Turnover Intention and Abusive Supervision and Management: Investigating the Role of Self-Identity and Future Work Self-Salience

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ABSTRACT
The purpose of this study is to examine the linkage of abusive supervision and turnover intentions of employees of pharmacy in Thailand milieu by focusing on mediation of self-identity and moderation of future work self-salience. Destructive leaders have been characterized as abusiveness: they practice hostile verbally and non-verbally reactions towards employees. Furthermore, the major objective is to compare the findings of manufacturing and services context of pharmacy to suggest research patterns. The findings of the present study reported that abusive supervision and turnover intentions are positively associated while abusive supervision and self-identity have negative relationship and self-identity and turnover intention also negatively correlated with each other in pharmacy in Thailand. Furthermore, self-identity mediated in the relationship of abusive supervision-turnover intents in services context and has no mediation effect in the context of pharmacy in Thailand. This study is first of its kind, it provides new insights to understand abusiveness at the workplace in manufacturing and services contexts of pharmacy in Thailand.

Keywords: Abusive supervision, self-salience, self-identity, turnover intention, pharmacy

INTRODUCTION

Most of the past studies have focused on positive sides of leadership which includes transformational, authentic and servant leadership instead of the negative sides of leadership which include abusive supervision. During preceding years, it seems that a notable research increases for destructive leadership, thus, in this era researchers are interested to explore the dark behavior of leadership especially abusive supervision (Martinko, Harvey, Brees, & Mackey, 2013). Especially, abusive supervision is an important factor of the dark side of leadership and it seeks many intentions of researchers due to its ample existence in the organizations (Saengchai, Thaiprayoon, & Jermsittiparsert, 2019). A well-defined abusive supervision as supervisor's exhibit of antagonistic behavior towards subordinates in verbal and non-verbal form instead of physical behavior. According to (Pradhan & Jena, 2016), abusive supervision comprises four distinct views. First, abusive supervision means an evaluation of supervisor's behavior by subordinates. Secondly, it represents supervisor's hostile behavior with subordinates. Thirdly, abusive behavior should be deliberate and willful. Fourth and lastly, abusive behavior should not be physical behavior. Thus, outcomes of these types of supervisions will be aggression and humiliating attitude (Duffy, Ganster, & Pagon, 2002; Mitchell & Ambrose, 2007); job dissatisfaction, psychological issues, and reduction in commitment (Duffy & Ferrier, 2003).
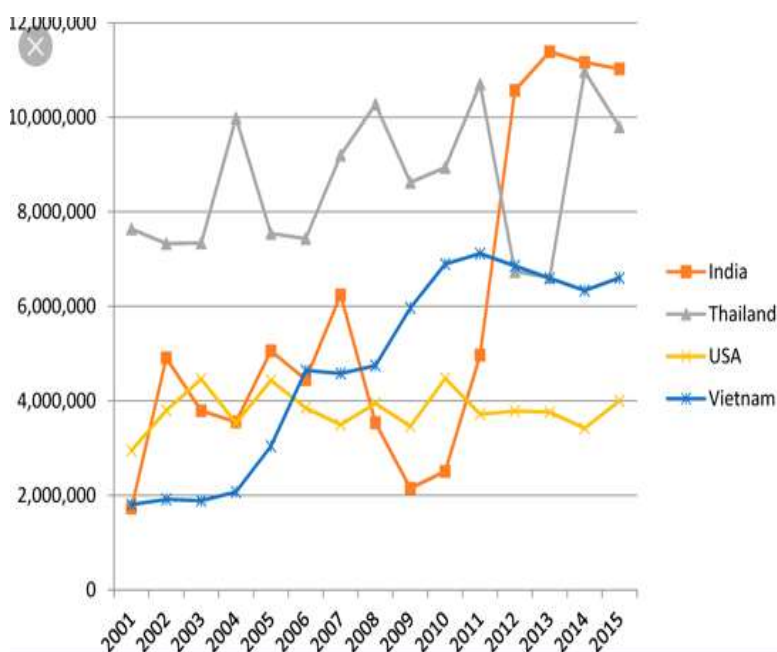

Figure 1: Pharmacy Business Trends

Additionally, future work self-salience (FWSS) provides directions to employees to make efforts for their career development. While Past studies paid attention to the relationship of abusive supervision and job performance with moderation of FWSS. Therefore, it would be proficient to study turnover intention of employees with FWSS in a culture where abusiveness is predominant (Yu et al., 2016).

