IMPACT OF VICARIOUS ABUSIVE SUPERVISION ON PROHIBITIVE VOICE: MODERATION OF PERCEIVED INCIVILITY

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Keywords

Abstract

The current study demonstrates that how vicarious abusive supervision may lead to prohibitive voice and then prohibitive voice positive and negative effects on organization where perceived incivility is playing the role as moderator. The data to conduct analysis was collected by 203 respondents who are in M.S and Ph.D. we analyzed the data to measure the effect of vicarious supervision on prohibitive voice. So, the analysis results exhibited that vicarious supervision is highly correlated with prohibitive voice. And incivility strengthens this relationship. Although prohibitive voice is in favor of organization, but it is highly condemned due to its other drastic effects. The theoretical and managerial implications have been discussed below.

1. Introduction

To enhance organizational process and its effectiveness, organizations all the time rely on employees to share their endorsements and apprehensions (Grant, 2013) (Morrison, 2011). Employees' recommendations or concerns about anything are important for any learning organizations. These ideas or suggestions are considered as employee voice. Employees' voice is a behavior by which employees express their ideas and opinions positively or to hit errors by refining work-processes and outputs (Van Dyne, 1995). Employees raise voice to benefit the organization. Employees concerns intended to benefit the workplace by highlighting and preventing negative consequences, that is prohibitive voice. Prohibitive voice is problem-focused in nature (Morrison, 2011). Employees who raise voice against anything wrong happening in the organization are

basically well-wishers of the organization and are more vigilant. But sometimes they speak for their own benefits or for their colleagues. Employees raise voice to highlight past or present problems and worries that may lead to harmful results for the organization (Liang, 2012) (Van Dyne, 1995) or organizational failure. As prohibitive voice is beneficial for any organization to improve its processes or conducts, it is harmful if it exists in repetitive cases. Employees who are working for their personal benefits which are not in the favor of organization may engage in prohibitive voice. At the same time if prohibitive voice existing continuously it may harm the internal environment of the organization and the intentions of other employees may also divert. So here in this study we are examining the effect of vicarious supervision on prohibitive voice. Like in previous researches concluded that vicarious supervision may lead to bad responses by employees (Harris, 2013), and these responses can influence employees' behavior connected with observations of abusive supervision (Mitchell, 2012). Perceived incivility is working as a controlling variable. As "Perceived incivility is a low-intensity deviant behavior with an ambiguous intent to harm others" (Andersson, 1999). Perceived Incivility is widespread than other kinds of negative behaviors e.g. in two consecutive studies, (Porath, 2010) found that 98% of employees have witnessed and 99% experienced incivility at work. So, we are examining that either incivility boosts the prohibitive voice or not. This study is being conducted to highlight the effect of vicarious abusive supervision on prohibitive voice, because

vicarious supervision has damaging impact in an organization like the employees may retaliate to the abusive leaders, it may decline the productivity or performance and it may be deleterious for employee's wellbeing and can generate health and mental issues (Haesang Park, 2018). Furthermore, prohibitive voice highlights dysfunctional and destructive practices, which is the responsibility of managers at workplace, so when employees highlight the bad practices managers don't like this act and such voice causes task conflict with supervisor or leaders (Wei, 2015). So, it is needed to study the impact of vicarious supervision on prohibitive voice. Earlier studies on prohibitive voice have just introduces the concept and have discussed it with very limited variables and it needs to be studied to find its consequences and antecedents (Liang, 2012). Here prohibitive voice is being studied to find its antecedents and one of its antecedents is vicarious supervision which will be discussed later in review. When prohibitive voice is generated, it affects the organization severely, so it is mandatory to find its reasons to exist. It is important to study prohibitive voice in such a formation because this paper will contribute in the theory of prohibitive voice that how it is made so that organizations should focus on such characters which causes organizational failure. Furthermore, prohibitive voice causes internal environment disturbance which is not in favor of organization at all. That's why this research is being conducted. If prohibitive voice is not studied, its causes and effects will remain unrevealed and will be continued to harm the organization. So, the study will add a considerable contribution towards

the theory of prohibitive voice and will assist organizations personnel and disaster management.

