

NARCISSISTIC BOSSING AND DEVIANT WORKPLACE BEHAVIOR AMONG SUBORDINATES IN THE NIGERIAN CIVIL SERVICE

Prof. D. I. Hamilton¹; T. Ogbuigwe (Mrs)²; J.M.O. Gabriel, PhD³

^{1,2,3}Department of Management, Faculty of Management Sciences,
Rivers State University, Port Harcourt, Nigeria

ABSTRACT

The focus of this study was on the association of narcissistic bossing and deviant workplace behavior among subordinates in the Nigerian Civil Service. The study adopted cross-sectional survey research design. A total of eighty nine thousand, five hundred and eleven (89, 511) employees from the 36 states of Nigeria constituted the study population. However, a sample size of three hundred and ninety eight (398) was drawn using the Taro Yamen's formula. Data were collected from the headquarter offices of the federal ministries, Departments and agencies (MDAs) in Abuja, Nigeria through questionnaire; and analyzed using the Spearman's rank order correlation coefficient. The outcomes of such analyses revealed that narcissism is significantly associated with deviant workplace behavior measures of production deviance, sabotage, theft and subordinate withdrawal. The study consequently concluded that the presence of toxic boss syndrome is a catalyst for deviant workplace behavior which can in return have negative consequences on workers service delivery. The study recommended among many that (1) Supervision within the workplace should be consistent with laid out processes and policies. Supervisors should strive to encourage and support workers in such a way that deepens their levels of regard for the organization and as such enhance their workplace behaviours (2) Leadership should embody responsibility as well as empathy for others. Leaders should be humane and relate with their subordinates based on understanding, providing motivation through exemplary behaviour and actions as such would lead improved workers actions and behaviour within the organization.

Keywords: Narcissism, Bossing, Workplace, Deviance, Behavior, subordinate.

INTRODUCTION

The Nigerian Civil Service consists of employees in Nigerian government agencies other than the military and police. Most employees are career civil servants in the Nigerian ministries, progressing based on qualifications and seniority. The Nigerian Civil Service has its origins in

organizations established by the British in colonial times. Nigeria gained full independence in October 1960 under a constitution that provided for a parliamentary government and a substantial measure of self-government for the country's three regions then. The Success of organisations, including the civil service is largely dependent on the effectiveness of the workers; however, Olajide (2000) have decried the poor performance of civil service in Nigeria and blamed same on numerous factors that largely border on super ordinates-subordinates interface and its manifestations; example, subordinates exhibiting deviance tendencies due to unsatisfactory evaluations of relationships with bosses.

Subordinates' deviant workplace behaviour is a challenge to organisations and its negative consequences have been widely reported (see Appelbaum, Deguire, & Lay, 2005); necessitating a rising research interests (Bennett & Robinson, 2003; Marwitz et al., 2012). This is as evidence from studies reveal that the perception or views of employees' as held by their managers and supervisors is most often premised on their observed behavioural tendencies and actions within the organization (Rotundo & Sackett, 2002). Deviant workplace behaviour can be described as an intentional behaviour which violates the norms, traditions and values of the organization and poses a threat to the well-being of other members of the organization as well as the organization itself (Robinson & Bennett, 1995). These behaviours include the following: gossip, rumour mongering, theft, fraud, vandalism, sabotage, aggression, and sexual harassment.

One of the damaging and negative outcomes of such behaviours is the loss and cost implications attached to the manifestations of deviance within the workplace or organization (Bennett & Robinson, 2003). In Bamfield's (2007) study conducted in 32 countries across Asia Pacific, Europe, and North America, it was observed that more than one-third of retail shrinkage was attributed to theft committed by workers of the organization. Apart from theft, another observed deviance which had significant negative effects on the organization was bullying at the workplace. Data showed that this deviant behaviour, costs Australian employers between 6 and 13 billion Australian dollars annually (Chappell & Martino, 2006).

In the United States, it was observed that the occurrence and manifestations of deviant workplace behaviour costs an estimated USD\$200 billion annually (Harris & Ogbonna, 2006). While, in the United Kingdom, deviant behaviours such as unauthorized use of the internet during official work hours was estimated to cost organizations more than £300 million every year (Taylor, 2007). Consequently, Robinson and Bennett (1995) in their study put forward a deviant workplace behaviour model in which the concept of deviant workplace behaviours is operationalized using two dimensions, namely: the interpersonal versus organizational dimension, and the minor versus major dimension.

In Robinson and Bennett's (1995) model, the interpersonal versus organizational dimension covers deviant behaviours or actions which are targeted at colleagues and co-workers within the same work environment. These include being brash, rude or disrespectful within the organization, or deviance carried out against the organization which covered the expressions of acts of deviance which are targeted towards the organization itself such as stealing, embezzlement and sabotage (Fagbohunge *et al.*, 2012). The other dimension (the minor versus major dimension) was more concerned with the extent to which such deviance could be considered as having a minor or a major impact on the well-being of the workers and the organization itself. Besides these two dimensions, there exist four other forms or dimensions of deviant behaviour as presented by previous studies. These can be grouped into the following: production deviance, property deviance, political deviance, and personal aggression.

As mentioned earlier in this chapter, there has been an increased focus and interest in research on the concept of deviant workplace behaviour. This is as a result of the observed prevailing nature of its manifestation and its tendency to negatively impact on employee performance with consequences such as low productivity, conflict, and poor quality of service delivery. However, extant research content reveals that previous researchers have focused more on the outcomes and consequences of deviant workplace behaviour as there have been few studies which have examined the antecedents or predictors of deviant workplace behaviour (Wei & Si, 2013). Furthermore, most of these studies have placed a greater emphasis on members differences as well as actions or behaviour within the workplace (Jones, 2009; Lau, Au, & Ho, 2003; Rodell & Judge, 2009), with scarce reference to how leader activities can be used to explain these affective deviant reactions within the organization. In a bid to fill these perceived lacunae, we shall empirically examine the association of narcissistic bossing on subordinates' deviant workplace behaviour, especially with reference to the Nigerian Federal Civil Servants. To execute this study, the following hypotheses are put forward-

H₀₁: There is no significant association between narcissistic bossing and production deviance in the Nigerian Civil Service

H₀₂: There is no significant association between narcissistic bossing and sabotage in the Nigerian Civil Service

H₀₃: There is no significant association between narcissistic bossing and theft in the Nigerian Civil Service

H₀₄: There is no significant association between narcissistic bossing and withdrawal in the Nigerian Civil Service.

LITERATURE

Theoretical Framework

The Reactance theory provides an adequate explanation and premise for drawing assumptions and making predictions about the relationship between the variables of narcissistic bossing and deviant workplace behavior. This theory is considered relevant for this purpose based on the ensuing discourse.

The Reactance Theory

Studies have consistently referred to the reactance theory as a premise in the investigation of workers reactions and behaviour with regards to abusive supervision (Zellars et al., 2002; Brehm & Brehm, 1981). The reactance theory suggests that workers within organizations constantly strive to remain in charge and prefer considerable levels of control over their own affairs (Brehm & Brehm, 1981). According to this theory, employees enjoy their behavioural freedom and as such, believe they have the right to engage in such freedom whenever it suits them. The freedom helps define the workers sense of identity and placement within the framework of the organization in which they find themselves (Worche1, 2004) which in a way helps them establish their sense of control over their work and role expectations (Brehm & Brehm, 1981).

