**Abusive Supervision in Israel: Psychological and Organizational Antecedents and Consequences**

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**Introduction**

Abusive supervision refers to subordinates’ perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors toward them; it is widespread in Israel as well as in other countries and its consequences have been found to be detrimental for individuals as well as for organizations. What predicts abusive supervision? What typifies its negative consequences in the workplace? In the past two decades these significant questions have been at the center of the attention of a growing body of research striving to find explanations regarding its occurrence and the negative consequences related to it. The present chapter discusses these questions in the unique context of Israeli culture; relating to the distinct values and rules of conduct portrayed in Israeli workplaces e.g. low power distance, common disrespect and suspicion of authority figures and customary managerial behaviors. Furthermore, the common tendency for relatively close relationships and its effects on interactions between supervisors and their subordinates, typical roughness and informality in people's communication and widespread gender inequality.

This chapter integrates findings of international studies as well as research performed in Israel, that explored abusive supervision, highlighting the contribution of a few central psychological & organizational antecedents including attachment orientations, a highly investigated behavioral system in the field of psychology that has provided strong explanations for human functioning in relationships; ethical climate, a significant concept related to ethical behavior in organizations. Following, a study conducted in the Israeli health care sector investigating the contribution of abusive supervision to a few different types of its negative consequences for subordinates including their reports of their emotions, work-related attitudes, behavioral intentions and their descriptions of actual behaviors will be presented. The significance of the findings will be deliberated including their meaningful contribution to the advancement of research on negative workplace behaviors as well as discussion of their unique meaning in Israel. From a practical point of view implications that could possibly support organizations in the development and implementation of actions they may be able to apply to minimize the occurrence of abusive supervision and its consequences will be portrayed.

The current chapter focuses on abusive supervision that has been compared with the term bullying (Salton Meyer & Mikulincer, 2016); both concern a situation where individuals in organizations view themselves as recipients of sustained negative deeds which they feel challenged in dealing with and shielding themselves from. Both terms concern hostility without physical violence. Abusive supervision centres only on the interaction that happens in the dyad of subordinate and direct manager, thus in this relationship there are power variations between the participants due to the formal authority given to the supervisor by the organization, which, in the situation of abusive supervision, is exploited to the disadvantage of subordinates. Thus, abusive supervision is considered as abuse that is aimed hierarchically downward. While this is sometimes the focus of investigations of bullying, as top-down abuse is the most common portrayal of these types of negative workplace behaviours in some countries such as in India (D'Cruz, 2016) this is not necessarily so according to commonly used definitions in research. Furthermore, intention to cause harm is not required in the case of abusive supervision, conflicting with many views of bullying (e.g., Tepper, 2007).

**The Israeli Context**

Salton Meyer and Mikulincer (2016) reviewed some central Israeli features that are relevant to behavioral dynamics in workplaces as will be described below. Israel is a small, densely populated, divided parliamentary democracy on the eastern coast of the Mediterranean in a constant state of war with its neighbouring Arab countries, and in endless violent clashes with Palestinians from within.

In 2019 Israel's population was around 9 million, about 74% of its citizens were Jewish, 21% Arab, and the rest consisted of other minorities. (Israel Central Bureau of Statistics, 2019). The modern form of Hebrew is the official language of the country and the Arabic language has a unique status as well. Although Jews are the majority of Israeli citizens, the state is comprised of diverse ethnic and religious subgroups split by very different beliefs and lifestyles, thus Israel is viewed as a cleft national culture, along with countries such as Belgium and Italy (Gannon & Pillai, 2013). The current chapter relates primarily to the Jewish majority in the country.

Israel has actively encouraged incoming Jewish immigration since its establishment and has willingly received immigrants from all over the world. Accordingly, immigrants' assimilation is part of the countries' core ideology as is reflected in its policies historically and due to the large numbers of migrants their effective incorporation is at the heart of Israeli everyday life including in many workplaces (Salton Meyer et al., 2018). However a genuine socio-economic difference has developed especially between two groups that constitute about half of the Jewish population each; Ashkenazi Jews (immigrants from Eastern and Western Europe, America, and Australia), and Sephardic Jews (who immigrated from the Middle East, North Africa, Spain, and Portugal). Even though numerous Sephardic Jews prospered in Israel, many have not thus a sense of inequality has continuously fuelled deep feelings of division between these groups (Gannon & Pillai, 2013).

Another meaningful source of diversity is the level of Jewish religiousness. At one extreme, many Israelis are secular or atheistic (42%), at the other extreme, there are ultra-Orthodox Jews (8%) who adhere to Jewish laws and often view them as superior to the secular legal system (Gannon & Pillai, 2013). The remaining Jewish population resides between these two poles. Salton Meyer and Mikulincer (2016) review that ultra-Orthodox Jews' participation rates in the workforce are relatively low compared to those of the general population.

