

The Effects of Perceived Narcissistic Supervision and Workplace Bullying on Employee Silence: The Mediating Role of Psychological Contracts Violation

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Abstract

This research has emphasized on the effects of perceived narcissistic supervision and workplace bullying on employee's silence. It also investigates the role of psychological contract violation as a mediating variable among workplace bullying, perceived narcissistic supervision, and employee silence. Data of 395 employees who are working in the Banking and Telecommunication sector has been tested by Using SMART PLS 3.2.2 Software to assess a mediation model. The results of the study support to our hypothesis. The obtained results show the direct positive relation of perceived narcissistic supervision and workplace bullying with employee silence. These further elaborate the significant positive mediation relation of psychological contract violations among all above mentioned variables. Drawing upon the fairness heuristic theory and conservation of resources theory, the current study added in the literature that psychological contract violation and employee silence have been characterized by stressful working conditions .i.e. perceived narcissistic supervision and workplace bullying. Practical implications and recommendations for future studies for researchers are discussed.

Keywords: Workplace bullying, perceived narcissistic supervision, psychological contracts violation, employee silence

1. Introduction

Organizational environment plays vital role in setting employees engagement and disengagement as well as work outcomes (Estreder et al., 2020). Adverse working conditions are reasoned to decline work engagement and communicating behaviors (Coyne et al., 2019). Negative workplace environment and bullying behaviors have been recognized as an inadequately managed and under-recognized problem in orga-

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nizations. (Munro & Phillips, 2020). Effects of workplace bullying are very harmful to employees' voices and organization commitment (Hayat & Afshari, 2020). Previous studies indicate that workplace bullying has violated psychological contract violations and its consequences have increased employee silence (Liang, 2021) : Medina et al., 2020). Individual voice behaviors and commitment has been affected by unfair treatment from organization and violation in psychological contracts (Chaudhry et al., 2017). Feelings of unfairness about organizational promises remove the trust between subordinates to their supervisors (Reknes et al., 2020). Perceptions about supervisor power have weaken the subordinates' psychological contracts with the organization and increase deviant work behaviors (Latorre et al., 2020). Perceived narcissistic and egoistic personality traits of the supervisor possibly create difficulties for employees' feedback and interpersonal relations (Zeigler-Hill & Besser, 2019).

Relevant recent studies have suggested to examine the effects of workplace bullying and perceived narcissistic supervision on employee silence by mediating role of psychological contracts violation. The effect of workplace bullying on employee voice behaviors could be examined through interpersonal, group, and cultural resources of the organization, level of psychological contracts, and interpersonal trust (Naseer & Raja, 2019 : Liu et al., 2020). Further Supervision narcissistic style could also be hurdle in shaping good organizational environment, individual psychological contracts, commitment and feedback (Sarwar & Muhammad, 2020 : Ko et al., 2020). Perceived narcissistic supervision may be a disaster from an organizational perspective in many ways it can create violation in psychological contracts (Mousa et al., 2020). The current study attempts to extend the effects of perceived narcissistic supervision and workplace bullying on employee silence by mediating the role of psychological contracts violations with an initiative to fulfill the gap from various studies with a more standardized tool with basic research questions which are needed to analyzed which are (1) Do Perceive Narcissistic Supervision and Workplace Bullying have a positive impact on employee silence? (2) Is psychological contract violation mediates the relationship among Perceived Narcissistic Supervision, Workplace Bullying, and employee silence?

2. Literature Review/ Hypotheses Development

2.1. Workplace bullying, perceived narcissistic supervision and employee silence

Bullying behaviors at work may include blame, threat, insulting gestures, humiliation, and work-related negative remarks. These have mainly three forms. First; person-related bullying which has associated with dismissing, negative, ostracizing, insulting, and ignoring behaviors about a person: Second; work-related bullying, which

