Original Research Article

Abusive Supervision and Withdrawal Behaviors: Defensive Role of Ability-Job-Fit

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Abstract

Researchers concentrated on antecedents and consequences of abusive supervision and paid less attention to factors that mitigate abusive supervision's harmful effect in an organization. As a response to the situation, this study was carried out to measure the (i) direct impact of abusive supervision on withdrawal behavior, (ii) direct impact of ability-job-fit on withdrawal behavior, and (iii) defensive role of ability-job-fit for the harmful effect of abusive supervision on withdrawal behavior. Perceptual data were collected from the 350 employees working in the Nepalese multipurpose saving and credit cooperative limited. To infer the conclusion, data were analyzed quantitatively adopting the deducting reasoning approach and positivist research philosophy. This study found that there was- a positive impact of abusive supervision on withdrawal behaviors, negative impact of ability-job-fit on withdrawal behaviors, ability-job-fit defended the harmful effect of abusive supervision on withdrawal behavior. Moreover, abusive supervision's harmful effect on withdrawal behaviors was less for those who perceived high ability-job-fit and vice versa. Numbers of practical and theoretical implications are suggested.

Keyword: *Ability-job-fit, abusive supervision, abusive supervisor, moderating role, physical withdrawal, psychological withdrawal*

Background

Quality of relationship between supervisor and subordinate determines the goal congruence of the employee and organization. One of the most important interpersonal relationships that employees develop in the workplace is with their immediate supervisors (Tepper et al., 2009). This relationship does not go as smoothly as expected if their supervisor is abusive. Abusive supervision refers to the "subordinates' perceptions of the extent to which their supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact" (Tepper 2000, p. 178). An employee might perceive a supervisor's behavior abusive even it was not intended to abuse from the supervisor; therefore, abusive supervision could be both perceptual and actual. Empirical evidence showed that abusive supervision is a harmful aspect which did impact on depression (Kessler et al., 2008), anxiety (Hobman et al., 2009), emotional exhaustion (Wu & Hu, 2009), burnout (Grandey et al., 2007), health condition (Duffy et al., 2002), etc. Organizations are bearing a significant amount of direct and indirect costs associated with the supervisor's abusive behavior. In the United States, around 14 percent of workers are affected by abusive supervision and resulted in annual $ 24 billion costs in absenteeism, medical expense, and lost productivity (Schat et al., 2006; Tepper et al., 2006). Therefore, studies related to minimizing such costs are essential in every organization.

Employees' withdrawal behavior (psychological and physical) is one of the current organization's severe problems. Withdrawal behavior refers to the employee's disengagement from their work physically (e.g., absenteeism, lateness, tardiness, etc.) and psychologically (roaming mind, passive compliance, no creativity, less interest in work, etc.). Most organizations do not calculate the cost associated with their employees' withdrawal behavior (psychological and physical), but they bear those costs knowingly and unknowingly. In the United States, the financial cost of withdrawal behavior, and its counterproductive behaviors for organizations were estimated at $200 billion per year (Murphy, 1993). It is essential to examine abusive supervision's role as a potential cause for employees' withdrawal behavior in such an occurrence.

Most past studies were concentrated on the destructive aspects of the abusive supervision to the employees and organization. Moreover, literature shows remarkable numbers of studies were carried out to know the abusive leadership (Zhang & Bednall, 2015). Besides the number of efforts to eliminate abusive supervision, it is an inescapable factor in an organizational setting like a workplace stressor; hence, proper intervention is necessary to minimize its harmful effect on employees and the organization. However, researchers are paying less attention to actions that control the detrimental effect of abusive supervision. In this regard, we agreed with Tepper (2007) that the supervisor's abusive behavior does not affect all the subordinates in similar ways. Its impact differs as per the situation of the individual and job demand. People are different in terms of their capacities, interest, boundaries, tolerance level, reactiveness, referent power, etc. Again the requirements of a particular job are unique and are demanding employees with specific capabilities. Therefore, proper matching of the job demand and employees' abilities might be an action that mitigates the harmful effect of abusive supervision on withdrawal behavior (psychological and physical).

As a response to the background as mentioned earlier, this study aims to measure (a) impact of abusive supervision on employees' withdrawal behavior (psychological and physical), (b) impact of ability-job-fit on withdrawal behavior (psychological and physical), and (c) mitigating role of ability-job-fit to the harmful effect of abusive supervision on withdrawal behavior (psychological and physical), in the context of the employees working in Nepalese saving and credit multipurpose cooperative.

