

Abusive Supervision and Workplace Deviance in Nigerian Organisations

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MARCH, 2025

DECLARATION

I hereby declare that:

1. This project work is based on a study undertaken by me in the Department of Business Administration, University of Benin.
2. This work has not been previously submitted for the award of a degree elsewhere.
3. All ideas and views are product of my personal research effort and all references to work of others have been duly acknowledged.
4. I solely accept all legal responsibility for any copyright infringement.

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CERTIFICATION

We the undersigned certify that **Eseosa Blessing IKPONMWOSA** with the matriculation number MGS2007666 submitted this research work to the Department of Business Administration, Faculty of Management Science, University of Benin, Benin City, Nigeria.

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DEDICATION

This research work is dedicated to God Almighty for his care, love, grace and endless guidance.

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Firstly, I would like to thank God almighty who saw me through my academic pursuit, my project supervisor Dr Kadiri for his valuable suggestions, patience, corrections and approval of this project. My course advisor Mr Lawal and also to the entire staff of staff of Business Administration.

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ABSTRACT

This study examined the effect of abusive supervision on workplace deviance among teaching staff in the nursing school of the University of Benin Teaching Hospital (UBTH). Specifically, it investigated the impact of abusive supervision on four dimensions of workplace deviance: property deviance, production deviance, personal aggression, and political deviance. The study adopted a correlational survey research design, with a population of 150 teaching staff from the nursing college at UBTH. A structured questionnaire served as the primary research instrument, and data were collected through manual administration. The collected data were analyzed using descriptive and inferential statistics. The findings revealed a significant positive relationship between abusive supervision and workplace deviance. Abusive supervision was shown to increase employees' likelihood of damaging or misusing organizational resources ($B = .072, p = .008$). A strong positive effect was observed between abusive supervision and production deviance ($B = .108, p = .000$), indicating that employees under abusive supervision tend to reduce productivity and engage in inefficient work practices. The study also found a significant association between abusive supervision and personal aggression ($B = .095, p = .004$), demonstrating that abusive supervision contributes to hostile and aggressive behavior toward colleagues. Furthermore, the results showed a significant positive impact of abusive supervision on political deviance ($B = .138, p = .000$), suggesting that employees experiencing abusive supervision are more likely to engage in manipulative and self-serving behaviors. The study highlights the pervasive impact of abusive supervision on various forms of workplace deviance, emphasising the urgent need for supportive and respectful leadership practices to foster a positive organizational climate and enhance employee well-being and performance. To mitigate the effects of abusive supervision on workplace deviance, several recommendations are made. Organisations should invest in training programs that promote positive leadership behaviors and emotional intelligence, and establish clear policies to prevent and address abusive supervision. Additionally, creating support systems like counseling services and mentorship opportunities can help employees cope with the negative effects of abusive supervision. Fostering an open communication culture, encouraging collaboration and recognition among team members, and promoting a culture of respect and value can also reduce the likelihood of workplace deviance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Abusive supervision has become a pressing global issue, drawing increasing attention from researchers and organisational leaders due to its detrimental effects on workplace dynamics and employee well-being. Globally, studies have shown that abusive supervision, characterized by hostile verbal and non-verbal behaviours excluding physical contact, undermines organisational performance and employee satisfaction (Mackey et al., 2018). In Africa, the prevalence of abusive supervision is exacerbated by socio-economic pressures, hierarchical workplace structures, and cultural expectations of authority (Aryee et al., 2015). In Nigeria, reports of abusive supervision have been documented across various sectors, including education, where rigid administrative protocols often foster an environment conducive to supervisory misconduct (Park et al., 2019).

Abusive supervision, as defined by Tepper (2017), refers to the sustained display of hostile behaviours by supervisors toward their subordinates, excluding physical aggression. This includes public ridicule, excessive criticism, intimidation, and withholding necessary information for job performance. Such behaviour creates a toxic work environment, leading employees to experience stress, dissatisfaction, and a sense of powerlessness (Cropanzano et al., 2017). In response to these negative experiences, employees may resort to workplace deviance as a coping mechanism or retaliatory behaviour, ultimately disrupting organisational harmony and effectiveness (Aryee et al., 2015).

Workplace deviance encompasses voluntary behaviours that violate organisational norms and threaten the well-being of the organisation, its members, or both. It can be categorized into four elements: property deviance, production deviance, personal aggression, and political deviance (Ferris et al., 2019). Property deviance involves acts like theft, sabotage, and misuse of organisational resources. Production deviance includes behaviours such as tardiness, absenteeism, and purposeful reduction of work output. Personal aggression manifests through hostile acts like verbal abuse, harassment, and physical confrontations (Mackey et al., 2018). Political deviance consists of behaviours aimed at gaining personal advantage at the expense of others, such as gossiping, favoritism, and spreading false information (Wu et al., 2020).

Among teaching staff in nursing schools in Edo State, Nigeria, manifestations of workplace deviance can be particularly concerning given the critical role these educators play in shaping future healthcare professionals. Property deviance might manifest through the misuse of institutional resources, while production deviance could appear as chronic absenteeism and deliberate reduction of teaching quality. Personal aggression could emerge through conflicts among staff members, leading to a hostile work environment. Political deviance might be reflected in favoritism in student evaluations or dissemination of misleading information, compromising the integrity of educational standards (Aryee et al., 2015).

The purpose of this study is to examine the relationship between abusive supervision and workplace deviance among teaching staff in nursing schools in Edo State, Nigeria. By investigating the prevalence and impact of abusive supervision, this study aims to identify the specific forms of workplace deviance exhibited by affected employees and propose measures to mitigate these behaviours. Ultimately, the findings will contribute to developing healthier workplace environments and improving the quality of education in nursing schools

1.2 Statement of Research Problem

There is increasing prevalence of abusive supervision and its detrimental impact on workplace behaviour in Nigerian organisations. Abusive supervision often triggers workplace deviance, as employees subjected to hostile and demeaning treatment may retaliate through behaviours that undermine organisational goals (Aryee et al., 2015). In various Nigerian institutions, employees respond to perceived injustices by engaging in property deviance (misuse or destruction of resources), production deviance (intentional work slowdowns and absenteeism), political deviance (manipulative behaviours and favoritism), and personal aggression (verbal and non-verbal hostility) (Mackey et al., 2018). These forms of deviance not only affect organisational performance but also contribute to a toxic work environment. In the educational sector, particularly among teaching staff in nursing schools in Benin City, Edo State, these issues are becoming increasingly apparent. Reports of absenteeism, conflicts among staff, misuse of institutional resources, and unethical favoritism have raised concerns about the quality of education and professional conduct in these institutions. Abusive supervision in these settings creates a climate of fear and dissatisfaction, driving educators to engage in deviant behaviours as a coping mechanism or a form of silent protest (Park et al., 2019). Such behaviours jeopardize the learning environment and compromise the development of future healthcare professionals.

Despite the evident impact of abusive supervision on workplace deviance, there is a notable paucity of empirical studies addressing this issue in the Nigerian educational context. Most existing research on abusive supervision and workplace deviance has been conducted in Western and Asian settings, leaving a significant gap in understanding how these dynamics unfold in Nigerian institutions (Tepper, 2017). This lack of localised research limits the development of context-specific interventions and policies aimed at mitigating the negative effects of abusive supervision.

Given this gap, this study aims to explore the relationship between abusive supervision and workplace deviance among teaching staff in nursing schools in Benin City, Edo State. By examining how different forms of deviance manifest in response to supervisory misconduct, this research seeks to provide insights into the underlying causes of workplace deviance and propose strategies to foster a healthier, more productive educational environment.

1.3 Objectives of the Study

The broad objective of the study is to determine the effect of abusive supervision on the workplace of teaching staff in the nursing school in the UBTH. The specific objectives of the study are to:

1. examine the effect of abusive supervision on property deviance;
2. assess the effect of abusive supervision on production deviance,;
3. determine the impact of abusive supervision on personal aggression; and
4. evaluate the relationship between abusive supervision and political deviance.

1.4 Research Questions

1. What is the effect of abusive supervision on property deviance?
2. What relationship exists between abusive supervision and production deviance?
3. What is the impact of abusive supervision on personal aggression?
4. What relationship exists between abusive supervision and political deviance?

1.5 Hypotheses of the Study

H₀₁: There is no relationship between abusive supervision and property deviance

H₀₂: There is no relationship between abusive supervision and production deviance.

H₀₃: There is no relationship between abusive supervision and personal deviance.

H₀₄: There is no relationship between abusive supervision and political deviance.

1.6 Scope of the Study

This study focused on the examination of abusive supervision and workplace deviance. The study was conducted among employees in UBTH nursing school, Benin City. The research covered a period of 6 months which was September 2024 to February, 2025.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Review

2.1.1 Abusive Supervision

Abusive supervision refers to the behaviour of supervisors or managers who engage in hostile, abusive, or exploitative treatment of their subordinates. This concept has gained significant attention in the field of organisational behaviour and management. Tepper (2000) defines abusive supervision as "the sustained display of hostile verbal and nonverbal behaviours, excluding physical contact" (p. 178). Wu and Hu (2013) describe abusive supervision as "a form of workplace aggression that involves supervisors' use of power to harm, intimidate, or exploit subordinates" (p. 102). Harris, Harvey, and Kacmar (2011) define abusive supervision as "the extent to which a supervisor engages in behaviours that are perceived as hostile, abusive, or exploitative" (p. 341).

From the above, it can be deduced that abusive supervision can take many forms, including verbal aggression, humiliation, intimidation, and exploitation. This behaviour can have severe consequences for the targeted employees, including decreased job satisfaction, increased stress and anxiety, and even physical health problems. Moreover, abusive supervision can also affect the overall work environment, leading to decreased morale, increased turnover, and reduced productivity.

Research has shown that abusive supervision is often linked to the supervisor's personality traits, such as narcissism and Machiavellianism (Wu & Hu, 2013). Additionally, factors such as organisational culture, leadership style, and power dynamics can also contribute to the prevalence of abusive supervision.

The consequences of abusive supervision can be severe and long-lasting, making it essential for organisations to take proactive measures to prevent and address this behaviour. This can include providing training and development programs for supervisors, establishing clear policies and procedures for reporting and addressing abusive behaviour, and promoting a culture of respect and empathy.

2.1.2 Forms of Abusive Supervision

Abusive supervision can take many forms, each with its own unique characteristics and consequences. One common form of abusive supervision is verbal abuse, which involves insulting, yelling, or speaking harshly to subordinates (Harris et al., 2016). This type of behaviour can be particularly damaging, as it can erode an employee's self-confidence and create a hostile work environment. For example, a study by Harris et al. (2016) found that verbal abuse was a significant predictor of employee stress and anxiety.

Another form of abusive supervision is social undermining, which involves sabotaging subordinates' relationships, reputations, or professional standing (Duffy et al., 2017). This can be achieved through spreading rumors, withholding information, or excluding employees from important meetings or projects. Social undermining can be particularly damaging, as it can damage an employee's professional reputation and create a sense of isolation. Additionally, withholding resources, such as denying access to necessary tools, information, or support, can also be a form of abusive supervision (Tepper et al., 2017).

