

## Relationship of Abusive Supervision and Organizational Justice with Workplace Deviance Behavior among Nurses

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### 1.ABSTRACT

**Background:** Abusive supervision allows nurses to develop a sense of unfairness towards their hospital that leading some nurses to engage in workplace deviance behaviors as a result **Aim:** to investigate relationship of abusive supervision and organizational justice with workplace deviance behavior among nurses at Mansoura University Children Hospital. **Methods:** A descriptive, correlational design was utilized with convenience sample of all available nurses at least one-year experience at Mansoura University Children Hospital. Tools of data collection were Abusive Supervision Scale, Organizational Justice Scale and Egyptian Nursing Work Deviant Scale. **Results:** Majority of the studied nurses saw that level of abusive supervision at workplace was low (60.5%), Most of the studied nurses saw that level of organizational justice at workplace was moderate (46.2%), Majority of the studied nurses saw that level of workplace deviance behaviors was moderate low (91.3%) and there was statistically positive relationship between abusive supervision and workplace deviance behavior as perceived by the studied nurses but there was negative relationship between organizational justice and workplace deviance behavior. **Conclusion:** There was a statistically positive association between abusive supervision and workplace deviance behavior, while there was a negative relationship between organizational justice and workplace deviance behavior as observed by the nurses at Mansoura University Children Hospital. **Recommendations:** Future research could concentrate on longitudinal study designs to further investigate the effects of abusive supervision and organizational justice on workplace deviant, focus on how abusive supervision, organizational justice and work place deviance affect nurse performance,

**Keywords:** *Abusive Supervision, Organizational Justice, Workplace Deviance Behavior, Nurses*

### 2.Introduction

The majority of hospital workers are nurses, and how well hospitals provide nursing care is a good indicator of how well they are operating, which can be controlled through oversight via supervision. Supervision entails keeping an eye on someone or something to ensure that work is being done correctly and that individuals are behaving appropriately. Clinical supervision is a structured supportive professional development procedure that contributes to a practicing nurse's personal growth. To ensure patient safety and the competency of the nurses, the supervisor must be skilled in clinical supervision (Achempim-Ansong, Kwashie & Ofei, 2022).

Clinical supervisors ought to be dynamic, open, and usefully help supervisees to successfully investigate and foster clinical practice and permit them to talk about clinical and basic issues transparently. Additionally, ought to exhibit responsibility and compassion. Compassionate supervisors are more fruitful on the grounds that they comprehend what makes supervisees tick and

cannot weak those approaches to arrive at others. However, others supervisor acts abusively (Mohamed & Ahmed, 2019).

Abusive supervision is described as juniors' impression of the amount to which supervisors occupy in sustained aggressive verbal and nonverbal behaviors except physical interaction (Tepper, 2000). Abusive supervision has four dimensions: belittling behavior, scapegoating, yelling and credit stealing. Belittling behavior means make nurse feel little or less. Scapegoating means the act of blaming a nurse for something bad that has happened or that someone else has done. Yelling means shout some thing or make a loud noise. Credit Stealing refer to that the supervisor takes credit for the tasks that nurses do (Ghayas & Jabeen, 2020).

the adverse effects of abusive supervision are Psychological distress, increased turnover, workplace deviance, decreased job satisfaction and organizational commitment, poor performance and helpful behavior, low levels of creativity, work-family conflicts, emotion exhaustion creates a

socially noxious environment in the workplace, and retreating of organizational citizenship behavior (OCB) are. Also, reduces nurses' perceptions of organizational justice that means when feel that the organization failed to protect him from abuse, they are displaying a lack of organizational justice (Low, Sambasivan & Ho, 2021).

Organizational justice is defined as how nurses feel about how decisions are made and how nurses are treated inside organizations. (Mohammadi, Hanifi & Varjoshani, 2020). Organizational justice has three dimensions: Distributive Justice, Procedural justice and Interactional justice. The third dimension categorized to interpersonal and informational justice. Distributive justice refers to the equitable allocation of outcomes and resources, such as pay, salary and promotions for nurses, within organizations. Procedural justice refers to the objectivity of decision making processes that affect results. When supervisors treat nurses with formality and respect, this is referred to as interpersonal justice. Informational justice refers to the manner in which managers inform nurses about their tasks. (Ghasi, Ogbuabor & Onodugo, 2020).

Organizational justice has positive impact on nurses includes increase work performance job, satisfaction, commitment, productivity and cooperation. It's also improving work engagement, organizational trust, organizational identification, attachment, identification and involvement, motivation, and nurse's satisfaction. It's also a strong antecedent for workplace social courage. Decrease emotional exhaustion, job burnout, turnover intentions and workplace deviance behavior (Mert, Sen & Alzghoul, 2021). workplace deviance behavior can define as deliberate way of behaving that disregard critical authoritative standards and, in this manner, undermines the prosperity of the organization or its individuals, or both (Fitriastuti & Vanderstraeten, 2022).