2. Literature Review

2.1 Prohibitive Voice

When employees express concerns and fears about their work practices, the incidences and colleague behaviors which can be harmful for the organization or a group is known as prohibitive voice (Liang, 2012) (Li, 2017). Prohibitive voice incorporates expressions of apprehensions and reservations to prevent organizational failure (CHAOYU, 2018). Voice behavior is about the expression of apprehensions of employees about the workplace issues to improve work mechanism and output Van Dyne *et al*. (2003). Prohibitive voice is stated as employees' expressions of fears about prevailing or awaiting reasons that are harmful to the organization which is former or forthcoming (Liang, 2012). All the definitions by different authors tells us that any voice to prevent harm or identifying the ambiguous or bad practices at work is prohibitive voice. Prohibitive voice is raised to challenge the status quo and asks to stop the recent harm which can lead to the failure of organization. (Burris, 2012) Stated it as challenging voice which is parallel to prohibitive voice discovered by Liang 2012. Previous research proved that managers who face prohibitive voice perceive the employees who raise voice as shoddier performers and, threat plays a vital role in this perception. Further, expression of fears about potentially "trouble-creating" practices and work behavior is also a form of prohibitive voice (Liang, 2012). Most researchers consider prohibitive voice as a helpful voice because it highlights the

undetected issues and evil initiatives which can harm the organizations badly. Supervisors or the people who are being exposed consider the prohibitive voice as a threat for their authority and consider this act as negative (Burris, 2012). Managers perceive that people who raise voice against bad happenings are bad actors and has a perception of threat from them (Liang, 2012). It is considered that if prohibitive voice is occurring on regular basis, the actual bad performers blame the workplace and other circumstances rather than to accept their own faults. We may say that prohibitive voice is helpful for the organization but if it is generated and has not been listened properly, it may lead to uncertain conditions or organizational failure. Employees have the motive of keeping the organization away from dangerous states. Prohibitive voice is the strategy to vigilantly monitoring the problems and it relies on avoidance-oriented tactics (Liang, 2012) . Such plans and maneuvers accord with anxious emotions because even when the status quo is working well, players are cagey of problems that may be lurking around the corner (Carver, 1998). (Liang, 2012) found some organizational based antecedents of prohibitive voice, they are like forming an innocuous atmosphere, making employees committed to follow the change and providing a feel of value and supported to the employees. Prohibitive voice may be a disturbing voice and it can divert the attention of many people like top body or even the workers. It can be said that prohibitive voice may lead towards protest or wrong interpretation of organizational decisions. So, it is mandatory to remove it or to take stern

actions for the remedial of its consequences. Prohibitive voice is dangerous more than its benefits of highlighting the issues. If an employee is engaged in prohibitive voice, he will be considered as to challenge the status quo and it is not good for the organizational internal environment and it will be the antecedent of task and personal conflicts. Everybody will engage in prohibitive voice and the authority line will be disturbed because to click the issue and counter it is one of the core responsibilities of leaders, in this way leaders will consider that employees are overtaking them by raising voice.

2.2 Vicarious abusive supervision

Vicarious abusive supervision can be stated as the observation or consciousness of abusive supervision that is not experienced directly by an employee like first-hand victim. It is possible to understand the vicarious abusive supervision, like that an employee is observing or hearing about the abusive behavior of supervisor, with his or her colleague which is indirect experience of abusive supervision (Harris, 2013). Many studies have been conducted and found the major bad effects of vicarious supervision (Adams, 2008) (Harrison, 2009). Vicarious abuse highly influence the psychological states and attitudes of employees like abusive behavior to the abusive leader (Hannah, 2013) (Jiang, 2017) (Peng, 2014). Studies on vicarious supervision proved that observing or listening about abuse by any means can leads to the prevalent and permanent variation in cognitive schema of employees which harshly affects the employee's feelings, empathy, relationships and life (Harrison, 2009). Then this alteration in cognitive schema causes bad outcomes like bad impression of organization or engaging in gossips against the organization. Employees sometimes take stand for the victims and speak against abuse or supervisor attitude. Employees react in the sense of empathy for victim of abusive behavior or possible fear of being next victim of this behavior (Pearlman, 1995). Vicarious abusive supervision may be hearing or reading the emails about coworkers' abusive behavior or observing abusive supervision on his coworker (Harris, 2013). It is well known that to experience abusive behavior at first hand has drastic consequences, but vicarious supervision also has detrimental outcomes on perception or psychology of employees which is demonstrated in previous literature (Harris, 2013). Furthermore negative hearsay about workplace causes lack in employee morality and productivity (Baker, 1996) (DiFonzo, 2000). Vicarious supervision harshly impacts the individual insights about the workplace. When employees observe vicarious abuse, employees perceive that this attitude is not prohibited in the organization and this is allowed in workplace. Though they are not experiencing directly but they have the fear that their supervisor may abuse them in future, or they may be transferred under the abusive supervisor (Harris, 2013). Further Harris and his colleagues stated that when employees see their coworkers being abused, they make a perception of being abused by the leader. Furthermore, vicarious supervision may generate the feeling of revenge if it is not addressed by the seniors. As we know that employees are very sensitive to the bad happenings of

