with the criteria outlined by Yusoff, Arifin, & Hadie, (2021). The scale comprises 8 items distributed across four dimensions: regulatory quality (2 items,  $\alpha = .91$ ), rule of law (2 items,  $\alpha = .90$ ),



government effectiveness (2 items,  $\alpha = .89$ ), and control of corruption (2 items,  $\alpha = .90$ ).

*Abusive Supervision (AS)*: Abusive supervision scale was developed using the work of Tepper (2000). Moreover, it consists of 10 items, these ten items were grouped into 3 dimensions: subordinates' perceptions of the supervisor's hostility (3 items,  $\alpha = .90$ ), frequency of the abusive behavior (3 items,  $\alpha = .88$ ), and behavior is directed toward the subordinate (4 items,  $\alpha = .89$ ).

*Psychological Stress (PS)*: Psychological stress was measured using Cohen et al., 1983 scale with modifications to just the target population of the study along with research aims. The scale consists of 14 items, with seven items assessing perceived stress and seven items assessing perceived coping. Moreover, we only utilize seven items (7 items,  $\alpha = .91$ ), regarding perceived stress with changes to fit the scope of the study.

*Turnover Intention (TI)*: The turnover intention was developed based on the work of Carayon et al. (2006). The scale consists of 13 items that were modified to fit the scope of the study and target population, we distribute the scale based on two dimensions, satisfaction with work (6 items,  $\alpha = .90$ ), and intention to leave (7 items,  $\alpha = .91$ ).

*Entrepreneurial Intention (EI)*: The entrepreneurial intention scale was developed based on the work of the Entrepreneurial Intentions Questionnaire (EIQ) by Liñán, F. (2005). The scale was modified and grouped into two dimensions each consisting of 5 items, entrepreneurial intentions (5 items,  $\alpha = .89$ ) and decision making (5 items,  $\alpha = .92$ ).

*Workers' Performance (WP)*: The workers' performance scale was developed based on the work of Koopmans et al., 2012 with minor adjustments to fit the scale with the scope of the study. The scale consists of two dimensions, task performance (3 items,  $\alpha = .88$ ) and behavioral performance (3 items,  $\alpha = .91$ ).

#### 4.0 Confirmatory Factor Analysis (CFA)

The confirmatory factor analysis (CFA) was applied to explore our model fitness.

**Table 1. Model Fit Indices**

Model Fit Indices	Values	Threshold Values
Chi-Square ( $\chi^2$ )	126.00	
Chi-Square/df ( $\chi^2/df$ )	2.00	< 2
Incremental Fit Index	0.93 (IFI)	> 0.90
Tucker-Lewis Index	0.90 (TLI)	> 0.90
Comparative Fit Index	0.92 (CFI)	> 0.90
Root Mean Square Error	0.07 (RMSEA)	< 0.08
Significance level (p) < 0.01		< 0.05

Table 1 depict the standardized loadings of all the items on their specified constructs the Fit indices – Chi-Square ( $\chi^2$ ) 126: df: 63,  $\chi^2/df = 2.00$ , IFI = .93, TLI = .90, CFI = .92, and RMSEA = .07 showed that the hypothesized model has an acceptable fit with the data.

**Table 2. Reliability and convergent validity and discriminant validities**

Construct	1	2	3	4	5	5	$\alpha$	CR	AVE	MSV	ASV
WIE	<b>0.71</b>						0.87	0.89	0.64	0.17	0.12
AS	0.38	<b>0.78</b>					0.80	0.82	0.59	0.20	0.15
PS	-0.28	-0.39	<b>0.76</b>				0.75	0.77	0.51	0.24	0.16
TI	0.24	0.25	-0.34	<b>0.78</b>			0.88	0.89	0.66	0.18	0.13
EI	0.58	0.67	-0.12	0.42	<b>0.79</b>		0.84	0.85	0.72	0.14	0.10
WP	-0.43	-0.51	0.63	-0.29	-0.18	<b>0.87</b>	0.70	0.72	0.55	0.32	0.20

Note: N = 73; Cronbach's alpha ( $\alpha$ ), composite reliability (CR) AVE=Average Variance Extracted; MSV = Maximum Variance Shared; ASV = Average Variance Shared.

Table 2 depicts reliability and convergent validity along with discriminant validities. Moreover, our developed scales showed acceptable levels of reliability (CR > .70 and CR > AVE > .50) and internal consistency ( $\alpha > .70$ ). Furthermore, the scales also



revealed acceptable levels of discriminant validity and convergent validity, as the square root values of AVEs for all the variables were greater than their inter-construct correlations,  $ASV < MSV$ , and both  $ASV$  and  $MSV < AVE$ .

## 4.1 Hypotheses Testing

**Table 3: Regression Results 95% confidence intervals**

Paths	Coefficient	Std. Error	p-value
WI→AS	2.532	0.105	0.000
<b>Model Summary</b>	R = .922(92.2)	Std. Error = 1.207	
AS→WS	3.286	0.124	0.000
AS→TI	1.765	0.283	0.000
AS→EI	3.291	0.184	0.000
AS→WP	2.612	0.163	0.000
<b>Model Summary</b>	R = .831(83.1)	Std. Error = 1.135	

Significance levels: \*\*\* $p < .001$ ; \* $p < .05$ ; AS = Abusive Supervision; WS = Workers' stress; TI= Turnover intention; EI = Entrepreneurial Intention. WP Workers' Performance. All individual standardized regression weights are reported.

