Abusive Supervision as Perceived by Staff Nurses and Its' Influence on their Intention to Quit and Organizational Citizenship Behavior

Nada Salah Yassin[1], Rabab Mahmoud Hassan[2], Fawzia Mohammed Mohammed[3]
(1)B.Sc., Nursing Administration, (2)Professor of Nursing Administration, (3)Assistant Professor of Nursing Administration. Nursing Administration Department, Faculty of Nursing- Ain Shams University-Cairo-Egypt.

Abstract

Background: Supervisory leadership plays a vital role in influencing the desired outcomes. Abusive supervision had a negative impact on both employee and organizational citizenship behavior. **Aim:** This study aimed to assess influence of abusive supervision as perceived by staff nurses on their intention to quit and the organizational citizenship behavior among staff nurses. **Research design:** A descriptive correlational design was used. **Setting:** The study was conducted at Al- Ahrar hospital. **Subjects:** Included 171staff nurses out from 300 staff nurses. Tools: Data were collected by using abusive supervision scale, intention to quit scale, and organizational citizenship behavior scale. **Results:** The majority (94.2%) of nurses had a high level of abusive supervision. Moreover, about three-quarters (73.7%) of them had a high level of perception regarding intention to quit. Additionally, more than half (53.5%) of nurses had low organizational citizenship behavior. **Conclusion:** There was a highly significant strong positive correlation between abusive supervision and intention to quit among staff nurses. There was a significant negative correlation between abusive supervision and organizational citizenship behavior. **Recommendations:** Organizations have to map out strategies for decreasing abusive supervision, and provide psychological empowerment for nurses to reduce their turnover intention

Keywords: Abusive supervision, Intention to quit, Organizational citizenship behavior, Staff nurses.

Introduction

Supervision has a significant contribution in influencing the employee's behavior towards the achievement of individuals and organizational performance **(Namusoke, 2021)**. Leaders can build trust with their followers by providing information, and thereby making themselves vulnerable to their staff, and modeling trust by making the first move, this creates the basis for staff trust in them. As such, it can be through trusting followers that leaders build trust **(Nerstad et al., 2018)**.

Abusive supervision is subordinates' perceptions of the extent to which their supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact **(Park et al., 2017)**. Abusive supervision is a form of workplace mistreatment but is more specifically defined under the category of destructive leadership because it requires the direction of abuse to be

from the supervisor to the subordinate **(Vaiz et al., 2021)**.

Abusive supervision is considered as related to an abuse of hierarchical power which, in turn, has been related to workplace deviance **(Raza et al., 2017)**. It has an impact on employee creativity and employee job satisfaction and turnover intentions **(Khusbu et al., 2017)**.

Organizational citizenship behavior (OCB) refers to the willingness of employees to go beyond the formal specifications' roles, also known as extra-role behaviors, but had an impact on the performance of the organization. It is positively related to sustainable performance, and a great deal of research has posited and verified OCB as a sustainable contributor to organizational practices and outcomes **(Park, 2018)**. OCB is the positive behavior that individuals display voluntarily for the benefit of others, or the organization, beyond the call of duty **(Velickovska, 2017)**.

Organizational citizenship behavior is categorized into seven domains as helping behavior means helping others without being asked. Sportsmanship means sacrificing for the organization while remaining positive. Organizational loyalty means being loyal to the organization and promoting a positive image of the organization to outsiders. Organizational compliance means following the organization's rules and regulations. Individual initiative means actively improving work results and motivating others to do the same, civic virtue means involvement in political membership of the organization, and self-development concerns with the employees' effort to improve themselves **(Shillamkwese et al., 2020).**

The desire is to stop working for an organization is what literature refers to as turnover intention or intention to quit (ITQ). When someone wished to quit the organization and seek a new job alternative, this condition can also be defined as the turnover intention. Additionally, it is also defined as an employees' attempt to exchange to another organization that can suit their demands **(Saraih et al., 2017).** Turnover intention (the intention to leave or stay) has continuously been the most important problem for leaders since high it can substantially impact employees' morale and prevent everyone from developing any type of commitment towards their organization **(Treglow et al., 2018).**

