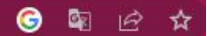


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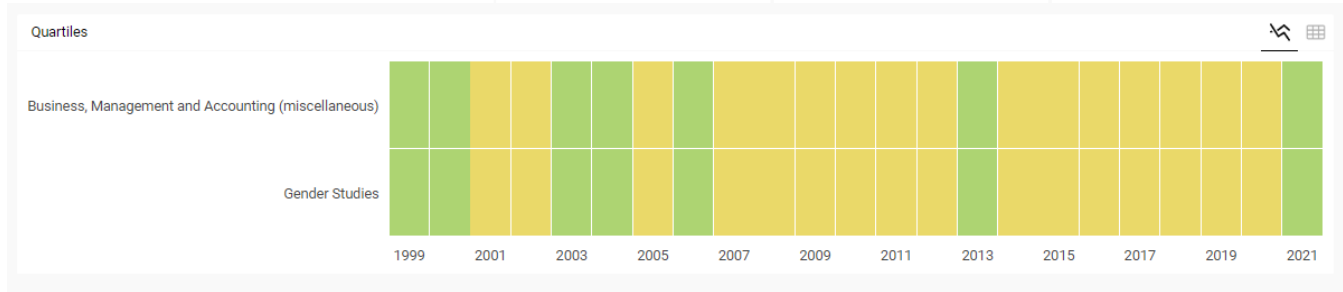
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Gender in Management: An International Journal



Gender in Management

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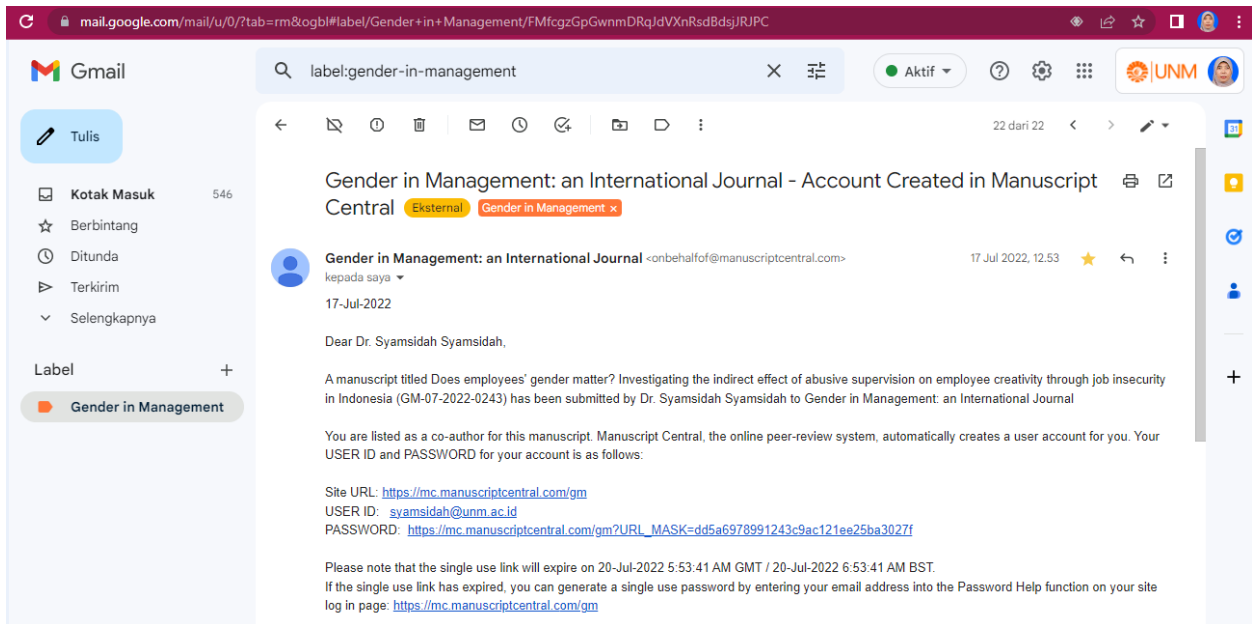
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ED: Broadbridge, Adelina	GM-07-2022-0243	Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia	17-Jul-2022	17-Jul-2022
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GE: Not Assigned
EA: Brierley, Lynne

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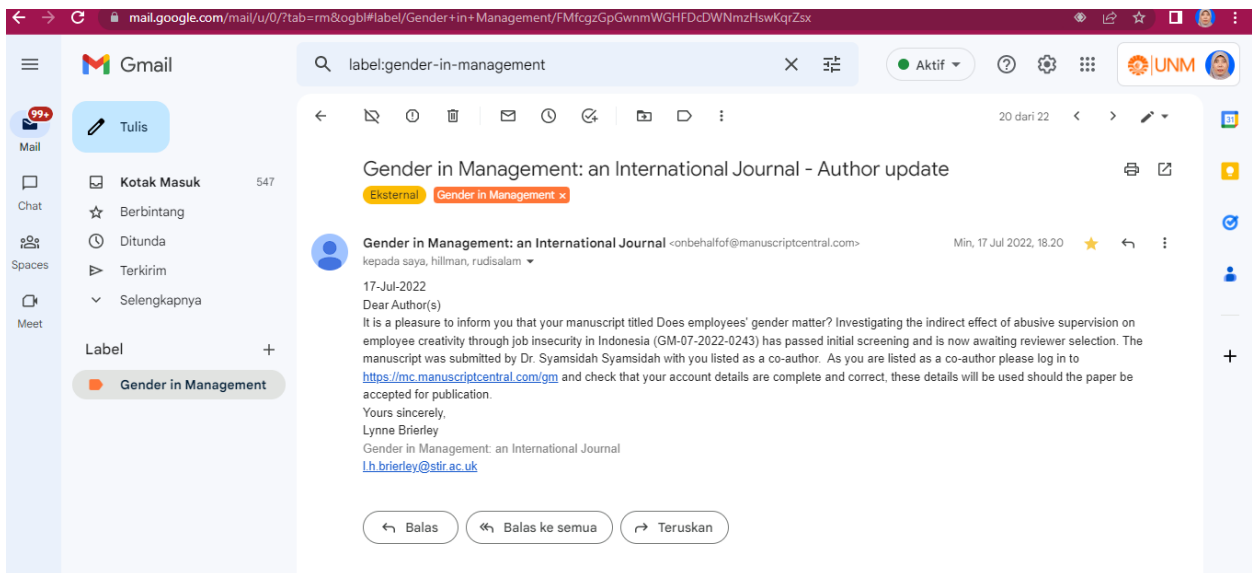
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It is a pleasure to inform you that your manuscript titled Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia (GM-07-2022-0243) has passed initial screening and is now awaiting reviewer selection. The manuscript was submitted by Dr. Syamsidah Syamsidah with you listed as a co-author. As you are listed as a co-author please log in to <https://mc.manuscriptcentral.com/gm> and check that your account details are complete and correct, these details will be used should the paper be accepted for publication.

Yours sincerely,
Lynne Brierley
Gender in Management: an International Journal
l.b.brierley@stir.ac.uk

At the bottom of the email, there are three buttons: "Balas", "Balas ke semua", and "Teruskan".



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

Journal:	<i>Gender in Management: an International Journal</i>
Manuscript ID	GM-07-2022-0243
Manuscript Type:	Original Article
Keywords:	abusive supervision, job insecurity, employee creativity, organisation, Gender

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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) even 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.

1
2
3 There are two factors that must be considered in the indirect effect of abusive
4 supervision on employee creativity, culture and gender. Firstly, previous reviews have
5 proposed the important role of these two variables in understanding the conditional
6 effect of abusive supervision on employee outcomes (Einarsen *et al.*, 2007; Fischer *et*
7 *al.*, 2021; Mackey *et al.*, 2017; Martinko *et al.*, 2013; Zhang and Bednall, 2016).
8 Culture influences how employees perceive their supervisor's abusive behaviours. In a
9 high-power distance country (e.g., Indonesia, *see* Hofstede, 1983), employees tend to
10 tolerate their leaders' hostile behaviours because this type of culture endorses hierarchy
11 and dominance in leader-member exchanges (Zhang and Liao, 2015). While the
12 negative effect of abusive supervision has been consistently found in many low-power
13 distance countries such as the United States (Mackey *et al.*, 2017, 2021), the emergence
14 of abusive supervision in high power distance countries still needs further
15 investigations.

16
17 Secondly, some systematic reviews have suggested investigations on individual
18 factors that were related to the perception of power abuse and abusive supervision
19 (Mackey *et al.*, 2020; Martinko *et al.*, 2013; Tepper, 2007; Zhang & Liu, 2018; Zhang &
20 Bednall, 2016; Zhang & Liao, 2015). Some empirical findings have suggested that male
21 and female employees develop distinct implicit expectations related to their leader's
22 behaviours (Daraba *et al.*, 2021; Dionisi and Barling, 2018; Park *et al.*, 2018; Wells *et*
23 *al.*, 2014). This expectation shapes how followers react to their leader's behaviours.

24
25 Gender, in this case, becomes a significant factor that influences how
26 subordinates behave towards their supervisors (De Hoogh *et al.*, 2015; Woolley *et al.*,
27 2011; Yi Chua *et al.*, 2015). To illustrate, female employees who perceived abusive
28 supervisory behaviours were more likely to quit their job than their male counterparts
29 (Pradhan *et al.*, 2018). Unfortunately, evidence regarding how genders moderate the
30

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

1
2
3 studies, job insecurity adversely impacted employee's performance and increased
4
5 counterproductive work behaviours (Camgoz *et al.*, 2016; Kraimer *et al.*, 2005; Lee *et*
6
7 *al.*, 2012; Loi *et al.*, 2012). On the other hand, creativity is the ability to detect an
8
9 unusual association between two or more concepts (Fodor and Greenier, 1995).
10
11 Similarly, according to Mednick (1962), creativity is an effort to bring associative
12
13 elements together and generate an idea for problem-solving. In a workplace setting,
14
15 creativity is producing something novel and useful (Ostrye, 1989). Creativity can be an
16
17 outcome, method, or model that determine organisational success (Zhou and Hoever,
18
19 2014). Creativity can be considered as one of the discretionary or extra-role behaviours
20
21 performed by employees, and their leaders are responsible for developing these
22
23 behaviours (Hughes *et al.*, 2018).
24
25
26
27

28
29 Some studies have found that the effect of abusive supervision on employee's
30
31 outcomes depended on employee's gender (Pradhan *et al.*, 2018; Zhou *et al.*, 2018).
32
33 Gender is a socio-cultural concept that defines how individuals are expected to behave
34
35 in a socially identified gender (Eagly, 1997; Eagly & Steffen, 1986). Gender and
36
37 aggressive behaviours in a workplace context have been linked in some studies. Many
38
39 scholars found that the responses and behaviours related to aggressive behaviours were
40
41 determined by the perpetrators' and victims' gender (Eagly and Steffen, 1986; Gilbert *et*
42
43 *al.*, 2013; Salin and Hoel, 2013). Thus, gender might differentiates how individual
44
45 perceive abusive behaviours from supervisor which consequently it influences the effect
46
47 of abusive supervision on employee outcomes including job insecurity.
48
49

50
51 Firstly, this review will explain the effect of abusive supervision on creativity
52
53 via job insecurity before further include the role of gender in the relationship. The link
54
55 between abusive supervision and its consequences can be explained using the the
56
57 Conservation of Resource theory or COR (Hobfoll, 1989). The COR theory postulates
58
59
60

1
2
3 that employees are motivated to protect, preserve, and procure their resources (Hobfoll,
4
5 1989, 2001; Hobfoll *et al.*, 2018). Individuals who experience potential threats to their
6
7 resources (e.g., personal, objects) will attempt to protect their remaining resources. In a
8
9 condition where they are unable to protect the remaining resources or to prevent future
10
11 resource loss, these individuals will experience stress, exhaustion, and burnout (Hobfoll,
12
13 1989, 2001; Hobfoll *et al.*, 2018). The main principle of the COR is that individuals will
14
15 strive to protect their resources and prevent resource loss.
16
17