The Israeli workforce is relatively highly educated: 20% are university graduates, second only to the United States, it also has a high rate of engineers and is regarded a global leader in technology and science (Gannon & Pillai, 2013). Wages in these fields are often relatively high, job offers are frequently abundant and excellent opportunities for professional development in favourable work conditions are characteristic. Additionally, the prestige relating to working in these fields can often enable in the long term excellent career opportunities in leading local and global companies. The Israeli high tech industry is viewed as highly successful internationally, it is graded number one in the world after adjusting nations according to their population size (Gannon & Pillai, 2013), it is thus central to the Israeli economy, however its employees usually come for limited parts of Israeli society therefore reflecting meaningful inequality in access to highly valued career opportunities as will be described below.

Most employees in this field are secular men whereas an examination of women's representation in it revealed that they constituted only 22% in technology positions and 18% of technology management positions. Also, only 7% of Israeli technological start-ups are led by women. Other populations of the Israeli society that are underrepresented in this sector are ultra-Orthodox Jews and Arab men and women. Although the representation of the later has grown in the past years, the percentage of women in high-tech remains stagnant (Israel Innovation Authority, 2019). On the other hand, in fields in which women typically constitute most employees, such as in education, wages and status are relatively low and working conditions are often challenging.

Another field that highly contributes to Israel's leadership in innovation is the academic world. Although women comprise a majority of students at all degrees, among academic staff their rates drop the higher the academic rank till constituting only 18% at the most senior level of Full Professor. In addition, rates of female students in many areas of technology, engineering and mathematics is relatively low (Ratzon & Herzog, 2020) thus the continuance of female underrepresentation in the Hi-Tech sectors is expected to continue. Although similar trends have been identified in many European countries, Israel is ranked below average in international comparisons in some central measures of gender inequality in the Academic sector (European Commission Directorate-General for Research and Innovation, 2018).

Sources for gender inequality can be traced to two major local characteristics. The first is the dominance of religious & traditional values in major parts of Israeli society, in which accepted roles for women in society and at work are often limited. The second feature is the impact of the military on Israeli civilian life including on workplace dynamics. Israeli secular Jewish women are required to enrol to the Israeli Defence Forces (IDF) at the age of 18, as are men. However, historically their roles in it have been limited and although this is gradually changing, equality between male and females at the IDF is still distant. As knowledge & skills acquired in military roles are a common springboard to job opportunities in the civilian workforce, especially so in technological organizations, women may start their careers at a meaningful disadvantage, especially in these fields. Additionally, social networks that develop in the military are often utilized in workplaces creating barriers for those not included in them.

**Cultural Outline of Israel**

Salton Meyer and Mikulincer (2016) reviewed some of the characteristic Israeli values that form its cultural profile as relevant to the workplace as will be presented below. Historically there was a greater emphasis on the needs of the group or society than on those of individuals, particularly in the rural communities of Kibbutzim. Since then the private sector has developed, Israeli participation in the global business world has become central to its economy (a good example is the successful hi-tech industry described earlier). Regardless of these trends of individualism, people still sacrifice very much for the collective as military service is compulsory, and taxes are extremely high. In Hofstede's (1991) study, Israel was in the middle of the individualism-collectivism dimension compared with other countries; however, since then it has moved towards individualism (House et al., 2004).

Israelis are typically ‘doers’, characteristically oriented to accomplish tasks, achieve goals, to resolve problems and to actively manage situations. Their unique competence for improvising and providing creative solutions to both every day as well as desperate situations is locally regarded a source of pride. This type of creativity supports the development of innovation in different fields as described earlier in this chapter.

Israelis are often viewed as rude, proud, and even pushy; and are inclined to improvise in business as well as in personal issues. This harshness reflects the rules of conduct within Israel and is considered a spill over of anxiety triggered by continuous external and internal strife (Gannon & Pillai, 2013). Indigenous Israelis are called Sabras, which is the name of a native wild cactus whose fruits have prickles on the outside and are sweet and soft inside. This is a common metaphor for Israelis, or their view of their own conduct: tough on the surface and sociable once one really gets to know them.

Israelis are also typically described as getting swiftly to the heart of matters in their communication (Starr, 1991). They reflect their thoughts directly, are quick to criticise when they have a different point of view or think the other party is mistaken (Starr, 1991). Within Israeli society, this behaviour is seen as a manifestation of openness and effectiveness that enables quick advancement and problem solving. However, foreigners often view this form of conduct as too critical, impolite, and even aggressive.

Additionally, Salton Meyer and Mikulincer (2016) describe that informality is viewed the norm in dialogue. For example, people use first names in conversations regardless of status or rank; such is the case between children and their teachers, soldiers and their commanders, or subordinates and their managers. This reflects Israelis’ propensity to understate status differences, and their characteristic intolerance of rituals, formalities, and bureaucratic procedures (Gannon & Pillai, 2013). Consequently, relationships are quite close in comparison to other cultures, often accompanied by a rather strong sense unity and togetherness.

