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Gender in Management

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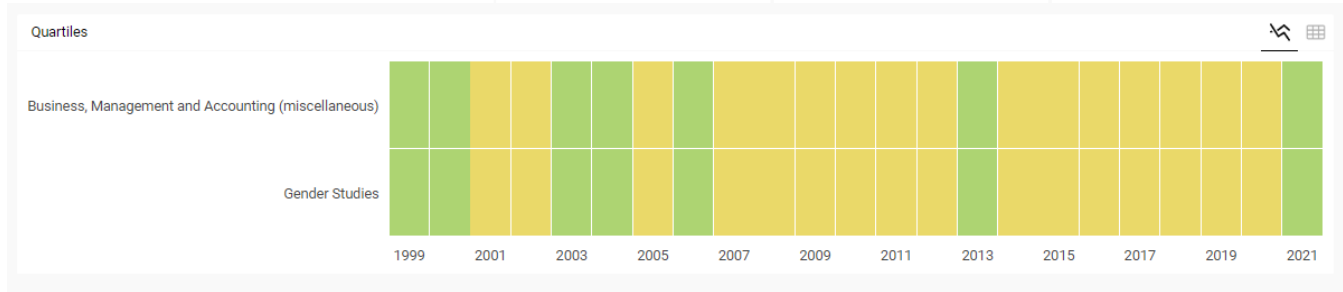
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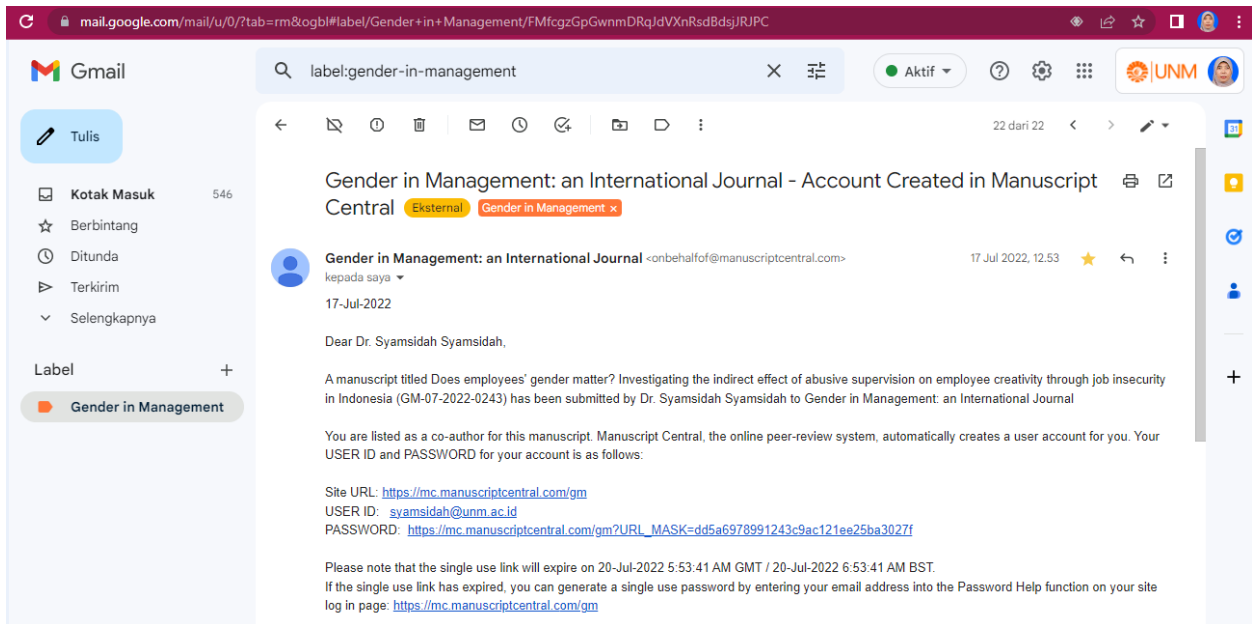
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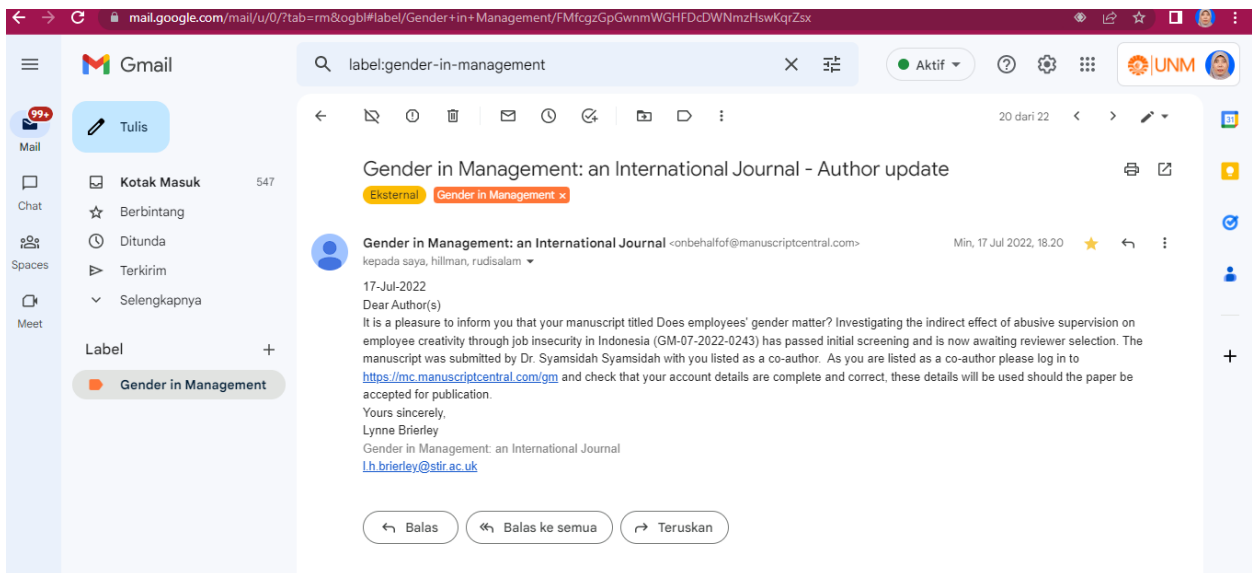kepada saya ▾

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Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia

Structured Abstract

Purpose

This study aims at investigating the effect of abusive supervision on employees' creativity through the mediating role of job insecurity and the moderating role of subordinate gender in Indonesia.

Method

Data were collected from various sources using online recruitment methods. Abusive Supervision Scale, Job Insecurity Scale, and Employee Creativity Scale were the three measures in this study. Participants completed a three-wave data collection procedure using an online survey platform. The final dataset contained 515 usable responses after removing participants with incomplete responses and careless responding.

Findings

The results suggested that the negative effect of abusive supervision on employees' creativity was fully mediated by job insecurity, and this negative effect was moderated by employees' gender. Gender roles shape how employees behave and react to their leader's hostile behaviours. In Indonesia, abusive supervision increased both female and male employees' job insecurity and consequently reduced their creativity. However, the damage was more profound for the male than the female employees.

Practical Implications

Employee gender roles must become a part of leadership strategies in an organisation. Also, support and resources must be provided equally for both male and female employees. Lastly, some interventions are necessary to mitigate the effect of abusive supervision.

Originality

This current study offers some new insight on how male and female employees in a high power distance culture like Indonesia respond to their leader's abusive behaviours.

Keywords: abusive supervision, job insecurity, employee creativity, organisation, and gender

Introduction

Leadership is an essential element in many organisations and communities (Blanch *et al.*, 2016; Denti and Hemlin, 2012; Dinh *et al.*, 2014; Levine, 2010). Many studies have supported the positive effect of leadership on organisations and individuals (Kelloway *et al.*, 2013; Tombaugh, 2005; Yang, 2021). However, many recent findings also emphasise the destructive effect of a leader's behaviours (Burns, 2021; Mackey *et al.*, 2021; Schilling and Schyns, 2021), and abusive supervision is the most popular term to describe this destructive behaviour (Fischer *et al.*, 2021; Mackey *et al.*, 2017; Zhang and Bednall, 2016). Abusive supervision is a perception of an immediate leader's hostile behaviours, excluding physical contact, and these behaviours are detrimental to both individuals and organisations (Tepper, 2000).

Abusive supervision attracts many scholars' attention because this leadership style not only negates employee performance (Aryee *et al.*, 2008; Shin and Hur, 2020; Zhou, 2016) but also deteriorates individual mental health and well-being (Rafferty *et al.*, 2010; Saleem *et al.*, 2021; Tepper, Moss, Lockhart and Carr, 2007; Zhou *et al.*, 2018). Being abused by superiors in the workplace has some serious mental health consequences for employees. Thus, more empirical evidence should be documented to understand how this destructive leadership influences the community's and individual's mental health.

In terms of mental health consequences, job insecurity is an immediate consequence of abusive supervision in organisations (Glambek et al., 2014; Li et al., 2019; Shin & Hur, 2020). Job insecurity is a feeling of distress related to the loss of a current job (Witte, 1999). Drawing from the Conservation of Resource (COR) theory (Hobfoll, 1989), people become insecure as they lose energy and resources when dealing with an abusive supervisor. While many studies have endorsed this relationship

(Li *et al.*, 2019; Shin and Hur, 2020; Wang *et al.*, 2019), the cascading effect of abusive

supervision and job insecurity on desirable employee behaviours (e.g., extra-role

behaviours) still demands further investigations.

One of the desired employee behaviours is creativity (Amabile *et al.*, 2005;

Collin *et al.*, 2020; Farmer *et al.*, 2003; Zhou and Hoever, 2014). Abusive supervision

has become a barrier to fostering employees' creativity and innovative behaviours (Gu

et al., 2016; Han *et al.*, 2017; Jahanzeb *et al.*, 2019; Jiang and Gu, 2016; Shen *et al.*,

2020). Also, it causes employees to withhold their creativity (Shin and Hur, 2020;

Wang *et al.*, 2019). Supervisors' hostile behaviours prevent employees from displaying

extra-role behaviours that are related to creativity. However, understanding the role of

other variables in the relationship is essential as other factors such as individual

differences and culture determine the abusive supervision-creativity relationship (He *et

al.*, 2021; Shen *et al.*, 2019; Wang *et al.*, 2021).

Similarly, research has also shown the negative impact of job insecurity on

employee's creativity (Sverke *et al.*, 2019; Teng *et al.*, 2019; Zhou and Long, 2011)

event though more studies are expected to draw a consistent conclusion on this

relationship as culture, context and demographic variables could influence the

relationship (Sverke *et al.*, 2019). Literature has supported the relationships between

abusive supervision and job insecurity, but the relationship between abusive supervision

and creativity is indirect and influenced by other variables (e.g., He et al., 2021; Jiang &

Gu, 2016; Y. Shen et al., 2019; C. Wang et al., 2021). Thus, this study proposes that

abusive supervision might harm employees' creativity by increasing job insecurity. This

indirect mechanism needs further investigation to understand whether this model is

empirically supported and consistent across cultures.

There are two factors that must be considered in the indirect effect of abusive supervision on employee creativity, culture and gender. Firstly, previous reviews have proposed the important role of these two variables in understanding the conditional effect of abusive supervision on employee outcomes (Einarsen *et al.*, 2007; Fischer *et al.*, 2021; Mackey *et al.*, 2017; Martinko *et al.*, 2013; Zhang and Bednall, 2016). Culture influences how employees perceive their supervisor's abusive behaviours. In a high-power distance country (e.g., Indonesia, *see* Hofstede, 1983), employees tend to tolerate their leaders' hostile behaviours because this type of culture endorses hierarchy and dominance in leader-member exchanges (Zhang and Liao, 2015). While the negative effect of abusive supervision has been consistently found in many low-power distance countries such as the United States (Mackey *et al.*, 2017, 2021), the emergence of abusive supervision in high power distance countries still needs further investigations.

Secondly, some systematic reviews have suggested investigations on individual factors that were related to the perception of power abuse and abusive supervision (Mackey et al., 2020; Martinko et al., 2013; Tepper, 2007; Zhang & Liu, 2018; Zhang & Bednall, 2016; Zhang & Liao, 2015). Some empirical findings have suggested that male and female employees develop distinct implicit expectations related to their leader's behaviours (Daraba *et al.*, 2021; Dionisi and Barling, 2018; Park *et al.*, 2018; Wells *et al.*, 2014). This expectation shapes how followers react to their leader's behaviours.

Gender, in this case, becomes a significant factor that influences how subordinates behave towards their supervisors (De Hoogh *et al.*, 2015; Woolley *et al.*, 2011; Yi Chua *et al.*, 2015). To illustrate, female employees who perceived abusive supervisory behaviours were more likely to quit their job than their male counterparts (Pradhan *et al.*, 2018). Unfortunately, evidence regarding how genders moderate the

relationship between abusive supervision and employees' negative and positive

outcomes is still scarce. Although male and female employees are distinct in managing

stressors from unfair treatment (Salin and Hoel, 2013), subordinates' gender still

received less attention in understanding how abusive supervision influences negative

and positive outcomes.

Considering the consequences of abusive supervision, the need to study abusive

supervision in a high power distance country and how males and females perceive

abusive supervision, this study aims to investigate the indirect impact of abusive

supervision on employees' creativity via job insecurity and to examine the moderating

role of employees' gender in Indonesia. This study will provide new insight into how an

employee's gender determines the perception of abusive supervision and the perception

of abusive supervision influences job insecurity and employee creativity in a high-

power distance culture.

Literature Review and Hypotheses

Abusive supervision is mistreatment and hostile behaviour, excluding physical contact

perpetrated by a supervisor toward an immediate subordinate or a team (Tepper, 2000;

Tepper et al., 2007, 2017). Workplace mistreatment, such as abusive supervision, has

been found as one of the most undesirable outcomes of abusive supervision (Glambek et

al., 2014; Glambek et al., 2018; Li et al., 2019; Naseer & Raja, 2019). As mentioned

earlier, abusive supervision can increase job insecurity (He et al., 2021; Jiang & Gu,

2016; Y. Shen et al., 2019; C. Wang et al., 2021) and reduce creativity (Gu *et al.*, 2016;

Han *et al.*, 2017; Jahanzeb *et al.*, 2019; Jiang and Gu, 2016; Shen *et al.*, 2020).

Job insecurity is a perception that the current job might be lost, and this

perception increases strains, distress and reduces job satisfaction (Witte, 1999). In some

studies, job insecurity adversely impacted employee's performance and increased

counterproductive work behaviours (Camgoz *et al.*, 2016; Kraimer *et al.*, 2005; Lee *et al.*, 2012; Loi *et al.*, 2012). On the other hand, creativity is the ability to detect an

unusual association between two or more concepts (Fodor and Greenier, 1995).

Similarly, according to Mednick (1962), creativity is an effort to bring associative

elements together and generate an idea for problem-solving. In a workplace setting,

creativity is producing something novel and useful (Ostrye, 1989). Creativity can be an

outcome, method, or model that determine organisational success (Zhou and Hoever,

2014). Creativity can be considered as one of the discretionary or extra-role behaviours

performed by employees, and their leaders are responsible for developing these

behaviours (Hughes *et al.*, 2018).

Some studies have found that the effect of abusive supervision on employee's

outcomes depended on employee's gender (Pradhan *et al.*, 2018; Zhou *et al.*, 2018).

Gender is a socio-cultural concept that defines how individuals are expected to behave

in a socially identified gender (Eagly, 1997; Eagly & Steffen, 1986). Gender and

aggressive behaviours in a workplace context have been linked in some studies. Many

scholars found that the responses and behaviours related to aggressive behaviours were

determined by the perpetrators' and victims' gender (Eagly and Steffen, 1986; Gilbert *et al.*, 2013; Salin and Hoel, 2013). Thus, gender might differentiates how individual

perceive abusive behaviours from supervisor which consequently it influences the effect

of abusive supervision on employee outcomes including job insecurity.

Firstly, this review will explain the effect of abusive supervision on creativity

via job insecurity before further include the role of gender in the relationship. The link

between abusive supervision and its consequences can be explained using the the

Conservation of Resource theory or COR (Hobfoll, 1989). The COR theory postulates

that employees are motivated to protect, preserve, and procure their resources (Hobfoll,

1989, 2001; Hobfoll *et al.*, 2018). Individuals who experience potential threats to their

resources (e.g., personal, objects) will attempt to protect their remaining resources. In a

condition where they are unable to protect the remaining resources or to prevent future

resource loss, these individuals will experience stress, exhaustion, and burnout (Hobfoll,

1989, 2001; Hobfoll *et al.*, 2018). The main principle of the COR is that individuals will

strive to protect their resources and prevent resource loss.

As mentioned above, secure employment is a form of resources that employees

must protect and perhaps seek to ensure their resources in an organisation (Hobfoll *et

al.*, 2018; Westman *et al.*, 2004). Mistreatments and hostile behaviours perpetrated by

supervisors could become a threat to the employee's condition, such as secure

employment and a healthy workplace. Employees might feel that their supervisors

threaten their condition by displaying destructive behaviours. Drawing from the COR

theory, frequent hostile behaviour from their supervisor will threaten subordinate's

remaining resources. Subordinates might develop insecure employment or job

insecurity as they continuously receive abusive supervisory behaviours. Thus, the first

hypothesis will be:

- Hypothesis 1: Abusive supervision positively contributes to job insecurity

Leadership is an important antecedent to creativity because it can foster or

hinder employees' creativity (Hughes *et al.*, 2018). This direct effect can be viewed

from the affective event theory perspective (Weiss and Cropanzano, 1996). Affective

event theory proposes that individuals react emotionally to events in the workplace. The

event could be an affective experience for the individual and might trigger some

emotional reactions (negative or positive. This emotional reaction is an effort to change

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the events because people will direct their behaviours to cope with emotional

experiences (Gaddis *et al.*, 2004; Weiss and Cropanzano, 1996).

The effect of the negative and positive events is asymmetrical. Negative events

cause more damage to an individual's body, emotion, cognition, and social interactions

than positive ones (Taylor, 1991). During the negative emotion episode, individuals

might only focus on issues related to the underlying theme and spends most of their

resources to cope with their emotional reactions. At the same time, they also experience

resource depletion and leave fewer resources to perform their job properly (Weiss and

Cropanzano, 1996).