is usually linked with an unreasonable deadline, workload, and demands: Finally; physical intimidating type of bullying, it refers to threat and physical violence at the workplace (Meriläinen, Kõiv & Honkanen, 2019). The study of Pierce and Snyder (2018) has explained the effects of workplace bullying with wide range organizational environment and employees behaviors such as: Frustration, torment, pressure, intimidates, frightens of one person to another, Harassment (Brodsky, 1976); violent and physical threat directed towards employees at work (Jenkins, 1996); hurt of colleagues by detrimental or destructive acts (Spector & Fox, 2002); counterproductive acts i.e. sabotage, alcohol abuse, insubordination and assaultive actions (Hogan & Hogan, 1989); Antisocial behavior (Giacalone & Greenberg, 1997); intentionally harm the employees, stakeholders and organization (Baron & Neuman, 1996); Workplace aggression (Geddes & Baron, 1997) ; acts done by collectively or individually to lower the quality of work and services (O'Leary-Kelly et al., 1996); destructive behaviors and attempted injuries to the organizational retaliation behaviors (Skarlicki & Folger, 1997); adverse actions on the perceptions of unfairness, employee deviance (Hollinger & Clark, 1979); norms of violations, negative organizational implications and damages social relations of the organization (Puffer, 1987). Conservation of resources theory (COR) sees the combined effects of workplace bullying and stressful environment on employees' voice behaviors. When employees experience negative feelings about their organization this may escalate poor work outcomes by loss of energetic resources. It further develops a desire to reduce effective efforts in further work tasks and not to use remaining resources (Duan, Wong & Yue, 2019). According to Conservation of resources theory (COR) employees' experiences from the bullying atmosphere of work show the reduction of psychological resources reserve (Rai & Agarwal, 2018). In addition Liang (2021) examined that the workplace has become a critical issue in the organizational social relationship and its victims avoid speaking on work issues. Social interactions of the employees have been diminished by the situation of bullying environment. Similarly, Liu (2020) elaborated on the destructive role of workplace bullying on employee silence. Its effects not only decrease performance but also reason to damage the overall collaborative environment, social relation, and employees' voice behaviors. According to Ng, Niven and Hoel (2020) workplace, bullying is harmful to the social relations of the individuals and creates silent behaviors in the organization. Bystander becomes more destructive and passive in response to the work situation. Furthermore, consequences of workplace bullying have shown on employees' behaviors as loss of energy, stress, depression, negative impacts on performance, and they remain silent in organizational matters (Medina et al., 2020).

Employee voice behaviors and feedback have been also influenced by supervision style .i.e. narcissistic supervision (Asrar-ul-Haq & Anjum, 2020). Narcissistic leadership exists in the organization by its dark personality traits .i.e. self-interested behaviors,

self-importance, lack of concern for other, Lack of empathy, arrogance, sensitivity to criticism, and egoistic attitudes towards subordinates (Fatfouta, 2019). Experience of loss and severity of the resources happens when a higher level of expectations with the supervisor and organization are not met (Priesemuth & Taylor, 2016). Depletion of job resources exist in the situation of felt violation (Naseer & Raja, 2019). Moreover, Cheng, Nudelman, Otto and Ma, (2020) described the conservation of resources theory concerning the narcissistic behaviors of supervisor at working place. Perception of narcissistic supervisor is an occupational stressor that leads to loss of intrinsic resources (energy at work, status, safety, dignity). When supervisors do not respond to the employees' feedback, this discourages the employees from reporting problems and they prefer to live silent (Srivastava, Jain & Sullivan, 2019). Employees' silence positively associates with the narcissistic supervision. Moreover perceptions of narcissist supervisors detach the employees from the organization; they become passive and less committed to work tasks (Mousa et al., 2020). Employees remain silent due to avoid conflicts of supervisor narcissism behaviors (Zhang & Li, 2018). The study of French and Raven (2016) explained that perceived supervisor narcissism has negative influence the subordinates' communication: (a) this reduces feedback; (b) organizational environment becomes unsupportive.

H1: There is a positive relationship between workplace bullying and employee silence

H2: There is a positive relationship between perceived narcissistic supervision and employee silence

2.2. Mediating role of psychological contracts violation between workplace bullying, perceived narcissistic supervision and employee silence

Psychological contract violation is a gap of what promise was and what an employee receives in response to such promise (Robinson & Morrison, 1997). Various past studies prove the psychological contracts violation as a mediating variables between workplace bullying, perceived narcissistic supervision and employee silence relationships (Kakarika et al., 2017; Rai & Agarwal, 2020; Lester et al., 2003; De Clercq et al., 2020; Kim et al., 2019; Pradhan et al., 2019). Employees' perception of violation of psychological contracts has weakened their concentration on work. Betrayal feelings about the organization contribute to lower performance (De Clercq et al., 2020). Individuals develop a general perception about the organization of how they get from the organization and being treated in interpersonal experiences and procedural justices (Salin & Notelaers, 2020). Employees' behaviors perceive more disengagement and violation against bullying behaviors (Conway & Briner, 2002). Psychological contract become weaker and significantly mediated with workplace bullying (Rai & Agarwal,

