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(IJ-01) Yoga for leadership: Examining the effects of frequency of yoga practice on authentic leadership

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Abstract

Leadership behaviors are critical indicators of success or failure of an organization. To succeed in today's world, organizations should invest in developing their leaders' skills, capacities, and knowledge. The field of leadership is continuing to grow and expand into new areas. One such emerging leadership style is authentic leadership, which invests heavily on team members and consequently increases team performance and organizational profit. There is a call for continuing to expand this field by examining areas that might not have been previously seen as connected to leadership.

This study examined one such potential new area for leadership development, yoga practice. Yoga is the integration of physical practice, meditation, and breathing exercises. Yoga cultivates self-awareness, ethical behaviors, and spirituality while improves inner peace, concentration, and wellbeing. As a society, we are always looking for methods to increase leadership levels and improve leadership skills. Within this search is a need for new training methods and ideas that can benefit leaders, organizations, employees, and society as a whole.

This quantitative study examined the effects of frequency of yoga practice on individual leader's self-reported authentic leadership levels. The findings showed that leaders who practice yoga consistently (four or more times per week) have significantly higher self-reported authentic leadership levels. From one of the most ancient of practices, yoga, this study may have located a whole new area of leadership development that is completely untapped and just waiting for further exploration for the betterment of organizations, leaders, and employees

Introduction

Leadership behaviors are critical indicators of productivity, performance, and effectiveness for organizations. Research highlights that command-and-control leadership styles are becoming less effective for today's world. Duffy, Ganster, and Pagon (2002) explained the negative impacts of autocratic leadership on work performance factors, such as turnover, nonattendance, and resistant behaviors. Tepper (2007) pointed out abusive supervision and leadership cost American organizations \$23.8 billion annually. To succeed, organizations should be investing in developing the leadership attributes among team members (Ben-Shahar & Ridgway, 2017). Emerging leadership styles such as authentic leadership invest heavily on team members and followers. According to Wang, Sui, Luthans, Wang, and Wu (2014), authentic leaders apply their own positive psychological resources to develop positive emotional connectedness to their followers, which may help to increase their performance as well. Authentic leaders follow their principles and attempt to attain openness and honesty in their relationships with followers. Authentic leaders lead by example and show clear decision-making.

They have high levels of emotional intelligence and utilize their positive psychological resources to develop higher levels of performance in the followers (Avolio & Gardner, 2005). Stress negatively impacts employees, leaders, and organizations. Ornelas and Kleiner (2003) reported that work is the main reason for stress in Western societies. American industries lose \$200 to \$300 billion dollars annually due to stress. Ben-Shahar and Ridgway (2018) pointed out stress as the cause of 45% of sick days in the United Kingdom in 2015 and 2016. Ben-Shahar and Ridgway mentioned fatigue is an issue for 38% of Americans and this will cost employers \$136 billion annually in lost productive times. Research confirms that healthy doses of stress, which are short-term and low-level, have positive effects such as: stimulating production of brain chemicals and new cells, improving immunity system, enhancing resilience, and improving motivation (Aschbacher et al., 2013; Dhabhar, Malarkey, Neri, & McEwen, 2012; Kirby et al., 2013). However, the critical factor to prevent the negative effects of stress is to keep stress at a moderate level with recovery. Research confirms several methods for stress recovery such as social support (Ozbay et al., 2007), selfconfidence and positive outlook (Csikszentmihalyi, 1990), physical activity (Schoenfeld, Rada, Pieruzzini, Hsueh, & Gould, 2013), and meditation or mindfulness training (Chiesa & Serretti, 2009; Grossman, Niemann, Schmidt, & Walach, 2004; Tang et al., 2007). The 21st Century is the period where stress and anxiety have become part of modern societies. Leaders, employees, and organization are negatively affected by the results of stress in different forms (Ben-Shahar & Ridgway, 2018). Research reveals leaders and authorities play critical roles in the failure or success of teams and organizations. Livingston (2003) studied the Pygmalion effect in management. He noticed two interesting findings. The first is that a leader's expectations from success or failure of employees have tremendous effects on the employees. Secondly, a leader's state of mind is contagious, which highlights the idea that the leader's selfperception and beliefs about him/herself have mirroring effects on the followers. Luthans, Youssef, and Avolio (2007) suggested that raising employees' positive beliefs about themselves is one of the best development processes. Chopra (2010) highlighted the significance of wellbeing in the workplace. Chopra referred to yoga and meditation as methods to enhance wellbeing in the workplace. He emphasized that organizations should develop their bottom lines and profit by empowering their employees to invest in their well-being. According to Iyengar (2001), yoga is a meditative practice, which improves wellbeing and releases stress. Iyengar illustrated that the major goal of yoga is to conduct the mind to peace and free it from puzzlement and suffering. Unlike the other types of exercise, which burden muscles and bones, yoga is a meditative practice, which softly revitalizes the body. By restoring the body, yoga releases the mind from the negative thoughts affected by the fast pace of modern life (Iyengar, 2001). Health is not the absence of disease. Health is the harmony of body, mind, and soul (Chopra, 2010). Yoga improves the awareness of the body and mind, enhances well-being, and boosts immunity system. It also helps to balance the body and mind (Iyengar, 2001). Yoga is a meditative and mindful practice (Devananda, 2011). Davidson and Kabat-Zinn (2004) suggested that meditation might positively change brain and immune function. Studies confirm the

positive effects of yoga on individuals' self-awareness, wellbeing, focus, concentration, and releasing stress (Chopra, 2010; Devananda, 2011; Iyengar, 2001). Research suggests that yoga and meditation impact both emotional intelligence and productivity (Wolever et al., 2012). Research also shows that authentic leaders have higher emotional intelligence, improve team performance, and maximize organizations' bottom line (Wang et al., 2014). Exploring the relevant literature and studies highlights the lack of research in examining the links between yoga and authentic leadership, which this study aims to address. Yoga goes beyond physical practice. Yoga integrates breathing, meditation, and physical postures to lead the practitioners towards self-discovery, self-awareness, spiritual development, inner peace, concentration, and well-being (Iyengar, 2013; Singh, Kumar, & Singh, 2015). Iyengar (2001) illustrated that yoga is an ancient practice, which improves the awareness of the body and mind, enhances well-being, and boosts the immunity system. Researchers suggested that yoga/meditation impacts emotional intelligence as well as productivity (Wolever et al., 2012). Several scholars highlighted the significance of self-improvement and self-discovery, and wellbeing in leadership and management. Some of these traits appear to be the impacts of yoga on practitioners as well. For instance, Covey (1989) talked about "sharpening the saw" as an analogy for constant self-development, and Senge (1990) discussed personal mastery in leadership. Senge, Scharmer, Jaworski & Flowers (2004) suggested that organizations should embrace humanistic approaches and identify employees as whole human beings and individuals who have physical, mental, emotional needs. Chopra (2010) pointed out the importance of the organization's role in the community and indicated the attentiveness of organizations to wellbeing of employees. Avolio and Gardner (2005) signified the impact of authentic leadership on self-awareness: "we believe authentic leadership can make a fundamental difference in organizations by helping people find meaning and connection at work through greater self-awareness; by restoring and building optimism, confidence and hope" (p. 331). Avolio and Gardner indicated the need for leaders who lead with purpose and integrity. They emphasized that leaders should build lasting organizations, inspire their employees to deliver great customer service, and build long-term values for stakeholders. Avolio and Gardner identified that authentic leaders are those who nurture the authenticity in followers through increased self-awareness, self-regulation, and positive modeling. Authentic leaders demonstrate four main characteristics: self-awareness, an internalized ethical viewpoint, relational transparency, and balanced processing of information (Cianci, Hannah, Roberts, & Tsakumis, 2014). Shamir and Eilam-Shamir (2018) articulated the significance of life story in shaping one's authentic leadership style. George, Mayer, McLean, and Sims (2007) explained: "the journey to authentic leadership begins with understanding the story of your life. Your life story provides the context for your experiences, and through it, you can find the inspiration to make an impact in the world" (p. 4).

4). How can we foster the positive traits among our leaders? How can we develop authentic leadership characteristics? Does yoga practice develop authentic leadership skills? These are questions worth investigating for the betterment of organizations, leaders, and employees. Statement of the Problem As stated earlier, leadership behaviors are critical

indicators of organizational performance and effectiveness. According to Duffy et al. (2002), the command-and-control style of leadership is becoming less effective due to the direct impacts on work performance factors, such as turnover, absenteeism, and resistance behaviors. Tepper (2007) elaborated abusive leadership implies heavy costs for American organizations. Therefore, organizations require an investment in developing the leadership attributes among team members to succeed in today's world (Ben-Shahar & Ridgway, 2017). Research confirms that emerging leadership styles such as authentic leadership invest heavily on team members and followers (Avolio & Gardner, 2005). According to Wang et al. (2014), authentic leaders develop positive emotional connectedness to their followers and consequently increase team performance. Authentic leaders follow their principles and attempt to attain openness and honesty in their relationships with followers. Authentic leaders lead by example and show clear decision-making (Avolio & Gardner, 2005). Although several scholars have explored the field of authentic leadership and the effects of it on the followers and organizations, there is a lack of research in the methods of authentic leadership development (Avolio & Gardner, 2005). Avolio and Gardner defined four components of authentic leadership as self-awareness, ethical/moral reasoning, balanced processing, and relational transparency. There are many studies about yoga, meditation or mindfulness, which highlight the benefits and impacts of yoga on individuals in different levels of body, mind, and spirit (Iyengar, 2001). Therefore, developing leaders through yoga could also utilize Pygmalion effects (Livingston, 2003) for authentic leadership development. Iyengar (2001) elaborated the mind body connection may be relevant to personal growth and other positive development processes.

Purpose of the Study The purpose of this quantitative study was to examine the effects of frequency of yoga practice on the four components of authentic leadership: self-awareness, ethical/moral reasoning, balanced processing, and relational transparency (Avolio, Gardner, & Walumbwa, 2007). This research was designed to identify the links between frequency of yoga practice and leaders' self-reported levels of authentic leadership. The participants included both yoga practitioners and non-practitioners with leadership experience. These participants took the Authentic Leadership Questionnaire (ALQ) (Avolio et al., 2007). ALQ is a valid and reliable survey that measures the four components of authentic leadership. General demographic data was included in the survey, which aimed to collect general data relevant to research questions such as the frequency of yoga practice, the level of leadership experience, age, gender, etc. The statistical analysis identified whether the frequency of yoga practice had any effects on participants' self-reported ALQ scores. To comprehend leadership, we need to understand humans and realize the fact that human beings are made up of body, mind, and spirit (Giordan, 2009; MacDonald, 2003; Onians, 2011). Gardner (1983) explains that the emotions are a part of the human being equation as well. As was stated earlier, yoga is the union of the body and mind (Iyengar, 2013). Chesley and Wylson (2016) discussed "mindful change leaders also appear to more frequently practice selfawareness and self-care, as well as focus on building capacity through increased resilience. Our findings have important implications for change leaders as well as organizational members in general" (p. 317). Moliver, Mika,

Chartrand, Haussman, and Khalsa (2013) suggested that the current yoga practice frequency is associated with transcendence of ordinary and positive psychological attributes.