As discovered by some scholars, abusive supervision is a negative event in a

workplace (Hoobler and Hu, 2013; Oh and Farh, 2017; Tillman *et al.*, 2018; Wu and

Hu, 2013). Perceiving abusive treatments from a supervisor can cause psychological

resource depletion and emotional exhaustion (Akram *et al.*, 2019; Huang *et al.*, 2020).

As a result, employees will not have enough resources to cope with performance-related

stressors because their resources have been used to manage their emotional reactions to

negative events. Employees presumably cannot engage in a creative and innovative

performance as their resources are scarce. They will invest most of the resources to cope

with the emotion-related stressor and basic required tasks in their job. Thus, the next

hypothesis will be:

- Hypothesis 2: Abusive supervision negatively contributes to employee's
  creativity

Feeling insecure about a job is a form of affective experience that might drain

employees' resources (Shoss, 2017). Threats to the continuity and stability of a job

result in negative work attitudes, including decreased effort, intention to leave, and

resistance to change (Greenhalgh and Rosenblatt, 2010). Effort and willingness to

change are two important elements in generating creativity. These extra efforts must be

supported by enough resources. Employees can only perform if they have enough

resources to execute the task (Weiss and Cropanzano, 1996). Thus, job insecurity can

prevent employees from putting in extra efforts as their resources are drained by the

threats to their future job. In this situation, feeling insecure about the future can reduce

employees' creativity. The next hypothesis will be:

- Hypothesis 3: Job insecurity is negatively related to employee's creativity

Abused subordinates might experience threats to their job, and these threats

drain their psychological resources. As their resources are scarce, they also reduce

extra-role behaviours such as creative and innovative behaviours. Thus, the effect of

abusive supervision on employees' creativity can be mediated by the role of job

insecurity. This mediation model has been investigated by some scholars where they

found that job insecurity mediated the relationship between workplace mistreatment and

performance (Park & Ono, 2017; Shin & Hur, 2020; Wang et al., 2019). This mediation

model is hypothesised as follows:

- Hypothesis 4: the effect of abusive supervision on employee's creativity will be
  mediated by job insecurity

The different effect of abusive supervision on job insecurity can depend on

employee's gender. The Social Role theory of sex differences proposes that the

differences between men and women in a social context are a product of distributed

social roles (Doherty & Eagly, 1989; Eagly, 1997). The behaviours of men and women

are formed and sustained through socialisation (Eagly and Wood, 1999). According to

the Gender Role theory, those who hold the traditional view of social roles believe that

women are caregivers while men are providers (Donald and Linington, 2008; Mintz and

Mahalik, 1996; Ngo *et al.*, 2014).

Indonesia is one of the countries that still hold traditional gender views (Bird *et al.*, 1984; Daraba *et al.*, 2021; Mintz and Mahalik, 1996). In the Indonesian context, while female employees are more responsible for family care (Daraba *et al.*, 2021), male employees are expected to secure their jobs to sustain income for the family. This social construct in Indonesia has influenced how females and males should react to their leader's mistreatment. Evidence suggested that subordinates' gender significantly influenced responses to their leaders (Ouyang *et al.*, 2015), while leaders' gender showed no significant effects on the way they treat subordinates (Collins *et al.*, 2014; Eagly *et al.*, 2003). Male employees could experience job insecurity more than their female counterparts if they found threats to the stability of their job. As the male employees receive maleficent treatments from their supervisors, they will be more likely to experience threats to their job. As providers, male employees should secure the sustainability and continuation of their job. A threat to the job could cause more insecure feelings for the male than their female counterparts.

- Hypothesis 5: the effect of abusive supervision on job insecurity will be moderated by subordinate's gender, in which male employees will show a higher impact of abusive supervision on job insecurity than their female counterparts

As proposed in hypothesis four and hypothesis five, the effect of abusive supervision on employees' creativity will be mediated by job insecurity, and the direct effect of abusive supervision on job insecurity will depend on employees' gender. Male

employees will be more likely to experience threats from abusive leaders than their

female counterparts. Thus, the final hypothesis will be:

- Hypothesis 6: the indirect effect of abusive supervision on employee's creativity

  via job insecurity will be moderated by subordinate's gender, in which male

  employees will show a higher impact of abusive supervision on job insecurity

  than their female counterparts

Method

Participants and Procedure

To test the study's hypotheses, participants were recruited from various backgrounds in

Indonesia. Undergraduate students in one of the largest public universities in South

Sulawesi assisted the data collection. They were asked to recruit participants using an

online advertisement in their social media networks. Students who could recruit at least

15 participants would earn 10 per cent credit points for their research method class. In

addition, all authors reached main alumni groups and networks from the three largest

universities in Sulawesi, Indonesia. From this recruitment method, six alumni groups

were identified and agreed to participate in the study. Each group consisted of 220 to

542 alumni who had worked full time in various sectors.

To reduce Common Method Bias (MacKenzie and Podsakoff, 2012),

participants were asked to complete the survey three times with a three-week gap. This

study used an open-source online survey platform to collect data. In the first wave,

participants completed questions about demographic variables (e.g., gender) and the

Abusive Supervision Scale. After three weeks, participants who fully participated in the

first wave received the second survey link containing the Job Insecurity Scale. Three

weeks after the second wave, only those who completed the second survey received the

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last survey link containing Employee Creativity Scale. All participants were given a

unique code (e.g., p0001) to match their responses from different data collection waves

and to protect their identity. In total, there were 575 participants who completed the

three-wave data collection from 723 who initially registered for participation in the

study. However, 60 participants were dropped because they did not pass the attention

check item (i.e., if you read and understand this statement, please select "agree"). In the

end, there were 515 usable responses.

The number of male and female participants were nearly equal (female= 55%,

male= 45%). More than half of them completed high schools (56%) while some held

college degrees (36%). Participants came from public services (45%), private/ business

entreprises (48%), and other non-governmental organisations (7%). There were only

13% participants had leadership position (i.e., supervisor and manager). Participants'

age ranged from 18 to 58 years (M= 25, SD= 7.5) while their tenures varied from one to

34 years (M= 3.42, SD= 4.58).

Measures

All measures were adapted into Bahasa Indonesia (the official language of Indonesian)

following the standardised adaptation procedure (Brislin, 1970).

Abusive Supervision Scale

Participants' perceptions about their immediate leader or abusive supervisor behaviours

were measured using a 15-item Abusive Supervision Scale (Tepper, 2000). The scale

used a five-point Likert-type scale ranging from 1 (never) to 5 (always). The scale was

considered highly reliable in this study, with Cronbach's alpha of .94. "(My Boss) tells

me my thoughts or feelings are stupid" was one of the items.

Job Insecurity Scale

Job insecurity was measured using the Job Insecurity Scale from Vander Elst et al. (2014). This scale measured employees' perception of their job insecurity. This scale had four items and was administered using a five-point Likert-type scale with options ranging from 1 (strongly disagree) to 5 (strongly agree). The scale reliability was considered acceptable with Cronbach's alpha of .77. "I feel insecure about the future of my job" was one of the items.

Employee Creativity Scale

Employee creativity was measured using the Employee Creativity Scale developed by Farmer et al. (2003). This scale measured how likely employees can perform creative work behaviours within their workplace setting. The scale contained four items and was administered using a six-point Likert-type scale with options ranging from 1 (strongly disagree) to 6 (strongly disagree). The Cronbach's alpha was .81, indicating a reliable measure for a research purpose. One of the items was "Seeks new ideas and ways to solve problems."

Results and Discussion

Results

Measurement model analysis

Measurement model analysis was performed to provide evidence of the measurement validity. The results suggested that a three-factor solution (i.e., abusive supervision, job insecurity, and employee creativity) yielded a good-fit measurement model (chi-square= 760.34, *p*< .001, chi-square/df= 3.35, RMSEA= .068, SRMR= .061, CFI= .92, and TLI= .91). The Average Variance Extracted (AVE) for each measure also showed an

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acceptable result with .56, .46, and .55 for abusive supervision, job insecurity, and

employee creativity, respectively, with discriminant validity coefficients ranging from

.68 (job insecurity) to .74 (abusive supervision and employee creativity). Harman's

single factor test showed 39.03% extracted variance or less than 50%, indicating that

common method bias was not an issue. These results suggested that the theoretical

measurement model was confirmed.

Descriptive Statistics and Correlations

As seen in table 1, abusive supervision was positively correlated with job insecurity

(.26, *p*< .001), while job insecurity was negatively associated with employee creativity

(-.18, *p*< .001). Some demographic variables were significantly associated with abusive

supervision, job insecurity and creativity.

<<table 1 around here>>

Hypothesis testing using a moderated-mediation technique

Table 2 shows the results of moderated-mediation analysis using PROCESS by Hayes

(2013). The results suggested that abusive supervision positively influenced job

insecurity (β= .06, *p*< .001), which supported hypothesis 1. Job insecurity negatively

predicted employees' creativity (-.19, *p*< .001), providing support for hypothesis 3. In

contrast, abusive supervision did not have a significant direct impact on employees'

creativity (hypothesis 2 was not supported).

<<table 2 around here>>

Since abusive supervision directly predicted job insecurity and job insecurity

negatively influenced employees' creativity, the effect of abusive supervision on

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employees' creativity was fully mediated by job insecurity (hypothesis 4 was

supported). The results (model 1) also found a significant moderating effect of gender

(.06, *p*< .05) where the effect of abusive supervision on job insecurity was stronger for

males than the female employees (support for hypothesis 5). This interaction can be

seen in figure 1. Hypothesis 6 was also supported as the indirect effect of abusive

supervision on employees' creativity was mediated by job insecurity, and the direct

effect of abusive supervision on job insecurity depended on employee's gender. The

following table 3 listed indirect effects of abusive supervision on employees' creativity

for female and male employees. Figure 2 illustrates this empirical study model.

<<table 3 around here>>

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Discussion

The abuse of power perpetrated by people in a leadership position has been identified as

a social interaction problem within a workplace context (Tepper, 2007; Tepper, 2000).

However, this social phenomenon has occurred in many organisations and becomes a

social issue. The results supported that abusive supervision had a direct consequence on

employees' job insecurity. The abused employees would experience high job insecurity

as their immediate leaders (e.g., supervisor or manager) displayed hostile behaviours.

This particular finding has been supported by the COR theory (Hobfoll, 1989, 2001;

Hobfoll *et al.*, 2018).

　　　Unexpectedly, abusive supervision did not have a direct impact on employees'

creativity. Although abusive supervision is a negative experience (Liu *et al.*, 2020;

Saleem *et al.*, 2021; Wu and Du, 2022) and usually causes damage to an individual's

emotions, attitudes, and behaviours (Ahmad and Begum, 2020; Chi and Liang, 2013;

Fan *et al.*, 2020; Lam *et al.*, 2017; Whitman *et al.*, 2014), employees would not view the

hostile behaviours as threats. If the employees perceived that those behaviours threaten

the continuity of their job, abusive supervision could indirectly reduce employees'

creativity via job insecurity.

This study revealed that the perception and consequences of abusive supervision

were not equal for men and women. The results suggested that male employees could

have experienced the negative impacts of abusive supervision more than their female

counterparts. The Social Role theory has highlighted that male and female expectations

related to the social roles are a product of socialisations (Eagly and Wood, 1999).

Considering the social roles where men are the "providers", the security of a job

becomes vital for them. Experiencing a threat from their immediate leaders could

disturb the security of their social roles. Male employees, in this case, must invest

resources and locate new resources to secure potential resource loss. Unlike the male,

female employees do not have this demand (i.e., providing income for the family).

However, they are prone to experience work-family conflict (Daraba *et al.*, 2021) and

need support from their leader and family (Niswaty et al., 2021; Shabbir et al., 2021).

Gender roles define and guide an individual's reactions to a negative event in the

workplace. In general, all employees might struggle to cope with abusive behaviours

(Tepper, 2007; Tepper, 2000), but the gender role perspective might offer a different

view on how this impacts employees' creativity. As a result, some male employees

might unwittingly reduce their creativity as they experience job insecurity. People

prefer to keep their regular work routines and avoid innovative and creative work

behaviour to avoid a risk of performing wrong behaviours, which might attract more

mistreatments from their leaders.

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Empirical studies have endorsed the destructive effect of negative work events such as abusive supervisory behaviours (Gu *et al.*, 2016; Han *et al.*, 2017; Jahanzeb *et al.*, 2019; Jiang and Gu, 2016; Shen *et al.*, 2020) and job insecurity (Camgoz *et al.*, 2016; Kraimer *et al.*, 2005; Lee *et al.*, 2012; Loi *et al.*, 2012) on employee's innovative work behaviours. This study has shed light on how gender roles shape individual reactions to mistreatments. Following the trend and the widespread of workplace mistreatments, perhaps scholars and practitioners should elaborate social contexts into the discussions and view the issue as a social phenomenon rather than an isolated workplace problem.

This moderating effect of gender might not be consistent across different cultures. In India, female employees were more likely than males to leave the organisation as they encountered abusive supervision (Pradhan *et al.*, 2018). The Social Roles theory and Gender Roles theory have provided a plausible explanation of how individuals might interpret adverse work events.

Implications

Organisations should consider gender and its roles in designing leader-member interactions in an organisation. Male employees are more likely to suffer from insecurity which eventually hinders their extra-role performance, such as creativity. Thus, countries that still nurture traditional gender views should encourage their organisations to provide support and resources fairly for both male and female employees. In Indonesian culture, males are the providers for the family and threats to their jobs could have a devastating impact on their social and psychological welfare. Some affirmative actions can be initiated to reduce threats to employees' security, safety, and mental health. For example, organisations can train male employees to cope

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with abusive situations and overcome demanding tasks.

Mistreatments and abuse of power are spreading across cultures and organisations. The negative consequences of abusive supervision might not always immediately occur in the short term. Organisations might unwittingly suffer from the long-term consequences or indirect impact of abusive supervision. Some early anticipative actions should be taken to reduce abusive supervision. Leaders should learn how to harness their powers, deliver impactful feedback, and understand the consequences of their hostile behaviours on their follower's well-being. On the other hand, employees should also understand some challenging behaviours displayed by their leaders to help reduce insecurity.

Limitations and future research directions

Firstly, this study recruited participants from various backgrounds to reduce biases caused by sample groups. However, given the number of Indonesia population and islands, future studies should investigate how consistent the findings are in different areas of Indonesia. Secondly, this study confirmed that employees' gender and leadership process are related. However, there are other factors that might mitigate (or exacerbate) the effect of abusive supervision. Cultural dimensions (e.g., power distance) have not been fully discovered, and it might require a cross-cultural investigation to reveal how people in different cultures deal with abusive behaviours. Lastly, this study has emphasised the moderating role of gender in the relationship between abusive supervision and its outcomes. The future study may perform a mixed-method approach to fully unpack the perception of abusive supervision.

Conclusion

This study has found that abusive supervision has an indirect impact on employees' creativity through the role of job insecurity. Abusive supervision did not immediately halt extra-role behaviours such as innovation and creativity. However, the abused subordinates could develop insecure feelings about the continuity of their job. This job insecurity could reduce employees' creative work behaviours. Gender roles influence how people behave in their workplace and shape their reactions to negative events such as abusive behaviours. From the lens of traditional gender roles, male employees might suffer more than female employees when it comes to securing their job as the male employees are expected to secure jobs to support their families. This social expectation makes the threats from leaders become more salient for the male than the female employees.

Compliance with Ethical Standards

Conflict of Interest

on behalf of all authors, the corresponding author states that there is no conflict of interest.

Ethical Approval

All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional research committee (the ethical clearance was approved by the first author's affiliation) and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards.

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Informed Consent

Informed consent was obtained from all participants in the study.

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Data Availability

The datasets generated during and/or analysed during the current study are not publicly

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Table 1.
Descriptive statistics and bivariate correlations

Variable	Mean(SD)	1	2	3	4	5	6	7
1. Age	25.08(7.51)	—						
2. Gender	.44(.50)	.04	—					
3. Education	1.8(.97)	.34***	-.10**	—				
4. OT	1.62(.61)	-.27***	-.01	-.21***	—			
5. JL	1.17(.49)	.13**	.05	.05	.08	—		
6. AS	21.58(10.53)	-.06	.02	-.11*	.06	.01	—	
7. JI	7.77(3.21)	-.10*	.07	-.11*	.08	-.01	.26***	—
8. EC	19.49(3.16)	.03	-.01	-.02	-.01	.12**	.01	-.18***

Note: *N*= 515*, * p < .05. ** p < .01. *** p < .001,* AS= abusive supervision, JI= job insecurity, EC= employee creativity, Gender (0= female, 1=male), Education (1= high school, 2= diploma, 3= bachelor degree, 4= postgraduate, 5= doctoral degree), OT= organisation types (1= public, 2= private, 3= not-for-profit), JL= Job Levels (1= staff, 2=supervisor, and 3= manager or higher).

Table 2.
The moderated-mediation model 7 using PROCESS by Hayes

Model 1	β	SE	LLCI	ULCI	*R*	*R²*
AS	.06***	.02	.03	.09	.28	.08***
Gender	-.81	.64	-2.07	.45		
AS*Gender	.06*	.03	.00	.11		
Outcome: Job Insecurity						
Model 2	β	SE	LLCI	ULCI	*R*	*R²*
AS	.02	.01	-.01	.05	.19	.04***
JI	-.19***	.04	-.28	-.11		
Outcome: Employee Creativity						

AS= Abusive Supervision, JI= Job Insecurity, EC= Employee Creativity, SE= Standard Error, LLCI= Lower-level confidence interval, ULCI= Upper-level confidence interval
N= 515, * *p < .05.* ** *p < .01.* *** *p < .001*

Table 3.
Conditional indirect effects of Abusive Supervision at different gender

Gender	Effect	SE	LLCI	ULCI
Female	.06	.02	.03	.09
Male	.11	.02	.07	.16

SE= Standard Error, LLCI= Lower-level confidence interval, ULCI= Upper-level confidence interval
N= 515

Figure 1.

The moderating effect of gender on abusive supervision – job insecurity relationship

Figure 2.