TABLE 1. University of Pharmacies

Institute	Frequency	Percentage
Ministry of Public Health	38	65.5
Faculty of Medicine Mahidol University	5	8.6
National Institute of Development	3	5.2
Faculty of Pharmacy Mahidol University	3	5.2
Sonkhlanakarin University	2	3.4
Silapakorn University	2	3.4
Khonkhan University	2	3.4
Chulalongkron University	2	3.4
Pac Rim	1	1.7
Total	58	100.0

Social exchange theory supports the current study's proposed model. It explains the social behavior of employees which the result of exchanges of some rewards like appreciation and prestige and particularly individuals expect value from another party in When employees observe that their supervisor interpersonally abuse them, they are more likely to counter it and to engage in deviant behavior by targeting supervisor (Inness, Barling, & Turner, 2005) and organization (Detert, Treviño, Burris, & Andiappan, 2007). Skarlicki & Folger, (1997) also stated the similar arguments. Thus, abusiveness promotes employee's deviant behavior in term of organizational retaliation (Skarlicki & Folger, 2004). Though, abusive language by supervisor rises deviant behavior of the employee. Accordingly, continuous abusive behavior tends employees to quit the organization. Additionally, this study aims to explore the relationship of abusive supervision and turnover intentions in each of these two major pharmacy sectors like, manufacturing and services to determine in which sector employees face higher level of abusiveness and make intentions to quit job.

LITERATURE REVIEW

Abusive supervision and Turnover Intention

Hoobler & Brass, (2006) described abusive supervision as "It refers to the situation wherein employee perceive their supervisor treating them unfairly, laughing at them and taking credit for their achievements". It can also be well-defined as practices of aggressive behavior by supervisor (Harvey, Heames, Richey, & Leonard, 2006). "Supervisors utilize their power in oppressively, acrimoniously and in vindictive ways". Due to this, abusive supervision put its adverse effect on the employee effectiveness and especially on organizational performance. Petty tyranny is a combination of its six indicators which include autocratic and self-glorification, lack of contemplation, forcing approach to conflict resolution, dispiriting initiatives, vain punishment and denigrate to subordinates.

Abusive supervision creates the sensation of devaluing among employees along with socially outcast from the organization (Michel, Newness, & Duniewicz, 2016) and it put its adverse effect on the organization in term of poor employee performance, job dissatisfaction and excessive turnover intention. Similarly, (Martinko et al., 2013) exposed that abusive behavior by supervisor leads employees to job burnout, psychological problems, reduction in productivity and high turnover rate. This can also disturb the employees family life (Hoobler & Brass, 2006). In other consequences of abusive supervision includes workplace deviance that can be defined as volitional actions that weaken the individuals and organizational interests (Robinson & Bennett, 1995). Though, aggressive behavior and interpersonal deviance also the consequences of verbal abuse and prejudice (Michel et al., 2016). Different employees have a different level of perception regarding abusive supervision and it directly decreases the employee performance and organizational commitment ultimately it evolves turnover intention (Turnley & Feldman, 1999). Even in such situations, some employees behave aggressively and that can be harmful to a supervisor (Inness et al., 2005) and sometimes, abused employees exhibit aggressive behavior with non-abusive supervisors.

Turnover intention refers to the situation in which employees thinking about to quit their present job and searching for the alternate opportunities. More comprehensively, (Carmeli & Weisberg, 2006) defined turnover intention as it is a combination of three elements, 1) thoughts to quit the job, 2) Looking for an alternative job and finally 3) intention to evacuate. Theoretically, the theory of reasoned action (Fishbein & Ajzen, 1975) explored turnover intention as it foregrounds the intentions those mediate in the association of attitude and behavior. Consequently, it has been

Though, it frustrates the employees feeling. Resultantly, such employees prefer to develop turnover intentions (Tepper, 2007). In small medium enterprises (SMEs), Eesley and Meglish (2013) shown that, abusive supervision existed in small industries and have high level of employee workplace deviant behavior. So, this study aims to determine their relationship in SMEs as a whole and in four distinct sectors of SMEs individually. Thus, it hypothesized as;

H1: There will be a positive correlation between abusive supervision and turnover intention in pharmacy industry in Thailand.