It has two dimensions: interpersonal and organizational deviance. Organizational deviance reveals any behavior that directed toward the organization itself. Such as wasting unit materials and supplies or taking without permission Coming to work late without permission and taking longer breaks than acceptable but interpersonal deviance is commonly the deviation that directed toward organization members such as co-workers, managers, and subordinates. Blaming colleagues for mistakes, refusing to help colleagues at work and gossiping about colleagues are examples for interpersonal deviance which consider a critical

type of deviance (Abd-Elrhaman, Helal & ArabyEbraheem, 2020).

Workplace deviance behavior has a bad consequence on nurses and organization. it can leads to lost work time, increase absenteeism, turnover, burnout decrease performance, productivity, efficiency, morale of nurses, quality of care which led to economic threat and loss because the organization pay salary to nurse doesn't work effectively (Hashish, 2020).

Having effective supervision is essential for nurses to achieve higher standards of nursing care and better patient outcomes in any hospital. Effective supervision also allows nurses to develop a sense of fairness towards their hospital. Organizational justice strongly influences nurses' decision to stay or leave the organization, in addition to justice increasing work engagement and job satisfaction, reducing burnout, and increasing care quality, it also decreases bad behaviors among nurses. There are some supervisors who treat nurses unfairly and abuse them, leading some nurses to engage in workplace deviance behaviors as a result (Rocha, Pinto & Carvalho, 2021).

### **2.1 Aim of the study**

This study designed to investigate relationship of abusive supervision and organizational justice with workplace deviance behavior among nurses at Mansoura University Children Hospital.

### **2.2 Research Questions:**

1. What is perception of staff nurses toward abusive supervision at Mansoura University Children Hospital?
2. What is perception of staff nurses toward organizational justice at Mansoura University Children Hospital?
3. What is perception of staff nurses toward workplace deviance behavior at Mansoura University Children Hospital?
4. Is there a relation between abusive supervision and organizational justice with workplace deviance behavior at Mansoura University Children Hospital?

### **3. Methods**

#### **3.1 Research design:**

The research method used for this study was descriptive correlational.

#### **3.2 The study setting :**

The research was carried out at the Mansoura University Children Hospital (MUCH), which is a part of Mansoura University Hospitals

and offered a wide range of pediatric healthcare facilities.

### 3.3 Participants of the study:

The study included convenience sample of all available nurses in inpatient unit at least one-year experience at Mansoura University Children Hospital. The total number of staff nurses (n=195) who were agreed to participate in this study at Mansoura University Children Hospital.

### 3.4 Tools of data collection: -

The following three tools were used for collecting data:

#### Tool I: Abusive Supervision Questionnaire.

It is divided into two parts:

**Part 1 the personal characteristics** of the staff nurses, including their age, gender, years of expertise, marital status, and educational background.

#### Part 2: on Abusive Supervision Questionnaire

The tool was developed by **Ghayas & Jabeen (2020)**. It aimed to evaluate and assess abusive supervision. It has 15 items total, which are divided into four categories: scapegoating (4 items), yelling (3 items), credit stealing (4 items), and belittling behavior (4 items). A five-point Likert scale, with 1 denoting strongly disagree and 5 denoting strongly agree, will be used to evaluate the responses .

#### Scoring system:

Based on cut of value, statistical analysis classified the level of abusive supervision as follow .

1. < 50 % Low
2. 50%–75% Moderate
3. > 75% High

#### Tool (II): Organizational Justice Questionnaire

The Organizational Justice Questionnaire was developed by **Colquitt & Rodell (2015)**.

The purpose is to evaluate and assess organizational justice. There are 20 items total, which are divided into four categories: procedural justice (7 things), distributive justice (4 items), interpersonal justice (4 items), and informational justice (5 items). The replies will be scored on a five-point scale with 1 denoting to a very small extent and 5 denoting to a very large extent.

#### Scoring system:

Based on cut of value, statistical analysis classified the level of organizational justice as follows .

1. < 50 % Low

2. 50%–75% Moderate
3. > 75% High

#### Tool (III): Egyptian Nursing Work Deviant Questionnaire

**Aly & El Shanawany (2016)** developed this tool. It aimed to evaluate and assess workplace deviance behaviors for Egyptian nurses. It has 38 items total, which are divided down into five categories: deviant behavior (9 items), deviant attitude (6 items), deviant ethics (8 items), deviant nurse manager (5 items), and deviant performance (10 items). A five-point scale, with 1 denoting strongly disagree and 5 denoting strongly agree, will be used to evaluate the responses.