Empirical model

2. Proses Review Manuscript (Revisi 1)

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Dear Dr. Syamsidah Syamsidah,

Your revised manuscript entitled "Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia" has been successfully submitted online and is presently being given full consideration for publication in Gender in Management: an International Journal

Your manuscript ID is GM-07-2022-0243.R1.

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                              Manuscript ID GM-07-2022-0243.R1 entitled "Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee
                              creativity through job insecurity in Indonesia" which you submitted to the Gender in Management: an International Journal, has been reviewed. The
                              comments of the reviewer(s) are included at the bottom of this letter.

                              The reviewer(s) have recommended publication, but also suggest some minor revisions to your manuscript. Therefore, I invite you to respond to the
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09-Feb-2023

Dear Dr. Syamsidah,

Manuscript ID GM-07-2022-0243.R1 entitled "Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia" which you submitted to the Gender in Management: an International Journal, has been reviewed. The comments of the reviewer(s) are included at the bottom of this letter.

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You will be unable to make your revisions on the originally submitted version of the manuscript. Instead, revise your manuscript using a word processing program and save it on your computer. Please also highlight the changes to your manuscript within the document by using the track changes mode in MS Word or by using bold or coloured text.

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Once again, thank you for submitting your manuscript to the Gender in Management: an International Journal and I look forward to receiving your revision.

Best wishes,
Dr. Adelina Broadbridge
Editor, Gender in Management: an International Journal
a.m.broadbridge@stir.ac.uk

Associate Editor(s)' and Reviewer(s)' Comments to Author:
Associate Editor
Comments to the Author:

- The authors have responded, in detail, to the reviewers' comments, and various changes have been made to the manuscript.

- Please attend to the current comments of the reviewer. I agree that double-checking whether more recent literature could be included would be good.

- I also agree that it would be good to provide more information about the (cultural) context of the study in the introduction, and that some information is seemingly missing from the methods section (see review 1 for details).

- I am aware that reviewer 1 suggested that hypotheses should be presented in simple/clear words. I think, however, that moderator hypotheses require to describe the nature of the expected interaction effects. This cannot be done with only one sentence.

- Hypotheses need to be specified and justified with references to the literature. If this is not possible, the authors should consider presenting (exploratory) research questions instead. This would, then, not require to specify the nature of expected effects.

Reviewer:

Recommendation: Major Revision

Comments:

1. Originality: Does the paper contain new and significant information adequate to justify publication?:

Yes, the topic is interesting and provides insight into the role of gender and abusive leadership in a conservative and stereotypically masculine society.

2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored? How does this paper further the continuing debate of this area in the Journal?:

Most of the literature is outdated. Please review the following:

1. Page 3 discusses abusive leadership as a style. Please provide a reference to explain this type of leadership or describe the leadership styles of these supervisors.

2. Page 5 implicitly cites the context of Indonesia, yet there are no details about the

society and culture of Indonesia and its influence on the research study.

3. Page 7 - line 21 provides a definition of abusive leadership but it is outdated. Please provide a reference from the last 10 years.

4. Page 7 - line 42 definition of job security is outdated. Please provide a reference from the last 10 years.

5. Hypotheses 1 and 4 are mainly based on outdated citations.

6. Hypothesis 5 has no citation.

7. Hypothesis 6 has no explanation or citation.

3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?:

Please review the following:

1. Sampling technique is not mentioned.

2. Reliability and Validity of the surveys are not discussed.

4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?: 1. Please provide the results for each hypothesis separately as it is very confusing to identify and understand when are merged together.

2. Page 20 - line 20 and line 31 structure of the paragraphs needs restructuring. A single sentence cannot be written as a paragraph.

3. Discussion can be improved in terms of linking the results with updated literature.

5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?:

Implication, limitations, and future research directions are appropriate and aligned with the research study and research results.

6. Quality of Communication: Does the paper clearly express its case, measured

against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.:

The research is well written but the discussion session needs to be revised in terms of sentence structure and paragraphing.

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26-Feb-2023

Dear Dr. Syamsidah Syamsidah,

Recently, you received a decision on Manuscript ID GM-07-2022-0243.R1, entitled "Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia." The manuscript and decision letter are located in your Author Centre at https://mc.manuscriptcentral.com/gm

This e-mail is simply a reminder that your revision is due in two weeks.

If you need extra time, please contact me to discuss an extension. (Please quote your manuscript ID). If you do not request and extension and you miss the deadline, we may have to consider your paper as a new submission.

Best wishes,
Dr. Adelina Broadbridge
Editor, Gender in Management: an International Journal
a.m.broadbridge@stir.ac.uk

Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia

Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia

Structured Abstract

Purpose

This study aims at investigating the effect of abusive supervision on employees' creativity through the mediating role of job insecurity and the moderating role of subordinate gender in Indonesia.

Method

Data were collected from various sources using online recruitment methods. ~~Abusive~~ The abusive Supervision Scale, Job Insecurity Scale, and Employee Creativity Scale were the three measures in this study. Participants completed a three-wave data collection procedure using an online survey platform. ~~The final dataset contained 515 usable responses after removing participants with incomplete responses and careless responding~~After removing participants with incomplete and careless responses, the final dataset contained 515 usable responses.

Findings

The results suggested that the negative effect of abusive supervision on ~~employees'~~employees' creativity was ~~fully~~ mediated by job insecurity, and ~~this negative effect was moderated by employees' gender~~employees' gender moderated this adverse effect. Gender roles shape how employees ~~behave and react to~~respond to their ~~leader's~~ leader's hostile behaviours. In Indonesia, abusive supervision ~~increased~~ increases ~~both female and male~~ employees" job insecurity and consequently ~~reduced~~ reduces their creativity. However, the damage was more profound for the male than the female employees.

Practical Implications

Gender role theory and perspectives are essential in explaining leader-employee interactions and must be included in leadership strategie~~Employee gender roles must become a part of leadership strategies in an organisation~~s. Also, support and resources must be provided equally for both male and female employees. However, more attention must be given to male employees to ensure their security working in organisations. Lastly, some interventions are necessary to mitigate the effect of abusive supervision.

Originality

This current study offers ~~some new~~ insight ~~on~~into how male and female employees in a ~~high power~~traditional gender ~~distance~~ ~~culture~~ role culture like Indonesia respond to their ~~leader's~~leader's abusive behaviours.

Introduction

Leadership is ~~an essential element~~essential in many organisations and communities (Blanch *et al.*, 2016; Denti and Hemlin, 2012; Dinh *et al.*, 2014; Levine, 2010). Many studies have supported the positive effect of leadership on organisations and individuals (Kelloway *et al.*, 2013; Tombaugh, 2005; Yang, 2021). However, many recent findings also emphasise the destructive effect of a ~~leader's~~ leader's behaviours (Burns, 2021; Mackey *et al.*, 2021; Schilling and Schyns, 2021), and abusive supervision is the most popular term to describe this destructive behaviour (Fischer *et al.*, 2021; Mackey *et al.*, 2017; Zhang and Bednall, 2016). Abusive supervision is a perception of an immediate ~~leader's~~ leader's hostile behaviours, excluding physical contact, and these behaviours are detrimental to both individuals and organisations (Tepper, 2000).

Abusive supervision attracts many ~~scholars'~~ scholars' attention because this leadership style not only negates employee performance (Aryee *et al.*, 2008; Shin and Hur, 2020; Zhou, 2016) but also deteriorates individual mental health and well-being (Rafferty *et al.*, 2010; Saleem *et al.*, 2021; Tepper, Moss, Lockhart and Carr, 2007; Zhou *et al.*, 2018). Being abused by superiors in the workplace has ~~some~~ serious mental health consequences for employees. Thus, more empirical evidence should be documented to understand how ~~this destructive leadership influences the community's and individual's mental health.~~abusive supervision impacts employees' outcomes. To advance the literature, this study incorporates gender role perspectives to understand abusive supervision's effect on male and female employees in organisations.

~~In terms of~~Regarding mental health consequences, job insecurity is an immediate consequence of abusive supervision in organisations (Glambek et al., 2014; Li et al., 2019; Shin & Hur, 2020). Job insecurity is a feeling of distress related to ~~the loss of~~losing a current job (Witte, 1999). Drawing from the Conservation of Resource

3

(COR) theory (Hobfoll, 1989), people become insecure as they lose energy and resources when dealing with an abusive supervisor. While many studies have endorsed this relationship (Li *et al.*, 2019; Shin and Hur, 2020; Wang *et al.*, 2019), the cascading effect of abusive supervision and job insecurity on ~~desirable employee~~extra-role behaviours (e.g., ~~extra-role behaviours~~creativity) still demand~~s~~ further investigations.

~~One of the desired employee behaviours is creativity~~Creativity is one of the desired employee behaviours (Amabile *et al.*, 2005; Collin *et al.*, 2020; Farmer *et al.*, 2003; Zhou and Hoever, 2014). Abusive supervision has become a barrier to fostering ~~employees'~~employees' creativity and innovative behaviours (Gu *et al.*, 2016; Han *et al.*, 2017; Jahanzeb *et al.*, 2019; Jiang and Gu, 2016; Shen *et al.*, 2020). Also, it causes employees to withhold their creativity (Shin and Hur, 2020; Wang *et al.*, 2019). ~~Supervisors'~~Supervisors' hostile behaviours prevent employees from displaying extra-role behaviours ~~that are~~related to creativity. However, understanding the role of other variables in the relationship is essential as other factors, such as individual differences and culture, determine the abusive supervision-creativity relationship (He *et al.*, 2021; Shen *et al.*, 2019; Wang *et al.*, 2021).

Similarly, research has also shown the negative impact of job insecurity on ~~employee's~~employees' creativity (Sverke *et al.*, 2019; Teng *et al.*, 2019; Zhou and Long, 2011). ~~event though~~However, ~~more studies are expected to draw a consistent conclusion on this relationship as~~culture, context, and demographic variables could influence thi~~s~~se relationship (Sverke *et al.*, 2019). Literature has supported the relationships between abusive supervision and job insecurity, but the relationship between abusive supervision and creativity is indirect and influenced by other variables (e.g., He et al., 2021; Jiang & Gu, 2016; Y. Shen et al., 2019; C. Wang et al., 2021). Thus, this study proposes that abusive supervision might harm ~~employees'~~employees'

4

creativity by increasing job insecurity. This indirect mechanism needs further

investigation to understand whether this model is empirically supported and consistent

across cultures.

There are two factors thatwo factors must be considered in the indirect effect of

abusive supervision on employee creativity, culture and gender. Firstly, previous

reviews have proposed the important role of these two variables in understanding the

conditional effect of abusive supervision on employee outcomes (Einarsen *et al.*, 2007;

Fischer *et al.*, 2021; Mackey *et al.*, 2017; Martinko *et al.*, 2013; Zhang and Bednall,

2016). Culture influences how employees perceive their supervisor's supervisor's

abusive behaviours. In a high -power distance country (e.g., Indonesia, *see* Hofstede,

1983), employees tend to tolerate their leaders' leaders' hostile behaviours because this

type of culture endorses hierarchy and dominance in leader-member exchanges (Zhang

and Liao, 2015). While the negative effect of abusive supervision has been consistently

found in many low -power distance countries such as the United States (Mackey *et al.*,

2017, 2021), the emergence of abusive supervision in high power distance countries still

needs further investigations.

Secondly, some systematic reviews have suggested investigations on into

individual factors that were related to the perception of power abuse and abusive

supervision (Mackey et al., 2020; Martinko et al., 2013; Tepper, 2007; Zhang & Liu,

2018; Zhang & Bednall, 2016; Zhang & Liao, 2015). Some empirical findings have

suggested that male and female employees develop distinct different implicit

expectations related to their leader's leader's behaviours (Daraba *et al.*, 2021; Dionisi

and Barling, 2018; Park *et al.*, 2018; Wells *et al.*, 2014). This expectation shapes how

followers react to their leader's leader's behaviours.

Gender, in this case, becomes a significant factor that influences how subordinates behave towards their supervisors (De Hoogh *et al.*, 2015; Woolley *et al.*, 2011; Yi Chua *et al.*, 2015). To illustrate, female employees who perceived abusive supervisory behaviours were more ~~were more likely~~prone to quit their job than their male counterparts (Pradhan *et al.*, 2018). Unfortunately, evidence regarding how genders moderate the relationship between abusive supervision and ~~employees'~~ employees' negative and positive outcomes is still scarce. Although male and female employees are distinct in managing stressors from unfair treatment (Salin and Hoel, 2013), ~~subordinates'~~ subordinates' gender still received less attention in understanding how abusive supervision influences negative and positive outcomes.

Through the lens of gender role perspectives, male and female employees hold different roles in society which determine how they respond to stressors (e.g., abusive supervisor) at work. The traditional view of social roles believes that women are caregivers while men are providers (Donald and Linington, 2008; Mintz and Mahalik, 1996; Ngo *et al.*, 2014). In a traditional gender-view culture, being a provider demands male employees to have a secure job, making supervisors' abusive behaviours more threatening for the male than for their female counterparts. Some studies have suggested the interaction between abusive supervision and gender roles in predicting employees' outcomes (Pradhan *et al.*, 2018; Zhou *et al.*, 2018). Therefore, there is a possibility that gender moderates the effect of abusive supervision on employees' job insecurity.

~~Considering the consequences of abusive supervision, the need to~~It is necessary to study abusive supervision in a ~~high power distance~~traditional gender-view country like Indonesia ~~country~~ and examine how males and females perceive abusive supervision.~~,~~ Indonesia is a high power distance country with a traditional gender view. Following the above arguments, these cultural factors could affect male and female

employees differently. ~~this study aims to investigate the indirect impact of abusive supervision on employees' creativity via job insecurity and to examine the moderating role of employees' gender in Indonesia.~~ This study will provide new insight into how ~~an employee's~~ employees' gender roles determine~~s~~ the ~~perception~~ effect of abusive supervision ~~and the perception of abusive supervision influences~~on job insecurity and employee creativity in ~~a high-power distance culture~~Indonesia.

Literature Review and Hypotheses

Abusive supervision is mistreatment and hostile behaviour, excluding physical contact perpetrated by a supervisor toward an immediate subordinate or a team (Tepper, 2000; Tepper et al., 2007, 2017). ~~Workplace mistreatment, such as a~~Abusive supervision ~~,~~ has been found as one of the most undesirable ~~outcomes of~~ leadership practices in organisations~~abusive supervision~~ (Glambek et al., 2014; Glambek et al., 2018; Li et al., 2019; Naseer & Raja, 2019). As mentioned earlier, abusive supervision can increase job insecurity (He et al., 2021; Jiang & Gu, 2016; Y. Shen et al., 2019; C. Wang et al., 2021) and reduce creativity (Gu *et al.*, 2016; Han *et al.*, 2017; Jahanzeb *et al.*, 2019; Jiang and Gu, 2016; Shen *et al.*, 2020).

Job insecurity is a perception that the current job might be lost, and this perception increases ~~strains,~~ distress and reduces job satisfaction (Witte, 1999). In some studies, job insecurity adversely impacted ~~employee's~~ employee performance and increased counterproductive work behaviours (Camgoz *et al.*, 2016; Kraimer *et al.*, 2005; Lee *et al.*, 2012; Loi *et al.*, 2012). On the other hand, there are some basic concepts related to creativity. For example, creativity is the ability to detect an unusual association between two or more concepts (Fodor and Greenier, 1995) and generate new ideas for ~~. Similarly, according to Mednick (1962), creativity is an effort to bring~~

associative elements together and generate an idea for problem-solving. However, creativity can be defined as In a workplace setting, creativity isemployees' extra-role behaviours in producing something novel and usefulvaluable (Farmer et al., 2003; (Ostrye, 1989) and can be influenced by leaders (Hughes *et al.*, 2018). Creativity can generate a . Creativity can be an outcome, method, or model that determines organisational success (Zhou and Hoever, 2014). In line with Farmer et al. (2003) and Ostrye (1989), this study defines Ccreativity can be considered as a set of one of the discretionary or extra-role behaviours that include generating new ideas for solving work-related problems performed by employees, and their leaders are responsible for developing these behaviours (Hughes *et al.*, 2018).Creativity can be considered as one of the discretionary or extra-role behaviours performed by employees, and their leaders are responsible for developing these behaviours (Hughes *et al.*, 2018).

Some studies have found that the effect of abusive supervision on employee's outcomes depended on employee's abusive supervision's effect on employee outcomes depends on employee gender (Pradhan *et al.*, 2018; Zhou *et al.*, 2018). Gender is a socio-cultural concept that defines how individuals are expected to behave in a socially identified gender (Eagly, 1997; Eagly & Steffen, 1986). Gender and aggressive behaviours in a workplace context have been linked in some studies. Many scholars found that the responses and behaviours related to aggressive behaviours were determined by the perpetrators'perpetrators' and victims'victims' gender (Eagly and Steffen, 1986; Gilbert *et al.*, 2013; Salin and Hoel, 2013). Thus, gender might differentiates how individual perceive abusive behaviours from supervisor which consequently it influences the effect of abusive supervision on employee outcomes how individuals perceive abusive behaviours from supervisors, which consequently

influences the effect of abusive supervision on employee outcomes, including job insecurity.

Firstly, this review will explain the effect of abusive supervision on creativity via job insecurity before further ~~include~~ including the role of gender in the relationship. The link between abusive supervision and its consequences can be explained using ~~the~~ the Conservation of Resource (COR) theory ~~or COR~~ (Hobfoll, 1989). The COR theory postulates that employees are motivated to protect, preserve, and procure their resources (Hobfoll, 1989, 2001; Hobfoll *et al.*, 2018). Individuals who experience potential threats to their resources (e.g., personal~~,~~ objects) will attempt to protect their remaining resources. In a condition where they ~~are unable to protect the remaining resources or to~~cannot protect the remaining resources or prevent future resource loss, these individuals will experience stress, exhaustion, and burnout (Hobfoll, 1989, 2001; Hobfoll *et al.*, 2018). The main principle of the COR is that individuals will strive to protect their resources and prevent resource loss.