Literature Review

This chapter reviews different studies and publications about authentic leadership and yoga. The literature review covers three main topics: authentic leadership, mindfulness, and yoga. An overview of leadership and leadership development are provided in this chapter, with a particular focus on authentic leadership. The significance of holistic approaches in organizations is also examined, as are the definitions of leadership in its connection to organizations. Additionally, the key concepts and theories of mindfulness, leadership, and yoga will be provided. The physical, mental, and spiritual benefits of yoga will be examined, while an elaboration of yoga philosophy and ethical guidelines of yoga will be undertaken. The similarities and common roots of authentic leadership, mindfulness, and yoga will be highlighted in depth. Authentic Leadership Avolio, Gardner, Walumbwa, Luthans and May (2004) defined authentic leaders as those who are conscious about their thoughts and behaviors. They further state that authentic leaders foster authenticity in followers through increased self-awareness, self-regulation, and positive modeling. One of the critical aspects in leadership is self-regulation. O'Connor, Cooper, Williams, DeVarney, and Gordon (2013) pointed out three factors for self-regulation: positivitynegativity bias, social skills, and emotional resilience. Lucas (2015) explained these concepts as: a positivity bias offers hope versus the leader having a bleak outlook (positivity bias). Emotional resilience enables the leader to resist peer pressure and do the right thing. Leaders also need to engage well with others (social skills) to accomplish common goals. (p. 63) Avolio and Gardner (2005) identified the authenticity of leaders as the level to which followers identify their leader to display accountability and acknowledgment for actions, outcomes, and mistakes in the organization. Komives, Lucas, and McMahon (2013) described leadership "as a relational and ethical process of people together attempting to accomplish positive change" (p. 14). The notions of leadership and authenticity have their foundations in the human condition. Avolio and Gardner posit that authentic leadership is "a root construct of all positive forms of leadership" (p. 328). It is a growing concept, where current research and findings are mainly theoretical, and it requires further empirical studies (Avolio et al., 2004). Authentic leaders are extremely conscious of how they think and perform. Others also perceive them as being mindful of their own and others. They lead with integrity and purpose. They build long-lasting organizations and inspire their followers to pursue the mission and unveil their potential. Authentic leaders create a significant difference by helping followers discover meaning/connection through self-awareness. They develop optimism, hope, and confidence among followers (Avolio & Gardner, 2005). Avolio and Gardner (2005) confirmed these traits among authentic leaders: self-transcendent values (e.g., universal values, such as social justice, equality and broadmindedness; benevolent values, such as honesty, loyalty and responsibility) and positive other-directed emotions (e.g., gratitude, goodwill, appreciation and concern for others) play a fundamental role in the emergence

and development of authentic leadership. (p. 318) Avolio and Gardner defined the link between authentic leadership and self-actualization in Maslow's theory as: self-actualized persons, i.e., individuals who are in tune with their basic nature and clearly and accurately see themselves and their lives. Because fully functioning persons are unencumbered by others' expectations for them, they can make more sound personal choices. (p. 319) Avolio and Gardner defined the effects of self-actualization in ethical reasoning; self-actualized individuals portray "strong ethical convictions. As we will see, these ideas from humanistic psychology provide the intellectual heritage for thinking about authentic leadership development" (p. 320). Cianci et al. (2014) defined the impact of authentic leaders on reducing followers' unethical decisions. Authentic leadership develops both positive psychological conditions and ethical environments. They highlighted that exposure to tempting situations directly affects employees' unethical decision-making. However, higher levels of authentic leadership traits have reducing effects for temptation on unethical decision-making. Their study confirmed that moral reasoning of followers in the context of ethical dilemmas is relevant to leadership style. Wang et al. (2014) studied the effects of authentic leadership on productivity and performance. The research explored that authentic leaders pursue their values and stay open and honest in their relationships and communication with followers. Authentic leaders tend to lead by example and portray ethical decision-making. Wang et al. described that authentic leaders draw their own positive psychological states to foster positive psychological states among their followers and positively influence their followers' performance. Rousseau (1995) described the significance of "non-financial intangibles" such as humans' capital for organizational performance and effectiveness. According to Avolio and Gardner (2005), creating positive human capital is vital for organizations, "considering how the organization is fundamentally run, including psychological contracts with employees. Veritable, sustained performance growth is genuine organic growth with respect to these various metrics representing what we consider to be essential elements of organizational performance" (p. 328). Avolio, Gardner and Walumbwa (2007) mentioned the characteristics of authentic leaders in four components as it is described in the ALQ: relational transparency, internalized moral perspective, balanced processing, and self-awareness. Kernis and Goldman (2006) defined a framework for authenticity traits and highlighted four components such as unbiased processing, relational orientation, awareness, and behavior. According to Kernis and Goldman (2006), relational transparency "involves valuing and striving for openness, sincerity, and truthfulness in one's close relationships" (p. 300). In other words, relational transparency means, "being genuine rather than fake in one's relationships with close others" (p. 300). Kernis and Goldman explained unbiased processing as "objectivity with respect to one's positive and negative self-aspects, emotions, and other internal experiences, information, and private knowledge. In addition, it involves not denying, distorting, or exaggerating externally based evaluative information" (p. 296). The other component of their study was behavior which means "behaving in accord with one's values, preferences, and needs as opposed to acting 'falsely' merely to please others or to attain rewards or avoid punishments" (p. 298). Ultimately, Kernis and Goldman suggest that

awareness "refers to processing, and being motivated to increase, knowledge of and trust in one's motives, feelings, desires, and self-relevant cognitions" (p. 294). Connectivity of authentic leadership. In the late 1990s, Bill George, the former Chairman and CEO of Medtronic, initiated the mainstream notions relevant to authentic leadership. George (2003) defined authenticity "as being yourself; being the person you were created to be" (p. 11). Authentic leadership has bloomed from other theories such as transformational leadership (Burns, 1978), emotional intelligence (Goleman, Boyatzis, and McKee, 2002), and positive psychology (Seligman, 2002). According to Avolio and Gardner (2005), authentic leadership has similar roots with different forms of positive leadership such as transformational, charismatic, servant, and spiritual. However, George (2003) suggests that as opposed to in transformational leadership, being charismatic is not necessary in authentic leadership. Authentic leaders create lasting relationships and lead by example and with purpose, values, and meaning, but are not particularly defined as charismatic by others, which is one of the core elements of transformational leadership (Bass, 1985). According to Romano (2014), "the areas of emotional intelligence, authentic leadership, adaptive leadership, and spiritual leadership all have direct intersection with contemplative practice, and mindfulness in particular" (p. 83). Romano pointed out the direct intersection of mindfulness, authentic leadership, and other leadership theories. Authentic leadership links to life experiences. Shamir and Eilam-Shamir (2018) articulated the importance of life stories in shaping one's leadership style as well. They state that "authentic leadership rests heavily on the self-relevant meanings the leader attaches to his or her life experiences, and these meanings are captured in the leader's life-story" (p. 1). Avolio and Gardner (2005) described "a leader's life story reflects the degree of self-knowledge, self-concept clarity, and person-role merger he or she experiences, and provides followers with cues for assessing leader authenticity" (p. 318). George et al. (2007) confirmed that "after analyzing 3,000 pages of transcripts, our team was startled to see that these people did not identify any universal characteristics, traits, skills, or styles that led to their success. Rather, their leadership emerged from their life stories" (p. 130). George et al. (2007) posit that exploring your authentic leadership demands a commitment to self-development. In other words, it is similar to successful musicians and athletes who devote themselves to life commitments that lead them to their real potential. The study revealed that many successful leaders got motivated from their life challenges and difficulties. In those challenging situations, they learned to utilize those transformative challenges as meaningful forces to overcome adversity instead of seeing themselves as victims. They learned to rise above the difficulties and to find their enthusiasm to lead. Sinclair (2007) suggested that one's narrative is important to one's leadership development journey. Sinclair explained that our life stories impact on our way of relating with others and our leadership journey. Role of authentic leaders. Avolio and Gardner (2005) signified the impact of authentic leadership on self-awareness. They identified that authentic leaders make an essential transformation in organizations by helping employees find meaning and connection at the workplace. Avolio and Gardner suggest they do this "through greater self-awareness; by restoring and building optimism, confidence and hope; by promoting transparent

relationships and decision making that builds trust and commitment among followers; and by fostering inclusive structures” (p. 331). Luthans and Avolio (2003) defined the impact of authentic leaders on the followers and organizations “as a process that draws from both positive psychological capacities and a highly developed organizational context, which results in both greater self-awareness and self-regulated positive behaviors on the part of leaders and associates, fostering positive self-development” (p. 243). Holistic approaches for organizations. Senge et al. (2004) suggested that organizations should embrace humanistic approaches and identify employees as whole human beings and individuals who have physical, mental, emotional needs. Chopra (2010) pointed out the importance of the organization's role in the community and indicated the attentiveness of organizations to wellbeing of employees. Yoga improves self-awareness, spiritual development, relaxation, inner peace, concentration, and wellbeing (Devananda, 2011; Iyengar, 2001, 2013; Singh et al., 2015). We are living in an era that our organizations and societies need leaders who address poverty, hunger, social and economic injustice, AIDS, climate change, violence, terrorism, and ecological issues with higher levels of consciousness. There is a need for transformational leadership that leads from the inside out and consciously act beyond profit maximization and put people, humanity, and the planet above profit (Scharmer, 2009). Scharmer (2009) defined “Theory U” as a process of applying one’s inner journey and higher levels of consciousness to systems, organizations, and leadership. Effective leaders bring their intention and inner awareness to different situations. That is why two different leaders will create different results in the same situation doing the same action due to the inner place from which they function. By applying a Theory U process, we connect to our true self and we identify our blind spot. Through a Theory U process, we tap into the vastness of our inner consciousness and we will be able to lead with an open mind, heart, and will. According to Scharmer (2009), as well as Senge, Scharmer, Jaworski, and Flowers (2011), the Theory U process includes: 1) co-initiating which is pausing and listening to the universe; 2) co-sensing or observing and reflecting with an open mind and heart; 3) being present or linking to the inner source of creativity; 4) tapping into the process of “letting go” and “letting come;” 5) co-creating which is discovering the future by doing rather than rationalizing and thinking; and 6) co-evolving or evaluating what’s working and what is not, and then deciding. By analyzing the Theory U process, we figure out that Theory U emphasizes the integration of mind and heart (Scharmer, 2009; Senge et al., 2011). Integrating and the union of the mind and body are core principles of yoga practice as well (Devananda, 2011; Iyengar, 2001). The future of leadership and leadership development. Hernez-Broome and Hughes (2004) investigated the proliferation of leadership development methods since the 1990s. They articulated that leadership development is shifting from developing an individual leader to fostering leadership competencies within organizational levels. Hernez-Broome and Hughes studied the past, present, and future of leadership development to highlight the importance of emerging criteria such as: work/life balance, globalization/internationalization, advancement of technology, and a greater focus on return on investment (ROI). Hernez-Broome and Hughes (2004) mentioned the appearance of two critical factors within

the context of leadership development since the 1990s. The first is the rapid growth in leadership development methods and the second is the effect of leaders' emotional resonance on followers. Hernez-Broome and Hughes highlighted that leadership development methods do not merely rely on formal classroom training anymore. According to Ting and Hart (2004), organizations widely utilized assessments and approaches such as 360-degree feedback, coaching, and mentoring in the past. Coaching emphasizes behavioral change and one-on-one learning. Coaching authorizes teamwork and helps to discover new ways while challenging current restraints. Mentoring is an enduring relationship, which enables personal and professional development (Hernez-Broome & Hughes, 2004). Chappelow (2004) clarified that 360-degree feedback is not merely developmental and requires further developmental planning and re-evaluation methods. Chappelow suggested that 360-degree feedback would be more effective if it cascaded down from top executives to subordinates. Hernez-Broome and Hughes (2004) identified the importance of leadership development on teams, as teams are building blocks of organizations. Hernez-Broome and Hughes explained that the leader's emotional resonance has impacts on the teams as well. They theorized that transformational leadership relies highly on the leader's emotional connectedness to the others. Transformational leadership impacts followers' deeper values and leads them to long-term commitments and changes. The emergence of authentic leadership development. According to Avolio and Gardner (2005), "authentic leadership development strategy becomes relevant and urgently needed for desirable outcomes" (p. 316). They discussed the purpose of the Gallup Leadership Institute (GLI) Summit in 2004 to address the needs for authentic leadership development and "to promote a dialogue among scholars and practitioners from diverse domains with leaders from the business, political, educational, and military arenas to stimulate original insights and basic theory regarding the emergence and development of authentic leadership" (p. 316). Avolio and Gardner explained the process of authentic leadership development as a continued procedure, which "involves ongoing processes whereby leaders and followers gain self-awareness and establish open, transparent, trusting and genuine relationships, which in part may be shaped and impacted by planned interventions such as training" (p. 322). There is a link between authentic leadership and leadership development in the context of the leader's emotional resonance on the others. According to Wang et al. (2014), authentic leaders apply their own positive psychological resources to develop positive emotional connectedness to their followers, which will help to increase followers' performance as well. Authentic leaders follow their principles and attempt to attain openness and honesty in their relationships with followers. Authentic leaders lead by example and show clear decision-making. They have high levels of emotional intelligence and utilize their positive psychological resources to develop higher levels of performance in the followers (Avolio & Gardner, 2005). Leadership development needs to focus on action learning, wellbeing, and work/life balance. According to Hernez-Broome and Hughes (2004), effective leadership has a huge impact on organizational success. Effective leadership heavily relies upon overall leadership development rather than developing individual leaders. In the present, the aim of leadership development is action rather than knowing.