organization so, if an employee discuss his observations of bad happenings with his colleagues it may cause a harmful situation in an organization (Liu, 2019). Employees enforce by voice when they observe their coworkers being abused and the victims mostly not work properly when they experience abusive supervision (Ann Chunyan Peng and John Schaubroeck & Li, 2018). Prohibitive voice is more risk taking because it is likely to raise potential negative reactions and defensiveness. Employees feel psychologically unsafe even when they experience vicarious supervision (Harris, 2013) and psychological safety strongly impacts prohibitive voice (Liang, 2012). When employees perceive that they are unsafe at one place they raise voice against that and try to minimize the situation or ask the authorities to take countermeasures. Individuals who are suffering from vicarious supervision they have strong negative emotions against the abusive supervisor (Ogunfowora, 2013) he used the theory of deontic justice. Employee's perceptions play vital role to influence behavioral tendencies at workplace interlinked with abusive behavior (Mitchell, 2012). And when employees observe abusive supervision, they discuss the matter with their colleagues and their leaders with whom they have good relations. Employees fall in prohibitive voice which focuses on raising one's concerns about the work-related issues to prevent the current harm (Liang, 2012) (CHAOYU, 2018). Employees have concerns when they observe verbal abuse by anyone at workplace and there is a strong probability that they may wrong interpret the other right instructions by supervisors. Organizations face adverse consequences of misconception and inappropriate behaviors (Chan, 2014). So, to cop up with these consequences, establishments try to detect the reasons of misconception and supervisory mistreatment or abuse (Chan, 2014) before they got repeated. Organizations apply the policies to counter mistreatment and establish an HR hotline to highlight and report the sources of bad behavior (Sutton, 2007). So, Organizations allow voice behavior to easily identify the issues (Liang, 2012). Then employees who experience abusive supervision at second hand they speak against the abusive supervision and in favor of their coworkers. Organizational context is important to engage in prohibitive voice, vigilant employees first read the wind and then speak while keeping in mind the attitude of managers and organizational climate (Morrison, 2000) (Detert, 2007). Individual dispositions (e.g., self-esteem, personal initiative), job attitudes and organizational perceptions (e.g., autonomy, felt responsibility), beliefs and emotions (e.g., psychological safety, engagement), leader behavior (e.g., leader member exchange, management openness), and contextual factors (e.g., positive workplace climate) are the major causes of voice behavior (CHAOYU, 2018) (Chamberlin, 2017), Employees engage in prohibitive voice to safe their psychological safety under the fear of being next victim. It is important to be engaged in prohibitive voice for the safety of employees working in the risky work environments (Liang, 2012) (Van Dyne, 2003). Employees make relations at workplace and when they hear that their colleagues are abused, they have concerns on it and raise voice to protect their friends and colleagues.

Employees who observe abusive supervision they feel least satisfaction at workplace and, this dissatisfaction leads to prohibitive voice (Liang, 2012). Prohibitive voice specifically highlights the detrimental, deteriorating, or unjust work practices or events which are prevailing at the workplace (Liang *et al*., 2012). Employees take prohibitive voice as a resource to spread awareness about specific frustrating aspects of work (Withey, 1989) (Hirschman, 1970) and capture the attention towards problematic practices misaligned with the organization's values (Miceli, 1985). Visual observation and hearing of abusive supervision has a strong impact on cognitive schema of observer that leads to distorted feelings and relationships of work and life (Harrison, 2009). This is happened due to the empathy an employee has for the victim of abusive supervision and fear of being a next victim of such disgusting behavior. (Pearlman, 1995). Under the fear of being next victim employees have concerns about the abusive behavior of supervisor and have the tendency of prohibitive voice. With the arguments we have, it is possible to make a hypothesis that:

H1: Vicarious Supervision has a positive significant effect on prohibitive voice.

