

CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD



**Impact of Abusive Leadership on  
Project Success with Mediating Role of  
Workplace Deviance and Moderating  
Role of Agreeableness**

by

**Iqra Ehsan**

A thesis submitted in partial fulfillment for the  
degree of Master of Science

in the

Faculty of Management & Social Sciences  
Department of Management Sciences

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*This thesis is dedicated to my family.*



## CERTIFICATE OF APPROVAL

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## *Abstract*

Abusive leadership is considered as the dark side of leadership that have significant effects on both the organization and its employees. The current research is based on the conservation of resource theory and is focused on increasing our awareness about the impact of abusive supervision on project success. Workplace deviance is used as a mediator to study the relationship between abusive leadership and project success whereas the agreeableness trait of the employee is being used as a moderator to test the relationship between abusive supervision and workplace deviance such that it weakens the relationship between abusive leadership and workplace deviance. A total of 500 questionnaires were distributed from which 254 complete responses were received and data analysis was conducted based on those 254 responses. The data was collected from public and private project-based organizations of Rawalpindi and Islamabad. The results of this study found that abusive leadership has a negative impact on project success, workplace deviance mediates the relationship between abusive leadership and project success and agreeableness moderated the relationship between abusive leadership and workplace deviance such that if an employees will have high agreeableness personality trait it will result in abusive leadership less deteriorate and will less involved in workplace deviance. Implications, limitations and future work directions are also discussed.

**Keywords: Abusive Leadership, Project Success, Workplace Deviance, Agreeableness, Project-Based Organizations.**



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# List of Abbreviations

<b>AG</b>	Agreeableness
<b>AS</b>	Abusive leadership
<b>COR</b>	Conservation of Resources
<b>DV</b>	Dependent Variable
<b>IV</b>	Independent Variable
<b>PS</b>	Project Success

# Chapter 1

## Introduction

### 1.1 Background of the Study

A project is a temporary endeavor intended to achieve particular goals or objectives (Perminova, Gustafsson & Wikstrom, 2008). Project management is the complete set of tools and techniques that help to complete a new complex task within the specified time, to define costs and to define scope using very limited resources (Golubovic, Golubovic, Stojiljkovic, Glisovic & Zivkovic, 2018). Kerzner (2017) identified some important factors of project success including the ability of the project managers task planning, supervisory behavior and constant job involvement during project execution. It is crucial and essential for project performance that it should be properly supervised so that the desired result of the project can be achieved.

Project success is identified as a complex task that is needed to be completed in a well-defined time frame, with an indefinite budget and pre-defined quality (Atkinson, 1999). Every project is unique and different from another project. Project Success has different interpretations among different stakeholders (Ika, 2009). According to Hoegl and Gemuenden (2001) factors that can contribute to project success are team members' performance, team motivation, effective scheduling

and project commitment. Project success can be evaluated by efficiency, effectiveness and goal achievement, cost, quality and time (Albert, Balve & Spang, 2017).

Over time due to the evolution of a complex environment every organization is operating at a fast rate. In recent decades the influence of environmental forces such as global competition and economical condition on project management has been actively involved in raising challenging demands for both the organization and the employees. Due to a multifaceted working environment, there is the existence of interpersonal manipulation and negative behaviors workplace is a common phenomenon for every organization (Sakurai & Jex, 2012).

Leadership is an important component of every project which is associated with many favorable outcomes such as high motivational level, high individual and team performance, appreciative attitudes of subordinates toward the job and provide directions for improving organization practices (Fransen, Boen, Vansteenkiste, Mertens & Vande Broek, 2018; Montano, Reeske, Franke & Hffmeier, 2017). The leaders are considered to be competent members for the organization that can mold the behaviors and attitudes of their followers with their professional interconnections with employees (Groves, 2005; Walumbwa, Wu & Orwa, 2008). In the context of the project, abusive leadership is considered as negative or dark leadership (Saleh, Hu, Hassan & Khudaykulova, 2018). Abusive leadership is a type of leadership in which leaders are engaged in nonverbal and verbal abuse without physical contact with their subordinates (Tepper, 2000). Nowadays, abusive leadership has gained the interest and attention of many researchers due to its widespread presence in the workplace (Whitman, Halbesleben & Holmes IV, 2014). Previous studies also highlighted that the abusive leaders behavior which consists of nonverbal actions such as leaders aggression, taking credit over employee success, undermining, sarcasm, interruption of privacy, blaming for others mistakes and non-corporative behavior (Perry, 2019) results in employee less creative behavior, psychological distress, workplace deviance behavior, poor task and job performance, employee turnover intention, decrease job satisfaction and lower



organizational commitment (Duffy, Ganster & Pagon, 2002; Martinko, Harvey, Brees & Macke, 2013; Peng, Schaubroeck & Li, 2014).

A particular form of workplace mistreatment, abusive leadership, is a severe and growing issue that afflicts today's organizations due to its detrimental impact on employees and the work environment (Tepper, Duffy, Hoobler & Ensley, 2004). Over the past decade, researchers identified the consequences of destructive leadership and workplace mistreatment. The most important and problematic consequence of workplace mistreatment by the leader is employee workplace deviance (Aquino, Galperin & Bennett, 2004). Workplace deviance is a workplace mistreatment behavior that contravenes the norms of the organization and undermines the interest of the organization and its employees (Bennett & Robinson, 2003). Workplace deviance behavior includes theft, aggression, workplace bullying. Robinson and Greenberg (1998) found that these workplace deviance behaviors harm the organization's psychological and financial perspective. Previous studies also showed antecedents of employee deviance such as frustration at the workplace, injustice among employees, self-threats (Bennett & Robinson, 2003) and interpersonal mistreatment of employees (Robinson & Greenberg, 1998).

Ashforth (1997) suggested that abusive supervision creates feelings of frustration in the workplace, helplessness and severance violation of organization norms, in response to these feelings employees show workplace deviance (Aquino & Douglas 2003; Glomb & Liao 2003; Tepper, 2000). Workplace deviance impact on employees working within an organization.

There is a risk that organizational success would be undermined if employees do not obey the principles (rules) of the organization. Workplace deviance has a detrimental effect on project members and other successful aspects of a project. Workplace deviance such as bullying has negative effects on project success and project team performance.

Therefore, the organization faces challenges in conducting and running projects (Dreyer & Gronhaug, 2004). Aaron and Linette (2001) suggest that fraud, intention to leave and dissatisfaction are considered as symptoms of deviance in the workplace and will not lead the project to its success.

Human capital has great importance in project management (Dalal, Lam, Weiss, Welch & Hulin, 2009). In a project where employees and leaders work together to achieve success and to gain a competitive advantage in the industry. Many studies have found that abusive leadership as a workplace stressor (Tepper, Simon & Park 2017; Harvey, Stoner & Kacmar 2007). Costa and Widiger (1994) define agreeableness personality that is highly correlated with truthfulness, sensible, kindness and empathetic because of these attributes, multiple organizations tend to recruit these employees because multiple studies have elaborated such attributes are not detrimental to businesses or other team members in the project-based organization. These employees can work in any organizational environment and have been more successful than all other employees with different personality traits. High Agreeable employees are inspired to preserve good interpersonal relationships with other team members, this inspiring capacity utilization positive opinions and presumptions by other team members instead of incitement or manipulating behaviors of other team members (Graziano, Jensen & Hair, 1996). Additionally, low agreeable employees are aggressive and anxious and have a strong desire to threaten and abuse others team member (Costa, McCrae & Dembrowski, 1989).

Pakistan is a high-power distance society and it is evident that in countries like Pakistan authoritative or somehow destructive leadership styles are been practiced. Nevertheless, the relationship of independent variable abusive leadership with dependent variable project success in the presence of mediating variable workplace deviance and moderating variable agreeableness has not been evident. Therefore, based on conservative resource theory it is conjectured that in the presence of high agreeableness personality traits in the project team will consider abusive leadership as less deteriorate behavior of leaders and will make the project team less involved in workplace deviance and they will lead the project towards its success.

## 1.2 Gap Analysis

K.J, Gang, Wang, Peter and Jeremy (2015) suggested that abusive leadership more often exists in Asian countries as compared to western countries. Research

on abusive leadership is not only in the domain of the researcher's interest, but also gain importance of the public interest because it has a direct connection to the workplace (Tepper, 2000). Project success is dependent upon various factors such as criteria of project selection, project plan, tools and techniques required for project control, monitor project performance, cooperation with team members and leadership associated with the project (Miller & Turner, 2007). Leaders' support and positive work environment enhance employees' work performance (Chauvet, Collier & Fuster, 2017). Project leaders provide direction to the employees and are responsible for the accomplishment of project goals (Pohl & Galletta, 2017). In the project-based organization, the role of leaders can be positive or negative. The negative role of leadership is an abusive leadership (Hwang & Cameron, 2008). Therefore, this research will fill the gap in project management literature by empirically investigating the impact of abusive leadership on project success in Pakistani settings.

Abusive leadership is considered destructive leadership because it has a direct impact on the workplace (Han, Harms & Bai, 2017). Numerous researches on abusive leadership have been carried out in recent years, covering several aspects of abusive leadership on job stress, employee silence, employee creativity and many others. Previous research on abusive leadership concluded that under the leadership of abusive leaders the job performance of employees decreased which ultimately increase turnover intentions (Tariq & Weng, 2018). Research on the detrimental effects of interpersonal workplace mistreatment has shown that abusive leadership imposes employees to show deviant actions at the workplace (Kluemper et al. 2019). Workplace deviance includes organized actions and counterproductive behaviors that undermine organizational norms and the wellbeing of employees (Robinson & Bennett, 1995). Previous Literature supports that workplace deviance disconnects the employee from work-related activities (Rodríguez, Muñoz, Antino & Sanz Vergel, 2017), which affects project success. Abusive leadership was extensively studied in HR but limited literature is available in the context of project management literature (Haar, de Fluiter & Brougham, 2016). According

to the best of our limited knowledge, there is limited studies are available on abusive leadership and workplace deviance in the context of the Pakistani culture of the project-based organization. The current study exploring the mediating role of workplace deviance in the relationship between abusive leadership and project success of the project-based organization. Besides, Bibi, Naveed, Muhammad and Sadaqat (2019) recommended that future research should have access to the correlation between agreeableness and abusive leadership, as limited literature is available about this linkage. All these gaps are filled by this new linkage.