Leadership development needs to be in alignment with the organization's specific strategies and focuses on three contexts: work, competencies in leadership development, and work/life balance. No doubt that the health and well-being of each individual impacts many aspects of their work performance. That is why work/life balance is increasingly getting attention by organizations. Health and exercise enhance leadership effectiveness (McDowell-Larsen, Kearney, & Campbell, 2002). Hernez-Broome and Hughes (2004) clarified that work/life balance impacts resilience and increase a person's abilities to bounce back from difficulties, hardships, and challenges. Authentic leadership, personal development, and resilience. Research confirms that authentic leaders have a commitment to personal growth (George et al., 2007). Authentic leaders devote themselves to a lifetime of understanding their true potential. Many leaders believe that difficult situations or challenges have inspired them to transform themselves by seeking deeper meaning in their lives and relying on their true potential (George et al., 2007). The findings reveal many authentic leaders got motivated and transformed particularly by a difficult situation

(IJ-02) Factors affecting “Entrepreneurial Culture”: The mediating role of creativity

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Abstract

Entrepreneurial culture has been existing for many years, it may be described such as attitudes, values, skills and power of a group or individual working in an organization. The main objective of this study is to examine the impact of openness to change and self-efficacy on entrepreneurial culture with the mediating role of creativity. We have used variable (innovative culture) as to measure the entrepreneurial culture. Self-administrative questionnaire as a primary source of data collection is used to collect data from 150 employees of an IT Firm (NETSOL Technologies). To explain the relationship among variables we have used SPSS, AMOS and SEM to analyze our data, the finding clearly reports that there is a significant direct relationship among variables as openness to change and self-efficacy have impact on entrepreneurial culture without mediation. There is significant indirect relationship as well as the presence of creativity as a mediator. The limitation of this study is small sample size (as we have collected data from only one company). Further researchers could use some other data collection methods also, they can use some other variables in order to measure entrepreneurial culture.

Keywords: entrepreneurial culture, openness to change, self-efficacy, creativity.

Introduction:

Since the last few years, entrepreneurial culture has been appearing as a highly noticeable concept. Entrepreneurial culture has been described for many years as the attitude, values, skills, and power of a group of individuals working in an institute to generate income. Risk-taking, innovation, and creativity has been discussed in the previous years. We are going to measure the openness to change and self-efficacy effect on entrepreneurial culture with a mediating role of creativity. The aim of this study is to make a strong theoretical construct of entrepreneurial culture by using a validated scale in order to measure it, that has resemble with the Schein’s model of organizational culture. The culture that has been created by the entrepreneur is decisive because culture has linked with creativity and innovativeness” (Burnes, 1996; Kao, 1989; Nystrom, 1990; Pohlmann et al., 2005).

Schein (1985), describes that organizational culture consists of arrangement of shared, taken-for-granted expectations which is held by the participants of an institute and imparted to the new participants.

In each context self-efficacy or self-confidence is based on individuals' self-perceptions of their expertise and capabilities so that notion shows a personality's secret thoughts on whether they have the capacities to perform different tasks assigned to them or not. (Bandura, 1989, 1997).

Although, research work on openness to organizational change are infrequent. Miller, Johnson, and Grau (1994) and Wanberg and Banas (2000) theorized openness to organizational change in the following way (1) willingness to support the change and (2) positively upset about the potential effect of change. Miller et al., describes that openness to changes that is being plan by a firm is an "essential primary condition for successful planned change".

We are choosing IT company because most of the innovation and creativity has been observed in these firms, so we want to know whether creativity mediates the relationship in an entrepreneurial culture as we are measuring it as innovative culture. So, we selected Netsol technologies limited due to following reasons: 1) NetSol primary focus is to assure high quality assurance and control standards in software development and it focus on innovation and creativity. (Limited N. T., n.d.) 2) Netsol mission is "we exist to provide the highest level of quality software products and services globally that meet customers and user needs, by maintaining our staff as our principle asset and being responsive to market expectations." (Limited N. t., n.d.).we want to know whether creativity mediates the relationship in an entrepreneurial culture as we are measuring it as innovative culture.

These are the research questions of our study:

- 1 How openness to change effects the entrepreneurial culture?
- 2 How self-efficacy effects the entrepreneurial culture?
- 3 Does creativity mediate the relationship between independent variables (openness to change and self-efficacy) and dependent variable (innovative culture).

Literature Review:

Entrepreneurial activity is motivated by higher self-efficacy (Brannback and Carsrud,2017), but the effect can be different, it may or may not always affect performance positively. Its results are very much alike recent studies, that there is a significant positive relation between growth and self-efficacy (Baum et al. 2001; Baum and Locke,2004). These studies have used adapted self-efficacy scales in which entrepreneurial functions were not asked but for ability to grow a business. The firms which are low in entrepreneurial self-efficacy tend to grow slowly and less profitable as compared to the firms in which higher entrepreneurial self-efficacy is observed (Hmieleski and Baron 2008).

In a given context, Self-efficacy, or self-confidence is based on individuals' self-perceptions of their expertise and capabilities. According to this concept, perception reflects an individual's private opinions on whether they have the abilities to perceive as important to task routine, as well as the belief that they shall be able to effectively translate those

skills into a chosen outcome (Bandura, 1989, 1997). A high level of self-efficacy is achieved through repeated performance accomplishments and the overcoming of obstacles through effort and perseverance. (Wood and Bandura, 1989).

A major aspect of self-efficacy are seen to be task and domain specific (Bandura, 1989, 1992, 1997). We can say that a person has high self-efficacy in one area but low self-efficacy in another. Self-efficacy diverges in imperative ways from the concept of “locus of control.”

Mediating roles of self-efficacy has been analyzed by different studies: Direct and mediating effect of self-efficacy on performance in the situation of transition economies by (Luthan sand Ibrayeva, 2006).

The culture which the entrepreneurs create play a vital role because culture is sturdily connected to creativity and innovativeness (Burnes, 1996; Kao, 1989; Nystrom, 1990; Pohlmann et al., 2005).

According to Yamada and Yamashita (2006), an entrepreneur, as the founder, is influential in nurturing and supporting creativity and innovation (Shalley and Gibson, 2004; Yamada and Yamashita, 2006).

(Camerer and Lovallo, 1999) and (Vecchio, 2003) also found out entrepreneurs are that much confident about their skills and abilities that they overestimate the chance of their success. Thus, the entrepreneurs become deprive of understanding and making effective decisions then the objectivity for need of change is overcome by the subjectivity of ownership. (Conger, 1990). The strong connection with the business may reduce one’s openness to change, which is a hindrance for an innovative culture that is seeking change. (Bayraktar*, S., 2016) the author has found that there is positive relationship between openness to change on entrepreneurial culture.

There are many studies that analyzed the relationship of creativity on entrepreneurial culture e.g. Bayraktar*, S. (2016) find positive reaction of creativity and entrepreneurial culture. Hofstede (2001) says that culture can be described as a ‘collective indoctrination of the awareness that has a power to differentiate the members of one group or set of people from another.

Observing at the intrinsic features of the entrepreneur, ethnic minority entrepreneurship the whole thing recommends, cultural features of the entrepreneur including education, language and religion play an important role in developing entrepreneurial abilities and contributing to the survival of the entrepreneur’s business (Altinay and Altinay, 2006; Basu and Altinay, 2002; Basu and Goswami, 1999; Casson, 1991).

We have also identified a gap in the previous study. In the previous study the researchers did not see the combine effect of openness to change and self-efficacy on innovative culture, being creativity as a mediator.

Hypothesis:

H1: There is an effect of openness to change and innovative culture.

H2: Self-efficacy is positively related to innovative culture.

H3: Creativity mediates the liaison between openness to change and innovative culture.

H4: Creativity mediates the association between self-efficacy and innovative culture.

Methodology

The population for the study was IT firms of Lahore from which we selected Netsol technologies. We use primary source of data collection through questionnaire and all responses were fair and reliable. We distributed 170 questionnaires out of which the response rate was 88% (150 questionnaires). In the final sample out of 150 respondents 80 were females and 70 were males, 47 of the total respondents were married and 103 were single and we get highest response rate which is 34% from the age group of 25-29. For data entry we have used SPSS software. We are using SPSS AMOS as to analyze the data of study.

All the measures used in our study consisted of items with five-point Likert scales ranging from 1=strongly disagree 2=disagree 3=neutral 4=agree 5=strongly agree.

Self-efficacy:

We used the questionnaire Gaumer Erickson, A.S., Soukup, J.H., Noonan, P.M., & McGurn, L. (2016). Self-efficacy questionnaire. Lawrence, KS: University of Kansas, center for research and learning. The scale contains 6-items. The sample item included e.g. 1) I can figure out anything if I try hard enough. 2) I will succeed in whatever career path I choose.

Openness to change:

We used a questionnaire by PIERRETTE DESROSIERS PSYCOACHING. In this questionnaire we choose 10 items which are related to our study. The sample item includes e.g. 1) I have a constant need to learn. 2) I easily adapt to a new environment.

Creative behavior:

We are taking creative behavior as to measure creativity, through a questionnaire which is developed by Creativity Audit Questionnaire and Creativity Development and Innovation Training Package for Small and Medium Enterprises. The scale contains 9-items. The sample items include e.g. 1) I am able to achieve most of my personal goals at work, 2) I am not afraid when facing challenges at work.

Innovative culture:

We are measuring entrepreneurial culture through innovative culture. Entrepreneurial culture defines how innovative an organization is (Ameisen, E., 2014). We have measured innovative culture with a 5-item scale. The sample items include e.g. 1) Innovation proposal are welcome in the organization. 2) Management actively seeks innovative ideas

Control variables: Age and gender was used as control variables.