As mentioned above, secure employment is a ~~form of~~resource~~s~~ that employees must protect and perhaps seek to ensure their resources in an organisation (Hobfoll *et al.*, 2018; Westman *et al.*, 2004). Mistreatments and hostile behaviours perpetrated by supervisors could ~~become a threat to~~threaten the ~~employee's~~ employee's condition, such as secure employment and a healthy workplace. Employees might feel that their supervisors threaten their condition by displaying destructive behaviours. Drawing from the COR theory, frequent hostile behaviour from their supervisor will threaten the ~~subordinate's~~ subordinate's remaining resources. Subordinates might develop insecure employment or job insecurity as they continuously receive abusive supervisory behaviours. Thus, the first hypothesis will be:

- Hypothesis 1: Abusive supervision positively contributes to job insecurity

Leadership is an ~~important~~ essential antecedent to creativity because it can foster or hinder ~~employees'~~ employees' creativity (Hughes *et al.*, 2018). This direct effect can be viewed from the affective event theory perspective (Weiss and Cropanzano, 1996). Affective event theory proposes that individuals react emotionally to events in the workplace. The event could be a~~n affective~~ compelling experience for the individual and might trigger some emotional reactions (negative or positive). This emotional reaction is an effort to change the events because people will direct their behaviours to cope with emotional experiences (Gaddis *et al.*, 2004; Weiss and Cropanzano, 1996).

The effect of the negative and positive events is asymmetrical. ~~Negative~~ Adverse events cause more damage to an ~~individual's~~ individual's body, emotions, cognition, and social interactions than positive ones (Taylor, 1991). During the negative emotion episode, individuals might only focus on issues related to the underlying theme and spend~~s~~ most of their resources to cope with their emotional reactions. At the same time, they also experience resource depletion and leave fewer resources to perform their job properly (Weiss and Cropanzano, 1996).

As discovered by some scholars, abusive supervision is a ~~negativ~~n advers~~e~~ event in ~~a~~ the workplace (Hoobler and Hu, 2013; Oh and Farh, 2017; Tillman *et al.*, 2018; Wu and Hu, 2013). Perceiving abusive treatment~~s~~ from a supervisor can cause psychological resource depletion and emotional exhaustion (Akram *et al.*, 2019; Huang *et al.*, 2020). As a result, employees will not have enough resources to cope with performance-related stressors because their resources have been used to manage their emotional reactions to negative events. ~~Employees presumably cannot engage in a creative and innovative performance as their resources are scar~~As resources are scarce, employees presumably cannot engage in creative and innovative performance. They

will invest most of the~~ir~~ resources to cope with the emotion-related stressor and basic required tasks in their job. Thus, the ~~next~~ following hypothesis will be:

- Hypothesis 2: Abusive supervision negatively contributes to ~~employee's~~ employee's creativity

Feeling insecure about a job is a form of affective experience that might drain ~~employees'~~ employees' resources (Shoss, 2017). Threats to the continuity and stability of a job result in negative work attitudes, including decreased effort, intention to leave, and resistance to change (Greenhalgh and Rosenblatt, 2010). Effort and willingness to change are two important elements in generating creativity. ~~These extra efforts must be supported by enough resource~~Enough resources must support these extra effort s. Employees can only perform if they have enough resources to execute the task (Weiss and Cropanzano, 1996). Thus, job insecurity can prevent employees from putting in extra effort~~s~~ as the~~ir resources are drained by the threats to their future job~~ threats to their future job drain their resources. ~~In this situation, feeling insecure about the future can reduce employees' creativity~~Feeling insecure about the future can reduce employees' creativity in this situation. The ~~next~~ following hypothesis will be:

- Hypothesis 3: Job insecurity is negatively related to ~~employee's~~ employee's creativity

Abused subordinates might experience threats to their job, and these threats drain their psychological resources. As their resources are scarce, they also reduce extra-role behaviours such as creative and innovative behaviours. Thus, the effect of abusive supervision on ~~employees'~~ employees' creativity can be mediated by the role of job insecurity. ~~This mediation model has been investigated by some scholars~~Some

scholars have investigated this mediation model and where they found that job

insecurity mediated the relationship between workplace mistreatment and performance

(Park & Ono, 2017; Shin & Hur, 2020; Wang et al., 2019). This mediation model is

hypothesised as follows:

- Hypothesis 4: the effect of abusive supervision on employee's employee's

  creativity will beis mediated by job insecurity

The different effect of abusive supervision on job insecurity can depend on

employee's effect of abusive supervision on job insecurity can depend on employee

gender. The Social Role theory of sex differences proposes that the differences between

men and women in a social context are a product of distributed social roles (Doherty &

Eagly, 1989; Eagly, 1997). The behaviours of men and women are formed and

sustained through socialisation (Eagly and Wood, 1999). According to the Gender Role

theory, those who hold the traditional view of social roles believe that women are

caregivers while men are providers (Donald and Linington, 2008; Mintz and Mahalik,

1996; Ngo *et al.*, 2014).

Indonesia is one of the countries that still holdstill holds traditional gender views

(Bird *et al.*, 1984; Daraba *et al.*, 2021; Mintz and Mahalik, 1996). In the Indonesian

context, while female employees are more responsible for family care (Daraba *et al.*,

2021), male employees are expected to secure their jobs to sustain income for the family

(Daraba *et al.*, 2021). In Indonesia, tThis social construct in Indonesia has influenced

how females and males should react to their leader's leader's mistreatment. Evidence

suggested that subordinates' subordinates' gender significantly influenced responses to

their leaders (Ouyang *et al.*, 2015), while leaders' leaders' gender showed no significant

effects on the wayhow they treat subordinates (Collins *et al.*, 2014; Eagly *et al.*, 2003).

Male employees could experience job insecurity more than their female counterparts if they ~~found~~ find threats to the stability of their job. As ~~the~~ male employees receive maleficent treatment~~s~~ from their supervisors, they ~~will~~ can ~~be more likely to~~ experience threats to their job. As the providers, male employees should secure the sustainability and continuation of their job. A threat to the job could cause more insecure feelings for the male than ~~their~~ female ~~counterparts~~employees.

- Hypothesis 5: the effect of abusive supervision on job insecurity ~~will be~~is moderated by ~~the subordinate's~~ subordinate's gender~~, in which male employees will show a higher impact of abusive supervision on job insecurity than their female counterparts~~

As proposed in hypothes~~is four and hypothesis~~es four and five, the effect of abusive supervision on ~~employees'~~employees' creativity ~~will be~~can be mediated by job insecurity, and the direct effect of abusive supervision on job insecurity ~~will~~depend~~s~~ on ~~employees'~~employees' gender. Male employees ~~will be~~experience more threats from abusive leaders ~~more likely to experience threats from abusive leaders~~ than their female counterparts. Thus, the final hypothesis will be:

- Hypothesis 6: the indirect effect of abusive supervision on ~~employee's~~employee creativity via job insecurity ~~will be~~is moderated by ~~the subordinate's~~ subordinate's gender~~, in which male employees will show a higher impact of abusive supervision on job insecurity than their female counterparts~~

Method

Participants and Procedure

~~To test the study's hypotheses, p~~Participants were ~~recruited from various backgrounds in~~

~~Indonesia~~full-time Indonesian employees working in various sectors, 18 years old or older, directly supervised by a leader or manager, and worked and lived in Indonesia for the last five years. In addition, this study specifically measured subordinates' perception of their direct supervisor or leader's abusive supervisory behaviours. These subordinates should only report one immediate leader, manager, or supervisor that they interact most in their organisation.

Undergraduate students in one of the largest public universities in South Sulawesi ~~assisted~~ assisted with the data collection. They were asked to recruit participants using an online advertisement in their social media networks. Students who could recruit at least 15 participants would earn 10 per cent credit points for their research method class. In addition, all authors reached main alumni groups and networks from the three largest universities in Sulawesi, Indonesia. ~~From this recruitment method, six alumni groups were identified~~This recruitment method identified six alumni groups ~~and~~ that agreed to participate in the study. Each group consisted of 220 to 542 alumni who had worked ~~full time~~ in various sectors.

To reduce Common Method Bias (MacKenzie and Podsakoff, 2012), participants were asked to complete the survey three times with a three-week gap. This study used an open-source online survey platform to collect data. In the first wave, participants completed questions about demographic variables (e.g., gender) and the Abusive Supervision Scale. After three weeks, participants who fully participated in the first wave received the second survey link containing the Job Insecurity Scale. Three weeks after the second wave, only those who completed the second survey received the last survey link containing Employee Creativity Scale. All participants were given a unique code (e.g., p0001) to match their responses from different data collection waves and to protect their identity. In total, ~~there were 575 participants who~~575 participants

completed the three-wave data collection from 723 who initially registered for

~~participation in~~ the study. However, 60 participants were dropped because they did not

pass the attention check item (i.e., if you read and understand this statement, please

select ~~""~~agree~~").~~"). In the end, there were 515 usable responses.

The number of male and female participants ~~were~~ was nearly equal (female=

55%, male= 45%). More than half of them completed high school~~s~~ (56%), while some

held college degrees (36%). Participants came from public services (45%), private/

business ~~entreprises~~ enterprises (48%), and other non-governmental organisations (7%).

~~There were o~~Only 13% ~~of~~ participants had leadership position~~s~~ (i.e., supervisor and

manager). ~~Participants'~~ Participantsage ranged from 18 to 58 years old (*M*= 25, *SD*=

7.5), while their tenures varied from one to 34 years (*M*= 3.42, *SD*= 4.58).

Measures

All measures were ~~adapted~~ adapted into Bahasa Indonesia (the official language of

Indonesian) following the ~~standardised~~ language adaptation procedure (Brislin, 1970).

Abusive Supervision Scale

~~Participants'~~ Participants' perceptions about their immediate leader or abusive

supervisor behaviours were measured using a 15-item Abusive Supervision Scale

(Tepper, 2000). The scale used a five-point Likert-type scale ranging from 1 (never) to

5 (always). The scale was considered highly reliable in this study, with ~~Cronbach's~~

Cronbach's alpha of .94. ~~"(~~"(My Boss) tells me my thoughts or feelings are stupid~~"~~"

was one of the items.

Job Insecurity Scale

Job insecurity was measured using the Job Insecurity Scale from Vander Elst et al.

(2014). This scale measured ~~employees'~~ employees' perception of their job insecurity. This scale had four items and was administered using a five-point Likert-type scale with options ranging from 1 (strongly disagree) to 5 (strongly agree). The scale reliability was considered acceptable with ~~Cronbach's~~ Cronbach's alpha of .77. ~~""~~"I feel insecure about the future of my job~~"~~" was one of the items.

Employee Creativity Scale

Employee creativity was measured using the Employee Creativity Scale developed by Farmer et al. (2003). This scale measured how likely employees can perform creative work behaviours within their workplace setting. The scale contained four items and was administered using a six-point Likert-type scale with options ranging from 1 (strongly disagree) to 6 (strongly disagree). The ~~Cronbach's~~ Cronbach's alpha was .81, indicating a reliable measure for ~~a~~ research ~~purpose~~. One of the items was ~~""~~"Seeks new ideas and ways to solve problems~~"~~."

Results and Discussion

Results

Measurement model analysis

Measurement model analysis was performed to provide evidence of the measurement validity. The results suggested that a three-factor solution (i.e., abusive supervision, job insecurity, and employee creativity) yielded a good-fit measurement model (chi-square= 760.34, p< .001, chi-square/df= 3.35, RMSEA= .068, SRMR= .061, CFI= .92, and TLI= .91). The Average Variance Extracted (AVE) for each measure also showed an acceptable result with .56, .46, and .55 for abusive supervision, job insecurity, and employee creativity, respectively, with discriminant validity coefficients ranging from

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.68 (job insecurity) to .74 (abusive supervision and employee creativity). ~~Harman's~~
Harman's single factor test showed 39.03% extracted variance or less than 50%,
indicating that common method bias was not an issue. These results suggested that the
theoretical measurement model was confirmed.

Descriptive Statistics and Correlations

As seen in table 1, abusive supervision was positively correlated with job insecurity
(.26, *p*< .001), while job insecurity was negatively associated with employee creativity
(-.18, *p*< .001). Some demographic variables were significantly associated with abusive
supervision, job insecurity and creativity.

<<table 1 around here>>

Hypothesis testing using a moderated-mediation technique

Table 2 shows the results of moderated-mediation analysis model 7 using PROCESS by
Hayes (2013). The results suggested that abusive supervision positively influenced job
insecurity (β= .06, *p*< .001), which supported hypothesis 1. Job insecurity negatively
predicted ~~employees'~~ employees' creativity (-.19, *p*< .001), ~~providing support
for~~supporting hypothesis 3. In contrast, abusive supervision did not ~~have a significant
direct impact on~~significantly impact ~~employees'~~ employees' creativity (hypothesis 2 was
not supported).

<<table 2 around here>>

Since abusive supervision directly predicted job insecurity and job insecurity
negatively influenced ~~employees'~~ employees' creativity, the effect of abusive
supervision on ~~employees'~~ employees' creativity was ~~fully~~ mediated by job insecurity

(hypothesis 4 was supported). The results (model 1) also found a significant moderating

effect of gender (.06, $p< .05$), where the effect of abusive supervision on job insecurity

was stronger for males than for ~~the~~ female employees (support for hypothesis 5). This

interaction can be seen in figure 1. Hypothesis 6 was also supported as the indirect

effect of abusive supervision on ~~employees'~~ employees' creativity was mediated by job

insecurity, and the direct effect of abusive supervision on job insecurity depended on

the ~~employee's~~ employee's gender. T~~he following~~ table 3 ~~listed~~ lists the indirect effects

of abusive supervision on ~~employees'~~ employees' creativity ~~for female and male~~

~~employees~~. Figure 2 illustrates this empirical study model.

<<table 3 around here>>

<<figure 1 around here>>

<<figure 2 around here>>

Discussion

Firstly, ~~T~~hypothesis 1~~he results~~ supported that abusive supervision ~~had a direct~~

~~consequence on~~directly impacted employees'' job insecurity. The abused employees

would experience high job insecurity as their immediate leaders (e.g., supervisor ~~or~~

~~manager~~) displayed hostile behaviours. This particular finding has been supported by

the COR theory (Hobfoll, 1989, 2001; Hobfoll *et al.*, 2018). Unexpectedly, hypothesis 2

was not confirmed, as ~~a~~abusive supervision did not ~~have a direct impact on~~directly

impact employees'' creativity. Although abusive supervision is a negative experience

(Liu *et al.*, 2020; Saleem *et al.*, 2021; Wu and Du, 2022) and usually causes damage to

an individual''s emotions, attitudes, and behaviours (Ahmad and Begum, 2020; Chi and

Liang, 2013; Fan *et al.*, 2020; Lam *et al.*, 2017; Whitman *et al.*, 2014), being abused by

leaders did not directly halt employees' creative work behaviours~~employees would not~~

view the hostile behaviours as threats.

If the employees perceived that those behaviours threaten the continuity of their job, abusive supervision could indirectly reduce employees' creativity via job insecurity. Hypotheses 3 and 4 were supported, suggesting that job insecurity negatively affected creativity and abusive supervision influenced employees' creativity via job insecurity. Based on resource investment principles, employees can only display their extra-role behaviours, including creativity, if they have enough resources (Weiss and Cropanzano, 1996). Unfortunately, feeling insecure could drain employees' cognitive resources, causing them difficulty generating creative ideas and showing creative work behaviours. This notion is in line with previous findings that job insecurity could reduce employee performance (Park & Ono, 2017; Shin & Hur, 2020; Wang et al., 2019). Therefore, abusive supervision drains employees' resources and makes them insecure, lowering their extra-role behaviours, including creativity.

Hypotheses 5 and 6 were also confirmed, indicating the moderating effect of gender in the relationship between abusive supervision and job insecurity and how this moderation effect subsequently reduced creativity. The abuse of power perpetrated by people in a leadership position has been identified as a social interaction problem within a workplace context (Tepper, 2007; Tepper, 2000). However, this social phenomenon has occurred in many organisations and becomes a social issue. The results supported that abusive supervision had a direct consequence on employees' job insecurity. The abused employees would experience high job insecurity as their immediate leaders (e.g., supervisor or manager) displayed hostile behaviours. This particular finding has been supported by the COR theory (Hobfoll, 1989, 2001; Hobfoll *et al.*, 2018).

Unexpectedly, abusive supervision did not have a direct impact on employees'

~~creativity. Although abusive supervision is a negative experience (Liu *et al.*, 2020; Saleem *et al.*, 2021; Wu and Du, 2022) and usually causes damage to an individual's emotions, attitudes, and behaviours (Ahmad and Begum, 2020; Chi and Liang, 2013; Fan *et al.*, 2020; Lam *et al.*, 2017; Whitman *et al.*, 2014), employees would not view the hostile behaviours as threats. If the employees perceived that those behaviours threaten the continuity of their job, abusive supervision could indirectly reduce employees' creativity via job insecurity.~~

tThis study revealed that the perception and consequences of abusive supervision were not equal for men and women. The results suggested that male employees could have experienced the negative impacts of abusive supervision more than their female counterparts, leading to job insecurity.

The sSocial rRole theory has highlighted that male and female expectations related to the social roles are a product of socialisations (Eagly and Wood, 1999).

Considering the social roles where men are the ""providers",", the security of a job becomes vital for them. Experiencing a threat from their immediate leaders could disturb the security of their social roles. Male employees, in this case, must invest resources and locate new resources to secure potential resource loss. Unlike the malemales, female employees do not have this demand (i.e., providing income for the family). However, they are prone to experience work-family conflict (Daraba *et al.*, 2021) and need support from their leader and family (Niswaty et al., 2021; Shabbir et al., 2021).

Furthermore, this study emphasises the subsequent impact of abusive supervision and gender-role interaction on employees' performance, particularly their creativity. Empirical studies have endorsed the destructive effect of negative work

events such as abusive supervisory behaviours (Gu *et al.*, 2016; Han *et al.*, 2017; Jahanzeb *et al.*, 2019; Jiang and Gu, 2016; Shen *et al.*, 2020) and job insecurity (Camgoz *et al.*, 2016; Kraimer *et al.*, 2005; Lee *et al.*, 2012; Loi *et al.*, 2012) on employees' extra-role behaviours. ~~Gender roles define and guide an individual's reactions to a negative event in the workplace.~~ In general, all employees might struggle to cope with abusive behaviours (Tepper, 2007; Tepper, 2000), but the gender role perspective might offer a different view on how this impacts ~~employees'~~ employees' creativity. Gender roles define and guide an individual's reactions to a negative event in the workplace. As a result, ~~some~~ male employees might unwittingly reduce their creativity as they experience job insecurity. People prefer to keep their regular work routines and avoid innovative and creative work behaviour to avoid ~~a~~ the risk of performing wrong behaviours, which might attract more mistreatment~~s~~ from their leaders.

