

Investigating the Impact of Abusive Supervision and Workplace Incivility on Counterproductive Work Behavior: With Special Reference to Service Sector Employees

**Abstract of
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Abstract

Counterproductive work behavior is a pervasive and intricate issue that casts a shadow over the modern workplace (Younus et al., 2022). It covers a broad range of behaviors, spanning from absenteeism and theft to acts of workplace aggression and sabotage, these actions collectively erode organizational productivity, employee morale, and overall effectiveness (Thapar & Brar, 2022). Counterproductive work behavior is a significant concern for organizations as it has been found that business firms spend billions of dollars annually on addressing such behaviors (Nagina & Abdin, 2022). As the landscape of work undergoes constant transformation and employees face an ever-evolving array of challenges, it becomes increasingly imperative to comprehensively grasp the dynamics and implications of counterproductive work behavior (Johan & Yusuf, 2022). In the context of today's dynamic, interconnected, and often stressful work environments, the examination of counterproductive work behavior takes on a heightened significance. Understanding the drivers of these counterproductive behaviors and their ramifications is essential for organizations seeking to maintain a healthy and productive workforce.

With the constant transformation of the work landscape, it becomes increasingly important to address and mitigate the occurrence of counterproductive behaviors in order to maintain a healthy and productive workforce (Mao et al., 2019). Identifying the root causes of counterproductive work behavior is crucial for firms aiming to establish a nurturing and favorable workplace atmosphere (Afshar-Jalili et al., 2021). Through a comprehensive grasp of the elements responsible for these behaviors, organizations can enact efficient strategies to preclude or handle them, leading to a more productive and healthier workforce.

In light of the importance of the topic at hand, the current study intends to explore the influence of abusive supervision on employees' engagement in counterproductive work behavior. It aims to understand how abusive supervision, characterized by behaviors like ridicule and negative comments by supervisors, directly affects the counterproductive work behavior of employees. The second objective focuses on investigating the impact of workplace incivility on employees' counterproductive work behavior. Workplace incivility, encompassing uncivil behaviors by coworkers, is examined to discern its direct influence on counterproductive work behavior, offering insights into how employees respond to these negative behaviors. The third objective delves into the mediating role of psychological contract violation between abusive supervision and counterproductive work behavior. By analyzing psychological contract violation, which signifies perceived breaches in mutual obligations between employees and the organization, this objective seeks to elucidate how such violations act as intermediaries in the relationship between abusive supervision and counterproductive work behavior. The fourth objective extends this mediating exploration to workplace incivility, examining how psychological contract violation mediates the connection between workplace incivility and counterproductive work behavior. This objective uncovers the role of perceived psychological contract violations in translating workplace incivility into counterproductive work behavior. The fifth objective centers on the moderating influence of workplace friendship in the relationship between psychological contract violation and counterproductive work behavior. It investigates how workplace friendships, which provide emotional support and camaraderie, can buffer the effects of psychological contract violation, potentially mitigating the likelihood of employees engaging in counterproductive behaviors.

These five objectives collectively aim to provide a comprehensive understanding of the intricate dynamics between abusive supervision, workplace incivility, psychological contract violation, workplace friendships, and counterproductive work behavior among employees in the service sector.

INTRODUCTION

Counterproductive work behavior holds a pivotal significance as it profoundly impacts both individual well-being and organizational health (Chernyak-Hai et al., 2014). Recent years have witnessed an escalating emphasis on the comprehension and management of deviant workplace conduct (Thapar & Brar, 2022; Younus et al., 2022). The realm of counterproductive behaviors has emerged as a major concern for both organizations and decision-makers (Chen and Jin, 2014). These behaviors wield the potential to foment heightened conflict, reduced cooperation, diminished commitment, and lowered job satisfaction among employees (Ciampa et al., 2021; Kundi & Badar, 2021; Lan et al., 2021). The gravity of counterproductive work behavior is underscored by its far-reaching repercussions, affecting individuals and enterprises alike. Individually, engaging in counterproductive work behavior has the capacity to instigate elevated stress levels, dissatisfaction, and interpersonal conflicts (Fleming et al., 2022). Moreover, it may impede personal career growth and contribute to the cultivation of an adverse workplace atmosphere (Serenko & Bontis, 2016). Such behavior corrodes trust, fosters a hostile environment, and disrupts team dynamics (Fleming et al., 2022; Serenko & Bontis, 2016). On an organizational scale, counterproductive work behavior disrupts operational workflows, impeding goal attainment and diminishing overall productivity (Carpenter et al., 2021). It often leads to increased absenteeism rates and higher turnover, further compounding the repercussions for the organization (Tan, 2019). The prevalence of counterproductive