Demographics:

Male 46.7%
Female 53.3%

Married 31.3%
Single 68.7%

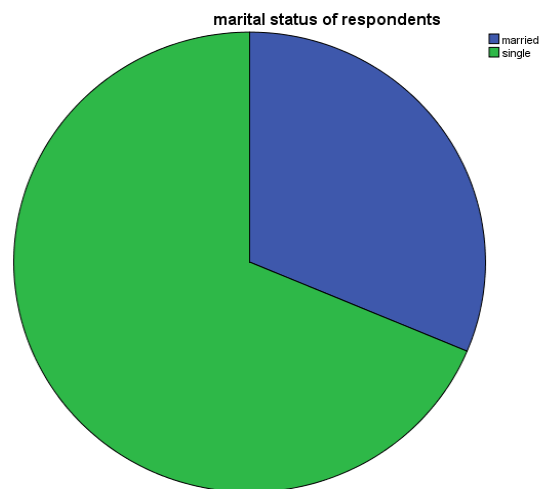
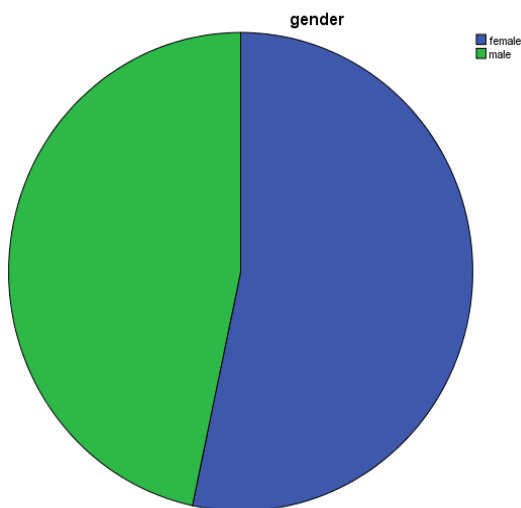
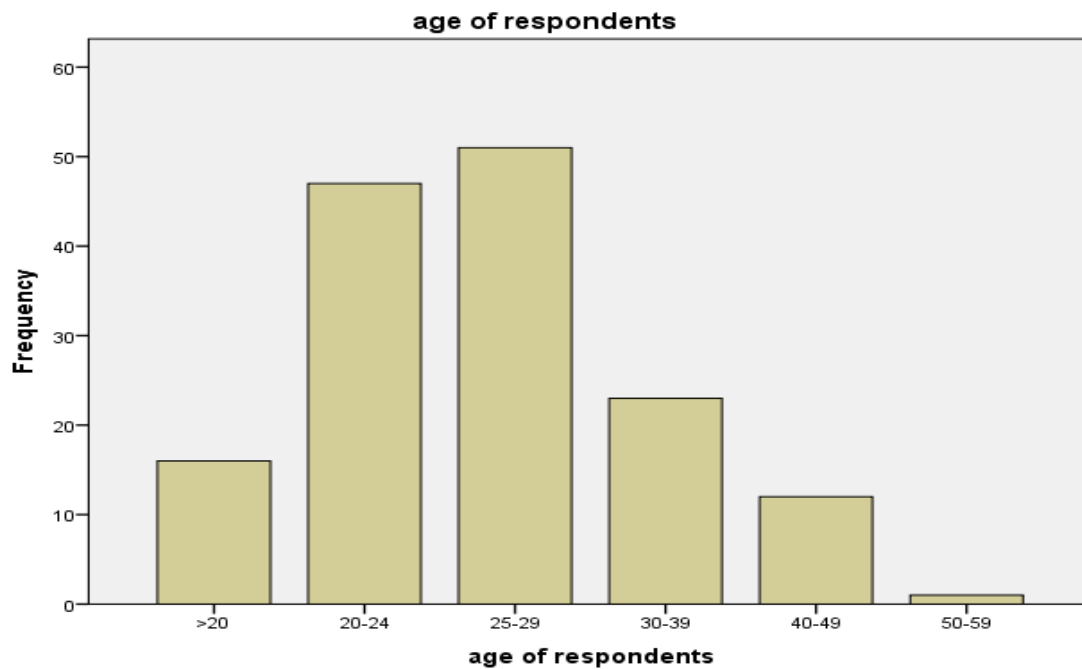


Figure 1 Distribution of respondents in terms of gender

Figure 2 Distribution of respondents in terms of marital status

Correlation matrix:

	Openness to change	Creativity	Innovative culture	Self-efficacy
Openness to change	1			

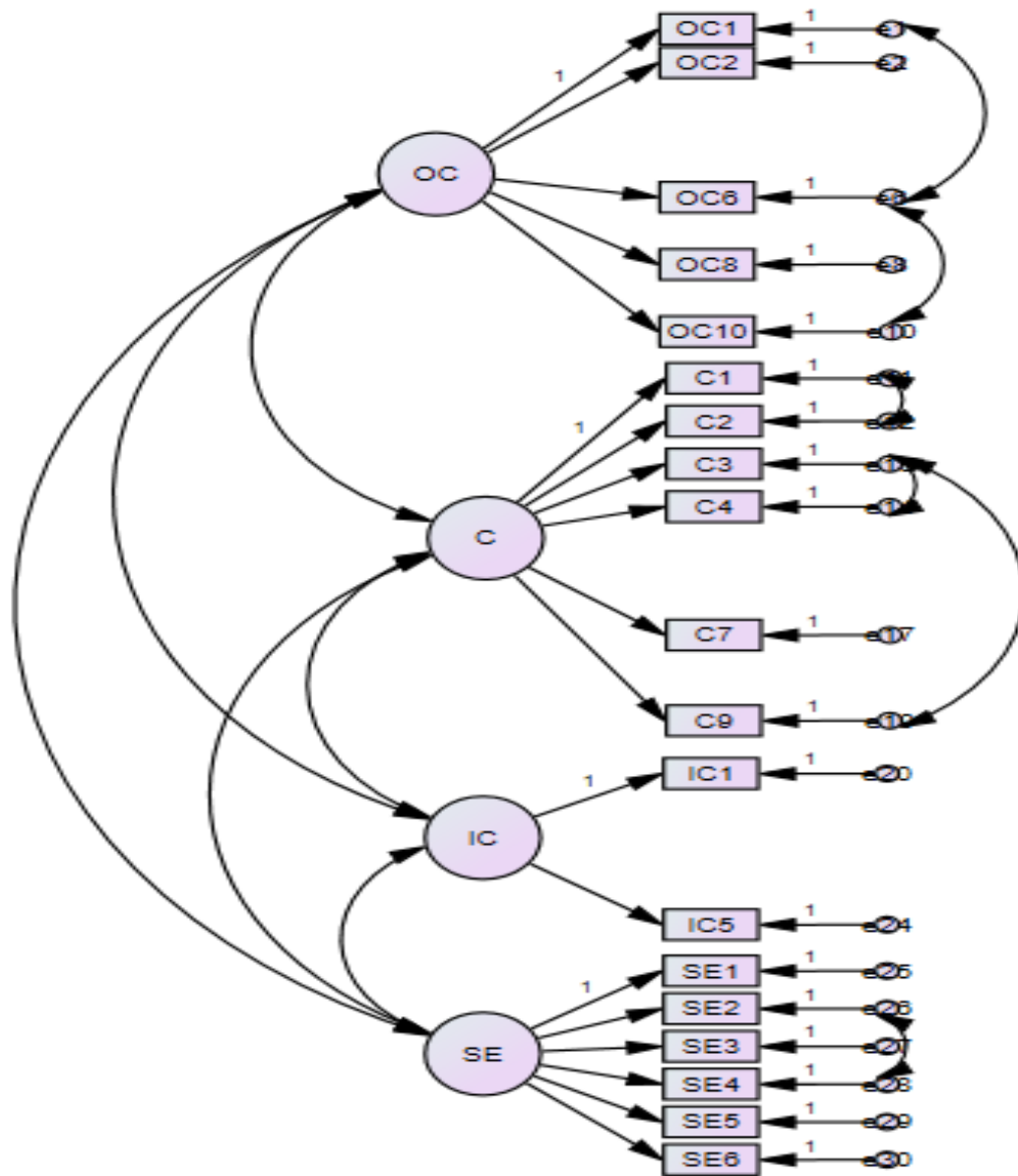
Creativity	.404**	1		
Innovative culture	.421**	.340**	1	
Self-efficacy	.545**	.576**	.491**	1

** correlation is significant at the 0.01 level (2 tailed)

1. There is significant relationship between openness to change and creativity.
2. There is significant relationship between openness to change and innovative culture.
3. There is significant association between openness to change and self-efficacy.
4. There is significant association between creativity and innovative culture.
5. There is significant association between creativity and self-efficacy.
6. There is significant association between innovative culture and self-efficacy.

Measurement model:

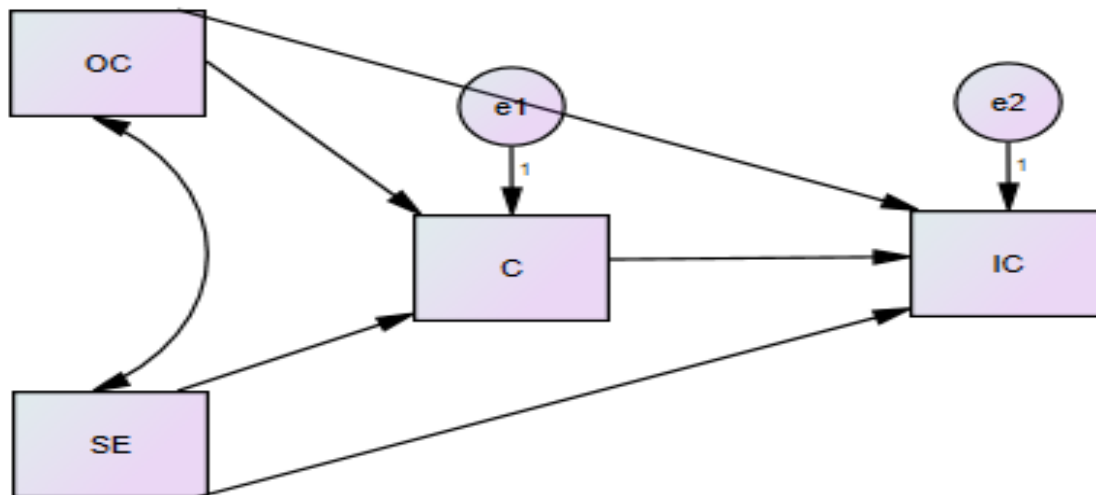
We firstly make our Measurement model that explore the relationship between the latent variables and their items of measure to test if our model is good fit and then we ran our data on Structural equation model to see the relationship between latent variables. There were 30 questions in our model which were related to 4 variables i.e. self-efficacy, innovative culture, creativity and openness to change. In order to fit our model, we have removed some question which have less value than .300 in standard regression weights and covariate the questions which have larger covariances in error term. Now the remaining number of questions in structural equation model are 19. Model fit was tested by different fit indices such as GFI (goodness of fit index), CFI (comparative fit index), RMS (root mean square residual), IFI (incremental fit index) and root mean square error of approximation (RMSEA). Our model was good fit and acceptable as GFI=.90, CFI=.903, RMS=.073, IFI=.909 and RMSEA=.046 according to (Hu & Bentler, 1999), (Byrne, 1994).



Variables	Estimates	P values
OC1<---OC	.559	.001
OC2<---OC	.381	.001
OC6<---OC	.482	.001
OC8<---OC	.458	.001
OC10<---OC	.674	.001
C1<---C	.618	.001
C2<---C	.406	.001
C3<---C	.423	.001
C4<---C	.463	.001
C7<---C	.445	.001
C9<---C	.426	.001
IC1<---IC	.596	.001
IC5<---IC	.326	.001
SE1<---SE	.542	.001
SE2<---SE	.410	.001
SE3<---SE	.564	.001
SE4<---SE	.490	.001
SE5<---SE	.449	.001
SE6<---SE	.569	.001

All factor loadings are greater than .30.

Structural equational model:



Variables	Estimates	P values
C<---OC	-.535	0.001
C<---SE	1.426	0.001
IC<---OC	.664	0.001
IC<---C	.237	0.001
IC<---SE	1.52	0.028

The values of the complete fit indices from Structural educational model specify an acceptable fit between our hypothetical model and sample data. Model fit was tested by different fit indices such as GFI (goodness of fit index), CFI (comparative fit index), RMS (root mean square residual), IFI (incremental fit index) and root mean square error of approximation (RMSEA). Our model was good fit and acceptable as GFI=1.00, CFI=1.00, RMS=.000, IFI=1.00 and RMSEA=.000. according to (Hu & Bentler, 1999), (Byrne, 1994).