Studies (Zellars et al., 2002) reveal that actions, activities or manifestations that lead to or cause the loss of this control or freedom generate a reactive state aimed at reinstating or reacquiring the freedom in question. The importance or extent of freedom enjoyed before the disruption, to a significant extent, determines the degree of reactance to be expressed by the worker. Based on the reactance theory, employees experiencing abusive leadership, supervision or toxic boss syndrome tend to feel that their personal spaces, freedom and peace within the workplace is being threatened, hence in a (most often subconscious) bid to restore this personal control, freedom and peace, they engage in deviant workplace behaviour.

Narcissistic Bossing

Ouimet (2010) in his study concentrated on leader narcissistic behaviour which he described as a dysfunctional form of leadership. According to him, narcissistic leadership focused more on the self-glorification and interest of the leader rather than serving the interest of the entire organization. Thus, he contends, it is not in the best interest of any organization to have such persons at the helm of its affairs. Focusing on the actions and inactions of leaders, Harvey, Martinko and Douglas (2006) observed that narcissistic leaders are more concerned about their images, and what would be of advantage to them rather than facing the reality of the workplace. They often opt for safe options and circumstances where they stand to benefit. On the other hand,

they suggest that leaders that are functional create and support situations in which the negative impact of attributional biases on leader-member exchanges or relationships within the organization is minimized. On a broader sense, narcissism is a type of leadership classified as toxic. Hamilton, Ogbuigwe and Gabriel (2017) had described toxic bossing as abusive behaviours directed toward subordinates or groups within the workplace which are intentional and aimed at manipulating them with explicit and implied threats, and also adopted as means of undermining workers and creating barriers within the organization.

Leadership or managerial behaviours which can be considered as toxic intentionally intimidate, marginalize and degrade the employees, causing them harm, as well as threatening their well-being and the performance of the organization as a whole. Abusive leaders tend to shift blames, divide, marginalize, oppress, and also intimidate their subordinates at any given point in time (Whicker, 1996; Kellerman, 2004). They bully and inconvenience their subordinates to the detriment of both the goals of the organization as well as its unity, undermining a positive organizational climate (Kellerman, 2004; Reed, 2004; Reed & Olsen, 2010). Their behaviours create an environment that builds barriers, and stifles creativity and interpersonal support and dependability. Not surprisingly, incivility from anyone, leader or colleague, has been found to impact productivity. In a study conducted by Kusy and Holloway (2009) the evidence obtained revealed that 50 percent of those who experienced incivility reported spending time being anxious and worrying over its manifestations, and 25 percent explicitly said they cut back on their work activity and involvement with others. These responses suggest that long term toxicity can and often does decrease creativity and innovation.

Most often toxic leadership has been observed to use out-groups and other seemingly unresponsive groups as blames for the challenges and problems within the organization which they are unable to surmount (Kellerman, 2004; Lipman-Blumen, 2005). Toxic bosses have also been known to disregard the needs and wants of out-groups while supporting and pushing for the benefits and advantages which accrue to their in-group (Kellerman, 2004; Pelletier, 2009). They often see things as plain black and white, either you are with them or you are against them, and those against them are actively punished (Whicker, 1996). Worse still, they work on having their own support groups coalesce around fighting other out-groups (Conger, 1990). These kinds of circumstances tend to distract people from their work. These toxic leaders are punishment-oriented, and cannot separate their personal feelings from professional matters within the workplace (Kellerman, 2004).

Toxic are manipulative, identifying and appealing to the needs of their support groups who may have been hired for their loyalty rather than their experience or competencies. This, in turn, keeps their supporters loyal, spending their time infighting, operating within a context of distrust,

lies and character defamation (Conger, 1990). Workers are kept occupied fighting against themselves and trying to protect their own interests rather than focusing on how to move the organization forward. Toxic leaders maintain a chokehold on information, and they either subvert or change the systems in place so as to be able to emphasize their own powers in line with recruitment, firing and as such spreading fear and uncertainty throughout the organization. The toxic leader becomes increasingly focused on loyalty and conformity, discouraging subordinates from informal interaction and association (Whicker, 1996).

Deviant Workplace Behaviour

Workplace deviant behaviour according to Robinson and Bennett (1995) refers to voluntary behaviour that violates significant organizational norms and in doing so threatens the well-being of an organization, its members, or both. In their definition, Robinson and Bennett (1995) identify two groups of behaviours related to deviant workplace behaviour as the ones directed against the organization and the other directed against the individual's colleagues within the organization. The first group of deviant workplace behaviours is referred to as 'organizational deviance', whereas the second type of deviant workplace behaviours is referred to as 'interpersonal deviance'. Going further, Robinson and Bennett (1995) separate the group - organizational deviance into two, namely: production deviance and property deviance, where production deviance is considered to be a minor deviance and property deviance is considered to be a serious deviance.

Examples of production deviance comprise of activities such as leaving early from work, taking excessive breaks, delaying production, wasting resources, sabotaging tools and office properties, accepting kickbacks, lying about hours worked, and stealing from the organization (Robinson and Bennett, 1995). According to the authors, interpersonal deviance, on the other hand, consists of behaviours that affect the well-being of other workers within the organization. Political deviance, such as gossip, favouritism, blaming others, unnecessary competitiveness are examples for minor deviance, while personal aggression, such as sexual harassment, abuse, bullying, stealing from colleagues and endangering co-workers are examples for serious deviance (Robinson & Bennett, 1995).

Deviant workplace behaviour has been conceptualized in several ways with antisocial behaviour considered as being one of these. Robinson and Greenberg (1998) state that there exists no universally agreed upon description or conceptualization of deviant workplace behaviour. However, prominent amongst studies on the subject relate deviant workplace behaviour to such as: antisocial behaviour, counterproductive behaviour, dysfunctional behaviour, as well as organizational misbehaviour (Kidwell & Martin, 2005). The common theme which pervades all of these manifestations is the harmful impact of such behaviours on co-workers and the

organization. In their study, Robinson and O'Leary Kelly (1998) utilized the concept of antisocial behaviour to broadly describe the negative manifestations or activities of workers in organizations.

Giacalone and Greenberg (1997) also describe antisocial behaviour as any behaviour that damages, effects in a negative way, or is intended to bring harm to the organization, its workers, as well as the generality of its stakeholders. According to Giacalone and Greenberg (1997), antisocial behaviour is based on personal, political, as well as property exchanges and less so on production, with the exception of sabotage (Giacalone & Greenberg, 1997). Antisocial behaviour includes aggression, discrimination, theft, interpersonal violence, sabotage, harassment, lying, revenge and whistleblowing (Kidwell & Martin, 2005). In order to predict deviant behaviours in the organizations, Hollinger (1986) suggests the importance of personal characteristics and perceptions and attitudes of employees about their organizations or employers.

Sims (1992) indicates that the organization's tolerance or overlooking of such behaviours forms the major reason for the occurrence and consistency of these behaviours within the workplace. In addition, Appelbaum *et al* (2005) suggest that deviant role models or toxic leadership within the organization will propel the workers to engage in deviant behaviour. Therefore, it is important to consider organizational antecedents which create or support the occurrence of deviant workplace behaviour.

