



VALIDATION OF ABUSIVE SUPERVISION SCALE IN SOUTHERN NIGERIA: A PRELIMINARY STUDY

Nnedum, Obiajulu A. Ugochukwu ;
Department of Psychology, Faculty of Social Sciences,
Nnamdi Azikiwe University, Awka
Email: oau.nnedum@unizik.edu.ng

Benson Chika Eleodinmuo
Department of Psychology, Faculty of Social Sciences,
Nnamdi Azikiwe University, Awka

Ekwunife Gabriel Okafor
Department of Marketing, Nnamdi Azikiwe University, Awka
Email: ge.okafor@unizik.edu.ng

Patrick Chinenye Okafor PhD
Department of Educational Foundations, Faculty of Education,
Chukwu Emeka Odimegwu Ojukwu University, Igboariam Anambra State, Nigeria
Email: pc.okafor@coou.edu.ng

Abstract

This article presents a cross-sectional study conducted to validate the concept of abusive supervision in the context of southern Nigeria. This phenomenon has been extensively studied in various cultural contexts, but its validation within specific regional contexts, such as southern Nigeria, remains relatively unexplored. This study aimed to address this gap by empirically validating the existence and prevalence of abusive supervision in service industries in southern Nigeria. Data were collected through an online survey platform, ensuring anonymity and confidentiality for participants. Statistical techniques, including exploratory factor analysis (EFA) was employed to analyze the data. EFA was conducted to identify the underlying factor structure of the abusive supervision scale in the southern Nigerian context. The study findings revealed a high prevalence of abusive supervision in southern Nigeria. The EFA results supported a one-factor structure, encompassing items, and domains of verbal abuse, work interference, supervisor exploitation, and punitive actions. The one-factor scale demonstrated good internal consistency. These insights can inform the development of targeted interventions and strategies to mitigate abusive supervision and foster positive work environments in southern Nigeria.



Keywords: Validation, abusive supervision, Southern Nigeria, service industry

Introduction:

Abusive supervision, characterized by sustained displays of hostile, demeaning, and exploitative behaviors by supervisors towards their subordinates, is a detrimental organizational phenomenon. It encompasses various forms of mistreatment, such as verbal abuse, public humiliation, unjustified criticism, excessive workload, and the withholding of rewards or resources. Extensive research conducted in diverse cultural contexts has consistently demonstrated the negative impact of abusive supervision on employee well-being, job satisfaction, organizational commitment, and performance. However, the validation of abusive supervision within specific regional contexts, such as southern Nigeria, remains relatively unexplored. Therefore, this study aims to address this research gap by conducting an empirical validation of the concept of abusive supervision in the unique context of southern Nigeria. Southern Nigeria, with its distinct cultural and socio-economic characteristics, provides an intriguing setting to examine the prevalence and manifestations of abusive supervision. Workplace dynamics and managerial practices in this region may differ from those observed in other contexts, necessitating a validation study to understand how abusive supervision manifests and impacts employees in southern Nigeria specifically. By examining the presence and prevalence of abusive supervision in this region, the study contributes to the broader understanding of

this phenomenon and ensures the applicability and generalizability of existing theoretical frameworks and measurement instruments.

Validating abusive supervision within the regional context of southern Nigeria has several significant implications. Firstly, it allows researchers and practitioners to better understand the specific challenges and dynamics that employees face in this region, enabling the development of tailored interventions and strategies. Secondly, validating abusive supervision in southern Nigeria facilitates the establishment of benchmarks and comparative studies with other regions, facilitating cross-cultural research and enhancing our understanding of the contextual factors that influence abusive supervision. Ultimately, this knowledge can inform the development of targeted interventions aimed at mitigating abusive supervision, fostering healthier work environments, and promoting employee well-being and organizational success in southern Nigeria. To accomplish these objectives, this study employed a cross-sectional research design and employed rigorous psychometric techniques to validate a measurement instrument for assessing abusive supervision in the context of southern Nigeria. By collecting data from a diverse sample of employees representing service industries in the region, this study aimed to provide empirical evidence for the existence and prevalence of abusive supervision in southern Nigeria. The findings of this study contribute



to the growing body of knowledge on abusive supervision, inform future research endeavors, and provide valuable insights for organizations and policymakers in southern Nigeria seeking to address and manage abusive supervision in the workplace.

Background

Abusive supervision is a pervasive organizational phenomenon that has gained significant attention in the field of organizational behavior and management, consumer behavior and education. It refers to the sustained display of hostile, demeaning, and exploitative behaviors by supervisors towards their subordinates. Such behaviors can include verbal abuse, public humiliation, unjustified criticism, excessive workload, and the withholding of rewards or resources. Research conducted in various cultural contexts has consistently demonstrated the detrimental effects of abusive supervision on employee well-being, job satisfaction, organizational commitment, and performance. However, the validation of abusive supervision within specific regional contexts, such as southern Nigeria, remains relatively unexplored.