18
19 As mentioned above, secure employment is a form of resources that employees
20
21 must protect and perhaps seek to ensure their resources in an organisation (Hobfoll *et*
22
23 *al.*, 2018; Westman *et al.*, 2004). Mistreatments and hostile behaviours perpetrated by
24
25 supervisors could become a threat to the employee's condition, such as secure
26
27 employment and a healthy workplace. Employees might feel that their supervisors
28
29 threaten their condition by displaying destructive behaviours. Drawing from the COR
30
31 theory, frequent hostile behaviour from their supervisor will threaten subordinate's
32
33 remaining resources. Subordinates might develop insecure employment or job
34
35 insecurity as they continuously receive abusive supervisory behaviours. Thus, the first
36
37 hypothesis will be:
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39
40
41

- 42
43 • Hypothesis 1: Abusive supervision positively contributes to job insecurity
44
45

46
47 Leadership is an important antecedent to creativity because it can foster or
48
49 hinder employees' creativity (Hughes *et al.*, 2018). This direct effect can be viewed
50
51 from the affective event theory perspective (Weiss and Cropanzano, 1996). Affective
52
53 event theory proposes that individuals react emotionally to events in the workplace. The
54
55 event could be an affective experience for the individual and might trigger some
56
57 emotional reactions (negative or positive). This emotional reaction is an effort to change
58
59
60

1
2
3 the events because people will direct their behaviours to cope with emotional
4
5 experiences (Gaddis *et al.*, 2004; Weiss and Cropanzano, 1996).
6

7 The effect of the negative and positive events is asymmetrical. Negative events
8
9 cause more damage to an individual's body, emotion, cognition, and social interactions
10
11 than positive ones (Taylor, 1991). During the negative emotion episode, individuals
12
13 might only focus on issues related to the underlying theme and spends most of their
14
15 resources to cope with their emotional reactions. At the same time, they also experience
16
17 resource depletion and leave fewer resources to perform their job properly (Weiss and
18
19 Cropanzano, 1996).
20
21
22

23
24 As discovered by some scholars, abusive supervision is a negative event in a
25
26 workplace (Hoobler and Hu, 2013; Oh and Farh, 2017; Tillman *et al.*, 2018; Wu and
27
28 Hu, 2013). Perceiving abusive treatments from a supervisor can cause psychological
29
30 resource depletion and emotional exhaustion (Akram *et al.*, 2019; Huang *et al.*, 2020).
31
32 As a result, employees will not have enough resources to cope with performance-related
33
34 stressors because their resources have been used to manage their emotional reactions to
35
36 negative events. Employees presumably cannot engage in a creative and innovative
37
38 performance as their resources are scarce. They will invest most of the resources to cope
39
40 with the emotion-related stressor and basic required tasks in their job. Thus, the next
41
42 hypothesis will be:
43
44
45

- 46
47
48 • Hypothesis 2: Abusive supervision negatively contributes to employee's
49
50 creativity
51

52
53 Feeling insecure about a job is a form of affective experience that might drain
54
55 employees' resources (Shoss, 2017). Threats to the continuity and stability of a job
56
57 result in negative work attitudes, including decreased effort, intention to leave, and
58
59
60

1
2
3 resistance to change (Greenhalgh and Rosenblatt, 2010). Effort and willingness to
4
5 change are two important elements in generating creativity. These extra efforts must be
6
7 supported by enough resources. Employees can only perform if they have enough
8
9 resources to execute the task (Weiss and Cropanzano, 1996). Thus, job insecurity can
10
11 prevent employees from putting in extra efforts as their resources are drained by the
12
13 threats to their future job. In this situation, feeling insecure about the future can reduce
14
15 employees' creativity. The next hypothesis will be:
16
17
18

- 19
20 • Hypothesis 3: Job insecurity is negatively related to employee's creativity
21
22

23
24 Abused subordinates might experience threats to their job, and these threats
25
26 drain their psychological resources. As their resources are scarce, they also reduce
27
28 extra-role behaviours such as creative and innovative behaviours. Thus, the effect of
29
30 abusive supervision on employees' creativity can be mediated by the role of job
31
32 insecurity. This mediation model has been investigated by some scholars where they
33
34 found that job insecurity mediated the relationship between workplace mistreatment and
35
36 performance (Park & Ono, 2017; Shin & Hur, 2020; Wang et al., 2019). This mediation
37
38 model is hypothesised as follows:
39
40
41

- 42
43 • Hypothesis 4: the effect of abusive supervision on employee's creativity will be
44
45 mediated by job insecurity
46
47

48
49 The different effect of abusive supervision on job insecurity can depend on
50
51 employee's gender. The Social Role theory of sex differences proposes that the
52
53 differences between men and women in a social context are a product of distributed
54
55 social roles (Doherty & Eagly, 1989; Eagly, 1997). The behaviours of men and women
56
57 are formed and sustained through socialisation (Eagly and Wood, 1999). According to
58
59
60

1
2
3 the Gender Role theory, those who hold the traditional view of social roles believe that
4
5 women are caregivers while men are providers (Donald and Linington, 2008; Mintz and
6
7 Mahalik, 1996; Ngo *et al.*, 2014).
8
9

10 Indonesia is one of the countries that still hold traditional gender views (Bird *et*
11
12 *al.*, 1984; Daraba *et al.*, 2021; Mintz and Mahalik, 1996). In the Indonesian context,
13
14 while female employees are more responsible for family care (Daraba *et al.*, 2021),
15
16 male employees are expected to secure their jobs to sustain income for the family. This
17
18 social construct in Indonesia has influenced how females and males should react to their
19
20 leader's mistreatment. Evidence suggested that subordinates' gender significantly
21
22 influenced responses to their leaders (Ouyang *et al.*, 2015), while leaders' gender
23
24 showed no significant effects on the way they treat subordinates (Collins *et al.*, 2014;
25
26 Eagly *et al.*, 2003). Male employees could experience job insecurity more than their
27
28 female counterparts if they found threats to the stability of their job. As the male
29
30 employees receive maleficent treatments from their supervisors, they will be more
31
32 likely to experience threats to their job. As providers, male employees should secure the
33
34 sustainability and continuation of their job. A threat to the job could cause more
35
36 insecure feelings for the male than their female counterparts.
37
38
39
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- 43 • Hypothesis 5: the effect of abusive supervision on job insecurity will be
44 moderated by subordinate's gender, in which male employees will show a higher
45
46 impact of abusive supervision on job insecurity than their female counterparts
47
48
49
50

51 As proposed in hypothesis four and hypothesis five, the effect of abusive
52
53 supervision on employees' creativity will be mediated by job insecurity, and the direct
54
55 effect of abusive supervision on job insecurity will depend on employees' gender. Male
56
57
58
59
60

1
2
3 employees will be more likely to experience threats from abusive leaders than their
4
5 female counterparts. Thus, the final hypothesis will be:

- 6
7
8
9 • Hypothesis 6: the indirect effect of abusive supervision on employee's creativity
10 via job insecurity will be moderated by subordinate's gender, in which male
11 employees will show a higher impact of abusive supervision on job insecurity
12
13 than their female counterparts
14
15
16
17
18

19 **Method**

20 *Participants and Procedure*

21
22
23 To test the study's hypotheses, participants were recruited from various backgrounds in
24
25 Indonesia. Undergraduate students in one of the largest public universities in South
26
27 Sulawesi assisted the data collection. They were asked to recruit participants using an
28
29 online advertisement in their social media networks. Students who could recruit at least
30
31 15 participants would earn 10 per cent credit points for their research method class. In
32
33 addition, all authors reached main alumni groups and networks from the three largest
34
35 universities in Sulawesi, Indonesia. From this recruitment method, six alumni groups
36
37 were identified and agreed to participate in the study. Each group consisted of 220 to
38
39 542 alumni who had worked full time in various sectors.
40
41
42
43
44

45
46 To reduce Common Method Bias (MacKenzie and Podsakoff, 2012),
47
48 participants were asked to complete the survey three times with a three-week gap. This
49
50 study used an open-source online survey platform to collect data. In the first wave,
51
52 participants completed questions about demographic variables (e.g., gender) and the
53
54 Abusive Supervision Scale. After three weeks, participants who fully participated in the
55
56 first wave received the second survey link containing the Job Insecurity Scale. Three
57
58 weeks after the second wave, only those who completed the second survey received the
59
60

1
2
3 last survey link containing Employee Creativity Scale. All participants were given a
4
5 unique code (e.g., p0001) to match their responses from different data collection waves
6
7 and to protect their identity. In total, there were 575 participants who completed the
8
9 three-wave data collection from 723 who initially registered for participation in the
10
11 study. However, 60 participants were dropped because they did not pass the attention
12
13 check item (i.e., if you read and understand this statement, please select "agree"). In the
14
15 end, there were 515 usable responses.
16
17

18
19 The number of male and female participants were nearly equal (female= 55%,
20
21 male= 45%). More than half of them completed high schools (56%) while some held
22
23 college degrees (36%). Participants came from public services (45%), private/ business
24
25 enterprises (48%), and other non-governmental organisations (7%). There were only
26
27 13% participants had leadership position (i.e., supervisor and manager). Participants'
28
29 age ranged from 18 to 58 years ($M= 25$, $SD= 7.5$) while their tenures varied from one to
30
31 34 years ($M= 3.42$, $SD= 4.58$).
32
33
34
35

36 37 **Measures**

38
39 All measures were adapted into Bahasa Indonesia (the official language of Indonesian)
40
41 following the standardised adaptation procedure (Brislin, 1970).
42
43
44

45 46 *Abusive Supervision Scale*

47
48 Participants' perceptions about their immediate leader or abusive supervisor behaviours
49
50 were measured using a 15-item Abusive Supervision Scale (Tepper, 2000). The scale
51
52 used a five-point Likert-type scale ranging from 1 (never) to 5 (always). The scale was
53
54 considered highly reliable in this study, with Cronbach's alpha of .94. "(My Boss) tells
55
56 me my thoughts or feelings are stupid" was one of the items.
57
58
59
60

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

1
2
3 acceptable result with .56, .46, and .55 for abusive supervision, job insecurity, and
4
5 employee creativity, respectively, with discriminant validity coefficients ranging from
6
7 .68 (job insecurity) to .74 (abusive supervision and employee creativity). Harman's
8
9 single factor test showed 39.03% extracted variance or less than 50%, indicating that
10
11 common method bias was not an issue. These results suggested that the theoretical
12
13 measurement model was confirmed.
14
15

16 17 18 *Descriptive Statistics and Correlations*

19
20
21 As seen in table 1, abusive supervision was positively correlated with job insecurity
22
23 (.26, $p < .001$), while job insecurity was negatively associated with employee creativity
24
25 (-.18, $p < .001$). Some demographic variables were significantly associated with abusive
26
27 supervision, job insecurity and creativity.
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31 <<table 1 around here>>
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34 35 *Hypothesis testing using a moderated-mediation technique*

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38 Table 2 shows the results of moderated-mediation analysis using PROCESS by Hayes
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40 (2013). The results suggested that abusive supervision positively influenced job
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42 insecurity ($\beta = .06$, $p < .001$), which supported hypothesis 1. Job insecurity negatively
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44 predicted employees' creativity (-.19, $p < .001$), providing support for hypothesis 3. In
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46 contrast, abusive supervision did not have a significant direct impact on employees'
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48 creativity (hypothesis 2 was not supported).
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52 <<table 2 around here>>
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56 Since abusive supervision directly predicted job insecurity and job insecurity
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58 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>>