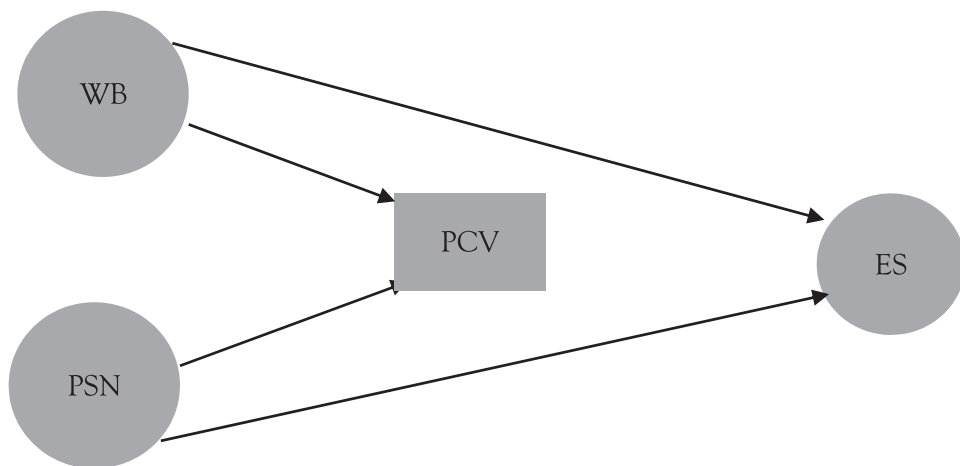
2020). Employee silence in response to workplace bullying has been analyzed by the mediating role of psychological contracts violation (Ahmad et al., 2020). In addition, Kakarika et al (2017) examined that Employees' attitudinal response has been directly affected by workplace bullying. Workplace bullying is continuously concentrated on the violation of psychological contracts because employment relations are negatively developed in presence of the psychological contracts violation. Employees blame that organization did not fulfill commitments regarding employment. Further psychological contracts violation (PCV) mediated and makes strong the relationship between employee silence and workplace bullying. Furthermore Weinhardt and Hwang (2019) discussed the role of employee silence as an dependent construct in which a single employee or group of employees retain important information from their higher authorities intentionally and deliberately. Destructive behaviors have been negatively associated with employee silence (Weinhardt & Hwang, 2019).

Furthermore psychological contract violation is being developed due to narcissistic behavior of supervisor (Orange, 2018). Employees' perceptions about supervisor narcissism have been strengthened in the violations of psychological contracts (Kim et al., 2019). Previous researches elaborated that violation of psychological contracts comes through discomfort relations with the organization that further leads to employee silence (Robinson & Morrison, 1997). Violations in the psychological contracts significantly mediate the relationship between supervisor narcissism and employee voice behaviors (Khan, 2021). Supervisor narcissistic behavior develops the environment of unfairness, distributional and procedural injustice (Xavier & Jepsen, 2015). Perceived supervisor entitlement behaviors decline the actual performance via unmet promises of the organization (Brees et al., 2016). Employee voice behaviors have been influenced by organizational climate and Procedural justice. Employees' beliefs in procedural injustice decline their positive voice about organizational matters. In other words, violation in psychological contracts and unfair procedural justice have increased employee silence in the organization (Cheng et al., 2020). The study of Pradhan et al (2019) suggested that employee silence behaviors have been positively correlated with supervisor narcissism and psychological contract violation. Both egoistic attitudes of the supervisor and psychological violation have increased employee silence. Moreover Lester et al (2003) examined the perceptions of subordinates about supervisors and the violation of the psychological contract. Supervisor dealings of unfairness and giving lack of career opportunities create the violation in the psychological contract which enables the subordinate to remain silent in organizational activities. The fairness heuristic theory shows the psychological contracts of the conditions and reasons of employees about the fairness of judgment (Lind & Thompson, 2001). The theory is based on the relational concept of authority in which employees' lose actual resources and social identity in the organization due to unmet promises (Priesemuth & Taylor,

2016). Fairness heuristic theory elaborated that how an organization gives value to its employees in organizational matters (Justice et al., 2001). Moreover, this theory discusses the role of narcissistic supervision and bullying workplace environment have negative impacts on subordinates' performance behaviors at the workplace (Van Dyne et al., 2003).

H3: Psychological Contracts Violation Mediates the Relation between Workplace Bullying and Employee Silence

H4: Psychological Contracts Violation Mediates the Relation between Perceived Narcissistic Supervision and Employee Silence



3. Methodology

3.1 Study population and research design

The present study is conceptualized to investigate the effects of workplace bullying and perceived narcissistic supervision on employee silence by the mediating role of psychological contract violation in Banking and telecommunication sector in Pakistan. The growth and development of the Pakistani economy are mainly enhanced by the Banking and Telecommunication sector (Zafar & Aziz, 2013). Many areas are necessary to address the resources of employees working in the banking and telecommunication sector in Pakistan (Islam et al., 2019). Various studies indicated the adverse effect of negative working conditions on employees' performance in these organization. The study of Rai and Agarwal (2020) in India suggested that banks and telecommunications companies may be suitable populations to see the effects of workplace bullying and its outcomes in similar Asian countries to see the generalizability of their findings. We used a quantitative research approach for survey with cross sectional research design.

Cross sectional research is useful for hypothesis testing at a single point in time. The researcher can examine the relationship among variables by using a quantitative approach. The use of survey instruments in this approach is helpful for statistically analyzes the data, (Creswell, 2014).