#### Scoring system:

Based on cut of value, statistical analysis classified the level of

1. < 50 % Low
2. 50%–75% Moderate
3. > 75% High

#### 3.5 Validity and reliability:

The tools were revised for precision, relevance, applicability, inclusiveness, understanding, and ease of implementation. Modifications were made in accordance with their recommendations, which included changes to the grammar and rephrasing of some sentences. Face validity was established by a jury of five experts from the Faculty of Nursing at Mansoura University. Cronbach's Alpha was used to assess the validity of the study instruments Abusive Supervision Questionnaire, Organizational Justice Questionnaire, and Egyptian Nursing Work Deviant Questionnaire. After reliability calculations, the results were (0.87), (0.96), and (0.92), respectively.

#### 3.6 Pilot study:

A pilot research consisting of 20 nurses (10% of the overall study sample) was approved in order to assess the statement's clarity and viability as well as the length of time needed to finish the tools. To evaluate the tools' clarity, viability, and application, nurses who participated in the pilot trial were excluded from the overall sample, and any necessary modifications were made in response to their feedback.

#### 3.7 Data Collection:

Nurses received the questionnaire sheets (I, II, and III). In order to gain their acceptance and participation, during the morning and afternoon shifts of work, the researcher went over the goals and methodology of the study with each participant

in the study, as well as how to complete the questionnaire. The participating nurses were then given the questionnaire sheet to fill out. Three days a week, the researcher visited the hospital. It takes 15-20 minutes to fill the sheet. From the beginning of April to the end of June 2022, data collection spanned three months.

### 3.8 Ethical Consideration:

Formal approval was received from the Mansoura University Faculty of Nursing's research ethics committee. A formal approval to carry out the study will be obtained from the hospital's accountable administrator. They gave verbal informed consent and participated voluntarily. The coding of all data ensured the subject's anonymity and confidentiality. The study sample's privacy was secured. The outcome will be incorporated into the required research. It will also be applied to future publications and educational projects.

### 3.9 Statistical analysis:

With the use of SPSS software (Statistical Package for the Social Sciences, version 23, SPSS Inc. Chicago, IL, USA), the gathered data was arranged, tabulated, and statistically analyzed. Frequency and percentage were used to express the category variables. The mean and standard deviation were used to represent continuous variables. In order to compare two continuous variable means, an independent t-test was utilized. The difference between more than two continuous variable means was examined using the ANOVA test. The connection between two continuous variables was evaluated using the Pearson correlation coefficient test. The independent factors (abusive supervision and organizational justice) of workplace deviance behavior were investigated using multiple regression analysis. A p-value of 0.05 or less was judged statistically significant.

### 4. Results: -

**Table (1)** personal characteristics of the studied nurses working at Mansoura University Children Hospital. According to this table the mean age of the studied nurses was (29.88± 2.36). More than half of the studied were (65.6%) in their 20s to 30s whereas less than one third (31.3%) aged 31-40 years and 3.1 % aged more than 40 years. The majority of them was emale and married (82.1%), (73.8%) respectively. One third (33.3%) of the nurses in the study had a technical degree, while 16.4% had a diploma. Half of the nurses held bachelor's degrees in nursing science. Mean of nurses' experience was (8.24 ±6.84). Closely half of the studied nurses (49.7%) had 1-5 years of experience, nearly one third of nurses (30.3%) had

more than ten years of experience and less than one quarter (20.0%) had 6-10 years of experience.

**Table (2)** Percentages and rank of abusive supervision dimensions as perceived by studied nurses working at Mansoura University Children Hospital. This table revealed that mean score (38.47 ±11.31). Regarding abusive supervision domains, yelling took the lowest mean score (6.85±2.86), and belittling behavior took the highest mean score (10.79 ± 3.41).

**Table (3)** percentages and rank of organizational justice dimensions as perceived by studied nurses working at Mansoura University Children Hospital. This table showed that mean score (57.71±17.33). When it came to organizational justice domains, distributive justice had the lowest mean score (10.41± 4.41) and procedural justice had the greatest mean score (18.16 ±6.77).

**Table (4)** Percentages and rank of workplace deviance behaviors dimensions as perceived by studied nurses working at Mansoura University Children Hospital. This table showed that means score was 70.82±21.66. In terms of workplace deviance behavior domains, nurses' performance deviant had the greatest mean score (17.64±6.49), while nurses' manager deviant received the lowest mean score (11.06±5.12).