***=p<0.001; ns= not significant

Mediational Model:

The direct effect of openness to change on innovative culture without presence of mediation is highly significant as its p value is .001, so our H1 is supported. The direct effect of self-efficacy on innovative culture without presence of mediation is highly significant as its p value is .001, so our H2 is also supported.

The standardized indirect effect of openness to change on innovative culture in presence of mediation is highly significant as its p value is .001 and the standardized direct effect of openness to change on innovative culture in presence of mediation is highly significant as its p value is .001, so it is a type of partial mediation as direct and indirect paths are significant.

Hypothesis	Direct beta w/o med	Direct beta w/med	Indirect beta	Mediation type observed
Partial mediation OC-C-IC	.36***	0.664***	.127***	partial
Partial mediation SE-C-IC	.50***	0.152(ns)	0.338***	partial

Our H3 is also supported.

The standardized indirect effect of self-efficacy on innovative culture in presence of mediation is highly significant as its p value is .001 and the standardized direct effect of self-efficacy on innovative culture in presence of mediation is not significant, so it is a type of full mediation. Our H4 is also supported.

Discussion:

There are many studies that analyzed the relationship of creativity on entrepreneurial culture e.g Bayraktar*, S. (2016) find positive relation of creativity and entrepreneurial culture. Our result is similar to the previous study.

The strong ties to the business may decrease the openness to change, which is a hindrance for an innovative culture that is seeking change. (Bayraktar*, S., 2016) the author has found that there is positive relationship between openness to change on entrepreneurial culture. Our result is similar to the previous studies and is significant.

Entrepreneurial activity is motivated by higher self-efficacy (Brannback and Carsrud,2017), but the effect can be different, it may or may not always affect performance positively. Its results are very much alike recent studies, that there is a significant positive relation between growth and self-efficacy (Baum et al. 2001; Baum and Locke,2004). Our results is also similar to that study that there is positive relationship between self-efficacy and entrepreneurial culture.

So H1, H2, H3 and H4 are accepted as we found significant relation between self-efficacy, innovative culture, creativity and openness to change.

Conclusions:

The purpose of our study was to discuss the factors that affect entrepreneurial culture, so we have used openness to change and self-efficacy to as factors that affect entrepreneurial culture and we have used a mediator which is creativity as to see whether it mediates the relationship. The findings clearly report that there is a significant direct relation among variables as openness to change and self-efficacy have impact on entrepreneurial culture without mediator. There is a significant indirect relation as with the presence of mediator creativity. Our paper is not without any limitations as our sample size is too small for this study, secondly, we have collected data form one company NETSOL technologies. We have used questionnaire as primary data collection technique; further research can use qualitative techniques also. We have measured entrepreneurial culture with a variable called innovative culture further research can use some other factors or variable measuring entrepreneurial culture. The items used in this study were less. We have used SPSS AMOS, further research can use some other software to discuss results.

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(IJ -03) Impact of Abusive Supervision on Organizational Citizenship Behavior with Intervening Role of Organizational Justice: a Study on Private Sector of Pakistan

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Abstract

This study explores the linkage between abusive supervision (AB) and organizational citizenship behavior (OCB) with mediating role of organizational justice (OJ) in the context of Pakistan. Data were collected using questionnaires distribution to individuals within the private firm of Pakistan, CUREMD. 275 questionnaires were distributed and collected without missing information to analyze feedback. Structure equation modeling (SEM) using AMOS-22 was used for the data analysis. The results affirmed the direct and indirect effects of the AB on the OCB together with significant effect of OJ as a partial mediation. It revealed that OJ intervene the relationship of AB and OCB in the present instant. This study furnishes insight for firms to comprehend AB with respect to OC and OJ in organizational context. Additionally, this study furnishes several future directions for academic scholars and practitioners.

Keywords: abusive supervision, organizational citizenship behavior, organizational justice, empirical evidence, Islamic republic of Pakistan

Introduction

Destructive leadership: As after reading this word the dark side of leaders comes into the mind. This is the behavior by the leaders, supervisors that violates the legitimate interest of the organization by undermining the organizational goals, tasks, performance, motivation etc. There are different types of destructive leadership such as tyranny, strategic bullying, abusive supervision, coercive power, social undermining, and aversive leadership.

Organizational citizenship behavior: Behavior which goes beyond the basic requirements of job, it's not part of the contractual tasks e.g. courtesy, sportsmanship etc.

Organizational justice: It refers to the employee perception of fairness in the workplace it has three types distributive justice, interactional justice, procedural justice.

For this study, abusive supervision refers to sub-ordinates' perceptions of the extent to which super- visors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact. This definition characterizes abusive supervision as a subjective assessment. The same individual could view a supervisor's behavior as abusive in one context and as no abusive in another context, and two subordinates could differ in their evaluations of the same supervisor's behavior.

Because of the rapidly changing economy and continuing globalization of business, employee creativity referring to the development of novel and useful ideas about products, practices, services or procedures has become increasingly crucial for the survival and competitiveness of organizations today (Shalley, Gilson, & Blum, 2009). A plethora of research has looked at the link between positive leader behaviors such as "transformational leadership" and employee creativity (e.g., Shin & Zhou, 2003). Nevertheless, existing knowledge on the role of leadership in employee creativity remains incomplete because little is known as to whether the dark side of leadership in general and abusive supervision in particular may affect creative performance of employees. The negative contextual aspects thus tend to have stronger influence on individual attitudes and behaviors than the positive ones.

Tepper conceptualized abusive supervision as leaders' engagement in "the sustained display of hostile, verbal and nonverbal behaviors, excluding physical contact"

Abusive supervision is associated with a range of negative outcomes including poor employee attitudes toward their job and organization, greater work–family conflict (WFC) and psychological distress, and stronger employee intentions to leave the organization compared with employees who do not work for an abusive supervisor.

This study examined the influence mechanism of abusive supervisor on OCB from the perspective of organizational justice.

According to justice theory, individuals' evaluative assessments of fairness draw on perceptions of distributive justice (fairness of outcome allocation), procedural justice (fairness of the procedures used to make allocation decisions), and interactional justice (fairness of the interpersonal treatment individuals receive during the enactment of procedures). It is expected that the degree to which supervisors engaged in abusive behavior would affect subordinates' perceptions of organizational justice, which would, in turn, affect their decisions.

Organizational conflict can arise in different types like intrapersonal, interpersonal, intergroup and inter-organizational conflicts. Negative outcomes are likely to be generated by conflict, so it must be decreased. Few studies find that organizational citizenship behavior can be a main factor to reduce it. Organizational citizenship behavior is considered very crucial for organization to survive.

Problem Statement /Research objectives:

To find out the impact of abusive supervision on OCB. (direct impact)

To find out the impact of abusive supervision on OCB with mediating variable of organizational justice. (indirect impact)

Research questions:

What is the impact of abusive supervision on OCB?

What is the impact of abusive supervision on OCB with mediation?

Literature review:

Tepper (2000), define abusive supervision as the involvement of leaders and supervisors in aggressive verbal and non-verbal behavior. The aggressive verbal behavior can be like the bad language, yelling at employees, and intimidating job insecurity. However, the aggressive non-verbal behavior may include ignoring an employee or aggressive eye-contact. There are some important factors including in this definition. Firstly, it is a subjective perception of employees about their supervisor after observing their behaviors. This attitude may change according to the personality of the observer or due to the environment. Secondly, abusive supervision contains consistent hostile and abusive behavior. If this behavior sometimes occurs or one or two times then it cannot be termed as abusive supervision. For example, a supervisor with bad mood due to any personal reason may behave abusively with employees at the workplace. Therefore it cannot be called abusive supervision unless it continues on a regular basis. The final point includes an element of willful behavior. It means it will not be termed as abusive supervision if supervisor adopts this practice to achieve the objectives of the organization (Tepper, 2000)

Organizational citizenship behavior (OCB) defined as the activities that are not the part of the duties but categorized as optional activities (Murphy, Athanasou, & King, 2002; Organ, 1988) [20][22]. OCB is the difference between those events that hold essential nature and those which are voluntary (LePine, Erez, & Johnson, 2002; Organ, 1997) [17][23]. Most of the time, those employees involved in OCB who feel a fair treatment of organization and also who are satisfied with their job (Williams, Pitre, & Zainuba, 2002)[41]. Baron (1991)[4], said employees take part in OCB when they are in the happy and fresh mood. However, if they feel the failure of the organization in fulfillment of its obligations, will not involve in OCB (Robinson & Morrison, 2000) [30]. Some researchers (Katz, 1964; Roethlisberg & Dickson, 1939) [13][32], said the voluntary behavior of employees create a positive environment that holds the organization together. Organ (1988) [22], proposed five dimensions of OCB including altruism, civic virtue, conscientiousness, sportsmanship, and courtesy. Leaders have traditionally been conceptualized as an important contextual factor that cultivates or stifles employee creativity (George, 2008). Although extant literature has not examined the effect of abusive supervision on OCB, a limited but growing body of abusive supervision research has demonstrated that exposure to abusive supervision results in subordinates' unwillingness to "go the extra mile" to perform behaviors that benefit their organization.

When team members encounter abuse by leaders, in the form of public criticism, derogating comments, loud and angry tantrums, rudeness, inconsiderate actions, and coercion, they are apt to belittled, humiliated, and undermined as to their reputation in the workplace (Keashly & Harvey, 2005). Abusive supervision also leads subordinates to doubt whether organizations respect their contributions and whether their jobs are meaningful to their own and organizations' development. (Rafferty & Restubog, 2011).

Accordingly, abusive supervision should reduce employees' enjoyment of their jobs, thereby causing diminished intrinsic motivation towards their jobs. In addition, abusive supervision is viewed as a significant source of psychological distress (Restubog, Scott, & Zagenczyk, 2011). Abused employees often suffer from depression, anxiety, and emotional exhaustion, and they tend to alienate themselves from their jobs (Aryee et al., 2007; Hoobler & Brass, 2006; Tepper et al., 2004).

A few systematic studies have investigated the effects of behavior akin to abusive supervision. Ashforth (1997) found that tyrannical supervision (which included belittling subordinates, displaying little consideration, and using non contingent punishment) was associated with frustration, helplessness, and alienation from work. Keashly and colleagues (1994) found that nonphysical abuse occurred more frequently than physical violence like throwing things, punching, or threatening with a weapon and those individuals who experienced more supervisory abuse were less satisfied with their job.

Interactional justice is particularly relevant to this analysis because it reflects the interpersonal dimension of fairness (Bies, 2000). According to Bies and Moag (1986), individuals experience interactional injustice when organizational representatives fail to treat them with respect, honesty, propriety, and sensitivity to their personal needs.

Subordinates who experience long-term abusive supervision may conclude that their organization has not done an adequate job of developing or enforcing procedures that discipline abusers or protect targets of abuse.

Theories of distributive justice suggest individuals make fairness judgments when they compare their inputs and outcomes with those of a referent (Adams & Freedman, 1976). Subordinates of abusive supervisors may experience what Martin (1981) referred to as relative deprivation: the belief that they are getting less than they deserve compared to target referents. For example, subordinates of abusive supervisors may feel disadvantaged compared to peers if their supervisors spend more time berating them than providing the mentoring functions that prepare junior colleagues for advancement (Tepper, 1995).