3.2 Data collection

The model was tested by collecting data of 395 employees working in Banking and Telecommunications organizations in Pakistan. Initially, data was collected from regional offices and branches of these organizations located in major cities i.e. Islamabad, Rawalpindi, Lahore, Peshawar, Attock, Jhelum, Chakwal, and Gujrat. Age, Gender, Academic Qualification, and Work experience are control variables of this study. Previous studies on negative working conditions and employee silence suggested that control variables are important to see the adverse work conditions on employees' job-related behaviors (Rai & Agarwal, 2018; Srivastava et al., 2019). The purposive sampling technique has been used for data collection. The purposive sampling technique has been used to recruit witnesses and victims who face a negative work environment in the organizational culture (Bell & Bryman, 2015). Data was collected within in two to three weeks continuously. Data was collected by using online Google questionnaires as well as distributing hard copies to the respective organizations. 270 hard copies of the questionnaires were distributed personally. Secondly, 200 online forms were sent to employees of these organizations and they were approached through official mails. Respondents were assured that their information and views will be remained confidently. Finally 145 online and 250 copies were collected and a total of 395 respondents are selected for detailed analysis. The response rate of the participants was 84.04%.

3.3 Instruments

All measures used in this quantitative survey were adopted from well-developed scales in English language that have been used in various past well known studies.

3.3.1 Perceived supervisor narcissism: Participants were required to respond about the perceived supervisor narcissism on six (6) items scale developed by Hochwarter and Thompson (2012). Items included "My boss is a very self-centered person" A five-point Likert scale ranging from *strongly disagree (1) to strongly agree (5)* was used to record the responses.

3.1.2 Workplace bullying: Workplace bullying was measured with 22-items Negative Acts Questionnaire-Revised (NAQ-R) developed by (Einarsen et al. 2009). It has analyzed three forms of bullying .I.e Work-related bullying; Person related bullying, and Physical intimidating bullying. Sample of the items included "You are being humiliated, ridiculed or dirty in connection with your work". Scale items were anchor on a five-point Likert scale, ranging from 1,-Never, 2 -Rarely, 3- Sometimes, 4 -Often,

and 5- Always

3.3.3 *Psychological contracts violations*: Psychological contract violations (PCV) were measured by adopting a four (4) items scale developed by Robinson and Morrison (2000). Items included "I feel that my organization has violated the contract between us". Responses were recorded by adopting on 5 items Likert scale from *strongly disagree* (1) to *strongly agree* (5)

3.3.4 *Employee silence*: Employee silence (Defensive Silence and Ineffectual Silence) was measured by adopting 9 items scale developed by Brinsfield (2013) which included "I prefer to stay quiet to protect myself from harm". Items were measured on five points Likert scale from 1 = strongly disagree; 5 = strongly agree).

4. Results & Analysis

4.1 Descriptive analysis

Table 1 shows the detail of descriptive analysis of control variables used in the current research.

Table 1: Respondent's Profile

Demographic Characteristics	Description	%
Gender	Male	54.8
	Female	45.2
Age	21- 25 Years	32.5
	26-30 Years	22.2
	31-35 Years	18.9
	36-40 Years	6.7
	41-45 Years	7.6
	46-50 Years	6.3
	Above 50 Years	5.8
Academic Qualification	Intermediate	8.9
	Graduation	38.8
	Masters	34.7
	MS/ MPhil or Higher	17.6
Work Experience	Less than 1 Years	9.3
	1-5 Years	35.4
	6-10 Years	26.2
	11-15 Years	12.1

	16-20 Years	9.7
	Above 20 Years	7.3

4.2 Factor analysis and hypotheses testing

To test of hypotheses and measurement of the research model, we used PLS-SEM (Partial Least Square-Structural Equation Modeling technique by using SmartPLS 3.2.2 software (version 3.3.2). The PLS-SEM technique is more relevant for exploratory research and complex mediation analysis (Hair et al., 2018). PLS-SEM technique is used for goodness of fit, statistical power, sample mediation analysis. It contains several necessary methods for model assessment and robustness ways to check results (Hair et al, 2018). After running the PLS-Algorithm confirmatory factor analysis was made. The diagram below shows the items loadings and relevant factors within specific range. All items of the constructs fall in the relevant category. After deleting of low loadings items <.60 again PLS-Algorithm was run and there were established four basic factors .i.e. perceived narcissistic supervision, workplace bullying, psychological contracts violation, and employee silence.