Literature Review

Abusive Supervision and Withdrawal Behavior

Abusive management demonstrates continuous emotional or psychological mistreatment of subordinates by actions such as ridiculing subordinates before others, withdrawing meaningful details, and using words, warnings, and techniques of coercion that are disparaging (Zellars et al., 2002). All of these behaviors are knowledgeable over an extended period (Tepper, 2000). Empirical evidence found that abusive supervision negatively associated with several attitudinal and behavior employee outcomes like job performance (Hoobler & Hu, 2013), creativity (Liu et al., 2012), job satisfaction

(Palanski et al., 2014), group cohesion (Decoster et al., 2013), organizational support (Kernan et al., 2011), in-role job performance (Xu et al., 2012), corporate citizenship behaviors (Zellars et al., 2002), psychological well-being (Schyns & Schilling, 2013), affective commitment (Yu et al., 2016), etc. Likewise, empirical evidence tested the positive impact of abusive supervision on psychological distress (Tepper et al., 2007), emotional exhaustion (Wheeler et al., 2013), work-family conflict (Carlson et al., 2012), turnover intentions (Tepper, 2000), job stress (Schyns & Schilling, 2013), depression (Mackey, 2016), workplace deviance (Wang et al., 2015), etc.

Likewise, Harvey et al. (2007) found that abusive supervision induced unfavorable psychological consequences in followers such as tension and emotional exhaustion. From a stress perspective, abusive supervision can be seen as an interpersonal stressor, which leads to subordinates' strain reactions (such as poor mental health and job dissatisfaction). These results suggest that the experience of abusive supervision diminishes the quality of employees' exchange relationships with their supervisors, as explained by Leader-Member Exchange (LMX) Theory. According to LMX theory, a social exchange relationship develops between subordinates and supervisors against a formal organization (Graen, 1976; Graen & Cashman, 1975). Abusive supervision creates stress to employees and stressed employees might withdraw (psychologically and physically) from the job psychologically, as explained by the leader-member exchange theory. Hence, we proposed the following hypothesis.

> Hypothesis 1: Abusive supervision positively impacts employees' withdrawal behavior (psychological withdrawal and physical withdrawal). This means employees' withdrawal behavior will be increased (or decreased) as an increase (or decrease) in their supervisor's abusive behavior.

Ability-Job-Fit and Withdrawal Behavior

Employee ability-job-fit is one of the critical factors determining a long-term working relationship between employers and employees. Ability-job-fit refers to matching an employee's abilities and the job's requirement (Sekiguchi, 2004). Ability –job-fit deals with the compatibility of capabilities of an employee with the demand of the job. Person–job match indicates the alignment concerning an individual's skills and the needs of the job or the equivalence between an individual's requirements and the features of the job (Kristof, 1996). Person–job fit is an important concept that

involves toning the knowledge, skills, and abilities of the individuals with the job features. Empirical evidence showed that person-job-fit positively impacted on task performance (Mowday et al., 1982), role performance (Bhat, 2013), job satisfaction (Caldwell & O'Reilly, 1990), commitment and motivation (Edwards, 1991), etc. Likewise, person-job-fit was negatively connected to turnover intention (Edwards, 1991; O'Reilly et al., 1990), job stress (Kristof-Brown et al., 2005), deviance behavior. These empirical shreds of evidence verify that person-job-fit is a functional factor in predicting the employees' attitudinal and behavioral outcomes. Proper fit between employees' abilities and requirements of the job contributes to the betterment of the employees and the organization. Aligning with this empirical evidence and arguments, we proposed the following hypothesis.

> Hypothesis 2: Person-job-fit negatively impacts on employees' withdrawal behavior (psychological withdrawal and physical withdrawal). This means employees' withdrawal behavior (psychological withdrawal and physical withdrawal) will be increased (or decreased) as decrease (or increase) in their person-job-fit.