<<figure 1 around here>>

<<figure 2 around here>>

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

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3 emotions, attitudes, and behaviours (Ahmad and Begum, 2020; Chi and Liang, 2013;
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5 Fan *et al.*, 2020; Lam *et al.*, 2017; Whitman *et al.*, 2014), employees would not view the
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7 hostile behaviours as threats. If the employees perceived that those behaviours threaten
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9 the continuity of their job, abusive supervision could indirectly reduce employees'
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11 creativity via job insecurity.
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15 This study revealed that the perception and consequences of abusive supervision
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17 were not equal for men and women. The results suggested that male employees could
18
19 have experienced the negative impacts of abusive supervision more than their female
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21 counterparts. The Social Role theory has highlighted that male and female expectations
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23 related to the social roles are a product of socialisations (Eagly and Wood, 1999).
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27 Considering the social roles where men are the "providers", the security of a job
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29 becomes vital for them. Experiencing a threat from their immediate leaders could
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31 disturb the security of their social roles. Male employees, in this case, must invest
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33 resources and locate new resources to secure potential resource loss. Unlike the male,
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35 female employees do not have this demand (i.e., providing income for the family).
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37 However, they are prone to experience work-family conflict (Daraba *et al.*, 2021) and
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39 need support from their leader and family (Niswaty *et al.*, 2021; Shabbir *et al.*, 2021).
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43 Gender roles define and guide an individual's reactions to a negative event in the
44
45 workplace. In general, all employees might struggle to cope with abusive behaviours
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47 (Tepper, 2007; Tepper, 2000), but the gender role perspective might offer a different
48
49 view on how this impacts employees' creativity. As a result, some male employees
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51 might unwittingly reduce their creativity as they experience job insecurity. People
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53 prefer to keep their regular work routines and avoid innovative and creative work
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55 behaviour to avoid a risk of performing wrong behaviours, which might attract more
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57 mistreatments from their leaders.
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3 Empirical studies have endorsed the destructive effect of negative work events
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5 such as abusive supervisory behaviours (Gu *et al.*, 2016; Han *et al.*, 2017; Jahanzeb *et*
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7 *al.*, 2019; Jiang and Gu, 2016; Shen *et al.*, 2020) and job insecurity (Camgoz *et al.*,
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9 2016; Kraimer *et al.*, 2005; Lee *et al.*, 2012; Loi *et al.*, 2012) on employee's innovative
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11 work behaviours. This study has shed light on how gender roles shape individual
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13 reactions to mistreatments. Following the trend and the widespread of workplace
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15 mistreatments, perhaps scholars and practitioners should elaborate social contexts into
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17 the discussions and view the issue as a social phenomenon rather than an isolated
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19 workplace problem.
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24 This moderating effect of gender might not be consistent across different
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26 cultures. In India, female employees were more likely than males to leave the
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28 organisation as they encountered abusive supervision (Pradhan *et al.*, 2018). The Social
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30 Roles theory and Gender Roles theory have provided a plausible explanation of how
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32 individuals might interpret adverse work events.
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36 37 *Implications*

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39 Organisations should consider gender and its roles in designing leader-member
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41 interactions in an organisation. Male employees are more likely to suffer from
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43 insecurity which eventually hinders their extra-role performance, such as creativity.
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45 Thus, countries that still nurture traditional gender views should encourage their
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47 organisations to provide support and resources fairly for both male and female
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49 employees. In Indonesian culture, males are the providers for the family and threats to
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51 their jobs could have a devastating impact on their social and psychological welfare.
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53 Some affirmative actions can be initiated to reduce threats to employees' security,
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55 safety, and mental health. For example, organisations can train male employees to cope
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3 with abusive situations and overcome demanding tasks.
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6 Mistreatments and abuse of power are spreading across cultures and
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8 organisations. The negative consequences of abusive supervision might not always
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10 immediately occur in the short term. Organisations might unwittingly suffer from the
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12 long-term consequences or indirect impact of abusive supervision. Some early
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14 anticipative actions should be taken to reduce abusive supervision. Leaders should learn
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16 how to harness their powers, deliver impactful feedback, and understand the
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18 consequences of their hostile behaviours on their follower's well-being. On the other
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20 hand, employees should also understand some challenging behaviours displayed by
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22 their leaders to help reduce insecurity.
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28 *Limitations and future research directions*

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

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
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	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, * $p < .05$. ** $p < .01$. *** $p < .001$

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

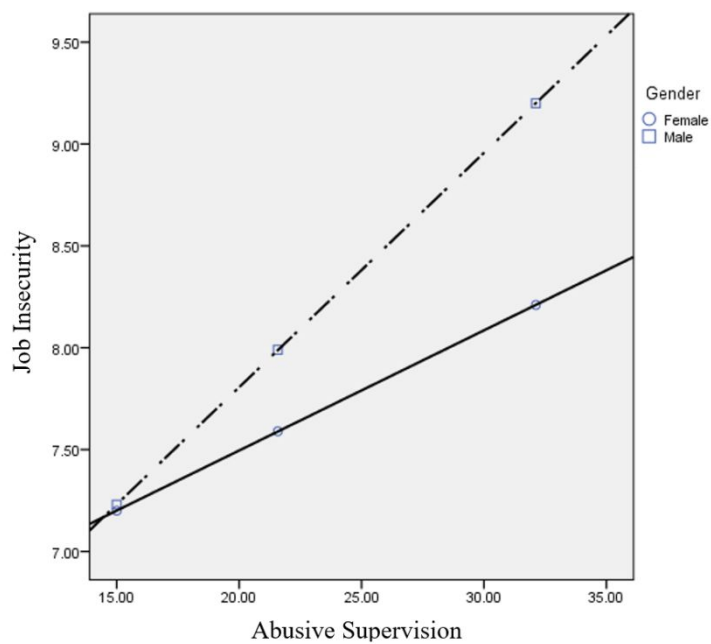
Gender	Effect	SE	LLCI	ULCI
Female	.06	.02	.03	.09
Male	.11	.02	.07	.16

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

Gender in Management: an International Journal

Figure 1.

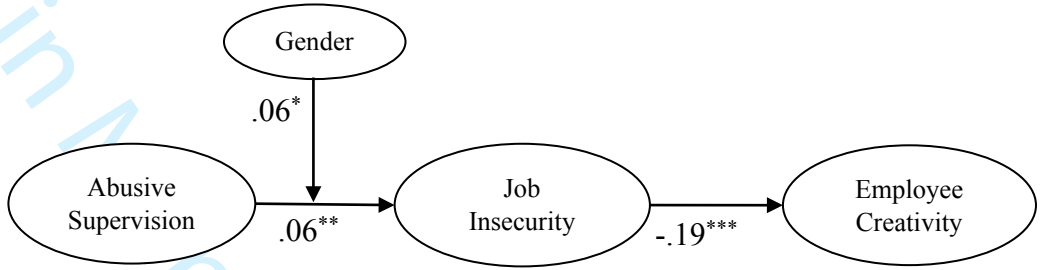
The moderating effect of gender on abusive supervision – job insecurity relationship



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Figure 2.

Empirical model



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2. Proses Review Manuscript (Revisi 1)

The screenshot shows the Manuscript Central Author Dashboard. On the left, there is a sidebar with the following options: "4 Manuscripts I Have Co-Authored", "Start New Submission", and "5 Most Recent E-mails". The main content area displays a list of manuscripts with their revision status. A red box highlights a specific manuscript entry.

ED	GE	EA	Manuscript ID	Title	Submission Date	Revision Status
Broadbridge, Adelina	Not Assigned	Brierley, Lynne	GM-07-2022-0243.R1	Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia	21-Nov-2022	22-Nov-2022
Minor Revision (09-Feb-2023)						
a revision has been submitted						
Contact Journal						
Broadbridge, Adelina	Not Assigned	Brierley, Lynne	GM-07-2022-0243	Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia	17-Jul-2022	17-Jul-2022
Major Revision (08-Sep-2022)						

The screenshot shows a Gmail email from "Gender in Management: an International Journal" (on behalf of manuscriptcentral.com) dated 22-Nov-2022. The email is addressed to "Dr. Syamsidah Syamsidah" and discusses the submission of a revised manuscript. The email content is as follows:

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

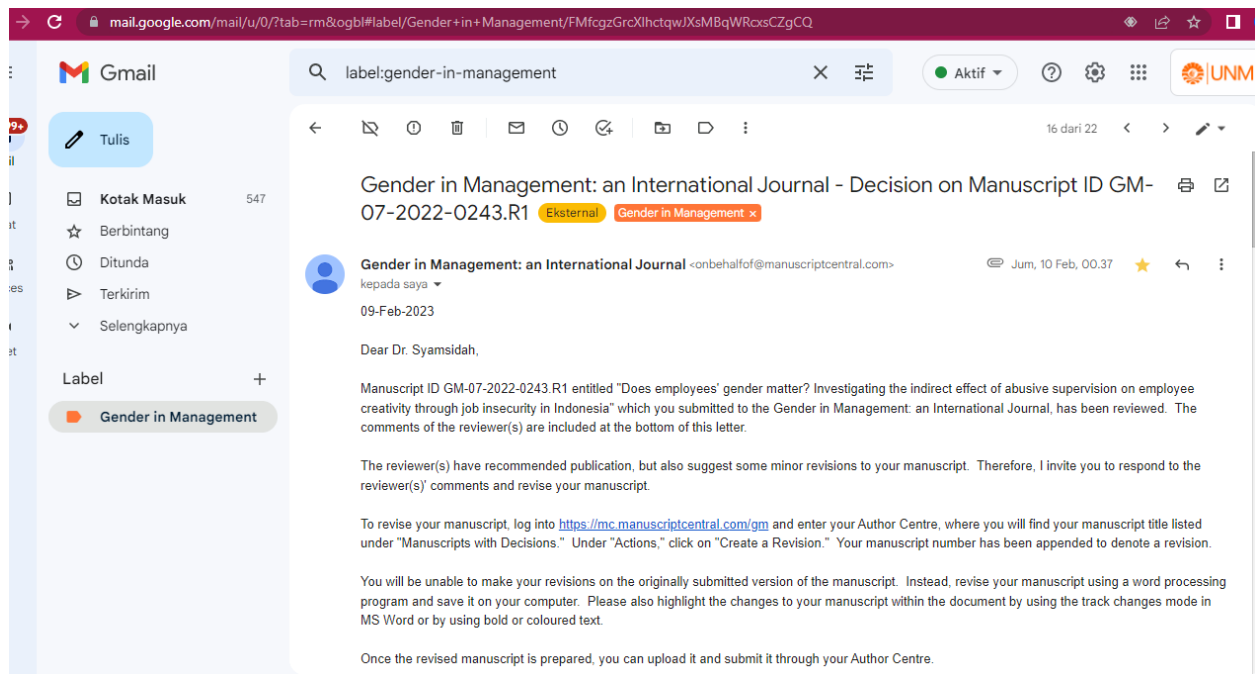
Your manuscript ID is GM-07-2022-0243.R1.

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Gender in Management: an International Journal - Decision on Manuscript ID GM-07-2022-0243.R1

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Gender in Management



**Gender in Management: an International
Journal <onbehalfof@manuscriptcentral.com>**

Jum, 10 Feb,
00.37

kepada saya

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.

The reviewer(s) have recommended publication, but also suggest some minor revisions to your manuscript. Therefore, I invite you to respond to the reviewer(s)' comments and revise your manuscript.

To revise your manuscript, log into <https://mc.manuscriptcentral.com/gm> and enter your Author Centre, where you will find your manuscript title listed under "Manuscripts with Decisions." Under "Actions," click on "Create a Revision." Your manuscript number has been appended to denote a revision.

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.

Once the revised manuscript is prepared, you can upload it and submit it through your Author Centre.

When submitting your revised manuscript, you will be able to respond to the comments made by the reviewer(s) in the space provided. You can use this space to document any changes you make to the original manuscript. In order to expedite the processing of the revised manuscript, please be as specific as possible in your response to the reviewer(s).

IMPORTANT: Your original files are available to you when you upload your revised manuscript. Please delete any redundant files before completing the submission.

Because we are trying to facilitate timely publication of manuscripts submitted to the Gender in Management: an International Journal, your revised manuscript should be uploaded no later than 12-Mar-2023. If it is not possible for you to submit your revision in a reasonable amount of time, we may have to consider your paper as a new submission.

To help support you on your publishing journey we have partnered with Editage, a leading global science communication platform, to offer expert editorial support including language editing and translation.

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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 section needs to be revised in terms of sentence structure and paragraphing.

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Min, 26 Feb, 12.55

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 an 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@slir.ac.uk



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

Journal:	<i>Gender in Management: an International Journal</i>
Manuscript ID	GM-07-2022-0243.R1
Manuscript Type:	Original Article
Keywords:	abusive supervision, job insecurity, employee creativity, organisation, Gender

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Manuscripts

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 strategies ~~Employee gender roles must become a part of leadership strategies in an organisations~~. 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.