2.3 Perceived incivility

Neglecting behavior at a healthy workplace is one of the reasons of organizational failure (SPENCE LASCHINGER, 2009). Perceived incivility is a concept which should be studied to eliminate disruptive work settings and obstructions to attain organizational strategic goals. Perceived incivility is a low intensity deviant demeanor that are du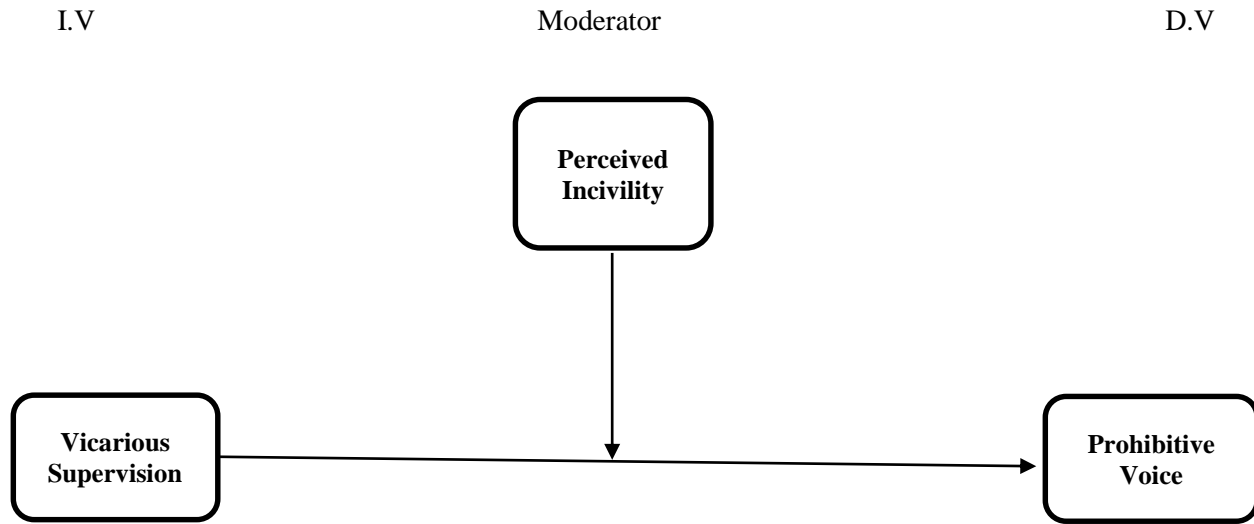biously envisioned to harm the target and come in defilement of organizational norms (SPENCE LASCHINGER, 2009). Incivility is a part of deviant behaviors like mistreatment (Cortina *et al*., 2001). Incivility is not like other deviant behaviors, it is about a vague intent to harm, irrespective of violence (G. Hutton, 2006). Perceived incivility harms the organizational culture and employees' performance & behavior. Employees are encouraged to give suggestions for improvement of work settings. But some employees speak just when they are concerned about wrong happenings. Leadership also participate in workers' voice behavior (Li, 2016). Employees having weird voice tones put negative effect on employees' behavior (Pearson, 2011). When an individual is mistreated or manipulated upon his personal stakes by the leader, may feel emotional exhaustion and may further lead to deviant behavior, prohibitive voice and declined psychological wellbeing (Dimotakis, 2011). Negative attitude from the managers causes low ethical standards and become a major cause of prohibitive voice then employees have defensive attitude and they comment upon a problem (Shakeel Akhtar, 2017) by negative words and sometimes become against the organization. Furthermore, Incivility may lead towards amplified turnover intension, prohibitive voice behavior and reduced psychological wellbeing (Hobfoll, 2001) (Shakeel Akhtar, 2017). Destructive leadership styles generate frame of mind of emotional exhaustion and it results in high prohibitive voice behaviors and turnover intension (Shakeel Akhtar, 2017). Moreover, Social exchange theory says that mistreatment with employees may encourage employees to engage in negative and destructive

behaviors (Blau, 1964) which may lead to polluted organizational internal environment. These arguments are telling us that incivility is one of the antecedents of prohibitive voice. And if the relation of vicarious supervision is being taken incivility may strengthen the relationship. So, it is being examined here.