### 1.3 Problem Statement

The project is a collection of unique activities that combine to achieve its ultimate objective (Yamagata Lynch, 2014). Projects are bounded to accomplish their objectives concerning time, cost, quality and scope. In the context of the project-based organization, project execution is a challenging task in Pakistan. The factors that contribute to the project execution are time, cost, scope, evaluation, communication, conflict management and effective project planning. Leadership is determined as an influencing factor that leads to the success and failure of the project. Project leaders determine the success of the project by incorporating a standardized set of tools and techniques for controlling cost and schedule-timeline with the indefinite scope of the project. Project leaders estimate the success of the project by applying a specific collection of methods and techniques for scheduling timeline and allocated budget to the project. These tools and techniques are applied but still, the industries are not in a position to control the issue which involves the key issues such as overrun of time and cost and constant change into project scope (Amjad, 2018). Many tools and techniques have been introduced but projects are still lacking to established schedule for the timeline as they have been lacking for almost the last 40 years. This problem can be resolved by enhancing the performance of the project team.

Abusive leadership is always considered as the destructive and dark side of leadership. Abusive leadership has a destructive influence on employees working in

project-based organizations. The researcher has abusive leadership in the workplace can have a discouraging effect on the project team. Project employees who become targets of abusive leadership face difficulty to develop good relationships with their leaders. Abusive leadership may have a detrimental impact on employees in such a way as to decrease the morale and productivity and job satisfaction of employees and cause greater harm to the project team performance that will lead the project to its failure. The organization has to bear hidden costs that are associated with deviance behavior at workplace need which was the result of mistreatment at the workplace by the employees. Therefore, in this study workplace deviance is used as a mediator to demonstrate the relationship between abusive leadership and project success. Workplace deviance creates frustration, aggravation and annoying experience in workplaces (Tepper, Moss & Duffy, 2011). It entails a tremendous amount of risk as an imminent danger to the self-identity of employees to take defensive actions such as leaving their jobs and harms project success. Organizations have experienced significant problems in terms of workplace deviance and are investing a large amount of revenue to set up a variety of management styles to manage this loss in the form of both human and financial resources. To minimize formalization and centralization, organizations are working hard to develop good relationships between leaders and employees, peers, because their combined effort and shared cooperation would help organizations to achieve their desired objectives. Project employees works under abusive leadership are demonstrating as workplace deviance that results in diminished leader employees relationship and impacts the success of the project. Due to low power distance in Pakistan in which employees always consider their leader as a formal leader who follows the instructions. Due to this agreeableness personality traits in employees will less influence from abusive leadership and will less involved in workplace deviance. Agreeableness is used as a moderator in the relationship among abusive leadership and workplace deviance which is less affected by abusive leadership and considers abusive leadership as less deteriorate behavior of leaders and is less involved in workplace deviance. This framework will enable organizations to account for many factors that are responsible for destructive behavior and factors

that are deteriorating both the organization and project success. This model will help organizations to account for several reasons that are responsible for the negative behaviors as well as indicators that are harmful to organization and project success.

## 1.4 Research Question

Considering the project base organization in Pakistan, we concentrate on the issue that how abusive leadership affects project success through the mediating role of workplace deviance and the moderating role of agreeableness. This research proposes answers to certain questions which are as follows:

### Question 1:

Does the abusive leadership effect project success of Pakistani project-based organizations?

### Question 2:

Does the abusive leadership affect the workplace deviance in Pakistani project-based organization?

### Question 3:

Does workplace deviance affect project success in Pakistani project-based organization?

### Question 4:

Does workplace deviance mediate the relationship between abusive leadership and project success of Pakistani project-based organization?

**Question 5:**

Does agreeableness moderate the relationship between abusive leadership and workplace deviance?

**1.5 Research Objectives**

The ultimate objective of this research study is to describe the relationship between abusive leadership and project success through the mediating role of workplace deviance and the moderating role of agreeableness. The research model mentions the expected relationship between all variables which is the independent variable, dependent variable, mediating variable and moderating variables. The research aims to examine and address the following objectives of the study. The research objectives are stated below:

**Research Objective 1:**

To study the relationship between abusive leadership and project success.

**Research Objective 2:**

To study the relationship between abusive leadership and workplace deviance.

**Research Objective 3:**

To study the relationship between workplace deviance and project success.

**Research Objective 4:**

To study the mediating role of workplace deviance among the relationship between abusive leadership and project success.

## **Research Objective 5:**

To study the moderating role of agreeableness among the relationship between abusive leadership and workplace deviance.

## **1.6 Significance of the Study**

Abusive leadership style is gradually increasing in project-based organizations as because of high work pressure leaders are becoming hostile and rude with employees that result in negative employee outcomes. Therefore, one of the significances of this current study is that it focuses on the abusive leadership of project-based firms. This study helps organizations to realize the harmful effect of abusive leadership on project success. This research illustrates important mediating issues such as workplace deviance, which is a significant source of abusive leadership and is responsible for project failure and welcome some important factors such as workplace anxiety, frustration and depression (Hershcovis & Reich, 2013).

Pakistan is the country where employees face abusive leadership behavior and are involved in deviant behavior at the workplace which has a direct effect on project success. This study has special significance in the context of Pakistan because project failure is a common phenomenon in Pakistan. The theoretical contribution of this study includes the support strength of the conservation of resources theory (COR) to suggest the research framework. The theoretical contribution also involves the literature contribution of project base organization and project management with the relation of abusive leadership with project success. The practical contribution of the study is that it is important for both prospective leaders and employees in project-based organizations.

## **1.7 Theoretical Background**

A few prospective have been used worldwide to underpin the link between abusive leadership and project success. The Conservative of resource theory is incorporated



into this study.

### 1.7.1 Conservative of Resource Theory

Conservative of resource theory (COR) is a stress theory that discusses the stress implications and its management. In the conservative of resource theory resource refers to all those objects, characteristics, conditions, or any emerging objects valued for employees. Such resources are valued by the employees because it helps employees to accomplish their goals (Hobfoll, 1989). These resources may also make employees feel stressed when they believe that their resources are threatened either lost or become unstable or employees think that their efforts are not enough to protect and preserve their resources. Hence, employees struggle to obtain, maintain, preserve and foster those things they value. The list of valued resources is extremely long and endless.

Relating COR theory with the proposed research model in which the abusive leadership narrates a leaders behavior that established an unfair working environment in their organization where employees under their leadership are treated dishonorably and unethically (Rathert, Mittler, Porter & Williams, 2018). According to this theory, abusive leadership is considered as a stress factor that absorbs the employees psychological resource employing irritation and frustration. Employees face stress which increases pressure for abusive leadership and deviant behavior could be a responsive mechanism at the workplace, which can lead towards a lack of accomplishment towards responsibilities, show low quality work performance and damaged organization property.

COR theory is a consolidate theory of resources which broadly comprehends resources (Halbesleben, Neveu, Paustian-Underdahl & Westman, 2014) The COR theory suggests that employee try to acquire and preserve resources which they value. Personal characteristics of employees often serve as essential resources that help employees to regulate their work and personal lives (Hobfoll et al., 1990). Personality as a personal resource has been found to promote employee relationships with leaders (Michel & Clark, 2013). COR theorists also claim that resources also

help employees to achieve the desired goals but also enable them to achieve more resources (Halbesleben et al., 2014). In COR theory, agreeableness is a resource in the specific context of strain and optimal functioning. Agreeableness is the extent to which one is relationship-oriented, collaboration, kindness and compassion (John & Srivastava, 1999). Agreeableness has great importance for psychological well-being and has a significant impact on the interpersonal relationship with others (DeNeve & Cooper, 1998). Definitions of Halbesleben, Harvey & Bolino (2009) stated that resource is something that is valued and allows people to acquire certain valuable resources in the achievement of key objectives. The beneficial outcomes of agreeableness as a resource that confers relationship-oriented for example, underlined in research showing its associations with a better work environment, enhance work performance, promote good interpersonal relationships at the workplace. If the agreeableness personality trait is found in employees are characterized as friendly, compassionate, supportive, optimistic, forgiving, respectful and collaborative. They experience abusive leadership less deteriorate behavior and are less involved in workplace deviance behavior because they diminish anger, hostility and criticism during stressful circumstances. It further encourages them to accomplished project objectives and achieves project success through the combined effort of the project team (Bowling & Eschleman, 2010).

## 1.8 Contribution of the Study

Our research contributes in various ways: The first objective of this study is to analyze the impact of abusive leadership on project success. So, the current study will help to identify that in the presence of destructive leadership i.e. abusive supervision the success of the project could not be achieved. The second objective of this study is to clarify the mediating role of workplace deviance which contributes to show the relationship between abusive leadership and project success. The findings of the study will benefit the organizations by considering that abusive supervision results in deviant workplace behavior of employees and this behavior leads the organization towards project failure. The third objective is to highlight

the moderating role of agreeableness which elaborate its importance and relationship of abusive leadership and workplace deviance. The conclusions of the current study will also elaborate that in the presence of agreeableness consider abusive leadership less deteriorate behavior of leaders and are negatively correlated with workplace deviance which will lead the project toward success.

## 1.9 Structure of the Thesis

The research study contains 5 chapters. Each chapter has its contribution in this research study.

Chapter 1 provide the general description of the research, chapter 1 contains the background of the study, the research gap, problem statement, research question, research objective and significance of this study, the contribution of the study and the supporting theory of this research.