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

(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 demands 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 ~~this~~ise 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'~~

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~~ two 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~~ determines 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 ~~outeomes 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~~

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

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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

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

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

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

- Hypothesis 1: Abusive supervision positively contributes to job insecurity

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3 Leadership is an ~~important~~ essential antecedent to creativity because it can foster
4 or hinder ~~employees'~~ employees' creativity (Hughes *et al.*, 2018). This direct effect can
5 be viewed from the affective event theory perspective (Weiss and Cropanzano, 1996).
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7 Affective event theory proposes that individuals react emotionally to events in the
8 workplace. The event could be an ~~affective~~ compelling experience for the individual
9 and might trigger some emotional reactions (negative or positive). This emotional
10 reaction is an effort to change the events because people will direct their behaviours to
11 cope with emotional experiences (Gaddis *et al.*, 2004; Weiss and Cropanzano, 1996).
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21 The effect of the negative and positive events is asymmetrical. ~~Negative~~
22 Adverse events cause more damage to an ~~individual's~~ individual's body, emotions,
23 cognition, and social interactions than positive ones (Taylor, 1991). During the negative
24 emotion episode, individuals might only focus on issues related to the underlying theme
25 and spends most of their resources to cope with their emotional reactions. At the same
26 time, they also experience resource depletion and leave fewer resources to perform their
27 job properly (Weiss and Cropanzano, 1996).
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38 As discovered by some scholars, abusive supervision is a ~~negativn~~ adverse event
39 in ~~a~~ the workplace (Hoobler and Hu, 2013; Oh and Farh, 2017; Tillman *et al.*, 2018; Wu
40 and Hu, 2013). Perceiving abusive treatments from a supervisor can cause
41 psychological resource depletion and emotional exhaustion (Akram *et al.*, 2019; Huang
42 *et al.*, 2020). As a result, employees will not have enough resources to cope with
43 performance-related stressors because their resources have been used to manage their
44 emotional reactions to negative events. ~~Employees presumably cannot engage in a~~
45 creative and innovative performance as their resources are scarce.
46 employees presumably cannot engage in creative and innovative performance. They
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will invest most of their 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 efforts.

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~~ 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

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3 scholars have investigated this mediation model and ~~where they~~ found that job
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5 insecurity mediated the relationship between workplace mistreatment and performance
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7 (Park & Ono, 2017; Shin & Hur, 2020; Wang et al., 2019). This mediation model is
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9 hypothesised as follows:

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

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19 The ~~different effect of abusive supervision on job insecurity can depend on~~
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21 employee's-effect of abusive supervision on job insecurity can depend on employee
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23 gender. The Social Role theory of sex differences proposes that the differences between
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25 men and women in a social context are a product of distributed social roles (Doherty &
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27 Eagly, 1989; Eagly, 1997). The behaviours of men and women are formed and
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29 sustained through socialisation (Eagly and Wood, 1999). According to the Gender Role
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31 theory, those who hold the traditional view of social roles believe that women are
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33 caregivers while men are providers (Donald and Linington, 2008; Mintz and Mahalik,
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35 1996; Ngo *et al.*, 2014).

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Indonesia ~~is one of the countries that still hold~~ still 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 treatments 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 ~~counterpart~~ 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 hypothesis ~~is four and~~ hypotheses 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~~ depends 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 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 enterprises (48%), and other non-governmental organisations (7%). Only 13% of participants had leadership positions (i.e., supervisor and manager). Participants' age 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) following the standardised language 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' 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

.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 ($\beta = .06$, $p < .001$), 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. ~~The following table 3 listed~~ table 3 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, Hypothesis 1~~ the 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 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 behaviour ~~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'

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

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

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

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36 Considering the social roles where men are the "providers", the security of a
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38 job becomes vital for them. Experiencing a threat from their immediate leaders could
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40 disturb the security of their social roles. Male employees, in this case, must invest
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42 resources and locate new resources to secure potential resource loss. Unlike ~~the~~
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44 males, female employees do not have this demand (i.e., providing income for the
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46 family). However, they are prone to experience work-family conflict (Daraba *et al.*,
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48 2021) and need support from their leader and family (Niswaty *et al.*, 2021; Shabbir *et*
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50 *al.*, 2021).

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54 Furthermore, this study emphasises the subsequent impact of abusive
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56 supervision and gender-role interaction on employees' performance, particularly their
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58 creativity. Empirical studies have endorsed the destructive effect of negative work
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3 events such as abusive supervisory behaviours (Gu *et al.*, 2016; Han *et al.*, 2017;
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5 Jahanzeb *et al.*, 2019; Jiang and Gu, 2016; Shen *et al.*, 2020) and job insecurity
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7 (Camgoz *et al.*, 2016; Kraimer *et al.*, 2005; Lee *et al.*, 2012; Loi *et al.*, 2012) on
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9 employees' extra-role behaviours. Gender roles define and guide an individual's
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11 reactions to a negative event in the workplace. In general, all employees might struggle
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13 to cope with abusive behaviours (Tepper, 2007; Tepper, 2000), but the gender role
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15 perspective might offer a different view on how this impacts employees' employees'
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17 creativity. Gender roles define and guide an individual's reactions to a negative event in
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19 the workplace. As a result, ~~some~~ male employees might unwittingly reduce their
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21 creativity as they experience job insecurity. People prefer to keep their regular work
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23 routines and avoid innovative and creative work behaviour to avoid a the risk of
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25 performing wrong behaviours, which might attract more mistreatments from their
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27 leaders.

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33 Empirical studies have endorsed the destructive effect of negative work events
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35 such as abusive supervisory behaviours (Gu *et al.*, 2016; Han *et al.*, 2017; Jahanzeb *et*
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37 *al.*, 2019; Jiang and Gu, 2016; Shen *et al.*, 2020) and job insecurity (Camgoz *et al.*,
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39 2016; Kraimer *et al.*, 2005; Lee *et al.*, 2012; Loi *et al.*, 2012) on employee's innovative
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41 work behaviours. This study has shed light on how gender roles shape individual
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43 reactions to mistreatments. Following the trend and the widespread of workplace
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45 mistreatmentsThe Social Roles theory and Gender Roles theory have provided a
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47 plausible explanation of how individuals might interpret adverse work events. In the
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49 Indonesian context, men should have stable and secure jobs to support their families.
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51 Thus, when they experience a threat to their job security, they drain all resources to
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53 solve the problems, leaving less energy to perform creativity at work. It could be
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55 difficult for them to quit the job, but the exhausted male employees have few resources
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3 to engage in creative work. Female employees, perhaps scholars and practitioners
4 should elaborate social contexts into the discussions and view the issue as a social
5 phenomenon rather than an isolated workplace problem.

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

41 *Implications*

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

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6 Firstly, this study recruited participants from various backgrounds to reduce biases
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8 caused by ~~sample groups~~subgroup differences. However, given the number of
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10 Indonesia's population and islands, future studies should investigate how consistent the
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12 findings are in different areas of Indonesia. Secondly, this study confirmed that
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14 ~~employees'~~employees' gender and leadership process are related. However, ~~there are~~
15
16 ~~other factors that~~other gender-related factors might mitigate (or exacerbate) the effect of
17
18 abusive supervision. ~~There was still a potential gender dispute between male~~
19
20 ~~subordinates and their male supervisor or other gender-related conflicts that might~~
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22 ~~increase the emergence of abusive supervision. Thus, future studies should examine this~~
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24 ~~gender dispute between leader and follower. Thirdly, -C~~cultural dimensions (e.g., power
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26 distance) have not been fully discovered, and it might require a cross-cultural
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28 investigation to reveal how people in different cultures deal with abusive behaviours.
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33 ~~Lastly, this study has emphasised the moderating role of gender in the relationship~~
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35 ~~between abusive supervision and its outcomes. The future study may perform a mixed-~~
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37 ~~method approach to fully unpack the perception of abusive supervision.~~
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Conclusion

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44 ~~This study has supported the application of the COR theory and some previous findings~~
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46 ~~regarding the destructive effect of abusive supervision on job insecurity and employee~~
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48 ~~creativity. However, the social and gender role theory and perspectives have~~
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50 ~~emphasised the importance of culture and context in understanding the effect of abusive~~
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52 ~~supervision. This study has found that abusive supervision has an indirect impact on~~
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54 ~~employees' creativity through the role of job insecurity. Abusive supervision did not~~
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56 ~~immediately halt extra-role behaviours such as innovation and creativity. However, the~~
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~~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, m~~ 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. ~~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	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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Figure 1.

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

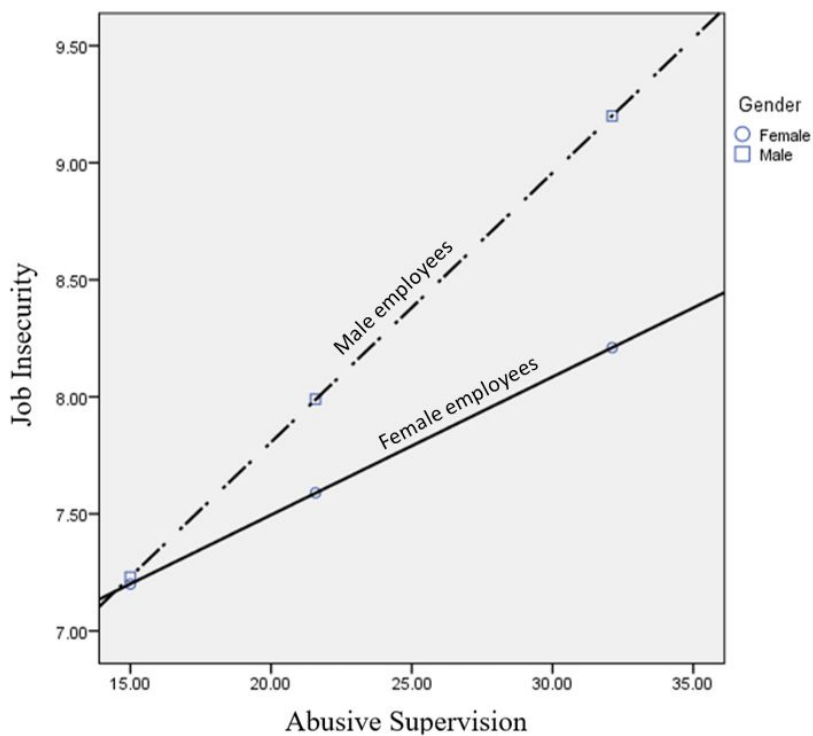
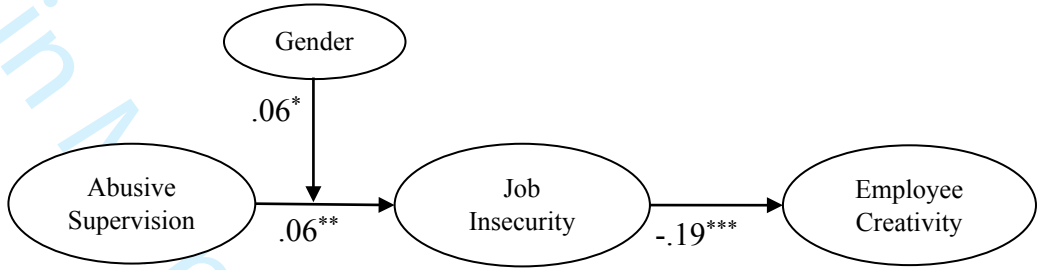


Figure 2.

Empirical model



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3. Proses Review Manuscript (Revisi 2)

Author Dashboard

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STATUS	ID	TITLE	CREATED	SUBMITTED
ED: Broadbridge, Adelina GE: Not Assigned EA: Brierley, Lynne	GM-07-2022-0243.R3	Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia	12-Mar-2023	12-Mar-2023

- Accept (24-Mar-2023)

[Contact Journal](#)

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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- Minor Revision (08-Mar-2023)
- a revision has been submitted

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

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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. 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.

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

15
16 Secondly, some systematic reviews have suggested investigations into individual
17 factors that were related to the perception of power abuse and abusive supervision
18 (Mackey et al., 2020; Martinko et al., 2013; Tepper, 2007; Zhang & Liu, 2018; Zhang &
19 Bednall, 2016; Zhang & Liao, 2015). Some empirical findings have also suggested that
20 male and female employees develop different implicit expectations related to their
21 leader's behaviours (Daraba et al., 2021; Dionisi & Barling, 2018; Joon Hyung Park et
22 al., 2018; Wells et al., 2014). This expectation shapes how followers react to their
23 leader's behaviours.