H2: Perceived Incivility has a positive and significant effect on the relation of vicarious supervision and prohibitive voice.

Theoretical Framework

I.V   Moderator   D.V

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                    ┌──────────────┐
                    │  Perceived   │
                    │  Incivility  │
                    └──────┬───────┘
                           │
                           ▼
┌──────────────┐                          ┌──────────────┐
│  Vicarious   │                          │  Prohibitive │
│ Supervision  │─────────────────────────▶│    Voice     │
└──────────────┘                          └──────────────┘
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3. Methodology

We used structure equation modeling technique (SEM) to analyze the effect of vicarious abusive supervision on prohibitive voice. And we have used purposive sampling to collect responses. We selected the research students of M.S. and Ph.D. as population. We selected those scholars who were engaged in prohibitive voice and were having concerns upon the wrong happenings at educational institute where people go for their mental growth and self-grooming. To test the mentioned hypothesis, we adopted the scales of each variable and designed a questionnaire. We distributed (n = 250) copies of the designed scale and got the response rate of 81.2% (n = 203). We selected 10 different private and public sector educational institutes of Pakistan at random. We distributed the questionnaires by hand and through email as well, but in addition to that we directly approached the students and teachers under supervisory support. This technique led to an effective collection of responses, and the respondents were having real involvement in the research. There were 22 questions in the questionnaire. According to variables distribution to which was scale of 5 questions of prohibitive voice, 5 questions of vicarious supervision and 12 item scale of perceived incivility. 5-Point "Likert Scale" with varying range of 1 as "strongly disagree" up-to 5 as "strongly agree" is used to get responses. The scale was adopted from the previous researches done on these variables, which is reliable and valid till date. The 5 items scale of prohibitive voice is adopted from (Liang,

2012). 5 item scale of vicarious supervision is adopted from (Harris, 2013) and 12 item scale of perceived incivility was taken from (Cortina, et al., 2001). We collected responses for the effect of vicarious supervision on Prohibitive voice and then further incivility controls the relation of vicarious supervision and prohibitive voice. It was used to collect the responses of students and teachers about voice behaviors or concerns.

4. Results

4.1 Reliability analysis

Researchers measure the reliability by Cronbach's coefficient alpha, if the value of Cronbach's coefficient alpha is 0.7 or more than 0.7 that instrument is considered as reliable (Cronbach & J, 1951).

Table 1: Reliability analysis table

Variables	Reliability
Vicarious Supervision	0.828
Perceived Incivility	0.763
Prohibitive Voice	0.773

As here in the table.1 of reliability analysis we have all the Cronbach alpha more than 0.7 so our instrument is consistently reliable.

4.2 Measurement of normality

Before conducting SEM analysis, it is important to check normality assumptions. Researches use Kurtosis and Skewness measures to check normality of data. High values of Kurtosis and Skewness means data is non-normal (Hall. A., 2005). Kurtosis and Skewness cut off value is +5 to -5. In the given table values are showing that data is normal. All the values after dividing statistic value by standard error are in the said

range +5 to -5. So, the data is normal. There is normal data in this study. So, the analysis has no issue with it. According to (Ghasemi A., 2012), the violation of the normality assumption should not cause major problems if you have large enough sample sizes (>200 or 300); it suggests that it is possible to use parametric procedures while the data is not distributed normally. Furthermore, Distribution of the data can be ignored if there is large sample size. As in this study sample size is larger than 200, so, non-normality will not be an issue to deal.

4.3 Mean and Standard Deviation

Table 2: Descriptive Statistics

	Mean	Std. Deviation	N
Mean_VS	2.2217	.68866	203
Mean_PI	2.3563	.51552	203
Mean_PV	2.2299	.51300	203

Here, in table.2 according to skewness and kurtosis, the data is normal. When we divide the

value statics by the value of std. error, the answer should lie between +5 to -5 and we got the results in the mentioned range that is (+5 to -5). Further, the mean value in the table is showing the mean value of the responses by the respondents we had. It means all the responses by respondents were near about 2, which demonstrates that they approved the conditions of the questions.

4.4 Assessment of multi-collinearity

Values of VIF (Variance Inflation Factor) should be less than 10 and tolerance value should be more than 0.1.