**Table (5)** Relationship of abusive supervision and organizational justice with workplace deviance behavior among studied nurses. This table showed that there was statistically positive correlation between abusive supervision and workplace deviance behavior as perceived by the studied nurses but there was negative correlation between organizational justice and workplace deviance behavior

**Figure (1)** shows relationship between abusive supervision and workplace deviance behavior among studied nurses. This figure showed that there was statistically positive relationship between abusive supervision and workplace deviance behavior as perceived by the studied nurses

**Figure (2)** shows relationship between organizational justice and workplace deviance behavior among studied nurses. This graph demonstrated a negative association between organizational justice and workplace deviance behavior as perceived by the nurses in the study

## Relationship of Abusive Supervision and . . .

**Table (1): personal characteristics of the studied nurses working at Mansoura University Children Hospital (n=195)**

Characteristics	N	%
<b>Age</b>		
▪ 20-30	128	65.6
▪ 31-40	61	31.3
▪ >40	6	3.1
<b>Mean±SD</b>	29.88±5.36	
<b>Gender</b>		
▪ Male	35	17.9
▪ Female	160	82.1
<b>Marital status</b>		
▪ Single	49	25.1
▪ Married	144	73.8
▪ Divorced	2	1.0
<b>Level of education</b>		
▪ Diploma	32	16.4
▪ Technical	65	33.3
▪ Bachelor	98	50.0
<b>Experience years</b>		
▪ 1-5	97	49.7
▪ 6-10	39	20.0
▪ >10	59	30.3
<b>Mean±SD</b>	8.24±6.84	

**Table (2) mean and standard deviations of abusive supervision dimensions as perceived by studied nurses working at Mansoura University Children Hospital (n=195)**

Abusive supervision domains	No of items	Min – Max	Mean±SD	Rank
• Credit stealing	4	4.0-20.0	10.71±3.14	2
• Scapegoating	4	4.0-20.0	10.12±3.90	3
• Yelling	3	3.0-15.0	6.85±2.86	4
• Belittling behavior	4	4.0-20.0	10.79±3.41	1
<b>Total abusive supervision</b>	<b>15</b>	<b>19-.0-71.0</b>	<b>38.47±11.31</b>	

*Mean and standard deviations are calculated related to maximum scores*

**Table (3) mean and standard deviations of organizational justice dimensions as perceived by studied nurses working at Mansoura University Children Hospital (n=195)**

Organizational justice dimensions	No of items	Min-max	Mean±SD	Rank
• Procedural justice	7	7.0-35.0	18.16±6.77	4
• Distributive justice	4	4.0-20.0	10.41±4.41	3
• Interpersonal justice	4	4.0-20.0	13.60±3.83	1
• Informational justice	5	5.0-25.0	15.52±5.54	2
<b>Total organizational justice</b>	<b>20</b>	<b>20.0-100.0</b>	<b>57.71±17.33</b>	

Table (4) mean and standard deviations of workplace deviance behaviors dimensions as perceived by studied nurses working at Mansoura University Children Hospital. (n=195)

Workplace deviance behaviors	No of items	Min-max	Mean±SD	Rank
A. Nurses' behavior deviant	9	9.0-45.0	17.19±6.14	3
B. Nurses' attitude deviant	6	6.0-30.0	11.98±4.31	2
C. Nurses' ethics deviant	8	8.0-31.0	12.94±4.90	5
D. Nurses' manager deviant	5	5.0-25.0	11.06±5.12	1
E. Nurses' performance deviant	10	10.0-47.0	17.64±6.49	4
Total workplace deviance behaviors	38	38.0-165.0	70.82±21.66	

Table (5) Relationship of abusive supervision and organizational justice with workplace deviance behavior among studied nurses

	Workplace deviance behavior	
	R	P
Abusive supervision	0.37	0.000**
Organizational justice	-0.36	0.000**

\*\* Highly statistically significant (p<0.01)

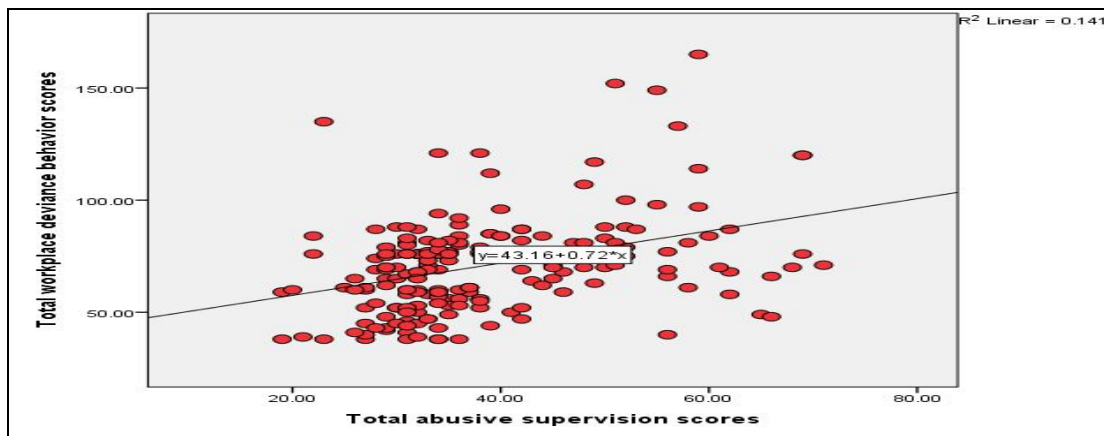


Figure (1) Relationship between abusive supervision and workplace deviance behavior among studied nurses (n=195)