There are potential factors associated with turnover intention among nurses as personal characteristics, hospital healthcare system, support, relationships with patients/coworkers/supervisors, autonomy, and responsibility. Additionally, the following various factors in the nurses' working environment have been demonstrated to contribute to the intention to leave their present job, long working hours, unsuitable shifts, working nights, highly demanding work, number of patients per nurse **(De Oliveira et al., 2017).**

Nurse turnover has a negative impact on the ability to meet patient needs and provide a high quality of care, which may create more stress on other staff due to increased workloads. This can lead to critical changes in the behavior of nurses towards their jobs resulting in low work satisfaction, low productivity, and leaving the organization **(Kaddourah et al., 2018)**.

Significance of the study:

Researcher noticed in the study setting that staff nurses in Al-Ahrar hospital face a number of severe issues, such as invading their privacy by trying to know performance problems and talking about these problems such as in front of others nurses' which that lead to their causes embarrassment among their colleagues, reminding them with past mistakes and failures in front of others when any nurse refused to do any additional daily work, humiliating them for any encouragement of the manager of hospital and deliberates to hurt their feelings, making negative comments about them to others. The supervisor didn't involve their staff nurses in any decision-making related to work and didn't accept their thoughts, opinion, or suggestions. Accordingly, many staff nurses had thought about leaving work at a hospital and had counterproductive behavior. So, this study assesses the influence of abusive supervision on their work intention to quit and organizational citizenship behavior among staff nurses.

Aim of the Study:

This study aims to assess influence of abusive supervision as perceived by staff nurses on their intention to quit and the organizational citizenship behavior among staff nurses.

Research hypothesis

There is an influence on abusive supervision among the staff nurse's intention to quit and organizational citizenship behavior.

Subjects and Methods:

I. Technical Design:

The technical design for this study includes research design, setting of this study, subjects and data collection tools.

Research design:

A descriptive correlational design was used to carry out this study.

Research design:

This study was conducted in all departments Al- Ahrar Teaching Hospital which located in Zagazig city at Alsharaqiuh Governorate. This hospital affiliated to the general organization for teaching hospital and institutes. Its total bed capacity is 420 beds.

Subjects:

One hundred and seventy-one (171) out from three hundred (300) staff nurses who working in the above-mentioned setting participated in the study. Sampling random sample technique was used for selection study subjects.

Tools of the study:

Data of this study were collected by using three tools namely; Abusive supervision scale, intention to quit scale and organizational citizenship behavior scale.

First tool: Abusive supervision scale (AS):

This questionnaire was used to assess staff nurses' perception regarding abusive supervision. It was developed by **Tapper, (2000)** and modified by the researcher, it consisted of two parts:

Part I: This part aimed to collect data related to personal and job characteristics of study subject included age, gender, marital status, work years of experience, qualification and training courses.

Part II: This part was consisted of 15 items such as my boss ridicules me, puts me down in front of others and invades my privacy.

Scoring system:

Responses were measured on five points and ranging from Likert scale (Strongly agree =5, Agree= 4, Neutral =3, Disagree Likert scale e =2, Strongly disagree=1).

The scores of the statement of each component were summed-up, converted into percent score. The respondent perception of abusive supervision was considered low if the total percent score was less than 60% and

moderate if total score was ranged from 60-75% and high if the total scores was more than 75%.

Tool validity:

This group was consisted of five professors specialized in Nursing Administration and Psychiatric and Mental Health Nursing from Faculty of Nursing- Ain Shams University. Two assistant professors of Nursing Administration department - Ain Shams University Jury group reviewed the tool to judge its clarity, comprehensiveness and accuracy. Their opinions were elicited regarding the tool format, layout, parts and scoring system. According to jury opinions the researcher modified few items of the tool as rephrasing some statements and rearranging some items in order to be clear, accurate and comprehensive.

Tool reliability:

The reliability of the tool was assessed its internal consistency by using Cronbach's Alpha Coefficient test. Abusive supervision scale was 0.86.