Blame and punishment, neglect or isolation, are also forms of abusive supervision. Scapegoating subordinates for failures or punishing them disproportionately can create a culture of fear and mistrust (Harris et al., 2016). Excluding subordinates from decision-making, meetings, or workplace interactions can also be damaging, as it can create a sense of isolation and disconnection (Duffy et al., 2017). Overall, abusive supervision can have serious

consequences for employees and organisations, and it is essential to recognize and address these behaviours.

2.1.3 Workplace Deviance Behaviour

Workplace deviance behaviour refers to the intentional behaviour of employees that violates organisational norms and causes harm to the organisation, its employees, or its stakeholders.

Robinson and Bennett (2017) define workplace deviance as "voluntary behaviour that violates significant organisational norms and, in doing so, threatens the well-being of the organisation or its members" (p. 558). Gruys and Sackett (2017) describe workplace deviance as "behaviour that is intended to harm or damage the organisation, its employees, or its stakeholders" (p. 345). Mount, Ilies, and Johnson (2016) define workplace deviance as "behaviour that is contrary to the norms and expectations of the organisation and can cause harm to the organisation, its employees, or its stakeholders" (p. 234).

Workplace deviance behaviour can take many forms, including theft, sabotage, absenteeism, tardiness, and gossiping. This behaviour can be caused by various factors, such as job dissatisfaction, lack of organisational commitment, and perceived injustice (Robinson & Bennett, 2017). Employees who engage in workplace deviance behaviour may do so to retaliate against the organisation or to achieve personal gain.

Workplace deviance behaviour can have serious consequences for organisations, including decreased productivity, increased turnover, and damage to reputation (Gruys & Sackett, 2017). Moreover, workplace deviance behaviour can also affect the well-being of employees, including increased stress and anxiety.

Organisations can take various steps to prevent and address workplace deviance behaviour, such as implementing clear policies and procedures, providing training and development programs, and promoting a positive organisational culture (Mount et al., 2016).

2.1.4 Elements of Workplace Deviance

2.1.4.1 Property deviance

Property deviance refers to the intentional behaviour of employees that results in the theft, damage, or destruction of organisational property (Robinson & Bennett, 2017). This type of deviance can take many forms, including theft of company materials, vandalism, and sabotage. According to a study by Adeyinka, Ayeni, and Popoola (2016), property deviance is a common form of workplace deviance in Nigerian organisations.

The consequences of property deviance can be severe, including financial losses, damage to organisational reputation, and decreased employee morale (Gruys & Sackett, 2016). Moreover, property deviance can also create a sense of mistrust among employees, leading to a breakdown in teamwork and collaboration. As noted by Oyewunmi, Olowookere, and Oyetunde (2016), property deviance can also have legal implications, including prosecution and termination of employment.

Several factors can contribute to property deviance, including job dissatisfaction, low organisational commitment, and perceived injustice (Robinson & Bennett, 2017). Additionally, poor leadership and lack of effective management can also create an environment conducive to property deviance. According to a study by Akintayo and Akinbola (2016), Nigerian employees who experience high levels of stress and burnout are more likely to engage in property deviance.

In conclusion, property deviance is a significant element of workplace deviance that can have severe consequences for organisations. Understanding the causes and consequences of property deviance is essential for developing effective strategies to prevent and address this behaviour. As noted by Nigerian authors, such as Adeyinka et al. (2016) and Oyewunmi et al. (2016), property deviance is a common problem in Nigerian organisations, and addressing

this issue requires a comprehensive approach that involves both organisational and individual-level interventions.

2.1.4.2 Production deviance

Production deviance refers to the intentional behaviour of employees that results in the reduction of organisational productivity, quality, or efficiency (Robinson & Bennett, 2017). This type of deviance can take many forms, including intentional errors, slowdowns, and absenteeism. According to a study by Adeyinka, Ayeni, and Popoola (2016), production deviance is a common form of workplace deviance in Nigerian organisations, particularly in the manufacturing sector.

The consequences of production deviance can be severe, including decreased productivity, reduced quality, and increased costs (Gruys & Sackett, 2016). Moreover, production deviance can also create a sense of mistrust among employees, leading to a breakdown in teamwork and collaboration. As noted by Oyewunmi, Olowookere, and Oyetunde (2016), production deviance can also have negative impacts on customer satisfaction and organisational reputation.

Several factors can contribute to production deviance, including job dissatisfaction, low organisational commitment, and perceived injustice (Robinson & Bennett, 2017). Additionally, poor leadership and lack of effective management can also create an environment conducive to production deviance. According to a study by Akintayo and Akinbola (2016), Nigerian employees who experience high levels of stress and burnout are more likely to engage in production deviance.

In conclusion, production deviance is a significant element of workplace deviance that can have severe consequences for organisations. Understanding the causes and consequences of production deviance is essential for developing effective strategies to prevent and address this

behaviour. As noted by Nigerian authors, such as Adeyinka et al. (2016) and Oyewunmi et al. (2016), production deviance is a common problem in Nigerian organisations, and addressing this issue requires a comprehensive approach that involves both organisational and individual-level interventions.

2.1.4.3 Personal aggression

Personal aggression is a critical component of workplace deviance, encompassing behaviours that are overtly hostile and harmful toward colleagues or the organisation. This form of deviance includes actions such as verbal abuse, physical assaults, and endangering coworkers, which directly threaten the safety and well-being of individuals within the workplace. Such behaviours not only create a hostile work environment but also undermine organisational cohesion and productivity.

In the Nigerian context, studies have highlighted the prevalence and implications of personal aggression in workplaces. For instance, research conducted in Nigerian organisations revealed that personal aggression manifests through behaviours like verbal abuse and physical confrontations among employees. These actions disrupt team dynamics and can lead to increased employee turnover and reduced job satisfaction (Hamilton et al., 2016). Furthermore, the cultural and socio-economic factors unique to Nigeria, such as hierarchical organisational structures and economic pressures, may exacerbate instances of personal aggression in the workplace (Hamilton et al., 2016).

The impact of personal aggression extends beyond individual victims to affect overall organisational performance. Workplaces plagued by such deviant behaviours often experience decreased morale, lower productivity, and a tarnished reputation, which can hinder talent attraction and retention. Additionally, the presence of personal aggression can lead to

increased absenteeism and healthcare costs, further straining organisational resources (Hamilton et al., 2016).

2.1.4.4 Political deviance

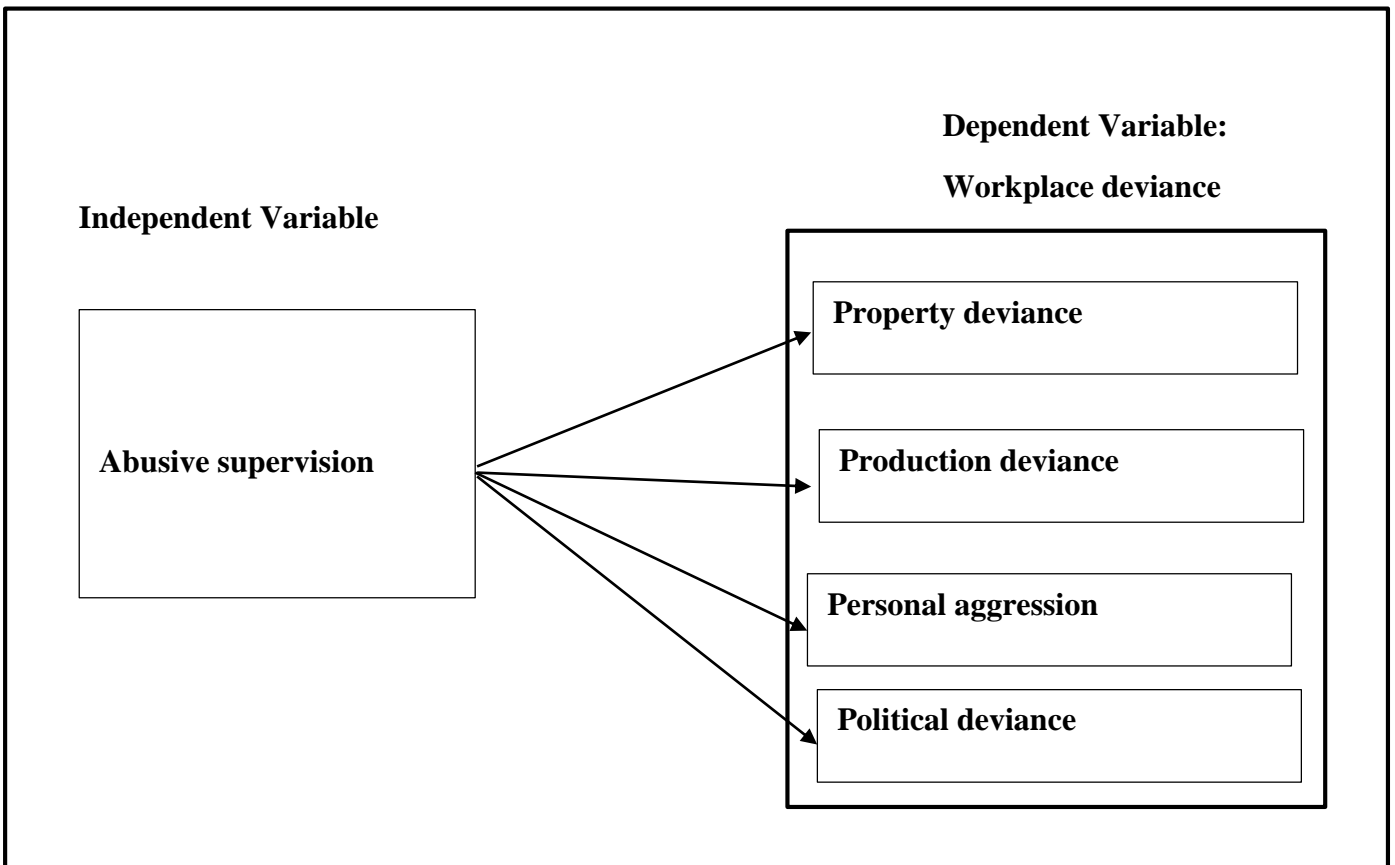
Political deviance is a form of workplace deviance that involves behaviour that puts others at a personal or political disadvantage (Oyewunmi, Olowookere, & Oyetunde, 2016). This can include actions such as gossiping about coworkers, showing favoritism, or engaging in other forms of social undermining. According to Robinson and Bennett (2017), political deviance is a type of minor harm directed towards other individuals in the workplace. In the Nigerian context, political deviance can take many forms, including corruption, nepotism, and favoritism. For example, a study by Adeyinka, Ayeni, and Popoola (2016) found that political deviance was a common problem in Nigerian organisations, particularly in the banking industry³. The study found that employees who experienced high levels of political deviance were more likely to engage in counterproductive work behaviour. The consequences of political deviance can be severe, including decreased productivity, increased turnover, and damage to organisational reputation. According to Gruys and Sackett (2016), political deviance can also create a toxic work environment, leading to decreased job satisfaction and increased stress.