Moderating Role of Ability-Job-Fit

While much about the negative consequences of abusive supervision is known, relatively little attention has been paid to conditions that influence abusive supervision's adverse effects on outcomes (Tepper, 2007). Therefore, researchers have been more concerned with the moderating effects (Aryee et al., 2008) in the relationship between abusive supervision and its impacts on attitudinal and behavioral employee outcomes. In the courses of identifying the possible variables that could buffer the adverse effect of abusive control, Liu et al. (2012) tested the employees' attributions as moderators in the relationship between abusive supervision and subordinate's creativity.

As hypothesized in the previous section (hypothesis 1 and hypothesis 2), abusive supervision positively impacts employees' withdrawal behavior (psychological and physical), and ability-job-fit negatively impacts to withdrawal behavior. On the one hand, due to supervisor's constant hostile verbal and nonverbal behavior, employees may disengage from the job physically and psychologically. On the other hand, proper compatibility of employees' capabilities with the assigned job requirement leads to keeping them engaged in employment. Hence, consequences from the supervisor's

abusive behavior would not be similar to every subordinates/employee (Tepper, 2007). Due to the strength of compatibility of a person's abilities and demand for the job, an employee who perceives high ability-job fit would be less affected by the supervisor's abusive behavior. The harmful effect of abusive supervision on withdrawal behavior (psychological and physical) would be compensated from the positive effect of strength of person-job fit compatibility. Hence, we proposed the following hypothesis.

> Hypothesis 3: Person-job-fit defense the destructive effect of the abusive supervision on employees' withdrawal behavior (psychological withdrawal and physical withdrawal). This means harmful effect of employees' abusive supervision will be more strong (to predict their withdrawal behavior) for those employees who perceive less their fit with job; and harmful effect of abusive supervisor will be weak (to predict their withdrawal behavior) for those employees who perceive high their fit with job.

Research Method

Research Design

This study has adopted a quantitative research design to infer the causal relationship from the perceptual cross-sectional data. In social science, quantitative research is considered a more scientific and suitable approach (Richard, 2009). Due to the ability to make a correct prediction and its acceptability for theory generation and evaluation under a different context, quantitative methods are widely used (Bhattarai, 2016).

Measures

Abusive Supervision

Six items measure developed by Einarsen et al. (2009) was adopted to measure the employees' perceived abusive supervision. For the current study, items were rephrased to ease the respondents as per the study and respondents' context. These measures have been wildly used in prior studies like Baillien et al. (2014) and Gonzalez-Morales et al. (2016) with adequate reliability. Sample items are: my supervisor reminds me repeatedly of my past errors and mistakes, and my supervisor ignores me or makes hostile comments when I approach him/her. The responses were

measured on the basis of five points Likert type scale as never (1), occasionally (2), monthly (3), weekly (4), and daily (5). In this study, the composite reliability of the construct abusive supervision was measured .90.

Withdrawal Behavior

Withdrawal behavior was adopted from the measure developed by (Lehman & Simpson, 1992). Psychological withdrawal behavior and physical withdrawal behaviors were measured by eight items, and four items Likert type scale measures, respectively. For the current study, items were rephrased to ease the respondents as per the study and respondents' context. Respectively, sample items to measure psychological withdrawal behavior and physical withdrawal behavior are: in the past twelve months, how often have you put less effort into the job than should have? In the past twelve months, how often have you taken longer lunch or rest break than allowed. All the responses were measured in five points likert type scale as very infrequently (1) to very frequently (5). In this study, composite reliability of the construct psychological withdrawal behavior and physical withdrawal behavior were measured .96 and .89, respectively.

Ability-Job-Fit

Employees' perceived ability-job-fit was measured using five items likert type scale developed by Abdel-Halim (1981). For the current study, items were rephrased to ease the respondents as per the study and respondents' context. This measure has been used by many researchers like Xie (1996), Xie and Johns (1995) with adequate reliability. Sample items are: My job gives me a chance to do the things I feel I do best, and I feel that my work utilizes my full abilities. The responses were measured on five points Likert scale as strongly disagree (1) to strongly agree (5). In this study, composite reliability of the construct ability-job-fit was measured .94.

Sampling and Questionnaire Administration

Sample respondents were taken from the employees working in Kathmandu based Nepalese multipurpose cooperatives. Eighteen multipurpose cooperatives were selected and 450 questionnaires were distributed to the employees within the selected cooperatives as per the conveniences. Multipurpose cooperatives were selected from the membership list of the National Cooperative Federation of Nepal. Questionnaires

were administered with the help of a referent person in each cooperative who was made available by the concerned cooperative. Out of the 450 distributed questionnaires, 385 (86 %) were filled up and returned within the given period. Among them, only 350 (78 %) questionnaires were found suitable for the study.