Production Deviance

Most employees currently engage in various behaviours at the workplace which are considered as damaging and detrimental to the progress and well-being of the organisations they work in and their co-workers in these organisations (Spector & Fox, 2002). These behaviours are considered as production deviant behaviours (PDB) or counter-productive deviant behaviours (CWB). Robinson and Bennett (1995) opine that behaviour is considered deviant if an organization's traditions, policies, or internal processes or customs are violated by it such that it jeopardizes the well-being of the organization or its members. Some of these behaviours according to various researchers (Kamp & Brooks, 1991; Caudill, 1988; Taylor, 1986) comprise of stealing, absenteeism; unauthorised breaks; kickbacks; embezzlement of funds; and giving away of company property to others, either at no charge or at a substantial discount, all of which affect the productivity levels of the organization in a rather substantial and negative way. As a result of the negative effects of production deviance on the success, growth and performance of organizations, research (Giacalone & Greenberg, 1997; Hogan & Hogan, 1989) currently concentrates on the causes and the appropriate solution strategies in tackling the menace of deviant workplace behaviour.

Sabotage

Sabotage behaviour can be described as any physical damage or destructive action on the property belonging to the employer or the organization. Behaviours in this category target the assets or properties of the organization and are relatively more damaging. Sabotage involves actions which reflect employees destroying or misusing the organization's property or goods. Workers may engage in sabotaging the organizations goods or property, lying about the hours worked, misusing items and other accessories and thereby incurring unnecessary expenses and associated costs and so on (Giacalone & Greenberg, 1997; Kamp & Brooks, 1991). Clearly, these acts bring direct costs for the organization in having to replace the damaged or stolen goods, equipment or properties and thereby hampering the productivity because work cannot be done until replacement equipment arrives.

Theft

Theft simply relates to the stealing of others properties or the property of the organization. It is a manifestation of the intentional and wilful collection or objects, office supplies and information related with data, processes and so forth, from the employer or co-workers without their knowledge or full disclosure of the act. Some researchers (Spector & Fox, 2002; Barclay et al., 2005), however, opine that deviant workplace behaviour has been influenced by only individual attributes, while others have explored organizational factors as the only antecedents of deviance. This is as, Appelbaum *et al.*, (2005), stated that the operational environment and the nature of exchanges that prevail within such is a significant predictor of employees' involvement in deviant workplace behaviour. The research also suggested that it is the workplace environment characteristics, rather than individual personality characteristics, that are good antecedents of deviant workplace behaviour.

Subordinates Withdrawal

The evidence and manifestations of negative actions and behaviour such as hostility, alerts individuals to the possibility that their current circumstances is undesirable and challenging, and their surge in negative energy both drive as well as facilitates taking action to improve their situation (Appelbaum *et al.*, 2005; Pelled & Xin, 1999). One way in which workers experiencing strong negative manifestations or exchanges within the organization react or cope is to withdraw, sometimes permanently by leaving their organization or job (Pelled & Xin, 1999). This outcome usually has significant implications for the organization. Negative actions or occurrences such as hostility and bullying which impact on workers emotional states, often generate retaliatory impulses, thus directing action against a perpetrator or in most cases the organization or employer (Barclay et al., 2005).

Narcissistic Bossing and Deviant Workplace Behaviour

Most bosses or leaders within organizations engage in toxic behaviour, verbally abuse, ostracize, undermine, and belittle their subordinates. Research evidence shows that becoming a victim of the leaders' insensitive treatment is a negative experience for most workers as it can be viewed as emotionally damaging and detrimental to their well-being and the success of the organization. Maltreatment and abuse by bosses has been referred to in several ways, one of which is interpersonal injustice (Tepper, 2000), social undermining (Duffy, Ganster, & Pagon, 2002), tyranny (Ashforth, 1994), and bullying (Hoel & Cooper, 2001). Although each conceptualization or dimension of toxic boss syndrome has subtle differences, they all involve the workers' perceptions that some of their fundamental rights and sense of freedom are impeded and abused by some authority figure (Bies, 2001; Brockner *et al.*, 1998)

Workers who are victimized often perceive themselves as being incompetent, undervalued and useless. As such they see themselves as having little to nothing to offer the organization and are often uncertain about their position and future with the organization (Bies, 2001; Van den Bos, & Wilke, 2002). It is therefore no surprise that mistreated workers respond negatively to leader abuse and discrimination and are more likely to engage in deviant workplace behaviour, violating organizational traditions and trampling on its values and policies. These violations are geared towards harming the organization and getting back at it using methods best known or best considered as adequate by the worker (Bennett & Robinson, 2000; Judge, Scott, & Ilies, 2006).

Duffy *et al.* (2002) in their study observed that workers who feel undermined or disrespected by their bosses posed as having higher tendencies to engage in deviant workplace behaviour. Likewise Mitchell and Ambrose (2007) observed that workers who experienced oppression or maltreatment by their bosses or superiors were more likely to engage in deviant workplace behaviours targeted towards the employer and their colleagues. Similarly, Tepper *et al.* (2009) found that there was a significant and positive relationship between abusive leadership and supervisor-directed deviant workplace behaviour, and this relationship was stronger when workers had a higher intention or plans to quit the organization.

Extant research (Van den Bos, & Wilke, 2002; Hoel & Cooper, 2001) shows that a range of leader toxicity that results from overly autocratic attributes and selfish tendencies can be linked to observed workers deviance within the organization. Research content supports the idea that negative actions such as abusiveness and domineering actions are considered as significant factors in workers resorting to stealing and intentional sabotaging of organizational properties.

Evidence from studies indicate that being recognized and respected by others (supervisors and co-workers alike) is a fundamental need of individuals and workers within the organization

(Aquino & Douglas, 2003). Workers want to be acknowledged and valued within the organization. This assumption can explain why abuse, mistreatment and harassment are generally considered as aversive experiences which, when experienced or manifested, often result in intense negative affective reactions (Aquino & Thau, 2009).

METHODOLOGY

Research Design

The research design in social science studies refers to the planning and structuring of empirical activities in such a way that it is supported by scientific standards, traditions and also facilitates the adoption of adequate tools and techniques in the investigation of the issues of interest to the researcher (Baridam, 2001). The choice of a research design is often premised on the purpose of the research and the nature of the experiment (experimental or quasi-experimental). As such, the adequacy of a design enhances the validity of the result to be generated from the analysis of data retrieved (Kothari, 2004).

This study adopts the cross-sectional survey research design in its assessment of the relationship between toxic boss syndrome and deviant workplace behaviour. This is as the study assesses multiple units across a broad framework of relationships based within non-contrived settings. The cross-sectional survey is also considered suitable since it is supported by the methodological (quantitative) stance adopted by this study. This is as the researcher follows a nomothetic view of the phenomena to be investigated and relies on the summary of facts and empirical evidence in its deductive process and verification of previously examined theories on the relationship between toxic boss syndrome and deviant workplace behaviour (Bryman & Bell, 2003; Kothari, 2004).