Workplace injustices cause frustration, threaten employees' self- and social images, and, in some circumstances, produce moral outrage (Greenberg, 1990). Hence, just as the injustices associated with drug-testing programs (Konovsky & Cropanzano, 1991), selection systems (Gilliland, 1994), pay raise decisions (Folger & Konovsky, 1989), and other organizational phenomena foster job dissatisfaction and voluntary turnover (see Aquino, Griffith, Allen, & Hom, 1997), the perceived injustices resulting from abusive supervision are likely to translate into dislike for a job and to prompt a subordinate to seek out and obtain alternative employment.

The term organizational justice basically refers "to the extent to which employee perceives workplace procedure, interactions and outcomes to be fair in nature" [4]. Organizational justice can also be known as the perceptions of people about fairness in organizations. Organizational justice has a great impact on people's attitude, behaviors and consequently their performances and the success of organization.

Now days, organizational justice concept and attitude towards to worker has had a new meaning and it is more vital and central. First organizational justice concept was announced as a reward and punishment in an organization. Then applying the processes and rule equally were added. And lastly human relations and interactions were added and then that was come out. With the result of research, organizational justice can be defined as awards and punishments, rules, processes, communication and interactions was applied equally or not. Greenberg analyzed organizational justice dimension in fairness of gains, processes, people relations. Family, schools, work places and social environment are the places where people in search of justice.

If justice perception of employees is positive, the loyalty to the organization will increase and their performance will rise and so the efficiency of the organization. The negative justice perceptions reduce the loyalty and performance along with negative behaviors towards their coworkers and managers. Employees get attitudes through their perceptions and transform these attitudes to practices.

Organizational conflict can arise in different types like intrapersonal, interpersonal, intergroup and inter-organizational conflicts. Negative outcomes are likely to be generated by Conflict, so it must be decreased. Few studies find that organizational citizenship behavior can be a main factor to reduce it. Organizational citizenship behavior is considered very crucial for organization to survive. Organs [3] indicate that organizational citizenship behavior refers to fair and voluntary actions such as assist colleagues on working issues, polite behavior with personnel and competently described the organization to outside people which will improve the effectiveness of the organization. According to researches, the importance of organizational citizenship behavior and the relationship of this behavior with success, productivity and organizational effectiveness are considerable.

Studies on organizational justice mostly intensify on distributive, procedural and interactional justice as the following:

- Distributive justice: distributional justice is the perceptions of workers whether the organizational savings are distributed according to the real evaluation and the performance presented (Moorman, 1991). Cohen (1987) defines the distributive justice as the equal allocation of resources to the employees due to the predetermined standards.

Distributive justice has three important principles (Organ, 1988): equity, equality and needs:

- 1- The principle of equity: It means that one's rewards should be equal to one's contributions.
- 2- The principle of equality: Under this principle, all employees should be given equal opportunities for access to rewards, regardless of their individual characteristics.
- 3- The principle of need: It means that resources should be allocated according to the employee' need.

Procedural justice: It is concerned with the fairness of procedures and policies used in decision making in the work environment (Greenberg, 1990). On the other hand, (Konovsky, 2000) stated that procedural justice refers to how decisions for the distribution of outcomes are made, it is also related to the subjective and objective situations.

Leventhal (1980) proposed six procedural justice rules for supervisors to ensure that procedures are perceived by employees as fair:

- 1- Employees should be involved in the decision-making process that will affect them.
- 2- Opportunities must exist to modify or reverse decisions made throughout the allocation process.
- 3- The allocation process must be based on as much good information and opinion as possible.
- 4- Allocation procedures should be consistent across persons and stable over time.
- 5- Self-interest and bias should be prevented throughout the allocation process.
- 6- Procedures must be compatible with fundamental moral and ethical values of the individuals involved and the work environment.

Interactional justice: It refers to the perception of the quality of treatment an employee receive when policies and procedures are implemented in the workplace (Bies & Moag, 1986). According to (Barling & Michelle,

1993), interactional justice is the perceptions of justice relating to the explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion.

Bies and Moag (1986) identify some key aspects of interactional justice, which can enhance people's perceptions of fair treatment as the following:

- 1- Truthfulness: Information that is given must be realistic and accurate, and presented in an open forthright manner.
- 2- Respect: Employees should be treated with dignity, with no recourse to insults or discourteous behavior.
- 3- Propriety: Questions and statements should never be improper or involve prejudicial elements such as racism or sexism.
- 4- Justification: When a perceived injustice has occurred, giving a social account such as an explanation or apology can reduce or eliminate the sense of anger generated.

Research show that employee perceptions of fairness in the workplace are related with a positive view of organizational citizenship behavior. Organ said that employee perceptions of justice manifested by the increase or decrease of organizational citizenship behavior. Therefore, decreasing the organizational citizenship behavior can be one answer to not existing of justice in organization.

In the literature, there are many studies which focus on the relationship between the perception of organizational justice and organizational citizenship behavior. some studies suggest that employees will show extra-role behavior if they believe that actions and practices in the organization are honest and fair. In this respect, Moorman found that the perception of justice is an important indicator in the development of citizenship behavior.

In the literature, there are also studies which examine the relationship between organizational justice and organizational citizenship behavior from the perspective of health workers.

Dennis Organ and his associates Bateman (1983) used the term organizational citizenship behavior for the first time in management research. According to the concept discussed by Barnard (1938) in his research, OCB means the willingness to cooperate and Katz (1964) defined the same concept as innovative and spontaneous behaviors. Organ (1988) defined the concept of OCB as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.

Abusive supervision has an adverse effect on organizational citizenship behavior either directly or indirectly. CFA and SEM tests performed to analyze the data.

Previous research has long recognized that there is a relationship between leader effectiveness and distributive, procedural, and interpersonal fairness (e.g. van Knippenberg, De Cremer, & van Knippenberg, 2007; Grover & Coppins, 2012). Organizational justice plays an important role in leadership, in that subordinates' perceptions of fairness determine their evaluations of supervisors' leadership capabilities (Pillai, Scandura, & Williams, 1999). As justice research clearly suggests, the fairness of the outcomes and treatment received from their leaders constitutes a key concern to followers (De Cremer & van Knippenberg, 2003; van Knippenberg & Hogg, 2003). Therefore, if managers do not pay attention to fairness (regarding processes, interpersonal treatment or outcomes), leadership cannot be effective because followers will reject leader authority (Pillai, Scandura & Williams, 1999). Abusive supervision represents a source of injustice that has serious implications for organizations and employees (Tepper, 2007). Tepper's (2000) model of abusive supervision was derived from the theory of organizational justice, since abusive supervision affects perceptions of interactional, procedural and distributive unfairness, with serious implications for organizations and employees. That is, when subordinates perceive injustice, disconcerting feelings of imbalance may lead to negative attitudes and behaviors, including job dissatisfaction and turnover intentions. Justice scholars refer that distributive justice (perceived fairness of the outcomes or allocations that an individual receives) is the best predictor of personal outcomes (Colquitt, Conlon, Wesson, Porter, & Ng, 2001), such as job satisfaction. Since distributive justice deals with the perceived fairness of outcomes, it presents strong implications in the organizational context, of which the distribution of outcomes is an essential component (Cohen-Charash & Spector, 2001). For example, subordinates of abusive supervisors may feel disadvantaged compared to target referents, by perceiving that they are getting less than they deserve or they may have to overcome this situation by increasing the time and effort needed to perform their tasks, thus decreasing the perceptions of distributive justice (Tepper, 2000).

AS and OCB

According to Zellars et al. (2002)[43], there is a negative relationship between abusive supervision and organizational citizenship behavior. Employees who victim of abusive supervision, generate a negative thinking about the organization and as a result, they will feel inferiority and less likely to involve in OCB. Saks and Ashforth (1994)[2], said due to AS, employees do against the anticipation of the organization. Previous researchers found, there is a negative relationship between bullying job security of employees and their intentions toward organizational citizenship behavior (Brehm, 1966; Wright & Brehm, 1982)[6]. Thus,

H5: AS has a significant impact on OCB

Results showed that there was a significant impact of AS on OCB.

AS □□ OCB (Zellars et al., 2002) □Negative, (Saks & Ashforth, 1997) □Negative, (Wright & Brehm, 1982)
(Direct) □Negative, (Brehm, 1966) □Negative

Hypothesis 1. Abusive supervision is negatively related to organizational justice (distributive, procedural and interactional justice)

Results showed that abusive supervision is significantly and negatively correlated with organizational justice including (distributive justice, procedural and interactional justice.)

H*. Justice Perception mediates the relationship between abusive supervision and OCB.

By the results mediator links this relationship between IV and DV, and provides a strong support to the acceptance of Hypothesis *.

Hypotheses Development:

H1: If the abusive supervision increases OCB will decrease/Abusive supervision will be negatively associated with subordinates' OCB.

H2: If perceived organizational justice (procedural, distributive, interactional) will decrease resulting from abusive supervision, OCB will decrease.

H3: Subordinates justice perceptions will mediate the relationship between abusive supervision and OCB.

H4: Organizational justice mediates the relationship between the abusive supervision and OCB.

Theoretical framework:

1- Variables:

Independent variable: abusive supervision

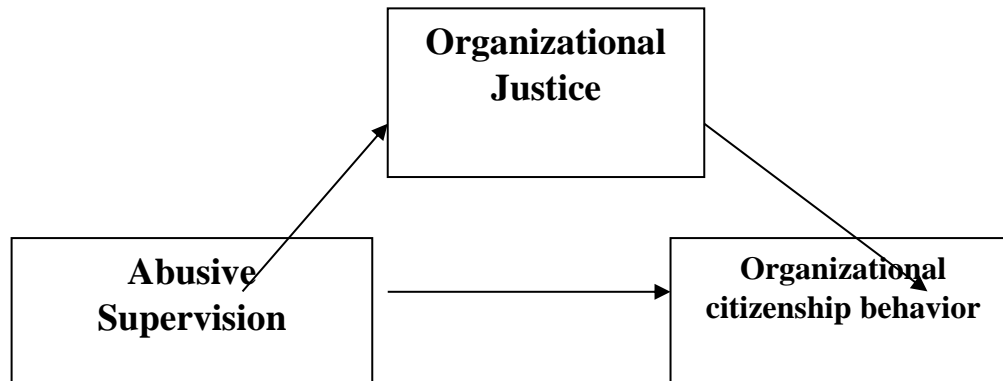
Dependent variable: OCB

Mediating variable: organizational justice (interactional, distributive, procedural)

2- Abusive supervision impacts the OCB and the organizational justice mediates the relationship of both.

3- As abusive supervision increases OCB decreases means there is a negative relationship between both and O.J mediates the relationship of both.

4- Organizational justice positively related with OCB, but as abusive supervision has a negative impact on OCB, and the perceived injustices resulting from abusive supervision are likely to translate into dislike for a job and employees try to find the alternatives.



Research Methodology:

Data collection methods:

I shall be collecting primary data through questionnaires and convenient sampling technique would be used.

Population

Population of this study will be the private firm of Pakistan.

Named Cure & MD.

Sample size: 275 (N= 275)

275 Employees were chosen for this.

Measurement of variables:

15 items will be used to measure abusive supervision.

20 items will be used to measure the OCB.

20 items will be used to measure the O.J .

Every variable will be measured on five-point response scale.