Measurement model

A confirmatory factor analysis and the Analysis of Momentum Structure (AMOS) version 24 were applied to ensure the measurement model's goodness of fit index. First of all, 23 items were loaded to the four respective latent construct. Out of the 23 items, one item of the construct abusive supervision was the Heywood case. One item of the construct psychological withdrawal behavior was loading less than .60 (Awang, 2015) to the corresponding latent construct. These two cases were removed from the measurement model. After the help of modification indices, four pairs of error term within a respective construct that revealed error term more than .30 (Awang, 2015) were correlated to set as a free parameter estimate. Consequently, a useful model fit index was achieved, as shown in Table 1.

Table 1 Confirmatory Factor Analysis: Model Fit Measure

Measure	Estimate	Threshold for Excellent	Interpretation
CMIN	404	NA	NA
DF	179	NA	NA
CMIN/DF	2.26	Between 1 and 3	Excellent
CFI	.97	>0.95	Excellent
SRMR	.04	<0.08	Excellent
RMSEA	.06	<0.06	Acceptable
PClose	.02	>0.05	Acceptable

Reliability and Validity

Composite Reliability (CR) is adopted in SEM analysis as its value is usually higher than Cronbach Alpha in which the difference is insignificant (Peterson & Kim,

2013). To ensure the reliability of the measures, measures have to guarantee either internal reliability ≥ .70 or composite reliability (CR) ≥ .60, or Average variance extracted (AVE) ≥ .50 (Awang, 2015). Moreover, Hair et al. (2010) have stated the composite reliability should be ≥ .70 to ensure the measure's reliability. In this study, for each latent construct, CR was higher than .70, which is depicted in Table 2. Likewise, Table 2 described that AVE was higher than .50 for each study constructs.

Table 2 Reliability, Validity, and Correlation Analysis

Factors	CR	AVE	MSV	1	2	3	4
1. Abusive supervision	.90	.64	.32	(.80)			
2. Psychological withdrawal	.96	.79	.46	.56**	(.89)		
3. Physical withdrawal	.89	.66	.46	.34**	.68**	(.81)	
4. Ability-job-fit	.94	.75	.43	-.38**	-.65**	-.49**	(.87)

*** level of significant at .01*

Figure in parenthesis denotes the square root of the AVE

Awang (2015) and Hair et al. (2010) have stated that convergent validity is achieved when all the items in a measurement model are statistically significant, and Average Variance Extraction (AVE) for every latent construct is greater than .50. In this study, besides statistically significant of all the retained items in the measurement model, AVE for each study was more than .50 (Table 2).

Discriminant validity of the measures is ensured when correlation between predictor variables are less than .85 (Awang, 2015), or Maximum Shared Variance (MSV) is less than AVE (Hair et. al. 2010), or square root of AVE are higher than inter-construct correlation of corresponding factor (Gaskin & Lim, 2016). In this study, as depicted in Table 2, MSV was less than AVE in every case. Moreover, as shown in Table 2, every latent construct's correlation was less than .85, and the square root of every AVE was higher than their corresponding inter-construct correlation.

Common Method Variance

Following the suggestion of Podsakoff et al. (2003) to minimize the common method variance, this study adopted a number of measures. Firstly, about 35% (eight items representing two items from each study constructs) of questionnaires were

reverse-scored to reduce the potential effects of response pattern biases by incorporating negatively worded items in the questionnaire. Secondly, items measuring different constructs (i.e., abusive supervision, ability-job-fit, psychological withdrawal behavior, and physical withdrawal behavior) were counterbalanced in order so that respondents could not recognize the corresponding constructs of the items. Besides these remedial efforts, to know the presence of common method bias in our data, we have tested Harman's one-factor test, adopting the principal component factor analysis. Podsakoff et al. (2003) stated that it is one of the most widely used techniques that have been used by researchers to measure the problem of common method variance. In this study, the analysis revealed a 49.24 % variance when a four-factor model was loaded on a single factor. There will be no serious issue of common method bias in the research if the variance is less than 50% (Cho & Lee, 2012).