Population of the Study

The study population refers to the universe and totality of all related events, units or elements of which the researcher is interested in investigating and understanding (Bryman & Bell, 2003). Related because they share common characteristics or features in which the researcher is interested in gaining knowledge about. In describing the population of a study, Kothari (2004) noted that populations are often notably vast and also widespread; consequently, they are usually difficult to cover within specified time frames which characterize various social researches. However, as he further notes, populations can also be defined by certain frameworks such as time-periods, geographical boundaries and even industries. This allows for enhanced generalizations from analysis and improved assessment of elements or units.

The Nigerian federal civil service is mainly organized around the federal ministries in Nigeria all of which have their headquarters in the Federal Capital Territory of Nigeria (Abuja). As at January 2015, Nigeria had about 29 Ministries with 41 ministers with each ministry employing workers in the thousands. The target population is the entire aggregation of respondents that meet the designated set of criteria (Burns & Groove, 1997). The target population in this study constitutes all full time employees in the Nigerian federal civil service. By 2015, the total number of workers from all 36 states of the federation was at 89,511 (Bureau of Public Service Reforms, 2015). Hence, the population for this study is an estimated size of 89,511 workers of the Nigerian Federal Civil Service.

Sample Size and Sampling Determination

The sample size in social research refers to the number of elements or units of the total population which based on either probability or non-probability assessments, provides data for the researcher which can be considered as valid, representative and which presents itself as a substantial model of the overall population of the study. Samples are generated in line with their membership of the population and as such shared characteristics with the population. The sample size for this study is calculated using the Taro Yamane sample size derivation formula, presented as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where

n = sample size (Number of managers to be issued questionnaire)

N = population size (Total number of managers in the four manufacturing firms)

I = constant

e = level of significance at 0.05

$$n = \frac{89511}{1 + 89511 (0.05)^2}$$

$$\frac{89511}{1 + 89511(0.0025)}$$

$$n = \frac{89511}{1 + 223.7775}$$

$$n = \frac{89511}{224.7775}$$

$$n = 398$$

The sample size for the study therefore comprises of 398 workers from the Nigerian Federal Civil Service. These members are to be selected based on the simple random sampling method from the headquarter office at Abuja.

Data Instrument and Measurement

The primary data for this study is generated using structured questionnaire. This is in line with the specified methodology for this study which emphasizes on the concreteness of facts and the objective existence of knowledge outside the mind or referent units. Kothari (2004) observed that the questionnaire was a convenient and popular primary data instrument as it affords the respondent significant levels of anonymity and confidentiality and also saves the respondent plenty of time and finance. As such data for this study is quantitative as it assesses the generality of opinions and views as regards the manifestations of the variables. In line with this position the questionnaire is structured into three main sections:

Section A: This constitutes items which focus on the demographic features and characteristics of the sample of the study. The section provides data which assesses characteristics such as their age, highest qualifications, tenure with organization, and age of respondents.

Section B: This section constitutes items or indicators for the dimensions of the predictor variable which is narcissistic bossing. The instrument in this section is adapted from the studies of Reed (2004) and Lipman-Blumen(2005) 4 items formed the questions on narcissism and the items are further scaled on a 5 point Likert scale which ranks each indicator on the basis of 1 = strongly disagree, 2 = disagree, 3 = 0, 4 = agree and 5 = strongly agree.

Section C: This section of the instrument constitutes items which measure the criterion variable of the study: deviant workplace behaviour. The variable is measured using four measures as adapted from Appelbaum *et al.*, (2005). A 16 item instrument (4 indicators per measurement) is therefore adapted in the measurement of deviant workplace behaviour in line with the study of Appelbaum *et al.* (2005). These items are also scaled on a 5 point Likert scale which ranks each indicator on the basis of 1 = strongly disagree, 2 = disagree, 3 = 0, 4 = agree and 5 = strongly agree.

Test of Validity

Validity is described as the extent to which the instrument adopted actually captures the meaning and essence of the concept, in other words, validity assess the extent of instrument representativeness. The test for validity ensures that the instrument adapted is consistent with the theoretical domains and operationalized facets of the concept of interest. The validity of this study is assessed using the content and the construct convergent validity statistics. Convergence validity coefficients are considered acceptable at a 0.50 coefficient, however, this study adopts a benchmark coefficient of 0.70 as put forward by Carlson and Herdman (2012) as substantial indications of convergence. For content validity, instruments are adapted from extant theoretical domains and indexes generated from previous studies which addressed the relationship between the variables in other contexts (Kothari, 2004; Sullivan, 2001).

Reliability

Reliability refers to assessment of instrument consistency. It examines the extent to which the instrument can be replicated across a range of units or samples which share similar characteristics (Kothari, 2004; Bryman & Bell, 2003). This study assessed the reliability of its instruments using the Cronbach alpha reliability coefficient. The Cronbach alpha provides scores based on the inter-correlation of the cases which indicate the extent to which they can be considered as consistent or replicable.

Data Analysis Techniques

The data analysis for this study is carried out using the Statistical Package for the Social Sciences (SPSS) version 22. The statistical techniques and tools employed fall within the descriptive and the inferential statistical methods:

Descriptive Statistics: The demographic and univariate levels of data analysis were carried out using the simple statistics such as frequencies and percentage, as well as the use of central tendencies and measures of dispersion in the assessment of average opinions or views as regards the variables (toxic boss syndrome and deviant workplace behaviour).

Inferential Statistics: The test for correlations between the dimensions of toxic boss syndrome and deviant workplace behaviour are tested using the Spearman's rank order correlation coefficient at a 95% confidence interval and a 0.05 level of significance. The choice of the Spearman's rank order correlation coefficient affords the analysis flexibility based on its non-parametric features and its suitability for both interval and ordinal scaled items (Carlson & Herdman, 2012).

RESULTS

Table 1: Questionnaire Administration

Questionnaire Activity	Frequencies	Percentage
Questionnaire Distributed	398	100%
Questionnaire Retrieved	354	88.9%
Questionnaire Utilized	327	82.3%

Source: SPSS Research data, 2017

The questionnaire distribution results presented in table 1 above reveals a percentage success for 82.3%. The administration of questionnaire copies was channelled through identified human resource and administrative channels within the offices. Copies were also retrieved through the same channels, however out of a total number of 398 copies (100%) not all copies were successfully retrieved, given events related to absence as a result of work leaves or the inability to complete the questionnaire within the specified time period due to busy work schedules. As such only 358 copies (accounting for 88.9%) were successfully retrieved. Cleaning of the retrieved copies entailed pre-coding cross checks as well as post-coding assessments using histograms and frequency tables. Given cases of blank sections and double entry checks, only 327 (accounting for 82.3%) of the questionnaire copies were utilized in the study.

Table 2: Reliability results

Variables	Dimensions/Measures	Alpha coefficients	No. of items
Narcissistic Bossing	Narcissism	.929	4
Deviant Workplace Behaviour	Production Deviance	.924	4
	Sabotage	.913	4
	Theft	.934	4
	Subordinates Withdrawal	.946	4

Source: SPSS Research data, 2017

The results for the reliability of the instruments adopted in the study are presented in table 2 above. The evidence indicates all 5 instruments adopted are substantial and can be considered as consistent given the high alpha coefficients (where $\alpha > 0.70$).

