Abusive Supervision and Workplace Incivility in Public Sector Hospitals in Khyber Pakhtunkhwa: Does Emotional Intelligence matter?

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Abstract:

The key purpose of the very research is to highlight the role and significance of abusive supervision, workplace incivility and emotional intelligence in the health sector of Pakistan. A questionnaire survey was used to collect data from 302 respondents from health sector in KpK. Stratified sampling with proportionate allocation method of probability sampling technique was used by the scholars. Exploratory factor analysis and structure equation modeling were used to analysis the collected data. Results of the study demonstrate a strong positive link between all the three dimension of abusive supervision (i.e. anger active abuse, passive abuse, and humiliations active) and workplace incivility. The results further suggest that emotional intelligence play a moderating role in the relationship between abusive supervision and workplace incivility, such that with high emotional intelligence the strong effect of abusive supervision weaken on workplace incivility. Practical and theoretical contributions of the study was highlighted with suggestions for future research were given at the end of the paper.

Keywords:
Abusive Supervision, Workplace Incivility, Emotional Intelligence, Health Sector.

1. Introduction:

The Workplace incivility can also be explained as an influence of reason/cause of conflicts and moreover the significant arrogances occurred from the workplace engagements. Workplace incivility has also been a precursor and obtained from the effect of the conflict in the organization, while the clash being described just "the process in which, only single party considered himself as negatively affected, and it is only about negative affect that he or she cares

about" (Thomas, 1992). Research by Rahim, (2002) determined that conflict is the variations in the attitude, behavior of the peoples, skills, values and conflicts between the coworkers or amongst the employees of the company. Less effective management of the company can lead conflicts among the individuals which can initiatives to destructive outcomes for the companies and can also affect their members.

Research scholars identifies Workplace incivility includes behaviors such as absenteeism, oral abuse (Lomeli et al., 2018), theft (Siraj ud Din, 2014), Sabotage (Schinke,2002), Physical attack (Spector & Fox 2005) exploiting other employees by humiliating (Heller, 2004), Disrespect (Neha et al., 2018), Spreading rumors (Meksianis Ndii, 2018), Low productivity increased expenses, lost or damage property (Scott Hutton, 2006),Employee turnover (Summaya Sharif, 2016), Job dissatisfaction (Jalagat, Dalluay, Al-Zadjali, & Al-Abdullah., 2017) and job tension /stress (Hauge, Einarsen & Skogstad, 2009; Spector and Fox, 2005).

The verbal and non-verbal hostile behavior of the supervisors towards their subordinates is an Abusive supervision, that is a big hurdle in organizations performance (Tepper, 2000) in turn abusive supervision effect employee's morale, turnover, productivity and absenteeism (Tepper, 2007; Zellars, Tepper, & Duffy, 2002). Abusive supervision inversely effects the employees physical and psychological, both are terrible condition (Duffy, Ganster, & Pagon, 2002; Tepper, 2000) as well as families (Hoobler & Brass, 2006). Researchers needs to understand the antecedents of abusive supervision to mitigate and could avoid harmful abusive supervision. Workplace incivility has been acknowledged as a collective concern from the last several decades. Research scholars analyze that incivility increased the organizational costs both directly and indirectly (Cortina, 2008). The harms of work-place incivility are generally fewer stated due to the circumstance that they are tough to decide and document/ file the purpose to influence capacity be seeming or not. According to (Cortina and Magley, 2009) they found in their research investigation that select of 1% to 6% respondents who had faced Workplace incivility accepted recognized conflicts.

According to Bar-On (1997), emotional intelligence is a "set of abilities and non-cognitive skills that influence the ability to successfully adapt to environmental pressures." Emotional intelligent of CEO and firm performance are significant and positively related as found by (Azouzi, Ezzi, & Jarboui, 2015). Rapid changes and challenges in technology, education and almost all fields of life get advancement year by year. However, changes and challenges occur, the organizations encounter certain changes, challenges and issues related to the effectiveness of the supervisors and efficiency of their subordinates. These issues are mainly concerned with the poor performance, demands and expectations of owners/shareholders, declining quality of supervision, non-serious attitude of the co-workers, unfriendly environment of workplace, communication gap between the supervisors and their subordinates, etc. such serious issues make it difficult for the organizations to cope with the external as well as internal demands of the customers and employees.