work behavior engenders a detrimental organizational culture, adversely affecting employee engagement and satisfaction (Lucas et al., 2016). The financial ramifications for organizations can be substantial, as they grapple with the costs incurred in addressing and managing these counterproductive behaviors. Theft, accidents, legal consequences, sanctions, and reputational damage may inflict considerable financial losses on organizations (Chernyak-Hai et al., 2014).

With the workplace undergoing continuous transformation, the imperative to address and mitigate counterproductive behaviors becomes increasingly vital in the quest for a thriving and productive workforce (Mao et al., 2019). The identification of the root causes of counterproductive work behavior is of paramount importance for organizations aiming to cultivate a nurturing and favorable work environment (Afshar-Jalili et al., 2021). Through a comprehensive understanding of the factors underpinning these behaviors, organizations can devise effective strategies to prevent or manage them, ultimately leading to a more productive and healthier workforce.

REVIEW OF LITERATURE

Workplace incivility

The concept of workplace incivility has evolved over the years. It was introduced by Katz in 1964 as "extra-role behavior," which laid the foundation for understanding negative behaviors in the workplace. During the 1990s, there was a shift towards studying the negative and passive behaviors of employees. Scholars began to investigate behaviors that, while not necessarily aggressive or violent, still violated mutual respect, giving rise to the phenomenon of incivility. Andersson and Pearson (1999) played a pivotal role in defining workplace incivility. They described it as discourteous and disrespectful behavior characterized by a lack of consideration for

others. Workplace incivility includes actions like taking credit for others' work, spreading rumors, verbal aggression, harsh emails, exclusion, disruptions, and interference with work processes. It's recurrent but occurs at a relatively low frequency, with significant consequences for both targets and organizations.

Workplace incivility can be defined as low-intensity deviant behavior with unclear intent to harm that violates standards of mutual respect. Researchers often study the "spiraling effect," which explains how incivility can escalate into more severe actions and create a cycle. Stress, for example, may trigger uncivil behavior, leading to further stress and incivility. Workplace incivility is influenced by various factors, including fear of missing out, demographic characteristics (gender, race), knowledge-hiding behavior, cultural influences, workaholism, coworker appraisals of morality, compassion, dark triad traits, and organizational culture. The consequences of workplace incivility are wide-ranging and include reduced in-role performance, increased turnover intentions, and reduced job satisfaction. It can also foster organizational silence and has negative correlations with job satisfaction and life satisfaction. Additionally, it positively correlates with job burnout, work-to-family conflict, work withdrawal, depersonalization, emotional exhaustion, and various other adverse outcomes. These findings highlight the importance of addressing workplace incivility to maintain a positive work environment and employee well-being.

Abusive Supervision

Abusive supervision, a concept within organizational psychology and management, involves leaders or supervisors engaging in negative behaviors and mistreatment perceived by employees. It is characterized by hostile verbal and nonverbal conduct, which can negatively affect the psychological and physical well-being of

subordinates. Leaders within organizations hold significant authority and influence, but this authority should come with a sense of responsibility to support and assist subordinates. Unfortunately, some leaders engage in abusive conduct, which can lead to detrimental effects on both individuals and organizations. Research has shown that certain individuals, particularly those with a proclivity for abusive and narcissistic behaviors, may be drawn to positions of authority. Leaders who perceive their subordinates as threats are more likely to exhibit abusive behavior.

The concept of abusive supervision emerged in the early 2000s, and the research in this area has substantially expanded. There has been a growing emphasis on exploring the antecedents and consequences of abusive supervision, as well as potential interventions. Researchers have delved into the relationship between abusive supervision and employee outcomes, considering factors like personality, organizational climate, and justice perceptions. Additionally, studies have extended their focus to examine the broader consequences of abusive supervision on organizations and society as a whole, impacting various stakeholders. Abusive supervision can manifest in various forms, including verbal aggression, nonverbal hostility, derogatory terms, and threats of termination. The negative consequences of abusive supervision are well-documented, leading to emotional distress, burnout, job dissatisfaction, absenteeism, injuries, and diminished organizational commitment. It can also disrupt team dynamics and cooperation.