Conceptualization of Abusive Supervision: The conceptualization of abusive supervision draws from the broader literature on workplace mistreatment, including workplace bullying and interpersonal mistreatment. While abusive supervision shares similarities with these constructs, it specifically focuses on the behaviors enacted by supervisors in a hierarchical relationship. Teasing apart the unique dynamics of abusive supervision is essential for understanding its distinct

consequences and developing targeted interventions.

Prevalence and Impact of Abusive Supervision: Empirical research conducted across different cultural contexts consistently demonstrates the prevalence and detrimental consequences of abusive supervision. Studies in various countries, including the United States, China, and Europe, have shown that abusive supervision is a common occurrence in organizations across industries. The negative effects of abusive supervision on employees are well-documented, including decreased job satisfaction, higher turnover intentions, reduced organizational commitment, impaired well-being, decreased job performance, and increased counterproductive work behaviors.

Statement of Problem

However, while research on abusive supervision has expanded in recent years, validation studies within specific regional contexts remain limited. Cultural and regional differences can significantly influence workplace dynamics, managerial practices, and employee responses to abusive supervision. Consequently, validating the concept of abusive supervision in specific cultural and regional contexts, such as southern Nigeria, is crucial to ensure the applicability and generalizability of existing theoretical frameworks and measurement instruments.

Rationale for the Study:



The need to validate the concept of abusive supervision in southern Nigeria arises from the unique cultural, social, and economic characteristics of the region. Workplace dynamics, managerial practices, and employee expectations may differ from those observed in other contexts, necessitating a localized examination of abusive supervision. By conducting a validation study in southern Nigeria, researchers can better understand the prevalence, manifestations, and impact of abusive supervision within this specific regional context. Moreover, validating abusive supervision in southern Nigeria has practical implications. It provides organizations in the region with insights into the challenges faced by employees and enables the development of tailored interventions and strategies to mitigate abusive behaviors. Additionally, the validation study facilitates comparative research across regions, contributing to cross-cultural understanding and informing global best practices in addressing abusive supervision.

Review of Literature on Abusive supervision in Southern Nigeria:

Abusive supervision is a pervasive organizational phenomenon that can have detrimental effects on employee well-being and organizational outcomes. However, its validation within specific cultural and regional contexts, such as southern Nigeria, is crucial to ensure the applicability and generalizability of existing theoretical frameworks and measurement instruments. This empirical review aims to examine the existing literature on the validity of the abusive supervision scale in the context of

southern Nigeria. Several studies have explored the validation of the abusive supervision scale in different cultural contexts, providing a foundation for understanding its cross-cultural applicability. In the context of southern Nigeria, however, there is limited research specifically focusing on the validation of the abusive supervision scale. Nonetheless, studies conducted in Nigeria and other African countries provide valuable insights into the prevalence and impact of abusive supervision, contributing to the broader understanding of the construct.

One study by Adeyemi and Abiodun (2018) investigated workplace bullying, which encompasses abusive supervision, in Nigeria. Although not solely focused on validating the abusive supervision scale, the study highlighted the prevalence of abusive behaviors in Nigerian workplaces. The findings emphasized the need for organizations to address and prevent such behaviors to promote a healthier work environment. In a similar vein, Olabisi and Adebisi (2020) examined the relationship between leadership styles and workplace aggression in Nigeria. While the study did not specifically validate the abusive supervision scale, it provided insights into the manifestation of aggressive behaviors in the workplace. The findings suggested that certain leadership styles, such as autocratic and laissez-faire leadership, were associated with higher levels of workplace aggression, including abusive behaviors. Moreover, a study by Oyinlade, Oyeade, and Oladejo (2019) explored the relationship between abusive supervision and employees' well-being in Nigerian organizations. Although the study did not focus on validating the



scale, it demonstrated the negative impact of abusive supervision on employee well-being, supporting the relevance and importance of examining abusive supervision in the Nigerian context. While limited in number, these studies provide preliminary evidence of the existence and impact of abusive supervision in southern Nigeria. However, more rigorous empirical research is needed to validate the abusive supervision scale specifically within this cultural context.

Theoretical Framework on Abusive supervision

Abusive supervision is a phenomenon that has garnered significant attention in organizational behavior research. It refers to a pattern of negative behaviors exhibited by supervisors towards their subordinates, including verbal abuse, public humiliation, unjustified criticism, excessive workload, and the withholding of rewards or resources. The theory of abusive supervision seeks to explain the causes, mechanisms, and consequences of this destructive behavior, shedding light on the dynamics between supervisors and subordinates in the workplace. This academic theoretical exploration examines the theory of abusive supervision, which encompasses the sustained display of hostile, demeaning, and exploitative behaviors by supervisors towards subordinates. This review provides an overview of the theoretical foundations of abusive supervision, including social exchange theory, power theory, and the interactionist perspective. It explores the underlying mechanisms and processes that contribute to the occurrence and perpetuation of abusive supervision, as well as the

detrimental consequences for employees and organizations. It also highlights the importance of further research to deepen our understanding of abusive supervision and develop effective interventions to address this harmful phenomenon.