Control Variables

The respondents' demographic variables (gender, marital status, and tenure) were taken as a control variable. These variables might have a significant influence on the study variable, as depicted in Table 3. These variables were controlled while measuring the causal association between and among abusive supervision, ability-job-fit, physical withdrawal behavior, and psychological withdrawal behavior.

Data Analysis

Data were refined and analyzed in multiple phases, employing the International Business Machine (IBM) Corporation's Statistical Package for Social Sciences (SPSS) and Analysis of a Moment Structures (AMOS) version 23. In the first stage, manually, data were screened out, removing those respondents who either left to respond more than 10% or did not pay proper attention (unengaged). Confirmatory Factor Analysis (CFA) was employed in the second stage to ensure the fit index's goodness. The goodness of fit index confirmed that collected and refined data were well fitted with a measurement model; therefore, factors were imputed from the latent construct to the observed variable (Gaskin, 2012) for further analysis. In the third stage, hierarchical regression analysis was carried out using an ordinary least square method after satisfying all the required assumptions. Regression values were presented in a graph as suggested by Aiken and west (1991) to explain the precise form of moderation

by ability-job-fit in the relationship between abusive supervision and withdrawal behaviors (physical and psychological).

Results

As shown in Table 2, Pearson correlations between study variables were statistically significant, with correlation coefficients ranging from .34 to .68. The nature of the relationship between tested variables was measured as expected. The strongest relationship (r = .68) was measured between physical withdrawal behavior and psychological withdrawal behavior. Hence, there was no significant issue of multicollinearity.

Steps	Variables	Dependent Variables	
		Psychological withdrawal (*B*)	Physical withdrawal (*B*)
Step 1	Control Variable		
	Gender	-.42**	-.30*
	Marital status	.06	-.20
	Employment contract	.78**	.64**
	ΔR^2	.15**	.07**
Step 2	Main effect		
	Abusive supervision	.66**	.49**
	ΔR^2	.23**	.11**
Step 3	Main effect		
	Ability-job-fit	-.55**	-.49**
	ΔR^2	.22**	.15**
Step 4	Interactive Effect		
	Abusive supervision x Ability-job-fit	-.15**	-.11*
	ΔR^2	.027**	.012*

***,*, indicates the level of significant at .01 and .05 levels, respectively*

As depicted in Table 3, demographic variables (i.e., gender, marital status, and employment contract) explained the 15% (ΔR^2 = .15, p <. 01) variance to predict physical withdrawal behavior and 7% (ΔR^2 = .07, p <. 01) variance to predict psychological withdrawal behavior. As shown in Step 2 of Table 3, after controlling the effect of demographic variables (i.e., gender, marital status, and employment contract), the coefficient of abusive supervision to predict psychological withdrawal behavior (B = .66, p <. 01, ΔR^2 = .23) and physical withdrawal behavior (B = .49, p <. 01, ΔR^2 = .11) were statistically significant. Hence hypothesis 1 is supported. Here, abusive supervision contributed additional variance by 23% and 11% in the model to predict psychological withdrawal behavior and physical withdrawal behavior, respectively.

As shown in Step 3 of Table 3, after controlling the effect of demographic variables and abusive supervision, the coefficient of ability-job-fit to predict physical withdrawal behavior (B = -.55, p <. 01, ΔR^2 = .22) and psychological withdrawal behavior (B = -.49, p <. 01, ΔR^2 = .15) were statistically significant. Hence hypothesis 2 is supported. Here, ability-job-fit contributed additional variance by 22% and 15% in the model to predict psychological withdrawal behavior and physical withdrawal behavior, respectively.

As depicted in Step 4 of Table 3, after controlling the effect of demographic variables, abusive supervision and ability-job-fit; the coefficient of interactive term (i.e., abusive supervision x ability-job-fit) to predict psychological withdrawal behavior (B = -.15, p <. 01, ΔR^2 = .027) and physical withdrawal behavior (B = -.11, p <. 01, ΔR^2 = .012) were statistically significant. Here, the interaction of abusive supervision and ability-fit- index contributed additional variance by 2.70% and 1.20% in the model to predict psychological withdrawal behavior and physical withdrawal behavior, respectively. Hence, hypothesis 3 is supported.