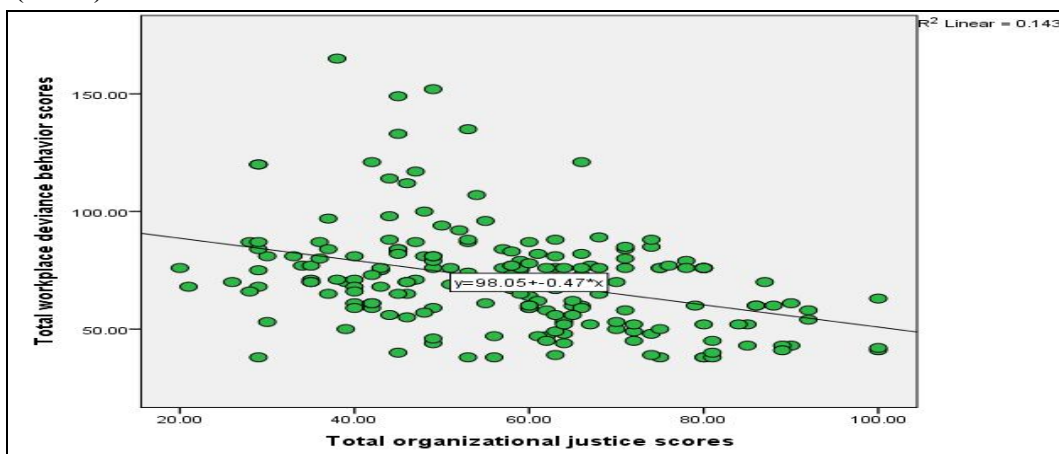


Figure (2) Relationship between organizational justice and workplace deviance behavior among studied nurses (n=195)

### 5. Discussion

The viewpoints of nurses on clinical supervision and justice need to be carefully considered since they may have an impact on the standard of care given their constant interaction with patients and status as a key component of healthcare organizations. The WHO noted in its study that nursing is one of the skilled professions in Egypt; however, nurses frequently deal with challenging workplace conditions, abusive supervisor behavior, unfairness, little institutional recognition or support, and demotivation due to low salaries, in addition to other challenges like a lack of personnel, a heavy workload, never-ending duties, and inadequate equipment that have led to dissatisfaction with work and feelings of frustration which lead nurses to act workplace deviance behavior (**Hashish, 2020**).

Therefore, the current study aimed to investigate relationship of abusive supervision and organizational justice with workplace deviance behavior among nurses at Mansoura University Children Hospital. The current study supports the notion that nurses who experience abusive supervision are more likely to involve in workplace deviance behavior and when they feel fair and equitable in their workplaces, this will be lowers deviant behavior.

The recent study exhibited that the highest perception regarding abusive supervision domains was related to belittling behavior followed by credit stealing, scapegoating and yelling with mean scores this may be related to that some of supervisor behaved abuse with nurse which made them felt unimportant, inferior or minimized.

This result was on the same track as (**Selem, Khan, Elayan, Shehata & Mkheimer, 2022**) which conducted at Aswan and Luxor, Egypt to determine Linkage psychological suffering, fear of criticism, and abusive supervision and they discovered that the highest perception regarding abusive supervision domains was related to belittling behavior.

This finding also is in congruence with (**Bajammal, 2021**) which conducted at private sectors in Jeddah, Saudi Arabia to ascertain whether male and female workers' perceptions of abusive supervision are similar in terms of nationality, age, and educational prerequisite and they discovered that the highest perception regarding abusive supervision domains was related to belittling behavior domain.

However, these findings were different from (**Badran & Akeel, 2022**) which conducted at Ain-Shams University Hospital to evaluate how abusive supervision affects staff nurses' deviant work behavior. They discovered that the highest perception regarding abusive supervision domains was related to Scapegoating followed by yelling domain.

The recent study exhibited that the highest perception regarding organizational justice domains was related to procedural justice followed by informational, interpersonal and distributive justice with mean scores this is related to that the supervisor made decision process with fairness (pay, rewards, evaluations, promotions, assignments, etc.).

This result was on the same track as (**Mengstie, 2020**). This study conducted at public and private hospitals at Ethiopia (Bahir- Dar and Gondar cities, Amhara Region) to assess health worker perception of Organizational justice and intention to leave and they discover that the highest perception regarding organizational justice domains was related to procedural justice followed by informational, interpersonal and distributive justice at private hospitals.