Table 3: Correlation

		Mean_VS	Mean_PI	Mean_PV
Mean_VS	Pearson Correlation	1	.577**	.443**
	Sig. (2-tailed)		.000	.000
	N	203	203	203
Mean_PI	Pearson Correlation	.577**	1	.585**
	Sig. (2-tailed)	.000		.000
	N	203	203	203
Mean_PV	Pearson Correlation	.443**	.585**	1
	Sig. (2-tailed)	.000	.000	
	N	203	203	203

Multi-collinearity issue means independent variables correlate with each other with the value of 0.9+. However, if the value of VIF (variance inflation factor) and Tolerance are according to the above-described criteria then multi-collinearity does not exist. Above given table clearly shows that current study is free of multi-collinearity issue. As all the values of VIF are less <10 and values of tolerance are > 0.1 in table.3 and both values meet the criteria of non-multi-collinearity.

4.5 Exploratory factor analysis (EFA)

Vicarious supervision consisted of one dimension having 5-items. The construct of VS was restricted to one factor loading because through exploratory factor analysis (EFA) it was disclosed that this construct was having five items sufficiently correlated with the only F1. Fixed numbers of factors method explored above mentioned results in table.4.

Table 4: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	10.896	23.183	23.183	10.896	29.183	29.183	8.927
2	3.156	6.716	29.898	3.156	11.716	40.898	6.071
3	2.469	5.253	35.152	2.469	9.253	49.152	3.887

PI 5 removed due to having factor loading less than 0.40. We have conducted test of total variance explained and identified 3 possible factors. In which Factor1 has the loading of 8.927% and experienced 29.183, Factor 2 has the loadings of 6.071% and experienced 40.898 and Factor 3 has the loadings of 3.887% and experienced 49.152. We identified in component matrix that Factor1 belongs to VS1-VS5, Factor2 belongs to PV1- PV5 and Factor3 belongs to PI1-PI12 in table.5.

Table 5: Component matrix

	1	2	3
VS1	.697		
VS2	.608		
VS3	.713		
VS4	.538		
VS5	.694		
PI1			.610
PI2			.494
PI3			.547
PI4			.581
PI6			.466
PI7			.443
PI8			.510
PI9			.400
PI10			.483
PI11			.642
PI12			.661
PV1		.735	
PV2		.722	
PV3		.566	
PV4		.532	
PV5		.442	

4.6 KMO and BARTLETT'S test of sphericity

KMO range is 0-1, and 0.6 is the world-over accepted index. In addition, Bartlett's Test of Sphericity is used to evaluate the significance of the study and demonstrates that the responses are validity and suitable. It is recommended for suitable Factor Analysis, that the Bartlett's Test of Sphericity must be less than 0.05.

Table 6: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.830
Bartlett's Test of Sphericity	Approx. Chi-Square	3935.200
	Df	1081
	Sig.	.000

KMO and Bartlett's Test of Sphericity research findings for projected hypothesis are described in the table.6.

KMO tells about the sample adequacy whether the sample size is adequate for analysis or not. The rule of thumb for KMO is greater than 0.60 (> 0.60) which is shown in table.6 and is fulfilling the criteria.

Bartlett's Test of Sphericity tells about the inter item correlation. The cut off value for Bartlett's Test of Sphericity is less than 0.05 (<0.05) that is expressed in table.6 and is fulfilling the criteria.

Table 7: Regression analysis

Hypothesis	P	R Square	Adjusted R²	Standardized Coefficient B	T
H1: VC ⟶ PV	0.000	0.358	0.355	0.692	11.561

Hypothesis-1 is accepted as it has the p-value of 0.000 which is less than 0.05. As it has the beta value of 0.692, it means Vicarious Supervision leads to prohibitive Voice by 69.2% in table.7.