To prevent and address political deviance, organisations can implement various strategies, including establishing clear policies and procedures, providing training and development programs, and promoting a positive organisational culture. As noted by, promoting ethical behaviour and organisational citizenship can also help to reduce political deviance in the workplace.

2.1.5 Conceptual Framework

The diagram below represents the conceptual framework or research model for this study, it shows the relationship between the independent variable (abusive supervision) and dependent variables (workplace deviance). It shows that abusive supervision has the capacity to affect workplace deviance. Figure 2.1 below shows the potential effect of abusive supervision adoption on workplace deviance.

Figure 2.1: Conceptual Framework



Source: Researcher's construction (2025)

As illustrated above in Figure 2.1 above, this study posits that there is a perceived impact of proxy variables for workplace deviance to be affected by abusive supervision

2.2 Theoretical Review

2.2.1 Theories of Abusive Supervision

2.2.1.1 Social Exchange Theory

The Social Exchange Theory (SET) was first proposed by Emerson (1976), who suggested that social behaviour is the result of an exchange process between individuals. The proposition of SET is that individuals engage in social interactions based on the expectation of receiving rewards or benefits in return for their actions. In the context of abusive supervision, SET suggests that employees who experience abusive behaviour from their supervisors may reciprocate with negative behaviour, such as decreased job satisfaction, increased turnover, and counterproductive work behaviour (Harris et al., 2016).

The application of SET to abusive supervision is evident in the way employees respond to abusive behaviour. For example, a study by Tepper et al. (2017) found that employees who experienced abusive supervision were more likely to engage in deviant behaviour, such as theft and sabotage, as a way of reciprocating the negative treatment they received from their supervisors. However, one of the weaknesses of SET is that it assumes that individuals are rational and calculating in their social interactions, which may not always be the case. Additionally, SET may not account for the role of power dynamics in shaping social interactions, particularly in the context of abusive supervision.

Despite its limitations, SET has several strengths that make it a useful framework for understanding abusive supervision. For example, SET highlights the reciprocal nature of social interactions, which can help explain why employees may respond to abusive supervision with negative behaviour. Additionally, SET suggests that supervisors who engage in abusive behaviour may ultimately harm their own interests, as employees may respond with decreased motivation and productivity (Harris et al., 2016). Overall, SET provides a useful

framework for understanding the dynamics of abusive supervision and the ways in which employees may respond to negative treatment.

2.2.1.2 Leader-Member Exchange (LMX) Theory

The Leader-Member Exchange (LMX) theory was first proposed by Dansereau, Graen, and Haga (1975), who suggested that the quality of the relationship between a leader and a follower is a critical factor in determining the follower's job satisfaction, motivation, and performance. The proposition of LMX theory is that leaders develop different types of exchange relationships with their followers, ranging from high-quality, mutual relationships to low-quality, hierarchical relationships (Graen & Uhl-Bien, 1995). In the context of abusive supervision, LMX theory suggests that leaders who engage in abusive behaviour may damage their relationships with their followers, leading to decreased job satisfaction, motivation, and performance.

The application of LMX theory to abusive supervision is evident in the way leaders' behaviour affects their relationships with their followers. For example, a study by Harris et al. (2016) found that leaders who engaged in abusive supervision had lower-quality LMX relationships with their followers, which in turn led to decreased job satisfaction and increased turnover intentions. However, one of the weaknesses of LMX theory is that it may not account for the role of power dynamics in shaping leader-follower relationships, particularly in the context of abusive supervision.

Despite its limitations, LMX theory has several strengths that make it a useful framework for understanding abusive supervision. For example, LMX theory highlights the importance of leader-follower relationships in determining job outcomes, which can help explain why abusive supervision can have such negative consequences for employees. Additionally, LMX theory suggests that leaders who engage in abusive behaviour may ultimately harm their own

interests, as damaged relationships with followers can lead to decreased productivity and increased turnover (Tepper, 2000). Overall, LMX theory provides a useful framework for understanding the dynamics of abusive supervision and the ways in which leaders' behaviour can affect their relationships with their followers.

2.2.1.3 Power and Control Theory

Power-Control Theory, introduced by John Hagan in 1985, examines how variations in parental control within family structures influence the likelihood of delinquent behaviour among children. The theory posits that in traditional patriarchal families, where fathers hold dominant positions and mothers are primarily responsible for child-rearing, sons experience less supervision compared to daughters, leading to higher rates of delinquency among males. Conversely, in egalitarian families, where parental control is more balanced, the gender gap in delinquency rates narrows (Hagan, 1985).

Applying Power-Control Theory to abusive supervision involves analyzing how power dynamics within organisational hierarchies can lead to supervisory misconduct. Supervisors who perceive a threat to their authority or experience a loss of control may resort to abusive behaviours to reassert dominance over subordinates. This aligns with the theory's assertion that individuals in positions of power may engage in deviant behaviours to maintain control (Hagan, 1985). Research indicates that supervisors who feel ostracized by peers may experience a diminished sense of control, potentially triggering abusive behaviours toward subordinates as a means to regain authority (Wu et al., 2024).

Strengths of Power-Control Theory include its ability to explain the influence of familial power dynamics on delinquency and its adaptability to various social structures. However, the theory has been critiqued for its limited consideration of external factors beyond family and organisational settings, such as broader societal and cultural influences on behaviour.

Additionally, some argue that the theory's focus on control mechanisms may overlook individual agency and the capacity for resistance within power structures (Sadan, 1997).

2.2.2 Theories of Workplace Deviance

2.2.2.1 General Strain Theory (GST)

General Strain Theory (GST), proposed by Robert Agnew in 1992, extends traditional strain theories by identifying three primary sources of strain that can lead to deviant behaviour: the failure to achieve positively valued goals, the removal of positively valued stimuli, and the presentation of negatively valued stimuli. These strains generate negative emotions such as anger and frustration, which may increase the likelihood of engaging in criminal or deviant acts as coping mechanisms.

Applying GST to workplace involves examining how employees are likely to develop personal aggression in an attempt to cope with abusive supervision. The employees might display aggressions co-workers

A strength of GST is its comprehensive framework that accounts for various sources of strain beyond economic factors, allowing for a broader understanding of deviant behaviour across different contexts. However, a noted weakness is the theory's limited ability to predict which individuals will resort to deviance, as not all those who experience strain engage in such behaviours. This limitation highlights the need for further research into the individual and contextual factors that influence the relationship between experienced strain and subsequent behaviours.

2.2.2.2 Equity Theory

The Equity Theory was first proposed by Adams (1963), who suggested that individuals evaluate their relationships and interactions by comparing their inputs and outcomes to those of others. The proposition of Equity Theory is that individuals strive for equity and fairness in their relationships, and that inequity can lead to feelings of distress, guilt, and resentment (Adams, 1963). In the context of abusive supervision, Equity Theory suggests that employees who experience abusive behaviour from their supervisors may feel that they are not being treated fairly, leading to decreased job satisfaction, motivation, and performance.

The application of Equity Theory to deviance is evident in the way employees evaluate their relationships with their supervisors. For example, a study by Tepper (2000) found that employees who experienced abusive supervision felt that they were being treated unfairly, and that this perceived inequity led to decreased job satisfaction and increased turnover intentions. However, one of the weaknesses of Equity Theory is that it may not account for individual differences in perceptions of equity and fairness.

Despite its limitations, Equity Theory has several strengths that make it a useful framework for understanding deviance. Additionally, Equity Theory suggests that supervisors who engage in abusive behaviour may ultimately harm their own interests, as perceived inequity can lead to decreased productivity and increased turnover (Harris et al., 2016). Overall, Equity Theory provides a useful framework for understanding the dynamics of deviance and the ways in which employees evaluate their relationships with their supervisors.

2.2.2.3 Psychological Contract Theory

The Psychological Contract Theory was first proposed by Armenakis (1974), but later developed by Rousseau (1989), who suggested that employees form a psychological contract with their organisation, which is based on their perceptions of the mutual obligations and

expectations between themselves and their employer. The proposition of Psychological Contract Theory is that when employees perceive that their organisation has failed to meet its obligations, they may experience feelings of breach and violation, leading to negative outcomes such as decreased job satisfaction, motivation, and performance (Rousseau, 1989). In the context of workplace deviance, Psychological Contract Theory suggests that employees who experience breach of contract may engage in deviant behaviour as a way of restoring balance and reciprocity in the employment relationship.

The application of Psychological Contract Theory to workplace deviance is evident in the way employees respond to perceived breaches of contract. For example, a study by Robinson and Rousseau (1994) found that employees who experienced breach of contract were more likely to engage in deviant behaviour, such as theft and sabotage, as a way of retaliating against their employer. However, one of the weaknesses of Psychological Contract Theory is that it may not account for individual differences in perceptions of contract breach and violation, particularly in the context of workplace deviance.

Despite its limitations, Psychological Contract Theory has several strengths that make it a useful framework for understanding workplace deviance. For example, Psychological Contract Theory highlights the importance of perceived reciprocity and fairness in the employment relationship, which can help explain why employees may engage in deviant behaviour in response to perceived breaches of contract. Additionally, Psychological Contract Theory suggests that organisations can reduce the likelihood of workplace deviance by fostering a positive and reciprocal employment relationship, characterized by open communication, trust, and mutual respect (Rousseau, 1995). Overall, Psychological Contract Theory provides a useful framework for understanding the dynamics of workplace deviance and the ways in which employees respond to perceived breaches of contract.

2.3 Theoretical Framework

Social Exchange Theory (SET) and Psychological Contract Theory (PCT) provide a theoretical foundation for understanding the relationship between abusive supervision and workplace deviance. SET suggests that employees engage in social exchanges with their supervisors, exchanging effort and loyalty for rewards and support (Emerson, 1976). When supervisors engage in abusive behaviour, they violate the norms of reciprocity and fairness, leading employees to feel that they are not receiving the rewards and support they deserve. This perceived inequity can lead employees to retaliate against the organisation through workplace deviance. PCT complements SET by highlighting the importance of perceived reciprocity and fairness in the employment relationship. According to PCT, employees form psychological contracts with their employers, which include expectations about the terms of the employment relationship (Rousseau, 1989). Abusive supervision can be seen as a breach of this psychological contract, leading employees to feel that their employer has failed to meet its obligations.

The integration of SET and PCT provides an understanding of the mechanisms underlying the relationship between abusive supervision and workplace deviance. By recognizing that employees engage in social exchanges with their supervisors and form psychological contracts with their employers, researchers can better understand how abusive supervision can lead to feelings of inequity, breach, and ultimately, workplace deviance. This theoretical framework suggests that organisations can reduce the likelihood of workplace deviance by promoting positive and reciprocal employment relationships, characterized by open communication, trust, and mutual respect. By fostering a positive work environment, organisations can reduce the negative consequences of abusive supervision and promote positive employee outcomes.