Abusiveness is a complex phenomenon in small medium enterprises (SMEs) and small industries face high level of employee turnover. Eesley and Meglish (2013) stated that employees working in small companies face high level of abusiveness as the in SMEs environment, supervisors usually demonstrate deteriorate supervisory behavior. Further, firm size matter for the abusiveness as in small firms, owners are

usually looking for high profit rather than the employee well-being and less important to human resources. Abusive behavior enable employees mind stress and stress leads them to demonstrate workplace deviance, then ultimately the employees quit the firm in consequences (Villanueva & Djurkovic, 2009). This study proposed that SMEs comprises many little sectors and, in each sector, there will be a different level of abusiveness and turnover intention. So, this study aims to determine impact of abusive supervision on turnover in two major sectors of SMEs which include manufacturing and services sector. Thus, it hypothesized as;

H1a: Impact of abusive supervision on turnover intention will be higher in pharmacy industry in Thailand.

Abusive supervision and Self-identity

This conveys three different views. First, subordinates develop a perception about their supervisors by making an evaluation of their behaviors. Secondly, abusive supervisors often demonstrate the non-physical aggressive behavior. Lastly, abusive supervisors demonstrate the deliberate behavior. This discloses that various indicators of abusive supervision associated with aggressive behavior. Self-identity's concept basically borrowed from identity theory (Stryker, 1986). (Charng, Piliavin, & Callero, 1988) defined self-identity as "the degree of individual's perception about himself/herself as meaningfully meeting the given benchmark towards a specific social role". As per identity theory, identity and behavior consistently in robust perceived fit with intentions to enact that behavior (Bruijn & Putte, 2012).

In addition, it has been found that abusive behavior has a high correlation with cohesive work unit and high individual performance and measured the moderating impact of abusive supervision with job satisfaction and employees OCB. Remarkably, it has been found a positive relationship with the low abusive style of supervision. This portrayed that employees reacted positively to organization citizenship with the absence of abusive supervision. Furthermore, research has shown that employees are significantly active toward their self-identity and supervisors possess a high level of ability to shape employees self-identity (Ellemers, De Gilder, & Haslam, 2004). Finally, it has been detected that individuals make an evaluation about how other employees treated them and this effect their self-worth (McALlister & Bigley, 2002). Therefore, it comprises that abusive supervision and individual's self-worth negatively correlated with each other. Thus, it hypothesized as;

H2: There will be a negative correlation between abusive supervision and self-identity in pharmacy industry in Thailand.

H2a: Abusive supervision and self-identity are negatively correlated in pharmacy industry in Thailand.

Self-identity and Turnover Intention

Self-identity as a self's part of a person which related to his/her behavior and that demonstrates by people to express themselves. Past studies have focused on self-identity to prove its significant addition into the theory of planned behavior. On this basis, it is proficient to consider specific behavior which is a significant indicator of intentions. A study of voting intention by (Granberg & Holmberg, 1990) has been detected an independent effect of self-identification and behavior in the direction of voting behavior and intention. They considered self-identification of an individual different as a contrast to the judgmental attitudes. After that, noticed independent effects triggered by self-identity towards intents to adopt lower fat diet. And the impact of self-identification has been noticed as in addition to the patterns of TRA and TPB.

Self-concept itself a good indicator towards significant outcomes in various areas, in past studies it has greater value as a mediator that predict various proficient behavioral and psychological outcomes (Cowin, 2002). Likewise, turnover intention ascribes as a significant prediction of various behavioral intents. As theoretically and empirically existed evidence propose that self-concept might observe at tacit levels (Lane & Scott, 2007) and can influence individual's behavior. Later, that may develop intentions toward turnover. Thus, self-identification has been empirically evidenced its effect on behavior (Oyserman, Fryberg, & Yoder, 2007). Thus, it hypothesized as;

H3: There will be a negative relationship between self-identity and turnover intention in pharmacy industry in Thailand.

H3a: Self-Identity and turnover intentions are negatively associated in pharmacy industry in Thailand.

Mediation of Self-identity in the Relationship of Abusive Supervision and Turnover Intention

Identity means personal identity and social identity. Personal identity means how one person perceived by oneself and others perception is the social identity (Rise, Sheeran, & Hukkelberg, 2010). Self-identity is a source of observing self-behavior and it enables to put intention on actions to gain desired output. (Kark, Shamir, & Chen, 2003) empirically proved that there is strong correlation existed between leadership and employee's self-identity. Furthermore, as per previous research, it is endorsed that employee's self-esteem greatly influenced by adverse events rather than optimistic ones (Schroth & Shah, 2000). Employees are always discouraging with abusive supervision by their leader and this experience might be the reason of instability in employee's self-esteem. Though, this adverse behavior of leader may decrease employee's performance as job performance and self-esteem positively correlated with each other (Judge & Bono, 2001).