Table 8: Moderation Analysis

Variables	Prohibitive Voice Beta Coefficients
Vicarious Supervision	0.101
Perceived Incivility	0.145
Vicarious Supervision *Perceived Incivility	-0.089

This table.8. Shows that Perceived Incivility strengthens the relationship between Vicarious Supervision and Prohibitive Voice. As shown below.
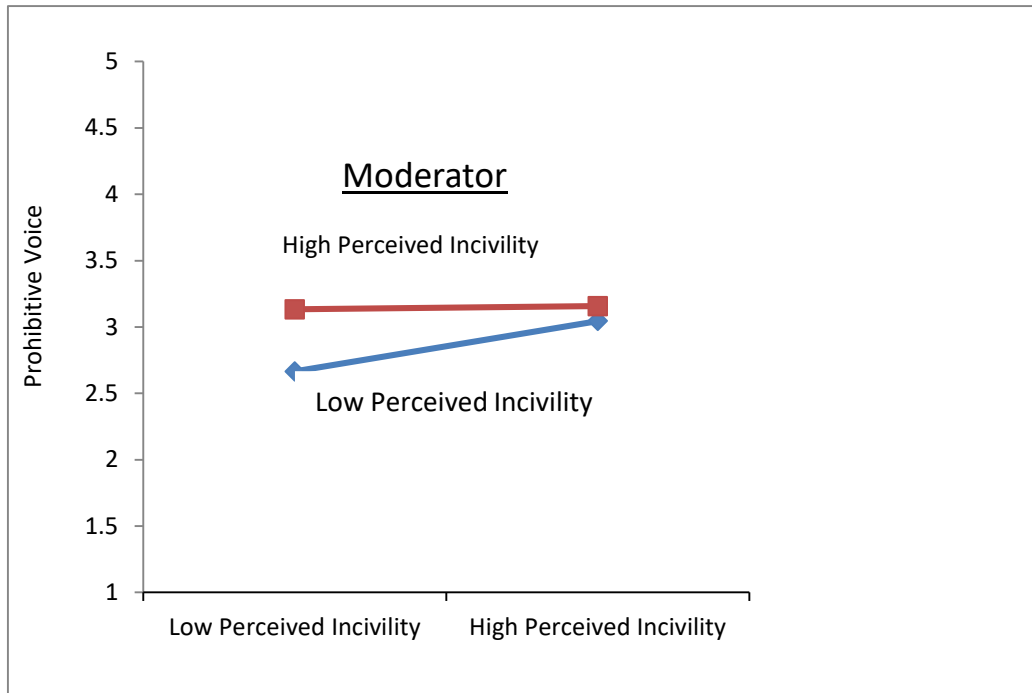
Figure 1: Graphical representation

5.

Discussion

This study demonstrated that vicarious supervision has direct significant and positive impact on prohibitive voice. Both hypotheses are proved significant and the study demonstrated the significant moderating role of incivility between the relationship of vicarious supervision and prohibitive voice. It means incivility strengthen the relation of prohibitive voice and vicarious supervision. Principle of reciprocity has consistent outcome of counterproductive work behavior by employees if they are victims of abusive supervision and then they will engage in negative acts towards the abusive leader, and when their colleagues listen about abusive attitude they are engaged in a specific worst attitude (Liu, 2019). When abusive supervision will exist and the observers or the people who listen about abusive supervision will not have a positive impression of abusive manager and they start discussing this bad way of leadership and they may generate voice, when they will see that this leadership style is prevailing they will perceive that organization is allowing to exist this deleterious behavior. Employees may have scattered thoughts in their heads and have bad emotions for the abusive supervisors (who abuse their colleagues) or organization (Haesang Park, 2018). Then they may generate voice against it, or they retain it in their heads, which will lead to the revenge and when they will get even a single chance to harm the organization or abusive supervisor, they will do it without any hesitation. Their voice behavior may lead to protest or they can destroy the precious organizational resources to exhibit their revenge. Vicarious supervision has much more drastic effects towards the organization like, mental or health issues

(Haesang Park, 2018) of employees, goal deviance, emotional exhaustion, disturbed organizational internal environment due to prohibitive voice, organizational failure due to unattained of goals in limited time and facing the issues of internal branding or employee turnover. This literature has a handsome contribution in the theoretical and managerial implications of prohibitive voice and vicarious supervision.

6. Conclusion

We have studied vicarious supervision and incivility as the antecedents of prohibitive voice. We hypothesized the perceived incivility as moderator between VS and PV. We found that VS has significant and positive impact on Prohibitive voice and perceived incivility strongly strengthens the relation of VS and PV. Through this study, organizations will have better understanding of consequences of vicarious supervision and antecedents of prohibitive voice. It is suggested that universities should consider the antecedents of prohibitive voice which are studied here in this study while dealing with the problem of prohibitive voice. This study will help the educational institutes to countermeasure the problems of prohibitive voice.