Second tool: Intention to quit scale

It aims to assess to what extent the staff nurse's intent to quit their work. It was developed by **Roodt, (2008)**; **Peterson, (2009)**: **Jourdain and Chenevert, (2010)** and was adopted from **Aid, (2018).** It was contained of 12 items consisted of 5 items regarding to staying intention and 7 items regarding to leaving intention.

Scoring system:

The response of staff nurses was based on five points Likert scale, and were scored 1, 2, 3, 4, 5, for "Never", "Rarely", "Sometimes", "Often", or "Always" staying intention statement had reverse score. Intentions to quit considered low if the total score was less than 60% if the score ranged from 60-75% the subject considered moderate intention to quit and highly intention to quit if the score was more than 75% **(Aid, 2018).**

Tool reliability:

Tool reliability was tested by **(Aid, 2018)**, Intention to quit scale was 0.78.

Third tool: Organizational citizenship behavior scale:

This scale was used to identify organizational citizenship behavior among staff nurses. This scale was adopted from **(Mohamed, 2018)** based on **(Organ, 1990).**

It was consisted of 20 items divided into five dimensions. It described in the following table as follow as:

Table (I): Description of organizational citizenship behavior scale:

Organization citizenship behavior Dimensions	No. of Items	Example
Altruism deviant	5	I help my colleagues to carry out the tasks entrusted to them.
Civility deviant	4	I avoid stirring up trouble at work.
Sportsmanship deviant	3	Carry out additional tasks delegated to me without grumbling
Civic virtue deviant	5	I maintain reputation of the hospital where I work.
Conscientiousness deviant	3	I usually provide suggestions for work development and improvement

Scoring system

Responses were measured on a five points scale and ranging from Likert scale (Strongly agree =5, Agree= 4, Neutral =3, Disagree =2, Strongly disagree=1).to detect the extent to which the respondents had engaged in each of the behaviors. Negative statements had reversed score. The scores of items were summed-up and the total score was divided by the number of the items, giving the mean score for each component. These scores were converted into percent score. Organizational citizenship behavior was considered negative if the total percent score was less than 60% and neutral if total score ranged between from (60-75%) and positive if the scores was 75% or more **(Mohamed, 2018).**

Tool reliability:

Tool reliability was tested by **(Mohamed, 2018)** organizational citizenship behavior scale was 0.983.

II.   Operational Design

Preparatory phase

This phase started from the beginning of December 2021 and completed at the beginning of March 2021. . During this phase, the researcher reviewed the national and international related literature concerning the topic of the study, this review was conducted through using available textbooks, articles, periodicals journals and internet search to be acquainted with study subject.

Pilot Study:

The pilot study was carried out on 9 staff nurses who represent 10% of the total of the study subjects. The aim of the pilot study was to examine the applicability of the tool, clarity of language, test the feasibility and suitability of the designated tools. It also served to estimate the time needed to complete the forms by each study subject. The pilot study was conducted in May 2021.

Field work:

The field work of the study took three months started in the beginning of December 2021 and completed at the beginning of March 2021.The researcher met the head nurse of each unit for determining the suitable time to collect the data from the staff in each unit. The researcher introduced herself to staff nurses in the workplace, explains the aim and component of the questionnaires and distributed the sheets to staff nurses in their work settings at different times.

The researcher was present during the data collection period to explain how to filling the questionnaires, clarify any ambiguity and answer any questions. Data was collected four days per week at the morning and afternoon shifts. The researcher collected about fifteen to

twenty questionnaires every week. The filled forms were handed back to the researcher to check each one to ensure its completeness.

III. Administrative Design:

To carry out the study, the necessary approvals were obtained. An official letter was issued from Dean of Faculty of Nursing, Ain Shams University, to obtain permission from the hospital directors about conduction the study. The researcher met both hospital directors medical and nursing to explain aim of the study and get their approval to collect data and seek their support.

IV. Statistical Design:

Data entry was done using SPSS V20 computer software package. Data were presented using descriptive statistics in the form of frequencies and percentages for qualitative variables and means and ± standard deviations for quantitative variables. Qualitative variables were compared using chi-square test.