~~Empirical studies have endorsed the destructive effect of negative work events such as abusive supervisory behaviours (Gu *et al.*, 2016; Han *et al.*, 2017; Jahanzeb *et al.*, 2019; Jiang and Gu, 2016; Shen *et al.*, 2020) and job insecurity (Camgoz *et al.*, 2016; Kraimer *et al.*, 2005; Lee *et al.*, 2012; Loi *et al.*, 2012) on employee's innovative work behaviours. This study has shed light on how gender roles shape individual reactions to mistreatments. Following the trend and the widespread of workplace mistreatments~~The Social Roles theory and Gender Roles theory have provided a plausible explanation of how individuals might interpret adverse work events. In the Indonesian context, men should have stable and secure jobs to support their families. Thus, when they experience a threat to their job security, they drain all resources to solve the problems, leaving less energy to perform creativity at work. It could be difficult for them to quit the job, but the exhausted male employees have few resources

to engage in creative work. Female employees~~, perhaps scholars and practitioners should elaborate social contexts into the discussions and view the issue as a social phenomenon rather than an isolated workplace problem.~~

~~This moderating effect of gender might not be consistent across different cultures. In India, female employees~~ were are more likely ~~than males~~ to quit their job ~~leave the organisation~~ as they encountered abusive supervision (Pradhan *et al.*, 2018) because society still offers social support to stay home and complete domestic work. On the other hand, gender-similarity between supervisor and subordinates potentially incentivited the effect of abusive supervision in South Korea (Park *et al.*, 2018). The different effect of abusive supervision also occurrs across cultures. In a recent meta-analysis (Mackey *et al.*, 2017), the mean of abusive supervision was higher in some Asian countries (e.g., China: $\mu = 2.06$; Philippines: $\mu = 2.17$; Taiwan: $\mu = 2.13$) than in the United States ($\mu = 1.68$). This indicates social roles play important part in explaining the effect of abusive supervision. ~~The Social Roles theory and Gender Roles theory have provided a plausible explanation of how individuals might interpret adverse work events.~~

Implications

Following the findings in this study, a~~Mistreatments and abuse of power are spreading across cultures and organisations.~~busive supervision might not always directly affect performance (i.e., creativity), but it definitely threatens employees' security. ~~The negative consequences of abusive supervision might not always immediately occur in the short term.~~ Organisations might unwittingly suffer from the long-term consequences or~~and~~ indirect impact of abusive supervision. ~~Some early anticipative actions should be taken to reduce abusive supervision.~~ Leaders should learn how to harness their powers, deliver impactful feedback, and understand the consequences of their hostile behaviours

on their follower"s well-being. On the other hand, employees should also understand some challenging behaviours displayed by their leaders to help reduce insecurity.

Considering the moderating effect of gender, ~~O~~organisations should consider gender and its roles in designing leader-member interactions in an organisation. Male employees are more likely to suffer from insecurity which eventually hinders their extra-role performance, such as creativity. Thus, countries that still nurture traditional gender views should encourage their organisations to provide support and resources fairly for both male and female employees. In Indonesian culture, males are the providers for the family and threats to their jobs could have a devastating impact on their social and psychological welfare. Some affirmative actions can be initiated to reduce threats to ~~employees'~~ employees' security, safety, and mental health. For example, organisations can train male employees to cope with abusive situations and overcome demanding tasks.

~~Mistreatments and abuse of power are spreading across cultures and organisations. The negative consequences of abusive supervision might not always immediately occur in the short term. Organisations might unwittingly suffer from the long-term consequences or indirect impact of abusive supervision. Some early anticipative actions should be taken to reduce abusive supervision. Leaders should learn how to harness their powers, deliver impactful feedback, and understand the consequences of their hostile behaviours on their follower's well-being. On the other hand, employees should also understand some challenging behaviours displayed by their leaders to help reduce insecurity.~~

Limitations and future research directions

Firstly, this study recruited participants from various backgrounds to reduce biases caused by ~~sample groups~~subgroup differences. However, given the number of Indonesia's population and islands, future studies should investigate how consistent the findings are in different areas of Indonesia. Secondly, this study confirmed that ~~employees'~~employees' gender and leadership process are related. However, ~~there are other factors that~~other gender-related factors might mitigate (or exacerbate) the effect of abusive supervision. There was still a potential gender dispute between male subordinates and their male supervisor or other gender-related conflicts that might increase the emergence of abusive supervision. Thus, future studies should examine this gender dispute between leader and follower. Thirdly, ~~C~~cultural dimensions (e.g., power distance) have not been fully discovered, and it might require a cross-cultural investigation to reveal how people in different cultures deal with abusive behaviours. ~~Lastly, this study has emphasised the moderating role of gender in the relationship between abusive supervision and its outcomes. The future study may perform a mixed-method approach to fully unpack the perception of abusive supervision.~~

Conclusion

This study has supported the application of the COR theory and some previous findings regarding the destructive effect of abusive supervision on job insecurity and employee creativity. However, the social and gender role theory and perspectives have emphasised the importance of culture and context in understanding the effect of abusive supervision. ~~This study has found that abusive supervision has an indirect impact on employees' creativity through the role of job insecurity. Abusive supervision did not immediately halt extra-role behaviours such as innovation and creativity. However, the~~

abused subordinates could develop insecure feelings about the continuity of their job. This job insecurity could reduce employees' creative work behaviours. Gender roles influence how people behave in their workplace and shape their reactions to negative events such as abusive behaviours. From the lens of traditional gender roles, mMale employees might suffer more than female employees when it comes to securing their job, as the male employees are expected to secure jobs to support their families. This social expectation makes the threats from leaders become more salient for the male than the female employees. causing high job insecurity and, subsequently, low creativity.

Compliance with Ethical Standards

Conflict of Interest

on behalf of all authors, the corresponding author states that there is no conflict of interest.

Ethical Approval

All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional research committee (the ethical clearance was approved by the first author's author's affiliation) and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards.

Informed Consent

Informed consent was obtained from all participants in the study.

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Data Availability

The datasets generated during and/or analysed during the current study are not publicly

available due to some restrictions but are available from the corresponding author on

reasonable request.

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Table 1.
Descriptive statistics and bivariate correlations

Variable	Mean(SD)	1	2	3	4	5	6	7	8
1. Age	25.08(7.51)	—							
2. Gender	.44(.50)	.04	—						
3. Education	1.8(.97)	.34***	-.10**	—					
4. Organisation types	1.62(.61)	-.27***	-.01	-.21***	—				
5. Job levels	1.17(.49)	.13**	.05	.05	.08	—			
6. Abusive Supervision	21.58(10.53)	-.06	.02	-.11*	.06	.01	*(.94)*		
7. Job Insecurity	7.77(3.21)	-.10*	.07	-.11*	.08	-.01	.26***	*(.77)*	
8. Employee Creativity	19.49(3.16)	.03	-.01	-.02	-.01	.12**	.01	-.18***	*(.81)*

Note: N= 515*, * p < .05. ** p < .01. *** p< .001,* Gender (0= female, 1=male), Education (1= high school, 2= diploma, 3= bachelor degree, 4= postgraduate, 5= doctoral degree), organisation types (1= public, 2= private, 3= not-for-profit), Job Levels (1= staff, 2=supervisor, and 3= manager or higher). Cronbach's alpha inter-item reliability coefficient is in the bracket.

Table 2.
The moderated-mediation model 7 using PROCESS by Hayes

Model 1	β	SE	LLCI	ULCI	*R*	*R²*
AS	.06***	.02	.03	.09	.28	.08***
Gender	-.81	.64	-2.07	.45		
AS*Gender	.06*	.03	.00	.11		
Outcome: Job Insecurity						
Model 2	β	SE	LLCI	ULCI	*R*	*R²*
AS	.02	.01	-.01	.05	.19	.04***
JI	-.19***	.04	-.28	-.11		
Outcome: Employee Creativity						

AS= Abusive Supervision, JI= Job Insecurity, EC= Employee Creativity, SE= Standard Error, LLCI= Lower-level confidence interval, ULCI= Upper-level confidence interval
N= 515*, * p < .05. ** p < .01. *** p < .001*

Table 3.
Conditional indirect effects of Abusive Supervision at different gender

Gender	Effect	SE	LLCI	ULCI
Female	.06	.02	.03	.09
Male	.11	.02	.07	.16

SE= Standard Error, LLCI= Lower-level confidence interval, ULCI= Upper-level confidence interval
N= 515

Figure 1.

The moderating effect of gender on abusive supervision – job insecurity relationship

Figure 2.

Empirical model

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- Accept (24-Mar-2023)

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ED: Broadbridge, Adelina GE: Not Assigned EA: Brierley, Lynne	GM-07-2022-0243.R2	Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia View Submission	27-Feb-2023	28-Feb-2023

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Gender in Management
An International Journal

Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia

Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia

Structured Abstract

Purpose

This study aims at investigating the effect of abusive supervision on employees' creativity through the mediating role of job insecurity and the moderating role of subordinate gender in Indonesia.

Method

Data were collected from various sources using online recruitment methods. The abusive Supervision Scale, Job Insecurity Scale, and Employee Creativity Scale were the three measures in this study. Participants completed a three-wave data collection procedure using an online survey platform. After removing participants with incomplete and careless responses, the final dataset contained 515 usable responses.

Findings

The results suggested that the negative effect of abusive supervision on employees' creativity was mediated by job insecurity, and employees' gender moderated this adverse effect. Gender roles shape how employees respond to their leader's hostile behaviours. In Indonesia, abusive supervision increases employees' job insecurity and consequently reduces their creativity. However, the damage was more profound for the male than the female employees.

Practical Implications

Gender role theory and perspectives are essential in explaining leader-employee interactions and must be included in leadership strategies. Also, support and resources must be provided equally for both male and female employees. However, more attention must be given to male employees to ensure their security working in organisations. Lastly, some interventions are necessary to mitigate the effect of abusive supervision.

Originality

This current study offers insight into how male and female employees in a traditional gender role culture like Indonesia respond to their leader's abusive behaviours.

Keywords: abusive supervision, job insecurity, employee creativity, organisation, and gender

Introduction

Leadership is essential in many organisations and communities (Blanch et al., 2016; Denti & Hemlin, 2012; Dinh et al., 2014; Levine, 2010). Many studies have supported the positive effect of leadership on organisations and individuals (Kelloway et al., 2013; Tombaugh, 2005; Yang, 2021). However, many recent findings also emphasise the destructive effect of a leader's behaviours (Burns, 2021; Mackey et al., 2021; Schilling & Schyns, 2021), and abusive supervision is the most popular term to describe this destructive behaviour (Fischer et al., 2021; Mackey et al., 2017; Y. Zhang & Bednall, 2016). Abusive supervision is a perception of an immediate leader's hostile behaviours, excluding physical contact, and these behaviours are detrimental to both individuals and organisations (Fischer et al., 2021; Gallegos et al., 2022; B. J. Tepper, 2000; B. J. Tepper, Moss, Lockhart, & Carr, 2007).

Abusive supervision attracts many scholars' attention because it negates employee performance (C. Shen et al., 2020; Shin & Hur, 2020; L. Zhou, 2016) and deteriorates individual mental health and well-being (Lee & Kelloway, 2016; Liang et al., 2022; O'Halloran et al., 2018; B. Zhou et al., 2018). Being abused by superiors in the workplace has serious mental health consequences for employees. Thus, more empirical evidence should be documented to understand how abusive supervision impacts employees' outcomes. To advance the literature, this study incorporates gender role perspectives to understand abusive supervision's effect on male and female employees in organisations.

Regarding mental health consequences, job insecurity is an immediate consequence of abusive supervision in organisations (Glambek et al., 2014; Li et al., 2019; Shin & Hur, 2020). Job insecurity is a feeling of distress related to losing a current job (Shoss, 2017; Witte, 1999). Drawing from the Conservation of Resource

(COR) theory (Hobfoll, 1989; Hobfoll et al., 2018), people become insecure as they lose energy and resources when dealing with an abusive supervisor. While many studies have endorsed this relationship (Li et al., 2019; Shin & Hur, 2020; Wang et al., 2019), the cascading effect of abusive supervision and job insecurity on extra-role behaviours (e.g., creativity) still demands further investigation.

Creativity is one of the desired employee behaviours (Collin et al., 2020; J. Zhou & Hoever, 2014). Abusive supervision has become a barrier to fostering employees' creativity and innovative behaviours (Han et al., 2017; Mahmood et al., 2020; C. Shen et al., 2020). Also, it causes employees to withhold their creativity (Shin & Hur, 2020; Dawei Wang et al., 2019). Supervisors' hostile behaviours prevent employees from displaying extra-role behaviours related to creativity. However, understanding the role of other variables in the relationship is essential as other factors, such as individual differences and culture, determine the abusive supervision-creativity relationship (He et al., 2021; Y. Shen et al., 2019; C. Wang et al., 2021).

Similarly, research has also shown the negative impact of job insecurity on employees' creativity (Sverke et al., 2019; Teng et al., 2019; H. Zhou & Long, 2011). However, culture, context, and demographic variables could influence this relationship (Sverke et al., 2019). Literature has supported the relationships between abusive supervision and job insecurity, but the relationship between abusive supervision and creativity is indirect and influenced by other variables (e.g., He et al., 2021; Jiang & Gu, 2016; Y. Shen et al., 2019; C. Wang et al., 2021). Thus, this study proposes that abusive supervision might harm employees' creativity by increasing job insecurity. This indirect mechanism needs further investigation to understand whether this model is empirically supported and consistent across cultures.

Two factors must be considered in the indirect effect of abusive supervision on employee creativity: culture and gender. Firstly, previous reviews have proposed the critical role of these two variables in understanding the conditional effect of abusive supervision on employee outcomes (Elemo & Türküm, 2019; Fischer et al., 2021; Martinko et al., 2013; C. Shen et al., 2020). Culture influences how employees perceive their supervisor's abusive behaviours. In a high power distance country (e.g., Indonesia, *see* Hofstede, 1983), employees tend to tolerate their leaders' hostile behaviours because this type of culture endorses hierarchy and dominance in leader-member exchanges (Y. Zhang & Liao, 2015). While the negative effect of abusive supervision has been consistently found in many low power-distance countries such as the United States (Mackey et al., 2017, 2021), the emergence of abusive supervision in high power-distance countries still needs further investigation.

Secondly, some systematic reviews have suggested investigations into individual factors that were related to the perception of power abuse and abusive supervision (Mackey et al., 2020; Martinko et al., 2013; Tepper, 2007; Zhang & Liu, 2018; Zhang & Bednall, 2016; Zhang & Liao, 2015). Some empirical findings have also suggested that male and female employees develop different implicit expectations related to their leader's behaviours (Daraba et al., 2021; Dionisi & Barling, 2018; Joon Hyung Park et al., 2018; Wells et al., 2014). This expectation shapes how followers react to their leader's behaviours.

Gender, in this case, becomes a significant factor that influences how subordinates behave towards their supervisors (De Hoogh et al., 2015; Woolley et al., 2011; Yi Chua et al., 2015). To illustrate, female employees who perceived abusive supervisory behaviours were more prone to quit their job or showed negative reactions than their male counterparts (Koay & Lim, 2023; Pradhan et al., 2018). Unfortunately,

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evidence regarding how genders moderate the relationship between abusive supervision and employees' negative and positive outcomes is still scarce. Although male and female employees are distinct in managing stressors from unfair treatment (Salin & Hoel, 2013), subordinates' gender still received less attention in understanding how abusive supervision influences negative and positive outcomes.

Through the lens of gender role perspectives, male and female employees hold different roles in society, which determine how they respond to stressors (e.g., abusive supervisor) at work. The traditional view of social roles believes that women are caregivers while men are providers (Donald & Linington, 2008; Mintz & Mahalik, 1996; Ngo et al., 2014). In a traditional gender-view culture, being a provider demands male employees to have a secure job, making supervisors' abusive behaviours more threatening for the male than for their female counterparts. Some studies have suggested the interaction between abusive supervision and gender roles in predicting employees' outcomes (Pradhan et al., 2018; B. Zhou et al., 2018).

Indonesians hold a high power distance cultural value with a traditional gender view (Daraba et al., 2021; Hofstede, 1983). Gender roles and expectations are deeply embedded in Indonesian society, influencing various management practices, including leader-member exchange. Despite recent improvements toward gender equality in Indonesia, gender disparities still persist in the workplace, particularly in positions of leadership. The traditional gender roles can create barriers for women in the Indonesian workplace (Kokkaliali & Nurhaeni, 2017; McLaren et al., 2019). Women in Indonesia have to prioritise their family responsibilities over their careers, causing it difficult to pursue a career or balance work and family life (Andajani et al., 2016; Marpaung et al., 2022). This traditional gender role can make differences between male and female employees in perceiving abusive supervision in the workplace.

Following the above arguments, these cultural factors could affect male and

female employees differently. This study provides new insight into how employees'

gender roles determine the effect of abusive supervision on job insecurity and employee

creativity in Indonesia. There is a possibility that gender moderates the effect of abusive

supervision on employees' creativity via the role of job insecurity.

Literature Review and Hypotheses

Abusive supervision is mistreatment and hostile behaviour, excluding physical contact

perpetrated by a supervisor toward an immediate subordinate or a team (Tepper, 2000;

Tepper et al., 2007, 2017). Abusive supervision has been one of the most undesirable

leadership practices in organisations (Glambek et al., 2014; Glambek et al., 2018; Li et

al., 2019; Naseer & Raja, 2019). As mentioned earlier, abusive supervision can increase

job insecurity (He et al., 2021; Jiang & Gu, 2016; Y. Shen et al., 2019; C. Wang et al.,

2021) and reduce creativity (Gu et al., 2016; Han et al., 2017; Jahanzeb et al., 2019; W.