Chapter 2 provides brief details about the previous studies on these variables. It provides comprehensive literature of all variables included in this study. The conceptual research framework and assumed hypothesis are also part of this chapter.

Chapter 3 describes the methodology of the study. It includes research design, research philosophy, unit of analysis, time lag population, sample, the methodology of collecting data, the scale used for the collecting data and measurement of the variables that are under study. It also contains details about the respondents and their frequency.

Chapters 4 discuss the results. This chapter briefly discusses which hypothesis gets accepted and which one was rejected.

Chapters 5 discuss the finding of the study base on the statistical tests that are mention in chapter 4. This chapter also includes the practical implication, theoretical implication and limitation of the study and show future direction for new researchers and conclusion.

# Chapter 2

## Literature Review

### 2.1 Abusive Leadership

It is one of the concepts that comes under the framework of negative leadership, including anger, disrespectful conduct, invasions of privacy, deception, taking credit for the performance of employees and expressions of rage towards employees. Tepper invented the idea of abusive leadership in 2000. Tepper (2000) described Abusive leadership as “subordinate perceptions. the degree to which their leaders are engaged in a prolonged show of aggressive verbal and non-verbal conduct, excluding physical contact” After Tepper ’s extensive work, there are a number of studies in which the deleterious effects of abusive supervision, its impact on employees and the organization was studied. These include low team performance (Priesemuth, Schminke, Ambrose & Folger, 2014), involved in deviance behavior , work family conflict (Hoobler & Brass, 2006)and psychological distress and less helping conduct (Peng, Schaubroeck & Li, 2014) decrease in employee wellbeing(Lian,Ferris & Brown,2012). AL has gained the most coverage and maximum literature, establishing a large theoretical foundation over the last 15 years. It includes the relationship between the AL and organizational outcomes such as aggression (Burton & Hoobler, 2011), Organization citizen behaviour (Rafferty & Restubog, 2011), employees performance (Tepper, Moss& Duffy, 2011) and workplace deviance (Mitchell& Ambrose, 2007), Employee silence Xu et.al (2015),

Employee knowledge sharing (Wu & Lee, 2016) and employee creativity Liu et al. (2016). Another study also identified antecedent to abusive supervision (Liu et al. 2016).

## 2.2 Workplace Deviance

In the project workplace, deviance impacts project team performance by lowering emotional integration, less collaboration, lack of knowledge sharing within the team and affect the project's success (Qiu & Peschek, 2012). Workplace Deviance (WD) is a significant concern for organizational researchers and practitioners due to its growing prevalence and possible implications (Spector and Fox, 2005). In recent years, it has also created a high level of interest among industrial organizational psychologists due to its prevalence in organizations. Billions of dollars were lost per year as a result of the deviance at workplace. The prevalence of workplace deviance is thus expensive for both organizations and employees (Bennett and Robinson, 2003). When workers engage in workplace deviance, such actions can have adverse consequences on organizations. Employees who are targets of workplace deviance can experience turnover, decreased self-esteem and increased job insecurity, increase psychological and physical pain. Therefore, the above review has shown that the influence of these behaviors is significant and therefore needs to be studied by organizational researchers (Bennett and Robinson, 2003). A significant number of empirical studies was carried on the causes or predictors of workplace deviance (Omar et al., 2011). While much of the past research that explores the predictors of deviance at work has concentrated on situational factors which include, job dissatisfaction, lower job performance and organizational justice) (Farhadi et al., 2011). Workplace deviance can be classified as organization deviance and interpersonal deviance. Interpersonal deviance is a particular type of discretionary workplace conduct that contradicts essential organizational standards and is detrimental to employee well-being (Mitchell & Ambrose, 2007). Since organizations standards include legal, formal and informal standards. This behavior includes verbal assault, offensive behavior and ethnic or racial. Since the

organizations standards include legal, formal rules and policies (Bennett & Robinson, 2000). Interpersonal deviance is also treated as a form of unethical behavior. In comparison, interpersonal deviance overlaps with a huge assortment of other structures, including social undermining and incivility at the workplace (Duffy et al. 2002).

### **2.3 Project Success**

The word project consist many definitions; it can be specified in many ways but, in particular, it is far linked to the project plan as to how the success of the project plan can be achieved. The term project also describes the effectiveness and efficiency of work and activities to be completed in an organization. Three main elements for the success of the project, which are scope, schedule and budget (Atkinson, 1999). Turner (1999) refers to the project as effort of employees who find a new way to set a goal and achieving their goal within a given schedule and budget. The success of the project depends on three simple measuring factors which includes cost, quality and time (iron triangle), which are directly linked to the effectiveness of the project (Ika, 2009).

### **2.4 Agreeableness**

Agreeableness are described as friendly, compassionate, supportive, trustworthy, forgiving, thoughtful and tend to be cooperative (Bowling and Eschleman, 2010). Graziano and Eisenberg (1997).The big five personality traits serve as a framework for personality which encompasses Conscientiousness, Agreeableness, Emotional Stability, Extraversion and Openness to Experience. The big five personality frameworks indicated a unique agreeableness trait that prioritizes collaboration, kindness and compassion (John & Srivastava, 1999). Agreeableness has great importance for psychological well-being and has a significant impact on the interpersonal relationship with others (DeNeve & Cooper, 1998).

## 2.5 Relationship between Abusive Leadership and Project Success

Researchers have described project success as time, cost and quality constraints where project managers must strive to fulfill three criteria to achieve success in projects. In the past researches, estimate, or project success consisted of three things time, cost and scope. Which is known as the "iron triangle". Kerzner (2017) improved the definition of project success it consists of timely completion of project within a specific financial budget and predefined project scope it also includes customer satisfaction without disrupting the main flow of organizational work. Over time, current researchers have added other measures which include stakeholder satisfaction, environmental effects, resource efficiency and several other measures to the three key criteria based on their research areas (Ahmadabadi & Heravi, 2019). Project success is very important in project management and project-based organizations because everyone viewed the project's success differently since it has no clear definition (Arnold & P. Matthijs, 2010). Success and failure of the project depend upon the leadership of the project manager (Adnane & Clothilde, 2004). The success of the project consists of different standards that assess the project outcomes (Ika, 2009).

Rad and Anantatmula (2010) defined that there are three prospective who evaluated project success. The business perspective focuses on commercial and financial indicators. The clients perspective focuses on the scope, quality and schedule of project and customer satisfaction. The team perspective considers team motivation, effective scheduling and team commitment to the project and focused its attention on how commodities are created. All three perspectives of project success are viewed differently by project stakeholders (Creasy & Carnes, 2017). Project Supervision is a key indicator of project success. Projects must be adequately supervised to achieve the outcome of the project. During the period of project supervision, project managers prefer a different leadership style. In the last few decades, researchers are more focused on destructive leadership in the context of abusive leadership (Hwang & Cameron, 2008).

Gallagher, Mazur and Ashkanasy (2015) determine that due to abusive leadership, employees outcome and project success is directly affected which results in not achieving the three parameters of success. Destructive Leadership also depends on different factors such as temperament and cause of anxiety and stress at the workplace which extends into a higher level of abusive leadership. Abusive leadership involves leaders that represent verbal and nonverbal abuse with their subordinate. Abusive leadership leads to negative behaviors among employees in the workplace. Mark and Beale (1992) found that abusive leadership is correlated with negative project outcomes which could have a significant negative impact on project success. John, Yvonne, Defne Kate and Rod (2014) determines that abusive leadership is of two kinds: individual or task-related. Specifically, they discovered individual abusive leadership was linked with adverse individual and health outcomes such as mental strain, while task-related abusive leadership involves the assignment of demeaning tasks, over the top checking which was found and linked with negative work outcomes such as willingness to leave the organization. Negative work outcomes can affect project success. A project cannot succeed without a skillful workforce (Zuo, Zhao, Nguyen, Ma & Gao, 2018).

Abusive leadership is also studied concerning other variables. These variables are employee silence (Xu et al. 2018), team performance (Tepper, Moss & Duffy, 2011), the creativity of employees (Liu, Zhang, Liao, Hao & Mao, 2016), knowledge sharing among employees (Wu & Lee, 2016), employee performance (Mitchell & Ambrose, 2007), violent behavior (Burton & Hoobler, 2011), organization citizenship behavior (Rafferty & Restubog, 2011). Pradhan and Jena (2017) define that abusive leadership has a strong effect on project success. When employees feel abused in the workplace, they leave the workplace. Their enthusiasm and motivation become low. They are less interested in working in the same place and this can affect the success of the project due to abusive leadership. An employee suffering from abusive leadership will hesitate to communicate with the leader. As the interactions decline, employees will be given less work and this will impact the project's success. Employees working under abusive leadership reduce their interaction with the leader and are less interested in the accomplishment of the



goals of the organization. Such incidents result in decreased subordinate engagement in the project (Kacmar, Whitman & Harris 2013). Haar, De Fluiter and Brougham (2016) found that abusive leadership has a major impact on employees performance which can lead to project failure because abusive leadership leads to high turnover intentions and reduced employee loyalty towards the organization. Project team performance is affected by abusive leadership. Lin, Wang and Chen (2013) stated that abusive leadership induced project teams deviate from their work. When subordinates deviate from their work they were less focused on their work being and required results being delayed. According to CRO theory, Abusive leadership causes stress at the workplace which leads to employees feeling anxiety at the workplace and cannot perform their duties which harm project success. This study proposed the following hypothesis, based on the above discussion.

