

EXAMINING THE MODERATING INFLUENCE OF INJURY-INITIATED ATTRIBUTIONS ON THE RELATIONSHIP BETWEEN ABUSIVE SUPERVISION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN SRI LANKA'S APPAREL INDUSTRY.

T. Thasika *

Department of Human Resource Management, Faculty of Management Studies and Commerce, University of Jaffna.

*Corresponding author (Email: ythasika@univ.jfn.ac.lk)

ABSTRACT

This study examines the relationship between abusive supervision and organizational citizenship behavior (OCB) by focusing on the role of injury-initiated attributes in Sri Lanka's apparel industry. Injury-initiated characteristics were found to be significant factors influencing malpractice supervision in apparel organizations, as the industry is often characterized by tight deadlines, high production targets, and cost constraints. This high-pressure environment can create situations in which supervisors may engage in abusive behavior, which significantly affects employee behavior and attitudes. Therefore, this study examines the moderating effect of injury-initiated attributions on the relationship between abusive supervision and OCB in Sri Lanka's apparel industry. Attribution theory is used to clarify how employees' interpretations of the causes of abusive supervision affect these dynamics, shedding light on how these attributions influence their willingness to engage in extra-role behaviors. Data were collected through questionnaires distributed within Sri Lanka's apparel industry, using a convenience sampling method. Given the fast-paced nature of the apparel sector, where trends have shifted rapidly, convenience sampling offers a time-efficient and cost-effective approach. Of the 400 distributed questionnaires, 224 were returned and considered usable. This study identified a significantly negative relationship between abusive supervision and organizational citizenship behavior. Furthermore, the results underscore the significant moderating influence of injury-initiated attributions. Specifically, the study demonstrated that injury-initiated attributions significantly moderated the relationship between abusive supervision and OCB. Employees may attribute misconduct to either the supervisor's inherent personality flaws (internal attribution) or the external pressures the supervisor faces (external attribution). This study emphasizes the necessity for organizations to acknowledge and mitigate the negative effects of abusive supervision on OCB. Moreover, it highlights the importance of creating environments that minimize abusive behavior and support employees in making healthier attributions. Leaders need to be aware of how their behavior impacts employees and be equipped to manage their stressors without resorting to abusive supervision.

Keywords: Abusive supervision, apparel industry, attribution theory, injury-initiated attributions, organizational citizenship behavior.