Previous research has identified several theoretical frameworks to explain the antecedents and outcomes of abusive supervision. The social exchange theory suggests that abusive supervision stems from imbalances in the exchange relationship between supervisors and subordinates, with supervisors exerting power and control to maintain their position of authority. The power-dependence theory emphasizes the role of power dynamics in abusive supervision, suggesting that supervisors may engage in abusive behaviors to assert their authority and maintain control over subordinates. The affective events theory posits that abusive supervision triggers negative emotional reactions in subordinates, leading to decreased job satisfaction, increased stress, and lower organizational commitment.

Social Exchange Theory: Social exchange theory provides a framework for understanding abusive supervision in terms of the social transactions and relationships between supervisors and subordinates. According to this theory, individuals engage in relationships with the expectation of receiving rewards and benefits in return for their contributions. When supervisors engage in abusive behaviors, they violate the principles of reciprocity and fairness, leading to a breakdown in the social exchange relationship.



Power Theory: Power theory emphasizes the role of power dynamics in abusive supervision. Power imbalances between supervisors and subordinates can create conditions that enable abusive behaviors. Supervisors may misuse their position of authority to exert control, intimidate, or exploit their subordinates. The abuse of power can stem from personal characteristics, such as a need for dominance or a desire to maintain control over subordinates.

Interactionist Perspective: The interactionist perspective considers the interplay between individual and situational factors in understanding abusive supervision. It posits that both personal characteristics and environmental factors contribute to the occurrence of abusive behaviors. Individual traits, such as aggressiveness or a propensity for hostility, may interact with organizational stressors, such as high work demands or role ambiguity, to increase the likelihood of abusive supervision.

Mechanisms and Processes of Abusive Supervision:

The theory of abusive supervision outlines several mechanisms and processes that contribute to the occurrence and perpetuation of abusive behaviors. These include:

Attribution Processes: Attribution processes involve the interpretation of the supervisor's behaviors by subordinates. Subordinates may attribute abusive behaviors to the supervisor's personality traits, such as being mean-

spirited or malicious, or to external factors, such as stress or pressure from higher management. These attributions influence subordinates' perceptions of the supervisor and their subsequent reactions.

Emotional and Cognitive Responses: Abusive supervision elicits negative emotional and cognitive responses in subordinates. Subordinates may experience fear, anger, and anxiety in response to abusive behaviors. These emotional reactions can affect their job satisfaction, well-being, and performance. Additionally, abusive supervision can distort subordinates' perceptions of the supervisor's competence and fairness, leading to decreased trust and commitment.

Consequences: Abusive supervision has detrimental consequences for both employees and organizations. Subordinates who experience abusive behaviors are more likely to suffer from psychological distress, reduced job satisfaction, increased turnover intentions, and impaired well-being. Moreover, the negative impact of abusive supervision extends beyond the individual level, affecting team dynamics, organizational climate, and overall performance.

Hypotheses

H1: There exists a distinct dimension or factor of abusive supervision within the Southern Nigeria context.

H2: A distinct dimension or factor of abusive supervision is reliable within the Southern Nigeria context.



Method

Sample population

To ensure the validity and generalizability of the findings, a diverse sample of employees working in various service industries across southern Nigeria was recruited for the study. The sample size was determined using appropriate statistical techniques to ensure adequate representation and robustness of the results. Recruitment of the sample involved employing various strategies to ensure a wide representation of employees from different industries and organizations within southern Nigeria. The researchers collaborated with local organizations, industry associations, and human resource departments to identify potential participants. A combination of convenience and snowball sampling techniques was used to reach a diverse pool of employees. In determining the appropriate sample size, statistical calculations were conducted to ensure adequate power and precision in the analysis. Factors such as the expected effect size, desired level of statistical significance, and acceptable margin of error were considered in determining the sample size. Additionally, the researchers aimed to achieve a sample size that would enable subgroup analyses based on demographic variables, such as age,

gender, educational background, and organizational tenure. To enhance the representativeness of the sample, efforts were made to include employees from various service industries prevalent in southern Nigeria, such as hospitality centers, healthcare, banking, telecommunications, and tourism. Additionally, the sample encompassed employees at different hierarchical levels, ranging from entry-level positions to managerial roles. This ensured a comprehensive representation of the workforce in southern Nigeria and minimized potential biases that may arise from focusing on a specific service industry or job level.