Incivility and Emotional intelligence (EI) are directly related as if an employee has strong emotional intelligence then he/she deals the problems arose in the workplace with skilled and cool mind approach. The better use of emotional intelligence by the employees, it brings fruitful and positive results which are beneficial for the performance of the firm. The employees of the firms must be trained through seminars and workshops to handle unwanted situations in a better way for the sake of firm performance as well as their own performance. EI is the capability to distinguish the emotions of an individual by itself and the emotions of other individual's, in order to distinguish among diverse approaches /feelings and make them properly, therefore it is required to guide thinking and behavior of peoples in order to use emotional information (Zhang, Wu, Miao, Yan, & Peng, 2014). According to Zhang et al., (2014) Emotional intelligence is the aptitude to recognize, understand, and also manage and use the emotions in such an encouraging way to terminate the anxiety, connect efficiently, understand the others individual's, in order to minimize the challenges, and resolve conflict. Five areas of EI a) include self-awareness means to recognize one's emotional state, b) self-regulation means to cope your emotional state, c) motivation means to encourage physically, d) empathy means to identifying other people emotions/ feelings and the last one is e) social skills means to cope the emotions of other (c, 1995).

Emotional intelligent of CEO and firm performance are significant and positively related as found by (Azouzi, et al., 2012). Novita, Musnadi, & Ibrahim (2018) used emotional intelligence as a moderator variable between behavioral incivility and counterproductive work behavior and found that the EI as moderate variable had a negative role on the analyzed relationship this scenario provided us base to take EI as a moderate variable between abusive supervision and workplace incivility. Changes and challenges occur; the organizations encounter certain changes, challenges and issues related to the effectiveness of the supervisors and efficiency of their subordinates. These issues are mainly concerned with the poor performance, demands and expectations of owners/shareholders, declining quality of supervision, non-serious attitude of the co-workers, unfriendly environment of workplace, communication gap between the supervisors and their subordinates, etc. such serious issues make it difficult for the organizations to cope with the external as well as internal demands of the customers and employees. A growing number of studies have conducted and suggested that supervisors and their subordinates should have utilized emotional intelligence (EI), are more important for their effectiveness. This scenario provided us a gap to search and analyze the character of ecstatic capability between the offensive observation and the place to work in.

Considering the above arguments, this paper aims to investigate the mechanism through which abusive supervisions affect workplace incivility. Additionally, this study also examines the moderating effect of emotional intelligence on the relationship between abusive supervision and workplace incivility. This study further critically explores the literature regarding workplace incivility, abusive supervision, and emotional intelligence. Afterward, the theoretical support

regarding the connection between different variables of the study have been explored, followed by the research methods used in the current study. The results of the study have been reported, followed by the discussion. Finally, theoretical and practical implications of the study have been reported followed by the limitations and future research avenues.

2. Theoretical foundation of the current study:

The base hypothesis of this study is Blake and Mouton's Dual Concern Theory. Most of the previous researches based on dual-concern model, which was originally developed by Blake and Mouton (Blake & Mouton, 1964) and reinterpreted and revised by (Thomas, 1976; Rahim, 1983). Conflict management style like Dual-Concern model is adopted by most of the researchers' studies related to the conflict management (Dolma, Yazar & Yavas, 2009). Dual Concern model propose that "care itself" and "care for other" reduce conflicts and best individual conflicting–handling strategies (Sorenson, Morse& Savage, 1999).

The Double Concern Theory (DCT) was buildup, which comprises a dual anxiety exhibition that contains of two measurements i.e. one's own sympathy and the sympathy concerning with other peoples. Research scholar Thomas (1979) reimagined the measurements similarly determination mean to make a struggle to achieve right worries and the other helpfulness mean to make a struggle to other's anxieties/worries. The flippancy curving assumption that furthermore providing an initiative to accumulate the sensible assembly to a research work in the form of information that the applied model seams the way for the incivility work situation and is a consequence to make peace styles of work environment (Anderson & Pearson, 1999). Moreover, Thomas (1979) gathered clash determination into five essential prospects: abstaining from, teaming up, contending, fair and cheap. Therefore, Rahim & Bonoma, (1979) hypothesized a dual dimensional model, which is that it what number of individual obliges to ruminate oneself benefits as well as also consider that what number of individual oblige to ruminate concerns of additional individual clues concerning about the five clash taking care of styles encompassing of governing, nonparticipation from, coordinating, cooperative and trading-off.

Furthermore, the base to this research study is social trade hypothesis. According to societal business assumption, the very influences concerning setting up corporate links and so does the trade to make that shows up the people who are being in touch with each other who encounter assurances to respond to (Blau, 1964). Moreover, the societal business assumption has supported which explains the mediating organism (Homans, 1958; Gouldner, 1960; Thibault & Kelley, 1959). Research finding of Blake & Mouton (1964) examined individual's distinctions in decision-making conflict circumstances. According to the two dimensions reflect behavioral performances by (Deutch, 1994) or encouraging primers by Rahim, Buntzmanand and White (1999) of individuals in conflict. Several researchers are in the favor of this double angles' concept (Ruble & Thomas, 1976).