24
25 Gender, in this case, becomes a significant factor that influences how
26 subordinates behave towards their supervisors (De Hoogh et al., 2015; Woolley et al.,
27 2011; Yi Chua et al., 2015). To illustrate, female employees who perceived abusive
28 supervisory behaviours were more prone to quit their job or showed negative reactions
29 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.

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3 Following the above arguments, these cultural factors could affect male and
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5 female employees differently. This study provides new insight into how employees'
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7 gender roles determine the effect of abusive supervision on job insecurity and employee
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9 creativity in Indonesia. There is a possibility that gender moderates the effect of abusive
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11 supervision on employees' creativity via the role of job insecurity.
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16 **Literature Review and Hypotheses**

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19 Abusive supervision is mistreatment and hostile behaviour, excluding physical contact
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21 perpetrated by a supervisor toward an immediate subordinate or a team (Tepper, 2000;
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23 Tepper et al., 2007, 2017). Abusive supervision has been one of the most undesirable
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25 leadership practices in organisations (Glambek et al., 2014; Glambek et al., 2018; Li et
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27 al., 2019; Naseer & Raja, 2019). As mentioned earlier, abusive supervision can increase
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29 job insecurity (He et al., 2021; Jiang & Gu, 2016; Y. Shen et al., 2019; C. Wang et al.,
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31 2021) and reduce creativity (Gu et al., 2016; Han et al., 2017; Jahanzeb et al., 2019; W.
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33 Jiang & Gu, 2016; C. Shen et al., 2020).
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37 Job insecurity is a perception that the current job might be lost, and this
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39 perception increases distress and reduces job satisfaction (Witte, 1999). In some studies,
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41 job insecurity adversely impacted employee performance and increased
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43 counterproductive work behaviours (Chirumbolo et al., 2020; B. Ma et al., 2019; Q. Ma
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45 et al., 2023; Dan Wang et al., 2022). On the other hand, there are some basic concepts
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47 related to creativity. For example, creativity is the ability to detect an unusual
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49 association between two or more concepts (Fodor & Greenier, 1995) and generate new
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51 ideas for problem-solving. However, creativity can be defined as employees' extra-role
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53 behaviours in producing something novel and valuable (Farmer et al., 2003; Ostrye,
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55 1989) and can be influenced by leaders (Hanaysha et al., 2022; Suifan & Al-Janini,
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3 2017). Creativity can generate a method or model that determines organisational
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5 success (J. Zhou & Hoever, 2014). In line with Farmer et al. (2003) and Ostrye (1989),
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7 this study defines creativity as a set of discretionary behaviours that include generating
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9 new ideas for solving work-related problems.
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12 Some studies have found that abusive supervision's effect on employee
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14 outcomes depends on employee gender (Pradhan et al., 2018; B. Zhou et al., 2018).
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16 Gender is a socio-cultural concept that defines how individuals are expected to behave
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18 in a socially identified gender (Eagly, 1997; Eagly & Steffen, 1986). Gender and
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20 aggressive behaviours in a workplace context have been linked in some studies. Many
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22 scholars found that the responses and behaviours related to aggressive behaviours were
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24 determined by the perpetrators' and victims' gender (Eagly & Steffen, 1986; Gilbert et
25
26 al., 2013; Salin & Hoel, 2013). Thus, gender might differentiate how individuals
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28 perceive abusive behaviours from supervisors, which consequently influences the effect
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30 of abusive supervision on employee outcomes, including job insecurity.
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35 Firstly, this review will explain the effect of abusive supervision on creativity
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37 via job insecurity before further including the role of gender in the relationship. The link
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39 between abusive supervision and its consequences can be explained using the
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41 Conservation of Resource (COR) theory (Hobfoll, 1989). The COR theory postulates
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43 that employees are motivated to protect, preserve, and procure their resources (Hobfoll,
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45 1989, 2001; Hobfoll et al., 2018). Individuals who experience potential threats to their
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47 resources (e.g., personal objects) will attempt to protect their remaining resources. In a
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49 condition where they cannot protect the remaining resources or prevent future resource
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51 loss, these individuals will experience stress, exhaustion, and burnout (Hobfoll, 1989,
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53 2001; Hobfoll et al., 2018). The main principle of the COR is that individuals will strive
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55 to protect their resources and prevent resource loss.
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3 As mentioned above, secure employment is a resource that employees must
4 protect and perhaps seek to ensure their resources in an organisation (Hobfoll et al.,
5 2018; Westman et al., 2004). Mistreatments and hostile behaviours perpetrated by
6 supervisors could threaten the employee's condition, such as secure employment and a
7 healthy workplace (J. Ahmad et al., 2019; B. J. Tepper et al., 2017; Yu et al., 2023).
8 Employees might feel that their supervisors threaten their condition by displaying
9 destructive behaviours. Drawing from this COR perspective, frequent hostile behaviour
10 from their supervisor will threaten the subordinate's remaining resources. Subordinates
11 might develop insecure employment or job insecurity as they continuously receive
12 abusive supervisory behaviours. Thus, the first hypothesis will be:

- 27 • Hypothesis 1: Abusive supervision positively contributes to job insecurity

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

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

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

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8 As discovered by some scholars, abusive supervision is an adverse event in the
9 workplace (Hoobler & Hu, 2013; Oh & Farh, 2017; Tillman et al., 2018; T. Y. Wu &
10 Hu, 2013). Perceiving abusive treatment from a supervisor can cause psychological
11 resource depletion and emotional exhaustion (Akram et al., 2019; Huang et al., 2020).

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17 As a result, employees will not have enough resources to cope with performance-related
18 stressors because their resources have been used to manage their emotional reactions to
19 negative events. As resources are scarce, employees presumably cannot engage in
20 creative and innovative performance. They will invest most of their resources to cope
21 with the emotion-related stressor and basic required tasks in their job. Thus, the
22 following hypothesis will be:

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- 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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3 employees show a higher indirect impact of abusive supervision on employee
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5 creativity via job insecurity than their female counterparts.
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9 **Method**

10 11 *Participants and Procedure*

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13 Participants were full-time Indonesian employees working in various sectors, 18 years
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15 old or older, directly supervised by a leader or manager, and worked and lived in
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17 Indonesia for the last five years. In addition, this study specifically measured
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19 subordinates' perception of their direct supervisor or leader's abusive supervisory
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21 behaviours. These subordinates should only report one immediate leader, manager, or
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23 supervisor they interact most in their organisation.
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28 *This study employed a convenience sampling technique to recruit participants.*
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30 Undergraduate students in one of the largest public universities in South Sulawesi
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32 assisted with the data collection. They were asked to recruit participants using an online
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34 advertisement in their social media networks. Students who could recruit at least 15
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36 participants would earn 10 per cent credit points for their research method class. In
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38 addition, all authors reached main alumni groups and networks from the three largest
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40 universities in Sulawesi, Indonesia. This recruitment method identified six alumni
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42 groups that agreed to participate in the study. Each group consisted of 220 to 542
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44 alumni who had worked in various sectors.
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49 To reduce a common method bias (MacKenzie & Podsakoff, 2012), participants
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51 were asked to complete the survey three times with a three-week gap. This study used
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53 an open-source online survey platform to collect data. In the first wave, participants
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55 completed questions about demographic variables (e.g., gender) and the Abusive
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57 Supervision Scale. After three weeks, participants who fully participated in the first
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3 wave received the second survey link containing the Job Insecurity Scale. Three weeks
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5 after the second wave, only those who completed the second survey received the last
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7 survey link containing Employee Creativity Scale. All participants were given a unique
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9 code (e.g., p0001) to match their responses from different data collection waves and to
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11 protect their identity. In total, 575 participants completed the three-wave data collection
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13 from 723 who initially registered for the study. However, 60 participants were dropped
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15 because they did not pass the attention check item (i.e., if you read and understand this
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17 statement, please select "agree"). In the end, there were 515 usable responses.
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22 The number of male and female participants was nearly equal (female= 55%,
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24 male= 45%). More than half of them completed high school (56%), while some held
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26 college degrees (36%). Participants came from public services (45%), private/ business
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28 enterprises (48%), and other non-governmental organisations (7%). Only 13% of
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30 participants had leadership positions (i.e., supervisor and manager). Participants ranged
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32 from 18 to 58 years old ($M= 25$, $SD= 7.5$), while their tenures varied from one to 34
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34 years ($M= 3.42$, $SD= 4.58$).
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39 *Measures*

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42 This study employed abusive supervision, job insecurity, and employee creativity scale.
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44 These measures were adapted into Bahasa Indonesia (the official language of
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46 Indonesian) by following the language adaptation procedure (Brislin, 1970). The
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48 following explains more about the measures.
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52 *Abusive Supervision Scale*

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

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11 Job insecurity was measured using the Job Insecurity Scale from Vander Elst et al.
12 (2014). This scale measured employees' perception of their job insecurity. This scale
13 had four items and was administered using a five-point Likert-type scale with options
14 ranging from 1 (strongly disagree) to 5 (strongly agree). The scale reliability was
15 considered acceptable with Cronbach's alpha of .77. "I feel insecure about the future of
16 my job" was one of the items.
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26 *Employee Creativity Scale*

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

49 *Results*

50 *Measurement model analysis*

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52 Measurement model analysis was performed to provide evidence of the measurement
53 validity. The results suggested that a three-factor solution (i.e., abusive supervision, job
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3 insecurity, and employee creativity) yielded a good-fit measurement model (chi-square=
4 760.34, $p < .001$, chi-square/df= 3.35, RMSEA= .068, SRMR= .061, CFI= .92, and
5 TLI= .91). The Average Variance Extracted (AVE) for each measure also showed an
6 acceptable result with .56, .46, and .55 for abusive supervision, job insecurity, and
7 employee creativity, respectively, with discriminant validity coefficients ranging from
8 .68 (job insecurity) to .74 (abusive supervision and employee creativity). Harman's
9 single factor test showed 39.03% extracted variance or less than 50%, indicating that
10 common method bias was not an issue. These results suggested that the theoretical
11 measurement model was confirmed. **Having considered the reliability coefficients from**
12 **each measure and the results of measurement model analysis, the survey and**
13 **measurement procedure were deemed reliable and valid.**

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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, $p < .001$),

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3 supporting hypothesis 3.
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10 Since abusive supervision directly predicted job insecurity and job insecurity
11 negatively influenced employees' creativity, the effect of abusive supervision on
12 employees' creativity was mediated by job insecurity (hypothesis 4 was supported). The
13 results (model 1) also found a significant moderating effect of gender (.06, $p < .05$),
14 where the effect of abusive supervision on job insecurity was stronger for males than for
15 female employees (support for hypothesis 5). This interaction can be seen in figure 1.
16 Hypothesis 6 was also supported as the indirect effect of abusive supervision on
17 employees' creativity was mediated by job insecurity, and the direct effect of abusive
18 supervision on job insecurity depended on the employee's gender. Table 3 lists the
19 indirect effects of abusive supervision on employees' creativity. Figure 2 illustrates this
20 empirical study model.
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44 **Discussion**

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46 Firstly, hypothesis 1 supported that abusive supervision directly impacted employees'
47 job insecurity. The abused employees would experience high job insecurity as their
48 immediate leaders (e.g., supervisor) displayed hostile behaviours. This particular
49 finding has been supported by the COR theory (Hobfoll, 1989, 2001; Hobfoll et al.,
50 2018). Unexpectedly, hypothesis 2 was not confirmed, as abusive supervision did not
51 directly impact employees' creativity. Although abusive supervision is a negative
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3 experience (Liu et al., 2020; Saleem et al., 2021; J. Wu & Du, 2022) and usually causes
4 damage to an individual's emotions, attitudes, and behaviours (I. Ahmad & Begum,
5 2020; Bormann & Gellatly, 2022; Shah & Saeed Hashmi, 2019), being abused by
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10 leaders did not directly halt employees' creative work behaviours.