The significance of ΔR^2 in the model due to the interaction of abusive supervision and ability-job-fit was used to measure the moderating effect of ability-job-fit in abusive supervision's direct relationships to withdrawal behavior (psychological and physical). But, ΔR^2 measure the average interactive effect size and does not correctly reflect the magnitude of the impact of moderator variable under different condition of the dependent and independent variable (Witt et al., 2000). Therefore, to address this issue, interactions were presented in graphs, as suggested by Aiken and West (1991),

showing high (mean plus one standard deviation) and low (mean minus one standard deviation) value of an interacting variable.

Figure 1 and Figure 2 display the graphic interaction of abusive supervision and ability-job-fit on withdrawal behavior (psychological and physical). In Figure 1 and Figure 2, a low value representing and a high value representing the moderator variable's graphic lines were not parallel; therefore, the moderating role of ability-job-fit (Jose, 2008) tested by the change in R^2 was corroborated by the graphic presentation.

Figure 1: *Moderation by Ability-job-fit in the Relationship between Abusive Supervision and Psychological Withdrawal Behavior*

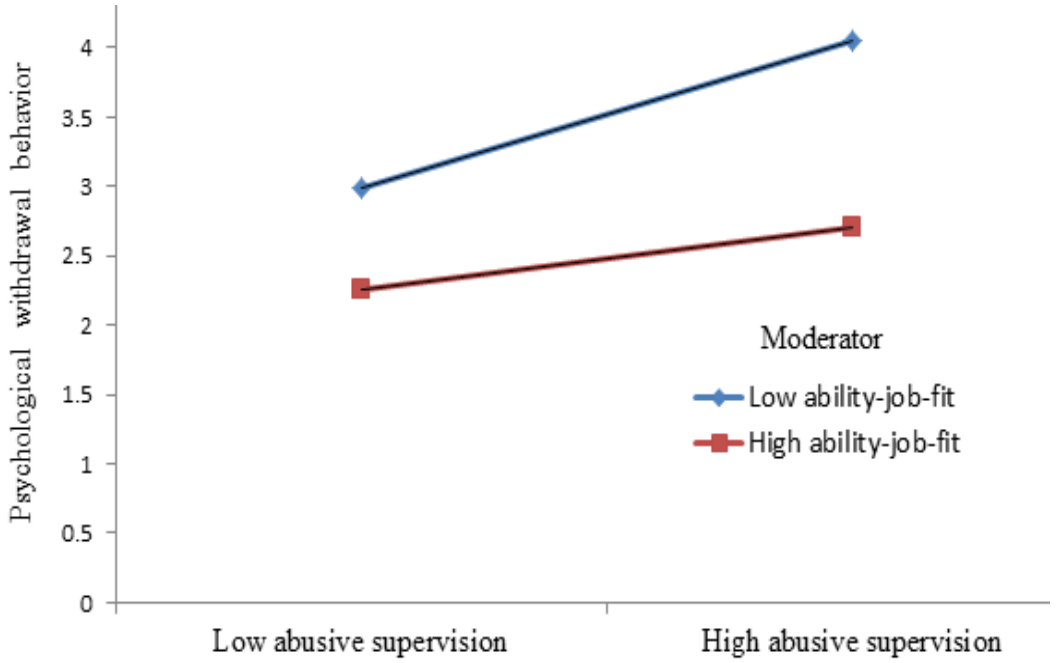

Figure 1 displays the graphic interaction of abusive supervision, ability-job-fit, and psychological withdrawal behavior as independent, moderating, and dependent variables, respectively. As shown in Figure 1, graphs representing the high and low

ability-job-fit were not parallel. Ability-job-fit representing graph becomes less steep (almost straight) when it was increased from low level to high level. This indicated that ability-job-fit has buffering moderation in the relationships between abusive supervision and psychological withdrawal behavior. Graph representing a low-value of ability-job-fit was comparatively steeper than high-value representing graphs. This graph indicated a relatively strong marginal positive prediction of abusive supervision on psychological withdrawal behavior for employees who perceive a low ability-job-fit level. Moreover, high ability-job-fit representing graphs showed that employees perceiving high ability-job-fit did not affect their psychological withdrawal behavior, whether they perceived low abusive supervision or high abusive supervision. Likewise, as depicted in Figure 1, at a fixed point of abusive supervision (e.g., high level), the impact of abusive supervision on psychological withdrawal behavior was good when there was a high level of ability-job-fit than a low level.