Findings of a research comparing cross-national cultural values (Hofstede, 2001), revealed that Israel had the second lowest score in power distance, indicating the comparatively low cultural approval of inequality between people. Low power distance is a noticeable value influencing behaviour in organizations. One representative example is the customary practice called ‘open door’ management, where subordinates spontaneously instigate meetings with their supervisors without scheduling in advance by stepping into their manager’s office and initiating a conversation. Another example is the openness with which Israeli employees frequently express disagreement with their managers in public. Indications of low power distance also exist in the Israeli military. For example, Elon (1971) described the marginal power distance between soldiers and officers, where officers have many responsibilities with few benefits, and are mostly addressed by their surnames. As military service is required at the age of 18 for most men and women, norms met there are often carried into the civilian workforce.

Another meaningful characteristic of Israeli society is a common lack of respect for authority, probably related to a historically rooted expectation for social equality (Gannon & Pillai, 2013). This culturally-driven view of power and authority is notably relevant to our research in Israel, as it concentrates on abusive supervision, or what can be viewed as extreme use of power by supervisors as assessed by their subordinates (Salton Meyer & Mikulincer, 2016).

***Workplace Culture***

Salton Meyer and Mikulincer (2016) also portray the way the values and rules of conduct described earlier influence organizational culture in Israeli workplaces. They describe that low power distance, customary disrespect, and distrust of authority figures have an impact on the leadership styles and managerial behaviours that are effective in Israeli workplaces. Also, action orientation, impatience for formalities, and bureaucratic procedures as well as the tendency to improvise have an impact on the manner of performing assignments. The propensity for close relationships impacts the way people interact, the type and proximity of accepted working connections between supervisors and their subordinates. The characteristic roughness and casualness, the tendency for open expression of disapproval and challenging opinions, impact people's communication styles in organizations.

In Israel there is currently no law prohibiting negative workplace behaviors such as abusive supervision and bullying, therefore the prevention and treatment of behaviors of this kind depend on organizations' good will (Salton Meyer et al, 2018).

Workplaces in different sectors have different cultures that are often related to the industry in which they operate. For example banks, are highly regulated, therefore there is more emphasis on procedures, hierarchy, and formality than in hi-tech organisations, which usually highlight creativity and flexibility. Thus, it is central to consider not only values that are characteristic in Israel, but also those that typify a certain sector or even certain organization.

**Psychological and Organizational Antecedents and Consequences of Abusive Supervision in Israel**

***Abusive Supervision***

Supervisors in organizations often hold considerable power relating to their subordinates' which manifests itself through decisions they make concerning the allocation of resources essential for workers' functioning, assigning their tasks, evaluating their performance, determining their compensation and often influencing decisions regarding promotions, termination and more. Thus, mangers' power allows them to impact the behavior of subordinates. Having that kind of influence can enable supervisors to be effective at their work and to promote the accomplishment of organizational goals, as has been demonstrated for example in a study in Israel where managers' recognition of employee performance (by a simple "thank you" note ) had a similar positive impact on employee performance as a small monetary bonus, with even some advantages in application (Bareket-Bojmel et al., 2017). However, the dark side of power can be its exploitation, that could lead to negative consequences for individuals and organizations.

The current chapter concentrates on abuse of power by managers; determined here as abusive supervision. In Salton Meyer et al.'s (2018) review on abusive supervision they portray that it concerns subordinates’ experiences of the degree to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors (Tepper, 2000). It includes supervisors' behaviors such as rudeness, public ridiculing, angry outbursts, social isolation, scapegoating and humiliating subordinates, taking credit for subordinates' work, and blaming subordinates to avoid embarrassment. Tepper (2000) also portrays that abusive supervision is assessed by subordinates subjectively; therefore a manger can be viewed differently by several of his or her direct workers. It reflects a repeated behavioral pattern; thus, a single occurrence of the behaviors described above does not constitute abusive supervision. Abusive leadership refers not only to willful hostility but also to behaviors that reflect indifference. Additionally, Yagil (2006) describes that it may not be regarded as deviant if it corresponds with an organization’s policies or norms. In a meta- analysis and empirical review on abusive supervision Mackey et al. (2017) describe that abundant research in the past years proposes that abusive supervision is an organizational phenomenon of both applied and academic significance.

**Prevalence*****.*** Review of the existing data on abusive supervision places the percentage of abused employees at approximately 10% (Tepper et al., 2017). Salton Meyer et al. (2018) further review that its cost to U.S. corporations (including absenteeism, health care costs, and lost productivity), have been assessed at $23.8 billion annually; in the future this kind of behavior may become illegal and employers could have liability (Tepper, 2007). Therefore, abusive supervision is a major social problem that necessitates additional investigation.