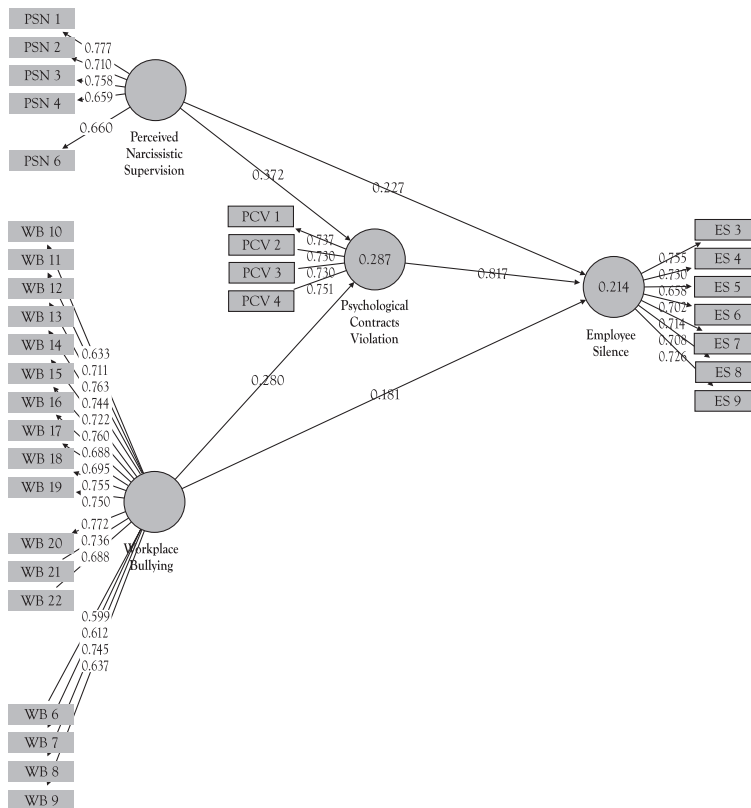


Figure 1: Items Loadings of Each Construct

Table 2: Validity and Reliability for Constructs

	Constructs	Loadings	VIF	AVE	CR
Indicators	Workplace Bullying				
WB 6	You face Pressure not to claim something to which by right you are entitled	0.599	1.645	0.502	0.945
	(e.g. sick leave, Holiday entitlement, travel expenses				
WB 7	You are being exposed to an unmanageable workload	0.612	2.018		
WB 8	You are being humiliated, ridiculed or dirty in connection with your work.	0.745	2.242		
WB 9	Having key areas of responsibility removed or replaced with more unpleasant tasks.	0.637	2.264		
WB 10	In current Organization there are Spreading of gossip and rumours about you.	0.633	1.961		
WB 11	You are being ignored or excluded at the workplace	0.711	2.21		
WB 12	Having insulting or offensive remarks made about your person, attitudes or your Private life	0.763	1.944		
WB 13	You receive Hints or signals from others that you should quit your job	0.744	1.935		
WB 14	There are repeated reminders of your errors or mistakes.	0.722	2.285		
WB 15	You are being ignored or facing a hostile reaction when you approach	0.76	2.218		
WB 16	There is Persistent criticism of your errors or mistakes.	0.688	2.486		
WB 17	There are Practical jokes carried out by people you don't get along with	0.695	2.266		
WB 18	Having allegations made against you at the workplace	0.755	1.969		
WB 19	You are being the subject of excessive teasing and sarcasm	0.75	1.472		
WB 20	You are being shouted at or being the target of spontaneous anger	0.772	1.608		
WB 21	There are Intimidating behaviors such as finger-pointing, invasion of personal space, shoving,	0.736	2.195		

	Blocking your way.				
WB 22	You face Threats of violence or physical abuse or actual abuse	0.688	1.749		
	Employee Silence				
ES 3	I feel it is risky to speak up about organizational issues	0.755	6.598	0.51	0.879
ES 4	I believe that speaking up may negatively impact my career	0.73	7.677		
ES 5	I am afraid of adverse consequences (e.g., being criticized, losing my job)	0.658	1.465		
	Harm my relationship with another individual				
ES 6	Management did not appear interested in hearing about these types of issues	0.702	1.466		
ES 7	No one is interested in taking appropriate action	0.714	1.531		
ES 8	I feel I would be not taken seriously in case of speak in	0.708	7.37		
ES 9	I do not think it would do any good to speak up	0.726	6.134		
	Perceived Narcissistic Supervision				
PSN 1	My boss is a very self-centered person	0.777	1.654	0.511	0.839
PSN 2	My boss has an inflated view of him/herself.	0.71	1.508		
PSN 3	My boss brags about him/herself to get positive strokes from others	0.758	1.571		
PSN 4	My boss will do one favor as long as he/she gets two or more in return.	0.659	1.336		
PSN 6	My boss always has to be the center of attention no matter what.	0.66	1.227		
	Psychological Contracts Violation				
PCV 1	I feel a great deal of anger toward my organization	0.737	1.323	0.543	0.826
PCV 2	I feel betrayed by my organization	0.73	1.362		
PCV 3	I feel that my organization has violated the contract between us.	0.73	1.368		
PCV 4	I feel extremely frustrated by how I have been treated by my organization	0.751	1.36		

WB = workplace bullying, PSN = Perceived Narcissistic Supervision, PCV = Psychological contracts violation, ES = Employee silence, Loadings >0.4, 0.6 ((Hulland 1999, Hair et al., 2013), Average Variance Extracted (AVE) > 0.5, Composite reliability (CR) > 0.7, Hair et al., 2018.