2.4 Empirical Review

The prior quantitative studies reviewed in this section are arranged in their order of year of publication.

Fagbohunbe, Akinbode and Ayodeji (2012) conducted an empirical analysis to identify organisational determinants of workplace deviant behaviours in Nigeria. The study found that factors such as perceived organisational injustice, lack of support, and poor leadership practices are significant predictors of workplace deviance. This emphasizes the need for organisations to address systemic issues to mitigate deviant behaviours among employees.

Aryee, et al. (2015) examines the relationship between abusive supervision and contextual performance from a social exchange perspective. Conducted in China, the study sampled 223 employees from various industries. Hierarchical regression analysis revealed that abusive supervision negatively impacts contextual performance, and this relationship is mediated by perceived organisational support and leader-member exchange. The findings highlight the importance of promoting a positive work environment to foster employee performance.

Olowookere and Adejuwon (2015) examined the association between abusive supervision and workplace deviance, considering the mediating role of work-family conflict. The research found that abusive supervision is linked to increased work-family conflict, which in turn leads to higher instances of workplace deviance. This suggests that the spillover effect of abusive supervision extends beyond the workplace, affecting employees' personal lives and subsequent behaviours at work.

Okanigbe and Obiora (2016) explored the impact of narcissistic leadership on deviant workplace behaviour among subordinates in Nigerian government agencies. The findings revealed a positive relationship between narcissistic leadership traits and increased workplace

deviance among employees. This underscores the influence of leadership styles on employee behaviour and the potential for narcissistic tendencies to foster a toxic work environment.

Nwachinemere, Nwonyi and Ugwumbor (2017) investigated the predictive roles of abusive supervision, work tension, and work overload on counterproductive work behaviour (CWB) among secondary school teachers in Nigeria. The study found that all three factors significantly predicted CWB, with abusive supervision showing a notable positive correlation. This suggests that teachers experiencing abusive supervision are more likely to engage in behaviours detrimental to organisational norms and productivity.

Ahmad's (2017) study investigated the impact of abusive supervision on workplace deviance behaviour, focusing on the mediating role of interactional justice. The findings suggest that abusive supervision leads to perceptions of injustice, which in turn result in increased workplace deviance. This highlights the importance of fair and respectful treatment in mitigating the negative effects of abusive supervision.

Etodike's (2018) study examined the relationship between abusive supervision, organisational cynicism, and cyber-loafing among federal civil service employees in Anambra State, Nigeria. The findings indicated that abusive supervision significantly predicted cyber-loafing behaviours, suggesting that employees subjected to hostile supervision may engage in non-work-related internet activities as a coping mechanism. The study recommends improving leader-member exchanges to mitigate such deviant behaviours.

Etodike and Eze (2018) examined how abusive supervision and organisational cynicism predict cyber-loafing among federal civil servants in Nigeria. The study confirmed that both factors significantly contribute to cyber-loafing behaviours, highlighting the role of negative supervisory practices and employee attitudes in fostering deviant use of organisational internet resources.

Abba's (2018) study explored the relationship between abusive supervision and its negative outcomes on employees within Nigerian organisations. The findings indicate that abusive supervision leads to decreased job satisfaction, increased turnover intentions, and heightened workplace deviance among employees. This underscores the detrimental impact of hostile supervisory behaviours on employee well-being and organisational health.

Olowookere and Adejuwon (2018) adopted a multifoci justice perspective to examine the relationship between abusive supervision and employee deviance in Nigerian organisations. The study found that perceptions of injustice mediate the relationship between abusive supervision and workplace deviance, indicating that employees who perceive unfair treatment are more likely to engage in deviant behaviours.

Ferris et al. (2019) investigates the relationship between perceptions of organisational politics and political behaviour. Surveying 235 employees from various industries in the United States, the authors employed structural equation modeling to analyze the data. The findings indicate that perceptions of organisational politics influence political behaviour, which in turn affects job satisfaction and performance. The study highlights the importance of understanding organisational politics in managing employee behaviour.

Park et al. (2019) explored the relationship between abusive supervision and employee deviance from a social exchange perspective. Surveying 242 employees in China, the authors used hierarchical regression analysis to examine the data. The findings indicate that abusive supervision leads to employee deviance, and this relationship is mediated by perceived organisational support and leader-member exchange. The study highlights the importance of promoting positive leader-member relationships to reduce deviance.

Akinbode and Fagbohunbe (2022) examined the influence of different leadership styles on workplace deviant behaviours in the Nigerian oil and gas industry. The study found that authoritarian leadership styles are positively associated with increased workplace deviance, while transformational leadership is linked to reduced deviant behaviours. This highlights the critical role of leadership in shaping employee conduct.

2.5 Research Gap

The reviewed studies examined various aspects of abusive supervision, workplace deviance, and related concepts, providing valuable insights into the consequences of abusive supervision on employee outcomes. However, a notable research gap exists in the context of Nigerian organisations, particularly in the healthcare sector. None of the reviewed studies focused specifically on abusive supervision and workplace deviance among Nigerian employees, such as nursing staff at the University of Benin Teaching Hospital (UBTH).

The studies reviewed were primarily conducted in Western contexts, such as the United States and China, with some studies examining the phenomenon of abusive supervision in Asian cultures. However, the cultural and organisational nuances of Nigerian workplaces, particularly in the healthcare sector, remain unexplored. This research gap highlights the need for studies that investigate abusive supervision and workplace deviance in Nigerian organisations, taking into account the unique cultural, social, and economic factors that shape workplace relationships in this context.

Furthermore, the reviewed studies did not specifically focus on nursing staff or healthcare professionals in Nigeria, who may experience unique challenges and stressors in their work environment. The absence of research on abusive supervision and workplace deviance among Nigerian nursing staff, such as those at UBTH, underscores the need for studies that address this knowledge gap. By examining the experiences of Nigerian nursing staff, researchers can

gain a deeper understanding of the factors that contribute to abusive supervision and workplace deviance in this context, ultimately informing strategies to promote positive workplace relationships and improve employee well-being.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter is designed to present the overall design and methodology of the study. The chapter contains the methods for obtaining data, which enabled the researcher test hypothesis or answer research questions.

3.1 Research Design

The research design employed in this study is the correlational survey design, which enables the researcher to gather analysis and interpret the set of data, which were used for explanation of underlying factors that surround the need of this research work. Survey approach was used because it helped the researcher in the collection of data using questionnaire, which involves mainly the fieldwork of this study.

3.2 Areas of Study

This research focuses on the relationship between abusive supervision and workplace deviance's in nursing college at UBTH.

3.3 Population of Study

The population of this study comprises 150 employees from nursing college at UBTH, Benin City.

3.4 Sample and Sampling Techniques

Since the population size was 150, the figure was adopted as the sample size, hence census method was used as the sampling technique

3.5 Instrumentation

The major instrument used for data collection in this study is the questionnaire. The questionnaire was divided into two sections. Section A focus on Bio-data of the respondents such as sex, age, marital status, position of respondents, and year of service. Section B of the questionnaire deals with issues related to the purpose of this study.

3.6 Validation of Instrument

The researcher's supervisor validated the instrument. Suggestions and recommendations were incorporated into the final draft of the instrument. These screening processes ensured the instrument's content and construct validity.

3.7 Method of Data Collection

The means of collecting the data was with the use of questionnaire. The questionnaires were administered by the researcher to the respondents and were retrieved on the spot after completion. This exercise was completed within two-weeks.

3.8 Method of Data Analysis

In carrying out this study, the data collected through the responses given in the questionnaire will be analyzed with the use of statistical method like tabulations, percentage and multiple regression.

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPREATION OF DATA

Introduction

This chapter presented the outcomes of the copies questionnaire that were retrieved from the respondents. The analysis of the data was to obtain answers to the research questions and specific objectives. The data were estimated with Statistical Packages for Social Sciences (SPSS) version 25. The analysis was done and interpreted in headings and sub-headings such as response rate, data presentation and interpretation of results, correlations, coefficients of the variables, hypotheses testing, and discussion of findings.

4.1 Response Rate

Table 4.1. General Response Rate

Questionnaire	Frequency	Valid percentage
Valid	100	66.6%
Invalid	50	33.4 %
Total	150	100%

Source: Researcher's survey (2025)

Table 4.1 presented the response rate.

The data in Table 4.1 indicates that out of a total of 150 respondents, 100 (66.6%) returned valid questionnaires, while 50 (33.4%) returned invalid questionnaires. This suggests that the response rate for the survey was 66.6%, implying that approximately two-thirds of the respondents provided usable data, while about one-third did not.

4.2 Description of Respondents' Demographics

Table 4.2: Demographic profile of respondents

S/N	Variable	Category	Frequency	Percent
1	Gender	Male	42	42.0
		Female	58	58.0
		Total	100	100.0
2	Age	25 years and below	24	24.0
		26-35	47	47.0
		36-45	23	23.0
		46 years and above	6	6.0
		Total	100	100.0
3	Marital status	Single	41	41.0
		Married	59	59.0
		Total	100	100.0
4	Work experience	5 years and below	36	36.0
		6-10 years	29	29.0
		11-15 years	25	25.0
		16 years and above	10	10.0
		Total	100	100.0
5	Highest educational qualification	Primary school certificate	13	13.0
		SSCE/GCE	12	12.0
		OND/NCE	11	11.0
		BSC/MSC	33	33.0
		Ph.D	28	28.0
		Others	3	3.0
		Total	100	100.0

Source: Fieldwork (2025)

Gender: The data shows a higher representation of female respondents (58%) compared to male respondents (42%). This indicates that women make up the majority of the sample population, which may influence perspectives and opinions reflected in the study.

Age: The largest age group among the respondents is the 26-35-year range (47%), suggesting that the sample largely consists of young adults. This could imply that the opinions and experiences captured in the study may be reflective of this age group's perspectives. The older population (46 years and above) is underrepresented at just 6%.

Marital Status: Interpretation: A majority of the respondents are married (59%), while 41% are single. This distribution suggests that marital responsibilities could play a role in influencing respondents' viewpoints and experiences.

Work Experience: The data shows that most respondents have relatively limited work experience, with 65% having 10 years or less. Only 10% of the respondents have over 16 years of experience. This suggests that the perspectives shared may be more reflective of early and mid-career employees.

Highest Educational Qualification: The majority of the respondents are well-educated, with 33% holding BSC/MSc degrees and 28% having Ph.D. qualifications. This suggests that the respondents possess a high level of educational attainment, which could influence their perspectives and responses with a more informed and analytical approach.

Therefore, the demographic profile reveals a diverse group of respondents with a higher representation of females, young adults (26-35 years), and married individuals. The majority have less than 10 years of work experience and possess advanced educational qualifications, which could shape their opinions and experiences in the study context.