Individuals self-concept base on the repetitive behaviors and eventually becomes central to the individuals (Charng et al., 1988). In case, if a person took self-identity as central to him/herself then consequences might be in form of conception, proclamation or nourishing of self-identity via behavior's performance (Sparks & Shepherd, 1992). Despite to this, many researchers used pessimistic view on the prediction of behavioral intention along with behavior by using theory of planned behavior (TPB) domain (Ajzen, 1985) for an independent role of self-identity. Preceding researchers put a greater look on the behavior toward food choice which provides strong back up to the structure of TPB model via self-identity. As an explanatory influence of self-identity over individuals forecasting toward minimizing ingesting of various nutrition items caused the sophisticated level of fat which observed by Sparks & Shepherd, (1995). Thus, it hypothesized as;

H4: The impact of abusive supervision on turnover intention is mediated by self-identity in pharmacy industry in Thailand.

H4a: Self-identity mediates in the relationship of abusive supervision and turnover intentions in pharmacy industry in Thailand.

Moderation of Future Work Self-salience

Future work self-salience (FWSS) refers to the individual's ambitions and hopes which are particularly about their future (Strauss et al., 2012). Basically, FWSS rely on the clearness of this depiction. Comprehensively FWSS defined by (Strauss et al., 2012) as "ease of construction and clarity of a person's hope for work base identity". Thus, it provides a greater association between concept and behavior, and functionalize future behavior toward work (Markus & Nurius, 1986). Like to further possible selves, FWSS's are mechanisms of active self-esteem (H Markus & Wurf, 1987); this becomes appropriate to employee's enthusiasm and behavior as soon as they are dynamic towards their self-concept (Markus & Nurius, 1986). Future work selves are future-focused probable selves. Nonetheless, all probable future selves are not possible selves. All possible selves refer to the belief that we could/should be now (Higgins, 1998). The clarity in explicit future-orientation of FWSS encourages employees to take risks and to dream for achievements. Empirically, it has been proved that self-regulation initially based on negative reference values e.g. panic future selves has been comparatively rare and innately unbalanced as well (Carver & Scheier, 1990).

Individuals look toward the differences between the present and future work selves by future-aligned identities (Strauss et al., 2012) and consequently secure familiarity towards situational restraints. Consequently, it shows that through FWSS, individuals predict their future and make comparisons between the present and future work. Abusive supervision means continuous aggressive behavior at the workplace and it might be possible to welcome various psychological issues regarding deviant behavior, aggressiveness and performance. Similarly, (Biron & Bamberger, 2012) exposed that leaders are a symbol of performance for employees and organization as well. Hence, in the high abusive environment, employees will lose their collective identities which are associated with the organization. Likewise, high FWSS will be the reason for harmful outcomes of abusive supervision. Thus, FWSS will moderates between abusive supervision and self-identification as when employees possess high FWSS then they would lose self-identity because of abusiveness (Spreitzer, 1995). Thus, it hypothesized as;

H5: FWSS moderates in the way when it is high, the relationship between self-identity and abusive supervision will be weaken in pharmacy industry in Thailand.

H5a: FWSS moderates in the way when it is high, the relationship between self-identity and abusive supervision will be weaken in pharmacy industry in Thailand.