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13 Hypotheses 3 and 4 were supported, suggesting that job insecurity negatively
14 affected creativity and abusive supervision influenced employees' creativity via job
15 insecurity. Based on resource investment principles (Hobfoll et al., 2018), employees
16 can only display their extra-role behaviours, including creativity, if they have enough
17 resources (Y. Shen et al., 2019; Weiss & Cropanzano, 1996). Unfortunately, feeling
18 insecure could drain employees' cognitive resources, causing them difficulty generating
19 creative ideas and showing creative work behaviours. This notion is in line with
20 previous findings that job insecurity could reduce employee performance (Park & Ono,
21 2017; [Shin & Hur, 2020](#); [Wang et al., 2019](#)). Therefore, abusive supervision drains
22 employees' resources and makes them insecure, lowering their extra-role behaviours,
23 including creativity.
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38 Hypotheses 5 and 6 were also confirmed, indicating the moderating effect of
39 gender in the relationship between abusive supervision and job insecurity and how this
40 moderation effect subsequently reduced creativity. The abuse of power perpetrated by
41 leaders has been identified as a social interaction problem within the workplace context
42 ([Bhattacharjee & Sarkar, 2022](#); [Gallegos et al., 2022](#)). However, this study revealed that
43 the perception and consequences of abusive supervision were not equal for men and
44 women. The results suggested that male employees could have experienced the negative
45 impacts of abusive supervision more than their female counterparts, leading to job
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59 The social role theory has highlighted that male and female expectations related
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3 to social roles are a product of socialisation (Eagly & Wood, 2016; Rovira et al., 2022;
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5 Schneider & Bos, 2019). Considering the social roles where men are the "providers",
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7 the security of a job becomes vital for them. Experiencing a threat from their immediate
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9 leaders could disturb the security of their social roles. Male employees, in this case,
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11 must invest resources and locate new resources to secure potential resource loss. Unlike
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13 males, female employees do not have this demand (i.e., providing income for the
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15 family). However, they are prone to experience work-family conflict (Daraba et al.,
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17 2021) and need support from their leader and family (Niswaty et al., 2021; Shabbir et
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19 al., 2021).
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24 Furthermore, this study emphasises the subsequent impact of abusive
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26 supervision and gender-role interaction on employees' performance, particularly their
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28 creativity. Empirical studies have found the destructive effect of negative work events
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30 such as abusive supervisory behaviours (Han et al., 2017; Jahanzeb et al., 2019; C. Shen
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32 et al., 2020) and job insecurity (Aguilar-Quintana et al., 2021; Chirumbolo et al., 2020;
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34 Dan Wang et al., 2022) on employees' extra-role behaviours. In general, all employees
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36 might struggle to cope with abusive behaviours, but the gender role perspective might
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38 offer a different view on how this impacts employees' creativity. Gender roles define
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40 and guide an individual's reactions to a negative event in the workplace. As a result,
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42 male employees might unwittingly reduce their creativity as they experience job
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44 insecurity. They might prefer to keep their regular work routines and avoid innovative
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46 and creative work behaviour to avoid the risk of performing wrong behaviours, which
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48 might attract more mistreatment from their leaders.
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54 The Social Roles theory and Gender Roles theory have provided a plausible
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56 explanation of how individuals might interpret adverse work events. In the Indonesian
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58 context, men should have stable and secure jobs to support their families. Thus, when
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3 they experience a threat to their job security, they drain all resources to solve the
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5 problems, leaving less energy to perform creativity at work. It could be difficult for
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7 them to quit the job, but the exhausted male employees have few resources to engage in
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9 creative work. Female employees are more likely to quit their job as they encounter
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11 abusive supervision (Pradhan et al., 2018) because society still offers social support to
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13 stay home and complete domestic work.
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17 On the other hand, gender similarity between supervisors and subordinates
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19 potentially intensified the effect of abusive supervision on silence in South Korea (Joon
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21 Hyung Park et al., 2018). The different effect of abusive supervision also occurs across
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23 cultures. In a recent meta-analysis (Mackey et al., 2017), the mean of abusive
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25 supervision was higher in some Asian countries (e.g., China: $\mu = 2.06$; Philippines: $\mu =$
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27 2.17 ; Taiwan: $\mu = 2.13$) than in the United States ($\mu = 1.68$). This indicates that social
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29 roles play an important part in explaining the effect of abusive supervision.
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33 34 *Implications*

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36 Following the findings in this study, abusive supervision might not always directly
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38 affect performance (i.e., creativity), but it definitely threatens employees' security.
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40 Organisations might unwittingly suffer from the long-term consequences and indirect
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42 impact of abusive supervision. Leaders should learn how to harness their powers,
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44 deliver impactful feedback, and understand the consequences of their hostile behaviours
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46 on their follower's well-being. On the other hand, employees should also understand
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48 some challenging behaviours displayed by their leaders to help reduce insecurity.
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53 Considering the moderating effect of gender, organisations should consider
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55 gender and its roles in designing leader-member interactions in an organisation. Male
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57 employees are more likely to suffer from insecurity which eventually hinders their
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59 extra-role performance, such as creativity. Thus, countries that still nurture traditional
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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

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3 creativity. However, the social and gender role theory and perspectives have
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5 emphasised the importance of culture and context in understanding the effect of abusive
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7 supervision. Gender roles influence how people behave in their workplace and shape
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9 their reactions to negative events such as abusive behaviours. Male employees might
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11 suffer more than female employees when securing their job, as male employees are
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13 expected to secure jobs to support their families. This social expectation makes the
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15 threats from leaders more salient for the male than the female employees causing high
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17 job insecurity and, subsequently, low creativity.
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23 **Compliance with Ethical Standards**

24 *Conflict of Interest*

25
26 on behalf of all authors, the corresponding author states that there is no conflict of
27
28 interest.
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34 *Ethical Approval*

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36 All procedures performed in studies involving human participants were in accordance
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38 with the ethical standards of the institutional research committee (the ethical clearance
39
40 was approved by the first author's affiliation) and with the 1964 Helsinki declaration
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42 and its later amendments or comparable ethical standards.
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48 *Informed Consent*

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50 Informed consent was obtained from all participants in the study.
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54 *Funding*

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56 No funding was received to assist with the preparation of this manuscript.
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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

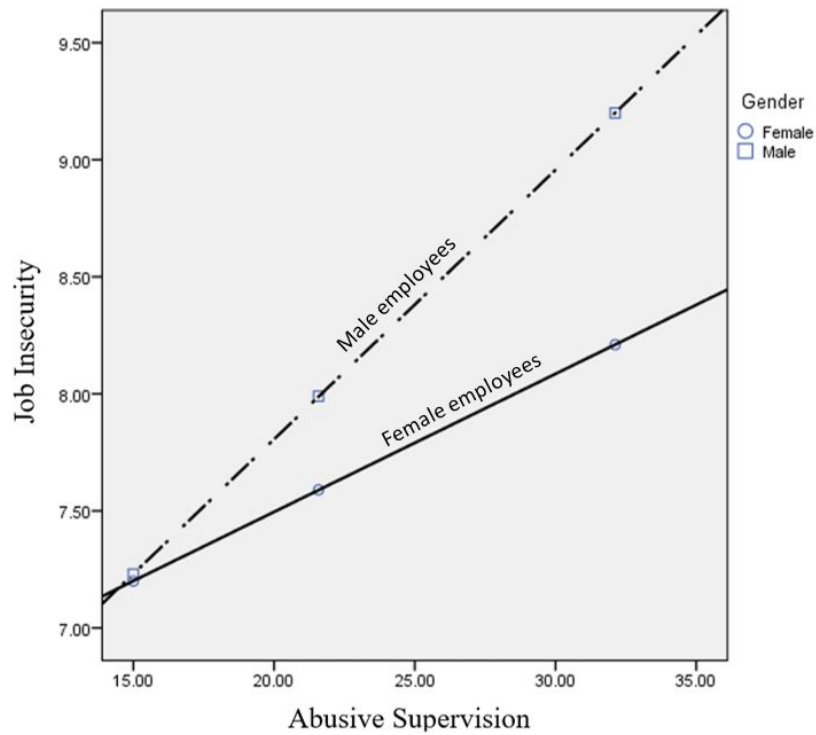
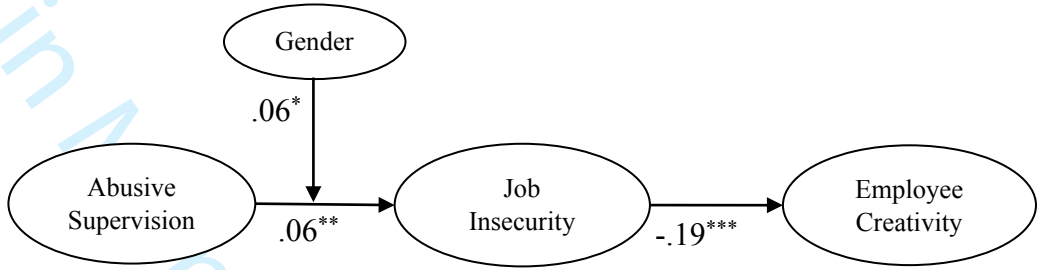


Figure 2.

Empirical model



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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

3. Proses Review Manuscript (Revisi 3)

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STATUS	ID	TITLE	CREATED	SUBMITTED
ED: Broadbridge, Adelina GE: Not Assigned EA: Brierley, Lynne	GM-07-2022-0243.R3	Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia	12-Mar-2023	12-Mar-2023
<ul style="list-style-type: none">Accept (24-Mar-2023) Contact Journal				
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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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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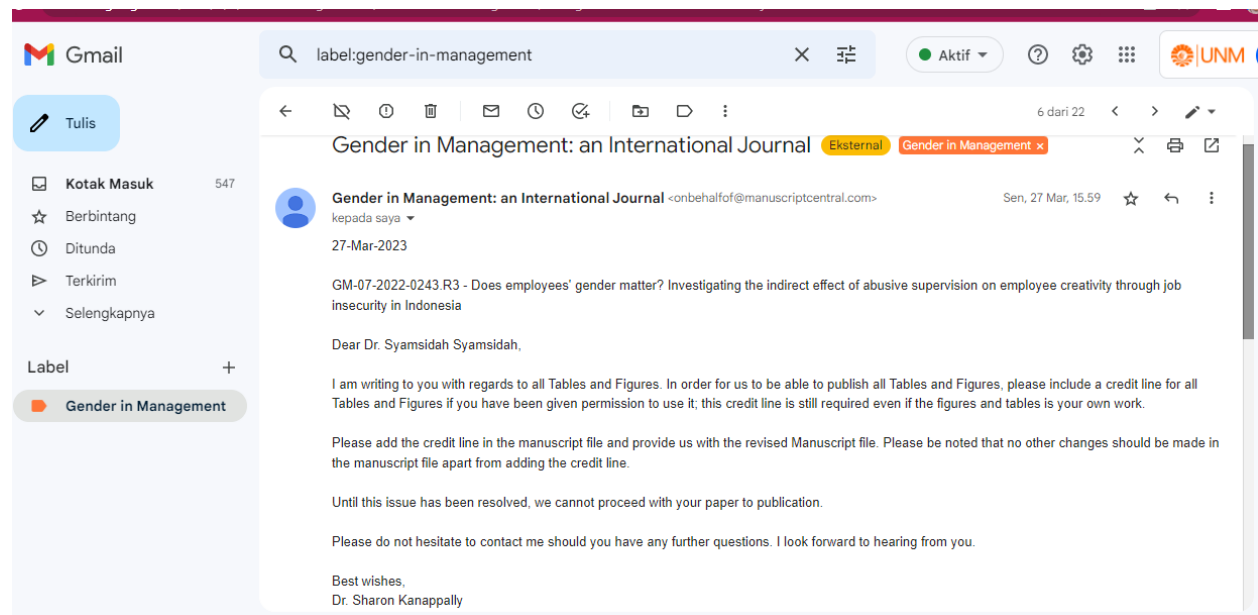
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Syamsidah and team

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

Journal:	<i>Gender in Management: an International Journal</i>
Manuscript ID	GM-07-2022-0243.R3
Manuscript Type:	Original Article
Keywords:	abusive supervision, job insecurity, employee creativity, organisation, Gender

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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. 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

1
2
3 of other variables in the relationship is essential as other factors, such as individual
4
5 differences and culture, determine the abusive supervision-creativity relationship (He et
6
7 al., 2021; Y. Shen et al., 2019; C. Wang et al., 2021).