Demographic Distribution of the Study

This section presents data on the distribution of the demographic features of the organization. The data at this level is considered as nominal (gender) as well as ordinal (highest qualification, tenure with organization, age of respondents).

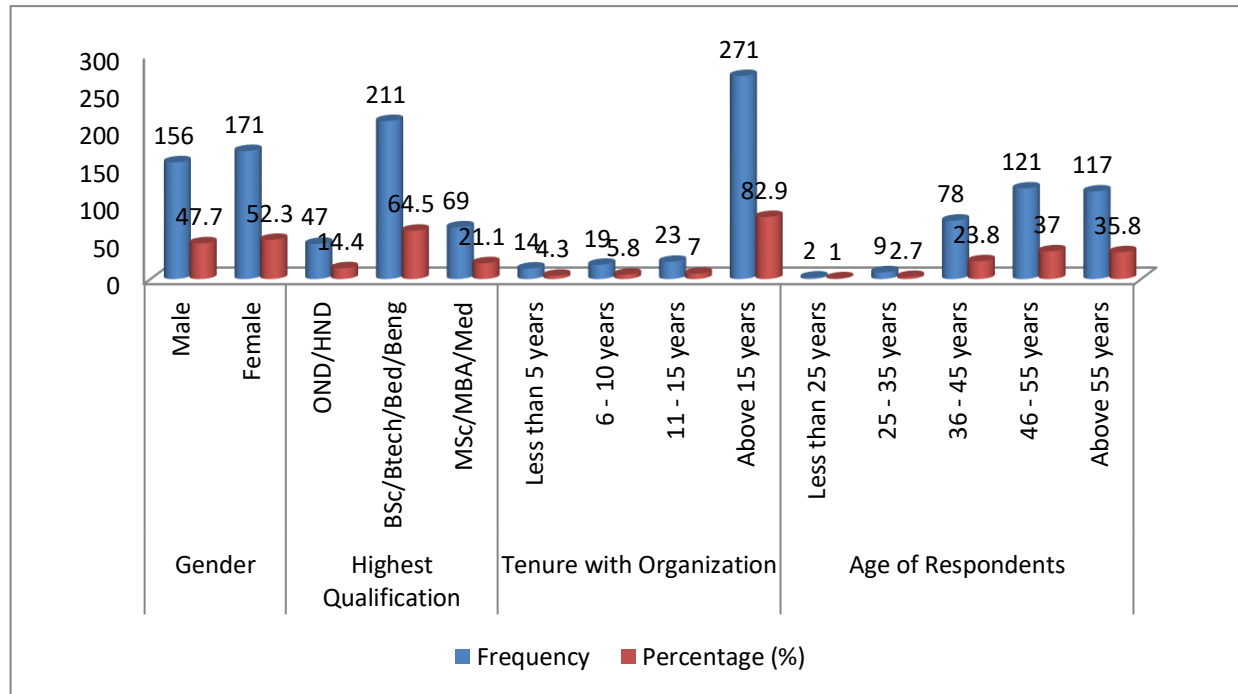


Figure 1: Demographic Data for the Study

Gender distribution: Gender distribution for the study (see figure 1) reveals that a majority of the participants are female with a frequency of 171 accounting for 52.3% of the total number of individuals that participated in the study. This is followed by the frequency for the male in the study with a frequency of 156 accounting for 47.7%.

Highest qualification distribution: The distribution for highest qualification attained by the respondents (see figure 4.1) indicates that majority of the respondents have attained first degree qualifications comprising BSc/B. Tech/B. Ed/BEng accounting for a percentage of 64.5% of the total number of participants, this category is followed by the frequency for participants with post graduate degrees such as MSc/MBA/Med accounting for 21.1% of the participants while the least frequency is for participants with Diploma certificates, accounting for 14.4% of the total population.

Tenure with Organization Distribution: The distribution for workers tenure with the organization (see figure 1) reveals that most of the workers have being with the federal civil service for more than 15 years accounting for 82.9%. This indicates a substantial level of experience and the high rate of staff retention within the sector. The least frequency is for participants with tenures less than 5 years within the federal civil service accounting for 4.3% of the total number of participants of the study.

Age of Respondents' Distribution: The distribution for the age of respondents illustrated in figure 1 indicates that most of the participants in the study fall within the age bracket of 46 – 55 with a frequency of 37% indicating a significant amount of above the middle age group. The least frequency is observed for participants who were less than 25 years of age with a percentage of 1%.

Univariate Analysis

This section of the study presents the data for the distribution for the variables of the study. The evidence presented herein deals with the manifestations of the variables within the context of the study. The mean and standard deviation are adopted as descriptive tools in the analysis of the manifestations of the variables, based on the data obtained for each variable. The first variable addressed herein is the predictor variable which is toxic boss syndrome addresses the manifestations of the leader, manager or supervisors tendencies to be toxic and to behave badly with regards to their exchanges with subordinates and other members of the organization.

Table 3: Distribution for dimensions of toxic boss syndrome

		N	Mean	Std. Deviation
Narcissism (\bar{x} =2.7645; s = 0.64736)	My boss calls me unflattering names	327	2.7982	.69326
	My boss believes that I am generally inferior and blames me whenever something goes wrong	327	2.7309	.78779
	My boss steals my good ideas or work products and takes credit for them	327	2.7706	.75086
	My boss shows no regard for my opinions	327	2.7584	.63612
	Valid N (listwise)	327		

Source: SPSS Research data, 2017

The evidence for the manifestations of the dimensions of narcissistic bossing (see table 3) are observed to be significant within the context of the study (the federal civil service). Narcissism ($x = 2.7645$) is significantly manifested; revealing that majority of the workers identify their leaders as exhibiting characteristics which can in most situations be considered as narcissistic.

Table 4: Distribution for measures of deviant workplace behaviour

		N	Mean	Std. Deviation
Production Deviance ($x = 2.8020$; $s = 0.67830$)	I usually Leave early and arrive later at work	327	2.7798	.75565
	I tend to Take excessive breaks	327	2.7737	.74152
	I Intentionally reduce my pace of work	327	2.7920	.68251
	I am not concerned with the efficiency of my work process	327	2.8624	.70233
Sabotage ($x = 2.8341$; $s = 0.61721$)	I engage in undue appropriation of consumables	327	2.8257	.66246
	As long as it is the organizations resources or properties then I am not concerned with its handling	327	2.8654	.64608
	I tend to use company assets against regulations and stipulated work time	327	2.8257	.69411
	I do not believe I owe the organization any form of responsibility as regards the management and maintenance of its properties	327	2.8196	.72288
Theft ($x = 2.7722$; $s = 0.69182$)	I often take or collect things belonging to the organization unnoticed	327	2.7309	.80321
	I often take or collect things belonging to my co-workers without their knowledge	327	2.7706	.80222
	I feel entitled to the things I steal from my organization	327	2.7554	.79575
	People hardly notice the things I collect from the organization	327	2.8318	.73005
Subordinates withdrawal	What goes on in this organization is none of my business	327	2.8440	.62916

(x =2.8494; s = 0.50312)	I mind my own business when it comes to matters of work	327	2.8196	.58182
	I tend to keep to myself during work hours	327	2.8287	.52076
	I am more concerned with goes on within my circle than the general issues of the organization	327	2.9052	.46359
	Valid N (listwise)	327		

Source: SPSS Research Data, 2017

The results for the analysis on the distribution of the measures of deviant workplace behaviour (see table 4) reveals that all four are manifested by workers within the context of the study. The evidence suggests that workers identify with behaviours such as production deviance, sabotage, theft and also subordinate’s withdrawal within the context of the study. The analysis reveals that all four measures, namely production deviance (x = 2.8020), sabotage (x = 2.8341), theft (x = 2.7722) and subordinates withdrawal (x = 2.8494) are moderately manifested within the context of the study and indicate attitudes or behaviour which can be considered as deviant. Consequently, it can be affirmed that workers within the context of the study to a moderate but significant extent demonstrate or exhibit characteristics which can be regarded as deviant.