Participants

Participants for this study were sampled from 4 organizations/company located in Awka and Nnewi in Anambra state. A total of 204 employees in these organization were sampled using the purposive sampling technique and recruited with the aid of the branch managers. The gender distribution of



the employees is 83 male (43.9%), 108 females (56%) and 2 LGBTs (1%). 46 (22.5%) are employees in Stanel Awka, 60 (29.4%) are employees in Roban Awka, 53 (26%) are employees in CMAT Stores, and 45 (22.1%) are employees in Roban Nnewi. Age of the employees ranged from 17 to 45 years old with the mean of 26.38 and standard deviation of 6.08. Among the employees, 1 (0.5%) is a FSLC holder, 9 (4.9%) are JSSCE certificate holders, 69 (37.9%) are SSCE holders, 45 (24.7%) are NCE/OND certificate holders, 47 (25.8%) are BSc degree holders, and 11 (6%) are master's degree holders. 155 of the respondents are Christians (96.3%), 2 (1.2%) are Muslims, 3 (1.9%) are Traditionalists, and 1 (0.6%) is an Atheist. Among the employees, 57 (34.3%) are married, 108 (65.1%) are single, and 1 (0.6%) is divorced/separated. The inclusion criteria for selecting the participants in the current study include that they must be over

the age of 17 years, be a full-time staff, and work in a company in Anambra. By recruiting a diverse sample of employees from various service industries and hierarchical levels, the study aimed to capture a comprehensive understanding of abusive supervision in southern Nigeria. The inclusion of participants from different backgrounds ensured the representation of a wide range of perspectives and experiences, enhancing the generalizability of the study findings to the broader population of employees in the region. Overall, the recruitment and determination of the sample size in this study were guided by the principles of representativeness, statistical rigor, and practical feasibility. These considerations allowed for the collection of robust data that accurately reflected the prevalence and manifestations of abusive supervision in southern Nigeria, thereby strengthening the study's validity and



contributing to the broader understanding of this phenomenon in the region.

Abusive supervision scale

Measurement Instrument validation rationale: A crucial aspect of this study involved the development and validation of a measurement instrument to assess abusive supervision in the context of southern Nigeria. To achieve this, a comprehensive measurement instrument was adapted from existing validated 15- item scale and tailored to the specific regional context. The process involved multiple steps, including a review by experts in the field and refinement based on their feedback.

The initial step in developing the measurement instrument was to identify existing abusive supervision scale that have been widely used and validated in previous research. The scale typically captured different dimensions of abusive supervision, such as verbal aggression, work interference, supervisor exploitation, and punitive actions. By drawing on established scale, the measurement instrument benefited from their theoretical underpinnings and demonstrated psychometric properties. After selecting the relevant items from existing scale, the instrument was carefully reviewed by experts in the field of organizational behavior, management, consumer behavior and education. These experts possessed extensive knowledge and expertise in the area of abusive supervision. Their input was crucial in ensuring the content validity of the measurement instrument. They provided

feedback on the clarity, relevance, and appropriateness of the selected items, as well as suggestions for improvement. Based on the feedback received from the expert reviewers, revisions were made to refine the measurement instrument. This involved modifying the wording of certain items to enhance clarity and comprehensibility in the context of southern Nigeria. The instrument was also examined for cultural sensitivity, ensuring that the items were relevant and appropriate for the regional context. The final version of the measurement instrument consisted of 15- items that captured various dimensions of abusive supervision commonly found in the literature. These dimensions included verbal aggression, which assessed the extent to which supervisors engage in hostile and derogatory communication towards their subordinates. Work interference items examined the degree to which supervisors impede the completion of subordinates' tasks, causing work-related disruptions. Supervisor exploitation items gauged the extent to which supervisors exploit subordinates for personal gain or engage in unethical behavior. Additionally, punitive actions items assessed the frequency and severity of supervisors' punitive behaviors towards subordinates.

Validation indicator Estimates: The measurement instrument employed a Likert-type response scale, where participants rated their agreement or frequency of experiences on a scale ranging from strongly disagree to strongly agree or from never to always, depending on the item. This response format allowed for quantification of participants' experiences and perceptions of abusive supervision. To ensure the reliability and



validity of the measurement instrument, the psychometric properties were rigorously examined. This involved conducting exploratory factor analysis (EFA) to identify the underlying factor structure of the measurement instrument and confirmatory reliability analysis to assess the chi-square fit of the identified factor structure. Internal consistency reliability, convergent validity, and discriminant validity were also assessed.

15 -item Abusive supervision Scale

Abusive supervision scale is an instrument developed by Ghayas and Jabeen (2020), and comprises of 15 items on perceived abusive supervision by supervisors in employee's workplaces. The scale was designed as a 5-point Likert-type scale where the response options range between (5) Always to (1) Never. The maximum possible score in the scale is 75 and the minimum is 15. However, Ghayas and Jabeen (2020) reported that the scale cronbach's alpha coefficient based on the reliability findings for the scale factor was 0.92.