3. Literature review and hypotheses development:

3.1   Abusive supervision:

Abusive supervision (AS) is defined as the continuous demonstration of aggressive vocal/verbal and non-vocal/nonverbal behaviors of peoples in the organization, exclusive of the physical contact within the organization (Tepper, 2000). According to various research investigation abusive type of supervisory behaviors consist of making hostile remarks about employees to others employees, rudeness of the propels, dishonest, and/or community ridicule (Topper, 2000; Decoster Camps & Stouten, 2014; Caesens, Nguyen, & Stinglhamber, 2018). AS is considered similar to uncivil behaviors and a high-intensity negative behavior, this type of behavior can also have an undecided objective to harm e.g. an in organization manager might have abuse employees to correct or motivate the peoples, and not essentially to harm them (Glomb, 2002; Leblanc & Barling, 2005). The most important interpersonal relationships among employees and supervisor subordinate relationship is one in order to sustain at the place of work. Higher power, and greater resources of in organization due to administrators' hierarchical position, and this will help as a gatekeepers of appreciated worker consequences, Dysfunctional supervisory relationships of employees and supervisor, in most of the cases AS should be characterized and make overwhelming significances for subordinates in the form of resource loss in terms of supervisory support and access to valued outcomes. According to this research finding Subordinates have a lack of the capability to answer to this request due to their inferior power position in the organization relative to their superior power of the supervisor, and this acts should lead to disciplinary movement's improved downward aggression and also some time discharge (Aquino, Tripp, & Bies, 2001). Therefore, continued experience to AS reduces abused subordinates' possessions, and emotional tiredness is generated because employees feel that they do not have the sufficient resources in order to handle the stressor challenging them analyze by (Lee & Ashforth, 1996; Michel, Newness, & Duniewicz, 2016).

3.2   Workplace Incivility:

Workplace incivility are work situation come upon from unhappiness, dishonorable performances, and saw threats to self-analyze (Bennett and Robinson, 2003). While the commanding situation may sustain or contain incivility as specified by (Cortina, 2008). Keeping this in mind, convincing innovators exhibit satisfactory practices that set the standard for different persons in the organization. According to Milam, Spitzmueller & Penney, 2009; Pearson & Porath, (2005) Rude behaviors are normal in the workplace in today's environment, Previous research investigation have discovered that Workplace incivility has connection with plan to leave (Griffin & Clark, 2014), workers happiness (Lim, & Magley, Cortina 2008; Lim & Lee, 2011), special possessions on physical health and emotional (Lim et al., 2008), as well as work family clash (Lim & Lee, 2011), nonappearance (Clegg, 1983).

Workplace incivility is a type of misfortune power deviant behavior of the superior/authority with unclear committed to impairment the objective of the organization, according to (Andersson & Pearson, 1999, p. 457) destruction of workplace norms for common respect Impolite performances /behaviour are termed as offensive, rude, and disrespectful actions with Confusing committed to impairment the goal in which the organization is trying to achieve in a bitter way (Loh & Loi, 2018). The difference between Incivility and hostile behaviors, are well-known by a superior passion and stronger objectives (Barling, Dupré, & Kellowy, 2009; Hershcovis & Barling, 2010). All these hostile behaviors such as bullying, passion, or vocal violence are reflected an intense form of relational abuse that is occasionally practiced at workplace (Schat, Frone, & Kelloway, 2006) and considered as an obvious form of anxiety (Sliter, Jex, Wolford, & McInnerney, 2010). Is compare, incivility is deliberated is a day-to-day irritation and a low-slung passion commonly practiced sensation (Sliter et al., 2010); it can be accruing over time and influence significant work connected consequences (Kern & Grandey, 2009; Sliter et al., 2012a). The important of these studies illustrate that a specific feature do accept a part in predicting work setting incivility. In every instance, it is important to analyze and examine employed situation incivility with respects to work situation conflict noticing that the flippancy may be observed just as a motivation, stimulator and consequence of dispute scene. Clash or controversy inferred as process and in this technique one can see that someone other defiantly effect things which are valued to him (Thomas, 1992).

3.3   Emotional Intelligence:

The most significant influence dominated that is important to one's career success is the intelligence measure which was analyze by majority of the twentieth century researches, but it the start of emotional measure all changed. Goleman, (1995) analyze in his important book "Emotional Intelligence," prepared the perception become extensively popular, while the term was invented by (Mayer and Salovey, 1990) and explained it as "an aptitude to identify the meanings of emotions and their relationships and to reason and problem solving on the basis of them". EI simply elaborate in "the capability to perceive emotions, recognize the information of these emotions assimilate emotion related feelings, and manage them" (p.267). According to the meaning of emotions recommends that an in individual that are emotionally intelligent has the essential capability to recognize one's emotions and will be capable to practice the emotional information efficiently in order to make intelligent assessments when faced with hard or tough conditions. Individual with great on EI gets an assured level of confident emotional health analyze and argue by many researchers, thus, it is proficient of regulating his/her emotions when susceptible either at work or in personal life by any stressor. Numerous research findings, have described that EI persons hurt less personal stress in the organization or in personal life enjoy well mental and physical happiness and establish high job performance than a lesser amount of EI complements. Research finding of (Nikolaou and Tsaousis, 2002) according to him during stressful occasions EI has been connected is a controller over strong emotions and positive

handling. Abusive supervision is one such stressful occasion which lead to numerous harmful managerial consequences comprising the purpose to leave and decreases the possessions of the subordinate. In order to produce a sense of control over himself and also over the hostile circumstances all those Employees which have high level of EI are well prepared than those workers which have low level of EI to process the harmful communications efficiently.