4.3 Description of Variables

In this section, the responses of the respondents were presented in terms of abusive supervision, property deviance, production deviance, personal aggression, and political deviance. All responses were in the order of the Likert rating scale of Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) or Strongly Disagree (SD), with ratings such as 5, 4, 3, 2, and 1 respectively. The means of each of the responses were calculated. The figures below the frequency were used to represent percentage responses. The decision rule was based on 3.0. Mean values lesser than 3.0 were considered as disagreement to the responses. The grand mean was also used to make decision concerning the variables. The Tables below showed a description of responses. This was followed by their interpretations.

Table 4.3: Abusive supervision

Q/N	Statement	Mean	Standard deviation
6	My immediate boss ridicules me in front of others	1.86	.74
7	My immediate boss tells me that my thoughts or feelings are stupid	1.75	.69
8	My immediate boss gives me silent treatment	2.19	1.06
9	My immediate boss reminds me of my mistakes and failures constantly	2.79	1.47
10	My immediate boss takes credit for my work and ideas	2.42	1.15
11	My immediate boss blames me to cover his/her own mistake	2.21	1.06
12	My immediate boss is rude or disrespectful to me	2.01	.80
13	My immediate boss invades my privacy (eg personal calls or messages)	2.05	.10
14	My immediate boss lets me down in front of others	2.00	.83
15	My immediate boss belittles me or my opinion	2.21	1.02
16	My immediate boss shows little regard for my feelings or welfare	2.38	1.06
17	My immediate boss intentionally fails to give me the information I need to do my job	1.80	.71

Overall mean and standard deviation	2.14	0.89
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Table 4.3 shows the description of statements on abusive supervision. The results reveal that abusive supervision behaviours are not widespread among respondents, with most statements receiving mean scores below 3.0. However, behaviours like constant reminders of mistakes (2.79) and perceived lack of regard for employee welfare (2.38) show relatively higher mean values, suggesting that these issues, though not predominant, warrant attention. The overall mean of 2.14 indicates a general disagreement with the presence of abusive supervision. However, the relatively high standard deviation of 0.89 suggests some variability in experiences, indicating that while most respondents do not face frequent abuse, a subset of employees' reports occasional incidents. The overall variation in responses underscores the importance of addressing individual experiences of perceived supervisory misconduct to foster a healthier work environment.

Table 4.4: Property deviance

Q/N	Statement	Mean	Standard deviation
18	To what extent do employees deliberately take property from work without permission?	1.69	.58
19	To what extent do employees deliberately falsify a receipt or an expense claim?	1.81	.65
20	To what extent do employees deliberately take excessive breaks at work without approval	1.84	.76
21	To what extent do employees deliberately use organisational equipment for personal purposes without permission?	1.79	.69
Overall mean and standard deviation		1.78	0.67

The results presented in Table 4.4 reflect the extent of property deviance among employees in the organisation. Property deviance refers to behaviours where employees deliberately misuse or damage organisational resources. Each statement captures a specific form of property deviance, and the interpretation of their mean and standard deviation values provides insight into the prevalence of these behaviours. For Statement 18, which assesses the extent to which employees deliberately take property from work without permission, the mean value of 1.69 and a standard deviation of 0.58 indicate a low occurrence of this behaviour. The low mean value shows that most respondents disagreed with the statement, suggesting that theft of organisational property is not a widespread issue.

Statement 19 examines the extent to which employees deliberately falsify receipts or expense claims. With a mean of 1.81 and a standard deviation of 0.65, the results suggest that this behaviour is also relatively infrequent. The slightly higher mean compared to Statement 18 shows a marginally greater occurrence, but still falls well below the threshold of 3.0, indicating general disagreement.

For Statement 20, addressing excessive breaks without approval, the mean value of 1.84 and a standard deviation of 0.76 indicate that while this behaviour occurs more often than the previous two, it is still relatively uncommon. The slightly higher standard deviation suggests some variability in responses, indicating that a few employees may engage in this behaviour more frequently than others. Statement 21 evaluates the extent to which employees use organisational equipment for personal purposes without permission. The mean of 1.79 and standard deviation of 0.69 suggest that this behaviour also occurs infrequently, though there is some variability among employee responses.

The overall mean of 1.78 and a standard deviation of 0.67 for property deviance collectively reinforce the observation that these behaviours are not common in the organisation. All individual means fall well below the 3.0 threshold, indicating general disagreement with the occurrence of property deviance. This suggests that the organisation has a relatively

disciplined and ethical workforce when it comes to the use and treatment of company property.

Table 4.5: Production deviance

Q/N	Statement	Mean	Standard deviation
22	To what extent do employees intentionally work slower than you could have?	2.08	.87
23	To what extent do employees deliberately take long lunch or break without approval?	2.03	.89
24	To what extent do employees deliberately leave work early without permission?	1.99	.76
25	To what extent do employees deliberately fail to follow procedures on purpose?	1.88	.64
Overall mean and standard deviation		1.99	0.79

The results presented in Table 4.5 provide insight into the extent of production deviance among employees within the organisation. Production deviance refers to behaviours that undermine the efficiency and effectiveness of organisational operations through purposeful reduction in work performance. The interpretation of the mean and standard deviation values for each statement highlights the prevalence and consistency of these behaviours. For Statement 22, which assesses the extent to which employees intentionally work slower than they could, the mean value of 2.08 and a standard deviation of 0.87 suggest that this behaviour occurs occasionally. Although the mean remains below the 3.0 threshold, indicating general disagreement, it is the highest among the statements for production deviance, suggesting it is a more frequent form of deviant behaviour compared to others.

Statement 23 examines the extent to which employees deliberately take long lunch or breaks without approval. With a mean of 2.03 and a standard deviation of 0.89, this behaviour also occurs occasionally, though not with high frequency. The relatively higher standard deviation reflects some variability in responses, indicating that while some employees may engage in this behaviour more frequently, others do not. For Statement 24, which addresses employees leaving work early without permission, the mean value of 1.99 and a standard deviation of 0.76 indicate that this behaviour is relatively infrequent. However, the mean's proximity to 2.0 suggests that while not widespread, it is still a notable concern. Statement 25 evaluates the extent to which employees deliberately fail to follow procedures on purpose. The mean of 1.88 and standard deviation of 0.64 show that this behaviour is the least common among the forms of production deviance assessed. The lower standard deviation suggests more consistency in employee responses regarding this behaviour.

The overall mean of 1.99 and a standard deviation of 0.79 for production deviance indicate that these behaviours, while not pervasive, occur occasionally within the organisation. None of the individual mean values reach the 3.0 threshold, demonstrating general disagreement with the frequent occurrence of production deviance. Nonetheless, the slight elevation of some means closer to 2.0 suggests that issues like working slower than possible and taking long breaks without approval may require attention to maintain optimal productivity and operational efficiency.

Table 4.6: Personal deviance

Q/N	Statement	Mean	Standard deviation
26	To what extent do employees deliberately engage in rude or are disrespectful to a colleague?	2.04	.79
27	To what extent do employees deliberately engage in verbal insults or criticise fellow worker?	1.97	.77
28	To what extent do employees deliberately make inappropriate joke about someone at work?	2.20	.98
29	To what extent do employees deliberately embarrass a co-worker publicly?	2.07	.86
Overall mean and standard deviation		2.07	0.85

The results presented in Table 4.6 shed light on the extent of personal deviance exhibited by employees within the organisation. Personal deviance refers to behaviours that disrupt workplace harmony by targeting individuals through disrespectful, harmful, or inappropriate actions. The interpretation of the mean and standard deviation values for each statement reveals the prevalence and consistency of these behaviours. For Statement 26, which assesses the extent to which employees deliberately engage in rude or disrespectful behaviour toward colleagues, the mean value of 2.04 and a standard deviation of 0.79 indicate that this behaviour occurs occasionally. Although the mean remains below the 3.0 threshold, suggesting disagreement with the frequent occurrence of such behaviour, the score still points to occasional instances of disrespect in the workplace.

Statement 27 evaluates the extent to which employees engage in verbal insults or criticize fellow workers. With a mean of 1.97 and a standard deviation of 0.77, this behaviour is relatively infrequent. The proximity of the mean to 2.0 suggests that while it does occur, it is not widespread or deeply embedded within the organisational culture.

For Statement 28, which addresses employees making inappropriate jokes about others at work, the mean value of 2.20 and a standard deviation of 0.98 indicate that this is the most prevalent form of personal deviance among the behaviours assessed. The higher standard deviation reflects greater variability in responses, suggesting that while some employees may engage in this behaviour more frequently, others do not. Statement 29 assesses the extent to which employees deliberately embarrass co-workers publicly. The mean of 2.07 and standard deviation of 0.86 show that this behaviour also occurs occasionally, though it is not highly pervasive.

The overall mean of 2.07 and a standard deviation of 0.85 for personal deviance indicate that these behaviours occur occasionally but are not widespread. None of the individual mean values reach the 3.0 threshold, signifying general disagreement with the frequent occurrence of personal deviance. However, the occasional presence of inappropriate jokes and public embarrassment points to areas where interventions may be necessary to foster a more respectful and supportive work environment.

Table 4.7: Political deviance

Q/N	Statement	Mean	Standard deviation
30	To what extent do employees deliberately spread rumours or gossips about someone?	2.00	.72
31	To what extent do employees deliberately exclude others from work related activities or social interactions?	1.95	.91
32	To what extent do employees deliberately blame a co-worker for something that was not his/her fault?	2.12	.84
33	To what extent do employees deliberately withhold helpful information from colleagues	1.80	.68
Overall mean and standard deviation		1.97	0.79

The results presented in Table 4.7 provide insight into the extent of political deviance exhibited by employees within the organisation. Political deviance encompasses behaviours aimed at manipulating or undermining others for personal gain or workplace advantage. The interpretation of the mean and standard deviation values for each statement reveals the frequency and consistency of these behaviours.

For Statement 30, the mean value of 2.00 and a standard deviation of 0.72 suggest that spreading rumours or gossips about someone occurs occasionally. The relatively low standard deviation indicates consistency in responses, implying a shared perception among employees. Statement 31 shows a mean of 1.95 and a standard deviation of 0.91, indicating that excluding others from work related activities or social interactions behaviour is slightly less common. The higher standard deviation suggests some variation in how employees experience or observe this type of deviance. For Statement 32, the mean value of 2.12 and a standard deviation of 0.84 indicate that blaming a co-worker for something that was not his/her fault is the most frequently observed form of political deviance among the behaviours assessed. The moderate standard deviation reflects a range of responses, suggesting that some employees may encounter this behaviour more often than others. Statement 33 presents the lowest mean at 1.80 and a standard deviation of 0.68, showing that withholding helpful information from colleagues occurs less frequently and with relatively consistent experiences across respondents.