Jiang & Gu, 2016; C. Shen et al., 2020).

Job insecurity is a perception that the current job might be lost, and this

perception increases distress and reduces job satisfaction (Witte, 1999). In some studies,

job insecurity adversely impacted employee performance and increased

counterproductive work behaviours (Chirumbolo et al., 2020; B. Ma et al., 2019; Q. Ma

et al., 2023; Dan Wang et al., 2022). On the other hand, there are some basic concepts

related to creativity. For example, creativity is the ability to detect an unusual

association between two or more concepts (Fodor & Greenier, 1995) and generate new

ideas for problem-solving. However, creativity can be defined as employees' extra-role

behaviours in producing something novel and valuable (Farmer et al., 2003; Ostrye,

1989) and can be influenced by leaders (Hanaysha et al., 2022; Suifan & Al-Janini,

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2017). Creativity can generate a method or model that determines organisational

success (J. Zhou & Hoever, 2014). In line with Farmer et al. (2003) and Ostrye (1989),

this study defines creativity as a set of discretionary behaviours that include generating

new ideas for solving work-related problems.

Some studies have found that abusive supervision's effect on employee

outcomes depends on employee gender (Pradhan et al., 2018; B. Zhou et al., 2018).

Gender is a socio-cultural concept that defines how individuals are expected to behave

in a socially identified gender (Eagly, 1997; Eagly & Steffen, 1986). Gender and

aggressive behaviours in a workplace context have been linked in some studies. Many

scholars found that the responses and behaviours related to aggressive behaviours were

determined by the perpetrators' and victims' gender (Eagly & Steffen, 1986; Gilbert et

al., 2013; Salin & Hoel, 2013). Thus, gender might differentiate how individuals

perceive abusive behaviours from supervisors, which consequently influences the effect

of abusive supervision on employee outcomes, including job insecurity.

Firstly, this review will explain the effect of abusive supervision on creativity

via job insecurity before further including the role of gender in the relationship. The link

between abusive supervision and its consequences can be explained using the

Conservation of Resource (COR) theory (Hobfoll, 1989). The COR theory postulates

that employees are motivated to protect, preserve, and procure their resources (Hobfoll,

1989, 2001; Hobfoll et al., 2018). Individuals who experience potential threats to their

resources (e.g., personal objects) will attempt to protect their remaining resources. In a

condition where they cannot protect the remaining resources or prevent future resource

loss, these individuals will experience stress, exhaustion, and burnout (Hobfoll, 1989,

2001; Hobfoll et al., 2018). The main principle of the COR is that individuals will strive

to protect their resources and prevent resource loss.

As mentioned above, secure employment is a resource that employees must protect and perhaps seek to ensure their resources in an organisation (Hobfoll et al., 2018; Westman et al., 2004). Mistreatments and hostile behaviours perpetrated by supervisors could threaten the employee's condition, such as secure employment and a healthy workplace (J. Ahmad et al., 2019; B. J. Tepper et al., 2017; Yu et al., 2023). Employees might feel that their supervisors threaten their condition by displaying destructive behaviours. Drawing from this COR perspective, frequent hostile behaviour from their supervisor will threaten the subordinate's remaining resources. Subordinates might develop insecure employment or job insecurity as they continuously receive abusive supervisory behaviours. Thus, the first hypothesis will be:

- Hypothesis 1: Abusive supervision positively contributes to job insecurity

Leadership is an essential antecedent to creativity because it can foster or hinder employees' creativity (Hughes et al., 2018). This direct effect can be viewed from the affective event theory perspective (Weiss & Cropanzano, 1996). Affective event theory proposes that individuals react emotionally to events in the workplace. The event could be a compelling experience for the individual and might trigger some emotional reactions (negative or positive). This emotional reaction is an effort to change the events because people will direct their behaviours to cope with emotional experiences (Gaddis et al., 2004; Vu & Nguyen, 2020).

The effect of the negative and positive events is asymmetrical. Adverse events cause more damage to an individual's body, emotions, cognition, and social interactions than positive ones (Taylor, 1991). During the negative emotion episode, individuals might only focus on issues related to the underlying theme and spend most of their resources to cope with their emotional reactions. At the same time, they also experience

resource depletion and leave fewer resources to perform their job properly (Eluwole et al., 2022; Lu et al., 2022).

As discovered by some scholars, abusive supervision is an adverse event in the workplace (Hoobler & Hu, 2013; Oh & Farh, 2017; Tillman et al., 2018; T. Y. Wu & Hu, 2013). Perceiving abusive treatment from a supervisor can cause psychological resource depletion and emotional exhaustion (Akram et al., 2019; Huang et al., 2020). As a result, employees will not have enough resources to cope with performance-related stressors because their resources have been used to manage their emotional reactions to negative events. As resources are scarce, employees presumably cannot engage in creative and innovative performance. They will invest most of their resources to cope with the emotion-related stressor and basic required tasks in their job. Thus, the following hypothesis will be:

- Hypothesis 2: Abusive supervision negatively contributes to employee's creativity

Feeling insecure about a job is a form of affective experience that might drain employees' resources (Shoss, 2017). Threats to the continuity and stability of a job result in negative work attitudes, including decreased effort, intention to leave, and resistance to change (L. Jiang et al., 2022; Rogers et al., 2017; Shoss et al., 2018). Effort and willingness to change are two important elements in generating creativity. Enough resources must support these extra efforts. Employees can only perform if they have enough resources to execute the task (Hobfoll & Freedy, 2017; Weiss & Cropanzano, 1996). Thus, job insecurity can prevent employees from putting in extra effort as the threats to their future job drain their resources. Feeling insecure about the future can reduce employees' creativity in this situation. The following hypothesis will be:

- Hypothesis 3: Job insecurity is negatively related to employee's creativity

Abused subordinates might experience threats to their job, and these threats drain their psychological resources (J. Ahmad et al., 2019; Yuan et al., 2020). As their resources are scarce, they also reduce extra-role behaviours such as creative and innovative behaviours. Thus, the effect of abusive supervision on employees' creativity can be mediated by the role of job insecurity. Some scholars have investigated this mediation model and found that job insecurity mediated the relationship between workplace mistreatment and performance (Park & Ono, 2017; Shin & Hur, 2020; Wang et al., 2019). This mediation model is hypothesised as follows:

- Hypothesis 4: the effect of abusive supervision on employee's creativity is mediated by job insecurity

The effect of abusive supervision on job insecurity can depend on employee gender. The Social Role theory of sex differences proposes that the differences between men and women in a social context are a product of distributed social roles (Doherty & Eagly, 1989; Eagly, 1997). Human behaviours are formed and sustained through socialisation (Eagly & Wood, 2016; Schneider & Bos, 2019). According to the Gender Role theory, those who hold the traditional view of social roles believe that women are caregivers while men are providers (Ngo et al., 2014; Rovira et al., 2022; Sirror et al., 2021).

Indonesia still holds traditional gender views (Bird et al., 1984; Daraba et al., 2021; Mintz & Mahalik, 1996). In the Indonesian context, while female employees are more responsible for family care, male employees are expected to secure their jobs to sustain income for the family (Daraba et al., 2021). In Indonesia, this social construct has influenced how females and males should react to their leader's mistreatment.

Evidence suggested that subordinates' gender significantly influenced responses to their

leaders (Daraba et al., 2021; Ouyang et al., 2015), while leaders' gender showed no

significant effects on how they treat subordinates (Collins et al., 2014; Eagly et al.,

2003; Laidoja et al., 2022). Male employees could experience job insecurity more than

their female counterparts if they find threats to the stability of their job. As male

employees receive maleficent treatment from their supervisors, they can experience

threats to their job. As the providers, male employees should secure the sustainability

and continuation of their job. A threat to the job could cause more insecure feelings for

male than female employees.

- Hypothesis 5: the effect of abusive supervision on job insecurity is moderated by

  the subordinate's gender, in which male employees show a higher impact of

  abusive supervision on job insecurity than their female counterparts.

  Based on the COR perspectives, employees who encounter abusive supervision

might experience threats to their job security (Hobfoll et al., 2018), and this job

insecurity drains their resources, causing a negative impact on creativity (Teng et al.,

2019; Wang et al., 2019; H. Zhou & Long, 2011). Also, in the Indonesian context, men

are the providers for the family, and their job plays a vital role (Ngo et al., 2014; Rovira

et al., 2022; Sirror et al., 2021). Threats to the job can have a dramatic impact on their

security and consequently drain their resources. As resources are scarce, there will be

fewer resources to perform creativity. Drawing from the traditional gender views, male

employees are more likely than their female counterparts to experience the positive

effect of abusive supervision on their job insecurity. Thus, the final hypothesis will be:

- Hypothesis 6: the indirect effect of abusive supervision on employee creativity

  via job insecurity is moderated by the subordinate's gender, in which male

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employees show a higher indirect impact of abusive supervision on employee creativity via job insecurity than their female counterparts.

Method

Participants and Procedure

Participants were full-time Indonesian employees working in various sectors, 18 years old or older, directly supervised by a leader or manager, and worked and lived in Indonesia for the last five years. In addition, this study specifically measured subordinates' perception of their direct supervisor or leader's abusive supervisory behaviours. These subordinates should only report one immediate leader, manager, or supervisor they interact most in their organisation.

This study employed a convenience sampling technique to recruit participants. Undergraduate students in one of the largest public universities in South Sulawesi assisted with the data collection. They were asked to recruit participants using an online advertisement in their social media networks. Students who could recruit at least 15 participants would earn 10 per cent credit points for their research method class. In addition, all authors reached main alumni groups and networks from the three largest universities in Sulawesi, Indonesia. This recruitment method identified six alumni groups that agreed to participate in the study. Each group consisted of 220 to 542 alumni who had worked in various sectors.

To reduce a common method bias (MacKenzie & Podsakoff, 2012), participants were asked to complete the survey three times with a three-week gap. This study used an open-source online survey platform to collect data. In the first wave, participants completed questions about demographic variables (e.g., gender) and the Abusive Supervision Scale. After three weeks, participants who fully participated in the first

wave received the second survey link containing the Job Insecurity Scale. Three weeks

after the second wave, only those who completed the second survey received the last

survey link containing Employee Creativity Scale. All participants were given a unique

code (e.g., p0001) to match their responses from different data collection waves and to

protect their identity. In total, 575 participants completed the three-wave data collection

from 723 who initially registered for the study. However, 60 participants were dropped

because they did not pass the attention check item (i.e., if you read and understand this

statement, please select "agree"). In the end, there were 515 usable responses.

The number of male and female participants was nearly equal (female= 55%,

male= 45%). More than half of them completed high school (56%), while some held

college degrees (36%). Participants came from public services (45%), private/ business

enterprises (48%), and other non-governmental organisations (7%). Only 13% of

participants had leadership positions (i.e., supervisor and manager). Participants ranged

from 18 to 58 years old (M= 25, SD= 7.5), while their tenures varied from one to 34

years (M= 3.42, SD= 4.58).

Measures

This study employed abusive supervision, job insecurity, and employee creativity scale.

These measures were adapted into Bahasa Indonesia (the official language of

Indonesian) by following the language adaptation procedure (Brislin, 1970). The

following explains more about the measures.

Abusive Supervision Scale

Participants' perceptions about their immediate leader or abusive supervisor behaviours

were measured using a 15-item Abusive Supervision Scale (Tepper, 2000). The scale

used a five-point Likert-type scale ranging from 1 (never) to 5 (always). The scale was

considered highly reliable in this study, with Cronbach's alpha of .94. "(My Boss) tells

me my thoughts or feelings are stupid" was one of the items.

Job Insecurity Scale

Job insecurity was measured using the Job Insecurity Scale from Vander Elst et al.

(2014). This scale measured employees' perception of their job insecurity. This scale

had four items and was administered using a five-point Likert-type scale with options

ranging from 1 (strongly disagree) to 5 (strongly agree). The scale reliability was

considered acceptable with Cronbach's alpha of .77. "I feel insecure about the future of

my job" was one of the items.

Employee Creativity Scale

Employee creativity was measured using the Employee Creativity Scale developed by

Farmer et al. (2003). This scale measured how likely employees can perform creative

work behaviours within their workplace setting. The scale contained four items and was

administered using a six-point Likert-type scale with options ranging from 1 (strongly

disagree) to 6 (strongly disagree). The Cronbach's alpha was .81, indicating a reliable

measure for research. One of the items was "Seeks new ideas and ways to solve

problems."

Results and Discussion

Results

Measurement model analysis

Measurement model analysis was performed to provide evidence of the measurement

validity. The results suggested that a three-factor solution (i.e., abusive supervision, job

insecurity, and employee creativity) yielded a good-fit measurement model (chi-square= 760.34, p< .001, chi-square/df= 3.35, RMSEA= .068, SRMR= .061, CFI= .92, and TLI= .91). The Average Variance Extracted (AVE) for each measure also showed an acceptable result with .56, .46, and .55 for abusive supervision, job insecurity, and employee creativity, respectively, with discriminant validity coefficients ranging from .68 (job insecurity) to .74 (abusive supervision and employee creativity). Harman's single factor test showed 39.03% extracted variance or less than 50%, indicating that common method bias was not an issue. These results suggested that the theoretical measurement model was confirmed. Having considered the reliability coefficients from each measure and the results of measurement model analysis, the survey and measurement procedure were deemed reliable and valid.

Descriptive Statistics and Correlations

As seen in table 1, abusive supervision was positively correlated with job insecurity (.26, p< .001), while job insecurity was negatively associated with employee creativity (-.18, p< .001). Some demographic variables were significantly associated with abusive supervision, job insecurity and creativity.

<<table 1 around here>>

Hypothesis testing using a moderated-mediation regression technique

Table 2 shows the results of moderated-mediation regression analysis model 7 using PROCESS by Hayes (2013). The results suggested that abusive supervision positively influenced job insecurity (β= .06, p< .001), which supported hypothesis 1. In contrast, abusive supervision did not significantly impact employees' creativity (hypothesis 2 was not supported). Job insecurity negatively predicted employees' creativity (-.19, p< .001),

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supporting hypothesis 3.

<<table 2 around here>>

Since abusive supervision directly predicted job insecurity and job insecurity

negatively influenced employees' creativity, the effect of abusive supervision on

employees' creativity was mediated by job insecurity (hypothesis 4 was supported). The

results (model 1) also found a significant moderating effect of gender (.06, $p < .05$),

where the effect of abusive supervision on job insecurity was stronger for males than for

female employees (support for hypothesis 5). This interaction can be seen in figure 1.

Hypothesis 6 was also supported as the indirect effect of abusive supervision on

employees' creativity was mediated by job insecurity, and the direct effect of abusive

supervision on job insecurity depended on the employee's gender. Table 3 lists the

indirect effects of abusive supervision on employees' creativity. Figure 2 illustrates this

empirical study model.

<<table 3 around here>>

<<figure 1 around here>>

<<figure 2 around here>>

Discussion

Firstly, hypothesis 1 supported that abusive supervision directly impacted employees'

job insecurity. The abused employees would experience high job insecurity as their

immediate leaders (e.g., supervisor) displayed hostile behaviours. This particular

finding has been supported by the COR theory (Hobfoll, 1989, 2001; Hobfoll et al.,

2018). Unexpectedly, hypothesis 2 was not confirmed, as abusive supervision did not

directly impact employees' creativity. Although abusive supervision is a negative

experience (Liu et al., 2020; Saleem et al., 2021; J. Wu & Du, 2022) and usually causes

damage to an individual's emotions, attitudes, and behaviours (I. Ahmad & Begum,

2020; Bormann & Gellatly, 2022; Shah & Saeed Hashmi, 2019), being abused by

leaders did not directly halt employees' creative work behaviours.

Hypotheses 3 and 4 were supported, suggesting that job insecurity negatively

affected creativity and abusive supervision influenced employees' creativity via job

insecurity. Based on resource investment principles (Hobfoll et al., 2018), employees

can only display their extra-role behaviours, including creativity, if they have enough

resources (Y. Shen et al., 2019; Weiss & Cropanzano, 1996). Unfortunately, feeling

insecure could drain employees' cognitive resources, causing them difficulty generating

creative ideas and showing creative work behaviours. This notion is in line with

previous findings that job insecurity could reduce employee performance (Park & Ono,

2017; Shin & Hur, 2020; Wang et al., 2019). Therefore, abusive supervision drains

employees' resources and makes them insecure, lowering their extra-role behaviours,

including creativity.

Hypotheses 5 and 6 were also confirmed, indicating the moderating effect of

gender in the relationship between abusive supervision and job insecurity and how this

moderation effect subsequently reduced creativity. The abuse of power perpetrated by

leaders has been identified as a social interaction problem within the workplace context

(Bhattacharjee & Sarkar, 2022; Gallegos et al., 2022). However, this study revealed that

the perception and consequences of abusive supervision were not equal for men and

women. The results suggested that male employees could have experienced the negative

impacts of abusive supervision more than their female counterparts, leading to job

insecurity.

The social role theory has highlighted that male and female expectations related

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to social roles are a product of socialisation (Eagly & Wood, 2016; Rovira et al., 2022; Schneider & Bos, 2019). Considering the social roles where men are the "providers", the security of a job becomes vital for them. Experiencing a threat from their immediate leaders could disturb the security of their social roles. Male employees, in this case, must invest resources and locate new resources to secure potential resource loss. Unlike males, female employees do not have this demand (i.e., providing income for the family). However, they are prone to experience work-family conflict (Daraba et al., 2021) and need support from their leader and family (Niswaty et al., 2021; Shabbir et al., 2021).

Furthermore, this study emphasises the subsequent impact of abusive supervision and gender-role interaction on employees' performance, particularly their creativity. Empirical studies have found the destructive effect of negative work events such as abusive supervisory behaviours (Han et al., 2017; Jahanzeb et al., 2019; C. Shen et al., 2020) and job insecurity (Aguiar-Quintana et al., 2021; Chirumbolo et al., 2020; Dan Wang et al., 2022) on employees' extra-role behaviours. In general, all employees might struggle to cope with abusive behaviours, but the gender role perspective might offer a different view on how this impacts employees' creativity. Gender roles define and guide an individual's reactions to a negative event in the workplace. As a result, male employees might unwittingly reduce their creativity as they experience job insecurity. They might prefer to keep their regular work routines and avoid innovative and creative work behaviour to avoid the risk of performing wrong behaviours, which might attract more mistreatment from their leaders.