**Antecedents Moderators and Mediators***.* The investigation of antecedents of abusive supervision is highly meaningful as it can support the development of knowledge to enable effective efforts to minimize this type of negative managerial behavior in organizations. Antecedents found linked to abusive supervision have been regarded as operating within the following psychological mechanisms: supervisors' social learning ( e.g. from more senior managers, family history of hostility), identity threat (due to negative subordinate conduct, intimidating conduct of hierarchically upper sources or personal sensitivity) as well as their diminished self-regulation (relating among others to workload, challenging subordinates) (Tepper et al., 2017).

Salton Meyer's (2016) reviewed research that revealed the following supervisor antecedents of abusive supervision: their perceptions of injustice (Rafferty, Restubog, & Jimmieson, 2010), sense of procedural injustice (i.e., the view that one’s organization has made distribution decisions using unjust decision-making procedures) (Tepper et al., 2006), detection of contract breach, as well as their hostile attribution bias (the dispositional tendency to cast hostile intention onto others’ behavior) (Tepper, 2007).

Additionally, supervisors who themselves faced interactional injustice (i.e., unfavorable interpersonal treatment) were more abusive toward their subordinates. Supervisors' authoritarianism (the extent to which dominance and control are viewed as accepted forms of leadership) moderated the relationship between supervisors’ interactional injustice and abusive supervision; the relationship was stronger when supervisors were higher in authoritarianism (Tepper, 2007).

Further investigations of supervisors’ characteristics that could predispose them to abusive behaviors found that supervisors with a history of family discouragement were inclined to abusive behaviors (Kiewitz et al., 2012), particularly for those who reported low self-control. Supervisors sensing high degrees of stress were found more prone than others to mistreat their subordinates; physical exercise assisted in decreasing these inclinations (Burton et al., 2012). Supervisors who depicted high degrees of conflict with their colleagues were seen as more abusive by their subordinates, mainly so by subordinates with whom a low-quality leader–member exchange (LMX) relationship was shared (Harris et al., 2011). Supervisors who depicted “deep-level dissimilarity” (i.e., the view that the supervisor and subordinate disagree in central values and attitudes) with subordinates were disposed to be engaged in conflicts and abusive behaviors with them (Tepper et al., 2011).

Furthermore, Machiavellian supervisors (those who are disposed to manipulate and take advantage of others in order to boost their own interests, are inclined to resist social influence, show a lack of emotion in their personal relationships) were considered by subordinates as more abusive than non-Machiavellian supervisors; this effect was larger among subordinates with low organization-based self-esteem (Kiazad et al., 2010). Furthermore, subordinates of managers with high degrees of emotional intelligence perceived lower rates of abusive supervision than subordinates of less emotionally intelligent managers (Xiaqi et al., 2012).

Subordinate attributes that have been found as antecedents of abusive supervision include subordinates' high negative affectivity (i.e., a dispositional tendency to experience negative thoughts and emotions) (Tepper et al., 2006). Further research of subordinate's personality attributes and abilities as moderators between abusive supervision and its outcomes discovered that subordinates with high levels of narcissism were those who were most likely to respond aggressively when viewing their supervisor's behavior as abusive (Burton & Hoobler, 2011). Retaliatory behaviors were more widespread among subordinates with external loci of control than among those with internal loci (Mitchell & Ambrose, 2012; Wei & Si, 2013). In a study of bank employees in Taiwan, findings showed that emotionally intelligent subordinates responded less negatively to perceived abuse than others, reporting lower levels of emotional labor burden (Hu, 2012).

In a study that investigated the moderating effect of a central cultural value, power distance (described earlier in this chapter), findings showed that high power distance orientation strengthened the association between abusive supervision and subordinate interpersonal deviance possibly because subordinates were more prone to regard abusive supervisors as role models, imitating part of their abusive behaviors. Moreover, high power distance orientation subordinates were less expected to view abusive supervision as interpersonally unjust compared to those with lower levels of power distance (Lian et al., 2012). In a related study, findings showed that employees’ power distance orientation moderated the relationships of abusive supervision with employee psychological health and job satisfaction, such that the negative relationships were weaker for employees with higher power distance orientation (Lin et al., 2013).

A small number of studies have focused on antecedents of abusive supervision at the organizational level. Findings of research conducted in manufacturing organizations in China exposed that emotional exhaustion mediated the links between abusive supervision and some aspects of contextual performance (interpersonal facilitation and job dedication). Work unit structure moderated these relationships so that the associations were stronger in mechanistic (i.e., centralized structures with mostly top-down communication) than in organic work unit structures (i.e., less centralized and more collaborative) (Aryee et al., 2008). An additional study examined a trickle-down model of abusive supervision across three hierarchical levels (i.e., managers, supervisors, and employees). Results uncovered that abusive manager behavior was positively associated to abusive supervisor behavior, which was positively linked to work group interpersonal deviance. Additionally, hostile climate (i.e., endless bitter, hostile, and distrustful feelings inside the work group, where members feel jealousy, distrust, and aggressiveness towards others) moderated the relationship between abusive supervisor conduct and work group interpersonal deviance so that the association was stronger when hostile climate was high (Mawritz et al., 2012; Salton Meyer, 2016).