Cronbach's Alpha coefficient was calculated to assess the reliability of the tools through their internal consistency. Pearson correlation co-efficient (r) was used for assessment of the inter-relationship among quantitative variables. In order to identify the independent predictor workplace deviance behavior scores among staff nurses, multiple linear regression analysis was used. The confidence level chosen for the study was 95%. Statistical significance was considered at p value <0.05.

Ethical considerations:

Prior to the actual work of research study, ethical approval was obtained from the scientific research ethical committee of the Faculty of Nursing at Ain Shams University. In addition, informal agreement was obtained from each participant in the study. The aim and purpose of the study were explained to staff nurses who were included in the study. Also, it assured maintaining anonymity and confidentiality of collected data. The subjects were informed that they were allowed to choose to participate or not in the study and that they had the right to withdraw from the study at any time without giving any reason and the collected data kept confidential and used for research only.

Results:

Table (1) shows that more than half (56.4%) of the study participants were less than 30 years old, more than half (56.7%) of them had a nursing diploma, more than half (56.7%) of them had five to ten years of experience in their units, about half (50.9%) of them had general experience more than ten years, and nobody of them attended any training program about management.

Figure (1) reveals that more than two thirds (69.6%) of the staff nurses were females.

Figure (2) demonstrates that the majority (94.2%) of the staff nurses had high perception level regarding abusive supervision from their supervisors.

Figure (3) illustrates that about three quarters (73.7%) of the study participants had high level of intention to quit their work.

Figure (4) concludes that more than half (53.5%) of the study participants had low organizational citizenship behavior level.

Table (2) shows that there were significant relationships between total level of abusive supervision and participants' age (χ2= 8.103, p=.004), qualification (χ2= 8.10, p=.004), marital status (χ2= 19.04, p=.00), unit experience (χ2= 10.88, p=.004), training attendance (χ2= 2.37, p=.01), and all nursing experience (χ2= 85.94, p=.00).

Table (3) shows that there were significant relationships between total level of abusive supervision and participants' unit experience (χ2= 12.37, p=.002), and all nursing experience (χ2= 15.52, p=.00).

Table (4) illustrates that there were significant relationships between total level of abusive supervision and participants' gender (χ2= 8.80, p=.003), unit experience (χ2= 10.88, p=.004), and all nursing experience (χ2= 85.94, p=.00).

Table (5) reveals that there was highly significant strong positive correlation (r=0.613,

p=0.00) between abusive supervision and intention to quit work, Moreover there was significant negative correlation (r= -.07, p=0.041) between abusive supervision and organizational citizenship behavior, and .Additionally There was significant negative correlation (r= -.061, p=0.04) between intention to quit work and organizational citizenship behavior.

Table (1): Personal characteristics of study sample (n= 171).

Personal data	No.	%
Age		
< 30 years	97	56.7
≥ 30 years	74	43.3
Mean± SD	34.33± 4.97	
Qualification		
Nursing Diploma	97	56.7
Above average diploma	74	43.3
Years' experience at current unit		
< 5 years	27	15.8
5 - 10 years	97	56.7
> 10 years	47	27.5
Mean± SD	7.24± 3.25	
Experience in nursing		
< 5 years	5	2.9
5 - 10 years	79	46.2
> 10 years	87	50.9
Mean± SD	7.89± 2.87	
Attending any training courses about management		
No	132	77.2
Yes	39	22.8

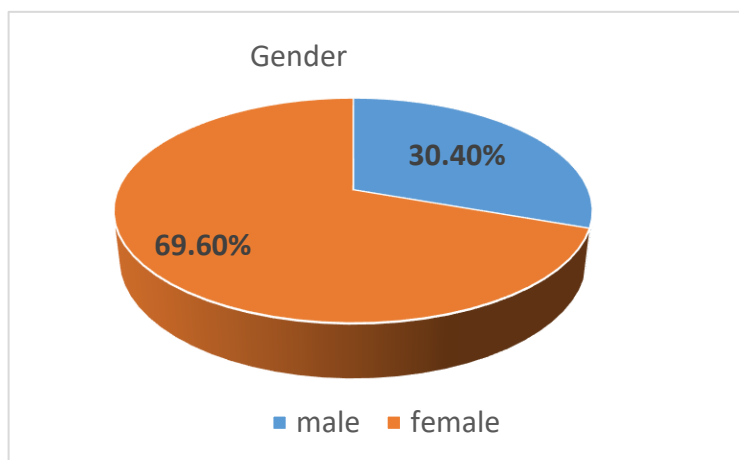**Figure (1):** Percentage distribution of staff nurses' gender (n=171)