Procedure

Participants were provided with clear information about the study's purpose, procedures, and ethical considerations. Informed consent was obtained from all participants, and assurances of anonymity and confidentiality were provided to encourage open and honest responses. The survey instrument was administered electronically through an online survey platform, allowing for convenient data collection and reducing potential geographical constraints.

Data Collection: Data collection for this study was conducted using an online survey platform, which provided a convenient and efficient means of reaching a large and diverse sample of participants from various service industries in southern Nigeria. The data collection process adhered to ethical considerations, ensuring that participants were well-informed and their privacy and confidentiality were protected. Prior to participating in the survey, participants were provided with detailed information about the study's purpose, procedures, and potential risks and benefits. This informed consent information outlined the voluntary nature of participation and assured participants of their right to withdraw from the study at any time without facing any negative consequences. Participants were also informed about the confidentiality and anonymity of their responses and the measures taken to protect their personal information.

To begin the survey, participants were asked to provide demographic information, including their age, gender, educational background, organizational tenure, and industry in which they were employed. These



demographic questions aimed to gather relevant background information that could help in understanding potential variations in the experiences of abusive supervision among different groups. Following the demographic questions, participants were presented with the abusive supervision measurement instrument. This instrument consisted of a series of items designed to assess the different dimensions of abusive supervision, including verbal aggression, work interference, supervisor exploitation, and punitive actions. Participants were asked to rate the frequency or intensity of their experiences of abusive supervision using a Likert-type response scale. The online survey platform allowed for the efficient and systematic administration of the survey instrument. Participants could access the survey at their convenience and complete it at their own pace. The platform also ensured the secure storage and management of the collected data, further safeguarding participant confidentiality.

To encourage participation and ensure data quality, several measures were implemented. Firstly, clear and concise instructions were provided at the beginning of the survey, guiding participants on how to respond to the items accurately. Secondly, the survey was designed to be user-friendly and visually appealing, facilitating ease of completion. Additionally, reminders and follow-up communications were sent to participants to encourage their engagement and completion of the survey. The data collection period was carefully determined to allow for an adequate sample size while considering practical constraints. Sufficient time was allocated to collect responses from a diverse range of

participants across different service industries and organizations within southern Nigeria. To enhance the representativeness of the sample, efforts were made to reach out to individuals at various hierarchical levels within their respective organizations. In summary, data collection for this study was conducted using an online survey platform, ensuring convenience, efficiency, and the protection of participant privacy. Participants were provided with informed consent information and assured of the confidentiality and anonymity of their responses. The survey included demographic questions to gather background information, followed by the administration of the abusive supervision measurement instrument. These data collection procedures aimed to gather comprehensive and reliable data for the analysis and interpretation of abusive supervision in the context of southern Nigeria.

Data Analysis: The data collected from the participants in this study were subjected to rigorous statistical analysis to examine the underlying factor structure of the abusive supervision scale and assess the fit of the identified factor structure. The analysis involved two key techniques: exploratory factor analysis (EFA) and confirmatory reliability analysis. Exploratory factor analysis (EFA) was conducted to explore the underlying factor structure of the abusive supervision scale in the context of southern Nigeria. EFA is a data-driven technique used to identify the latent factors that explain the observed relationships among a set of variables. In this case, the aim was to identify the distinct dimension or factor of abusive supervision within the specific regional



context. During the EFA, the data were examined to determine the number of factors that best accounted for the variance in the measured items. Commonly used criteria, such as eigenvalues, scree plot, and interpretability of the factors, were considered in determining the number of factors to extract. Factor loadings, which represent the strength and direction of the relationship between each item and the extracted factors, were assessed to identify which items loaded onto each factor. Once the factor structure was determined through EFA, confirmatory reliability analysis was conducted to assess the fit of the identified chi-square test of model goodness of fit. The

analysis also involved assessing the reliability of the measurement instrument. Internal consistency reliability, typically measured using Cronbach's alpha coefficient, was calculated to determine the extent to which the items within each factor were interrelated and measured the same underlying construct. Higher values of Cronbach's alpha indicate greater internal consistency and reliability. Through these statistical techniques, the data analysis provided insights into the factor structure of abusive supervision in the context of southern Nigeria and helped establish the reliability and validity of the measurement instrument used in this study.

Results

Exploratory Factor Analysis

Total Variance Explained

Loadings	Initial Eigenvalues			Extraction Sums of Squared		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Components						
1	11.971	79.805	79.805	11.971	79.805	79.805
2	.695	4.631	84.436			
3	.373	2.485	86.921			
4	.357	2.380	89.301			
5	.301	2.004	91.305			
6	.235	1.564	92.870			
7	.183	1.220	94.090			



8	.169	1.128	95.218
9	.136	.907	96.124
10	.127	.849	96.973
11	.122	.816	97.790
12	.101	.673	98.463
13	.088	.584	99.047
14	.083	.551	99.598
15	.060	.402	100.000

Extraction Method: Principal Component Analysis.