***Abusive Supervision in Israel***

Salton Meyer et al. (2018) reviewed research on abusive supervision in Israel as described below. In a study of workplace bullying and abuse conducted by Peperman and Bar Zuri (2013), these behaviors were defined as verbal and emotional abuse that is perceived by employees themselves as harmful; when inflicted by managers the behaviors measured were close to those defined as abusive supervision (Tepper, 2000). 36.9% of the respondents reported being abused by their supervisors where managerial abusive behaviors that were most common were not giving credit for work that requires a lot of effort, breaking promises, and blaming subordinates to avoid embarrassment.

Subordinates' evaluations of abusive supervision were found related to non-Israeli born subordinates, possibly explained as Israeli supervisors' tendency to be more abusive toward subordinates who were immigrants as they perceived them as highly unlike themselves, in line with findings of international studies described earlier (Tepper et al., 2011). Another possible explanation could be related to the culturally accepted roughness in the conduct of Israelis, as depicted before in this chapter, this kind of behavior may be regarded conventional within Israeli society and even viewed as effective. However, immigrants could interpret this mode of conduct as too rude and even hostile as foreigners often do (Gannon & Pillai, 2013). Additionally, subordinates' perceptions of abusive supervision were found linked to longer work duration with supervisors, revealing that the longer the subordinates were subjected to this negative form of behavior the more they described it as such, thus offering empirical confirmation for the definition of abusive supervision as a repeated pattern of behavior which continues unless either subordinate or supervisor terminate the relationship ( Salton Meyer et al., 2018; Tepper, 2000).

Additionally, Salton Meyer and Mikulincer (2016) review that Israeli men described being exposed to more abusive supervision than women, differing from findings in the U.S. (Namie, 2010). Women's lower reported rates can be a consequence of the enforcement of the sexual harassment prevention law (possibly perceived mistakenly as relating only to women's rights) which can indirectly decrease other forms of harassment, including abusive supervision. Religious employees reported higher rates of abusive supervision than did secular employees; which could be explained as abuse aimed at minorities, however, this is not the case with Arabs who also comprise a minority. The reported rates of bullying by managers were higher in organisations with over 100 employees than in ones which were in smaller. Also, higher rates of bullying by direct supervisors were reported by subordinates of male managers than by those of female managers (Peperman & Bar Zuri, (2013; a result that replicated findings in the U.S. (Namie, 2010).

Yagil et al. (2011) found that Israeli subordinates used an assortment of problem-directed and emotion-directed methods of dealing with abusive supervision however, they were inclined to evade direct communication, in contrast with Israelis’ cultural tendency for straightforward and open communication (Starr, 1991). These results could be explained by subordinates’ intensified feelings of threat of additional retribution by an abusive supervisor, which can radically change the characteristic cultural style of communication (Salton Meyer & Mikulincer, 2016).

**Psychological and organizational antecedents*.*** Since the attachment system is regarded as highly central in explaining the quality of interpersonal interactions in the discipline of Psychology, the investigation of attachment orientations as antecedents of abusive supervision in Israel is highlighted below providing a psychological perspective to dyadic relationships between subordinates and their direct managers in organizations.

Salton Meyer and Mikulincer (2016) review that abusive supervision can be regarded as a particular aggressive case of supervisor-subordinate interpersonal interaction, which is shaped by the way both parties perceive, evaluate, experience, and react to each other. On this basis, Attachment Theory (Bowlby, 1982) was explored as a conceptual framework for understanding abusive supervision in a study in Israel. This theory focuses on individual variations in representations of others, the sense of interpersonal trust and emotional security, and their effects on interpersonal behaviour, relationship quality and is viewed as highly relevant in explaining individual differences in hostility, aggression, and the use of power in relationships. Research findings indicated that the higher the subordinates' attachment anxiety (typified by constant attempts to acquire support and care, feelings of uncertainty that these will be provided thus giving rise to emotions of anger and despair), the higher the frequency of reported abusive supervision and its consequences i.e. the higher their burnout and the lower their wellbeing (Salton Meyer & Mikulincer, 2016). These results were explained as anxious individuals' chronic worries relating to relationship partners that were possibly transferred into their relationship with their supervisor. Consequently , their excessive expectations for attention, care, and support from a manager, who was often preoccupied with the management of multiple subordinates and many tasks, may have caused relational friction and dissatisfaction, negative emotions towards the direct manager, and possible conflicts with him or her. This relational mismatch was possibly interpreted by anxious subordinates as an abusive relationship, or they may have become victims of abusive supervision by frustrated and stressed supervisors who could not understand and effectively react to anxious subordinates' claims for support.