The Social Roles theory and Gender Roles theory have provided a plausible explanation of how individuals might interpret adverse work events. In the Indonesian context, men should have stable and secure jobs to support their families. Thus, when

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they experience a threat to their job security, they drain all resources to solve the

problems, leaving less energy to perform creativity at work. It could be difficult for

them to quit the job, but the exhausted male employees have few resources to engage in

creative work. Female employees are more likely to quit their job as they encounter

abusive supervision (Pradhan et al., 2018) because society still offers social support to

stay home and complete domestic work.

On the other hand, gender similarity between supervisors and subordinates

potentially intensified the effect of abusive supervision on silence in South Korea (Joon

Hyung Park et al., 2018). The different effect of abusive supervision also occurs across

cultures. In a recent meta-analysis (Mackey et al., 2017), the mean of abusive

supervision was higher in some Asian countries (e.g., China: $\mu = 2.06$; Philippines: $\mu = 2.17$; Taiwan: $\mu = 2.13$) than in the United States ($\mu = 1.68$). This indicates that social

roles play an important part in explaining the effect of abusive supervision.

Implications

Following the findings in this study, abusive supervision might not always directly

affect performance (i.e., creativity), but it definitely threatens employees' security.

Organisations might unwittingly suffer from the long-term consequences and indirect

impact of abusive supervision. Leaders should learn how to harness their powers,

deliver impactful feedback, and understand the consequences of their hostile behaviours

on their follower's well-being. On the other hand, employees should also understand

some challenging behaviours displayed by their leaders to help reduce insecurity.

Considering the moderating effect of gender, organisations should consider

gender and its roles in designing leader-member interactions in an organisation. Male

employees are more likely to suffer from insecurity which eventually hinders their

extra-role performance, such as creativity. Thus, countries that still nurture traditional

gender views should encourage their organisations to provide support and resources fairly for both male and female employees. In Indonesian culture, males are the providers for the family and threats to their jobs could have a devastating impact on their social and psychological welfare. Some affirmative actions can be initiated to reduce threats to employees' security, safety, and mental health. For example, organisations can train male employees to cope with abusive situations and overcome demanding tasks.

Limitations and future research directions

Firstly, this study recruited participants from various backgrounds to reduce biases caused by subgroup differences. However, given the number of Indonesia's population and islands, future studies should investigate how consistent the findings are in different areas of Indonesia. Secondly, this study confirmed that employees' gender and leadership process are related. However, other gender-related factors might mitigate (or exacerbate) the effect of abusive supervision. There was still a potential gender dispute between male subordinates and their male supervisor or other gender-related conflicts that might increase the emergence of abusive supervision. Thus, future studies should examine this gender dispute between leader and follower. Thirdly, cultural dimensions (e.g., power distance) have not been fully discovered, and it might require a cross-cultural investigation to reveal how people in different cultures deal with abusive behaviours.

Conclusion

This study has supported the application of the COR theory and some previous findings regarding the destructive effect of abusive supervision on job insecurity and employee

creativity. However, the social and gender role theory and perspectives have

emphasised the importance of culture and context in understanding the effect of abusive

supervision. Gender roles influence how people behave in their workplace and shape

their reactions to negative events such as abusive behaviours. Male employees might

suffer more than female employees when securing their job, as male employees are

expected to secure jobs to support their families. This social expectation makes the

threats from leaders more salient for the male than the female employees causing high

job insecurity and, subsequently, low creativity.

Compliance with Ethical Standards

Conflict of Interest

on behalf of all authors, the corresponding author states that there is no conflict of

interest.

Ethical Approval

All procedures performed in studies involving human participants were in accordance

with the ethical standards of the institutional research committee (the ethical clearance

was approved by the first author's affiliation) and with the 1964 Helsinki declaration

and its later amendments or comparable ethical standards.

Informed Consent

Informed consent was obtained from all participants in the study.

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Data Availability

The datasets generated during and/or analysed during the current study are not publicly

available due to some restrictions but are available from the corresponding author on

reasonable request.

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Figure 1.

The moderating effect of gender on abusive supervision – job insecurity relationship

Figure 2.

Empirical model

Table 1.
Descriptive statistics and bivariate correlations

Variable	Mean(SD)	1	2	3	4	5	6	7	8
1. Age	25.08(7.51)	—							
2. Gender	.44(.50)	.04	—						
3. Education	1.8(.97)	.34***	-.10**	—					
4. Organisation types	1.62(.61)	-.27***	-.01	-.21***	—				
5. Job levels	1.17(.49)	.13**	.05	.05	.08	—			
6. Abusive Supervision	21.58(10.53)	-.06	.02	-.11*	.06	.01	(.94)		
7. Job Insecurity	7.77(3.21)	-.10*	.07	-.11*	.08	-.01	.26***	(.77)	
8. Employee Creativity	19.49(3.16)	.03	-.01	-.02	-.01	.12**	.01	-.18***	(.81)

Note: N= 515*, * p < .05.* ** p < .01.* *** p< .001,* Gender (0= female, 1=male), Education (1= high school, 2= diploma, 3= bachelor degree, 4= postgraduate, 5= doctoral degree), organisation types (1= public, 2= private, 3= not-for-profit), Job Levels (1= staff, 2=supervisor, and 3= manager or higher). Cronbach's alpha for inter-item correlation is in the bracket.

Table 2.
The moderated-mediation model 7 using PROCESS by Hayes

Model 1	β	SE	LLCI	ULCI	*R*	R^2
AS	.06***	.02	.03	.09	.28	.08***
Gender	-.81	.64	-2.07	.45		
AS*Gender	.06*	.03	.00	.11		

Outcome: Job Insecurity

Model 2	β	SE	LLCI	ULCI	*R*	R^2
AS	.02	.01	-.01	.05	.19	.04***
JI	-.19***	.04	-.28	-.11		

Outcome: Employee Creativity

AS= Abusive Supervision, JI= Job Insecurity, EC= Employee Creativity, SE= Standard Error, LLCI= Lower-level confidence interval, ULCI= Upper-level confidence interval
N= 515*, * p < .05. ** p < .01. *** p < .001*

Table 3.
Conditional indirect effects of Abusive Supervision at different gender

Gender	Effect	SE	LLCI	ULCI
Female	.06	.02	.03	.09
Male	.11	.02	.07	.16

SE= Standard Error, LLCI= Lower-level confidence interval, ULCI= Upper-level confidence interval
N= 515

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ED: Broadbridge, Adelina GE: Not Assigned EA: Brierley, Lynne • Minor Revision (08-Mar-2023) • a revision has been submitted ✉ Contact Journal	GM-07-2022-0243.R2	Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia View Submission	27-Feb-2023	28-Feb-2023

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This study aims at investigating the effect of abusive supervision on employees' creativity through the mediating role of job insecurity and the moderating role of subordinate gender in Indonesia.
Data were collected from various sources using online recruitment methods. The abusive supervision scale, job insecurity scale, and employee creativity scale were the three measures in this study. Participants completed a three-wave data collection procedure using an online survey platform. After removing participants with incomplete and careless responses, the final dataset contained 515 usable responses.
The results suggested that the negative effect of abusive supervision on employees' creativity was mediated by job insecurity, and employees' gender moderated this adverse effect. Gender roles shaped how employees respond to their leader's hostile behaviours. In Indonesia, abusive supervision increased employees' job insecurity and consequently reduced their creativity. However, the damage was more profound for the male than the female employees.
Gender role theory and perspectives are essential in explaining leader-employee interactions and must be included in leadership strategies. Also, support and resources must be provided equally for both male and female employees. However, more attention must be given to male employees to ensure their security working in organisations. Lastly, some interventions are necessary to mitigate the effect of abusive supervision.
This current study offers insight into how male and female employees in a traditional gender role culture like Indonesia respond to their leader's abusive behaviours.

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Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia

Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia

Structured Abstract

Purpose

This study aims at investigating the effect of abusive supervision on employees' creativity through the mediating role of job insecurity and the moderating role of subordinate gender in Indonesia.

Method

Data were collected from various sources using online recruitment methods. The abusive supervision scale, job insecurity scale, and employee creativity scale were the three measures in this study. Participants completed a three-wave data collection procedure using an online survey platform. After removing participants with incomplete and careless responses, the final dataset contained 515 usable responses.

Findings

The results suggested that the negative effect of abusive supervision on employees' creativity was mediated by job insecurity, and employees' gender moderated this adverse effect. Gender roles shaped how employees respond to their leader's hostile behaviours. In Indonesia, abusive supervision increased employees' job insecurity and consequently reduced their creativity. However, the damage was more profound for the male than the female employees.

Practical Implications

Gender role theory and perspectives are essential in explaining leader-employee interactions and must be included in leadership strategies. Also, support and resources must be provided equally for both male and female employees. However, more attention must be given to male employees to ensure their security working in organisations. Lastly, some interventions are necessary to mitigate the effect of abusive supervision.

Originality

This current study offers insight into how male and female employees in a traditional gender role culture like Indonesia respond to their leader's abusive behaviours.

Keywords: abusive supervision, job insecurity, employee creativity, organisation, and gender

Introduction

Abusive supervision is a perception of an immediate leader's hostile behaviours,

excluding physical contact, and these behaviours are detrimental to individuals and

organisations (Gallegos et al., 2022; Tepper, 2000; Tepper, Moss, Lockhart, & Carr,

2007). Abusive supervision attracts many scholars' attention because it negates

employee performance (C. Shen et al., 2020; Shin & Hur, 2020; L. Zhou, 2016) and

deteriorates individual mental health and well-being (Lee & Kelloway, 2016; Liang et

al., 2022; O'Halloran et al., 2018; B. Zhou et al., 2018). Being abused by superiors in

the workplace has serious mental health consequences for employees. To advance the

literature, this study incorporates gender role perspectives to understand abusive

supervision's effect on male and female employees in organisations.

Job insecurity is an immediate consequence of abusive supervision in

organisations (Glambek et al., 2014; Li et al., 2019; Shin & Hur, 2020). Job insecurity is

a feeling of distress related to losing a current job (Shoss, 2017; Witte, 1999). Drawing

from the Conservation of Resource (COR) theory (Hobfoll, 1989; Hobfoll et al., 2018),

people become insecure as they lose energy and resources when dealing with an abusive

supervisor. While many studies have endorsed this relationship (Li et al., 2019; Shin &

Hur, 2020; Wang et al., 2019), the cascading effect of abusive supervision and job

insecurity on extra-role behaviours (e.g., creativity) still demands further investigation.

Creativity is one of the desired employee behaviours (Collin et al., 2020; J. Zhou

& Hoever, 2014). Abusive supervision has become a barrier to fostering employees'

creativity and innovative behaviours (Han et al., 2017; Mahmood et al., 2020; C. Shen

et al., 2020). Also, it causes employees to withhold their creativity (Shin & Hur, 2020;

D. Wang et al., 2019). Supervisors' hostile behaviours prevent employees from

displaying extra-role behaviours related to creativity. However, understanding the role

of other variables in the relationship is essential as other factors, such as individual

differences and culture, determine the abusive supervision-creativity relationship (He et

al., 2021; Y. Shen et al., 2019; C. Wang et al., 2021).

Similarly, research has also shown the negative impact of job insecurity on

employees' creativity (Sverke et al., 2019; Teng et al., 2019; H. Zhou & Long, 2011).

However, culture, context, and demographic variables could influence this relationship

(Sverke et al., 2019). Literature has supported the relationships between abusive

supervision and job insecurity, but the relationship between abusive supervision and

creativity is indirect and influenced by other variables (e.g., He et al., 2021; Jiang & Gu,

2016; Y. Shen et al., 2019; C. Wang et al., 2021). Thus, this study proposes that abusive

supervision might harm employees' creativity by increasing job insecurity.

Two factors must be considered in the indirect effect of abusive supervision on

employee creativity: culture and gender. Firstly, culture influences how employees

perceive their supervisor's abusive behaviours. In a high power distance country (e.g.,

Indonesia, *see* Hofstede, 1983), employees tend to tolerate their leaders' hostile

behaviours because this type of culture endorses hierarchy and dominance in leader-

member exchanges (Zhang & Liao, 2015). Secondly, some empirical findings have

suggested that male and female employees develop different implicit expectations

related to their leader's behaviours (Daraba et al., 2021; Dionisi & Barling, 2018; Joon

Hyung Park et al., 2018; Wells et al., 2014). This expectation shapes how followers

react to their leader's behaviours.

Some studies have suggested the interaction between abusive supervision and

gender roles in predicting employees' outcomes (Pradhan et al., 2018; B. Zhou et al.,

2018). Female employees who perceived abusive supervisory behaviours were more

prone to quit their job or showed negative reactions than their male counterparts (Koay

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& Lim, 2023; Pradhan et al., 2018). Unfortunately, evidence regarding how genders moderate the relationship between abusive supervision and employees' negative and positive outcomes is still scarce.

Through the lens of gender role perspectives, male and female employees hold different roles in society, which determine how they respond to stressors (e.g., abusive supervisor) at work. The traditional view of social roles believes that women are caregivers while men are providers (Donald & Linington, 2008; Mintz & Mahalik, 1996; Ngo et al., 2014). In a traditional gender-view culture, being a provider demands male employees to have a secure job, making supervisors' abusive behaviours more threatening for the male than for their female counterparts.

Indonesians hold a high power distance cultural value with a traditional gender view (Daraba et al., 2021; Hofstede, 1983). Gender roles and expectations are deeply embedded in Indonesian society, influencing various management practices, including leader-member exchange. Despite recent improvements toward gender equality in Indonesia, gender disparities persist in the workplace, particularly in positions of leadership. The traditional gender roles can create barriers for women in the Indonesian workplace (Kokkaliali & Nurhaeni, 2017; McLaren et al., 2019). Women in Indonesia have to prioritise their family responsibilities over their careers, causing it difficult to pursue a career or balance work and family life (Andajani et al., 2016; Marpaung et al., 2022). This traditional gender role can make differences between male and female employees in perceiving abusive supervision in the workplace.

Following the above arguments, this study provides new insight into how employees' gender roles determine the effect of abusive supervision on job insecurity and employee creativity in Indonesia. There is a possibility that gender moderates the effect of abusive supervision on employees' creativity via the role of job insecurity.

Literature Review and Hypotheses

Abusive supervision is subordinates' perception of supervisors' hostile behaviour, excluding physical contact (Tepper, 2000; Tepper et al., 2007, 2017). This behaviour can increase job insecurity (Mao et al., 2020) and reduce creativity (Mahmood et al., 2020; Meisler et al., 2017). Job insecurity is a perception that the current job might be lost, and this perception increases distress and reduces job satisfaction (Witte, 1999). Job insecurity adversely impacts employee performance and increased counterproductive work behaviours (Chirumbolo et al., 2020; Ma et al., 2023). On the other hand, creativity is the ability to detect an unusual association between two or more concepts (Fodor & Greenier, 1995) and generate new ideas for problem-solving. It is a set of discretionary behaviours that include generating new ideas for solving work-related problems (Farmer et al., 2003; Ostrye, 1989) and can be influenced by leaders (Hanaysha et al., 2022; Suifan & Al-Janini, 2017).

Some studies have found that abusive supervision's effect on employee outcomes depends on employee gender (Pradhan et al., 2018; B. Zhou et al., 2018). Gender is a socio-cultural concept that defines how individuals are expected to behave in a socially identified gender (Eagly, 1997; Eagly & Steffen, 1986). Some scholars found that the responses and behaviours related to aggressive behaviours were determined by the perpetrators' and victims' gender (Eagly & Steffen, 1986; Gilbert et al., 2013; Salin & Hoel, 2013). Thus, gender might differentiate how individuals perceive abusive behaviours from supervisors, which consequently influences employee outcomes, including job insecurity.

The COR theory postulates that employees are motivated to protect, preserve, and procure their resources (Hobfoll, 1989, 2001; Hobfoll et al., 2018). Individuals who experience potential threats to their resources (e.g., personal objects) will attempt to

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protect their remaining resources. In a condition where they cannot protect the

remaining resources or prevent future resource loss, these individuals will experience

stress, exhaustion, and burnout (Hobfoll, 1989, 2001; Hobfoll et al., 2018). The main

principle of the COR is that individuals will strive to protect their resources and prevent

resource loss.

As mentioned above, secure employment is a resource that employees must

protect and perhaps seek to ensure their resources in an organisation (Hobfoll et al.,

2018; Westman et al., 2004). Mistreatments and hostile behaviours perpetrated by

supervisors could threaten the employee's condition, such as secure employment and a

healthy workplace (J. Ahmad et al., 2019; Tepper et al., 2017; Yu et al., 2023). Drawing

from this COR perspective, frequent hostile behaviour from their supervisor will

threaten the subordinate's remaining resources. Subordinates might develop insecure

employment or job insecurity as they continuously receive abusive supervisory

behaviours. Thus, the first hypothesis will be:

- Hypothesis 1: Abusive supervision positively contributes to job insecurity

Affective event theory proposes that individuals react emotionally to events in

the workplace (Weiss & Cropanzano, 1996). Adverse events cause more damage to an

individual's body, emotions, cognition, and social interactions than positive ones

(Taylor, 1991). During the negative emotion episode, individuals might spend most of

their resources to cope with their emotional reactions. At the same time, they also

experience resource depletion and leave fewer resources to perform their job properly

(Eluwole et al., 2022; Lu et al., 2022).

As discovered by some scholars, abusive supervision is an adverse event in the

workplace (Hoobler & Hu, 2013; Oh & Farh, 2017; Tillman et al., 2018; T. Y. Wu &

Hu, 2013). Perceiving abusive treatment from a supervisor can cause psychological

resource depletion and emotional exhaustion (Akram et al., 2019; Huang et al., 2020).