In the assessment of the model first thing is to establish construct validity, reliability, convergent validity and discriminant validity of the constructs. The loadings of the items were above 0.60, the values of composite reliability > 0.70 and values of average variance extracted (AVE) are greater than 0.50 which are acceptable for model assessment (Sarstedt et al., 2017). Before assessing of structural model collinearity of the constructs must be examined, this process is done in partial least square by calculating VIF values. If the VIF values are greater than 5, it indicates the problem of collinearity in the data. It can also occur if the values rely upon 3 to 5 (Lett et al., 2014). Table 2 shows the VIF values are perfect and there is no issue of multi-collinearity in the data.

Table 3: Discriminant Validity

Variables	ES	PSN	PCV	WB
ES	0.714			
PSN	0.375	0.715		
PCV	0.366	0.467	0.737	
WB	0.334	0.336	0.405	0.709

WB = workplace bullying, PSN = Perceived Narcissistic Supervision, PCV = Psychological contracts violation, ES = Employee silence, Larger diagonal value (Fornell & Larcker, 1981)

The next thing important to consider is discriminant validity and HTMT ratios. Table 3 presents the higher diagonal values of each construct from its corresponding correlation that is best for discriminant validity, (Fornell & Larcker, 1981).

Table 4: Heterotrait-Monotrait Ratio (HTMT)

Constructs	ES	PSN	PCV	WB
Employee Silence				
Perceived Narcissistic Supervision	0.427			
Psychological Contracts Violation	0.407	0.622		
Workplace Bullying	0.345	0.388	0.482	0

WB = workplace bullying, PSN = Perceived Narcissistic Supervision, PCV = Psychological contracts violation, ES = Employee silence

Henseler, Hubona, and Ray (2016) criticized on the Fornell and Larcker (1981) criteria discriminant validity which shows low detection of reliability. They have recommended alternative approach in assessment of discriminant validity: Heterotrait-Monotrait (HTMT) correlation on the basis of Multitrait-Multimethod matrix. Kline (2011) suggested that if HTMT values are greater than 0.85 then it is problem for assessing Discriminant validity. Table 4 shows that all values of HTMT are below

0.85 which represents the significant level of the constructs. Similarly, Heterotrait-Monotrait (HTMT) ratios that are presented in Table 4 are less than a threshold of 0.85 and acceptable for the measurement of inner model constructs (Henseler et al., 2016)

4.3 Measurement of structural model

There should be considered the co-efficient of determination (R square), a measure of cross-validated redundancy (Q square), relevant path, T values and corresponding p values via bootstrapping with resample of 5000. T values must be higher 1.96 and p values less than 0.045 present the level of significance of structural model and statistical significance for Standardized assessment of structural model (Hair et al 2018).

Table 5: Path Coefficients of the Structural Model

Constructs	(M)	Decision	T Statistics	P Values
PSN -> ES	0.227	Supported	4.033	0.000
PSN -> PCV	0.372	Supported	7.815	0.000
PCV -> ES	0.187	Supported	3.036	0.003
WB -> ES	0.181	Supported	3.36	0.001
WB -> PCV	0.28	Supported	6.198	0.000

WB = workplace bullying, PSN = Perceived Narcissistic Supervision, PCV = Psychological contracts violation, ES = Employee silence, T Value, >1.96, p values <0.005, (Hair et al 2018)

Hair et al (2018) suggested looking t values, p values, and beta via the procedure of bootstrapping by resampling of 5000 in the assessment of the structural model. Values in Table 5 present the significance of the structural model. The positive effect of perceived narcissistic supervision on employee silence PSN>ES (beta 0.22; p < 0.000), t =4.03 >1.96: workplace bullying on Employee silence WB>ES (beta 0.18; p < 0.000, t value= 3.36 > 1.96): Psychological contracts violation also mediates the significant positive relation between perceived narcissistic supervision, workplace bullying and employee silence; as PCV (beta 0.37, 0.18, 0.28; p<0.045 and t values are greater than 1.96) which all indicate the level of positive significant relationship among the variables.