Additional research findings focused on antecedents of abusive supervision at the organizational level. These indicated that the higher the subordinates' experience of a caring organizational ethical climate (in which individuals perceive that decisions policies and strategy are based on the concern for the well-being of members of the organisation, as well as, society at large) the lower their perceptions of abusive supervision. Findings regarding the supervisors' uncovered that the higher their perceptions of an instrumental organizational ethical climate (that promotes ethical decision-making from an egotistic perspective while serving the individual, his or her immediate group, and/or organisation while possibly harming others) the higher the subordinates' perceptions of abusive supervision (Salton Meyer & Mikulincer, 2016). These results are probably related to the highest ratings of unethical behaviors in instrumental ethical climates compared to other climates (Johnson, 2012). It is likely that when supervisors recognized an instrumental ethical climate they acted accordingly, possibly in a more self-centered and less ethical way in their conduct with their subordinates, connected to subordinates’ experience of higher rates of abusive supervision.

***Consequences of Abusive Supervision***

Abusive supervision can be regarded as an interpersonal stressor, which leads to subordinates’ tension reactions (such as poor mental health and job dissatisfaction) (Lin et al., 2013)*.* Victims describe reduced well-being and quality of work life that can extend to their personal lives, negatively impact work attitudes, reduce job satisfaction and commitment (Schat et al., 2006).

Peperman and Bar Zuri's (2013) research of workplace bullying and abuse in Israel (as described earlier when these behaviors were inflicted by managers these were like abusive supervision) revealed that 50.8% of the subjects portrayed these abusive behaviors as a meaningful annoyance in their everyday work, 43.9% verified that these were a serious workplace problem, 48.2% approved that the mistreatment they experienced at work harmed their quality of life, 51.6% agreed that these impaired their work motivation.

Findings of Yagil's (2006) study, performed in Israeli organizations in a variety of sectors, revealed that supervisors’ abusive behaviors were positively related to subordinates' burnout and their use of forceful upward influence tactics (e.g., threatening the supervisor and ceasing to cooperate with him/her) (Salton Meyer et al., 2018).

Most consequences of abusive supervision that have been investigated can be structured in the following classifications: work-linked attitudes, resistance actions, antisocial and deviant conducts, performance outcomes, psychological welfare, and family welfare (Tepper, 2007; Martinko et al., 2013). Another rationale for categorizing abusive supervision consequences for subordinates relates to the psychological level at which the outcomes reside thus including their intra-psychological perceptions and feelings, work-related attitudes, behavioral intentions, and reports of actual behaviors. Accordingly, below is a review of abusive supervision outcomes relating to all the above classifications including job satisfaction, well-being, burnout, and two types of withdrawal behaviors – intentions to quit and absenteeism (Salton Meyer, 2016). As additional study on the outcomes of abusive supervision and their triggering processes is viewed as required (Tepper et al., 2017), following that a study of those abusive supervision consequences in Israel will be described.

**Diminished JobSatisfaction***.* Research reveals negative links between subordinates’ reports of abusive supervision and job satisfaction (Bowling & Michel, 2011; Breaux et al., 2008; Haggard et al., 2011; Hobman et al., 2009; Kernan et al., 2011; Lin et al., 2013; Tepper, 2007). The association between negative work related attitudes and abusive supervision was stronger among those who had less job mobility (Tepper, 2000).

**Burnout***.* A frequent outcome of chronic stress is burnout, that involves emotional exhaustion, depersonalization, and a reduction in one’s sense of personal accomplishment (Maslach & Jackson, 1984). Abusive supervision was found positively related to burnout (Carlson et al., 2012) or to some of its components (Tepper, 2000; Yagil, 2006). The study described below followed one of the firm research standpoints on burnout, considering it as a state of physical, emotional, and mental exhaustion (Pines & Aronson, 1988).

**Psychological Well-being and Distress***.* Employees who perceived they were victims of abusive supervision experienced damaging psychological consequences including undesirable levels of depression, anxiety, detachment, emotional labor burden, and diminished psychological health and life satisfaction (Martinko et al., 2013). Some studies have focused on job-related well-being, concentrating on negative emotions caused by their job such as frustration, anger, and stress (Kernan et al., 2011). As recommended by Florian and Drory (1990), the study described in this chapter focused on a two factor structure relating to Psychological Well-being and Distress, regarded as an inclusive mental health approach relevant to evaluating subordinates in the workplace enabling the evaluation of both negative and positive aspects of their feelings of mental health.

**Withdrawal Behaviors: Absenteeism, and Intentions to Quit.** Withdrawal behaviors are considered employee behaviors aiming to distance themselves from their work assignments including late arrivals to work, absenteeism, and intentions to quit the job (Shapira-Lishchinsky & Rosenblatt, 2009).

*Absenteeism* is defined as being physically absent from work during a time frame defined as working hours (Shapira-Lishchinsky, 2005) reflecting an employees' neglect to fulfill his or her duties to the workplace when decided by the worker. Voluntary absenteeism is often reported as involuntary in order to conceal unwillingness to come to work and is often viewed as a serious ethical problem.