As a result, employees will not have enough resources to cope with performance-related

stressors because their resources have been used to manage their emotional reactions to

negative events. As resources are scarce, employees presumably cannot engage in

creative and innovative performance. Thus, the following hypothesis will be:

- Hypothesis 2: Abusive supervision negatively contributes to employee's
  creativity

Feeling insecure about a job is a form of affective experience that might drain

employees' resources (Shoss, 2017). Threats to the continuity and stability of a job

result in negative work attitudes, including decreased effort, intention to leave, and

resistance to change (L. Jiang et al., 2022; Rogers et al., 2017; Shoss et al., 2018). Effort

and willingness to change are two important elements in generating creativity. Enough

resources must support these extra efforts. Employees can only perform if they have

enough resources to execute the task (Hobfoll & Freedy, 2017; Weiss & Cropanzano,

1996). Thus, job insecurity can prevent employees from putting in extra effort as the

threats to their future job drain their resources. The following hypothesis will be:

- Hypothesis 3: Job insecurity is negatively related to employee's creativity

Abused subordinates might experience threats to their job, and these threats

drain their psychological resources (J. Ahmad et al., 2019; Yuan et al., 2020). As their

resources are scarce, they also reduce extra-role behaviours such as creative and

innovative behaviours. Thus, the effect of abusive supervision on employees' creativity

can be mediated by the role of job insecurity. Some scholars have investigated this

mediation model and found that job insecurity mediated the relationship between workplace mistreatment and performance (Park & Ono, 2017; Shin & Hur, 2020; Wang et al., 2019). This mediation model is hypothesised as follows:

- Hypothesis 4: the effect of abusive supervision on employee's creativity is mediated by job insecurity

The social role theory of sex differences proposes that the differences between men and women in a social context are a product of distributed social roles (Doherty & Eagly, 1989; Eagly, 1997). Human behaviours are formed and sustained through socialisation (Eagly & Wood, 2016; Schneider & Bos, 2019). According to the gender role theory, those who hold the traditional view of social roles believe that women are caregivers while men are providers (Ngo et al., 2014; Rovira et al., 2022; Sirror et al., 2021).

Indonesia still holds traditional gender views (Bird et al., 1984; Daraba et al., 2021; Mintz & Mahalik, 1996). In the Indonesian context, while female employees are more responsible for family care, male employees are expected to secure their jobs to sustain income for the family (Daraba et al., 2021). This social construct has influenced how females and males should react to their leader's mistreatment. Evidence suggested that subordinates' gender significantly influenced responses to their leaders (Daraba et al., 2021; Ouyang et al., 2015), while leaders' gender showed no significant effects on how they treat subordinates (Collins et al., 2014; Eagly et al., 2003; Laidoja et al., 2022).

Male employees could experience job insecurity more than their female counterparts if they find threats to the stability of their job. As male employees receive maleficent treatment from their supervisors, they can experience threats to their job. As

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the providers, male employees should secure the sustainability and continuation of their job. A threat to the job could cause more insecure feelings for male than female employees.

- Hypothesis 5: the effect of abusive supervision on job insecurity is moderated by the subordinate's gender, in which male employees show a higher impact of abusive supervision on job insecurity than their female counterparts.

Based on the COR perspectives, employees who encounter abusive supervision might experience threats to their job security (Hobfoll et al., 2018), and this job insecurity drains their resources, causing a negative impact on creativity (Teng et al., 2019; Wang et al., 2019; H. Zhou & Long, 2011). Also, in the Indonesian context, men are the providers for the family, and their job plays a vital role (Ngo et al., 2014; Rovira et al., 2022; Sirror et al., 2021). Threats to the job can have a dramatic impact on their security and consequently drain their resources. As resources are scarce, there will be fewer resources to perform creativity. Drawing from the traditional gender views, male employees are more likely than their female counterparts to experience the positive effect of abusive supervision on their job insecurity. Thus, the final hypothesis will be:

- Hypothesis 6: the indirect effect of abusive supervision on employee creativity via job insecurity is moderated by the subordinate's gender, in which male employees show a higher indirect impact of abusive supervision on employee creativity via job insecurity than their female counterparts.

Method

Participants and Procedure

Participants were full-time Indonesian employees working in various sectors, 18 years

old or older, directly supervised by a leader or manager, and worked and lived in

Indonesia for the last five years. In addition, this study specifically measured

subordinates' perception of their direct supervisor or leader's abusive supervisory

behaviours. These subordinates should only report one immediate leader, manager, or

supervisor they frequently interact with.

This study employed a convenience sampling technique to recruit participants.

Undergraduate students in one of the largest public universities in South Sulawesi

assisted with the data collection. They were asked to recruit participants using an online

advertisement in their social media networks. Students who could recruit at least 15

participants would earn 10 per cent credit points for their research method class. In

addition, all authors reached main alumni groups and networks from the three largest

universities in Sulawesi, Indonesia. This recruitment method identified six alumni

groups that agreed to participate in the study. Each group consisted of 220 to 542

alumni who had worked in various sectors.

To reduce a common method bias (MacKenzie & Podsakoff, 2012), participants

were asked to complete the survey three times with a three-week gap. This study used

an open-source online survey platform to collect data. In the first wave, participants

completed questions about demographic variables (e.g., gender) and the Abusive

Supervision Scale. After three weeks, participants who fully participated in the first

wave received the second survey link containing the Job Insecurity Scale. Three weeks

after the second wave, only those who completed the second survey received the last

survey link containing Employee Creativity Scale. All participants were given a unique

code (e.g., p0001) to match their responses from different data collection waves and to

protect their identity. In total, 575 participants completed the three-wave data collection

from 723 who initially registered for the study. However, 60 participants were dropped

because they did not pass the attention check item (i.e., if you read and understand this statement, please select "agree"). In the end, there were 515 usable responses.

The number of male and female participants was nearly equal (female= 55%, male= 45%). More than half completed high school (56%), while some held college degrees (36%). Participants came from public services (45%), private/ business enterprises (48%), and other non-governmental organisations (7%). Only 13% of participants had leadership positions (i.e., supervisor and manager). Participants ranged from 18 to 58 years old (M= 25, SD= 7.5), while their tenures varied from one to 34 years (M= 3.42, SD= 4.58).

Measures

All measures were adapted into Bahasa Indonesia (the official language of Indonesian) by following the language adaptation procedure (Brislin, 1970). The following explains more about the measures.

Abusive Supervision Scale

Participants' perceptions about their immediate leader or abusive supervisor behaviours were measured using a 15-item Abusive Supervision Scale (Tepper, 2000). The scale used a five-point Likert-type scale ranging from 1 (never) to 5 (always). The scale was considered highly reliable in this study, with Cronbach's alpha of .94. "(My Boss) tells me my thoughts or feelings are stupid" was one of the items.

Job Insecurity Scale

Job insecurity was measured using the Job Insecurity Scale from Vander Elst et al. (2014). This scale measured employees' perception of their job insecurity. This scale had four items and was administered using a five-point Likert-type scale with options

ranging from 1 (strongly disagree) to 5 (strongly agree). The scale reliability was

considered acceptable with Cronbach's alpha of .77. "I feel insecure about the future of

my job" was one of the items.

Employee Creativity Scale

Employee creativity was measured using the Employee Creativity Scale developed by

Farmer et al. (2003). This scale measured how likely employees can perform creative

work behaviours within their workplace setting. The scale contained four items and was

administered using a six-point Likert-type scale with options ranging from 1 (strongly

disagree) to 6 (strongly disagree). The Cronbach's alpha was .81, indicating a reliable

measure for research. One of the items was "Seeks new ideas and ways to solve

problems."

Results and Discussion

Results

Measurement model analysis

Measurement model analysis was performed to provide evidence of the measurement

validity. The results suggested that a three-factor solution (i.e., abusive supervision, job

insecurity, and employee creativity) yielded a good-fit measurement model (chi-square=

760.34, *p*< .001, chi-square/df= 3.35, RMSEA= .068, SRMR= .061, CFI= .92, and

TLI= .91). The Average Variance Extracted (AVE) for each measure also showed an

acceptable result with .56, .46, and .55 for abusive supervision, job insecurity, and

employee creativity, respectively, with discriminant validity coefficients ranged from

.68 (job insecurity) to .74 (abusive supervision and employee creativity). Harman's

single factor test showed 39.03% extracted variance or less than 50%, indicating that

common method bias was not an issue. These results suggested that the theoretical

measurement model was confirmed. Considering the reliability coefficient from each

measure and the results of measurement model analysis, the survey and measurement

procedure were deemed reliable and valid.

Descriptive Statistics and Correlations

As seen in table 1, abusive supervision was positively correlated with job insecurity

(.26, $p < .001$), while job insecurity was negatively associated with employee creativity

(-.18, $p < .001$). Some demographic variables were significantly associated with abusive

supervision, job insecurity and creativity.

<<table 1 around here>>

Hypothesis testing using a moderated-mediation regression technique

Table 2 shows the results of moderated-mediation regression analysis model 7 using

PROCESS by Hayes (2013). The results suggested that abusive supervision positively

influenced job insecurity ($\beta = .06$, $p < .001$), which supported hypothesis 1. In contrast,

abusive supervision did not significantly impact employees' creativity (hypothesis 2 was

not supported). Job insecurity negatively predicted employees' creativity (-.19, $p < .001$),

supporting hypothesis 3.

<<table 2 around here>>

Since abusive supervision directly predicted job insecurity and job insecurity

negatively influenced employees' creativity, the effect of abusive supervision on

employees' creativity was mediated by job insecurity (hypothesis 4 was supported). The

results (model 1) also found a significant moderating effect of gender (.06, $p < .05$),

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where the effect of abusive supervision on job insecurity was stronger for males than for

female employees (support for hypothesis 5). This interaction can be seen in figure 1.

Hypothesis 6 was also supported as the indirect effect of abusive supervision on

employees' creativity was mediated by job insecurity, and the direct effect of abusive

supervision on job insecurity depended on the employee's gender. Table 3 lists the

indirect effects of abusive supervision on employees' creativity. Figure 2 illustrates this

empirical study model.

<<table 3 around here>>

<<figure 1 around here>>

<<figure 2 around here>>

Discussion

In line with the COR theory (Hobfoll, 1989, 2001; Hobfoll et al., 2018), the abused

employees would experience high job insecurity as their immediate leaders displayed

hostile behaviours. Unexpectedly, abusive supervision did not directly impact

employees' creativity. Although abusive supervision is a negative experience (Liu et al.,

2020; Saleem et al., 2021; J. Wu & Du, 2022) and usually causes damage to an

individual's emotions, attitudes, and behaviours (I. Ahmad & Begum, 2020; Bormann &

Gellatly, 2022; Shah & Saeed Hashmi, 2019), being abused by leaders did not directly

halt employees' creative work behaviours.

This study confirmed that job insecurity negatively affected creativity, and

abusive supervision influenced employees' creativity via job insecurity. Based on

resource investment principles (Hobfoll et al., 2018), employees can only display their

extra-role behaviours, including creativity, if they have enough resources (Y. Shen et

al., 2019; Weiss & Cropanzano, 1996). Feeling insecure could drain employees'

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cognitive resources, causing them difficulty generating creative ideas and showing creative work behaviours.

This study found that gender moderated the relationship between abusive supervision and job insecurity, and this moderation subsequently reduced creativity. The abuse of power perpetrated by leaders has been identified as a social interaction problem within the workplace context (Bhattacharjee & Sarkar, 2022; Gallegos et al., 2022). However, this study revealed that the perception and consequences of abusive supervision were not equal for men and women. The results suggested that male employees could have experienced the negative impacts of abusive supervision more than their female counterparts, leading to job insecurity.

The social role theory has highlighted that male and female expectations related to social roles are a product of socialisation (Eagly & Wood, 2016; Rovira et al., 2022; Schneider & Bos, 2019). Considering the social roles where men are the "providers", job security becomes vital for them. Experiencing a threat from their immediate leaders could disturb the security of their social roles. Male employees, in this case, must invest resources and locate new resources to secure potential resource loss. Unlike males, female employees do not have this demand (i.e., providing income for the family).

Furthermore, this study emphasises the subsequent impact of abusive supervision and gender-role interaction on employees' performance, particularly their creativity. Gender roles define and guide an individual's reactions to a negative event in the workplace. Male employees might unwittingly reduce their creativity as they experience job insecurity. They might prefer to keep their regular work routines and avoid innovative and creative work behaviour to avoid the risk of performing wrong behaviours, which might attract more mistreatment from their leaders.

In the Indonesian context, men should have stable and secure jobs to support

their families. Thus, when they experience a threat to their job security, they drain all

resources to solve the problems, leaving less energy to perform creativity at work. It

could be difficult for them to quit the job, but the exhausted male employees have few

resources to engage in creative work. Female employees are more likely to quit their job

as they encounter abusive supervision (Pradhan et al., 2018) because society still offers

social support to stay home and complete domestic work.

On the other hand, gender similarity between supervisors and subordinates

potentially intensified the effect of abusive supervision on silence in South Korea (Joon

Hyung Park et al., 2018). The different effect of abusive supervision also occurs across

cultures. For example, the mean of abusive supervision was higher in some Asian

countries (e.g., China) than in the United States (Mackey et al., 2017). This indicates

that culture plays an important part in explaining the effect of abusive supervision.

Implications

Leaders should learn how to harness their powers, deliver impactful feedback, and

understand the consequences of their hostile behaviours on their follower's well-being.

On the other hand, employees should also understand some challenging behaviours

displayed by their leaders to help reduce insecurity.

Considering the moderating effect of gender, organisations should consider

gender and its roles in designing leader-member interactions. Male employees are more

likely to suffer from insecurity which eventually hinders their extra-role performance,

such as creativity. Thus, countries that still nurture traditional gender views should

encourage their organisations to provide support and resources fairly for both male and

female employees. In Indonesian culture, some affirmative actions can be initiated to

reduce threats to employees' security, safety, and mental health. For example,

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organisations can train male employees to cope with abusive situations and overcome

demanding tasks.

Limitations and future research directions

Firstly, this study recruited participants from various backgrounds to reduce biases

caused by subgroup differences. However, given the number of Indonesia's population

and islands, future studies should investigate how consistent the findings are in different

areas of Indonesia. Secondly, this study confirmed that employees' gender and

leadership process are related. However, other gender-related factors might mitigate (or

exacerbate) the effect of abusive supervision. There was still a potential gender dispute

between male subordinates and their male supervisor or other gender-related conflicts

that might increase the emergence of abusive supervision. Thus, future studies should

examine this gender dispute between leader and follower. Thirdly, cultural dimensions

(e.g., power distance) have not been fully discovered, and it might require a cross-

cultural investigation to reveal how people in different cultures deal with abusive

behaviours.

Conclusion

This study has supported the application of the COR theory and some previous findings

regarding the destructive effect of abusive supervision on job insecurity and employee

creativity. However, the social and gender role theory and perspectives have

emphasised the importance of culture and context in understanding the effect of abusive

supervision. Gender roles influence how people behave in their workplace and shape

their reactions to adverse events such as abusive behaviours. Male employees might

suffer more than female employees when securing their job, as male employees are

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expected to secure jobs to support their families. This social expectation makes the threats from leaders more salient for the male than the female employees causing high job insecurity and, subsequently, low creativity.

Compliance with Ethical Standards

Conflict of Interest

on behalf of all authors, the corresponding author states that there is no conflict of interest.

Ethical Approval

All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional research committee (the ethical clearance was approved by the first author's affiliation) and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards.

Informed Consent

Informed consent was obtained from all participants in the study.

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Data Availability

The datasets generated during and/or analysed during the current study are not publicly available due to some restrictions but are available from the corresponding author on reasonable request.

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Table 1.
Descriptive statistics and bivariate correlations

Variable	Mean(SD)	1	2	3	4	5	6	7	8
1. Age	25.08(7.51)	—							
2. Gender	.44(.50)	.04	—						
3. Education	1.8(.97)	.34***	-.10**	—					
4. Organisation types	1.62(.61)	-.27***	-.01	-.21***	—				
5. Job levels	1.17(.49)	.13**	.05	.05	.08	—			
6. Abusive Supervision	21.58(10.53)	-.06	.02	-.11*	.06	.01	*(.94)*		
7. Job Insecurity	7.77(3.21)	-.10*	.07	-.11*	.08	-.01	.26***	*(.77)*	
8. Employee Creativity	19.49(3.16)	.03	-.01	-.02	-.01	.12**	.01	-.18***	*(.81)*

Note: N= 515, $^*p < .05.$ $^{**}p < .01.$ $^{***}p< .001,$ Gender (0= female, 1=male), Education (1= high school, 2= diploma, 3= bachelor degree, 4= postgraduate, 5= doctoral degree), organisation types (1= public, 2= private, 3= not-for-profit), Job Levels (1= staff, 2=supervisor, and 3= manager or higher). Cronbach's alpha for inter-item correlation is in the bracket.

Table 2.
The moderated-mediation model 7 using PROCESS by Hayes

Model 1	β	SE	LLCI	ULCI	R	R^2
AS	.06***	.02	.03	.09	.28	.08***
Gender	-.81	.64	-2.07	.45		
AS*Gender	.06*	.03	.00	.11		
Outcome: Job Insecurity						

Model 2	β	SE	LLCI	ULCI	R	R^2
AS	.02	.01	-.01	.05	.19	.04***
JI	-.19***	.04	-.28	-.11		
Outcome: Employee Creativity						

AS= Abusive Supervision, JI= Job Insecurity, EC= Employee Creativity, SE= Standard Error, LLCI= Lower-level confidence interval, ULCI= Upper-level confidence interval
N= 515*, * p < .05. ** p < .01. *** p < .001*

Table 3.
Conditional indirect effects of Abusive Supervision at different gender

Gender	Effect	SE	LLCI	ULCI
Female	.06	.02	.03	.09
Male	.11	.02	.07	.16

SE= Standard Error, LLCI= Lower-level confidence interval, ULCI= Upper-level confidence interval
N= 515

Figure 1.

The moderating effect of gender on abusive supervision – job insecurity relationship

Figure 2.

Empirical model

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ED: Broadbridge, Adelina GE: Not Assigned EA: Brierley, Lynne • Minor Revision (08-Mar-2023) • a revision has been submitted ✉ Contact Journal	GM-07-2022-0243.R2	Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia View Submission	27-Feb-2023	28-Feb-2023

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Thank you for submitting your corrections for your article "Does employees'''' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia" which will publish in *Gender in Management: An International Journal*. These have now been received via our online proofing system and are being reviewed. We will let you know if we have any questions.

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