Table 6: Co-efficient of Determination R2 and Predictive Relevance Q²

Endogenous construct	R2	Q2
ES	0.214	0.38
PCV	0.287	0.13

PCV = Psychological contracts violation, ES = Employee silence

If there is no issue of collinearity in the data, the next step is to assess the values of R square. It measures the explanatory power and variance by endogenous constructs (Shmueli & Koppius, 2011). Higher values of R square indicate more explanatory power. It shows the variance in endogenous variables explained by another endogenous variable e.g. how much change in the dependent variable with response to one or more independent variables in the study. The suggested Values of R square as 0.25, 0.50, and 0.75 are considered weak, moderate and substantial, (Hair et al., 2018). The satisfactory and acceptable value of R square is as low as 0.10 (Raithel et al., 2011). Table 6 shows the values of R² relies 0.21 for employee silence and 0.28 for psychological contract violation which represents the small to moderate change on a mediator and dependent variable with response to workplace bullying and perceived narcissistic supervision in the current study. Secondly, values of q square are shown in table 6, a small difference between original and predicted values represents the good accuracy of higher Q square. For relevant endogenous constructs, the values of Q square should be greater than 0, which indicates the accuracy of the constructs in the structural model. Moreover, the relevance predictive values of Q square depend on small to large relies on from 0 to 0.50. Q² values higher than 0, 0.25, and 0.50 depict small, medium, and large predictive relevance (Hair et al 2018). The data in the table showing q square values are small to medium relationship of the constructs. The accuracy of the items is relevant and a significant level.

Table 7: Effect Size (f Square)

Constructs	ES	PSN	PCV	WB
Employee Silence				
Perceived Narcissistic Supervision	0.050		0.173	
Psychological Contracts Violation	0.032			
Workplace Bullying	0.034		0.098	

WB = workplace bullying, PSN = Perceived Narcissistic Supervision, PCV = Psychological contracts violation, ES = Employee silence

In the next step, we assessed the effect size of the variables from f square. F square represents the effect of adding or removing independent variables on the mediator and dependent variable. Hair et al. (2018) recommended Cohen's (1988) criteria which are start from .02 as small effect, .15 medium, and up to .35 large effect sizes. The table 7 shows that both independent variables i.e. workplace bullying and perceived narcissistic supervision have small to medium effects on dependent variables which shows the relevancy of variables and connection in the current study. Further mediator variable also presents the indirect positive relation between the independent and dependent variables.

Table 8: Specific Direct/ Indirect Effect

Constructs	PCV		ES
PSN-> ES			0.227
PSN-> PCV	0.372		
WB-> PCV	0.280		
WB-> ES			0.181
PSN-> PCV-> ES	0.37	0.287	0.214
WB-> PCV-> ES	0.28		

WB = workplace bullying, PSN = Perceived Narcissistic Supervision, PCV = Psychological contracts violation, ES = Employee silence

Table 8, shows the specific direct and indirect effects. Both independent variables have a positive effect on dependent variables and build the H1 and H2. Furthermore psychological contract violation positively significantly mediates the relationship between independent and dependent variables in which remaining H3 and H4 hypotheses are met and support the basic model formation.

5. Discussion

The current study has added a body of knowledge by seeing the effects of workplace bullying and perceived narcissistic supervision on employee silence by mediating the role of psychological contract violation. Drawing upon fairness heuristic theory and Conservation of resources theory, this research is among the first to test when and how employees became silent in organizational activities by the effects of narcissistic supervision and workplace bullying. Secondly, violations in psychological contracts significantly mediate this relationship. Employees' upward communication is important for identifying work issues. Employees come not only to discuss the work problems but also to provide valuable sources and make creative ideas to solve the issue. Organizational mistreatment and ineffective supervision remove the trust of employment between organization and employees and decline the of upward communications (Srivastava et al., 2019). Narcissistic behaviors of the supervisor have alarmed the organizational performance in the past two decades and shifted the positive supervisor characteristics into negative ones (Fox & Freeman, 2011). The perception of narcissistic supervision determines the employee's silence and demolishes the work resources (Hsieh & Karatepe, 2019). Narcissistic supervision reduces the mutual agreement between organization and employees (Restubog, Zagenczyk, Bordia & Tang, 2013). Feelings of unfairness and unmet organizational promises remove the trust between subordinates to their supervisors (Reknes et. al. 2020). Expectations for treatment in the organization are the basic thing to save the employment relation.

Employees experience the loss of several job resources in presence of psychological contracts violation, (Naseer & Raja, 2019). Workplace bullying has also a significant positive impact on employee silence (Liu et al., 2020). Previous relevant studies also indicated the positive impact of workplace bullying on the employees' silence and organizational promises such as violation of psychological contracts (Salin & Notelaers, 2020 ; Naseer & Raja, 2019; Kakarika et. al. 2017). Psychological contract violations become weaker and significantly mediate the relationship between employee silence and workplace bullying (Rai & Agarwal 2018).