3.4   Abusive supervision and workplace incivility:

Destructive supervision effects negatively the organizations (Cortina et al., 2017; Schyns & Schilling, 2013; Tepper, 2007). The main emphasis of this research study is on two forms of abusive/negative supervision, specifically, supervisor workplace incivility and abusive supervision (AS). AS is defined as "subordinates' perceptions of the extent to which their supervisors engage in the sustained display of hostile verbal and non-verbal behaviors, excluding physical contact" (Tepper, 2000), while incivility states to low intensity abnormal behaviors that absence direct damage, but still disturb social standards for common respect (Andersson & Pearson, 1999). It is a lucid fact that incivility in the place of work is detrimental for employees and organizations, high concentration forms of AS (Cortina et al., 2017), and workplace incivility is also connected with emotional distress (Cortina et al., 2001) and counter-productive work behavior (Penney & Spector, 2005). In addition, researches indicate that coworkers more significantly inversely affected due to mistreatment as compared to supervisors (Hershcovis & Barling, 2010; Hershcovis et al., 2017) due to changes in employee and supervisor control, the overall power of resources as in the hand supervisors and are capable to effect the consequences of others (Anderson & Galinsky, 2006).

Remarkably, the influence of negative practices of supervision (abusive supervision) on security connected consequences has established tiny consideration in the literature. Though according to the previous research studies recommend that an inactive style of leadership has a harmful influence on worker behaviors and welfare arrogances inside the place of work (Jiang & Probst, 2016; Kelloway, Mullen, & Francis, 2006), in safety literature another practices of AS have been however to be observed. The signs of worker physical and mental fitness and the inverse association between negative supervisory behaviour is rapidly increasing in the organization of empirical research supporting by (Cortina et al., 2017; Schyns & Schilling, 2013; Tepper, 2007), no such research studies to examined the special effects of employee behaviour on safety consequences. Investigating the connection concerning negative supervisor behaviour, safety is necessary as an increasing form of empirical indication which specify that safety climate of employee perceptions is important ancestor of leadership (Barling, Loughlin, & Kelloway, 2002; Luria, 2008; Zohar, 2002a; Zohar and Tenne-Gazit, 2008), safety behaviour of employee as an important predictor by (Clarke, 2013; Hofmann and Morgeson, 1999; Hofmann, Morgeson, & Gerras, 2003; Neal, Griffin, & Hart, 2000), all the safety connected procedures (i.e. near misses) and harms (Barling et al., 2002; Christian, Bradley, Wallace, & Burke, 2009). It is cleared from the above widespread form of literature that a supervisor certainly employs a strong impact on

safety in organizations (Kelloway, Neilsen, & Dimoff, 2017; Mullen & Kelloway, 2010). As such, the possible adverse effects on safety results restricting from negative supervisor behaviour would not be ignored. Moreover, AS has positive/direct and negative effect on the worker happiness/wellbeing. From the above discussion, this study proposes the following hypotheses:

H1: There is positive and significant relationship between abuse supervision and workplace incivility.

H1a: There is positive and significant relationship between anger-active abuse and workplace incivility.

H1b: There is positive and significant relationship between humiliation-active abuse and workplace incivility?

H1c: There is positive and significant relationship between passive-abuse and workplace incivility?

3.5   Emotional intelligence as a moderator: (between the relation of abusive supervision and workplace incivility)

Emotional Intelligence as a subcategory of social-intelligence, contain the capability to observe one's personal feeling and the feeling of others emotion, to differentiate between them and to use this information to direct ones thinking and action" (Huy, 1999), according to this definition of EI reports the four measurement of EI concept (Rubin, Munz, & Bommer, 2005; Cote and Miners, 2006) comprising of social consciousness, personal-awareness, societal management and self-management. Beside with this broadly recognized four measurement concept, there are also some other typologies and classifications of EI. As research finding of Reus & Liu (2004) recommend two main mechanisms of EI that is the recognition of emotions and regulation of emotions. Recognition of emotions is about the individual ability to observe the emotion and understanding and their possible reasons and special effects (Reus & Liu, 2004). While the regulation of emotions is the capability of persons to cope their personal and others expression of emotion. Therefore, EI has two classification or sub-processes appear to be closely defined forms of earlier EI concepts (Sliter, Jex, Wolford, K.& McInnerney,2010). Another definition of EI is a subset of social intelligence that comprises that a person being able to distinguish others' emotions and to adaptively control one's own feelings, as well as using emotions to simplify performance.