Table 5: Narcissistic Bossing and Deviant Workplace Behaviour

	N	Minimu m	Maximu m	Mean	Std. Deviation	Skewness	Kurtosis		
	Statisti c	Statistic	Statistic	Statisti c	Statistic	Statisti c	Std. Error	Statisti c	Std. Error
Narcissism	327	1.25	4.00	2.8178	.52416	-1.208	.135	2.401	.269
Deviant	327	1.25	4.63	2.8144	.58581	-.658	.135	2.158	.269
Valid N (listwise)	327								

Source: SPSS Research Data, 2017

The summary distribution for the analysis on the variables reveals that both variables are moderately manifested within the context of the study. The evidence (see table 5) indicates that both variables, namely narcissistic bossing (x = 2.8178) and deviant workplace behaviour (x = 2.8144) are behaviours which are well acknowledged and evident within the framework of relationships within context examined.

Bivariate Analysis

This section presents the result for the bivariate analysis. This is concerned with the tests for the hypotheses of the study and therefore implies the application or adoption of inferential statistical techniques in the assessment of correlations between dimensions and measures. The Spearman's rank order correlation coefficient is adopted in testing the hypotheses for the study. The Probability value is adopted as the benchmark and criterion for the acceptance (where $P > 0.05$) or rejection (where $P < 0.05$) of the null hypothesis. This is as confidence interval for the analysis is set at 95% confidence and a 0.05 level of significance. Presented in tables.6 is the results for the test for the hypotheses.

Table 6: Test for relationship between narcissism and the measures of deviant workplace behaviour

		Narcissis m	Product	Sabotag e	Theft	Withdraw al
Spearman's rho	Correlation	1.000	.865**	.938**	.799**	.806**
	Narcissis m					
	Coefficient					
	Sig. (2-tailed)	.	.000	.000	.000	.000
	N	327	327	327	327	327
	Product					
	Correlation	.865**	1.000	.915**	.834**	.839**
	Coefficient					
	Sig. (2-tailed)	.000	.	.000	.000	.000
	N	327	327	327	327	327
	Sabotage					
	Correlation	.938**	.915**	1.000	.864**	.874**
Coefficient						
Sig. (2-tailed)	.000	.000	.	.000	.000	
N	327	327	327	327	327	
Theft						
Correlation	.799**	.834**	.864**	1.000	.913**	
Coefficient						
Sig. (2-tailed)	.000	.000	.000	.	.000	

	N	327	327	327	327	327
Withdrawal	Correlation Coefficient	.806**	.839**	.874**	.913**	1.000
	Sig. (2-tailed)	.000	.000	.000	.000	.
	N	327	327	327	327	327

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

Source: SPSS Research Data, 2017

The test on the third set of null hypotheses which assessed the relationship between narcissism and the measures of deviant workplace behaviour (production deviance, sabotage, theft, withdrawal) were all rejected. This is based on the evidence provided in table 8. The evidence indicates that at a $\rho = .865$ and a $P < 0.05$, narcissism impacts on the production deviance of the workers; at a $\rho = .938$ and a $P < 0.05$, narcissism influences sabotage by employees; at a $\rho = .799$ and a $P < 0.05$, narcissism effects theft by employees; and finally at a $\rho = .806$ and a $P < 0.05$, narcissism impacts on subordinates withdrawal. The results from the analysis support the position that narcissism is a factor behind workers engagement and exhibition of attitudes or behaviour which can be regarded as deviant within the organization. The results show that narcissism impacts substantially on deviant workplace behaviour and contributes to the manifestations of production deviance, sabotage, theft and subordinates withdrawal, hence all previously stated hypotheses are on the basis of the evidence presented, rejected.

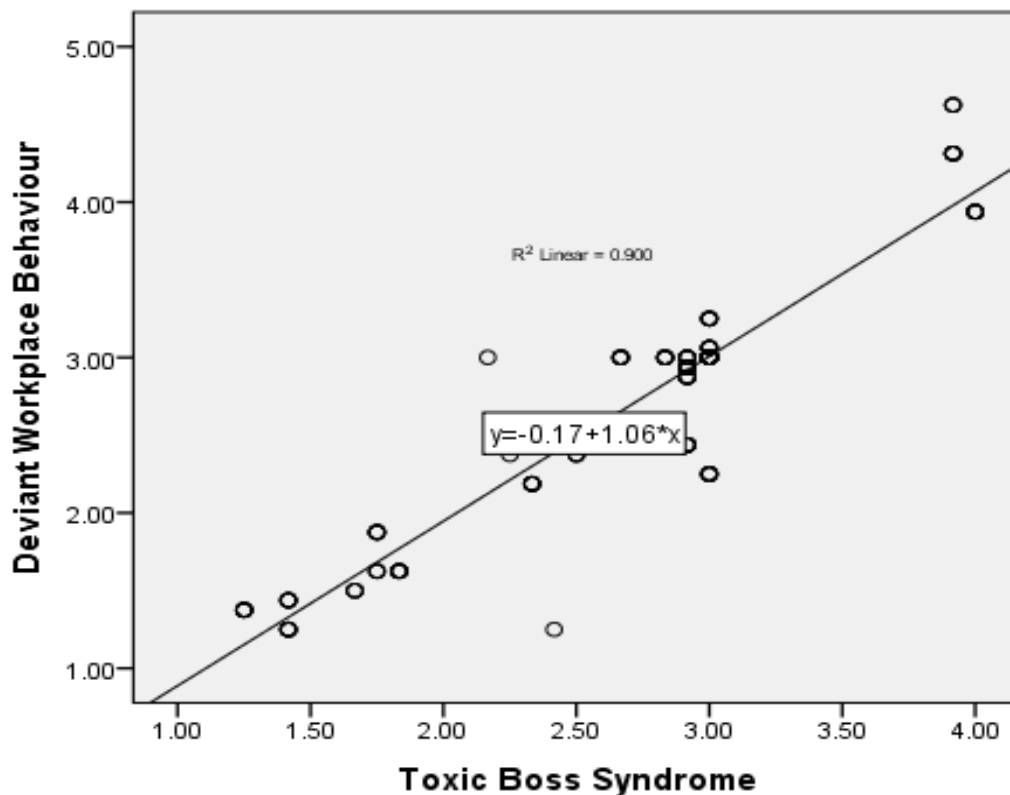


Figure 4.2: Scatter plot for the relationship between Narcissism (toxic boss syndrome) and deviant workplace behaviour

The relationship between narcissism and deviant workplace behaviour is observed to be substantial. The evidence (see figure .2) presented indicates that narcissism accounts for a 90% deviance in the behaviour of workers within the organization and therefore can be considered a strong predictor of outcomes such as production deviance, sabotage, theft and subordinates withdrawal.