Theoretical Framework
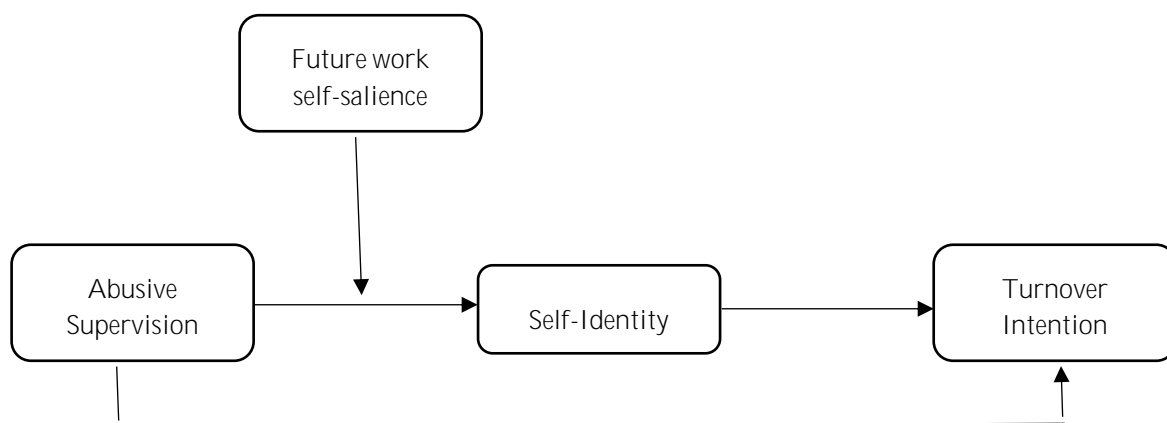
METHODOLOGY

In this cross-sectional study, to test the hypotheses, data were collected during March and April 2018 from the employees of pharmacy in Thailand. Sampling techniques followed various stages. Researchers contact to the selected companies to seek approval, after getting approval, questionnaire along with introductory letter was distributed among employees by face to face. Employees were selected on two rules, (1) must have employment for more than 1 year in respective organization, (2) qualification must be matric or above, so they can easily understand and fill the questionnaire. A total of 1200 questionnaires distributed, 678 were completed and returned. However, only 661 were usable because 17 were incomplete. Thus, the response rate was 55.08%.

Measures

Data were collected by adapting scales from prior studies. Employees were asked to rate their supervisor/leader on a 5-point Likert scale where 1 means strongly disagree and 5 means strongly agree.

RESULTS

Descriptive Analysis

In the descriptive analysis, this study provides summery of frequencies about the collected data. The following table expresses that majority of study's respondents are males than females. The sample consists of 36.5% respondents from the age group of 18 to 25 years while 24.7%, 24.3%, and 14.5% are from the age group of 26 to 33 years, 34 to 41 years and above 41 years respectively. While the majority of respondents 41% holds intermediate qualification while 31.6%, 17.1%, and 10.3% hold matric, bachelor and Master and above qualification. From experience perspective, 52.5% have 1 to 3 years work experience while 30.4% and 17.1%, have 3 to 6 years and above 6 years' experience respectively.

TABLE 2. Demographic Information

Demographic Variable	Frequency	Percentage
Gender		
Male	397	60.1
Female	264	39.9
Age		
18 to 25 years	241	36.5
26 to 33 years	163	24.7
34 to 41 years	161	24.3
Above 41 years	96	14.5
Qualification		
Matric	209	31.6
Intermediate	271	41.0
Bachelor	113	17.1
Master and Above	68	10.3
Experience		
1 to 3 Years	347	52.5
3 to 6 Years	201	30.4
Above 6 Years	113	17.1
Belonging SMEs Sector		
Manufacturing	339	51.3
Services	322	48.7

Correlation Analysis

The diagonal bold elements represent the reliability of scales. The mean value for abusive supervision is 3.84 with a standard deviation of .61 and reliability of its scale is .67. Self-identity's mean is 3.79 with .56 standard deviation and reliability is .83. Mean of turnover intention is 4.11, the standard deviation is .39 and .81 is reliability. Mean value of FWSS is 3.41 with .47 standard deviation while its reliability value is .76. Higher mean values show a majority of respondents are agreed with the scale's items. However, abusive supervision is negatively correlated with self-identity (-0.57**) and 0.61**, 0.42** positively correlated with turnover intention and FWSS respectively. While self-identity has a negative association with turnover intention and FWSS at -0.41** and -0.11** respectively. Turnover intention correlated with FWSS at 0.60*.

TABLE 3. Correlation Analysis

Variables	Mean	S.D.	1	2	3	4
1. AS	3.84	.61	.67			
2. SI	3.79	.56	-0.57*	.83		
3. TI	4.11	.39	0.61*	-0.41**	.81	
4. FWSS	3.41	.47	0.42*	-0.11*	0.60**	.76

*p<0.05, **p<0.01, N=661

AS: "Abusive supervision", SI: "Self-Identity", TI: "Turnover intention" and FWSS: "Future work self-salience".

Measurement Model

Confirmatory factor analysis ran using AMOS 23.0 to justify the hypothesized model (Anderson & Gerbing, 1988). To ascertain the fitness of measurement model, different model fit indices used which include chi-square, the goodness of fit index, comparative fit index, root mean residuals and root mean square error of approximation. Values of GFI and CFI are greater than the minimum acceptable threshold level 0.9 while, values of RMR and RMSEA are less than 0.08 which is the maximum acceptable threshold level (Hinkin, 1998; Hu & Bentler, 1999; Steiger, 1990). However, all items in the questionnaire are loaded successfully and greater than the minimum acceptable value of 0.50. It portrayed that the proposed model provides well fit and able for further analysis.