According to Duncan, Bertoli, Latimer-Cheung, Rivers, Brackett, & Salovey (2013) emotional skills may help towards work side efficiency. Abdollahi et al. (2015) explained that EI, worry, and unhappiness in a teenage inhabitant. It was hypothesized that Emotional Intelligence would mediate the associations between tiredness and worry, as well as tiredness and unhappiness, Noor & Hanafi, (2017) analyzed that during this stage of tiredness and worry, emotions are very severe; thus, the improvement of the individual healthy is not possible without monitoring over

feelings or emotions of individuals. Thus, developing adults with moral emotional skills usually feel good about them and have a direct association with others and improve support networks. Nozaki, (2018) suggested that in the first academic research paper published in 1990, research in EI has developed significantly. Though, a very rare cross cultural/country research studies have been conducted in this field. In overall, these studies have found variances between European and specifically American nations and Eastern Asian nation, but not between European nation and American nations. According to Nozaki (2018) he establish variances between European Specifically American and Eastern specifically, Asian groups concerning the significances of emotion directive approaches. In specifically, quality Emotional Intelligence has been found to be adversely associated to emotion regulation in European–American groups, but not in the Japanese nation. Based on the above discussion this study proposed the following hypotheses:

H2: Emotional intelligence negatively moderate the relationship between abusive supervision and workplace incivility.
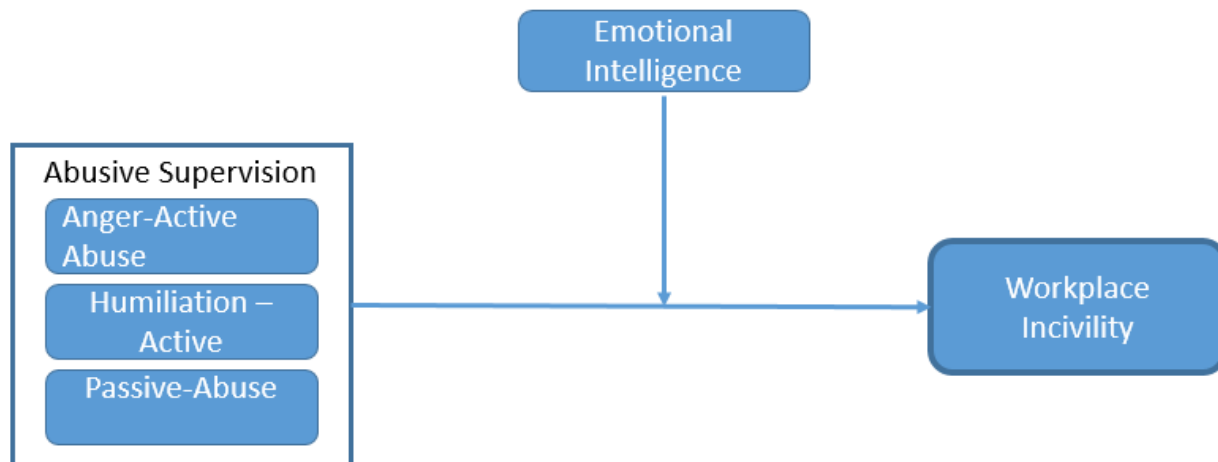

Figure 1

Theoretical framework of the study

4. Context of the Study

In Most of the public sector organizations of Khyber Pakhtunkhwa province of Pakistan the tendency of workplace incivility is very high due to which the performance of public sector organizations is unsuitable (Wazir et al., 2014). This research study will investigate the exact bottlenecks of contemporary issue of workplace incivility by studying the effect of abusive supervision with the moderating role of emotional intelligence in health sector of Khyber Pakhtunkhwa, Pakistan. The study will be conducted in our context that comprised the following hospitals and the questionnaire will be filled from doctors of public sector hospitals, namely, Lady Reading Hospital, Ayub Medical Teaching Hospital, Khyber Teaching Hospital, Hayatabad Medical Complex, Qazi Hussain Medical Complex, Gomal Medical Complex and Mardan medical complex of Khyber Pakhtunkhwa, Pakistan.

5. Methods:

5.1   Data collection and Respondents:

The target respondents of the study were the doctors of public hospitals namely, Lady Reading Hospital, Ayub Medical Teaching Hospital, Khyber Teaching Hospital, Hayatabad Medical Complex, Qazi Hussain Medical Complex, Gomal Medical Complex and Mardan medical complex of Khyber Pakhtunkhwa, Pakistan. A questionnaire survey was send to 382 doctors working in the above hospitals. The data collection period of the current study is from June 2019 to September 2019. A total of 325 with response rate of 85% were received. However, after removing questionnaire with missing information, 302 questionnaires were finalized for the analysis. Gender of the respondents according to Hospitals, 28.3 percent were females and 71.7 percent were males' respondents from LRH. The respondents level from KTH, HMC and AMC is 32.7, 40.4 and 42.6 percent were females respectively and 67.3, 59.6 and 57.6 percent were taken is males respondents respectively. The average age of the respondents was between 31 to 40 years.