DISCUSSION

This chapter of the study presents the results on the distribution of the variables (toxic boss syndrome and deviant workplace behaviour) of the study. The evidence from the analysis revealed that manifestations of toxic boss syndrome impact significantly on workers engagement in deviant workplace behaviour. This section of the study discusses the results for the outcome of analysis on the relationship between the variables.

4.3.1 Narcissism and Deviant Workplace Behaviour: The evidence from the analysis reveals that there is a substantial and significant relationship between narcissism and deviant workplace

behaviour at a significance level of 0.05. The implications of this result are that narcissism which Ouimet (2010) describes as the selfish and overrated interested in self and one's position over others impacts significantly on the behaviour of the workers. The results corroborate the evidence of a significant relationship provided by Harvey, *et al* (2006) and Gabriel, (2016) who in their studies respectively affirmed that workers often resorted to deviance as a means of getting back at leadership that appears to be too demanding, selfish and unnecessarily overbearing. In their study, the authors identified narcissism as a strong antecedent of workers attitudes and the extent to which they deviated from the norms and expectations of the organization. Given this evidence, the study therefore states the following as its findings as regards the relationship between narcissism and the measures of deviant workplace behaviour:

- i. There is a significant association between narcissism and production deviance in the Nigerian Civil Service
- ii. There is a significant association between narcissism and sabotage in the Nigerian Civil Service
- iii. There is a significant association between narcissism and theft in the Nigerian Civil Service
- iv. There is a significant association between narcissism and withdrawal in the Nigerian Civil Service

SUMMARY

The study was designed as a cross-sectional survey and utilized structured questionnaire copies in its generation of data from 327 workers from the Abuja Office of the Federal Civil Service. The purpose of the study was to ascertain the relationship between narcissism and deviant workplace behaviour as evident in the Nigerian Federal Civil Service. This was accomplished through the attainment of three detailed objectives as well as questions for the research, leading to 4 null hypothetical statements (addressing the relationship between narcissism and deviant workplace behaviour).

Tests for associations between narcissism and the measures of deviant workplace behaviour (production deviance, sabotage, theft and subordinate withdrawal) were carried out using the Spearman's rank order correlations. Results of the tests revealed that narcissism significantly impacted on deviant workplace behaviour measures within the Nigerian Federal Civil Service. The observed associations are considered substantial and highly significant given the evidence presented in the analysis. Hence, all previous hypothetical statements of no relationships were rejected based on the lack of statistical evidence to prove otherwise.

CONCLUSION

Based on the evidence obtained from the investigation of the relationship between narcissism and deviant workplace behaviour, the study concludes that narcissism is a significant predictor of deviant workplace behaviour and that it affects outcomes such as production deviance, sabotage, theft and subordinate withdrawal in the Nigerian Federal Civil Service.

RECOMMENDATIONS

Based on the findings and conclusions reached by the study, the following recommendations are proffered:

- i. Supervision within the workplace should be consistent with laid out processes and policies. Supervisors should strive to encourage and support workers in such a way that deepens their levels of regard for the organization and as such enhance their workplace behaviours
- ii. Leadership should embody responsibility as well as empathy for others. Leaders should be humane and relate with their subordinates based on understanding, providing motivation through exemplary behaviour and actions as such would lead improved workers actions and behaviour within the organization
- iii. Leadership should be emphasis on exemplary behaviour, accountability and a sense of duty to the workers as well as the goals of the organization. Leadership positions should be treated with a sense of responsibility, not to self, but to the organization. Such would provide subordinates with an exemplary model of behaviour and actions to exhibit within the organization.

REFERENCES

- Appelbaum, S. H., Deguire, K. J., & Lay, M. (2005).The relationship of ethical climate to deviant workplace behaviour. *Corporate Governance*, 5(4), 43-55.
- Aquino, K., &Thau, S. (2009). Workplace victimization: Aggression from the target's perspective. *Annual Review of Psychology*, 60, 717–741.
- Ashforth, B. E. (1994). Petty tyranny in organizations. *Human Relations*, 17(7), 755-778.
- Bamfield, J. (2007). *Global retail theft barometer*. Nottingham: Centre for Retail Research.
- Barclay, L.J., Skarlicki, D.P., & Pugh, S.D. (2005).Exploring the role of emotions in injustice perceptions and retaliation. *Journal of Applied Psychology*, 90, 629–643.

- Baridam, D. M. (2001) *Research methods in administrative sciences* 3rd edition Port Harcourt: Sherbrook Associates
- Bennett, R. J., & Robinson, S. L. (2003). The past, present and future of workplace deviance research. In J. Greenberg (Ed.), *Organizational behaviour: The state of the science* (2nd ed., 247 – 281). Mahwah, NJ: Erlbaum.
- Bies, R. J. (2001). Interactional (in)justice: The sacred and the profane. In J. Greenberg & R. Cropanzano (Eds.), *Advances in organizational behaviour* (89–118). San Francisco: New Lexington Press.
- Brehm, S. S., & Brehm, J. W. (1981). *Psychological reactance: A theory of freedom and control*. New York: Academic Press.
- Brockner, J., Heuer, L., Siegel, P. A., Wiesenfeld, B., Martin, C., & Grover, S., et al. (1998). The moderating effect of self-esteem in reaction to voice: Converging evidence from five studies. *Journal of Personality and Social Psychology*, 75, 394–407.
- Bryman, A & Bell E. (2003): *Business research methods*, Oxford University Press, Oxford.
- Burns N, & Grove S (1999) *Understanding nursing research. 2nd edn*. WB Saunders Company. Philadelphia
- Carlson & Herdman, 2012. Retrieved Feb 3, 2016 from: www.management.pamplin.vt.edu/directory/Articles/Carlson1.pdf.
- Caudill, D. W. (1988). How to recognise and deter employee theft. *Personnel Administrator*, 33, 86-90.
- Chappell, D. & Di Martino, V. (2006). *Violence at work (2nd ed.)*. Geneva: International Labour Organisation.
- Conger, J. A. (1990). The dark side of leadership. *Organizational Dynamics*, 19, 44-55.
- DeAngelis, P. M. (2009). *Blindsided--recognizing and dealing with passive-aggressive leadership in the workplace*. DeAngelis.
- Duffy, M. K., Ganster, D. C., & Pagon, M. (2002). Social undermining in the workplace. *Academy of Management Journal*, 45, 331–351.