8
9
10 Similarly, research has also shown the negative impact of job insecurity on
11
12 employees' creativity (Sverke et al., 2019; Teng et al., 2019; H. Zhou & Long, 2011).
13
14 However, culture, context, and demographic variables could influence this relationship
15
16 (Sverke et al., 2019). Literature has supported the relationships between abusive
17
18 supervision and job insecurity, but the relationship between abusive supervision and
19
20 creativity is indirect and influenced by other variables (e.g., He et al., 2021; Jiang & Gu,
21
22 2016; Y. Shen et al., 2019; C. Wang et al., 2021). Thus, this study proposes that abusive
23
24 supervision might harm employees' creativity by increasing job insecurity.
25
26
27

28
29 Two factors must be considered in the indirect effect of abusive supervision on
30
31 employee creativity: culture and gender. Firstly, culture influences how employees
32
33 perceive their supervisor's abusive behaviours. In a high power distance country (e.g.,
34
35 Indonesia, *see* Hofstede, 1983), employees tend to tolerate their leaders' hostile
36
37 behaviours because this type of culture endorses hierarchy and dominance in leader-
38
39 member exchanges (Zhang & Liao, 2015). Secondly, some empirical findings have
40
41 suggested that male and female employees develop different implicit expectations
42
43 related to their leader's behaviours (Daraba et al., 2021; Dionisi & Barling, 2018; Joon
44
45 Hyung Park et al., 2018; Wells et al., 2014). This expectation shapes how followers
46
47 react to their leader's behaviours.
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49

50
51 Some studies have suggested the interaction between abusive supervision and
52
53 gender roles in predicting employees' outcomes (Pradhan et al., 2018; B. Zhou et al.,
54
55 2018). Female employees who perceived abusive supervisory behaviours were more
56
57 prone to quit their job or showed negative reactions than their male counterparts (Koay
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2
3 & Lim, 2023; Pradhan et al., 2018). Unfortunately, evidence regarding how genders
4 moderate the relationship between abusive supervision and employees' negative and
5
6 positive outcomes is still scarce.
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9
10 Through the lens of gender role perspectives, male and female employees hold
11 different roles in society, which determine how they respond to stressors (e.g., abusive
12 supervisor) at work. The traditional view of social roles believes that women are
13 caregivers while men are providers (Donald & Linington, 2008; Mintz & Mahalik,
14 1996; Ngo et al., 2014). In a traditional gender-view culture, being a provider demands
15 male employees to have a secure job, making supervisors' abusive behaviours more
16 threatening for the male than for their female counterparts.
17
18

19
20 Indonesians hold a high power distance cultural value with a traditional gender
21 view (Daraba et al., 2021; Hofstede, 1983). Gender roles and expectations are deeply
22 embedded in Indonesian society, influencing various management practices, including
23 leader-member exchange. Despite recent improvements toward gender equality in
24 Indonesia, gender disparities persist in the workplace, particularly in positions of
25 leadership. The traditional gender roles can create barriers for women in the Indonesian
26 workplace (Kokkaliali & Nurhaeni, 2017; McLaren et al., 2019). Women in Indonesia
27 have to prioritise their family responsibilities over their careers, causing it difficult to
28 pursue a career or balance work and family life (Andajani et al., 2016; Marpaung et al.,
29 2022). This traditional gender role can make differences between male and female
30 employees in perceiving abusive supervision in the workplace.
31
32

33
34 Following the above arguments, this study provides new insight into how
35 employees' gender roles determine the effect of abusive supervision on job insecurity
36 and employee creativity in Indonesia. There is a possibility that gender moderates the
37 effect of abusive supervision on employees' creativity via the role of job insecurity.
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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

1
2
3 protect their remaining resources. In a condition where they cannot protect the
4
5 remaining resources or prevent future resource loss, these individuals will experience
6
7 stress, exhaustion, and burnout (Hobfoll, 1989, 2001; Hobfoll et al., 2018). The main
8
9 principle of the COR is that individuals will strive to protect their resources and prevent
10
11 resource loss.
12
13

14
15 As mentioned above, secure employment is a resource that employees must
16
17 protect and perhaps seek to ensure their resources in an organisation (Hobfoll et al.,
18
19 2018; Westman et al., 2004). Mistreatments and hostile behaviours perpetrated by
20
21 supervisors could threaten the employee's condition, such as secure employment and a
22
23 healthy workplace (J. Ahmad et al., 2019; Tepper et al., 2017; Yu et al., 2023). Drawing
24
25 from this COR perspective, frequent hostile behaviour from their supervisor will
26
27 threaten the subordinate's remaining resources. Subordinates might develop insecure
28
29 employment or job insecurity as they continuously receive abusive supervisory
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31 behaviours. Thus, the first hypothesis will be:
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- 34
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36 • Hypothesis 1: Abusive supervision positively contributes to job insecurity
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40 Affective event theory proposes that individuals react emotionally to events in
41
42 the workplace (Weiss & Cropanzano, 1996). Adverse events cause more damage to an
43
44 individual's body, emotions, cognition, and social interactions than positive ones
45
46 (Taylor, 1991). During the negative emotion episode, individuals might spend most of
47
48 their resources to cope with their emotional reactions. At the same time, they also
49
50 experience resource depletion and leave fewer resources to perform their job properly
51
52 (Eluwole et al., 2022; Lu et al., 2022).
53
54

55
56 As discovered by some scholars, abusive supervision is an adverse event in the
57
58 workplace (Hoobler & Hu, 2013; Oh & Farh, 2017; Tillman et al., 2018; T. Y. Wu &
59
60

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

1
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3 mediation model and found that job insecurity mediated the relationship between
4 workplace mistreatment and performance (Park & Ono, 2017; Shin & Hur, 2020; Wang
5 et al., 2019). This mediation model is hypothesised as follows:
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11 • Hypothesis 4: the effect of abusive supervision on employee's creativity is
12 mediated by job insecurity
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16 The social role theory of sex differences proposes that the differences between
17 men and women in a social context are a product of distributed social roles (Doherty &
18 Eagly, 1989; Eagly, 1997). Human behaviours are formed and sustained through
19 socialisation (Eagly & Wood, 2016; Schneider & Bos, 2019). According to the gender
20 role theory, those who hold the traditional view of social roles believe that women are
21 caregivers while men are providers (Ngo et al., 2014; Rovira et al., 2022; Sirror et al.,
22 2021).
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33 Indonesia still holds traditional gender views (Bird et al., 1984; Daraba et al.,
34 2021; Mintz & Mahalik, 1996). In the Indonesian context, while female employees are
35 more responsible for family care, male employees are expected to secure their jobs to
36 sustain income for the family (Daraba et al., 2021). This social construct has influenced
37 how females and males should react to their leader's mistreatment. Evidence suggested
38 that subordinates' gender significantly influenced responses to their leaders (Daraba et
39 al., 2021; Ouyang et al., 2015), while leaders' gender showed no significant effects on
40 how they treat subordinates (Collins et al., 2014; Eagly et al., 2003; Laidoja et al.,
41 2022).
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53 Male employees could experience job insecurity more than their female
54 counterparts if they find threats to the stability of their job. As male employees receive
55 maleficent treatment from their supervisors, they can experience threats to their job. As
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3 the providers, male employees should secure the sustainability and continuation of their
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5 job. A threat to the job could cause more insecure feelings for male than female
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7 employees.
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11 • Hypothesis 5: the effect of abusive supervision on job insecurity is moderated by
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13 the subordinate's gender, in which male employees show a higher impact of
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15 abusive supervision on job insecurity than their female counterparts.
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19 Based on the COR perspectives, employees who encounter abusive supervision
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21 might experience threats to their job security (Hobfoll et al., 2018), and this job
22
23 insecurity drains their resources, causing a negative impact on creativity (Teng et al.,
24
25 2019; Wang et al., 2019; H. Zhou & Long, 2011). Also, in the Indonesian context, men
26
27 are the providers for the family, and their job plays a vital role (Ngo et al., 2014; Rovira
28
29 et al., 2022; Sirror et al., 2021). Threats to the job can have a dramatic impact on their
30
31 security and consequently drain their resources. As resources are scarce, there will be
32
33 fewer resources to perform creativity. Drawing from the traditional gender views, male
34
35 employees are more likely than their female counterparts to experience the positive
36
37 effect of abusive supervision on their job insecurity. Thus, the final hypothesis will be:
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43 • Hypothesis 6: the indirect effect of abusive supervision on employee creativity
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45 via job insecurity is moderated by the subordinate's gender, in which male
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47 employees show a higher indirect impact of abusive supervision on employee
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49 creativity via job insecurity than their female counterparts.
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52 53 **Method**

54 55 *Participants and Procedure*

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57 Participants were full-time Indonesian employees working in various sectors, 18 years
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3 old or older, directly supervised by a leader or manager, and worked and lived in
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5 Indonesia for the last five years. In addition, this study specifically measured
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7 subordinates' perception of their direct supervisor or leader's abusive supervisory
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9 behaviours. These subordinates should only report one immediate leader, manager, or
10
11 supervisor they frequently interact with.
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14
15 This study employed a convenience sampling technique to recruit participants.
16
17 Undergraduate students in one of the largest public universities in South Sulawesi
18
19 assisted with the data collection. They were asked to recruit participants using an online
20
21 advertisement in their social media networks. Students who could recruit at least 15
22
23 participants would earn 10 per cent credit points for their research method class. In
24
25 addition, all authors reached main alumni groups and networks from the three largest
26
27 universities in Sulawesi, Indonesia. This recruitment method identified six alumni
28
29 groups that agreed to participate in the study. Each group consisted of 220 to 542
30
31 alumni who had worked in various sectors.
32
33

34
35 To reduce a common method bias (MacKenzie & Podsakoff, 2012), participants
36
37 were asked to complete the survey three times with a three-week gap. This study used
38
39 an open-source online survey platform to collect data. In the first wave, participants
40
41 completed questions about demographic variables (e.g., gender) and the Abusive
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43 Supervision Scale. After three weeks, participants who fully participated in the first
44
45 wave received the second survey link containing the Job Insecurity Scale. Three weeks
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47 after the second wave, only those who completed the second survey received the last
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49 survey link containing Employee Creativity Scale. All participants were given a unique
50
51 code (e.g., p0001) to match their responses from different data collection waves and to
52
53 protect their identity. In total, 575 participants completed the three-wave data collection
54
55 from 723 who initially registered for the study. However, 60 participants were dropped
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3 because they did not pass the attention check item (i.e., if you read and understand this
4 statement, please select "agree"). In the end, there were 515 usable responses.
5
6

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

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27 All measures were adapted into Bahasa Indonesia (the official language of Indonesian)
28 by following the language adaptation procedure (Brislin, 1970). The following explains
29 more about the measures.
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31
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35

36 *Abusive Supervision Scale*

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38
39 Participants' perceptions about their immediate leader or abusive supervisor behaviours
40 were measured using a 15-item Abusive Supervision Scale (Tepper, 2000). The scale
41 used a five-point Likert-type scale ranging from 1 (never) to 5 (always). The scale was
42 considered highly reliable in this study, with Cronbach's alpha of .94. "(My Boss) tells
43 me my thoughts or feelings are stupid" was one of the items.
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52 *Job Insecurity Scale*

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54 Job insecurity was measured using the Job Insecurity Scale from Vander Elst et al.
55 (2014). This scale measured employees' perception of their job insecurity. This scale
56 had four items and was administered using a five-point Likert-type scale with options
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1
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3 ranging from 1 (strongly disagree) to 5 (strongly agree). The scale reliability was
4
5 considered acceptable with Cronbach's alpha of .77. "I feel insecure about the future of
6
7 my job" was one of the items.
8
9

10 11 *Employee Creativity Scale*

12
13
14 Employee creativity was measured using the Employee Creativity Scale developed by
15
16 Farmer et al. (2003). This scale measured how likely employees can perform creative
17
18 work behaviours within their workplace setting. The scale contained four items and was
19
20 administered using a six-point Likert-type scale with options ranging from 1 (strongly
21
22 disagree) to 6 (strongly disagree). The Cronbach's alpha was .81, indicating a reliable
23
24 measure for research. One of the items was "Seeks new ideas and ways to solve
25
26 problems."
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32 **Results and Discussion**