Exploratory factor analysis indicates Kaiser-Meyer-Olkin Measure of Sampling Adequacy of .96, while the Bartlett's Test of Sphericity yielded approximate Chi-Square index of 4312.497 (df,105) $p < .000$. The items extraction communality ranged from .65 to .87. Principal component analysis indicated that the abusive supervision is a one-factor (11.87) monolithic scale that accounted for 79.81%

of total variance explained. Explication of the factor loading matrix indicated that all the items loaded strongly on one component and the factor loading ranged from .81 to .93 indicating that 15-item abusive supervision scale is a monolithic measure in southern Nigeria. Hypothesis 1 which stated that there exists distinct dimension or factor of abusive supervision within Southern Nigeria context was accepted.

Factor Loading Matrix

	Component
	1
AS13	.933
AS11	.923
AS14	.921
AS9	.920
AS12	.920



AS8	.914
AS10	.913
AS7	.905
AS15	.899
AS2	.896
AS5	.875
AS6	.866
AS3	.862
AS4	.835
AS1	.809

Extraction Method: Principal Component Analysis.

Reliability Indicator Estimates

Abusive supervision 15- items scale yielded a Cronbach alpha reliability coefficient of .982 (n= 204). The Guttman split-half reliability statistics indicated a coefficient of .96 and correlation between forms coefficient of .93, The spearman-brown coefficient for equal length coefficient of .964 and unequal length of .97. Part 1 comprises of items 1,2,3,4,5,6,7,8 has alpha reliability of .96 and part 11 comprises items 9,10,11,12,13,14,15 has alpha reliability of .98. Similarly, parallel forms reliability coefficient of .98 and unbiased .98 were reported respectively. Chi-square test of model goodness of fit 669.24 (df =118), $p < .000$ indicated an error variance of .46 and common inter-item correlation of .78. Hypothesis 2: that states that distinct dimension or factor of abusive supervision is reliable within Southern Nigeria context was accepted.

The results of the study shed light on the prevalence of abusive supervision in southern Nigeria and provided insights into the factor structure of abusive supervision within this specific regional context. The findings indicated a high prevalence of abusive supervision, highlighting the significance of this phenomenon in the workplace. The exploratory factor analysis (EFA) results supported a one factor structure for abusive supervision in southern Nigeria. The one-factor structure has identified facets or domains to include verbal abuse, work interference, supervisor exploitation, and punitive actions. Verbal abuse encompassed hostile and derogatory communication by supervisors towards subordinates. Work interference involved supervisors impeding the completion of subordinates' tasks,



causing work-related disruptions. Supervisor exploitation reflected instances where supervisors exploited subordinates for personal gain or engaged in unethical behavior. Punitive actions referred to supervisors' frequent and severe punitive behaviors towards subordinates. The factor structure derived from the EFA analysis demonstrated good internal consistency, indicating that the items within each factor were strongly interrelated and measured the same underlying construct. This suggests that the measurement instrument for abusive supervision was reliable and consistent within the southern Nigerian context. The high internal consistency indicates that the identified factor reliably capture underlying domains and facets of abusive supervision. Overall, the results of this study provide empirical evidence for the high prevalence of abusive supervision in southern Nigeria. The one-factor structure has underlying domains or facets to include, verbal abuse, work interference, supervisor exploitation, and punitive actions, demonstrated good internal consistency, and construct validity. The findings contribute to the understanding of abusive supervision within this specific regional context and provide a foundation for future research and interventions addressing this pervasive organizational phenomenon in southern Nigeria.

Discussion

The validation of abusive supervision in southern Nigeria through this study contributes significantly to the understanding of workplace dynamics in this regional

context. The findings provide empirical evidence for the existence and prevalence of abusive supervision, shedding light on the nature and extent of this phenomenon in southern Nigeria. The validation of abusive supervision in this cultural context adds to the growing body of knowledge on this topic and expands our understanding of how it manifests and impacts individuals and organizations in different cultural settings. The alignment of the findings with previous research conducted in other cultural contexts suggests the cross-cultural applicability of the construct of abusive supervision. This indicates that abusive supervision is not limited to specific regions or cultures but rather represents a pervasive organizational phenomenon that can be observed across diverse cultural contexts. The validation of abusive supervision in southern Nigeria, therefore, supports the generalizability of existing theoretical frameworks and measurement instruments used to study abusive supervision in various cultural settings. The identification of the one-factor structure of abusive supervision underlying domain assumptions, namely verbal abuse, work interference, supervisor exploitation, and punitive actions, further enhances our understanding of the specific abusive behavior exhibited by supervisors in southern Nigeria. This nuanced understanding of abusive supervision can inform interventions and policies aimed at addressing and mitigating its negative consequences. The prevalence of abusive supervision in southern Nigeria highlighted by this study underscores the need for interventions to address this issue. Abusive supervision has been consistently linked to



negative outcomes for both employees and organizations, such as reduced employee well-being, decreased job satisfaction, lower organizational commitment, and impaired performance. Therefore, interventions aimed at preventing or reducing abusive supervision can have significant implications for promoting employee well-being and enhancing organizational effectiveness in southern Nigeria.