- Fagbohunbe, B. O., Akinbode, G. A., & Ayodeji, F. (2012). Organizational determinants of workplace deviant behaviours: An empirical analysis in Nigeria. *International Journal of Business and Management*, 7(5), 207-221.
- Gabriel, J.M.O. (2016). Supervisors' toxicity as predictor of counter productive work behavior in Nigerian public hospitals *Journal of Applied Business Research (JABR)* 32 (5), 1363-1374
- Giacalone, R.A. & Greenberg, J. (1997), *Antisocial behaviour in organizations*, Thousand Oaks, CA: Sage.
- Harris, L. C., & Ogbonna, E. (2006). Service sabotage: A study of antecedents and consequences. *Journal of the Academy of Marketing Science*, 34(4), 543-558.
- Harvey, P., Martinko, M. J., & Douglas, S. C. (2006). Causal reasoning in dysfunctional leader member interactions. *Journal of Managerial Psychology*, 21, 747-762. <http://dx.doi.org/10.1108/02683940610713271>
- Hoel, H., & Cooper, C. L. (2001). Origins of bullying: Theoretical frameworks for explaining workplace bullying. In N. Tehrani (Ed.), *Building a culture of respect: Managing bullying at work* (3–19). London: Taylor & Francis.
- Hogan, J., & Hogan, R. (1989). How to measure employee reliability. *Journal of Applied Psychology*, 74(2), 273–279.
- Hollinger, R.C. (1986), Acts against the workplace: Social bonding and employee deviance; *Deviant behaviour*, 7, 53–75.
- Jones, D. A. (2009). Getting even with one's supervisor and one's organization: Relationships among types of injustice, desires for revenge, and counterproductive work behaviours. *Journal of Organizational Behaviour*, 30, 525-542.
- Kamp, J., & Brooks, P. (1991). Perceived organisational climate and employee counter-productivity. *Journal of Business and Psychology*, 5, 447-458.
- Kellerman, B. (2004). *Bad leadership: What it is how it happens, why it matters*. Boston, MA: Harvard Business School Publishing.
- Kidwell, R.E. & Martin, C.L. (2005), The prevalence (and ambiguity) of deviant behaviour at work: An overview, in Kidwell, R.E. & Martin, C.L. (Eds) *Managing organizational deviance*, Sage Publications, London, pp: 1–37.

- Kothari, C.R. (2004) *Research Methodology: Methods and Techniques*, New Age International (P) Limited Publishers, New Delhi.
- Kusy, M. & Holloway, E. (2009). *Toxic workplace! Managing toxic personalities and their systems of power*. San Francisco, CA: Jossey-Bass.
- Lau, V. C., Au, W. T., & Ho, J. M. (2003). A qualitative and quantitative review of antecedents of counterproductive behavior in organizations. *Journal of Business and Psychology*, 18(1), 73-99.
- Lipman-Blumen, J. (2005). *The allure of toxic leaders: Why we follow destructive leaders and corrupt politicians - and how we can survive them*. New York, NY: Oxford University Press.
- Mawritz, M. B., Mayer, D. M., Hoobler, J. M., Wayne, S. J., & Marinova, S. V. (2012). A trickle-down model of abusive supervision. *Personnel Psychology*, 65(2), 325-357.
- Olajide, A. (2000). Getting the best out of the employees in a developing economy. A personnel psychology guest lecturer services. Department of Guidance and Counseling, University of Ibadan, Ibadan, Nigeria.
- Ouimet, G. (2010). Dynamics of narcissistic leadership in organizations: towards an integrated research model. *Journal of Managerial Psychology*, 25, 713-726. <http://dx.doi.org/10.1108/02683941011075265>
- Pelled, L. H., & Xin, K. R. (1999). Down and out: An investigation of the relationship between mood and employee withdrawal behaviour. *Journal of Management*, 25, 875-895.
- Pelletier, K. L. (2009). Effects of favoured status and identification with victim on perceptions of and reactions to leader toxicity. (Doctoral dissertation). Retrieved from ProQuest LLC. (UMI 3383643).
- Reed, G. E. & Olsen, R. A. (2010, Nov/Dec). Toxic leadership: Part deux. *Military Review*. Retrieved from http://usacac.army.mil/CAC2/MilitaryReviewIArchives/English/MilitaryReview_20101231_art011.pdf.
- Reed, G. E. (2004, Jul/ Aug). Toxic leadership. *Military Review*. Retrieved from http://www.carlisle.army.mil/usawc/dclm/Toxic_Leadership.pdf.

- Robinson, S. L., & Bennett, R. J. (1995). A typology of deviant workplace behaviors: A multidimensional scaling study. *Academy of Management Journal*, 38(2), 555-572.
- Robinson, S.L. & Greenberg, J. (1998), Employees behaving badly: Dimensions, determinants and dilemmas in the study of workplace deviance, *Journal of Organizational Behaviour* (1986-1998), 1–30.
- Robinson, S.L. and O'Leary-Kelly, A.M. (1998), Monkey see, monkey do: The influence of work groups on the antisocial behaviour of employees, *Academy of Management Journal*, 41, 658–672.
- Rodell, J. B., & Judge, T. A. (2009). Can good stressors spark badbehaviors? The mediating role of emotions in links of challenge and hindrance stressors with citizenship and counterproductive behaviours. *Journal of Applied Psychology*, 94(6), 1438-1451.
- Rotundo, M., & Sackett, P. R. (2002). The relative importance of task, citizenship, and counterproductive performance to global ratings of job performance: A policy-capturing approach. *Journal of Applied Psychology*, 87(1), 66-80.
- Sims, R.R. (1992), The challenge of ethical behaviour in organizations, *Journal of Business Ethics*, 11, 505–513.
- Spector, P. E., & Fox, S. (2002). An emotion-centred model of voluntary work behaviour: some parallels between counterproductive work behaviour (CWB) and organizational citizenship behaviour (OCB). *Human Resources Management Review*, 12, 269–292.
- Sullivan, T.J. (2001) *Methods of social research*. Harcourt College Publishers Orlando
- Taylor, A. (2007). Gambling at work ‘costs employers £300M a year’. Financial Times. Retrieved from <http://www.ft.com/cms/s/0/55009c0e-a43d-11db-bec4-0000779e2340.html#axzz2mZJbxzmB>
- Tepper, B. J. (2000).Consequences of abusive supervision. *Academy of Management Journal*, 43, 178–190.
- Wei, F., & Si, S. (2013).Tit for tat? Abusive supervision and counterproductive work behaviours: The moderating effects of locus of control and perceived mobility. *Asia Pacific Journal of Management*, 30(1), 281-296.
- Whicker, M. L. (1996).*Toxic leaders*. Westport, CT: Quorum Books.

- Worchel, S. (2004). The diamond in the stone: Exploring the place of free behavior in studies of human rights and culture. In R. A. Wright, J. Greenberg, & S. S. Brehm (Eds.), *Motivational analyses of social behaviour: Building on Jack Brehm's contribution to psychology* (107–128). New Jersey: Lawrence Erlbaum Associates.
- Zellars, K. L., Tepper, B. J., & Duffy, M. K. (2002). Abusive supervision and subordinates' organizational citizenship behaviour. *Journal of Applied Psychology*, 87(6), 1068 -1076.
- Hamilton, D.I., Ogbuigwe, T. and Gabriel, J.M.O. (2017). Toxic Boss Syndrome and Deviant Workplace Behavior in Employees of the Nigerian Federal Civil Service, Accepted for Oral Presentation at the 11th Annual Conference of the Academy of Management Nigeria on 25th-26th October, 2017 at Nnamdi Azikiwe University, Awka, Anambra State, Nigeria.