TABLE 4. Model Fit indices of CFA

Model Fit	CMIN/DF	GFI	CFI	RMR	RMSEA
	2.91	.91	.97	.06	.05

Test of Hypotheses

To analyze study's hypotheses, this study employs SEM by using AMOS 23.0. The values of chi-square, GFI, CFI, RMR, and RMSEA portrayed good model fit. In a first structural relationship, the effect of abusive supervision on turnover intention are positively associated with each other at 0.27

which is significant, and it supports study's hypothesis one which was generated as "there is positive relationship existed between abusive supervision and turnover intention in pharmacy context". The second structural relationship shows a negative association between abusive supervision and self-identity at -0.48, p<0.05 which support study's hypothesis two that was generated as "There is a negative correlation between

abusive supervision and self-identity in pharmacy context". Furthermore, the third relationship also shows that self-identity and turnover intention are negatively correlated at -0.37, p<0.05 which support the third hypothesis that was formatted as "There is a negative relationship between self-identity and turnover intention in pharmacy context".

TABLE 5. Paths Analysis in pharmacy

Model Fit	CMIN/DF	GFI	CFI	RMR	RMSEA
	3.22	.94	.99	.06	.04
Structural relationship				Coefficients	P-value
AS➔TI				.27	0.000
AS➔SI				-.48	0.000
SI➔TI				-.37	0.000

Path Analysis in Pharmacy Contexts

To analyzed structured paths in manufacturing and services contexts of SMEs, this study employed SEM in Amos 23.0. Model fit indices portrayed good fitness of the model of pharmacy in Thailand Further, the following table showing that relation of abusive supervision and turnover intentions are highly positive as $\beta=.33$, .29 and p<.05. Abusive

supervision adversely related to self-identity in both manufacturing and services contexts of SMEs as $\beta=-.46$, -.53 and p<.05. Additionally, self-identity also negatively correlated with turnover intentions in both manufacturing and services contexts of SMEs as $\beta=-.39$, -.44 and p<.05. Findings provide supports to the study hypotheses H1a, H2a and H3a.

TABLE 6. Path analysis in manufacturing and services context of pharmacy

Model Fit	CMIN/DF	GFI	CFI	RMR	RMSEA
Manufacturing	3.42	.99	.97	.05	.03
Services	3.81	.91	.95	.06	.05
	pharmacy contexts				
	Manufacturing context		Services context		
Structural relationship	Coefficients	P-value	Coefficients	P-value	
AS➔TI	.33	.001	.29	.000	
AS➔SI	-.46	.001	-.53	.001	
SI➔TI	-.39	.000	-.44	.002	

Mediation Analysis

In the following table, 'Path a' means the effect of abusive supervision on self-identity which is shown as negative, 'path b' means the effect of self-identity on turnover intention which is also negative. 'Path c' is an indirect effect of abusive

supervision and c' is a direct effect. (Baron & Kenny, 1986) suggested that value of c' must be less than the value of c and to confirm whether it is partial or full mediation, they stated that if c' is significant then its partial mediation and of it is insignificant then it is full mediation..

TABLE 7. Test of Mediation in Pharmacy

Model Fit	CMIN/DF	GFI	CFI	RMR	RMSEA
Indirect effect	3.22	.94	.99	.06	.04
Direct Effect	2.70	.96	.96	.04	.05
Structural Paths				Coefficients	p-value
Path a				-.37	0.000
Path b				-.48	0.000
Path c				.27	0.000
Path c'				.22	0.000

P<0.05

Mediation Analysis in Pharmacy Contexts

Self-identity tested as mediator between abusive supervision and turnover intention in two major contexts of SMEs like manufacturing and services. Model fit values of direct and indirect shows good fitness for manufacturing and services context of SMEs. However, self-identity has not mediated the

relation of abusive supervision and turnover intention in the context of manufacturing as major paths are insignificant. On the other hand, mediation of self-identity has proved in services context of SMEs as all paths are significant except c', which proved that self-identity fully mediated in association of self-identity and turnover intention.