Figure (2): Percentage distribution of staff nurses' marital status (n=171)
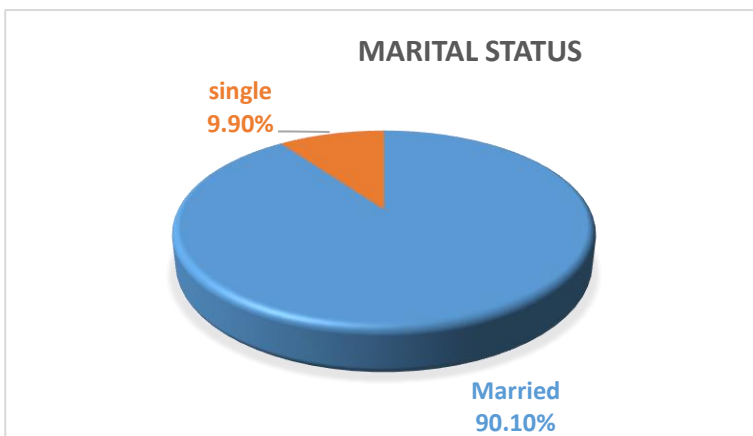

Figure (3): Staff nurses' total perception level regarding abusive supervision level (n= 171).
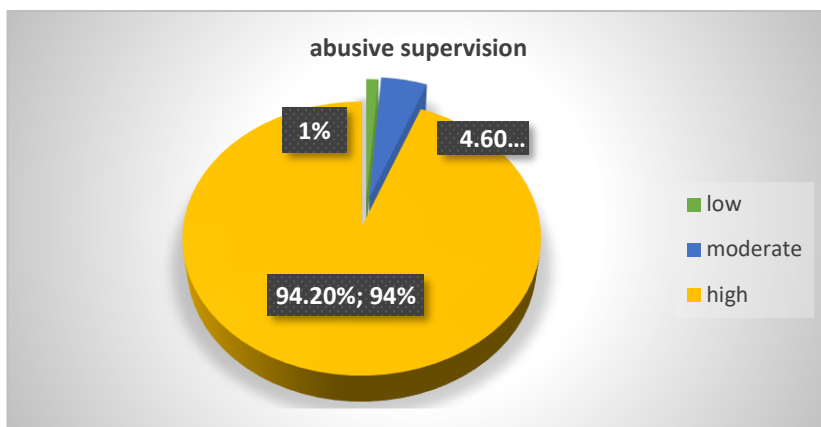

Figure (4): staff nurses' total level of intent to quit their work (n= 171).
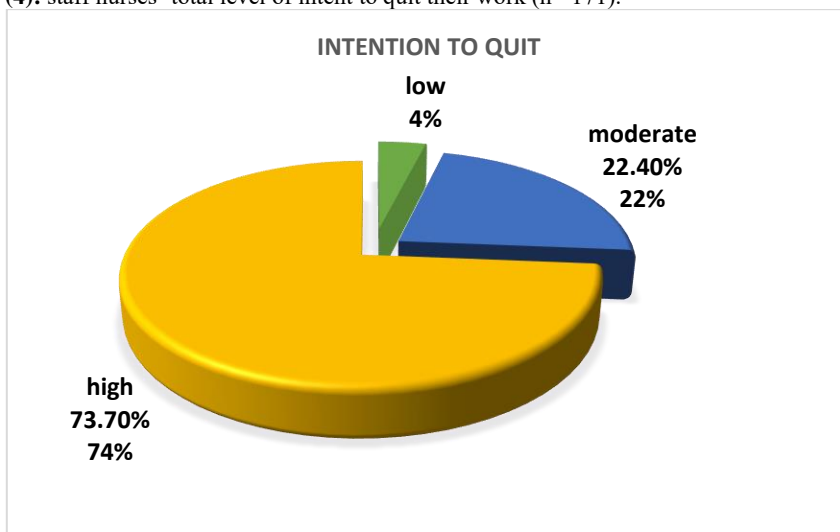
Figure (5): Staff nurses' total organizational citizenship behavior level (n= 171).