*Quitting intentions* are an individual's perception of the likelihood of continuing his or her work at the current employing organization; it portrays motivation to carry on working or giving notice (Shapira-Lishchinsky, 2005). Quitting intentions are viewed as a preceding stage for actual resignation; therefore, these are often used in research instead of measuring actual quitting rates.

Weighing the expected economic cost to the organization and the impacts on colleagues' motivation; absenteeism's effect is regarded as medium, and quitting intentions as severe (Shapira-Lishchinsky, 2005), thus in the study described below both were viewed as central to organizations. Additionally, these can be associated with organizational lower capability to plan assignments and manage the active workforce effectively.

A positive relationship was found between abusive supervision and withdrawal behaviors including intentions to quit and absenteeism (Tepper, 2007). In a study in Israel, 2.7% of respondents reported that following abuse at the workplace they didn't come to work, 3.6% reported quitting the workplace under such circumstances (Peperman & Bar Zuri, 2013).

In the study described below we predicted that abusive supervision would be positively associated with the negative consequences of abusive supervision that were chosen for investigation including their psychological perceptions and feelings, work-related attitudes, behavioral intentions, and reports of actual behaviors.

**The Current Study**

Based on the reviewed literature subordinates' perceptions of abusive supervision were expected to contribute to the negative consequences of abusive supervision for them. As described earlier, the negative consequences of abusive supervision examined in this research included those relating to subordinates' emotions, attitudes, behavioral intentions, and actual behaviors including well-being, distress, burnout, job satisfaction, intentions to quit the job, and absenteeism. Specifically the following hypotheses were proposed, the higher the subordinate's perceptions of abusive supervision the higher the expected burnout, distress, absenteeism and intentions to quit and the lower the wellbeing and work satisfaction.

In the present study it was regarded beneficial to investigate the combined effects of a highly stressful work environment where abusive supervision was expected to prevail (Tepper, 2007), thus the study was performed in 31 teams working in geographically distributed units of an organisation providing mental healthcare services in Israel. Many professional employees in this field are social workers, psychologists, psychiatrists, or nurses. Employees in these professions tend to be interested in working closely with people. They are trained to be empathetic, to care for the needs of others, to understand others' perspectives and needs, and to communicate effectively with them (Holland, 1997). Typical values in this field are caring for people, adherence to legal and procedural requirements (due to regulation), and efficiency in terms of budgeting (for operations provided under tight government allocation); all these in an atmosphere of relatively high stress characteristic of the healthcare sector (Salton Meyer & Mikulincer, 2016).

The questionnaires were completed by 235 male and female subordinates. The questionnaire administered included self-report scales tapping frequency of abusive supervision (Tepper, 2000), well-being (a short version of the Mental Health Inventory, MHI, Florian & Drory 1990), burnout (Malach-Pines, 2005), job satisfaction (Wanous et al., 1997) and questions about intentions to quit and being absent from work. Demographic & context information were collected as well.

A series of Hierarchical Linear Models (HLMs) were conducted in order to examine the contribution of subordinates' perceptions of abusive supervision to its consequences (wellbeing, distress, burnout, job satisfaction, intentions to quit one's job, and absenteeism). In the lower level of the analyses (the subordinates' level) the measure of subordinates' perceptions of abusive supervision was introduced as a predictor, centred around the teams' mean scores. The upper level of the analyses did not include predictors.

As hypothesised the analyses indicated that the higher subordinates' perceptions of abusive supervision, the higher the distress and burnout, and the lower the job satisfaction. Subordinates' perceptions of abusive supervision were not related to wellbeing, intentions to quit one's job, and absenteeism.

Overall, the findings of the current study support many previous research findings regarding the contribution of abusive supervision to negative consequences of abusive supervision (for a review, see Martinko et al., 2013; Tepper, 2007), confirming previous relationships found between abusive supervision and lower job satisfaction, higher burnout and distress (Tepper, 2007). These reflect the negative association between subordinates’ perceptions of abusive supervision and their work attitudes as reflected in their job satisfaction well as the positive links with their negative emotions and perceptions of distress and burnout thus reflecting negative psychological outcomes for them. These consequences are most meaningful as they probably indicate substantial adverse psychological influences on employees’ daily feelings and experiences at work thus also possibly impacting their organizational effectiveness and productivity as well as even influencing the quality of their lives away from work. The manifestation of these consequences could be related to some of the cultural values described earlier, including the common low power distance (Hofstede, 2001) indicating low cultural acceptance of inequality between people thus this could reflect the polarization of negative feelings related to abusive supervision as they may be regarded even more unjust in a cultural context that regards inequality as relatively unacceptable in the first place. These results also demonstrate that although roughness reflects the rules of conduct in Israel as was described before, possibly making harsh behavior seem relatively accepted, Israeli subordinates were nonetheless impacted by abusive supervision emotionally as well as in their work attitudes.