Figure 2: *Moderation by Ability-job-fit in the Relationship between Abusive Supervision and Physical Withdrawal Behavior*

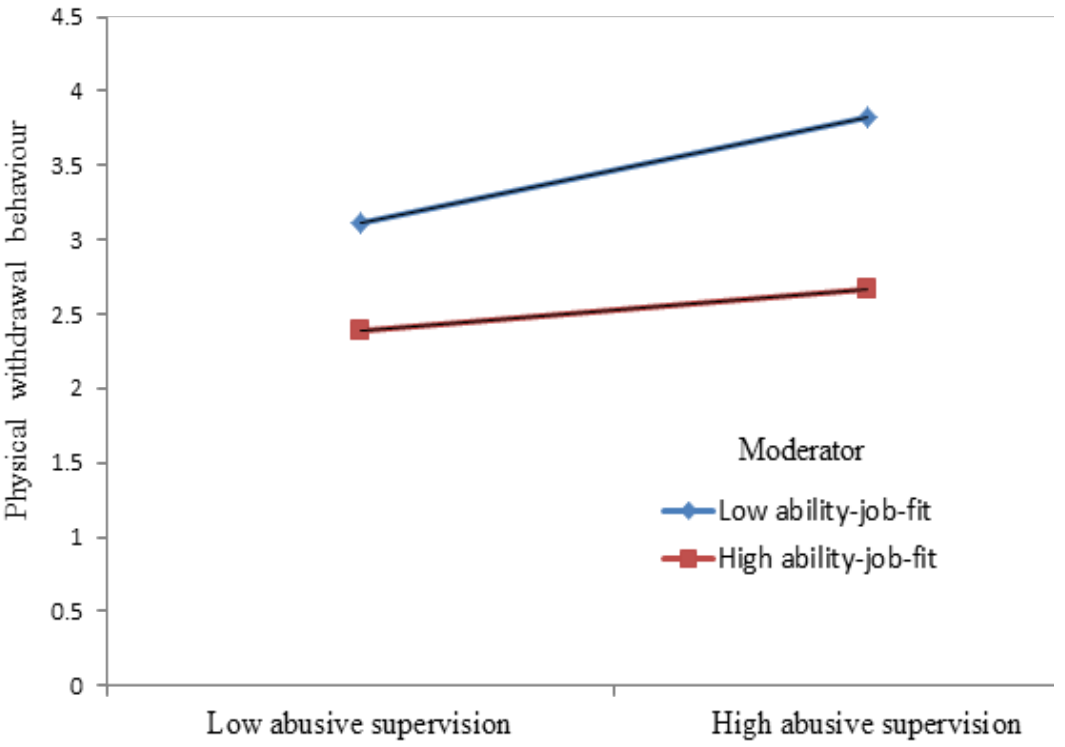

Figure 2 displays the graphic interaction of abusive supervision, ability-job-fit, and physical withdrawal behavior as independent, moderating, and dependent variables, respectively. As shown in Figure 2, graphs representing the high and low ability-job-fit were not parallel. Ability-job-fit representing graphs became less steep (almost straight) when it increased from a low to high. This graph indicated that ability-job-fit has buffering moderation in the relationships between abusive supervision and physical withdrawal behavior. Graph representing a low-value of ability-job-fit was comparatively steeper than high-value representing graphs. This graph indicated a relatively strong marginal positive prediction of abusive supervision on physical withdrawal behavior for employees who perceive a low ability-job-fit level. Moreover, an ability-job-fit representing graph showed that employees perceiving high ability-job-fit did not affect their physical withdrawal behavior, whether they perceived low abusive supervision or high abusive supervision. Likewise, as depicted in Figure 1, at a fixed point of abusive supervision (e.g., high level), the impact of abusive supervision on physical withdrawal behavior was good when there was a high level of ability-job-fit than a low level.