Table (2): Relationship between staff nurses' personal data and perception of abusive supervision (n=171).

| Personal data | Total abusive supervision level | | | | | | Chi square test | |
| | Low | | Moderate | | High | | | |
	No.	%	No.	%	No.	%	χ2	p
Age								
< 30	2	2.1	8	8.2	87	89.7	8.103	.004
≥30	0	0	0	0	74	100		
Gender								
Male	2	3.8	3	5.8	47	90.4	1.93	.17
Female	0	0	5	4.2	114	95.8		
Qualification								
Nursing Diploma	2	2.1	8	8.2	87	89.7	8.10	.004
Above average diploma	0	0	0	0	74	100		
Marital status								
Married	0	0	5	3.2	149	96.8	19.04	.00
Single	2	11.8	3	17.6	12	70.6		
Years' experience at current unit								
< 5 years	0	0	5	18.5	22	81.5		
5 - 10 years	2	2.1	3	3.1	92	94.8	10.88	.004
> 10 years	0	0	0	0	47	100		
Experience in nursing								
< 5 years	2	40	3	60	0	0		
5 - 10 years	0	0	5	6.3	74	93.7	85.94	.00
> 10 years	0	0	0	0	87	100		
Training courses								
No	1	.8	5	3.8	126	95.4	2.37	.01
Yes	1	2.6	3	7.9	34	89.5		

Table (3): Relationship between staff nurses' personal data, and their intention to quit their work (n=171).

Personal data	Total intention to quit level						Chi square test	
	Low		Moderate		High			
	No.	%	No.	%	No.	%	χ2	p
Age								
< 30	0	0	28	28.9	69	71.1	.75	.39
≥30	7	9.5	10	13.5	57	77		
Gender								
Male	4	7.7	7	13.5	41	78.8	1.03	.31
Female	3	2.5	31	26.1	85	71.4		
Qualification								
Nursing Diploma	0	0	25	25.8	72	74.2	.034	.85
Above average diploma	7	9.5	13	17.5	54	73		
Marital status								
Married	0	0	38	24.7	116	75.3	2.15	.14
Single	7	41.2	0	0	10	58.8		
Years' experience at current unit								
< 5 years	0	0	14	51.9	13	48.1	12.37	.002
5 - 10 years	7	7.2	17	17.5	73	75.3		
> 10 years	0	0	7	14.9	40	85.1		
Experience in nursing								
< 5 years	0	0	5	100	0	0	15.52	.00
5 - 10 years	7	8.8	15	19	57	72.2		
> 10 years	0	0	18	20.7	69	79.3		
Training courses								
No	2	1.5	8	6.1	122	92.4	14.72	.07
Yes	5	12.8	30	76.9	4	10.3		

Table (4): Relationship between staff nurses' personal data, and organizational citizenship behavior (n=171).

Personal data	Total organizational citizenship behavior level						Chi square test	
	Low		Moderate		High			
	No.	%	No.	%	No.	%	χ2	p
Age								
< 30	45	46.3	34	35.1	18	18.6	.038	.85
≥30	47	63.5	27	36.5	0	0		
Gender								
Male	30	57.7	10	19.2	12	23.1	8.80	.003
Female	62	52.1	51	42.9	6	5		
Qualification								
Nursing Diploma	62	63.9	34	35.1	1	1	.038	.85
Above average diploma	30	40.5	27	36.5	17	23		
Marital status								
Married	84	54.5	52	33.8	18	11.7	2.45	.12
Single	8	47.1	9	52.9	0	0		
Years' experience at current unit								
< 5 years	10	37	14	51.9	3	11.1	11.07	.004
5 - 10 years	58	59.8	39	40.2	0	0		
> 10 years	24	51.1	8	17	15	31.9		
Experience in nursing								
< 5 years	1	20	4	80	0	0	7.18	.028
5 - 10 years	39	49.4	22	27.8	18	22.8		
> 10 years	52	59.8	35	40.2	0	0		
Training courses								
No	79	59.8	42	31.8	11	8.3	6.38	.28
Yes	12	30.8	15	38.4	12	30.8		

Table (5): Correlation between staff nurses' perception of abusive supervision, intent to quit their work, and organizational citizenship behavior (n=171).