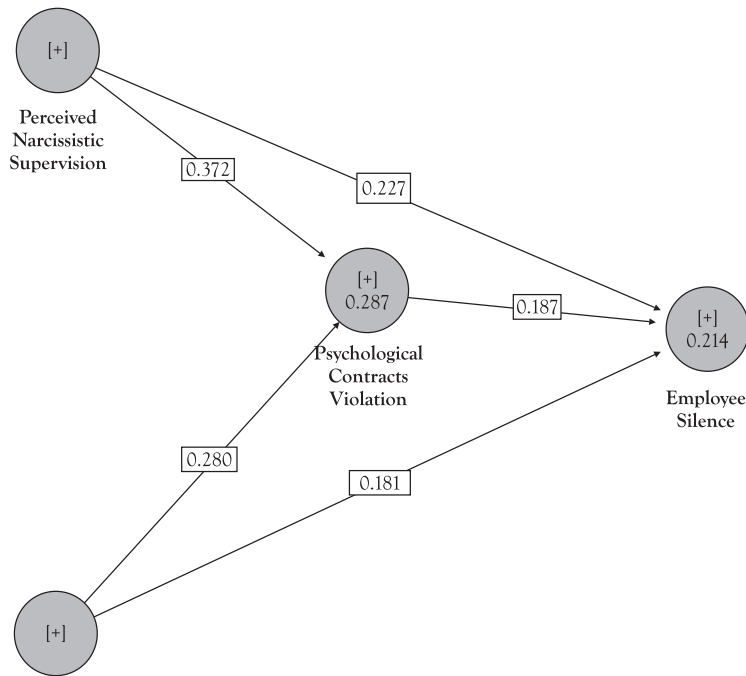


Figure 2: Direct and Indirect Positive Relations between Variables

The result shows a significant positive effect of workplace bullying and perceived narcissistic supervision on employee silence, (WB<>ES, 0.18; PSN<>ES, 0.22) which supported H1 and H2 in the current study. Secondly both independent variables are also positive correlated with mediator .i.e. WB<> PCV, 0.37; PSN, PCV, 0.28. Thirdly, psychological contracts violation significantly positively mediates the relationship between perceived narcissistic supervision, workplace bullying, and employee silence, PSN, WB<>PCV<>ES, 0.28 to 0.21, which all show the significant positive relationship of mediator between IVs and DVs and support the H3 and H4 and fulfill the criteria of developed hypotheses in the study. The present study fulfill the gap and extend the body of knowledge by answering the two basic questions as discussed earlier. First the effects of workplace bullying and perceived narcissistic supervision on employee silence

are positive and secondly psychological contracts violations significantly positively mediate this relation which support the literature and expand the current theory.

5.1 Limitation and future research directions

The current research is not without limitations. First, we used a cross-sectional research design and tested the sample in a specific timeframe, and seen the negative effects of Perceived narcissistic supervision and workplace bullying on employees' silence. Future studies can be conducted by using longitudinal research design instead of cross-sectional to find the generalizability of the current study results. Longitudinal research design may be effective for judging employees' behaviors under a negative work environment (Mousa et al., 2020 : Shah et al., 2020). Secondly, the study population of the current research was the employees from specific organizations .i.e. private Banks and Telecom organizations working in selected cities of Pakistan. Future studies can adopt samples from others areas of the country or organizations to test the generalizability of present findings. Thirdly, the present study found a positive relationship between perceived narcissistic supervision, workplace bullying with the mediating role of psychological contracts violation having employee silence as dependent variables. Future researches can be conducted by adding more mediating variables i.e. emotional exhaustion, negative emotions with the perceived narcissistic supervision, workplace bullying, and employee silence relation. For example, A study by (Liang, 2021) suggested there should apply the consequences of workplace bullying with emotional exhaustions and employee voice with more generalized work setting and diverse cultures of the organization. Fourthly, future researches should also be conducted on the extended role of psychological contract violations with work characteristics, anxiety, depression, etc. The study of (De Clercq et al., 2020) recommended that making it highly relevant for future proposed model on psychological contracts violation there is a need to consider contingency factors (work environment, job-related anxiety). Different combinations of psychological contracts violation .i.e. transactional and relational, high-low to low-high aspects can be seen in future studies (Syed et. al. 2019). Finally, the present research has used the already developed instruments and applied them to the survey. Future researches can develop new scale on workplace bullying and perceived narcissistic supervision to see its effects on employee silence.

5.2 Practical implications

The practical implications of the research results can be valuable to the Management of the organization and Supervisor those aiming to develop a healthy and positive work environment in the banking and telecommunication sector. First, this study reveals that unfair treatment and unmet promises between employer and employees specifically damage the relationship through psychological contract violation (PCV).

Secondly, the reaction of this unfair and negative working environment affects the performance of the employees as they impolitely behave in organizational matters and fall into silent behaviors. At this point management of the organization and supervision tolerate the uncivil behaviors, remove the narcissistic supervision style, control the bullying environment, and set the policies to provide opportunities for feedback for ensuring the solutions in organizational discrepancies. Furthermore, organizations can increase awareness of how to reduce behavior cynicism and provide a platform of suggestion about the collaborative work environment that will minimize the disagreement between employers and employees.

5.3 Conclusion

Every organization has the goal to have efficient and productive employees. The goal of this study is to provide growing effects of perceived narcissistic supervision and workplace bullying on employee silence by the mediating role of psychological contract violation. The results of the current research suggested that employees' voice behaviors and level of psychological contracts have been badly affected by perceived narcissistic supervision and workplace bullying practices which are needed to remove from the organization.

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