TABLE 8. Mediation analysis in manufacturing and services context of Pharmacy

Manufacturing	CMIN/DF	GFI	CFI	RMR	RMSEA
Indirect effect	3.32	.91	.90	.06	.03
Direct Effect	2.99	.89	.94	.07	.05
Services					
Indirect Effect	3.67	.97	.99	.05	.04
Direct Effect	3.44	.93	.98	.04	.06

	Pharmacy Contexts			
	Manufacturing context		Services context	
Structural Paths	Coefficients	P-value	Coefficients	p-value
Path a	-.42	.003	-.52	0.000
Path b	-.33	.201	-.49	0.000
Path c	.19	.326	.37	0.000
Path c'	.29	.020	.32	0.238

P<0.05

Moderation Analysis

The moderation of FWSS analyzed by AMOS 23.0. For this analysis, this study made interaction term of abusive supervision and FWSS. However, the results are insignificant which reject our proposed hypothesis that was generated as "FWSS moderates in the way when it is high, the relationship between self-identity and abusive supervision will be weaken".

TABLE 9. Test of Moderation in Pharmacy

Model Fit	CMIN/DF	GFI	CFI	RMR	RMSEA
	2.86	.96	.97	.06	.05
Structural Relationship				Coefficients	P-value
AS→SI				-.48	.000
AS*FWSS→SI				-.12	.320

Moderation in Pharmacy context

Model fit indices are meet to the threshold level which shows model provide good fitness in both manufacturing and services context of pharmacy. Results shows that FWSS have not moderated on relation of abusive supervision and self-identity in manufacturing context as it is insignificant p>.05. While, it moderated in services context of pharmacy as p<.05.

TABLE 10. Moderation analysis in manufacturing and services context of pharmacy

Model Fit	CMIN/DF	GFI	CFI	RMR	RMSEA
Manufacturing	2.99	.91	.88	.05	.06
Services	3.47	.97	.99	.07	.05

	pharmacy contexts			
	Manufacturing context		Services context	
Structural Relationship	Coefficients	P-value	Coefficients	P-value
AS→SI	-.46	.001	-.53	.001
AS*FWSS→SI	-.27	.539	-.21	.002

DISCUSSION

This study was designed to explore abusive supervision toward turnover intention with structural relations of self-identity and future work self-salience (FWSS) in pharmacy industry in Thailand. Findings of the study provides new insights to understand abusiveness or destructive behavior of supervisor at workplace.

Firstly, this study determines that relationships of abusive supervision, self-identity and turnover intentions in pharmacy firms in Thailand. Further it also explores their relationships in manufacturing and services context of pharmacy firms in Thailand. Results are showing that in manufacturing context of pharmacy firms in Thailand, employees make high level of negative outcomes due to abusiveness as compare to in services context. Employees of services context lose their self-identity highly as compare to manufacturing context of pharmacy firms in Thailand and this generate turnover intention amongst employees. It expresses that when supervision is in aggressive behavior then it will damage to the identity and enable employees to feel the loss of their identity. Moreover, employees, those are highly committed with the organization and always rise their performance to see their organization on peak or to make strong position in the organization or having strong dyadic relationship, due to abusiveness, these are feeling loss of their identity and make negative intentions. Hence, when employees feel low self-identity will make negative intentions including deviant behavior or other similar behaviors. Notably, in prolong situations, they will think about turnover.

Secondly, findings confirm the partial mediation of self-identity amid abusive supervision-turnover intention in pharmacy firms in Thailand. Furthermore, self-identity has no mediating effect in manufacturing context and it fully mediated in services context of pharmacy firms in Thailand. Though, it is showing that employees of services context of pharmacy firms in Thailand are more willing to maintain their self-identity as compare to the workers of manufacturing contexts. It means that employees having a unique identity for being better than others can be destroyed by the abusive behavior. In persistent with identity perspective, abusive supervision possesses the ability to develop and shape the individual's behavior through their self-identity (Tajfel, 1982). Thus, the hostile leadership or supervision will adversely effect to identity. This adversely affects lower the self-identity and resultantly develop turnover intention. Though, this study suggests for employees to take a deep look at supervisor's social context through which he/she adverse their organizational base identity.

 Thirdly, inconstant with identity perspective, findings of the study could not support the moderation effect of FWSS in pharmacy firms in Thailand, while in services context, FWSS proved its moderating effect on abusiveness and self-identity. H Markus & Wurf, (1987) specified that just like to other potential selves, FWSS is an element of potent self-system which is related to self-motivation and behavior, when individuals become active toward their self-concept (Markus & Nurius, 1986). Therefore, it was supposed that FWSS predict activation in individual's self-concept. They also stated that FWSS shape the individual's behavior through their self-identity. Thus, workers of services context of pharmacy are highly committed towards their FWSS.