	Pearson Correlation	**Abusive supervision**	**Intention to quit**
Intention to quit	r	0.613**	
	P	0.000	
Organizational citizenship behavior	r	-0.070-	-.061-
	P	0.041*	.04*

Discussion

Supervision has a significant contribution in influencing the employee's behavior towards the achievement of individuals and organizational performance (**Jiang et al., 2017).** Leaders can build trust with their followers by providing information, and thereby making themselves vulnerable to their staff, and modeling trust by making the first move, this creates the basis for staff trust in them. As such, it can be through trusting followers that leaders build trust (**Nerstad et al., 2018).**

Regarding abusive supervision, the finding of the present study revealed that the all of the study participants had a high perception regarding their supervisors not give them credit for a job requiring a lot of effort item, almost all of them had a high agreement that their supervisors ridicule them, and tells them their thoughts or feelings are stupid and gives them the silent treatment. From the researcher's point of view, supervisors may think that the less control and flexible leadership is present, the less deviation is observed in the work.

The present study was relevant and consistent with **Frazier and Bowler (2015)** who mentioned that when managers have a realistic view of themselves, are open to the ideas of others, and provide employees with credit for their contributions and strengths, employees are more likely to have sustainable positive feelings about their jobs.

Regarding total abusive supervision levels, the finding of present study findings revealed that the great majority of the study participants had high perception level of abusive supervision from their supervisors. These results may be due to nurses are always blamed for any deficient at care for patients without directing even a simple blame to the physicians who are also partners in providing the same medical service to the same patient.

This current study finding agree with **Martinko et al., 2013; Er and Sokmen, (2018)** found that minority of studied sample had low abusive supervision fromtheir supervisors. This study incongruent with **Abou Ramdan, & Eid, (2020)** who conducted study about "Toxic Leadership: Conflict Management Style and Organizational Commitment among Intensive Care Nursing Staff" and found that only 9.7% of the studied nurses had high level of abusive supervision from their supervisors.

The present study result disagreed with the results done by **Xu et al. (2019)** revealed that abusive supervision was at a moderate level among respondents, and this led to subordinate silence. Also, this current study contradictory with **Lyu et al. (2018)** who studied abusive supervision and turnover intention: Mediating effects of psychological empowerment of nurses and found that majority of studied sample had low level of abusive supervision from their supervisors.

Regarding the relationship between staff nurses' personal data, and perception of abusive supervision, the current study revealed that there were significant relationships between the total level of abusive supervision and participants' age, qualification, marital status, unit experience, training attendance, and all nursing experience.

Regarding Relation between abusive supervision and intention to quit, the current study result revealed that there was a highly significant strong positive effect from abusive supervision on intention to quit work. This current finding agreed with **Pradhan, Jena, (2017)** who reported that abusive supervision was positively related to subordinate's intention to quit.

Moreover, **Schyns and Schilling (2013)** concluded that abusive supervision instigates withdrawal intentions in employees. The present study findings are supported by other previous studies as the one carried out by **Pradhan and Srivastava (2020)** who showed that abusive supervision is positively and has a direct effect on the intention to quit. This is in line with the findings of the earlier studies where supervisory abusive behaviors have been reported to trigger employee's withdrawal cognition like intention to quit **(Pradhan and Jena, 2017).**

Regarding items related to the intention to quit the job, the present study clarified that almost all of the study participants had a high perception regarding the following items, their workplace is jeopardized, and that their current job affects their wellbeing items. These results may be due to inadequate salaries of nurses with high prices. High salaries were associated with nurse retention, whereas low compensation induced a strong intent to leave.