5.2   Instrumentation of the research constructs:

In the current study, the questionnaire consists of four parts. Part 1 record the demographics information of the respondents. While part 2 contains questions regarding abusive supervision that have been adopted from Tepper (2000) scale. Similarly, part 3 contains questions regarding workplace incivility, for which the scale of Martine and Hine (2005) was used. Lastly, part 4 contains questions regarding emotional intelligence for which adopted scale of Schutte et al. (1998) was used.

6. Data analysis and results:

To examine the relationship between the independent and dependent constructs, a two-step approach suggested by Anderson and Gerbing (1998) was used. In the first step, confirmatory factor analysis was used to investigate the discriminate and convergent validities of all the constructs. Following Hair et al. (2010) recommendations, discriminate validity was determined by checking the items of the constructs are not related to items of other constructs, while convergent validity was checked by assuring that indicators of the constructs were related to other indicators of the same constructs. Similarly, measurement model was used to asses GoF indices such as chi-square, root mean squared error of approximation (RMSEA), normed chi-square, comparative fit indiex (CFI), goodness of fit index (GFI), normed fit index (NFI), and Tuker-Lewis Index (TLI) (Hair et al., 2010). Finally, in the second step, path analysis was used to test the proposed hypotheses of the study.

6.1   Measurement model:

In measurement model, first the GoF indices were evaluated to confirm the fit of the model with the collected data. For this purpose, the researcher in the current study uses the above mentioned

GoF indices. The results as summarized in the following table 1 shows that the current model returned a normed chi-square value of normed chi-square of 1.759 ($1 < X^2/df < 3$), GFI = .928 (GFI $>$ 0.9), CFI = .960 (CFI $>$ 0.9), TLI = .957 (TLI $>$ 0.9), and RMSEA = .050 (RMSEA < 0.080). all the values of the GoF indices shows good fit of the model.

Table 1

GoF indices of the measurement model

Index	Calculated value	Acceptable value
χ^2	1150.621 at p $\leq$0.001	P-value $>$ 0.050
χ^2/df	1.759	$1 < X^2/df < 3$
GFI	0.928	GFI $>$ 0.9
CFI	0.960	CFI $>$ 0.9
TLI	0.957	TLI $>$ 0.9
RMSEA	0.050	RMSEA < 0.050

The measurement model was also used to determine the convergent and discriminate validities of the proposed model. In this regards, for convergent validity, following Fornell and Larcker (1981) suggestions, composite reliability (CR), factor loading and average variance extracted (AVE) values were used. CR values of all the constructs were between the range of .789 and .909, thereby exceeding the recommended threshold hold values. Similarly, factor loading of all the items of the constructs were in the range of .647 and .974, higher than the recommended values of .60 by Hair et al. (2010). Finally, AVE values must be greater than .5, the results show that all the constructs of the study have AVE values between the range of .623 and .826, higher than the recommended value. Table 2 below shoes these values.

Table 2

Reliability and validity analysis of the measurement model\

	CR	AVE	MSV	Max R(H)	ABPA	WpI	Emo	ABAA	ABHA
ABPA	0.856	0.732	0.081	0.932	**0.856**				
WpI	0.838	0.702	0.440	0.973	0.168	**0.838**			
Emo	0.909	0.826	0.440	0.982	0.046	0.663	**0.909**		
ABAA	0.877	0.769	0.043	0.944	0.012	0.207	0.167	**0.877**	
ABHA	0.789	0.623	0.081	0.870	0.284	0.185	0.074	0.137	**0.789**

For discriminant validity, in the current study fair wise correlation and AVE values were evaluated (Hair et al. (2010). As can be seen in the above table 2, the inter-item correlation was less than the square root of AVE. Similarly, the MSV values of all the constructs were less than their respective AVE values. The above results demonstrate good discriminant and convergent validity, therefore, we proceed to step two of the analysis.

6.2 Hypotheses testing using structural model:

In the second step of the analysis, structural model was run to check the proposed hypotheses of the current study. Initially, the structural model returned satisfactory GoF indices values. These values are reported in table 3 below. The values show that the structural model is a good fit with the data. Figure 2 shows the structural model.