Pharmacy is the major sector of Thailand and it contributes about 40% in annual GDP. However, importance of in pharmacy firms in Thailand cannot be underestimated. This study aims to highlight the context of pharmacy firms in Thailand, so regulatory body can focus on it for the better output. It was supposed that individuals possess intuition toward their future position in an organization. Though, during the time of data collection, it was observed that individuals possess lack of envision toward their future part in the organization. They are careless toward their present identity and do not pay attention to future roles, might be due to slow promotion system and lack of opportunities to deserving employees. Employees are always looking for their today's earning rather than the future scope except services context of pharmacy firms in Thailand. Employees face high level of abusiveness, but they react as leaving organization just because their identity loses not because their FWSS interrupted. This might be possible because in such in pharmacy firm's context, organizations have less intention towards the welfare of human resources. In these situations, employees possess less interest toward FWSS and abusive supervision could influence on employee's identity and turnover intention and moderation of FWSS remained insignificant in manufacturing context of SMEs.

Managerial Implications

This study provides new insights for the practitioners. Firstly, organizations are moving from individual work to team work. Thus, it is vital to pay attention to team leaders' behavior. Organizations must identify abusive supervision by aiming to reduce abusiveness at the workplace. One best approach is to conduct leadership/supervision training program which includes exchanging leadership role, group discussion and classroom lectures that can highlight the consequences of abusive supervision. Identified abusive leaders must have to participate in these types of training sessions. To gain fruitful results, organizations must get pre-session and post-session feedback.

 Secondly, organizations must understand the consequences of FWSS. Literature provides supports that employees having a high level of FWSS are highly possessed positive emotions toward their work. Positive emotions at work lead employees toward creativity, innovation, and high productivity, and it is eventually beneficial for the organizations. Thus, pharmacy organizations must take a deeper look at individuals having a high level of FWSS by developing a proper system of human resources.

Thirdly, leaders/supervisors must understand those employees working as their subordinates may consider leaders/supervisors behavior different according to different events and times. Although, one leadership style may always not be effective and in all events, leaders must have to understand their nature and communications style with subordinates. Accordingly, subordinates expect ethical behavior from their leader/supervisor, it is important for leaders to play key role n this way. Thus, leaders should practice ethical behavior so that employees can perform better at the workplace.

Lastly, individual's self-identity seems to be a key factor in their behavior toward leaders/supervisors and organizations. Research supported that, employee's identity has a strong association with adverse events than positive events. Leaders must understand that their adverse behavior enable individuals to recall the same behavior toward leaders and organizations. Hence, any adverse behavior of leaders can create instability within the organizations and within the employee's self-identity, ultimately it becomes abusive war. Schat, Frone, & Kelloway, (2006) stated that 23% US employees reported as they face abusive behavior and resultantly, organizations bear $23 billion cost as to handle the outcomes of abusive supervisions which was turnover, health issues and low productivity. Thus, the organization must pay attention on 'meet expectation model' and on their leader's behavior to mitigate the consequences of abusiveness.

Limitations and Future Avenue of the Research

Although, this study has its own limitations. Firstly, this study measured abusive supervision on basis of one-time subordinate's experience, although, there is enough scope for abusive supervision to measure it on several times and events. The second thing that limits that scope of the study is the population which is pharmacy organizations. It also can link with cultural perspective as in high power distance countries like Pakistan, Mexico, and India etc., abusive supervision happens more in small business because of unequal distribution of power while in low power distance countries like Denmark and New Zealand, employees face fewer cases of abusiveness. Lastly, this study has been cross-sectional in nature because of time constraint as there are enough patterns to explore abusive supervision which can be possible through a longitudinal study.

This study offers new insights to the forthcoming researchers of this context. First, the forthcoming future should explore the patterns of abusive supervision in different contexts of pharmacy, as leader's behavior change according to different time and events. Repeated observations are essential to explore

patterns of abusiveness at the workplace. Thus, it would be proficient to use time and event as key indicators of abusiveness pattern at the workplace. Secondly, the researcher must move from the consequences and implications towards the attributes that enable supervisors to behave abusively. They also can consider the industry effects, as this study was on pharmacy, results might be different in other industry. Thus, it would be interesting to explore abusive supervision in several segments wherein it is needed (Martinko et al., 2013). Lastly, future researchers should focus on cultural perspective like power distance, individualism, and collectivism in the relationship of abusive supervision-outcomes. This will increase the generalizability of their findings in the wider spectrum and it will contribute in their native culture.

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