Table 3 depicts the regression results of the variables, we use two models to test the hypotheses. In the first model, we obtained a model fitness score (R-value) of 92.2%. Whereas, in the second model we received an R-value of 83.1% which shows the goodness of the model. In model-1, we found a positive association between weak institutional framework (WI) and abusive supervision (AS) as the coefficient value (2.532), the estimated intercept is 2.532. The association between weak institutional framework (WI) and abusive supervision (AS) was statistically significant ( $\beta = 2.532$ ;  $p=0.000$ ). Therefore, we accept Hypothesis H1. Moreover, in model 2, the association between abusive supervision (AS) and workers' stress (WS) was statistically significant ( $\beta = 3.286$ ;  $p=0.000$ ). Therefore, we accept Hypothesis H2. Furthermore, the association between abusive supervision (AS) and turnover intention (TI) was statistically significant ( $\beta = 1.765$ ;  $p=0.000$ ). Therefore, we accept hypothesis 3. Moreover, it was found the association between abusive supervision (AS) and entrepreneurial intention (EI) was statistically significant ( $\beta = 3.291$ ;  $p=0.000$ ) therefore, we accept hypothesis 4. Lastly, the association between abusive supervision (AS) and workers' performance (WP) is also statistically significant ( $\beta = 2.612$ ;  $p=0.000$ ) therefore, we accept hypothesis 5.

**Table 4. Pearson Correlation**

	WI	AS	WS	TI	WP
WI	1				
AS	.832**	1			
WS	.653**	.687**	1		
TI	.783**	.783**	.861**	1	
WP	.753**	.762**	.742**	.885**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed). N = 73

AS = Abusive Supervision; AS = Abusive Supervision; WS = Workers' stress; TI= Turnover intention; EI = Entrepreneurial Intention. WP Workers' Performance. All individual standardized regression weights are reported.

Table 4 depicts the bivariate correlations analysis, AS has a very strong positive and statistically significant ( $p \leq 0.05$ ) association with WI ( $r = .832$ ). WS has a strong positive association with WI ( $r = .653$ ) and with AS ( $r = .687$ ). TI has a strong positive statistically significant correlation with WI ( $r = .783$ ) and with AS ( $r = .783$ ) and WS ( $r = .861$ ). Furthermore, WP has a statistically strong significant correlation with WI ( $r = .753$ ), AS ( $r = .762$ ), WS ( $r = .742$ ), and a very strong association with TI ( $r = .885$ ).

### 4.1.1 Measurement Model Equations.



Abusive Supervision (AS):

$$AS = \alpha_{AS} \times AS_1 + \beta_{AS} \times AS_2 + \dots + \epsilon_{AS}$$

Workers' Stress (WS):

$$WS = \alpha_{WS} \times WS_1 + \beta_{WS} \times WS_2 + \dots + \epsilon_{WS}$$

Turnover Intention (TI):

$$TI = \alpha_{TI} \times TI_1 + \beta_{TI} \times TI_2 + \dots + \epsilon_{TI}$$

Workers' Performance (WP):

$$WP = \alpha_{WP} \times WP_1 + \beta_{WP} \times WP_2 + \dots + \epsilon_{WP}$$

Entrepreneurial Intention (EI):

$$EI = \alpha_{EI} \times EI_1 + \beta_{EI} \times EI_2 + \dots + \epsilon_{EI}$$

The  $\alpha$  and  $\beta$  are the factor loadings, and  $\epsilon$  represents the error term.

#### 4.1.2 Structural Model Equations.

Abusive Supervision (AS) to Workers' Performance (WP):

$$WP = \gamma_{ASWP} \times AS + \eta_{WP}$$

Workers' Stress (WS) to Workers' Performance (WP):

$$WP = \gamma_{WSWP} \times WS + \eta_{WP}$$

Turnover Intention (TI) to Workers' Performance (WP):

$$WP = \gamma_{TIWP} \times TI + \eta_{WP}$$

Entrepreneurial Intention (EI) to Workers' Performance (WP):

$$WP = \gamma_{EIWP} \times EI + \eta_{WP}$$

Where,  $\gamma_{WSWP}$ ,  $\gamma_{TIWP}$ ,  $\gamma_{EIWP}$  are the structural coefficients, and  $\eta_{WP}$  represents the unique variance in Workers' Performance not explained by the predictor variables.