Research reveals that certain factors can contribute to the occurrence of abusive supervision. These include past exposure to abuse, aggressive workplace norms, a supervisor's family undermining, and psychological entitlement. Abusive followership and subordinate entitlement can also perpetuate this behavior, as can a supervisor's irritation and perceptions of poor subordinate performance. These antecedents shed light on the complex causes of abusive supervision.

The consequences of abusive supervision are wide-ranging and detrimental. They include increased organizational deviance, higher turnover intentions, voice suppression, and a reduced propensity for problem-solving within teams. Abusive supervision can also lead to employees concealing knowledge, bullying coworkers, and harboring thoughts of revenge. It results in emotional exhaustion, mistreatment from coworkers, and adverse mental and physical health outcomes. Understanding these outcomes is crucial for organizations to address and mitigate the negative impact of abusive leadership behaviors on employees and the overall work environment.

Counterproductive Work Behavior

Counterproductive work behavior encompasses intentional work-related actions that have detrimental consequences for both the organization and its members. This behavior can be directed either at the organization (CWB-O) or individual members (CWB-I). CWB-O includes acts like theft, property damage, and withdrawal behaviors, while CWB-I involves causing harm to colleagues, displaying indifference, or engaging in gossip. Although CWB is often used interchangeably with workplace deviance behavior, it originates from organizational psychology and pertains to intentional actions that harm the organization, colleagues, or superiors. The causes of counterproductive work behavior are associated with personality traits and organizational contexts, and addressing these behaviors is crucial for organizational well-being. counterproductive work behavior has been extensively studied in various organizational contexts, shedding light on the detrimental effects of employee misconduct on organizations and their stakeholders.

Counterproductive work behavior originated as a concept in the early 2000s, with Sackett and DeVore's seminal work in their publication "Counterproductive Behaviors

at Work." They defined counterproductive work behavior as voluntary actions that violate important organizational norms and put the organization, its members, or both at risk. Since its inception, the concept of counterproductive work behavior has undergone significant development and investigation in various organizational contexts.

Currently, counterproductive work behavior remains a critical area of study in organizational psychology and management. Scholars continue to explore the causes and consequences of counterproductive work behavior, delving into the role of personality traits and contextual factors within organizations. It has become evident that addressing counterproductive work behavior is essential for maintaining a healthy organizational climate and achieving optimal efficiency and effectiveness.

Psychological Contract Violation

Psychological contract violation is a concept in organizational psychology where employees perceive that their employer has not fulfilled their commitments and obligations in the employment relationship. This perception can result from various unmet expectations, including those related to salary, benefits, career advancement, job security, and more. When psychological contract violation occurs, it leads to adverse effects on employees' well-being and commitment, often resulting in reduced job satisfaction, decreased organizational commitment, lower job performance, and increased turnover intention. Over the past few decades, the body of literature on this topic has significantly expanded. While the concept was introduced by Argyris in 1960, the works of Rousseau and Robinson and Morrison elevated its importance. Scholars from different disciplines, such as organizational behavior and human resources management, have contributed to our understanding of psychological

contract violation. Research suggests that organizations that treat their employees fairly and communicate transparently are less likely to experience violations. Temporary employment arrangements may be more susceptible to psychological contract violation due to a lack of job security and defined expectations. To address and prevent these violations, organizations must proactively communicate policies, expectations, and promote dialogue between management and employees. Regular review of HR policies to ensure they meet employees' needs is essential. Strategies like training programs, promotion opportunities, open communication, and being aware of macro-level trends can mitigate the risks of psychological contract violation. In conclusion, the literature on psychological contract violation emphasizes the need for effective communication, fairness, and transparency to maintain employee engagement, job satisfaction, and organizational commitment.

Psychological contract violation has several antecedents and outcomes that are crucial to understand in the context of the employment relationship. Scholars have identified various factors that can lead to psychological contract violation, including unfair treatment, job insecurity, organizational changes, unethical behavior, negative shocks, abusive supervision, workplace favoritism, nepotism, workplace bullying, job insecurity, authoritarian leadership, and furlough. Communication regarding HR policies can also play a significant role in the perceived violation of psychological contracts. Additionally, work-family conflict, job demands, and personality traits like neuroticism have been linked to psychological contract violation. The consequences of psychological contract violation are extensive and have a profound impact on both employees and organizations. When employees perceive a violation of their psychological contract, it often results in reduced job satisfaction, decreased organizational commitment, lower job performance, and increased turnover intention.