The overall mean of 1.97 and a standard deviation of 0.79 for political deviance indicate that these behaviours occur occasionally but are not pervasive. None of the individual mean values reach the 3.0 threshold, signifying general disagreement with the frequent occurrence of political deviance. However, the occasional presence of these behaviours highlights areas where proactive measures could help improve workplace harmony and professionalism

4.4 Multicollinearity Test

To test for multicollinearity, the Pearson correlation matrix was conducted. The results are shown in Table 4.8

Table 4.8. Correlations

		Abusive supervision	Property deviance	Production deviance	Personal aggression	Political deviance
Abusive supervision	Pearson Correlation	1				
	Sig. (2-tailed)					
Property deviance	N	100				
	Pearson Correlation	.263**	1			
Production deviance	Sig. (2-tailed)	.008				
	N	100	100			
Personal aggression	Pearson Correlation	.350**	.597**	1		
	Sig. (2-tailed)	.000	.000			
Political deviance	N	100	100	100		
	Pearson Correlation	.286**	.503**	.460**	1	
Abusive supervision	Sig. (2-tailed)	.004	.000	.000		
	N	100	100	100	100	
Property deviance	Pearson Correlation	.436**	.505**	.529**	.560**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
Production deviance	N	100	100	100	100	100

Correlation is significant at the 0.05 level (2-tailed).

From the results in Table 4.8, abusive supervision shows the highest correlation with political deviance ($r = 0.436$, $p < 0.05$), indicating a moderate positive relationship. Its correlation with other variables such as property deviance ($r = 0.263$), production deviance ($r = 0.350$), and personal aggression ($r = 0.286$) are relatively low to moderate. Property deviance has its strongest correlation with production deviance ($r = 0.597$), followed by personal aggression ($r = 0.503$) and political deviance ($r = 0.505$). These values show moderate associations but remain well below the threshold for multicollinearity concerns.

Production deviance is moderately correlated with political deviance ($r = 0.529$) and personal aggression ($r = 0.460$), with no extreme values suggesting multicollinearity. Personal aggression has a moderately strong correlation with political deviance ($r = 0.560$) but stays

below concerning thresholds. Political deviance shows moderate relationships across all other variables, with the highest association being with personal aggression ($r = 0.560$).

Overall, no pair of variables exhibits a correlation coefficient above 0.80, indicating an absence of multicollinearity. This suggests that the independent variables included in the model maintain sufficient distinction from one another, which supports the robustness of any subsequent regression analysis.

4.5 Regression Results

Table 4.9 Effect of abusive supervision on property deviance

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.275	.718		7.345	.000
Abusive supervision	.072	.027	.263	2.694	.008

R = 0.263; R-square = 0.069; Adj. R-square = 0.059; F = 7.260, Prob (Sig.) = 0.000:
Dependent Variable: Property deviance

Abusive Supervision (B = .072, Sig. = .008): The B of .072 means that for every one-unit increase in abusive supervision, property deviance increases by .072 units. This positive relationship is statistically significant ($p = .008$), indicating that abusive supervision contributes to higher property deviance, though the effect size is relatively small. The R value = .263 which shows a weak positive correlation between abusive supervision and property deviance. Also, only 6.9% of the variance in property deviance is explained by abusive supervision, suggesting that while the relationship is significant, other factors likely play a larger role. The adjusted R-Square of .059 accounts for the number of predictors and shows that the true explanatory power of the model is about 5.9%, while the F-statistic ($F = 7.260$, Sig. = .000) shows that the model overall is statistically significant, indicating that the

relationship between abusive supervision and property deviance is unlikely to have occurred by chance.

Table 4.10 Effect of abusive supervision on production deviance

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.218	.780		6.688	.000
Abusive supervision	.108	.029	.350	3.693	.000

R = .350^a; R-square = 0.122; Adj. R-square = 0.113; F = 13.638, Prob (Sig.) = 0.000:
Dependent Variable: Production deviance

Abusive supervision has a significant positive impact on production deviance, as indicated by the unstandardized coefficient (B = .108, p = .000), meaning that a one-unit increase in abusive supervision results in a .108-unit rise in production deviance. The model demonstrates a moderate positive correlation (R = .350) between the two variables, with an R-square value of .122, suggesting that abusive supervision explains 12.2% of the variance in production deviance. The adjusted R-square of .113 provides a refined estimate, accounting for the number of predictors and showing that 11.3% of the variation in production deviance is attributable to abusive supervision. Finally, the F-statistic (F = 13.638, p = .000) confirms the overall statistical significance of the model, indicating that the observed relationship is not due to chance.

Table 4.11 Effect of abusive supervision on personal aggression

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.846	.860		6.801	.000
Abusive supervision	.095	.032	.286	2.954	.004

R = .286^a; R-square = .082; Adj. R-square = .072; F =8.727, Prob (Sig.) = 0.000:
 Dependent Variable: Personal aggression

Abusive supervision has a significant positive impact on personal aggression, as shown by the unstandardized coefficient (B = .095, p = .004), indicating that a one-unit increase in abusive supervision leads to a .095-unit rise in personal aggression. The model fit reveals a weak-to-moderate positive correlation (R = .286) between the variables, with an R-square value of .082, meaning that abusive supervision explains 8.2% of the variance in personal aggression, though other factors likely play a greater role. The adjusted R-square of .072 refines this estimate, showing that 7.2% of the variation in personal aggression is due to abusive supervision. The overall model is statistically significant (F = 8.727, p = .000), confirming that the observed relationship is unlikely to be due to chance.

Table 4.12 Effect of abusive supervision on political deviance

Model 4	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.319	.772		5.596	.000
Abusive supervision	.138	.029	.436	4.801	.000

R =.436^a; R-square = .190; Adj. R-square = .182; F =23.045, Prob (Sig.) = 0.000:
 Dependent Variable: Political deviance

Abusive supervision has a significant positive effect on political deviance, as indicated by the unstandardized coefficient (B = .138, p = .000), meaning that a one-unit increase in abusive supervision results in a .138-unit rise in political deviance. The model fit shows a

moderate positive correlation ($R = .436$) between the two variables, with an R-square of .190, suggesting that abusive supervision explains 19% of the variance in political deviance while other factors likely contribute as well. The adjusted R-square of .182 provides a refined estimate, accounting for the number of predictors and confirming the model's explanatory strength. The overall significance of the model is reinforced by the F-statistic ($F = 23.045$, $p = .000$), demonstrating that the relationship between abusive supervision and political deviance is not due to chance.

4.6 Hypotheses Testing

The results in Tables 4.9 to 4.12 were used to test the formulated hypotheses of the study.

Hypothesis One

H₀₁: There is no significant relationship between abusive supervision and property deviance. With a p-value of .008, which is less than the significance level of 0.05, the null hypothesis (H₀₁) is rejected. This indicates a significant positive relationship between abusive supervision and property deviance.

Hypothesis Two

H₀₂: There is no significant relationship between abusive supervision and production deviance.

With a p-value of .000, which is less than 0.05, the null hypothesis (H₀₂) is rejected, indicating a significant positive relationship between abusive supervision and production deviance.

Hypothesis Three

H₀₃: There is no significant relationship between abusive supervision and personal aggression.

With a p-value of .004, which is less than 0.05, the null hypothesis (Ho3) is rejected, confirming a significant positive relationship between abusive supervision and personal aggression.

Hypothesis Four

Ho4: There is no significant relationship between abusive supervision and political deviance.

With a p-value of .000, which is less than 0.05, the null hypothesis (Ho4) is rejected, indicating a significant positive relationship between abusive supervision and political deviance.

4.7 Discussion of Findings

The results indicate a significant positive relationship between abusive supervision and property deviance ($B = .072$, $p = .008$). This suggests that employees who experience higher levels of abusive supervision are more likely to engage in behaviours such as damaging or misusing organisational resources. This finding aligns with the work of Tepper et al. (2017), who reported that employees subjected to abusive supervision often retaliate through deviant behaviours, including property destruction. Similarly, Zhang and Bednall (2016) found that hostile managerial practices increase the likelihood of workplace misbehaviour, supporting the current study's results.

The analysis also reveals a significant positive effect of abusive supervision on production deviance ($B = .108$, $p = .000$). This suggests that when supervisors engage in abusive behaviour, employees tend to reduce their productivity, neglect their duties, or engage in inefficient work practices. This finding is consistent with the study by Mackey et al. (2018), which demonstrated that abusive supervision directly impacts employees' willingness to

maintain high-performance standards. In a similar vein, Aryee et al. (2015) noted that employees under abusive supervision often disengage from their roles as a coping mechanism.

The findings further show a significant positive relationship between abusive supervision and personal aggression ($B = .095, p = .004$). This indicates that abusive supervision is associated with increased incidences of hostile and aggressive behaviours towards colleagues. This aligns with the social exchange theory, which posits that negative treatment from supervisors can provoke retaliatory aggression (Cropanzano et al., 2017). Supporting this view, Park et al. (2019) found that abusive supervision often triggers interpersonal conflict and aggression among employees.

The study results demonstrate a significant positive effect of abusive supervision on political deviance ($B = .138, p = .000$). Employees who experience abusive supervision are more likely to engage in manipulative, self-serving behaviours such as gossiping and backstabbing. This finding is consistent with the work of Ferris et al. (2019), who established a strong link between toxic leadership practices and increased workplace politics. Furthermore, Wu et al. (2020) found that abusive supervision fosters an environment where employees feel justified in engaging in political deviance as a form of self-protection.

The overall implications of the findings is the emphasis on the detrimental impact of abusive supervision on various forms of workplace deviance, including property deviance, production deviance, personal aggression, and political deviance. These results align with a growing body of research highlighting the need for organisations to adopt leadership practices that promote respect and fairness (Tepper, 2018). Addressing abusive supervision through effective managerial training and employee support systems can help mitigate deviant workplace behaviours and foster a more positive organisational climate.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The main focus of this study was to examine the relationship between abusive supervision and workplace deviance. Workplace deviance was proxy by property deviance, production deviance, personal aggression, and political deviance. This chapter, therefore, presents the summary of findings, contribution to knowledge, conclusions and recommendations.

5.2 Summary of Findings

Following the results of the empirical analysis, the study found that:

1. Abusive Supervision and Property Deviance: A significant positive relationship was found ($B = .072$, $p = .008$), indicating that abusive supervision increases employees' likelihood of damaging or misusing organisational resources.
2. Abusive Supervision and Production Deviance: Results show a strong positive effect ($B = .108$, $p = .000$), suggesting that employees under abusive supervision tend to reduce productivity and engage in inefficient work practices.
3. Abusive Supervision and Personal Aggression: A significant association was observed ($B = .095$, $p = .004$), demonstrating that abusive supervision contributes to hostile and aggressive behaviour toward colleagues.
4. Abusive Supervision and Political Deviance: The study found a significant positive impact ($B = .138$, $p = .000$), showing that employees experiencing abusive supervision are more likely to engage in manipulative and self-serving behaviours.

5. Overall Impact: Abusive supervision consistently leads to various forms of workplace deviance, emphasizing the need for supportive and respectful leadership practices to maintain a positive organisational climate.

5.3 Conclusion

The findings of this study highlight the significant impact of abusive supervision on various forms of workplace deviance, including property deviance, production deviance, personal aggression, and political deviance. Across all the examined dimensions, abusive supervision was found to positively and significantly influence negative employee behaviours, suggesting that hostile managerial practices create a toxic work environment that fosters deviance. This underscores the critical role of leadership style in shaping employee conduct and maintaining organisational harmony.