These results were in harmony with (**Minibas-Poussard, Le Roy & Erkmen, 2017**). A study was done at Istanbul, Turkey and the goal of this study is to investigate the influence of person variables in mediating the link between organizational justice and organizational commitment and they found that procedural justice was the highest perceived dimension.

In addition, this result matched with (**George & Wallio, 2017**) which conducted at Southwestern USA to look into the relationship between justice, and turnover intentions and they found that the highest mean score was related to procedural justice.

This finding also was reinforced by (**Mohamed, Higazee & Goda, 2018**) which conducted at university hospitals in Demiatte Governorate, Egypt. The purpose of this study was to investigate the link between organizational justice and workplace bullying among nurses and they discovered that nurses had a higher mean score for procedural justice and the lowest mean score for disruptive justice.

This finding disagreed with (**Choi & Shin, 2022**) which conducted at South Korean general and tertiary hospitals to When researchers looked at how nursing core competencies and organizational

justice influenced nurses' preferences to quit their professions, they discovered that interactional, procedural and distributive justice and justice received the highest ratings respectively.

This finding is in congruence with **(Hashish, 2020)**. This study conducted at two Egyptian hospitals (Madina hospital and main university hospital) in Alexandria governorate, Egypt which studied organizational justice and workplace deviance in hospital as perceived by nurses and they discovered that distributive justice was the least valued perceived component, while interactional justice had the greatest mean value.

This result is also not consistent with **(Haghighinezhad, Atashzadeh-Shoorideh, Ashktorab, Mohtashami & Barkhordari-Sharifabad, 2019)**. A study was done at ICU units of five hospitals at Iran to assessed relationship between perceived organizational justice by nurses and moral distress in ICUs and found that distributive justice was weakest perceived dimension but Interactional justice was the highest.

This finding is also in congruence with **(Hwang & Yi, 2022)**. This study conducted at mental health centers in South Korea to determine how organizational justice and workplace spirituality affect the intentions of mental health practitioners working in small communities to leave their jobs and found that interactional justice was the highest mean value, while procedural was found to be the lowest perceived dimension.

In contradictory with **(Wan, Zhou, Li & Shang, 2018)** which conducted at seven hospitals in China to study if organizational justice and job qualities are related to nurses' work engagement. They found that the highest perception regarding organizational justice domains was related to interpersonal justice followed by informational, procedural and distributive justice with mean scores.

The recent study exhibited that the highest perception regarding workplace deviance behaviors was related to nurses' performance deviant while the lowest mean score was related to nurses' manager deviant and this is related to small number of nurses escaped from work duties while supervisors did not abuse or balm nurses.

This result was on the same track as **(Hany, Hassan & Badran, 2020)**. Egypt's Ain Shams University Hospital served as the study's location. This study looked into how organizational justice affected nurses' workplace deviance behavior. It found that the performance deviant nurses had the

highest mean score, while the manager deviant nurses had the lowest mean score.

Regarding personal characteristic and abusive supervision, the result of present study shows that there is no significant relation between personal characteristic and abusive supervision. This result consistent with the result of **(Mackey, Frieder, Brees & Martinko, 2017)** they discover that demographic information showed a weak correlation with beliefs about abusive supervision. This study estimates the meta-analytic population for the correlations between perceptions of abusive supervision and several demographic, justice, individual difference, leadership, and outcome variables. It also conducts an empirical assessment of previous studies on abusive supervision.

In contradictory with **(Malik & ur Rahman, 2018)** which conducted in Twin cities, Pakistan to investigate gender sensitivity and the nature of households, as well as to empirically validate any disparities between the working class and educated class. They discovered that employed men reported less abuse than working mothers.

Regarding abusive supervision and workplace deviance behavior, the result of this study indicates that statistically significant positive relationship between abusive supervision domains and workplace deviance behavior domains among the studied nurses except nurses' behavior and ethics deviant were not related with scapegoating and belittling behavior. Also, nurses' ethics deviant was not related with credit stealing. This finding showed that when supervisors behave abusively (hostile verbal and non-verbal behaviors), nurses engage in deviant conduct include destroying equipment, making purposeful mistakes, causing delays, and quitting early.

This interpretation is supported by **(Park, Hoobler, Wu, Liden, Hu & Wilson, 2019)** that looked at how abusive supervision affected workplace deviance supports this interpretation. The results showed that both justice perceptions were related to deviance, but that there was a stronger correlation between abusive supervision and supervisory-focused justice than between abusive supervision and organizationally focused justice perceptions. The detrimental consequences of abusive supervision were likewise more pronounced in societies with lower power distances than in cultures with higher power distances.