Other outcomes include knowledge hiding, increased stress, tolerance for workplace incivility, feelings of betrayal, job burnout, resource depletion, depressive mood states, engagement in deviant workplace behaviors, employee silence, adverse work outcomes, diminished workplace commitment, increased incivility, and negative effects on physical health and well-being. Overall, psychological contract violation leads to a range of negative consequences that can harm both individual well-being and organizational performance.

Workplace Friendship

Workplace friendships are a significant aspect of organizational life and can have a profound impact on both employees and the organization itself. These friendships are characterized by their voluntary nature, informality, support-based foundation, and focus on enhancing emotional and interpersonal well-being. They differ from other work relationships, such as formal mentorships or interactions between leaders and subordinates. Workplace friendships contribute to a sense of community, trust, and shared values among colleagues, fostering open communication, information exchange, and timely assistance. They also serve as a source of social and emotional support, helping individuals cope with workplace stressors. Research has shown that workplace friendships positively influence employees' perceptions and interactions with their organization.

Additionally, studies have revealed the advantages of workplace friendships over mere acquaintanceships in decision-making and task performance. Friendship groups tend to outperform acquaintance groups, showcasing the strength of these bonds in enhancing cooperation and collaboration. Workplace friendships play a moderating role in mitigating the negative effects of various workplace stressors, such as abusive

supervision, job insecurity, workplace envy, and workplace bullying. They also contribute to positive outcomes in the workplace, making them a valuable resource for employees and organizations alike.

These friendships have been defined as voluntary, person-specific, informal, and reciprocal relationships between employees in an organization. They are intimate connections characterized by their non-coercive nature, differing from more instrumental relationships like mentoring or supervisor-subordinate interactions. Workplace friendships provide a sense of intimacy and assistance, allowing individuals to form personal connections, share mutual interests, and support one another in the work environment. Overall, workplace friendships are a vital aspect of organizational life, fostering cooperation, trust, and well-being among employees.

Antecedents of workplace friendship encompass a variety of factors that contribute to the formation of these relationships. Wise leadership, characterized by leaders who exhibit wisdom in their interactions, plays a significant role in fostering workplace friendships. Interactive justice within the organization, which ensures that employees are treated fairly and respectfully, is another critical factor. High-commitment work systems, leadership-member exchanges, emotional intelligence, role ambiguity, perceptions of organizational politics, and organizational levels within the company also influence the development of workplace friendships. Workplace friendships yield numerous positive outcomes. They enhance affective well-being among employees, leading to increased job satisfaction and a decrease in turnover intentions. Workplace friendships promote knowledge sharing, improve job performance, boost work engagement, and facilitate innovative service behavior. They also contribute to interpersonal citizenship and happiness in the workplace. These relationships are linked to career well-being, workplace empowerment, and organizational

commitment. In summary, workplace friendships offer a wide array of benefits, ranging from individual well-being and performance to organizational commitment and innovation.

Research Gaps

One of the most striking research gaps identified in the existing literature is the paucity of studies that focus on workplace incivility within the Indian context, particularly within the service industry of Uttar Pradesh. The absence of research articles addressing these issues specific to this region underscores the necessity for localized investigations that account for the unique socio-cultural and organizational factors at play.

The preceding studies by Sharma and Singh (2016) and Zahoor et al. (2019) emphasize the need to expand the scope of research in this field by incorporating additional dependent variables and considering the impact of factors such as personality, organizational climate, and culture. In attempting to fill this void, this thesis endeavors to construct a comprehensive framework that integrates abusive supervision, workplace incivility, psychological contract violation, workplace friendship, and counterproductive work behavior, providing a holistic understanding of their interrelationships.

The significance of mediating mechanisms in elucidating the affiliation between abusive supervision and workplace misbehavior has been underscored by Pradhan and Jena (2019). In order to make a valuable contribution to the current corpus of knowledge, this study incorporates psychological contract violation as a mediator, shedding light on the intricate processes through which these variables interact, thus enriching our comprehension of the phenomenon.

Zhuang et al. (2020) have drawn attention to the role of organizational identity as a potential moderator in the context of workplace friendship and deviance behavior. In alignment with this perspective, this thesis introduces an innovative dimension by exploring the moderating effect of workplace friendship between psychological contract violation and counterproductive work behavior. This novel addition promises to provide deeper understandings into the complex nature of workplace relationships and their influence on employee behavior.