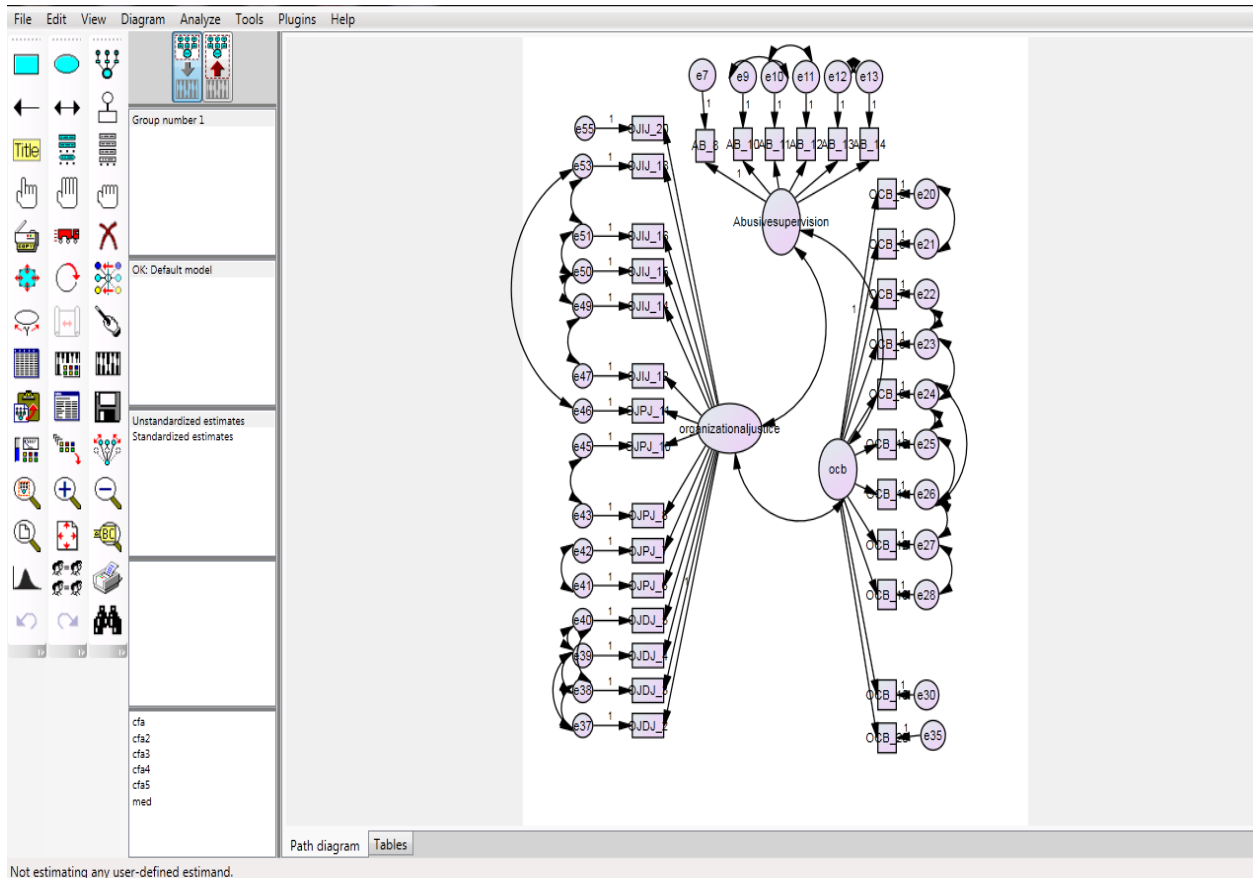
Data analysis tool:

To analyze data AMOS version 22 was used.

CFA model was made, and **mediation** test was run.

Results and findings:

CFA model results



Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
OJIJ_20	1.000	5.000	.511	3.457	-.094	-.318
OJIJ_18	1.000	5.000	.308	2.087	-.041	-.140
OJIJ_16	1.000	5.000	.655	4.433	-.207	-.700
OJIJ_15	1.000	5.000	.568	3.848	-.011	-.036
OJIJ_14	1.000	5.000	.747	5.054	-.144	-.487
OJIJ_12	1.000	5.000	-.084	-.568	-.201	-.682
OJPJ_11	1.000	5.000	.728	4.930	-.168	-.568
OJPJ_10	1.000	5.000	.463	3.134	-.062	-.210
OJPJ_8	1.000	5.000	.297	2.010	-.358	-1.212
OJPJ_7	1.000	5.000	.564	3.817	.394	1.332
OJPJ_6	1.000	5.000	.382	2.586	-.054	-.184
OJDJ_5	1.000	5.000	.352	2.380	.610	2.063
OJDJ_4	1.000	5.000	.722	4.887	.141	.476
OJDJ_3	1.000	5.000	.507	3.434	-.060	-.204
OJDJ_2	1.000	5.000	.710	4.809	-.059	-.200

Variable	min	max	skew	c.r.	kurtosis	c.r.
OCB_20	1.000	5.000	.782	5.292	-.281	-.952
O_15	1.000	5.000	.781	5.289	-.588	-1.989
OCB_13	1.000	5.000	.223	1.510	-.026	-.087
OCB_12	1.000	5.000	.338	2.290	-.325	-1.102
OCB_11	1.000	5.000	.683	4.625	-.476	-1.610
OCB_10	1.000	5.000	.583	3.949	-.538	-1.821
OCB_9	1.000	5.000	.109	.735	.020	.066
OCB_8	1.000	5.000	.191	1.295	-.222	-.751
OCB_7	1.000	5.000	.692	4.687	-.424	-1.435
OCB_6	1.000	5.000	.589	3.990	-.729	-2.467
OCB_5	1.000	5.000	.643	4.356	-.885	-2.994
AB_14	1.000	5.000	1.112	7.528	-.061	-.207
AB_13	1.000	5.000	.942	6.375	-.391	-1.325
AB_12	1.000	5.000	.589	3.989	-1.005	-3.402
AB_11	1.000	5.000	.550	3.721	-1.056	-3.576
AB_10	1.000	5.000	.828	5.603	-.628	-2.126
AB_8	1.000	5.000	1.335	9.037	.885	2.997
Multivariate					243.161	43.222

Data is normal with no missing values.

Model Fit Summary:

CMIN/DF:

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	90	763.835	438	.000	1.744
Saturated model	528	.000	0		
Independence model	32	4394.436	496	.000	8.860

Baseline Comparisons:

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	.826	.803	.918	.905	.916
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

RMR, GFI:

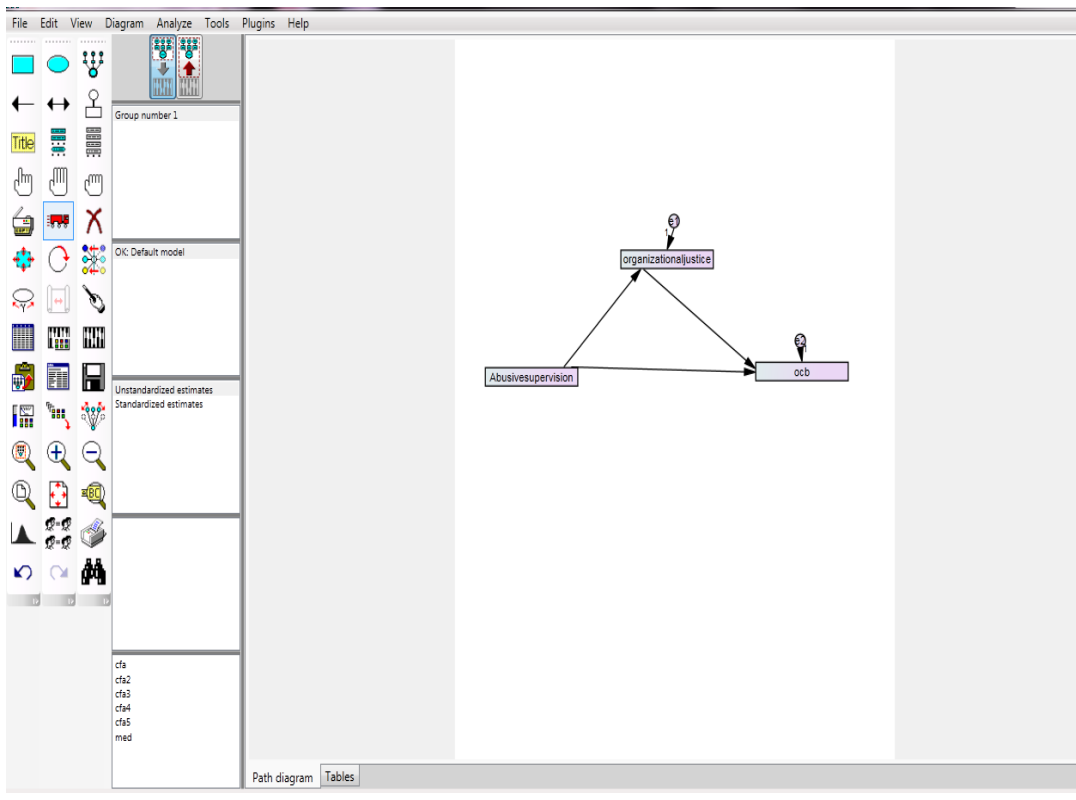
Model	RMR	GFI	AGFI	PGFI
Default model	.066	.857	.828	.711
Saturated model	.000	1.000		
Independence model	.379	.276	.229	.259

RMSEA:

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.052	.046	.058	.281
Independence model	.169	.165	.174	.000

Mediation results

For mediation we impute variables and check the direct and indirect effects to check the mediation effect.



The screenshot displays a software interface with a left-hand navigation pane and a main results area. The navigation pane includes sections like 'Analysis Summary', 'Estimates', and 'Estimates/Bootstrap'. The main area shows the following results:

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

		Estimate	S.E.	C.R.	P Label
organizationaljustice	<--- Abusivesupervision	.359	.018	20.442	***
ocb	<--- Abusivesupervision	.586	.041	14.232	***
ocb	<--- organizationaljustice	1.425	.089	15.988	***

Standardized Regression Weights: (Group number 1 - Default model)

		Estimate
organizationaljustice	<--- Abusivesupervision	.777
ocb	<--- Abusivesupervision	.469
ocb	<--- organizationaljustice	.527

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P Label
Abusivesupervision	.517	.044	11.705	***
e1	.044	.004	11.705	***
e2	.095	.008	11.705	***

Here p value is significant and beta estimates are .777, .469, .527.

Standardized Indirect Effects (Group number 1 - Default model)

	Abusivesupervision	organizationaljustice
organizationaljustice	.000	.000
ocb	.410	.000

As our model shows Indirect effect is significant.

Standardized Direct Effects (Group number 1 - Default model)

	Abusive supervision
ocb	.879

Abusive supervision

As our model shows the Direct effect is also significant.

Standardized Direct Effects - Two Tailed Significance (BC) (Group number 1 - Default model)

	Abusivesupervision	organizationaljustice
organizationaljustice	.001	...
Ocb	.001	.001

Standardized Indirect Effects - Two Tailed Significance (BC) (Group number 1 - Default model)

	Abusivesupervision	organizationaljustice
organizationaljustice
Ocb	.001	...

Our model showing both direct and indirect effect which means there is a partial mediation in our model

Discussion:

Our model was impact of abusive supervision on OCB with mediating role of organizational justice. We analyzed the results in AMOS 22 using CFA model and checked the mediating effect as well. According to the results our data is normal and model is fit because of CMIN/DF = 1.74 which is acceptable because it should be between 2 to 5 and if less than 3 that is acceptable for model fit. Our CFI is .916 and it should be greater than .9 so its also acceptable. GFI of our model is 0.857 it should be greater than .9 and our is almost near to that. RMSEA is 0.052 it should be less than 0.05 and its almost equal and near so it's also acceptable. According to mediation test our results show that the direct and indirect effects are significant so there is a partial mediation.

Conclusion:

We studied the impact of abusive supervision on OCB with mediating role of organizational justice. We collected the data from questionnaires with sample size of 275 from private firm named CURE AND MD. To analyze the results we used AMOS 22 with CFA model and mediation, in mediation we checked the direct and indirect effects of abusive supervision on OCB both effects were significant. The CFA model results showed that our proposed model is good fit and there is partial mediation in our model.