However, the expected positive links between abusive supervision and absenteeism and intentions to quit were not found. This possibly reflects that although subordinates felt badly due to the negative managerial conduct of their supervisors towards them, reflecting negative ongoing dyadic interpersonal interactions with the person that is most central to their functioning at work, these did not directly impact their withdrawal behaviors of absenteeism or their intentions to leave their work. The explanation could be that behavioral intentions and actual behaviors are impacted not only by how people feel but also by the extent they sense they are free to act accordingly. To consider leaving a job people (who typically rely on their work for their income) are usually impacted by the availability of alternative job offers and by the prospect for better work conditions in another organization. As the healthcare sector is one where stress related negative relationships often prevail (Tepper, 2007) the prospects for finding better working conditions for professionals within this field could be viewed as relatively low and therefore abused subordinates could be deterred from intentions of looking for work elsewhere.

In some sectors of the Israeli economy, such as the high-tech sector, workers are aware of plenty job offers, moreover, employees who specialize in certain fields that are in high demand are sometimes approached without even searching themselves and they sometimes may leave one position for another for slightly better working conditions. However, in other sectors conditions are quite different and employees may tend to remain in a job even when feeling badly due to the possibility of not finding another one in a reasonable period. This may be the case in the healthcare sector in which working conditions in the past years have been regarded challenging and salaries were relatively low.

Additionally, subordinates usually weigh a few aspects when evaluating whether to leave a job such as the proximity of the workplace to their home, the quality of their relationships with co-workers, the flexibility in working hours, their salary relative to wages in similar positions, their interest in their job and more. In the caring professions employees' feeling of their significant contribution to the wellbeing of others is regarded central and this often impacts workers' own sense of meaning, Also the Israeli cultural norm reflecting the centrality of interpersonal relationships could even heighten the sense of importance of their work thus reducing their inclination to leave their position as well as their possible tendency to be absent from work, even under conditions of abusive supervision. These results possibly reflect that although abusive supervision is an extreme stressor, that sometimes leads to tremendously negative outcomes for its targets, other aspects of the job may sometimes balance subordinates' negative feelings relating to their interactions with their supervisor thus contributing to their inclination to remain in their position. benefits.

**Conclusions**

The current chapter presented abusive supervision in Israel highlighting the relevant characteristic local cultural values, demographic features and workplace conditions and their significance to its manifestation as well as to the appearance of its consequences. A review of international as well as local abusive supervision research was presented followed by a study in this arena performed in an organization in the mental healthcare sector in Israel investigating the relationship between abusive supervision and some of its negative consequences at different psychological levels including subordinates' feelings, attitudes, behaviors and behavioral intentions.

Works that center on abusive supervision may be regarded as inadequately integrated; researchers have used different terms and associated measures to explore phenomena that are comparable in differing degrees to abusive supervision, and current research does not progress from an integrated theoretical framework (Tepper, 2007). Therefore, the study described in the current chapter, has supported the further development of the emerging model of abusive supervision as distinct from related terms presenting new findings revealing abusive supervision's role in the manifestation of consequences of abusive supervision in Israel.

The current chapter carries some practical implications as well. The study presented in this chapter demonstrated that subordinates' feelings and attitudes were linked to abusive supervision, thus possibly impacting their functioning at work and at home. This could be meaningfully damaging to organizations and to people's personal lives including to those of their families. However, the true magnitude of the effect of this negative managerial behavior may not always be evident as it may not impact subordinates' overt behaviors including absenteeism, their quitting intentions and possibly not their actual quitting in certain conditions, behaviors which organizations often measure and track. Thus, organizations may be unaware of the full extent of the damage abusive supervision causes as some of its consequences to employees are covert, however there may be an impact to work productivity of employees experiencing negative emotions as well as negative attitudes towards their workplace due to this negative managerial behavior.

Thus, Salton Meyer (2016) suggested that as abusive supervision is a widespread phenomenon (Peperman & Bar Zuri, 2013; Schat et al., 2006), it is probably worthwhile for organizations to be active in conducting periodic assessments of its manifestation, and to introduce assistance where and when it strikes instead of inertly reacting to situations in which abusive supervision has already occurred for an extended period of time and the outcomes for subordinates and conceivably to the workplace itself are already harmful to a high degree (Salton Meyer, 2016).

Organizations may also be capable of lowering the rate of abusive supervision by offering supervisors training aimed at promoting interpersonal skills that support good relationship management with subordinates. Moreover, it could be valuable to provide managers with feedback and to assess their performance not only based on task execution but also concerning the effectivity and quality of the human relations they promote with their subordinates. It could also be useful for managerial selection processes and promotion factors to include measures reflecting human relations management standards, highlighting the development of positive subordinate-supervisor relationships as a measure for assignment to managerial roles and for promotion to more senior managerial positions.

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