Table 3
GoF indices of the structural model

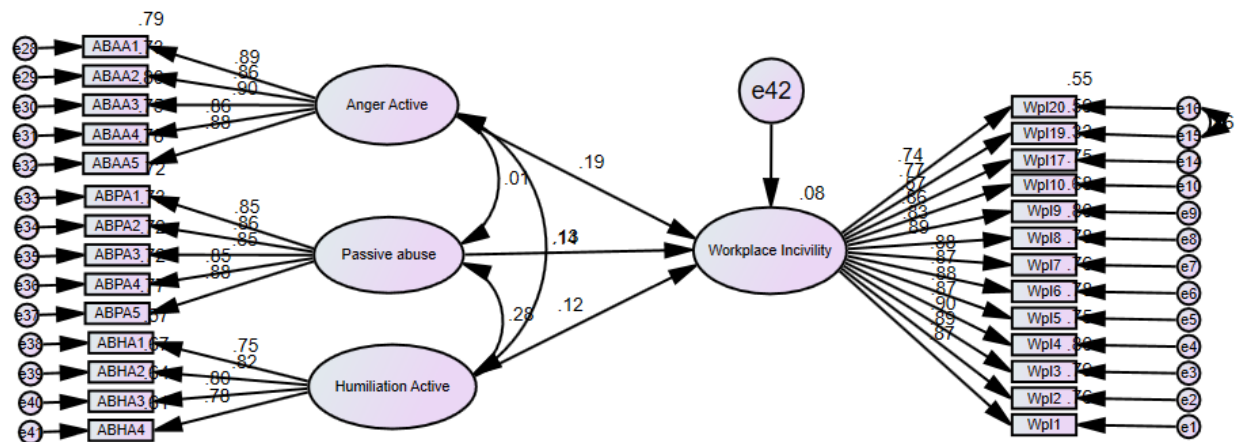| Index	Calculated value	Acceptable value
χ^2	1123.234 at p $\leq$ 0.001	P-value > 0.050
χ^2/df	1.772	$1 < X^2/df < 3$
GFI	0.914	GFI ≥ 0.9
CFI	0.967	CFI ≥ 0.9
TLI	0.942	TLI ≥ 0.9
RMSEA	0.036	RMSEA < 0.050

Figure 2

6.3 Structural model:

Table 4 below shows the results of hypotheses. As can be seen from the table, all the three direct hypotheses are accepted as revealed by the results. Our first hypotheses proposed that workplace incivility is significantly and positively related to anger active abusive supervision ($\beta = 0.189$, p < 0.05). the results further revealed that a high degree of anger active abusive supervision will lead to high level of workplace incivility in the health sector of KpK. Our second hypotheses revealed that humiliation active abusive supervision is positively and significantly related with workplace incivility with $\beta = 0.122$ at a significant level of P $< .05$. Our final direct hypotheses proposed that passive abusive supervision is also positively and significantly related with

workplace incivility. The results revealed that this hypothesis is accepted with β = 0.131 at a significant level of P < .05.

Table 4

Hypotheses results

	Hypotheses and paths	Estimates	S.E	CR	Sig.	Results
H1 a	Workplace Incivility <--- Anger active abuse	.189	.090	3.197	.001	
H1 b	Workplace Incivility <--- Humiliation Active	.122	.146	1.98	.049	
H1 c	Workplace Incivility <--- Passive Abuse	.131	.095	2.121	.034	

6.4   Moderation Analysis:

The results as revealed in table 5 shows a moderation effect of emotional intelligence on the relationship between abusive supervision and workplace incivility. The regression weights show a decrease in the values (βLowEI = .329**; βHighEI = .238***), thus suggesting that for low EI values the relationship between abusive supervision and workplace incivility will be stronger than for those employees with high EI. Furthermore, the difference in the effect of abusive supervision and workplace incivility is significant (CR = 2.058), therefore, accepting our fourth hypotheses which suggests that emotional intelligence moderate the relationship between abusive supervision and workplace incivility.

Table 5

Moderation results

Relationship	Moderation of Emotional Intelligence		
	Low EI	High EI	CR
Abusive Supervision □ Workplace Incivility	.329**	.238***	2.058

7. Discussions and implications:

7.1   Discussion of the findings:

Even, myriads employees have been suffered from an abusive working place living in different organization and families and even in a community. The key purpose of the very research

highlights to add more knowledge and provision of groundwork to the individual by giving it a look to the study related to abusive supervision and the effects that has on an individual as well as organizational level incivility in order to determine and avert abusive supervision before encountering serious problem through utilizing emotional intelligence quality. The current research conducts the impact of one interpersonal stressor (abusive supervision) on another interpersonal stressor (workplace incivility) in work setting to reduce subordinates' complaints and improve organizational performance and emotional intelligence was developed as a moderating effect on interpersonal stressor (abusive supervision) on service and organizational. The consequences that show that abusive supervision positively and significantly affect the work place civility. The impact of emotional intelligence was observed significantly mediate the effect between abusive supervision and workplace incivility, there lies a vital association of the customer incivility impact on emotional fatigue farfetched effect of abusive supervision. However, the utilization of emotional intelligence mitigates the abusive culture and increased civility. The results of the current study are in line with previous research where scholars such as Jiang and Probst (2016); and Kelloway, Mullen and Francis (2006) have found a strong positive relationship between abusive supervision and workplace incivility. Similarly, our research findings demonstrated that emotional intelligence moderate the relationship between abusive supervision and workplace incivility. This moderation effect is also in line with previous studies where Nozaki (2018) argued that strong emotional intelligence does moderate the relationship between abusive supervision and workplace incivility.