The strong positive relationship between abusive supervision and production deviance is particularly concerning, as it directly affects organisational efficiency and performance. When employees reduce their productivity or engage in inefficient work practices due to perceived mistreatment, the organisation's overall output and service quality suffer. Addressing abusive supervision through leadership training and supportive policies can help mitigate these issues and enhance productivity.

Similarly, the association between abusive supervision and personal aggression reveals the interpersonal consequences of hostile leadership. Employees subjected to abusive supervision may retaliate with aggression towards their colleagues, creating conflict and damaging team cohesion. Promoting a respectful and collaborative work environment is essential for minimizing these negative behaviours and fostering positive interpersonal relationships.

The study also established a significant link between abusive supervision and political deviance, indicating that employees experiencing mistreatment are more likely to engage in

manipulative and self-serving behaviours. This not only disrupts workplace dynamics but also undermines trust and cooperation among employees. Implementing fair and transparent leadership practices can help reduce political deviance and strengthen organisational integrity.

Hence this study emphasizes the urgent need for organisations to address abusive supervision and its far-reaching impact on employee behaviour. By adopting supportive leadership styles and creating a positive work environment, organisations can reduce workplace deviance, improve employee well-being, and enhance overall performance. Future research could explore intervention strategies to mitigate the effects of abusive supervision and promote a culture of respect and engagement in the workplace.

5.4 Recommendations

Since abusive supervision is positive and significantly related to all the workplace deviance variables, the following recommendations are made to:

1. Organisations should invest in training programs that promote positive leadership behaviours and emotional intelligence. Managers need to learn how to provide constructive feedback, resolve conflicts respectfully, and motivate employees without resorting to abusive supervision.
2. Clear organisational policies should be put in place to address and prevent abusive supervision. These policies should outline acceptable managerial behaviour, provide channels for reporting abuse, and ensure that complaints are taken seriously and addressed promptly.
3. Creating support systems like counseling services, employee assistance programs, and mentorship opportunities can help employees cope with the negative effects of abusive supervision. A strong support network can mitigate the impact of workplace deviance and promote psychological well-being.

4. Organisations should foster an open and transparent communication culture where employees feel safe to express their concerns without fear of retaliation. Regular feedback sessions and anonymous surveys can help management identify and address issues of abusive supervision early on.
5. Encouraging collaboration, recognition, and respect among team members can reduce the likelihood of deviant behaviours like political deviance, property damage, and aggression. Managers should model positive behaviour and create a culture where every employee feels valued and supported

5.5 Contributions to Knowledge

This study contributed in the following ways to knowledge:

1. The study provides robust empirical support for the relationship between abusive supervision and various forms of workplace deviance — including property deviance, production deviance, personal aggression, and political deviance — within the Nigerian organisational context. This expands existing research by offering context-specific insights that deepen the understanding of leadership behaviour and employee response in developing economies.
2. In highlighting the significant impact of abusive supervision on employee behaviour, the study offers valuable recommendations for improving managerial practices. It underscores the importance of adopting supportive leadership styles to reduce deviance and enhance organisational performance, providing a foundation for policy development and leadership training.
3. The study strengthens the application of social exchange theory by demonstrating how negative supervisory behaviour disrupts the exchange relationship between employees and their organisation. It enriches the discourse on leadership and organisational

behaviour by linking abusive supervision with employee deviance, offering a nuanced perspective on how power dynamics shape workplace outcomes.

5.6 Suggestions for Future Study

1. Future research could explore the role of variables like emotional intelligence, organisational culture, and job satisfaction as potential moderators or mediators in the relationship between abusive supervision and workplace deviance. This would help clarify the conditions under which abusive supervision has a stronger or weaker impact on employee behaviour.
2. While this study focused on a specific organisational context, future studies could investigate the impact of abusive supervision across different industries, such as healthcare, education, or technology. Comparative studies across sectors would provide a broader understanding of how industry dynamics influence the relationship between leadership style and workplace deviance.
3. Conducting longitudinal research could provide insight into the long-term impact of abusive supervision on employee behaviour, performance, and well-being. Tracking these relationships over time would help determine whether the effects of abusive supervision are temporary or lead to lasting organisational and psychological consequences.

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APPENDICES

QUESTIONNAIRE ON ABUSIVE SUPERVISION AND WORKPLACE DEVIANCE IN NIGERIAN ORGANISATIONS

SECTION A: Respondent's Profile

Please place a tick (✓) in the box [] to represent your answer.

Gender: [] Male [] Female

Age: 25 years and below [] 26-35yrs [] 36-45yrs [] 46yrs and above []

Marital Status: Single [] Married []

Work Experience: 5yrs and below [] 6yrs–10yrs [], 11yrs –15yrs [] 16yrs and above []
More than 25yrs []

Highest Education Qualifications: Pry. Sch Cert. [] SSCE/GCE [] OND/NCE []
HND/B.Sc [] M.Sc/M.A [] Ph.D [] Others _____

SECTION B; ABUSIVE SUPERVISION

Instruction: Tick from the following scale

SA= Strongly Agree, A= Agree, N= Neutral, D= Disagree, SD= Strongly Disagree

S/N	Questions	SA	A	N	D	SD
	ABUSIVE SUPERVISION					
6	My immediate boss ridicules me in front of others.					
7	My immediate boss tells me my thoughts or feelings are stupid.					
8	My immediate boss gives me the silent treatment.					
9	My immediate boss reminds me of my mistakes and failures constantly.					
10	My immediate boss takes credit for my work or ideas.					
11	My immediate boss blames me to cover up their own mistakes.					
12	My immediate boss is rude or disrespectful to me.					
13	My immediate boss invades my privacy (e.g., personal calls, messages).					
14	My immediate boss puts me down in front of others.					
15	My immediate boss belittles me or my opinions.					
16	My immediate boss shows little regard for my feelings or welfare.					

17	My immediate boss intentionally fails to give me the information I need to do my job.					
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SECTION C: WORKPLACE DEVIANCE

Instruction: Tick from the following scale

SA=Strongly Agree, A= Agree, N= Neutral, D=Disagree, SD= Strongly Disagree

S/N	Questions	SA	A	N	D	SD
	Property Deviance					
18	To what extent do employees deliberately take property from work without permission.					
19	To what extent do employees deliberately falsify a receipt or an expense claim.					
20	To what extent do employees deliberately take excessive breaks at work without approval.					
21	To what extent do employees deliberately use organisational equipment for personal purposes without permission.					
	Production Deviance					
22	To what extent do employees intentionally work slower than you could have.					
23	To what extent do employees deliberately take a long lunch break without approval.					
24	To what extent do employees deliberately leave work early without permission.					
25	To what extent do employees deliberately fail to follow procedures on purpose.					
	Personal Aggression					
26	To what extent do employees deliberately engage rude or disrespectful to a colleague.					
27	To what extent do employees deliberately engage in verbal insult or criticize a coworker.					
28	To what extent do employees deliberately make an inappropriate joke about someone at work.					
29	To what extent do employees deliberately embarrass a coworker publicly.					
	Political Deviance					
30	To what extent do employees deliberately spread rumors or gossip about someone at work.					

31	To what extent do employees deliberately exclude others from work-related activities or social interactions.					
32	To what extent do employees deliberately blame a coworker for something that wasn't their fault.					
33	To what extent do employees deliberately withhold helpful information from colleagues.					

Frequency Table

VAR00001

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	42	42.0	42.0	42.0
Valid 2.00	58	58.0	58.0	100.0
Total	100	100.0	100.0	

VAR00002

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	24	24.0	24.0	24.0
Valid 2.00	47	47.0	47.0	71.0
Valid 3.00	23	23.0	23.0	94.0
Valid 4.00	6	6.0	6.0	100.0
Total	100	100.0	100.0	

VAR00003

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	41	41.0	41.0	41.0
Valid 2.00	59	59.0	59.0	100.0
Total	100	100.0	100.0	

VAR00004

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	36	36.0	36.0	36.0
Valid 2.00	29	29.0	29.0	65.0
Valid 3.00	25	25.0	25.0	90.0
Valid 4.00	10	10.0	10.0	100.0
Total	100	100.0	100.0	

VAR00005

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00	13	13.0	13.0	13.0
2.00	12	12.0	12.0	25.0
3.00	11	11.0	11.0	36.0
Valid 4.00	33	33.0	33.0	69.0
5.00	28	28.0	28.0	97.0
6.00	3	3.0	3.0	100.0
Total	100	100.0	100.0	

VAR00006

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00	32	32.0	32.0	32.0
2.00	53	53.0	53.0	85.0
Valid 3.00	12	12.0	12.0	97.0
4.00	3	3.0	3.0	100.0
Total	100	100.0	100.0	

VAR00007

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00	34	34.0	34.0	34.0
2.00	61	61.0	61.0	95.0
Valid 3.00	2	2.0	2.0	97.0
4.00	2	2.0	2.0	99.0
5.00	1	1.0	1.0	100.0
Total	100	100.0	100.0	

VAR00008

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00	28	28.0	28.0	28.0
2.00	41	41.0	41.0	69.0
Valid 3.00	19	19.0	19.0	88.0
4.00	8	8.0	8.0	96.0
5.00	4	4.0	4.0	100.0

Total	100	100.0	100.0
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VAR00009

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	25	25.0	25.0	25.0
2.00	26	26.0	26.0	51.0
3.00	12	12.0	12.0	63.0
4.00	19	19.0	19.0	82.0
5.00	18	18.0	18.0	100.0
Total	100	100.0	100.0	

VAR00010

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	23	23.0	23.0	23.0
2.00	36	36.0	36.0	59.0
3.00	23	23.0	23.0	82.0
4.00	12	12.0	12.0	94.0
5.00	6	6.0	6.0	100.0
Total	100	100.0	100.0	

VAR00011

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	27	27.0	27.0	27.0
2.00	41	41.0	41.0	68.0
3.00	20	20.0	20.0	88.0
4.00	8	8.0	8.0	96.0
5.00	4	4.0	4.0	100.0
Total	100	100.0	100.0	

VAR00012

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	24	24.0	24.0	24.0
2.00	57	57.0	57.0	81.0
3.00	14	14.0	14.0	95.0

4.00	4	4.0	4.0	99.0
5.00	1	1.0	1.0	100.0
Total	100	100.0	100.0	

VAR00013

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00	30	30.0	30.0	30.0
2.00	47	47.0	47.0	77.0
3.00	16	16.0	16.0	93.0
4.00	2	2.0	2.0	95.0
5.00	5	5.0	5.0	100.0
Total	100	100.0	100.0	

VAR00014

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00	27	27.0	27.0	27.0
2.00	52	52.0	52.0	79.0
3.00	16	16.0	16.0	95.0
4.00	4	4.0	4.0	99.0
5.00	1	1.0	1.0	100.0
Total	100	100.0	100.0	