6.1 Theoretical and Managerial Implications
Previous research provides the impact of Vicarious Supervision on job satisfaction, emotional exhaustion and negative responses by the victims. The antecedent of vicarious supervision is not examined as much it should be. There is no any research is available on the effect of Vicarious Supervision on prohibitive voice in educational setting. This is the first time we

illustrated the impact of vicarious supervision on prohibitive voice. We combined the impact of vicarious supervision on prohibitive voice and explored the controlling effect of perceived incivility. Theoretically we linked the vicarious supervision with prohibitive voice, further the relation between vicarious supervision and prohibitive voice is controlled by perceived incivility. We studied vicarious supervision because it has bad impact on the organization because employees may engage in retaliatory behavior in the sympathy of their colleagues, it may deviate them from their ultimate goals, which leads to the declined performance or productivity. It can harm the wellbeing of employees and can damage internal branding. Employees may have scattered thoughts in their heads and have bad emotions for the abusive supervisors or organization (Haesang Park, 2018). And prohibitive voice is the vigilant and targeted behavior of employees towards dysfunctional and destructive practices, which is the responsibility of managers at workplace, so when employees highlight the bad practices managers don't like this act and such voice causes task conflict with supervisor or leaders (Wei, 2015). So, it is needed to study the impact of vicarious supervision on prohibitive voice. The current study has contributed in the theory of vicarious supervision and prohibitive voice. It found a relationship between two variables which were not studied before and must be studied to find the antecedents and consequences of vicarious supervision and prohibitive voice. As t is proved that vicarious supervision has many consequences like

prohibitive voice and health issues so it should be addressed. Also, prohibitive voice may lead to harsh results if it is not addressed. So, organizations should have leadership and managerial qualities developmental programs, firms should have a vigilant system to address the dysfunctional practices in the organization, they should listen the employees and value their suggestions. Organizations should not consider a vigilant employee who highlight the issue as complaint maker but appreciate his feelings to secure the organization from failure and consider him as a competent human resource. Organizations should have hardline on unethical practices and teach their employees ethical standards and moral behavior. Coach supervisors for better management and have attentive focus on employees' response and their behavior. So, these practices may help organizations to reduce abusive and vicarious abusive supervision at workplace. This study proposes that the vicarious supervision is highly destructive for employees and the organization. Abusive supervision exists because most of the initiators of abusive supervision and incivility has no idea of its drastic outcomes towards the organization, and the upper management is unequipped to solve the prohibitive voice and incivility in the organization. Further inexistence of vicarious supervision and absence of incivility may counter the existence of prohibitive voice. If upper body will not abuse the employees or students, they will feel comfortable and satisfied. Incivility inexistence will appease their psychology and then ultimately, they will not have negative

feelings about the institute and will not speak bad about the institute. When employees feel abuse behavior they speak against the organization. According to the destructive nature of abusive supervision and uncivil behavior, suggests that managers must respond vigilantly against these factors and urgently cope such type of complaints. When they will listen to victims and ensure that their problems will be solved in priority, they will feel supported and valuable in their study environments and they will not have bad comments about their institute. Further top body vigilance will create a fear in abusive perpetrators, and they will not perform such aversive actions by which they may face serious consequences.

6.2 Limitations of the research and Future Gap

We have taken the Prohibitive voice as criterion and studied the effect of vicarious supervision on prohibitive voice. Prohibitive voice can be increased or decreased by many other factors. Further we have done this study in Pakistan it is possible in other countries it is not affected by vicarious supervision as it is affected in Pakistan. We conducted this study on the research students who are highly professional and have care of others. Further it is in the core of Pakistani culture that one man can take a solid stand for others who are being victimized by some reasons. It may be that other countries or employees in different industries may don't engage in prohibitive voice as students engage in. So, it should be studied in other sectors and countries. We conducted research on prohibitive voice with two other variables like vicarious supervision and incivility.

We studied the impact of incivility as moderator. It is possible to further study the prohibitive voice and vicarious supervision with other variables. It may be studied in other sectors which are not studied before. Prohibitive voice may have other antecedents and consequences which are not studied or highlighted here. Further its antecedents can be checked in public sector like railway and airlines. In this study just the effect of vicarious supervision is examined, and further antecedents of prohibitive voice and consequences of vicarious supervision are not considered but it can be studied in coming studies.

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