**H1: Abusive leadership is negatively related to project success.**



## 2.6 Relationship between Abusive Leadership and Work Place Deviance

Interaction at the workplace, project leaders can affect positively and negatively the behaviors or attitudes and well-being of employees. Hence the researchers have identified the adverse effects of abusive leadership that describe employee perceptions to the degree in which leaders engage in aggressive behaviors without physical contact (Tepper, 2000). Abusive leadership shows manifestations are frustration, screaming, taking undue credit for work, intimidation, using harsh language and violation of privacy and discouraging employees (Wu, 2008). Employees under abusive leadership engaged in moral disengagement violate organization norms and engaged organizational deviance behaviors. (Matthew, Michele,

Suzanne & Troy,2019). Recent research shows that employees who have lower core self-evaluation are threatened by abusive leadership, which creates negative reactions toward supervisors, peers and the organization in the form of workplace deviance (Kluemper et al. 2019). A variety of employees outcomes due to abusive leadership including attitudes and behavior such as decrease workplace engagement and contentment (Duffy & Ferrier, 2003) increased hostile behaviors toward organizations, leaders, colleagues and poor health consequences such as depressive mood, loss of self-esteem, cause psychological distress and burnout (Bamberger & Bacharach, 2006).

One of the most problematic responses face by the organization due to employee mistreatment at the workplace by leaders is workplace deviance behavior (Aquino, Galperin & Bennett, 2004). The economic cost associated with deviance behavior at the workplace was estimated to be \$4.2 billion (Bensimon, 1994). Robinson and Bennett (1995) define workplace deviance as a voluntary act that reduces the interests of organizations and their employees.

Workplace deviance can be classified as organization deviance and interpersonal deviance. Interpersonal deviance is a particular type of discretionary workplace conduct that contradicts essential organizational standards and is detrimental to employee well-being (Mitchell & Ambrose, 2007). Since organizations standards include legal, formal and informal standards. This behavior includes verbal assault, offensive behavior and ethnic or racial. Since the organizations standards include legal, formal rules and policies (Bennett & Robinson, 2000). Interpersonal deviance is also treated as a form of unethical behavior. In comparison, interpersonal deviance overlaps with a huge assortment of other structures, including social undermining and incivility at the workplace (Duffy et al. 2002).

Interpersonal deviance is considered immoral or unethical behavior which creates stress in the working environment (Meier et al. 2014). Although limited research describes interpersonal deviance as an environmental stressor particularly concerning the actions of leaders it probably works similarly within organizations. We, therefore, concentrate our emphasis on the adverse consequences of these deviant practices and find them unethical and immoral acts which reflect as environmental

stressors at the workplace. As mentioned above abusive leadership which includes actions deride employees and putting them down in the form of other employees which result in extreme negative emotions triggered by perceived interpersonal provocations. Klotz and Bolino (2013) have shown that interpersonal deviance can be correlated with lower rates of employee wellbeing, self-esteem and job satisfaction. previous literature also claims that subordinate interpersonal deviance causes negative emotions from leaders which then leads leaders to engage in abusive leadership (Gabi, Scott & Ritu, 2019).

Organizational deviance is anti-normative action by employees already having a debilitating impact on organizations (Bennett & Robinson, 2003). Past studies have shown that employees will involve in organizational deviance like stealing, fraud, work slower than usual destroying organization property and sharing organization confidential information in reaction to abusive supervision (Tepper et al., 2009). Organizational deviance often derives substantial human costs: Employee efficiency, employee morale and quality of life-being are all impaired by these deviant behaviors (Robinson & Greenberg, 1998). Justifiably, these costs are a crucial part of a business and researchers have in turn concentrated on the context of organizational deviance. In general, previous work has indicated that abusive leadership diminishes the expectations of employees with their organizations about justice and social interaction efficiency, which results in deviant actions that harm the organization. Abusive supervision has major negative implications for a wide variety of related outcomes of organization the most concerning outcomes associated with abusive leadership is its relationship to the organizational deviance of subordinates. The detrimental consequences of abusive leadership on organizational deviance should lie in the ability of abusive leadership to endanger the employees basic psychological needs (Huiwen, Lance & Douglas,2012).

Deviance behavior at the workplace is the major consequence of abusive leadership (Tepper et al. 2009). Employees experience injustice, violence, workplace bullying and mistreatment at the workplace adopt deviant behaviors at the workplace (Wang, Mao, Wu & Liu, 2012). The workplace is a source of financial and psychological costs that an organization has to bear. The study indicated that

abusive leadership is positively associated with interpersonal and organizational deviance (Hussain & Sia, 2017). An employee under the abusive leadership show dissatisfaction by their jobs which will increase turnover intention and employee leave that particular job on the first door available for the next job. Turnover cost is the hidden cost of the organization or firm (Tepper et al. 2009).

According to CRO theory, abusive leadership is considered as stress factors at the workplace in which employee cant perform their duties ineffectively and are engaged in deviant behavior at the workplace. This study proposed the following hypothesis, based on the above discussion is:

**H2: Abusive leadership is positively associated with Workplace Deviance.**



## 2.7 Relationship between Workplace Deviance and Project Success

Deviant behaviors at the workplace are the behaviors that do not conform to organizational standards and are undesirable to the organization and detrimental to its procedures (Whiteside & Barclay, 2013). Workplace deviance includes theft, destroying the corporations property, going late at work, taking illegal breakdowns, consciously ignoring boss advice, humiliating manager (Bennett & Robinson, 2000; Ferris, Spence, Brown & Heller, 2012). Due to workplace deviance employees shows hostility, theft and dont fulfill assigned jobs or execute in the wrong way (Chirumbolo, 2015). Workplace deviance includes individual and organizational deviance, costs incur too high to the organizations (Marasi, Bennett, Budden & Heather, 2018). Previous studies indicate that the cost of workplace deviant in

the US economy is billions of dollars annually and are continues increasing (Bowling & Gruys, 2010). Workplace deviance is more adversely related to perceived project goals, (Mulki, Jaramillo & Locander, 2006) and job satisfaction, corporate profitability and customer satisfaction (Detert & Edmondson, 2011).

Over a recent year, the organization has been given high priority to deviant behavior of employees at the workplace. The reason for employees indulgence in deviant behavior is because they perceive injustice from management or disparity and seek to obtain equity or justice (Mitchell & Ambrose, 2007). Under a negative norm of reciprocity, employee engagement in deviant behavior depends on the perception of mistreatment at the workplace (Cropanzano & Mitchell, 2005). Employee low self-control results are more likely to indulge in deviant behavior at the workplace and can affect the success of the project (Thau, Aquino & Poortvliet, 2007). The contribution in deviant work behavior is directly related to the experience of workplace bullying, the higher the experience more will the individuals involve themselves in negative acts (Lisa & Paul, 2005). The deviance might be in the form of physical assault, abuse, or harassment. Thus, bullying leads to negative and disturbs the over-all workplace environment (Robinson & Bennett, 1995). In the project workplace, deviance impacts project team performance by lowering emotional integration, less collaboration, lack of knowledge sharing within the team and affect the project's success (Qiu & Peschek, 2012).

Deviance at the workplace has been described in two different categories including organization deviance interpersonal deviance (Mitchell & Ambrose, 2007). Interpersonal deviant behaviors target other employees at the workplace which include actions such as making fun of other employees at the workplace, racial or religious remarks, hateful and unpleasant remarks, show rude behavior towards another colleague. Many workers who are victims of interpersonal deviance are more likely to be subjected to poor task performance, low job satisfaction, reduced employee loyalty and increased turnover ratio in the organization. Interpersonal deviance is associated with the project-based organization in which it decreased work output and quality, increase stress-related issues and lost work time that will lead the project to its failure because it does not completely meet project success criteria

(Porath & Pearson, 2010). Organization deviance is targeted at the work domain which includes actions such as thieving, taking longer work breaks, being late at the workplace without permission, using an illegal and withholding effort at the workplace (Bennett & Robinson, 2000). Organizational deviance often generates substantial human costs, employee efficiency, productivity and well-being that are all affected by these deviant activities (Robinson & Greenberg 1998). Organization deviance practices have accounted for a considerable amount of loss of income and much more significant damage working environment to the organization. The cost that bears by the project-based organization due to organizational deviance is included the increased cost of insurance, organization good, expenses concerning public employees benefits and higher turnover intentions. An organization deviance from the workplace creates significant economic and social consequences for a project-based organization and its employee (Vardi & Weitz 2004).

Workplace deviance behaviors may include behaviors like harassing other employees at work, suppression of information or efforts, theft and behaving with rudeness towards fellow employees. Research shows that project managers faced difficulties for the management of projects because of various risk involvements such as rejection, characterized by stress among employees due to the analysis and identification of risk (Mubarak & Mumtaz, 2018). Such involvements influence project performance in such a way that project managers overlooked risks that later harmed project outcomes (Ika, 2009). Projects are complex and project managers should concentrate on managing stakeholder expectations because expectations can directly affect project success perceptions (Jugdev & Miller, 2005). The success criteria may differ from project to project and can be classified as project performance and progress benefits (Udechukwu, Eric & David 2018). Workplace deviance includes sabotage, neglecting leader directive and destroying property of an organization not only impacts project social and psychological environments but also influences the task-related performance of the project team (Patrick & Kibeom, 2004).

Sims (1992) states that deviance in the workplace promotes unethical practices

in order to get financial gains. Employees who involved in deviance at workplace regard organization ethics as an obstacle to their main objective of benefit (Appelbaum et al., 2005). It is important to emphasize that stress influence of project team at workplace when determining the consequences of deviant activity within the organizational framework. Studies indicate that all stress such as workload, have a direct association with violent behavior, robbery and the intention to leave and low project success (Appelbaum et al., 2005). Appelbaum et al. (2005) indicated that the operational climate is a strong indicator for employees who participate in deviant actions in the workplace. Previous researchers have found that the adverse consequences of WPD actions are common in almost all occupations. Broad literature has reported deviance at the workplace as a vital source of stress, resulting in harmful and detrimental mental and physical health outcomes (Aquino, Margaret & Bradfield, 1999).