Regarding Organizational citizenship behavior, the current study showed that more than half of the study participants had low level of organizational citizenship behavior. From researcher point view, this result might be due to low belonging and loyalty of the studied nurses to work from poor image for nursing especially in media.

The present study results greed with **Mahmoud and Ibrahim (2020)** who studied Factors affecting Nurses' Organizational Citizenship Behavior and found that, high scores of altruisms regarding helping their colleagues to carry out the tasks entrusted to them.

According to the relationship between staff nurses' characteristics and their organizational citizenship behavior level, the current study result revealed that there were significant relationships between the total level of OCB and participants' gender, unit experience, and all nursing experience. These results may be attributed to female nurses had a high level of OCB and willingness to work hardly and effectively. Also, experience effect on OCB when increase experience leading to increase obey to follow regulation and rules of the hospital.

Regarding the effect of staff nurses' perception of abusive supervision, and organizational citizenship behavior, the present study result revealed that there was a significant negative effect from abusive supervision on organizational citizenship behavior. Due to, employees do against the anticipation of the organization, and they will feel inferior and less likely to involve in OCB, and it could be comprehended that the availability of contrary elements including hostility, abuse, and impolite behavior from the supervisors can make a harmful impact vice versa.

The current study result supported by **Zellars et al. (2002)** found that abusive supervision harms OCB. Employees who are the victims of abusive supervision generate negative thinking about the organization and as a result, **Saks and Ashforth (1994).** Also, supported with **Danish et al., (2019)** who studied Impact of Abusive Supervision on Organizational Citizenship Behavior with the Mediating Role of Organizational Justice: A Study of Individuals Working in Private Sector Firms of Pakistan found that negative effect from abusive supervision on organizational citizenship behavior.

Regarding correlation between staff nurses' intent to quit their work level and organizational citizenship behavior, the present study result revealed that there was a significant negative correlation between intention to quite work and organizational citizenship behavior. Nurses will feel an intrinsic sense of obligation and responsibility to reciprocate their nurse managers' actions by exerting increased OCB efforts and intentionally stays in the hospital. The current study result supported by **Metwally et al (2018)** found that there were negative and significant correlations between nurses' turnover intention as regards their organizational justice, transformational leadership, and OCB.

Conclusion:

In the light of the current study findings, it is concluded that the great majority of the study participants had high level of abusive supervision from their supervisors. Moreover, about three quarters of the study participants had high level of intention to quit their work.

Additionally, more than half of the study participants had low level of organizational citizenship behavior. There was highly significant positive correlation between abusive supervision and intention to quit work, there was significant negative correlation between abusive supervision and organizational citizenship behavior, and there was significant negative correlation between intention to quit work and organizational citizenship behavior. So, the present study finding supported the research hypothesis which was there is an influence on abusive supervision among the staff nurse's intention to quit and organizational citizenship behaviors.

Recommendations:

In the light of present findings, the following recommendation are suggested:

Regarding service:

• Providing psychological empowerment for nurses to reduce their turnover intention-

• Providing a spiritual, trustful and friendly work environment for creating emotional relationship with employees.

• Assisting in the development of strategies by nurse manager to manage or change nursing leadership styles to ensure the qulity of care measures.

• Learning supervisors about how to recognize the warning signs of burnout and being aware of vulnerability is a vital first step.

• Educating the nurses about the need for self-awareness and importance of self-care would occur in the early stages of training.

• Conducting educational training for head nurses about new supervisory skills.

• Developing an ongoing training for enhancing nurses citizenship behavior.

Regarding education:

• Teaching strategies about dealing with abusive leadership in the undergraduate program.

• Providing workshops for postgraduate students about leadership in practice

• Developing the leadership and supervision in nurses through educational activities, modeling and practicing leadership for newly graduated nurses.

• Establishing policies, procedures and practices to enhance the organizational citizenship behavior.

Further researches are suggested:

• Assessing abusive supervision on intention to quiet-

• The Influence of abusive supervision on staff nurses' engagement-

• Relationship between intention to quit and psychological capital and job satisfaction.

• Relationship between abusive supervision, and organizational communication and nurses' satisfaction.

• Examining the relationship between abusive supervision and counterproductive behavior.

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