This result is consistent with the result of **(Khaleel & Chelliah, 2023)** which conducted in Pakistan which looked at how hostile environments can lead to abusive supervision as well as how they



can mediate the link between perceived hostile environments and workplace deviation. The study's findings showed that abusive supervision strongly influences workplace deviance and mediates the link between perceived hostile work environment and such behavior.

This result was on the same track as **(Ali, Sair, Mehta, Naqvi & Saleem, 2020)** which conducted at Pakistan to determine how organizational cynicism and abusive supervision affect workplace deviation. The result demonstrated that the abusive supervisor behavior has a significant impact on workplace deviation.

This result is consistent with **(Nugroho, Oktavio & Kartika, 2019)**. This study conducted in Surabaya to explain how abusive supervision and work place deviation conduct are related. They discovered a direct and significant association between deviant behavior and abusive supervision. The association between abusive supervision and deviance is also shown to be moderated by negative reciprocity beliefs (NRB), with the relationship being stronger when the worker supported NRB than when they did not.

In contrast with these findings, a study was done in Pakistan by **(Raza, Ahmed, Zubair & Moueed, 2019)** to examines linking workplace deviance and abusive supervision. They definitely demonstrate that subordinates engage in deviant behavior in response to abusive supervisory behavior and seek retribution on their employer, supervisor, and coworkers.

Similarly, **(Asghar & Ahmad, 2017)** who conducted study in hospitals in Pakistan which primary goal was to examine the negative effects of abusive supervision on workplace deviant behavior. This showed that when a supervisor doesn't genuinely inform or communicate with staff about jobs, promotions, and awards, staff members react negatively to them. This showed also that when supervisors and organizations transmit inaccurate information to employees, the organizational structure, rules, and norms play a key role in enhancing such behavior. This will ultimately increase employee aggression in the form of breaking organizational norms and procedures.

In addition, **(Low, Sambasivan & Ho, 2021)** which included nurses working in public hospitals in Malaysia, they found that nurses who faced abusive supervision are more likely to occupied in counterproductive work behaviors. When subjected to abusive supervision, nurses experience injustice, and this view affects how they behave.

Furthermore, **(Hussain & Sia, 2017)** who conducted in India to study relationship between abusive supervision and employee's workplace deviance moderated by power distance orientation. According to this study, poor treatment by supervisors contributes to employee deviation at work; when employees sensed mistreated or abused by their superiors, they attempt to act in a deviant manner; interpersonal abuse in the workplace is a significant aspect of abusive supervision, which acts as a trigger for employees' abnormal behavior.

**Regarding** organizational justice and workplace deviance behavior, as yielded by the current study, here was statistically significant negative relationship between organizational justice domains and workplace deviance behavior domains among the studied nurses except nurses' ethics deviant were not related with procedural and distributive justice. Also, nurses' ethics deviant was not related with distributive justice. This finding demonstrated that when nurses feel treated fairly and valued by their superiors and organizational management, they exert their maximum effort to showcase positive behaviors, such as less absenteeism, improved job results, and less workplace unaccepted behavior.

This result is supported by **(Yasir & Jan, 2023)** which conducted at public sector hospitals of Pakistan to assess the relative between organizational justice, workplace deviance and servant leadership and they found the negative relationship between deviance behavior and organizational justice

This result was on the same track as **(Abbasi, Ismail, Baradari, Zureigat & Abdullah, 2022)**. The study was conducted at five universities in Malaysia to investigate the impact of organizational justice on workplace deviance. The findings show that organizational justice has a negative impact on workplace deviation.

This finding is consistent with the findings of **(Hany, Hassan, & Badran, 2020)** at University Hospital, Ain Shams city, they investigated the relationship between organizational justice and the workplace deviance behaviors of staff nurses. They discovered a statistically significant negative relationship between organizational justice and all workplace deviance behaviors among the study's staff nurses.

This result of study congruent with **(Kakemam, Torkzadeh Rouzbahani, Zahedi & Chegini, 2021)**. Who study conducted in Tabriz, Iran who studied relation between organizational justice and workplace deviance behavior. They

supported the theory that a rise in organizational justice was associated with a decline in the number of occurrences of WDBs.

This result is consistent with the result of **(Tavakoli, Peikari & Golshiri, 2020)**. This study conducted at the psychiatric hospitals of Isfahan city, Iran. They studied the association between organizational justice and privacy protection with mediating role of nurses' workplace deviant behavior. According to the study, organizational justice should be taken into account for lowering nurses' deviant behavior and enhancing privacy protection.