#### 4.1.3 Correlation Equations.

Correlation between Abusive Supervision (AS) and Workers' Stress (WS):

$$AS = \rho_{ASWS} \times WS + \eta_{AS}$$

Correlation between Abusive Supervision (AS) and Turnover Intention (TI):

$$AS = \rho_{ASTI} \times TI + \eta_{AS}$$

Correlation between Abusive Supervision (AS) and Workers' Performance (WP):

$$AS = \rho_{ASWP} \times WP + \eta_{AS}$$

Correlation between Workers' Stress (WS) and Turnover Intention (TI):

$$WS = \rho_{WSTI} \times TI + \eta_{WS}$$

Correlation between Workers' Stress (WS) and Workers' Performance (WP):

$$WS = \rho_{WSWP} \times WP + \eta_{WS}$$

Correlation between Turnover Intention (TI) and Workers' Performance (WP):

$$TI = \rho_{TIWP} \times WP + \eta_{TI}$$

Correlation between Entrepreneurial Intention (EI) and Workers' Performance (WP):

$$EI = \rho_{EIWP} \times WP + \eta_{EI}$$



The above equations are developed based on the results generated in Table 4 using SmartPLS 3 and LISREL 10.20.

## 5.0 Discussion

The current study was novel therefore, we were not able to find supporting studies for all the results such as weak institutional framework impact on the abusive supervision. However, we were able to find positive support regarding abusive supervision and stress (e.g. Burton, Hoobler, & Scheuer, 2012; Mawritz, Folger, & Latham, 2014; Ng, Zhang, & Chen, 2021; Saleem et al., 2022); Moreover, we find positive support with abusive supervision and turnover intention (e.g. Özkan, 2022; Ali et al., 2022; Wang et al., 2021). Additionally, we weren't able to find any support with abusive supervision and entrepreneurial intention. Furthermore, we find positive support with abusive supervision and workers performance (e.g. Hameed et al., 2021; De-Clercq, Jahanzeb, & Fatima, 2021). Furthermore, we hypothesized that abusive supervision positively impacts on stress levels of the workers, turnover intention, entrepreneurial intention, and workers' performance. Overall, our hypotheses were supported. The findings of the study revealed that a weak institutional environment allows the supervisor to use abusive supervision skills due to the absence of workers' rights protection institutes or due to the non-applicability of such institutes due to a weak overall institutional environment. Furthermore, the study found that abusive leadership positively impacts the workers' stress levels as abusive behavior is positively associated with the emotional factors of the workers (Shen et al., 2023; Jain, Srivastava, & Cooper, 2023). Additionally, the association between abusive supervision and workers' stress levels indicates the change in workers' intention regarding leaving the job (Wahyono, & Riyanto, 2020; Asdilhira, Ginting, & Siahaan, 2023). Furthermore, we hypothesized these factors collectively impact the worker's entrepreneurial intention as they consider starting their work in any capacity will be better as compared to the toxic environment they are working in. Moreover, the study results depict the positive impact of abusive supervision on workers' performance additionally, a previous study (Hameed et al., 2021) conducted in the Pakistani context also found similar results we further linked our findings with theoretical foundations that give possible explanations of these associations that workers may face. Overall, the study contributed significantly to developing an understanding of the mechanism of a weak institutional environment and its impact on the behavior of the supervisor and eventually how these factors contribute to the workers' psychological factors and their intention to decide on building their work. Based on our findings we can argue that in the weak institutional environment, one possible explanation for the emergence of new businesses is the toxic working conditions that force workers to get freedom and start their work rather than to be in an environment that negatively impacts their psychological health level.

## 5.1 Theoretical Contribution

The current study has explored the mechanism between weak institutional framework and abusive supervision and abusive supervision with workers' stress levels, turnover intention, entrepreneurial intention, and performance. These results made several theoretical contributions. In previous studies no study specifically explored weak institutional framework impact on supervision secondly no study explored abusive supervision with entrepreneurial intention within the scope of workers. Moreover, research on entrepreneurial intention (e.g. Liñán, Rodríguez-Cohard, & Rueda-Cantuche, 2011; Barba-Sánchez, Mitre-Aranda, & del Brío-González, 2022; Neneh, 2022). Primarily focused on education, students, individuals, social support, self-efficacy, etc.



The previous studies focused on different individual and social factors that contribute to entrepreneurial intention. However, in the current study, we highlighted psychological factors that develop entrepreneurial intentions among workers with limited education. Secondly, we strengthen previous studies in terms of abusive supervision impact on workers' stress (Rahman, 2023; Tariq et al., 2023), turnover intention (Yang, & Xu, 2023; Samam, 2023), and workers' performance (Iqbal, & Khan, 2023; Thomaston, 2023). Overall, this study has contributed a new body of knowledge towards the theoretical development as well as strengthened the existing theoretical framework. Moreover, the work has also contributed to the identification of current gaps that exist that primarily focus on managerial and individualist perspectives in understanding entrepreneurial perspectives.

## 5.2 Practical Implications

The finding of the study highlighted the positive side of abusive supervision with bright implications in society. The weak institutions framework does not facilitate business in terms of growth and functionality however, this weak institutions framework indirectly creates opportunities for workers to develop their businesses. Furthermore, the study highlights the importance of entrepreneurial intention. Furthermore, the study also gives an understanding to the supervisors in managing the workforce in a weak institutional environment and in conditions where workers do not perform their duties faithfully. The overall results of the study contribute to the management of the textile mills in developing countries with a specific focus on workers' health.

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