In summation, this thesis is poised to bridge the research gaps identified by conducting an empirical investigation tailored to the service industry of Uttar Pradesh, India. By examining the interplay among abusive supervision, workplace incivility, psychological contract violation, workplace friendship, and counterproductive work behavior, with a focus on the mediating role of psychological contract violation and the moderating effect of workplace friendship, this comprehensive approach aims to not only fill the void in regional research but also contribute to the broader understanding of these critical workplace dynamics.

Research Objectives

1. To investigate the impact of abusive supervision on the counterproductive work behavior of employees.
2. To investigate the impact of workplace incivility on the counterproductive work behavior of employees.
3. To investigate the mediating role of psychological contract violation between abusive supervision and counterproductive work behavior of employees.
4. To investigate the mediating role of psychological contract violation between workplace incivility and counterproductive work behavior of employees.

5. To investigate the moderating role of workplace friendship between psychological contract violation and counterproductive work behavior.

RESEARCH METHODOLOGY

Research Design

In the given research context,, the primary focus is on understanding the harmful effects of abusive supervision and workplace incivility on employees' involvement in counterproductive work behavior, while also considering the mediating impact of psychological contract violation. Additionally, the study explores the potential of workplace friendships to mitigate the negative influence of psychological contract violation on counterproductive work behavior. In order to attain these goals, the research employs a descriptive and causal research design to examine the relationships among the relevant variables. Data is gathered through the utilization of standardized questionnaires and measurement scales.

Measurement scales

In this study, various scales have been employed to measure the key constructs, including abusive supervision, workplace incivility, psychological contract violation, counterproductive work behavior, and workplace friendship. Here's a breakdown of how each scale's items are utilized within the framework of the investigation:

Abusive Supervision (Independent Variable):

This scale developed by Mitchell & Ambrose (2007) consisting of 5 items, assesses the level of abusive supervision experienced by employees. Abusive supervision is one of the key independent variables under examination in this study. It is anticipated to exert both a direct influence on employees' counterproductive work behavior

(CPWB) and an indirect impact through the mediating variable of psychological contract violation. The survey items are designed to encompass various aspects of abusive supervision, including instances of ridicule, negative remarks, and belittling behaviors exhibited by supervisors.

Workplace Incivility (Independent Variable):

The Workplace Incivility scale, originally formulated by Cortina et al. (2001), consists of 7 items and serves as a tool for assessing the degree of uncivil conduct displayed by colleagues at work. Workplace incivility represents another independent variable investigated in this research. It is anticipated to exert a direct effect on counterproductive work behaviors and an indirect influence through its link with psychological contract violation. The items assess various forms of incivility, including demeaning remarks, exclusion, and condescending behavior.

Psychological Contract Violation (Mediating Variable):

The scale designed by Robinson and Morrison (2000) comprises four items and is purposefully designed for gauging the extent to which employees detect violation in their psychological contract with the organization. In the context of this study, psychological contract violation operates as a mediating variable, with the expectation that it will mediate the affiliations between abusive supervision, workplace incivility, and counterproductive work behaviors. These items are intended to capture emotions related to anger, betrayal, frustration, and perceived contract breaches.

Counterproductive Work Behavior (Dependent Variable):

The comprehensive counterproductive work behaviors scale, devised by Bennett and Robinson (2000), consists of twelve items designed to evaluate diverse manifestations

of counterproductive work behavior. In this study, counterproductive work behavior serves as the primary dependent variable. It is directly influenced by both abusive supervision and workplace incivility, and indirectly through the mediating variable, psychological contract violation. The items on this scale encompass a wide spectrum of counterproductive behaviors, encompassing actions such as theft, unpunctuality, and substandard work performance.

Workplace Friendship (Moderating Variable):

The Workplace Friendship scale, originally created by Nielsen et al. (2000), comprises six items tailored to gauge the existence and caliber of friendships among colleagues in the workplace. In this particular research study, workplace friendship serves as a moderating variable. It is anticipated to exert an impact on the intensity and characteristics of the connections between psychological contract violation and counterproductive work behaviors. The items on this scale are structured to evaluate the availability of informal interactions, communication opportunities, and the cultivation of deep friendships at work.