Workplace deviance such as individual and organizational deviance cost to organization are too high (Shelly, Bennett & Boudden, 2018). Recently, various studies indicate that the cost of deviant annually amounts to billions of dollars in the US economy and raises the toll (Bowling and Gruys, 2010) which is further more adversely connected to perceived organizational objectives and work satisfaction, business performance and customer satisfaction (Detert et al., 2007). In the recent year, deviant behavior of employees at work has been given high priority in many organizations (Samnani, Boekhorst & Harrison, 2013). The cause of WPD for employees to participate in this behavior is that they sense inequality from management or disparity and want to seek some kind of equality or justice (Mitchell & Ambrose, 2007). According to the negative norm of reciprocity, employees' participation in deviant conduct depends on the interpretation of unequal treatment (Cropanzano and Rupp, 2008). Persons with low self-control are more likely to be involved in deviant activity .If WPD spreads at the organizational level and management orders are not followed, the chances of project failure increase (Jugdev & Mller, 2005).

Previous studies found deviant activity to be a major component of demotivation, low employee morale and project failure (Ferris, Brown, Lian & Heller 2012).

Study shows that project managers have faced difficulties in managing the project due to a great variety of risk-related activities involved rejection, identification and analysis of risk cause stress among employees and reduce project success (Mubarak & Mumtaz, 2018). These consequences have an effect on project success in such a way that project managers have underestimated threats that have ultimately had a detrimental impact on the outcome of the project (Ika, 2009).

Low workplace deviance would lead subordinates to higher levels of work satisfaction and lead to high project performance and project success and high deviance behavior lead to less work satisfaction and project failure (Judge & Bono, 2001). Self-worth and confidence are loosed by the subordinate they are less likely to display the positive work behaviors at work (Pinto & Slevin, 1988). This study proposed the following hypothesis, based on the above discussion is:

**H3: Workplace Deviance is negatively related to Project Success.**



## 2.8 Mediating Role of Workplace Deviance

The committed and devoted employees influence the success of the project. This devotion can diminish when employees believed that they are mistreated at the workplace. Abusive leadership impacts on project outcomes. Leaders are mentors, influencer evaluators, etc. at the workplace. Leaders monitor employees performance on daily job activities (Aryee, Sun, Chen & Debrah, 2008). Employees need guidance and motivation from their leaders. The employee is considered as a significant resource of every organization without their effort organization cannot generate profits and do not lead towards project success. Respectful interpersonal treatment with employees at the workplace can lead them towards employee satisfaction and increase the chance of project success (Alexander, 2011).



According to Yuhui, Hao, Canwei, et al. (2016) researchers have always been interested in various types of leadership, as each style of leadership has a different effect on employees and organizations, some of which have a positive impact on them and some of which harm employees and organizations.

Recent research by the management researcher also indicates that leaders who have seen more grounded standards towards violent and hostile behavior in their organization are more abusive to their employees, with the support of organizational culture to show abusive behavior, but with negative consequences on the performance of employees and organizations (Restubog et al., 2011). Further research (Mawritz et al., 2012) aimed at defining the effect of the work environment and concluded that there is a strong correlation between abusive supervision and interpersonal deviance in the presence of a hostile work climate, every employee as his or her perception about leadership. One person may consider supervisory behavior to be immoral and abusive, whereas the same behavior is very common for the other person (Tepper, 2000). Employees aggressive behavior may also be attributed to abusive leadership (Martinko, Harvey, Sikora & Douglas, 2011).

Abusive leadership mainly demonstrates a negative relationship with the success of the project. Abuse leadership and task performance display a negative correlation that results in diminished project success. Pradhan and Jena (2018) found a high association between abusive leadership and loss of vital resources and concluded that substantial resources had been lost due to abusive supervision.

Abusive leadership is negatively correlated with the relationship between shareholders and critical factors related to the success of the project and employees' well-being are negatively affected by abusive leadership (Gallagher et al., 2015). Not only the job performance of employees but also organizational behavior is adversely affected by abusive leadership (Peng et al., 2014). Khan (2015) concluded that there was a negative relationship between abusive leadership with team performance. Abusive leadership induces employees to leave the job and to persuade them to think about leaving so that the rise in turnover can be inferred as the abusive leadership increases. Production, time pleasure and work overload are

also positively associated with abusive supervision (Arif, Sindhu, Hashmi, et al., 2017).

Leadership may adopt those behaviors which can affect their interpersonal relationships in the current business environment. Leaders are engaged in abused activities such as public criticism, screaming, angry tantrums, disrespectful behavior, inconsiderate acts and intimidation, threats, concealing important information and ridiculing employees in front of others (Mitchell & Ambrose, 2007). Employees may involve in workplace deviance behavior due to abusive leadership. Most of the researchers will be interested to research workplace deviance because it has significant impacts on both the organizations and its employees (Lin, Wang, Yang & Liu, 2016). Workplace deviance describes behaviors of employees to harm organizations and their members (Mawritz, Folger & Latham, 2014).

Project success is dependent upon the attitude or behavior of their employees (Robinson & Bennett, 1995). Project managers define the success criteria by looking at certain project outcomes which include managing the expectations of stakeholder job satisfaction of employees and innovative work environment, team coordination and relationships (Murphy, Baker & Fisher, 1974; Creasy & Carnes, 2017). The literature of project management defines the causes of project failure which include including overrun, technical failure and negative workplace outcomes are a major source of workplace deviance (Jeffery, 2014).

Employees working on projects are the key sources of the project because their performance represents the achievement of project outcomes. Employees are important to projects because that employee gives new innovative ideas, provide significant information and suggestion for the improvement of the project performance.

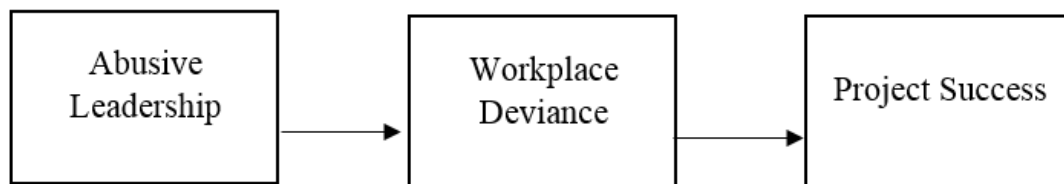
Interpersonal deviance (Workplace deviance) a source of demotivation and stress in the workplace due to which subordinates cannot show effective performance at projects due to abusive leadership (Creasy & Carnes, 2017). It also demoralizes and alienates the victim, who is eventually less interested in the job, leading the project towards failure (Mubarak & Mumtaz, 2018). By increasing the confidence level in employees, the productivity level of the organization which consequently

increases project performance (Miller & Turner, 2007). Previous researches found due to the abusive leadership workplace as a great element of which cause demotivation, Low confidence level among employees and lead towards project failure (Kuhnen & Tymula, 2012).

Organizational deviance could be even more prone to respond with deviant actions to any due to abusive leadership at the workplace which diminishes the expectations of employees wellbeing which further promotes their desire to alleviate their dissatisfaction with their workplace. Organizations bear the social and economic costs in terms of social interaction with leaders and employees, organization goodwill, employee's efficiency for filled with tasks and increased turnover intentions (Liu, Kwan, Wu & Wu, 2010).

Workplace deviance as a mediator shows the relationship between abusive leadership and project success. Abusive leadership creates negative employee outcomes, such as deviant workplace behavior, which can further reduce the chance of project success. This study proposed the following hypothesis, based on the above discussion is:

**H4: Workplace deviance plays a mediating role between abusive leadership and project success.**



## 2.9 Moderating Role of Agreeableness

Personality is the human instinct to consistently assume, perceive and behave. In other words, personality shapes people's perceptions and its significance determines through personal interactions at the workplace. Personality enables people to interpret, arrange and classify their surroundings into useful packages that strengthen initiative (Graziano, Jensen-Campbell & Hair, 1996). McCrae and

Costa (1999) .The big five personality traits serve as a framework for personality which encompasses Conscientiousness, Agreeableness, Emotional Stability, Extraversion and Openness to Experience. The big five personality frameworks indicated a unique agreeableness trait that prioritizes collaboration, kindness and compassion (John & Srivastava, 1999). Agreeableness has great importance for psychological well-being and has a significant impact on the interpersonal relationship with others (DeNeve & Cooper, 1998). Agreeable employees are characterized as friendly, compassionate, supportive, optimistic, forgiving and respectful and tend to be collaborative (Bowling & Eschleman, 2010). Graziano and Eisenberg (1997) demonstrated agreeableness personality traits such as kindness, collaboration, supportiveness, inclusiveness, versatility, compassion, empathy and politeness. It is also discovered that high ranked agreeable employees are demonstrating less anger and resentment towards other team members at the workplace. Digman, (1990) determines traits that include kindness, cooperation, generosity, empathy, versatility, kindness, compassion and decency. Previous literature has proposed that agreeableness is an important term that is considered in the evaluation of differences between employees. Additionally, agreeableness might be most appropriate with job performance in contexts where mutual practices and cooperation are needed. Mount, Barrick and Stewart (1998) found that working environments with involve a high personal level of interactivity create humbleness, empathy and versatility among employees. This study also shows that agreeable employees tend to be cooperative and collaborative in conflict, aspire for mutual understanding and promote social associations with other team members. Costa and Widiger (1994) define agreeableness personality that is highly correlated with truthfulness, sensible, kindness and empathetic. Because of these attributes, multiple organizations tend to recruit these employees, various studies have elaborated such attributes differently due to these organizations and previous studies accept that agreeable employees are not detrimental to businesses or other workers employed in organizations. These employees can work in any organizational environment and have been more successful than all other employees with different personality

traits. Agreeable employees are inspired to preserve good interpersonal relationships with other team members, this inspiring capacity utilization positive opinions and presumptions by other team members instead of incitement or manipulating behaviors of other team members (Graziano, Jensen & Hair, 1996).