7.2   Theoretical Implications:

Numerous theoretical contributions were made by the current research work. First, Current research study prolongs the literature on workplace incivility by examining the abusive supervision with the moderating role of emotional intelligence, which carries emotional problems because of the abusive behavior of supervisors towards employees at the place of work. Secondly, this research reading is innovative in the sense that it useful a moderating role to know the strength and effect of emotional intelligence concerning abusive supervision and incivility, current research study is a significant and important influence to the existing and upcoming research studies of the same kind. Thirdly, current research also develops the existing works by applying social exchange theoretical perceptions from abusive supervisors' this study is also dependable with the latest research work of (Camps et al., 2020; Dirican & Erdil, 2020; Ghani et al., 2020; Guo, et al., 2020). Fourth, this research offers a significant impact on health management and workforces, meanwhile the present examination procured into contemplation a health area unit of examination. Lastly, at the same time as the study enlarges the human resource management research works, it provides deeper perceptions to researchers and potential scholars about the innovative line of research work so far as abusive supervision and incivility in the workplace setting is apprehensive.

7.3   Practical Implications

Current research study has various significant managerial consequences for businesses /industries and private/public sector organizations. Managers and supervisors could be encouraged through this research study to halt abusive supervision or at least minimize it to increase civility in the workplace. An organizational perspective the existence policies could be applied or new policies should be developed to judge and regularize supervisors' behavior towards their subordinates in the work settings. In turn, subordinates can have utilized this study to improve their efficiency, reduce managers concerns, and acquire further study about abusive behavior and workplace incivility and in what way to grip it effectually. The results suggest that the behavior of abusive supervisors should be reduced. Consequently, Supervisors must retain in mind the opposing concerns that abusive supervision might create incivility in the workplace that remove compression /pressure and regulator their feelings in the appearance of skirmish. Subordinates and supervisors could implement method of human resource management within the organization as interpersonal relationship between subordinates and their immediate supervisors is the significant relation in work setting argued by (Tepper et al., 2009). However, many managers and organizations are failed to provide support to their employees to make contribution in their lives (Grant, 2008; Leana & Meuris, 2015) mostly for individuals who are distress in uncomfortable employed situations. With abusing subordinates, managers must look into other ways and means to limit their interference or hostile moods (Zhang & Liao, 2015) as there is no justification and moral clarification for abuse at the pace of work (Khan et al., 2017). Organizations adopt optimistic working environment to achieve this goal and concentrate on workforces and managers /supervisors as Tepper, et al., (2006, 2011) found in supervisors' abusive behavior due to unhappiness and association conflicts and arrange seminars and trainings to halt abuse (Liu et al., 2012) then organization performance could be boost. Current investigations point out the mediation role of emotional intelligence towards abusive supervision and workplace incivility in the operational setting. By utilizing emotional intelligence, the managers and supervisors can get understanding from our conclusions for their policy certification and approaches to rise organization value and reduce abusive culture and uncivil environment. This study will be helpful for supervisors in sense of i) self-awareness ii) self-management, iii) social awareness and iv) relationship management to recognize the role of supervisors connected to subordinates and thus communicate operative managerial strategies for workers to safeguard worker's development as a whole.

7.4   Limitation and Future Research Avenues:

This study possesses several Limitations which are discussed below in detail.
The core limitation of the current research study is generalizability, this study based on the cross sectional strategy of the studies that confines the descriptive influence and generalizability of the outcomes. Therefore, it is strongly recommended that longitudinal or tentative policies to define the underlying associations between leadership behavior and employee health and safety

outcomes. Secondly, the current study was conducted in Health sector from high qualified respondents, therefore it is strongly recommended in the upcoming, and the research study can be accompanied by assembly information from other low qualified businesses like small and large business enterprises to get satisfactory and precise data to simplify the outcome. Thirdly, this research study is limited to conducted and encircled Khyber Pakhtunkhwa, Pakistan. Therefore, it is highly recommended to conduct a research study by including other regions from across the country to get the generalized data on country level. Fourthly, this research study was conducted in Pakhtun culture, by nature Pashtuns are stubborn and impatient, therefore, in the hut of this constraint, and upcoming research study must examine this research's hypothesis in supplementary cultural surroundings to guarantee the applicability of the research model in a diverse cultural framework.

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