The findings of this study also underscore the importance of promoting a positive and respectful work environment in southern Nigerian organizations. Organizations need to develop and implement policies that discourage abusive behavior and foster a culture of respect, fairness, and open communication. Providing supervisors with training and support to develop effective leadership skills can help prevent the occurrence of abusive supervision. Additionally, organizations should establish channels for employees to report instances of abusive supervision and ensure that appropriate measures are in place to address such issues. Furthermore, this study's findings emphasize the role of organizational leaders and human resource professionals in addressing abusive supervision. They play a crucial role in creating a work environment that promotes healthy relationships and supports employees' well-being. By prioritizing employee welfare and adopting proactive measures to address abusive supervision, organizational leaders can contribute to a positive work climate and enhance employee satisfaction and performance.

Limitations of the study

It is essential to acknowledge some limitations of this study. Firstly, the cross-sectional design limits the ability to establish causal relationships between variables. Future research should consider longitudinal or experimental designs to explore the dynamic nature and causal mechanisms underlying abusive supervision. Secondly, the study focused on the validation of the measurement instrument and did not delve into the specific contextual factors that may influence the prevalence and manifestation of abusive supervision in southern Nigeria. Future research should explore these contextual factors to gain a comprehensive understanding of the cultural and organizational dynamics shaping abusive supervision in this region.

Future Directions:

To further validate the abusive supervision scale in southern Nigeria, future research should adopt a comprehensive approach. It is recommended that researchers conduct large-scale surveys involving diverse samples of employees from various industries in southern Nigeria. By using rigorous psychometric techniques, such as exploratory factor analysis (EFA) and confirmatory factor analysis (CFA), the underlying factor structure of the abusive supervision scale can be examined in the specific regional context. Additionally, future studies should consider conducting qualitative research, such as in-depth interviews or focus groups, to gain a deeper understanding of the cultural nuances and contextual factors that may influence the manifestation of abusive supervision in southern Nigeria. This qualitative exploration



can inform the development of culturally sensitive measurement instruments and interventions tailored to the regional context.

Furthermore, the validation of abusive supervision in southern Nigeria opens avenues for future research. Researchers can delve deeper into understanding the antecedents and consequences of abusive supervision within specific industries or sectors in southern Nigeria. Exploring industry-specific factors can shed light on the contextual dynamics that contribute to abusive supervision and guide the development of targeted interventions. Cultural factors should also be considered in future research. Investigating the influence of cultural values, norms, and expectations on abusive supervision in southern Nigeria can provide valuable insights into the unique dynamics of this phenomenon within the local cultural context. Understanding these cultural factors can inform the development of culturally sensitive interventions and strategies to address abusive supervision effectively. Future research should also evaluate the effectiveness of interventions designed to reduce abusive supervision and promote positive leadership practices in southern Nigerian organizations. Longitudinal studies and experimental designs can assess the impact of interventions over time and help identify the most effective strategies for preventing and managing abusive supervision. This research can contribute to evidence-based interventions and inform best practices for organizations in southern Nigeria.

Practical Implications

The validation of abusive supervision in southern Nigeria carries significant practical implications for organizations operating in the region. The findings highlight the importance of prioritizing the prevention and management of abusive supervision to foster healthier work environments and enhance employee well-being and organizational outcomes. Organizations should consider the following implications when addressing abusive supervision:

Implementing Policies and Training Programs:

Organizations in southern Nigeria should establish clear policies that explicitly condemn abusive behavior and provide guidelines for addressing instances of abusive supervision. Training programs can be designed to enhance supervisors' awareness of the negative consequences of abusive behavior and provide them with skills and strategies for promoting positive leadership practices. Such initiatives can contribute to the prevention and early detection of abusive supervision, as well as the cultivation of respectful and supportive work environments.

Promoting a Culture of Respect and Open Communication:

Organizations should foster a culture that promotes respect, fairness, and open communication. This includes encouraging employees to voice their concerns and creating channels for reporting incidents of abusive supervision without fear of retaliation. By nurturing a culture that values employee well-being and encourages open dialogue, organizations can create a climate that deters abusive behaviors and supports victims in seeking redress.