Agreeable employees tend to be kind to others by promoting good interpersonal relationships and are more collaborative and supportive than low agreeable employees in challenging circumstances. Additionally, low agreeable employees are aggressive and anxious and have a strong desire to threaten and abuse other team members (Costa, McCrae & Dembrowski, 1989). It tends to influence behavior such as high agreeable employees to react to conflicts with less adverse effects than low agreeable employees (Graziano, Jensen & Hair, 1996). Agreeableness impacts behavioral states in interpersonal conflicts and diminishes anger, hostility and criticism. Facing stressful circumstances high agreeable employees managing their stress in a better way (Ahadi & Rothbart, 1994). High agreeable employees reporting perceptions of abusive leadership indicate less corrosive conduct than low agreeable employees (Bamberger & Bacharach, 2006). Although agreeable employees display a positive work environment, they are likely to perceive their relationships with superiors more favorable and also perceive fewer negative emotions and anger and consider supervisor conduct less likely to be aggressive or oppressive than those of low agreeable employees (Bettencourt, Talley, Benjamin, Valentine & Psychol, 2006). Accordingly, agreeable employees are not likely to experience abuse and do not respond to aggression (Leonard, Quigley & Collins, 2003). Conversely, low agreeable employees are aggressive and may be likely to harm others. Therefore low agreeable employees will more likely interpret the leaders actions as abusive and will react more aggressively than highly agreeable employees (Haas, Omura, Constable & Canli, 2007).

Spector (2011) concluded that personality can affect a person's tendencies to participate in deviance behavior at the workplace by manipulating the perceptions, emotion and feeling and self-regulate the action of employees to stressful circumstances at the workplace. Therefore, employees with low agreeableness are inherently dismissive of others, uncooperative, less trustful and intransigent and

therefore they have a lower level of tolerance and perceived injustice in the case of abusive leadership.

Agreeable employees are more likely to be promoted friendly and supportive behavior at the workplace. Other team members are likely to work around these employees and there are fewer chances for these employees to be involved in all forms of workplace deviance behavior unless circumstances are beyond their control. Goldberg (1992) defines that many research studies suggest that employees who are low agreeable involved in workplace deviance are unwilling to cooperate in leading to work setting this also attempted to damage the organization's values norms and principles. Project managers can recognize the attributes and personality traits of prospective employees and applicants during the selection process or the handing over of the tasks so that adverse consequences can be prevented at an early stage. Most organizations use these practices when hiring and handing over critical tasks to prevent losses. Costa and McCrae (1992) indicated a detrimental association between agreeable employees and workplace deviance behavior. Although more agreeable employees are involved in the wellbeing of other team members at the workplace.

Agreeable employees are more focused on other team members and after completion of their tasks they support other team members. They are highly valued by management and eventually helpful to both the organization and employees. Many experimental research studies have shown that as employees with an agreeableness personality trait are attentive and polite and show good conduct are often helpful and compassionate. These characteristics are very obvious that these people will never be involved in workplace deviance (Barrack & Mount, 1991). Previous studies also endorsed this concept that these employees are more cooperative and exhibit good behavior that helps develop a workplace friendly environment. Agreeable employees display a high degree of interpersonal competences and inclination which is very important for employees in career development and performance. Agreeable employees are likely to develop OCB (organization citizen behavior) in the work environment, which eventually benefits the organization (Witt, Burke,

Barrack & Mount, 2002). Agreeableness is an integral part of interpersonal practices and behavior and is specifically linked to employees actions in the workplace setting. In general, agreeable employees are compassionate, humanitarian, supportive and optimistic. Previous literature has been identified as having a negative relationship with feelings of anger and aggression (Trapnell & Wiggins, 1990). This reinforces the idea that under normal situations they do not entail into interpersonal deviance and mostly do not encourages other team members that they do not indulge in these behaviors which are disruptive to other team members and organizations. Agreeable employees are given priority to helping others and they keep away from any kind of conflictive situation. Usually, agreeable employees tend to select interpersonal diplomacy tailored to the resolution of conflicts instead of escalation of conflicts (Graziano et al, 1996). This type of trait is crucial during team leadership as well. Instead of engaging in interpersonal conflict and organizational deviance, highly agreeable people may exhibit citizenship behavior.

Agreeableness personality trait generally associated with different attributes in which trustworthiness, being straight forward, kindness and compassionate in nature, as defined by Costa & Widiger (1994). Because of these characteristics, organizations tend to recruit certain types of people, various studies have carried out these characteristics differently, but both agree that these types of people are not detrimental to businesses or other workers employed in organizations. Due to these qualities, agreeable employees are more likely to be promoted their cooperative and supportive disposition. Other employees like to work with this type of individuals, because there are far less chances that these types of employees will be involved in both types of work deviance unless there are circumstances outside their control.

Agreeable attributes such as good-natured and collaboration, are also helpful and supportive, as Barrack & Mount (1991) put it these characteristics are very clear that these people will never be interested in WPD. In another study by Witt, Burke, Barrack & Mount, (2002), it was also reinforced by the notion that these

people are more cooperative and possess a positive disposition that is conducive to the development of a favorable atmosphere in the workplace.

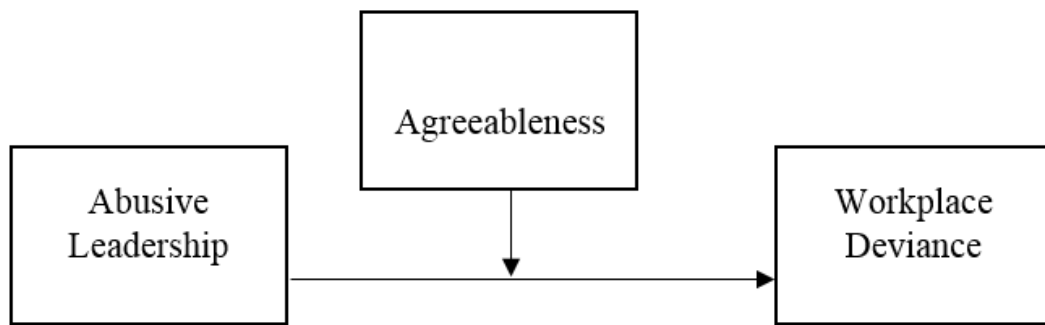
Agreeable attributes such as compassionate, philanthropist, supportive and trustworthy, research has shown that has a negative association with feelings of anger and animosity (Costa & McCrae, 1992). This enhances the notion that they would not require deviance at the workplace under normal circumstances and much of the time, does not encourage coworkers to indulge in behaviors that are disruptive to other employees and organizations.

Agreeable employees offer priority to helping others and holding themselves away from any kind of confrontation, there is no appeal to conflict-based control procedures. Usually cooperative individuals try to prefer interpersonal diplomacy aimed at conflict resolution rather than conflict escalation (Graziano, Jensen-Campbell & Hair, 1996) and this form of characteristic is also important when leading the team.

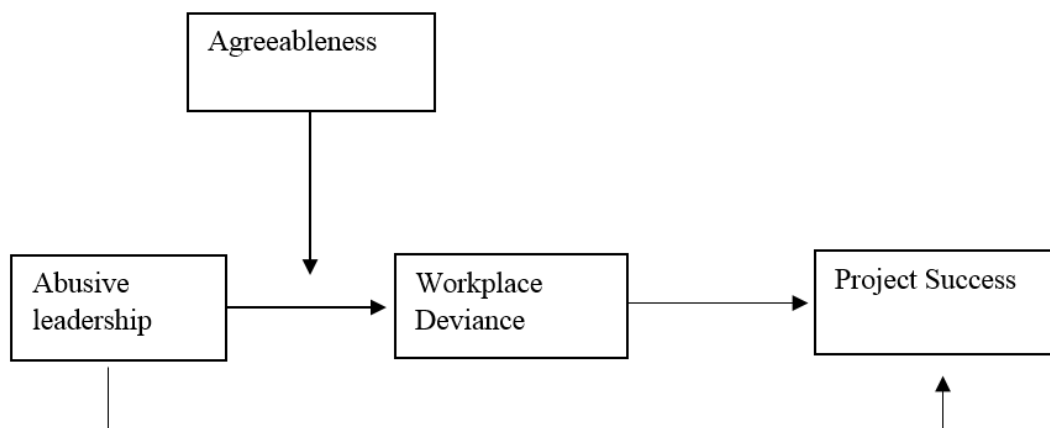
According to COR theory declares that people are driven to acquire resources and to avoid resource depletion. Personal traits are resources to the degree that they assist with stress management. Agreeableness is an example of a personal characteristic resource that can be of value in project-based organizations. Agreeableness is a constructive view of human nature (personal characteristics) that shows a good way to get along with others. High agreeable employees are kind to others, compassionate, collaborative, pleasant and empathetic. During stressful circumstances, agreeable employees can control their frustration and detrimental consequences. Low agreeable employees are confrontational, aggressive and conflictive. Agreeable employees experience abusive leadership less deteriorate behavior and are negatively correlated with workplace deviance than those of less Agreeable employees. This study proposed the following hypothesis, based on the above discussion:

**H5: Agreeableness plays a moderating role between abusive leadership and workplace deviance such that, low agreeableness strengthens the relationship between abusive leadership and workplace deviance, whereas, high agreeableness weakens the current relationship.**





## 2.10 Research Model



## 2.11 Research Hypotheses

**H1:** Abusive leadership is negatively related to project success.

**H2:** Abusive leadership is positively related to workplace deviance.

**H3:** Workplace deviance is negatively related to project success.

**H4:** Workplace deviance plays a mediating role between abusive leadership and project success

**H5:** Agreeableness plays a moderating role between abusive leadership and workplace deviance such that, low agreeableness strengthens the relationship between abusive leadership and workplace deviance, whereas, high agreeableness weakens the current relationship.