VAR00015

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00	27	27.0	27.0	27.0
2.00	39	39.0	39.0	66.0
3.00	22	22.0	22.0	88.0
4.00	10	10.0	10.0	98.0
5.00	2	2.0	2.0	100.0
Total	100	100.0	100.0	

VAR00016

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	21	21.0	21.0	21.0

2.00	41	41.0	41.0	62.0
3.00	19	19.0	19.0	81.0
4.00	17	17.0	17.0	98.0
5.00	2	2.0	2.0	100.0
Total	100	100.0	100.0	

VAR00017

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00	35	35.0	35.0	35.0
2.00	52	52.0	52.0	87.0
Valid 3.00	11	11.0	11.0	98.0
4.00	2	2.0	2.0	100.0
Total	100	100.0	100.0	

VAR00018

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00	36	36.0	36.0	36.0
2.00	60	60.0	60.0	96.0
Valid 3.00	3	3.0	3.0	99.0
4.00	1	1.0	1.0	100.0
Total	100	100.0	100.0	

VAR00019

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00	32	32.0	32.0	32.0
Valid 2.00	55	55.0	55.0	87.0
3.00	13	13.0	13.0	100.0
Total	100	100.0	100.0	

VAR00020

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00	34	34.0	34.0	34.0
Valid 2.00	51	51.0	51.0	85.0
3.00	13	13.0	13.0	98.0

4.00	1	1.0	1.0	99.0
5.00	1	1.0	1.0	100.0
Total	100	100.0	100.0	

VAR00021

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00	33	33.0	33.0	33.0
2.00	58	58.0	58.0	91.0
Valid 3.00	6	6.0	6.0	97.0
4.00	3	3.0	3.0	100.0
Total	100	100.0	100.0	

VAR00022

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00	22	22.0	22.0	22.0
2.00	57	57.0	57.0	79.0
Valid 3.00	15	15.0	15.0	94.0
4.00	3	3.0	3.0	97.0
5.00	3	3.0	3.0	100.0
Total	100	100.0	100.0	

VAR00023

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00	28	28.0	28.0	28.0
2.00	50	50.0	50.0	78.0
Valid 3.00	14	14.0	14.0	92.0
4.00	7	7.0	7.0	99.0
5.00	1	1.0	1.0	100.0
Total	100	100.0	100.0	

VAR00024

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	25	25.0	25.0	25.0
2.00	54	54.0	54.0	79.0

3.00	19	19.0	19.0	98.0
4.00	1	1.0	1.0	99.0
5.00	1	1.0	1.0	100.0
Total	100	100.0	100.0	

VAR00025

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	27	27.0	27.0	27.0
2.00	58	58.0	58.0	85.0
3.00	15	15.0	15.0	100.0
Total	100	100.0	100.0	

VAR00026

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	21	21.0	21.0	21.0
2.00	60	60.0	60.0	81.0
3.00	15	15.0	15.0	96.0
4.00	2	2.0	2.0	98.0
5.00	2	2.0	2.0	100.0
Total	100	100.0	100.0	

VAR00027

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	24	24.0	24.0	24.0
2.00	60	60.0	60.0	84.0
3.00	13	13.0	13.0	97.0
4.00	1	1.0	1.0	98.0
5.00	2	2.0	2.0	100.0
Total	100	100.0	100.0	

VAR00028

	Frequency	Percent	Valid Percent	Cumulative Percent
--	-----------	---------	---------------	--------------------

Valid	1.00	22	22.0	22.0	22.0
	2.00	50	50.0	50.0	72.0
	3.00	18	18.0	18.0	90.0
	4.00	6	6.0	6.0	96.0
	5.00	4	4.0	4.0	100.0
	Total	100	100.0	100.0	

VAR00029

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	24	24.0	24.0
	2.00	52	52.0	76.0
	3.00	19	19.0	95.0
	4.00	3	3.0	98.0
	5.00	2	2.0	100.0
	Total	100	100.0	100.0

VAR00030

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	22	22.0	22.0
	2.00	59	59.0	81.0
	3.00	17	17.0	98.0
	4.00	1	1.0	99.0
	5.00	1	1.0	100.0
	Total	100	100.0	100.0

VAR00031

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	34	34.0	34.0
	2.00	46	46.0	80.0
	3.00	12	12.0	92.0
	4.00	7	7.0	99.0
	5.00	1	1.0	100.0
	Total	100	100.0	100.0

VAR00032

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	23	23.0	23.0	23.0
2.00	48	48.0	48.0	71.0
3.00	24	24.0	24.0	95.0
4.00	4	4.0	4.0	99.0
5.00	1	1.0	1.0	100.0
Total	100	100.0	100.0	

VAR00033

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.00	32	32.0	32.0	32.0
2.00	58	58.0	58.0	90.0
3.00	9	9.0	9.0	99.0
5.00	1	1.0	1.0	100.0
Total	100	100.0	100.0	

Descriptives

Notes

Output Created		04-MAR-2025 16:14:12
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	100
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.

Syntax

Resources

Processor Time

Elapsed Time

00:00:00.02

00:00:00.01

DESCRIPTIVES

VARIABLES=VAR00001 VAR00002
VAR00003 VAR00004 VAR00005
VAR00006 VAR00007 VAR00008
VAR00009 VAR00010 VAR00011
VAR00012 VAR00013 VAR00014
VAR00015 VAR00016 VAR00017
VAR00018 VAR00019 VAR00020
VAR00021 VAR00022 VAR00023
VAR00024 VAR00025
VAR00026 VAR00027 VAR00028
VAR00029 VAR00030 VAR00031
VAR00032 VAR00033 ABS PPD
PDD PSA PLD
/STATISTICS=MEAN STDDEV
MIN MAX.

[DataSet0]

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
VAR00001	100	1.00	2.00	1.5800	.49604

VAR00002	100	1.00	4.00	2.1100	.83961
VAR00003	100	1.00	3.00	1.6200	.54643
VAR00004	100	1.00	5.00	2.1000	1.02986
VAR00005	100	1.00	6.00	3.6000	1.42134
VAR00006	100	1.00	4.00	1.8600	.73882
VAR00007	100	1.00	5.00	1.7500	.68718
VAR00008	100	1.00	5.00	2.1900	1.06073
VAR00009	100	1.00	5.00	2.7900	1.46539
VAR00010	100	1.00	5.00	2.4200	1.14750
VAR00011	100	1.00	5.00	2.2100	1.05692
VAR00012	100	1.00	5.00	2.0100	.79766
VAR00013	100	1.00	5.00	2.0500	.99874
VAR00014	100	1.00	5.00	2.0000	.82878
VAR00015	100	1.00	5.00	2.2100	1.01797
VAR00016	100	1.00	5.00	2.3800	1.06154
VAR00017	100	1.00	4.00	1.8000	.71067
VAR00018	100	1.00	4.00	1.6900	.58075
VAR00019	100	1.00	3.00	1.8100	.64659
VAR00020	100	1.00	5.00	1.8400	.76171
VAR00021	100	1.00	4.00	1.7900	.68601
VAR00022	100	1.00	5.00	2.0800	.87247
VAR00023	100	1.00	5.00	2.0300	.89279
VAR00024	100	1.00	5.00	1.9900	.75872
VAR00025	100	1.00	3.00	1.8800	.64008
VAR00026	100	1.00	5.00	2.0400	.79035
VAR00027	100	1.00	5.00	1.9700	.77140
VAR00028	100	1.00	5.00	2.2000	.98473
VAR00029	100	1.00	5.00	2.0700	.85582
VAR00030	100	1.00	5.00	2.0000	.72474
VAR00031	100	1.00	5.00	1.9500	.91425
VAR00032	100	1.00	5.00	2.1200	.84423
VAR00033	100	1.00	5.00	1.8000	.68165
ABS	100	12.00	43.00	25.6700	7.65553
PPD	100	4.00	12.00	7.1300	2.10653
PDD	100	4.00	14.00	7.9800	2.35694
PSA	100	4.00	16.00	8.2800	2.53891
PLD	100	4.00	13.00	7.8700	2.42735
Valid N (listwise)	100				

Correlations

Notes

Output Created		04-MAR-2025 16:07:50
Comments		
Input	Active Dataset	DataSet0
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	100
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax		CORRELATIONS /VARIABLES=ABS PPD PDD PSA PLD /PRINT=TWOTAIL NOSIG /MISSING=PAIRWISE.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.06

[DataSet0]

Correlations

		ABS	PPD	PDD	PSA	PLD
ABS	Pearson Correlation	1	.263**	.350**	.286**	.436**
	Sig. (2-tailed)		.008	.000	.004	.000
	N	100	100	100	100	100
PPD	Pearson Correlation	.263**	1	.597**	.503**	.505**
	Sig. (2-tailed)	.008		.000	.000	.000
	N	100	100	100	100	100
PDD	Pearson Correlation	.350**	.597**	1	.460**	.529**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	100	100	100	100	100
PSA	Pearson Correlation	.286**	.503**	.460**	1	.560**
	Sig. (2-tailed)	.004	.000	.000		.000
	N	100	100	100	100	100

	Pearson Correlation	.436**	.505**	.529**	.560**	1
PLD	Sig. (2-tailed)	.000	.000	.000	.000	
	N	100	100	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	ABS ^b	.	Enter

a. Dependent Variable: PPD

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.263 ^a	.069	.059	2.04293

a. Predictors: (Constant), ABS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.300	1	30.300	7.260	.008 ^b
	Residual	409.010	98	4.174		
	Total	439.310	99			

a. Dependent Variable: PPD

b. Predictors: (Constant), ABS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.275	.718		7.345	.000
	ABS	.072	.027	.263	2.694	.008

a. Dependent Variable: PPD

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	ABS ^b	.	Enter

a. Dependent Variable: PDD

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.350 ^a	.122	.113	2.21953

a. Predictors: (Constant), ABS

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	67.183	1	67.183	13.638	.000 ^b
	Residual	482.777	98	4.926		
	Total	549.960	99			

a. Dependent Variable: PDD

b. Predictors: (Constant), ABS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.218	.780		6.688	.000
	ABS	.108	.029	.350	3.693	.000

a. Dependent Variable: PDD

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	ABS ^b	.	Enter

- a. Dependent Variable: PSA
- b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.286 ^a	.082	.072	2.44528

- a. Predictors: (Constant), ABS

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	52.182	1	52.182	8.727	.004 ^b
	Residual	585.978	98	5.979		
	Total	638.160	99			

- a. Dependent Variable: PSA
- b. Predictors: (Constant), ABS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.846	.860		6.801	.000
	ABS	.095	.032	.286	2.954	.004

- a. Dependent Variable: PSA

Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	ABS ^b	.	Enter

- a. Dependent Variable: PLD
- b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.436 ^a	.190	.182	2.19521

a. Predictors: (Constant), ABS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	111.053	1	111.053	23.045	.000 ^b
	Residual	472.257	98	4.819		
	Total	583.310	99			

a. Dependent Variable: PLD

b. Predictors: (Constant), ABS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.319	.772		5.596	.000
	ABS	.138	.029	.436	4.801	.000

a. Dependent Variable: PLD