Developing Support Mechanisms:

Organizations should provide support mechanisms to employees who experience or witness abusive supervision. This may include establishing confidential reporting systems, offering counseling services, or implementing employee assistance programs. By providing resources and support to those affected by abusive supervision, organizations can mitigate the negative impact on individuals and contribute to their overall well-being.

Addressing Organizational Factors: Future research should explore organizational factors that contribute to the occurrence and perpetuation of abusive supervision in specific industries or sectors in southern Nigeria. Factors such as power dynamics, organizational culture, and performance pressures may influence the manifestation of abusive behaviors. Understanding these contextual factors can inform targeted interventions and strategies to address abusive supervision at an organizational level.

Examining Industry-Specific Antecedents and Consequences: Future research should explore industry-specific antecedents and consequences of abusive supervision in southern Nigeria. Different industries may have unique dynamics and contextual factors that influence the occurrence and impact of abusive supervision. By conducting industry-specific studies, researchers can gain a more nuanced understanding of the factors that contribute to abusive supervision and develop tailored interventions and strategies for each sector.

Exploring Cultural Factors: It is important to investigate cultural factors that may influence the occurrence and impact of abusive supervision in southern Nigeria. Cultural values, norms, and expectations can shape the dynamics between supervisors and subordinates. Future research should examine how cultural factors interact with abusive supervision and explore potential cultural interventions that can mitigate its occurrence and impact.

Evaluating Intervention Effectiveness: It is crucial to assess the effectiveness of interventions aimed at reducing abusive supervision and promoting positive leadership practices in southern Nigerian organizations. Longitudinal studies and experimental designs can help evaluate the impact of interventions over time and provide insights into the most effective strategies for preventing and managing abusive supervision.

Conclusion

The validation of abusive supervision in southern Nigeria provides empirical evidence for its existence and prevalence in this regional context. The findings contribute to the understanding of workplace dynamics in southern Nigeria and highlight the need for interventions to mitigate abusive supervision's negative consequences on employee well-being and organizational outcomes. By addressing abusive supervision and fostering a positive work environment and managerial practices, organizations in southern Nigeria can enhance employee well-being, job satisfaction, and overall organizational effectiveness. Future research should continue to explore the contextual



factors and mechanisms underlying abusive supervision and evaluate the effectiveness of interventions in reducing its occurrence and impact. The validation of abusive supervision in southern Nigeria through a cross-sectional study is essential for understanding the prevalence, manifestations, and impact of this organizational phenomenon in the region. By examining abusive supervision within this specific context, researchers can enhance our understanding of workplace dynamics. In conclusion, the validation of abusive supervision in southern Nigeria highlights the prevalence of this phenomenon and its negative impact on employees. This study provides a foundation for future research and interventions aimed at reducing abusive supervision and promoting positive work environments. By addressing abusive supervision, organizations in southern Nigeria can create healthier and more productive workplaces that enhance employee well-being and contribute to organizational success. Continued research and proactive interventions are necessary to create sustainable change and foster positive work cultures in the region.

In summary, the validation of abusive supervision in southern Nigeria has important implications for organizations in the region. By prioritizing the prevention and management of abusive supervision, organizations can create healthier work environments and enhance employee well-being and organizational outcomes. Future research should delve into industry-specific and cultural factors, as well as evaluate the effectiveness of interventions, to further our understanding. The validation of abusive supervision in southern Nigeria underscores

the need for organizations to address this pervasive issue. The detrimental effects of abusive supervision on employee well-being, job satisfaction, organizational commitment, and performance highlight the urgency of developing strategies and interventions to mitigate its occurrence and impact. Organizations in southern Nigeria should prioritize the prevention of abusive supervision through the implementation of policies, training programs, and support mechanisms that promote respectful and supportive work environments.

References:

- Adeyemi, T., & Abiodun, A. J. (2018). Workplace bullying in Nigeria: Prevalence, causes and consequences. *African Journal of Economic and Management Studies*, 9(3), 324-335.
- Olabisi, Y. S., & Adebisi, S. L. (2020). Leadership style, workplace aggression and employee performance: Evidence from Nigeria. *International Journal of Business and Management*, 15(10), 75-86.
- Oyinlade, A. O., Oyebade, S. A., & Oladejo, T. A. (2019). Abusive supervision and employees' well-being in Nigerian organizations. *European Journal of Business and Management*, 11(9), 44-54.
- Ghayas, M. M., & Jabeen, R. (2020). Abusive supervision: Dimensions & scale. *New Horizons*, 14(1), 107-130.
- Retrieved from



Nnadiesube Journal of Social Sciences (NJSS)

Volume 4 Number 3 July 2023

ISSN: 2636-6398 (Print); 2636-638X (Online)

Journal URL: <https://nnadiesubejss.org>

[https://www.researchgate.net/publica](https://www.researchgate.net/publication/343167000)

[tion/343167000](https://www.researchgate.net/publication/343167000)