# Chapter 3

## Research Methodology

A research methodology is a method in which the researcher and finding the solution to the research problem substantially. This chapter focuses on defining the relationship between abusive leadership, project success, workplace deviance and agreeableness. It includes research design, type of study, population and sample, unit of analysis, time lag.

### 3.1 Research Design

It is a method that is used to evaluate business research and determining the framework that will support the research questions (Emma, Alan & Bill, 2018). It consists of the study, time lag and unit of analysis. The technique that is used by the researcher for collecting information and data gathering through a research questionnaire is known as Research Design. Self-administrated questionnaires will be used in this study for data collection. A procedure in which analyzing the collecting data of different variables that are in the research model of the research study is called research design (Kahngs, 2018).

#### 3.1.1 Type of Study

This study is an explanatory study. The main focus of this research study is to determine the impact of abusive leadership on project success. In this study,

the Questionnaire will be used to measure the response of the respondent and they will be contacted in their workplace. This study is related to the workplace so the target population will be employees of public and private project-based organizations of Islamabad and Rawalpindi. Variables used in this research study will not be manipulated and no artificial setting will be provided for the study.

### **3.1.2 Research Philosophy**

The hypothetical deductive method is known as the scientific method of research. In a method, various tests are conducted to validate and explain the required solution to the problem which is initially demonstrated. This research is conducted on a hypothetical deductive method of which depends on determine reasoning in which pervious literature was considered as the base point of presented theories that help understand and support the conceptualized hypothesis framework which will then be empirically tested for authentication of the hypothesis.

### **3.1.3 Unit of Analysis**

It is the most important element of scientific research. It is a framework that analyzing the main focus of the study. It can be individuals, industry, organization, etc. To investigate the impact of abusive leadership on project success at the micro-level, the unit of analysis would be the employees of different public and private project-based organizations from Rawalpindi and Islamabad.

## **3.2 Time Horizon**

Saunders and Lewis (2012) identified two types of research studies based on the Time frame. These are longitudinal and Cross-sectional study. In a longitudinal study, data will be collected over a short and long period. In a cross-sectional study, data will be collected at a specific period. The researcher will conduct a cross-sectional study because of COVID-19 situation in our country. In this

study, we use questionnaires for data collection and are circulating in the different project-based organization of Islamabad and Rawalpindi.

### **3.3 Population and Sample**

A population is a group of people to whom the researcher wants to generalize the findings of the study. The population of current research is focused on public and private project-based Pakistani organizations. One of the most important elements of any research project is the sample used to perform an analysis. A research sample is those who participate in any given study and enables researchers to conduct studies of large populations without the need to reach every single individual within a population. The sample was selected all affect the reliability and validity of a studys results. A sample is a subset or part of the population. The sample will be taken from the employees working in different project-based organizations. The sample size is drawn from the population to test the impact of abusive leadership on project success with the mediating role of workplace deviance and the moderating role of agreeableness. A convenience sampling technique will be used in the current study. As this sampling technique saves time and easy path for data collection from the randomly targeted population. In this study, the convenience sampling technique will be used because of the short time frame and limited resources. The sample size of this study is 254 which is selected by using the book *Research method for business student* by Saunders et al., 2011. 500 questionnaires were distributed among employees of the public and private project-based organizations from which 270 questionnaires are collected back. In which 16 questionnaires are partially filled and the rest of 254 is filled. The response rate of the targeted sample was 54%.

### **3.4 Data Collection**

This study is a cross-sectional study in which employees will fill out the questionnaire in particular periods and due to the situation of COVID-19 in our country.

Besides, data will be obtained from project employees working in public and private project-based organizations in Islamabad and Rawalpindi. The data was obtained from adopted questionnaires both manual and online sources by using Google docs. Mainly current research defined the purpose of research to the respondents and shortly described it. Respondents were assured to keep their responses confidential and data were assuredly only used for research purposes. Data will be obtained based on personal references and contacts. Data collection from maximum respondents requires a lot of effort. The respondents will be requested to help and provide their consent in data collection by filling the questionnaires. Questionnaires were designed in 5 different sections. These questionnaires were sent through online sources such as whats app group and emails it took time to be filled while the manual doesnt require much time practitioners personally visit organizations or industries to fill the questionnaires while taking help from reference from family friends to fill the form manually. Hence, data have been gathered which represented Abusive Leadership and its impact on Project success where the mediation is workplace deviance and moderation is Agreeableness.

### 3.5 Sample Characteristics

In this research, the demographics used are age, gender, qualification and experience.

#### 3.5.1 Gender Distribution

TABLE 3.1: Gender Distribution

Gender	Frequency	Percent	Cumulative Percent
Male	159	62.6	62.6
Female	95	37.4	100.0
<b>Total</b>	254	100.0	

Gender differentiates between males and females in a given sample. Males and Females were given equal priority in this study but still, it has been seen that the ratio of males is greater than female.

Table 3.1 shows the gender distribution of the sample in which 62.6% were males and 30.8% were female. The percentage of male respondents was high as compared to female respondents.

### 3.5.2 Age Distribution

In this research, the range was used to collect data about the age of defendants for their convenience because sometimes individuals do not want to disclose their exact age.

TABLE 3.2: Age Distribution

Age	Frequency	Percent Percent	Cumulative
<b>18-25</b>	160	63.0	63.0
<b>26-33</b>	66	26.0	89.0
<b>34-41</b>	19	7.5	96.5
<b>42-49</b>	4	1.6	98.5
<b>50 and Above</b>	5	2.0	100.0
<b>Total</b>	254	100.0	

Table 3.2 demonstrate the age distribution sample. 63 % of respondents were having age between the ranges of 18-25 years. The age of 26 % of respondents was between the ranges of 26-33 years.

7.5 % of respondents were having age between the ranges of 34-41 years. 1.6 % of respondents were having age between the ranges of 42-49 years.

2 % of respondents were having age between the ranges of 50 and above years. In this current study, the age of maximum respondents lies between 18-25 years.

### 3.5.3 Qualification

Qualification is considered as one of the most important elements that contribute towards the progress of the country

TABLE 3.3: Qualification

Qualification	Frequency	Percent	Cumulative Percent
<b>Bachelor</b>	147	57.9	57.9
<b>Master</b>	50	19.7	77.6
<b>MS/M.Phil</b>	52	20.5	98
<b>PHD</b>	5	2.0	100.0
<b>Total</b>	254	100.0	

Table 3.3 represents the qualification distribution of the sample. 57.9% of respondents were bachelor qualified, 19.7% of individuals were having masters degrees, 20.5% of individuals were having MS/M. Phil degrees and 2 % of individuals were Ph.D. qualified. The maximum number of respondents was having a Bachelor's degree.

### 3.5.4 Experience

For experience also a range of different periods was developed so that every respondent can easily indicate the range of their experience in a specific field.

TABLE 3.4: Frequency of Experience

Experience	Frequency	Percent	Cumulative Percent
<b>0-5</b>	161	63.4	63.4
<b>06-10</b>	57	22.4	85.8
<b>11-16</b>	17	6.7	92.5
<b>17-22</b>	7	2.8	95.3
<b>23-28</b>	9	3.5	98.8
<b>29 and Above</b>	3	1.2	100.0
<b>Total</b>	254	100.0	

Table3.4 demonstrate the experience of the given sample. 63.4 % respondents were having experience ranging from 0-5 years, 22.4 % respondents having experience ranging from 6-10 years and 6.7% respondents having experience ranging

from 11-26 years, 2.8% respondents having experience ranging from 17-22 years 3.5% respondents were having experience ranging from 23-28, while only 1.2% respondents were having experience ranging from 29 and above. The maximum respondents were having experience ranging between 5 and fewer years.

## **3.6 Description of Variables**

### **3.6.1 Measures**

Data was compiled with the help of questionnaires that were designed from different sources. 500 questionnaires were distributed in different public and private project-based organizations out of which 270 questionnaires came back that were used for analysis. Questionnaires were distributed online to get quick responses along with personal visits to organizations. In light of past investigations, the online collection of information is the most simple and quick way of gathering information. It was simple for members to fill online as opposed to filling it physically. There is no effect on the idea of the information while utilizing any of the methodology referenced above (Church, Elliot and Gable, 2001).

## **3.7 Research Instrument**

Adopted questionnaires were utilized for the collection of data and those questionnaires are recently used in high impact factor journals. The details of the scale used in the present study for the variables Abusive supervision, Employee Performance, Scope Creep and Project success are presented below.

All the questionnaires were developed to using a 5-points range where 1 stand for strongly disagree, 2 for disagree, 3 relates to neutral, 4 relates to agreeing and 5 relates to strongly agree. Questionnaires besides contain the few other variables that relate to characteristics of respondents and known as demographic variables. Those demographic variables contain respondent age, experience, gender and qualification.



In the questionnaire the items included were: Abusive leadership (Independent Variable), Project Success (Dependent Variable), Workplace deviance (Mediator), Agreeableness (Moderator). All the items used 5 points Likert scale for measurement which included 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree) and 5 (Strongly Agree). It also includes variables of demographic like gender, age, qualification and experience.

### **3.7.1 Abusive Leadership**

15 items scale of abusive leadership was developed by Tepper (2000) which will be used to measure abusive leadership. A 5-points Likert-scale will be used extending from 1 (strongly disagree) to 5 (strongly agree). Sample items included: My boss ridicules me, My boss tells me my thoughts or feelings are stupid, My boss gives me the silent treatment, My boss puts me down in front of others and My boss invades my privacy.

### **3.7.2 Workplace Deviance**

Bennett & Robinson's (2000) two-dimension 19 items scale was used to measure workplace deviance. A 5-points Likert-scale will be used extending from 1 (strongly disagree) to 5 (strongly agree). The sample items for organization deviance include. I take property from work without permission, I spent too much time fantasizing or daydreaming instead of working, I falsified a receipt to get reimbursed for more money than you spent on business expenses, I take an additional or longer break than is acceptable at your workplace and I come late to work without permission.

