Job Satisfaction & Workplace Deviance as a Result of Abusive Management

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What is Abusive Management?

"Subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors." - Bennet J. Tepper

The Harms of Abusive Managment

-Leads to organizational deviance
-Decreased levels of employee job satisfaction.
-Rise in worker turnover rates

What is Organizational Deviance?

"Voluntary behavior that violates significant organizational norms and in doing so threatens the well-being of an organization, its members, or both."
-Sandra Robinson & Rebecca Bennett

Organizational "Workplace" Deviance Includes:
-Cheating
-Incomplete Work
-Destruction of Property
-Sexual Harassment
-Absenteeism
-Stealing

How Job Satisfaction Suffers

-Lower satisfaction of employment leads to turnover.
-Based on a study by Cynthia Mathieu, a worker's desire to quit is directly related to the traits of their supervisor/supervisors.

Traits include:
-Manipulative
-Impulsiveness
-Liar
-Lack of Behavioral Control
-Lack of empathy

-Negative traits were found to have a positive correlation with abusive supervision levels

Benefits of Ethical Management

-Positive effects on performance as well as Job Satisfaction.
-Lower levels of work deviance.
-Increased levels of "organizational citizenship behavior" (OCB)
-Reduced expenses regarding employee training
-Less turnover = less money spent on training

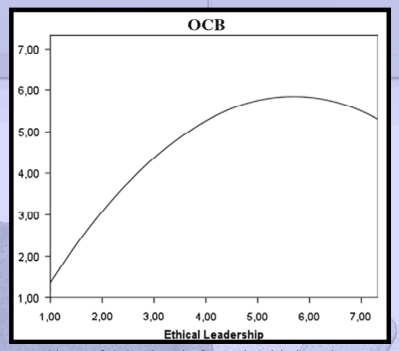

Chart of OCB levels from the third study referenced in Jeroen Stouten's article (Stouten 2015 pg. 690).

How to Promote Ethical Behavior

-Ethics Training Programs
-Hire management with proven ethical backgrounds
-Empower employees to take initiative to solve their own problems.
-Publish a Code of Conduct for your company that recognizes the firm's values.
-Publish a Mission Statement for your company that will serves as a decision-making guide for workers.

Selected References

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