Discussion

Firstly, this study found a positive association of supervisors' abusive behavior to predict employees' withdrawal behavior (psychological and physical). This association means a decrease in supervisors' abusive behavior reduces employees' psychological and physical withdrawal behavior. If the boss exhibits abusive behavior at the workplace, employees disengage themself from the job and organization. As best of the review, no prior study was carried out that exactly measure the causal relationship of supervisor's abusive behavior to predict employees' withdrawal behavior (psychological and physical). However, finding of the current study consists with the theme of many prior studies (e.g., Decoster et al., 2013; Hoobler & Hu; 2013, precisely measures12, Palanski et al., 2014; Yu et al., 2016; Zellbehaviorl, 2002). These studies have tested that abusive supervision is a detrimental aspect to predict employees' attitudinal and behavioral outcomes (e.g., creativity, job satisfaction, organizational support, turnover intention, and psychological well-being). Consistency of finding indicates the generalizability of the theory that deals abusive supervision as harmful construct of the employees' attitudinal and behavioral outcomes.

Secondly, this study has tested that employees' perceived ability-job-fit negatively impacts on their withdrawal behavior (psychological and physical). These mean increase in employees perceived ability-job-fit cause to decrease in their psychological and physical withdrawal behavior. If the employees' abilities are highly compatible with job demand, employees do not exhibit withdrawal behavior (psychological and physical) due to the strength of compatibility. To the best of our review, no prior study was carried out to measure employees' ability-job-fit impact on their withdrawal behavior. However, employees' perceived ability-job-fit was tested as constructive aspect (Mowday et al., 1982; Bhat, 2014; Sekiguchi, 2004; Caldwell & O'Reilly, 1990; Edwards, 1991; Mowday et al., 1982). It showed positive impact on employees' attitudinal and behavioral outcomes (e.g., performance, satisfaction, commitment, motivation, turnover intention). Hence, findings of the current study support the prior studies that has tested ability-job-fit as a constructive aspect for the employees' attitudinal and behavioral outcomes.

Lastly, this study found the moderating role of employees' ability-job-fit in the relationship between abusive supervision and withdrawal behavior (psychological and physical). This means employees' perceived ability-job-fit mitigate abusive supervision's harmful effect on employees' psychological and physical withdrawal behavior. Increase in level of ability-job-fit cause to decrease the harmful effect of abusive supervision on withdrawal behavior (psychological and physical). Regarding the form of moderation, this study tested that there was a relatively strong marginal positive prediction of abusive supervision on withdrawal behavior (psychological and physical) for those employees who perceive a low level of ability-job-fit. Likewise, employee who perceived high ability-job-fit their withdrawal behavior (psychological and physical) did not affected whether they perceived low or high abusive supervision. These findings are novel in the literature of abusive supervision and its impacts on employees' behavioral outcomes with boundary conditions. This finding is possibly due to the compensating balance of the strength of ability-job-fit that encourages employees to engage in the job even they were suffered from the supervisor's abusive behavior (Baron & Kenny, 2018). As novel findings, we suggest further study to replicate under different contexts with a larger sample size before generalizing it.

Implication of the Study

Practical Implication

Firstly, this study measured the positive impact of abusive supervision on employees' withdrawal behavior; hence, the manager can decrease their employee's psychological and physical withdrawal behavior by reducing the supervisor's abusive behavior. Secondly, this study measured the positive impact of employees' perceived ability-job-fit on their psychological and physical withdrawal behavior. Therefore, the manager could maintain good compatibility between the employees' abilities and demand of the job. For example, hiring the people who are compatible with the job demand, training employees if there are efficiency gap, transferring employees as their interest, etc. might minimize withdrawal behavior (psychological and physical). Thirdly, this study tested that employees' perceived ability-job-fit defended abusive supervision's harmful effect on withdrawal behavior (psychological and physical). Moreover, an employee with less ability-job-fit showed more withdrawal behavior (psychological and physical) due to the supervisor's abusive behavior. Hence, the manager could intervene to improve ability-job-fit for employees who perceive less compatibility of their abilities with the job's demand to minimize their withdrawal behavior.

Theoretical Implication

Behavior tested that (a) abusive supervision of the employees positively impacted on employees' withdrawal behavior (psychological and physical), (b) ability-job-fit negatively impacted on withdrawal behavior, and (c) ability-job-fit defended the harmful effect of abusive supervision on withdrawal behavior (psychological and physical). Moreover, employees well fitted with their abilities and assigned job were less suffered from the supervisor's abusive behavior. This empirical evidence added the novel findings in the literature of abusive supervision and its consequences. For the researcher and academician, the current study's findings would be a foundation for further research to refine the theory. Moreover, based on the present study findings, researchers might test other boundaries that might control abusive supervision effects on withdrawal behaviors or different employee outcomes.

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