33 34 35 *Results*

36 37 38 *Measurement model analysis*

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40
41 Measurement model analysis was performed to provide evidence of the measurement
42
43 validity. The results suggested that a three-factor solution (i.e., abusive supervision, job
44
45 insecurity, and employee creativity) yielded a good-fit measurement model (chi-square=
46
47 760.34, $p < .001$, chi-square/df= 3.35, RMSEA= .068, SRMR= .061, CFI= .92, and
48
49 TLI= .91). The Average Variance Extracted (AVE) for each measure also showed an
50
51 acceptable result with .56, .46, and .55 for abusive supervision, job insecurity, and
52
53 employee creativity, respectively, with discriminant validity coefficients ranged from
54
55 .68 (job insecurity) to .74 (abusive supervision and employee creativity). Harman's
56
57 single factor test showed 39.03% extracted variance or less than 50%, indicating that
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3 common method bias was not an issue. These results suggested that the theoretical
4
5 measurement model was confirmed. Considering the reliability coefficient from each
6
7 measure and the results of measurement model analysis, the survey and measurement
8
9 procedure were deemed reliable and valid.
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13 14 *Descriptive Statistics and Correlations*

15
16 As seen in table 1, abusive supervision was positively correlated with job insecurity
17
18 (.26, $p < .001$), while job insecurity was negatively associated with employee creativity
19
20 (-.18, $p < .001$). Some demographic variables were significantly associated with abusive
21
22 supervision, job insecurity and creativity.
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26
27 <<table 1 around here>>
28
29

30 31 *Hypothesis testing using a moderated-mediation regression technique*

32
33 Table 2 shows the results of moderated-mediation regression analysis model 7 using
34
35 PROCESS by Hayes (2013). The results suggested that abusive supervision positively
36
37 influenced job insecurity ($\beta = .06$, $p < .001$), which supported hypothesis 1. In contrast,
38
39 abusive supervision did not significantly impact employees' creativity (hypothesis 2 was
40
41 not supported). Job insecurity negatively predicted employees' creativity (-.19, $p < .001$),
42
43 supporting hypothesis 3.
44
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46

47
48 <<table 2 around here>>
49
50

51
52 Since abusive supervision directly predicted job insecurity and job insecurity
53
54 negatively influenced employees' creativity, the effect of abusive supervision on
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56 employees' creativity was mediated by job insecurity (hypothesis 4 was supported). The
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58 results (model 1) also found a significant moderating effect of gender (.06, $p < .05$),
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3 where the effect of abusive supervision on job insecurity was stronger for males than for
4 female employees (support for hypothesis 5). This interaction can be seen in figure 1.

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7 Hypothesis 6 was also supported as the indirect effect of abusive supervision on
8 employees' creativity was mediated by job insecurity, and the direct effect of abusive
9 supervision on job insecurity depended on the employee's gender. Table 3 lists the
10 indirect effects of abusive supervision on employees' creativity. Figure 2 illustrates this
11 empirical study model.
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28 **Discussion**

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30 In line with the COR theory (Hobfoll, 1989, 2001; Hobfoll et al., 2018), the abused
31 employees would experience high job insecurity as their immediate leaders displayed
32 hostile behaviours. Unexpectedly, abusive supervision did not directly impact
33 employees' creativity. Although abusive supervision is a negative experience (Liu et al.,
34 2020; Saleem et al., 2021; J. Wu & Du, 2022) and usually causes damage to an
35 individual's emotions, attitudes, and behaviours (I. Ahmad & Begum, 2020; Bormann &
36 Gellatly, 2022; Shah & Saeed Hashmi, 2019), being abused by leaders did not directly
37 halt employees' creative work behaviours.
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49 This study confirmed that job insecurity negatively affected creativity, and
50 abusive supervision influenced employees' creativity via job insecurity. Based on
51 resource investment principles (Hobfoll et al., 2018), employees can only display their
52 extra-role behaviours, including creativity, if they have enough resources (Y. Shen et
53 al., 2019; Weiss & Cropanzano, 1996). Feeling insecure could drain employees'
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3 cognitive resources, causing them difficulty generating creative ideas and showing
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5 creative work behaviours.
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8 This study found that gender moderated the relationship between abusive
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10 supervision and job insecurity, and this moderation subsequently reduced creativity.
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12 The abuse of power perpetrated by leaders has been identified as a social interaction
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14 problem within the workplace context (Bhattacharjee & Sarkar, 2022; Gallegos et al.,
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16 2022). However, this study revealed that the perception and consequences of abusive
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18 supervision were not equal for men and women. The results suggested that male
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20 employees could have experienced the negative impacts of abusive supervision more
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22 than their female counterparts, leading to job insecurity.
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26 The social role theory has highlighted that male and female expectations related
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28 to social roles are a product of socialisation (Eagly & Wood, 2016; Rovira et al., 2022;
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30 Schneider & Bos, 2019). Considering the social roles where men are the "providers",
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32 job security becomes vital for them. Experiencing a threat from their immediate leaders
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34 could disturb the security of their social roles. Male employees, in this case, must invest
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36 resources and locate new resources to secure potential resource loss. Unlike males,
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38 female employees do not have this demand (i.e., providing income for the family).
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42 Furthermore, this study emphasises the subsequent impact of abusive
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44 supervision and gender-role interaction on employees' performance, particularly their
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46 creativity. Gender roles define and guide an individual's reactions to a negative event in
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48 the workplace. Male employees might unwittingly reduce their creativity as they
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50 experience job insecurity. They might prefer to keep their regular work routines and
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52 avoid innovative and creative work behaviour to avoid the risk of performing wrong
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54 behaviours, which might attract more mistreatment from their leaders.
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3 In the Indonesian context, men should have stable and secure jobs to support
4 their families. Thus, when they experience a threat to their job security, they drain all
5 resources to solve the problems, leaving less energy to perform creativity at work. It
6 could be difficult for them to quit the job, but the exhausted male employees have few
7 resources to engage in creative work. Female employees are more likely to quit their job
8 as they encounter abusive supervision (Pradhan et al., 2018) because society still offers
9 social support to stay home and complete domestic work.

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12 On the other hand, gender similarity between supervisors and subordinates
13 potentially intensified the effect of abusive supervision on silence in South Korea (Joon
14 Hyung Park et al., 2018). The different effect of abusive supervision also occurs across
15 cultures. For example, the mean of abusive supervision was higher in some Asian
16 countries (e.g., China) than in the United States (Mackey et al., 2017). This indicates
17 that culture plays an important part in explaining the effect of abusive supervision.

34 *Implications*

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36 Leaders should learn how to harness their powers, deliver impactful feedback, and
37 understand the consequences of their hostile behaviours on their follower's well-being.
38 On the other hand, employees should also understand some challenging behaviours
39 displayed by their leaders to help reduce insecurity.

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42 Considering the moderating effect of gender, organisations should consider
43 gender and its roles in designing leader-member interactions. Male employees are more
44 likely to suffer from insecurity which eventually hinders their extra-role performance,
45 such as creativity. Thus, countries that still nurture traditional gender views should
46 encourage their organisations to provide support and resources fairly for both male and
47 female employees. In Indonesian culture, some affirmative actions can be initiated to
48 reduce threats to employees' security, safety, and mental health. For example,
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3 organisations can train male employees to cope with abusive situations and overcome
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5 demanding tasks.
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10 *Limitations and future research directions*

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

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43 This study has supported the application of the COR theory and some previous findings
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45 regarding the destructive effect of abusive supervision on job insecurity and employee
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47 creativity. However, the social and gender role theory and perspectives have
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49 emphasised the importance of culture and context in understanding the effect of abusive
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51 supervision. Gender roles influence how people behave in their workplace and shape
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53 their reactions to adverse events such as abusive behaviours. Male employees might
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55 suffer more than female employees when securing their job, as male employees are
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3 expected to secure jobs to support their families. This social expectation makes the
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5 threats from leaders more salient for the male than the female employees causing high
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7 job insecurity and, subsequently, low creativity.
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10 11 **Compliance with Ethical Standards**

12 13 14 *Conflict of Interest*

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16
17 on behalf of all authors, the corresponding author states that there is no conflict of
18
19 interest.
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22 23 24 *Ethical Approval*

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26 All procedures performed in studies involving human participants were in accordance
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28 with the ethical standards of the institutional research committee (the ethical clearance
29
30 was approved by the first author's affiliation) and with the 1964 Helsinki declaration
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32 and its later amendments or comparable ethical standards.
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36 37 38 *Informed Consent*

39
40 Informed consent was obtained from all participants in the study.
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43 44 45 *Funding*

46
47 No funding was received to assist with the preparation of this manuscript.
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49

50 51 52 **Data Availability**

53
54 The datasets generated during and/or analysed during the current study are not publicly
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56 available due to some restrictions but are available from the corresponding author on
57
58 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, * $p < .05$. ** $p < .01$. *** $p < .001$

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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

Gender in Management: an International Journal

Figure 1.

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

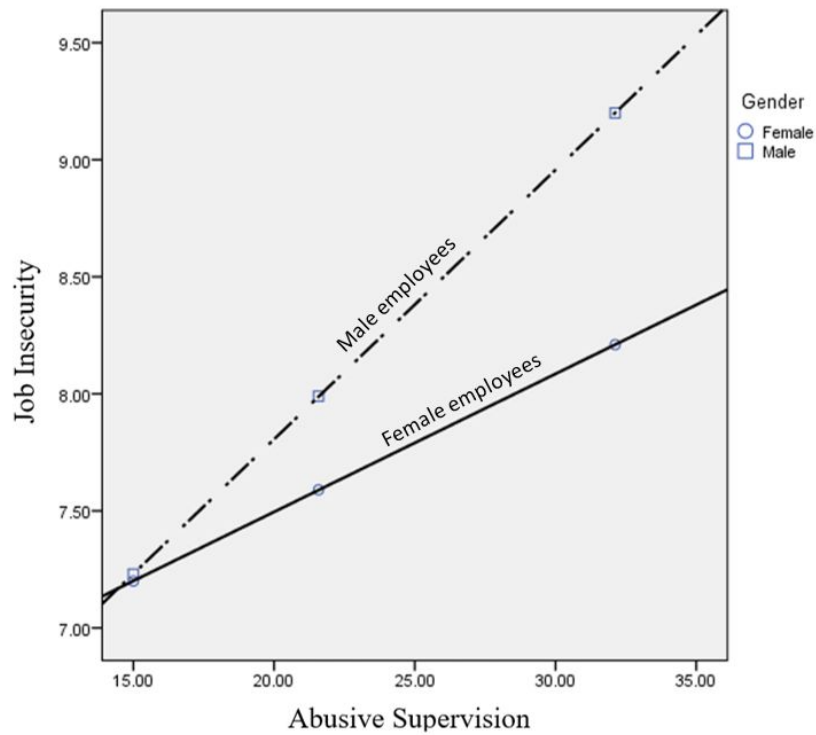
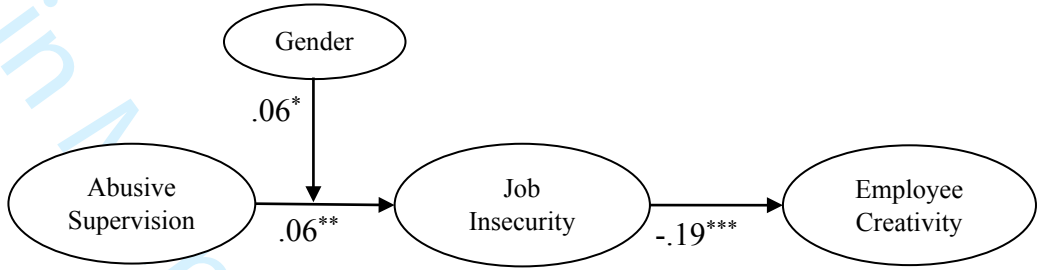


Figure 2.

Empirical model



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4. Accepted Letter Artikel

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ED: Broadbridge, Adelina GE: Not Assigned EA: Brierley, Lynne	GM-07-2022-0243.R3	Does employees' gender matter? Investigating the indirect effect of abusive supervision on employee creativity through job insecurity in Indonesia	12-Mar-2023	12-Mar-2023
<ul style="list-style-type: none">Accept (24-Mar-2023) Contact Journal				
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	27-Feb-2023	28-Feb-2023
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Dear Syamsidah Syamsidah,

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Article ID: 701809

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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Kind regards,