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(IJ -04) Imagine Unity: Business leaders' experiences and perspectives on the use of mental imagery exercise in the workplace

Author Dr. Randy Kasper

Abstract

This study explores leaders' interest and understanding of mental imagery as a tool to enhance the business environment. Given the popularity of mindfulness and work/life balance in the workplace, leaders are well-served to explore tools that ignite employees' investment and satisfaction. Mental imagery, also called visualization and guided imagery, has a presence in the academic literature as being a tool that improves motivation, resilience, emotional states, athletic performance, and intergroup relationships: all elements that exist in the workplace. Eighteen (18) business leaders in Southern California nonprofit Social Service agencies are interviewed with the intention to assess their interest and experience with mental imagery's use and usefulness, as well as its potential in the business arena. The current climate, which has traditionally given primacy to logic and output, has seen an explosion of interest in mindfulness and meditation as vehicles for both physical and emotional balance. Imagination, despite the oft-used qualifier of 'just', has a strong place in history as such a vehicle for shifting imbalances. There are many forms and practices of mental imagery. For the purposes of this study, the mental imagery described and discussed are of the type taught by Dr. Gerald Epstein, MD (1980/1992) i.e.: short (3-5 minutes), focused (leading with intention) and task-centered (problem-solving). As mentioned, mental imagery's effectiveness has been studied and validated in a variety of areas; this study looks to add the business world and its leaders to this repertoire.

(IJ-05) Ethical perceptions and medical implications of pharmaceutical marketing strategies: A comparative study between India and the United States

Author Dr. Alpha Janga

Pharmaceutical industry is one of the fast-growing industries in the world and the current problem is evidenced from the perceptions of unethical marketing practices and their impact on physicians and patients. Many studies have been published earlier which states that the pharmaceutical companies are following unethical procedures in marketing their products thus affecting the prescribing behavior of the physicians and leading to increasing risks of patient's safety. Based on this research, it is evident that the main problem is the perception and mindset of ethics and marketing strategies and its impact on patients and physicians. Different kinds of marketing strategies are being followed by different countries for both OTC (over the counter) and prescription drug promotions. The research problem in discussion entails the impact of marketing strategies on physicians and patients and the perception of ethics involved in pharmaceutical marketing. This study investigates the medical implications and ethical perceptions of the marketing strategies by the physicians and patients in India and the United States. One significant goal of this research is to identify the effects on patient's medical outcomes and safety. This study will facilitate opportunities to identify the suitable promotional inputs for the existing pharmaceutical companies in India. The strategies of the companies can focus purely on making the drug known to the patients through doctors in a safe way without any biasing and for that to happen, helping the doctors to know the complete details of the drug is important. In India, there is no access for the drugs to be marketed on mass media and to launch new products, it is very important for the pharmaceutical company to follow ethical practices. The government rules and laws also play a major role in marketing of the drugs and knowing the marketing strategies of the United States and its impact on doctors and patients will help the country in innovating new strategies to market the products abiding the laws of FDA and the government. Comparing India with the United States in this research is beneficial for both the countries in many ways. The comparison is focusing on the impact of marketing strategies, pull marketing strategy, which is being followed in the U.S. and not legally allowed in India. The impact of the strategy on doctors and patients has positive and negative results which can be helpful for both the countries in the future if corrected.

Key Words: Marketing strategies, Ethicality, FDA, consumers, over the counter drugs, prescription drugs.

Review on the Business Model Innovations and New Competitive Advantage in European Countries Wenjing Zhu Why Business Model Innovation Is the New Competitive Advantage The focus on business model innovation has increased to a dramatic extent over the last couple of years. This paper contradicts Porter's views about competitive advantage and highlights how business model innovation can serve as a competitive advantage. The study was purely approached from a theoretical perspective, and previous articles and papers based on competitive advantage were reviewed and analyzed in

the present context. The study highlights that business model innovation can be a source of sustainable competitive advantage because for rival firms imitating an entire novel system is quite difficult compared to imitating a product or a service. The study also shows that business model innovators earn four times more returns than product and service innovators.

Keywords: Business models, Innovation, Competitive advantage, Sustainability, Firms.

(IJ-06) Factors affecting “Entrepreneurial Culture”: The mediating role of creativity

Author Dr. Rizwan Qaiser Danish, Muhammad Ramzan, Javaria Asghar

Abstract

Entrepreneurial culture has been existing for many years, it may be described such as attitudes, values, skills and power of a group or individual working in an organization. The main objective of this study is to examine the impact of openness to change and self-efficacy on entrepreneurial culture with the mediating role of creativity. We have used variable (innovative culture) as to measure the entrepreneurial culture. Self-administrative questionnaire as a primary source of data collection is used to collect data from 150 employees of an IT Firm (NETSOL Technologies). To explain the relationship among variables we have used SPSS, AMOS and SEM to analyze our data, the finding clearly reports that there is a significant direct relationship among variables as openness to change and self-efficacy have impact on entrepreneurial culture without mediation. There is significant indirect relationship as well as the presence of creativity as a mediator. The limitation of this study is small sample size (as we have collected data from only one company). Further researchers could use some other data collection methods also, they can use some other variables in order to measure entrepreneurial culture.

(IJ-07) Role of Job Satisfaction as Mediator Impact of Organizational Rewards and Supervisor Support on Organizational Commitment

Author Hafiz Fawad Ali, Naveed Sheikh, Dr. Rizwan Qaiser Danish

Introduction

The purpose of this research paper is to focus on supervisor support and organizational rewards that facilitate organizational commitment. It further investigates the mediating role of job satisfaction. Data were collected from the employees of the telecommunication sector of Pakistan. A total of 336 questionnaires were distributed for data collection that was self-administered questionnaire. Out of 336, 252 questionnaires were completely filled making a response rate of 75.89% were used for analysis. In this study, independent variables are the organizational rewards and supervisor support, and the dependent variable is organizational commitment. By using regression and correlation analysis, it was found that both supervisor support and organizational rewards predict organizational commitment. Further, job satisfaction mediates the relationship between organizational reward and supervisor support. This study will help the management of telecommunication companies and policymakers how they can increase the commitment of employees in their organization". Keywords: Job Satisfaction, supervisory support, organizational reward, organizational commitment What is the role of marketing in increasing digital markets and where should it focus on? Saritha Attuluri This paper will help to know the role of marketing in small business to increase their digital markets and where they should focus on. The paper is based on secondary data. The paper is based on extant literature and internet sources. The various articles, researches, reports, various websites and the information on internet have been studied. In this study, it has been acknowledged how small business should focus on to increase their digital marketing strategy. The role of digital marketing and content marketing specifically is a huge help to leverage some free advertising and help the business to grow. Digital marketing is the use of digital technology to promote and market in the internet. Digital marketing makes it simple to target exact audience. Focusing on specific target audience increases both customer satisfaction and revenue. It is necessary to know best areas where they need to focus on digital marketing which will help them to reach more audience and future customers. The effectiveness of digital marketing with respect to small business will be analyzed. This study can further be extended to compare the focus of digital marketing techniques with small to various businesses.

Keywords: Internet, Digital Marketing, Content marketing, Digitalization, Marketing trends

(IJ-08) Europe-based pharma giants' cross-culture marketing in USA

Author Dr. Alpha Janga, Dr. Huiyu Qian

Abstract

Culture matters the most in global marketing for two main reasons, one of which is shaping a company's global marketing mix and the second is gaining market opportunities. It is very important for the global marketing managers to be cautious of the culture aspects in marketing strategies. Culture blunders can be a threat for many multinational companies if the concept of culture is not taken care of. Successfully implementing cross cultural marketing can make the companies gain competitive advantage among the competitors. As the healthcare industry is in the midst of globalization, culture-value-based marketing strategies are very crucial for the pharmaceutical companies. Marketing Executives must be cautious of not neglecting cultural values while planning on marketing in an area with diversified cultures like the United States. One important aspect of the pharmaceutical marketing is understanding the patient journey and how it differs across patient demographic segments. Social media also plays an important role in marketing of the pharmaceutical products by communicating in a relevant way. According to many sources, the number of pharma companies investing in multiethnic marketing has increased thrice within the last decade. Hispanics, Asians and African Americans are the majority of cultures that are spread in the United States and the therapeutic journey of different culture differs from each other. This shows the gaps in the cultures within the disease diagnosis and treatment. In the last decade, three of the top pharmaceutical companies implemented multiethnic marketing strategies to promote their products. This paper focuses on studying large cross-cultural marketing campaigns launched recently by top European pharmaceutical giants operating in the United States and demonstrating the recent population distribution maps and trends of several major non-native cultures for the pharmaceutical industry in USA.

Keywords: Cross-cultural marketing, Pharmaceuticals, Multiethnic, Demographics, United States population distribution, Trends of culture, Social Media

(IJ-09) Internal Quality Assurance Cell (IQAC) –Platform for leadership and HRM practices in Higher education institutions in India.

Author Dr. Varsha Deshpande

Introduction

Rationale: Higher education in India is a means of developing human resource for nation building. Such a human resource does not only mean skilled workforce but also one with value system and ethical standards. Therefore, besides providing academic skills and qualifications, HEIs must impart strong value system and provide such work culture that will go a long way in developing the students as citizens of the nation and the world. Value system and work culture are the two defining factors that also facilitate the branding of an institution. This objective of higher education in India is achieved through able leadership and HRM practices in its institutions. HEIs have a twofold responsibility as far as human resource management is concerned: 1) Developing HR which develops HR i.e managing/developing the faculty to train the young learners and 2) Preparing students who will be take up new responsibilities /face challenges in the outside world and work as brand ambassadors of the institution. Considering the above, it is eminent to note that to manage these resources, leadership with a difference is required. This leadership can be a combination of one or more of the following types like Authoritative, participative, democratic or cooperative but more importantly, it should be capable of coordinating the diverse human resource, undertake quality initiatives, avoid confrontation and develop healthy and value based HRM practices. Under these circumstances the role of IQAC, therefore becomes all the more significant. IQAC is an initiative by National Assessment and Accreditation Council (NAAC), an independent agency for assessment, accreditation and quality upgradation of all HEIs in India. NAAC has made it mandatory for all HEIs to form the Internal Quality Assurance Cell which will develop systems for conscious, consistent and catalytic improvement in the overall performance of the institutions. The cell is formed by taking on board the representatives of all stakeholders namely the Governing body, faculty, students, alumni, parents, academicians and industry representatives. It is a link between institutional leadership on one hand and all other stake holders of the institution on the other hand. By developing an excellent rapport with all these stake holders, the IQAC acts as facilitator to usher in many changes by considering the ideas of old and new members, the experience of the old and the energy and enthusiasm of the new, insights of the experienced and techno-savviness of the young, thereby developing an ideal futuristic approach in higher education. The IQAC thus facilitates participative leadership. It develops a shared vision, the credits of which are therefore shared and the joy of learning, excitement of progress are available to all. Objectives: 1. To understand the importance of the role of IQAC in developing leadership and HRM practices in Higher education institutions. 2. To study the impact of these practices on the overall development

of the institutions 3. To identify a few best practices that can be benchmarked and emulated by other institutions.

Methodology: Primary data: Interview schedule Secondary data: NAAC manual. Key Findings: 1. The impact of Leadership and HRM practices can be felt through holistic development of the students. 2. Good students across socio economic strata are attracted towards these institutions. 3. Improved credibility of courses offered and knowledge imparted. 4. Change in attitude and approach of the faculty and management towards Higher education in general. 5. It has helped in reaching out to the society at large through many initiatives under Institutional Social Responsibility (ISR)

Conclusion: The IQAC thus is a platform for ushering in changes through leadership and HRM practices but it has the potential to become a springboard for a variety of quality initiatives in the institution.