The current study's findings are consistent with **(Khattak, Zolin & Muhammad, 2020)**. Who study conducted at Public Sector University, Islamabad, Pakistan that studied organizational politics' perceived effects have a catalytic effect on the association between perceived unfairness and workplace deviance behavior. It was found that workers who feel they are being treated unfairly by their immediate boss are more likely to involve in deviant behavior including bullying, aggression, or stealing from their coworkers, Interactional injustice led to interpersonal deviance, but distributive and procedural injustices led to organizational deviance.

Similarly, **(Dora & Azim, 2019)** which found that organizational justice was essential because they encourage employees to adopt positive behaviors such as hope, self-efficacy, resilience, and optimism, and as a result they are less likely to involve in workplace deviance.

This is consistent with **(Öztürk & Poyraz, 2021)** who studied the relationship between Turkey public sector workers' perceptions of justice and their susceptibility to act deviant behavior at work and they found that there's significant negative relationship between organizational justice and workplace deviance behavior and benevolence and principal cultures act as a mediating factor in the association between organizational justice beliefs and workplace deviance.

These results were in harmony with **(Gull, Qamar, Khan & Tanvir, 2021)**. This study conducted in Lahore, Pakistan which focused on examining how organizational justice and its various forms affect workplace deviation. The study's findings highlight a considerable but unfavorable relationship between workplace deviance and organizational justice. Employers with a culture that values distributive, procedural, and interactional fairness are less likely to experience workplace deviant behavior. On the

other hand, unfair methods, bias, and disrespect at work may cause employees to diverge by permitting aggression and negatively skewed political attitudes.

In contrast, **(Abd-Elrhaman, Helal & ArabyEbraheem, 2020)**. Who study conducted at University Hospital in all inpatient's units in Benha city, Egypt. They evaluated organizational justice, workplace alienation, and deviant behaviors among staff nurses. They found that having a just working environment can influence employees' conduct. Employees participate more in various beneficial behaviors and treat others equally when they feel fair and equitable in their workplaces, which lowers deviant behavior and alienation from their jobs.

However, these findings were different from **(Abbasi, Baradari, Sheghariji & Shahreki, 2020)**. The study was conducted in Malaysia to look into how job satisfaction affects the link between workplace deviance and organizational justice. The findings indicated that workplace deviance is influenced by distributive and interactional fairness. Procedural justice, however, had no impact on workplace deviance. As regard abusive supervision, organizational justice and workplace deviance behavior, the result of this study indicates that there was statistically positive relationship between abusive supervision and workplace deviance behavior as perceived by the studied nurses. But there was negative relationship between organizational justice and workplace deviance behavior this may be related to some supervisors treat nurses with unfairness and behave abusively and as a result of those actions some nurses felt frustration and dissatisfaction with work which lead nurses to act workplace deviance behavior.

This result matched with **(Park, et al. 2019)** which conducted in USA to investigate the impact of abusive supervision on workplace deviance, taking into account the function of organizational justice and power distance and discovered that abusive supervision was significantly associated to organizationally focused justice perceptions, and justice perceptions was related to deviant behavior.

This result was on the same track as **(Asghar & Ahmad, 2017)**. The study was conducted in Pakistan to investigate the impact of abusive supervision on workplace deviance behavior and role of justice. The result demonstrated that employees generally engage in deviant behaviors because they see injustice from the organization and aggressive and abuse behavior from their supervisor.

These results were also in harmony with (Mohsenikabir & Mosavi Kashi, 2021). The study was conducted in Iran to investigate the effects of abusive supervision on deviant behavior with mediating role of organizational justice. They found when abused employees experience organizational injustice, they are more likely to occupy in deviant behavior.

### 6. Conclusion:

According to the study findings, there was a statistically significant positive relationship between abusive supervision and workplace deviance behavior, while there was a negative relationship between organizational justice and workplace deviance behavior as perceived by the nurses at Mansoura University Children Hospital. It is possible to conclude that when the level of abusive supervision is high, the level of workplace deviance behavior is high, whereas when the level of organizational justice is high, the level of workplace deviance behavior is low.

### 7. Recommendations: -

#### Based on the findings recommended to:

- Hospital administration should implement corrective disciplinary measures, actions, and initiatives to address supervisory abusive and workplace deviance behavior.
- Supervisor should treat the nurses with respect, give credit for job they do, makes positive comments to them.
- Nurses should be aware of hospital policy and regulation and follow it.
- Nursing schools should include abusive supervision and workplace deviant behavior in their courses to better educate students to cope or deal with such situations if they work in the nursing profession.
- Future research could concentrate on longitudinal study designs to further investigate the effects of abusive supervision and organizational justice on workplace misbehavior (deviant behavior).
- Future research can focus on how abusive supervision, organizational justice and workplace deviance affect nurse performance.
- Future research can look for the attributes and characteristics that influence the supervisors to engage in abusive behavior
- Future research can look for the effect of applying a training program on appropriate supervisory behavior and nursing workplace behavior.

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