DATA ANALYSIS

The main objective of this research is to investigate and analyze the connections between different factors by empirically testing these interrelationships. To achieve this, several hypotheses will be tested using PLS-SEM with the SmartPLS.4 software. The primary data collection aims to provide a thorough understanding of the study's subject matter, while secondary data is primarily derived from published research papers and articles. The research findings are presented with the support of tables, graphs, and charts to enhance the clarity and utility of the data.

FINDINGS OF THE STUDY

1. **Hypothesis 1:** Abusive supervision and counterproductive work behavior are positively correlated. The data analysis confirmed this relationship, indicating that the prevalence of counterproductive work behavior increases with the degree of abusive supervision in the workplace.
2. **Hypothesis 2:** Workplace incivility and counterproductive work behavior are positively related. Data analysis supported this hypothesis, showing that the likelihood of engaging in counterproductive work behavior grows in parallel with the level of incivility in the workplace.
3. **Hypothesis 3:** Psychological contract violation mediates the link between abusive supervision and counterproductive work behavior. The results indicate that abusive supervision has a dual impact on counterproductive work behavior. It directly affects such behavior and indirectly influences it through the mediation mechanism of psychological contract violation.
4. **Hypothesis 4:** Psychological contract violation mediates the relationship between workplace incivility and counterproductive work behavior. The findings show that when employees perceive workplace incivility, it leads to a violation of their psychological contract, enhancing the likelihood of engaging in counterproductive work behavior.
5. **Hypothesis 5:** Workplace friendship moderates the association between psychological contract violation and counterproductive work behavior. The results reveal that workplace friendship acts as a moderator between psychological contract violation and counterproductive work behavior. Strong

workplace friendships reduce the negative impact of violated psychological contracts on work behavior, emphasizing the importance of fostering positive relationships among employees.

SUGGESTIONS

Here are some practical suggestions for business owners and managers to address workplace mistreatment and foster a healthier work environment:

1. Develop and Communicate Clear Workplace Policies:

- **Anti-Mistreatment Policies:** Establish clear policies that explicitly prohibit mistreatment, including abusive supervision and incivility. Ensure all personnel are alert of these policies through regular communication and training.

2. Provide Leadership Training:

- **Leadership Development:** Offer leadership training programs to managers and supervisors. Focus on developing leadership skills that promote respectful communication, conflict resolution, and emotional intelligence.

3. Encourage a Positive Work Culture:

- **Lead by Example:** Promote respectful and inclusive behavior from the top down. Demonstrate the values and behaviors you expect from your employees.
- **Recognition and Rewards:** Implement recognition and reward systems that celebrate positive behaviors and contributions. This can motivate employees to engage in constructive actions.

4. Foster Workplace Friendships:

- **Social Opportunities:** Encourage team-building activities and social opportunities for employees to build positive relationships. The presence of camaraderie can mitigate the effect of psychological contract violation.

5. Establish Open Communication Channels:

- **Anonymous Reporting:** Create a confidential and anonymous reporting system where employees can safely report mistreatment without fear of retaliation.
- **Regular Feedback:** Conduct regular feedback sessions with employees to gauge their experiences and concerns. Listen actively and take action when necessary.

6. Monitor Employee Well-Being:

- **Mental Health Support:** Offer mental health resources and counseling services for employees dealing with the negative effects of mistreatment. Ensure employees are aware of these resources.

7. Address Mistreatment Promptly:

- **Investigate and Address:** Take all reports of mistreatment seriously. Investigate promptly, and take appropriate action to address issues and hold responsible parties accountable.

8. Promote Work-Life Balance:

- **Flexible Policies:** Implement flexible work policies that allow employees to balance their professional and personal lives. Encourage employees to take breaks and use their paid time off.

9. Promote Inclusivity:

- **Diversity and Inclusion Training:** Provide diversity and inclusion training to employees and managers to create a more inclusive and equitable workplace.

10. Seek Continuous Improvement:

- **Feedback Loops:** Establish feedback loops to gather input from employees on an ongoing basis. Use this feedback to make improvements in workplace culture.

11. Legal Compliance:

- **Stay Compliant:** Ensure your organization complies with all relevant labor laws and regulations. Consult legal counsel to stay informed about changing laws related to workplace conduct.

12. Regularly Evaluate Policies:

- **Policy Review:** Periodically review and update workplace policies and practices to align with evolving standards and best practices.