### **3.7.3 Agreeableness**

9 items scale of agreeableness on was developed by John, Donahue & Kentle, (1991) will be used in this study to measure agreeableness. A 5-points Likert-scale will be used extending from 1 (strongly disagree) to 5 (strongly agree). Sample items

include I tend to find fault with others, I am helpful and unselfish with others, I start quarrels with others, I have a forgiving nature and I am generally trusting.

### 3.7.4 Project Success

14 items scale was developed by Aga & Vallejo (2016) will be used to measure project success. A 5-points Likert-scale will be used extending from 1 (strongly disagree) to 5 (strongly agree). Sample items include. The project was completed on time. The project was completed according to the budget allocated, The outcomes of the project are used by its intended end-users and The outcomes of the project are likely to be sustained.

TABLE 3.5: Instruments

No	Variables	Source	Items
1	Abusive Leadership (IV)	Tepper (2000)	15
2	Workplace Deviance (Mod)	Bennett & Robinson (2000)	19
3	Project Success (DV)	Aga & Vallejo (2016)	14
4	Agreeableness (Mod)	John, Donahue & Kentle (1991)	9

## 3.8 Research Ethics

In general, certain ethical practices have been observed during the conduct of this research study in the data collection. During the first instance, the purpose of the research was explained to the participants. To gain trust, each questionnaire was enclosed with a cover letter representing the affiliation with the research institution. In the second instance, after receiving the prior consent of the respondents to participate in the research, it was assured that their identity, as well as their responses, would not be revealed to anyone.

Besides, the data collection was conducted in a natural setting and the respondents were not forced to provide prompt input. To make respondents feel better, they

were given the proper time to fill out the questionnaires. Despite the problems encountered during the questionnaire collection (i.e. some respondents can either lost the questionnaires or were not given back), the credibility of the core subjects was not compromised by the researcher and did not threaten any respondent either physically or mentally.

### **3.9 Pilot Testing**

A pilot testing of 50 questionnaires was conducted to test the rationality and accuracy of the data. Doing so, it was ensured that the data was according to the hypothesis and there was no data issue and the scale was reliable.

### **3.10 Data Analysis Techniques**

The data is collected from 300 respondents. After the collection of data, it is analyzed on SPSS software. The procedure adopted in analyzing the data is as follows:

First of all, the questionnaires that were filled properly were chosen for the data analysis. All the variables were given a specific code and then those coded variables were used for data analysis. Frequency distribution was calculated to examine the sample characteristics. After frequency distribution, descriptive statistics were calculated. Reliability of all the variables was tested separately using Cronbach's alpha. Confirmatory Factor Analysis (CFA) is used to test the fitness of the model and to justify it. Correlation analysis is used to check the link between variables and to know whether a significant relationship exists between the variables or not. A linear regression test was conducted to know the link between the independent variable, dependent variable and mediator. Process macros of Preacher and Hayes were used to conduct mediation and moderation test to know that mediation and moderation exist between the variables or not. With the help of Preacher and Hayes Process Macros and Correlation analysis, it was found that whether the proposed hypothesis was accepted or rejected.

### 3.11 Statistical Tools

The relation between the independent and dependent variable Abusive Leadership and project success was examined using linear regression. This entails acceptance and rejection of the research hypothesis. Additionally, both the links between Abuse Leadership (IV) and Workplace Deviance (Mediator) and the correlation between Agreeableness (Mediator) and Project success (DV) were also examined with the support of linear regression.

For mediation and moderation analysis, Preacher and Hayes's methods were used. For mediation analysis model 4 is used and for moderation analysis model 1 was used in this study.

#### 3.11.1 Reliability Analysis

Reliability analysis is the method in which the same results occur repeatedly when items are tested. It shows that no matter how many times an item is tested, it will repeatedly show the same results. Reliability analysis in this research study was conducted using Cronbach's alpha. Cronbach's alpha shows the reliability analysis of all the variables and the link between those variables. The range of Cronbach's alpha is 0 to 1. When the value of Cronbach's alpha is greater than 0.7 it is considered highly reliable and the value less than 0.7 is considered less reliable.

TABLE 3.6: Reliability Analysis

Variables	Cronbach's Alpha	Items
Abusive Leadership	0.878	15
Workplace Deviance	0.856	19
Project Success	0.892	14
Agreeableness	0.871	9

Table 3.6 demonstrate the reliability and validity analysis of complete data. The values of Cronbachs alpha for 4 variable is above 0.7.

The valuation of Cronbachs alpha for Abusive leadership is 0.878, the value of Cronbachs alpha for Workplace deviance is 0.856, agreeableness is 0.871 and project success is 0.892.

All these values are above 0.7 and these values show that these scales are highly consistent to be used in this research study.

### 3.11.2 Confirmatory Factor Analysis

AMOS is using to conduct s CFA (Confirmatory Factor Analysis) r (Byrne, 1994). It includes TLI (Tucker Lewis Index), IFI (Incremental fit index), Comparative fit index (CFI) and RMSEA (Root Mean Square error of approximation).

TABLE 3.7: Confirmatory Factor Analysis

	CMIN/DF	IFI	TLI	CFI	RMSEA	PCFI
<b>Model Fit</b>	1.832	.909	.905	.909	.057	.868

In table 3.7, the value of CMIN/DF is 1.832 which is smaller than 5, this shows that good model fit.

The significance values of IFI are 0.909 which is greater than .09 (Byrne, 1994), TLI is 0.905 which is greater than .09 (Hu & Bentler, 1999) and the value of CFI is 0.909 which is greater than .09 (Byrne, 1994), this again demonstrates the fitness of the model.

The value of RMSEA is 0.57 which is smaller than 0.8 (Browne & Cudeck, 1993) and in this model, the value of PCFI is 0.874 which is greater than 0.5 that spectacles the fitness of model .90 (Mulaik et al 1989).

The results of the model justify that model fitness.

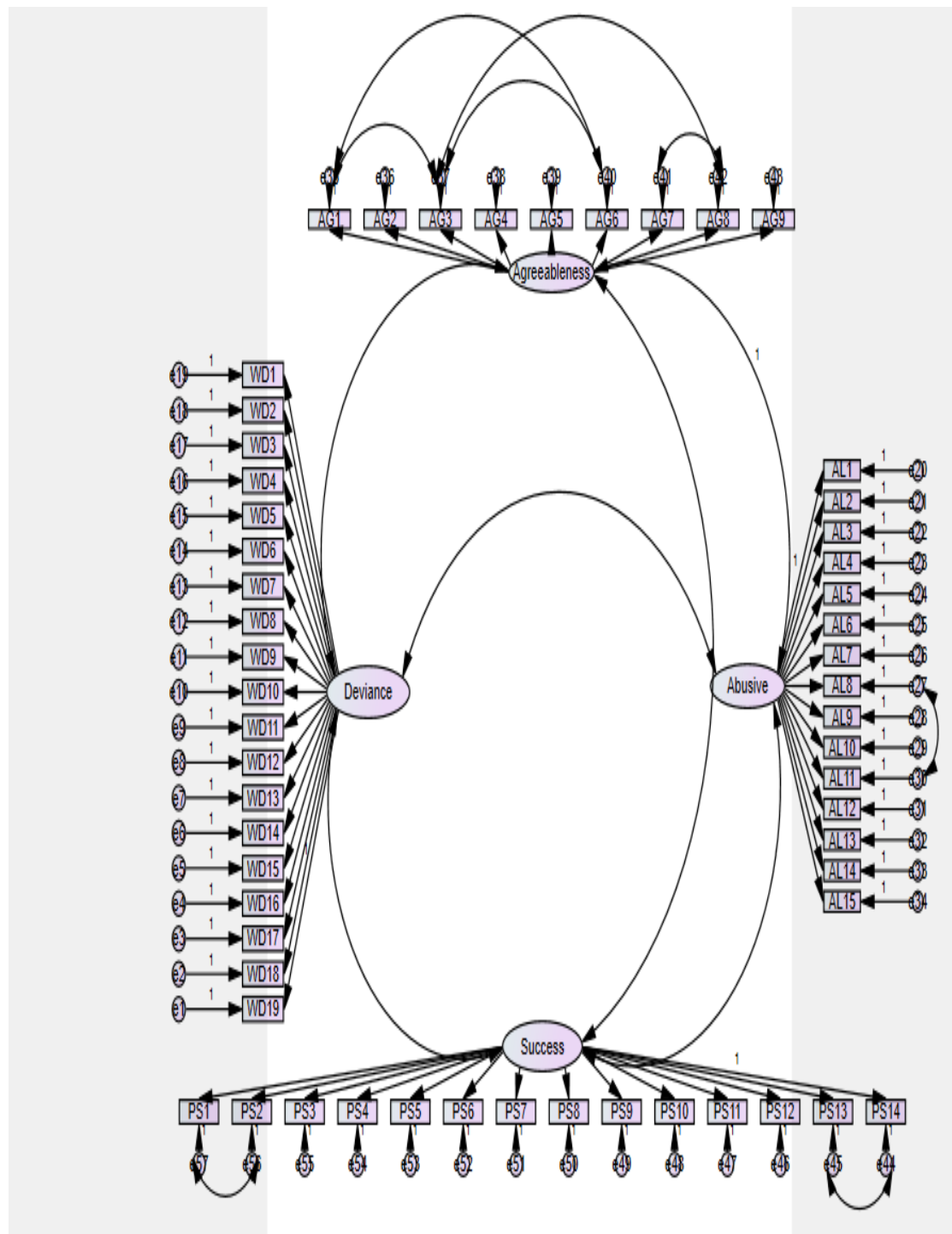


FIGURE 3.1: CFA for Complete Mode

# Chapter 4

## Results

This section includes descriptive statistics, correlation analysis, regression analysis, mediation and moderation. The results of the analysis will decide whether the hypothesis presented above will be accepted or rejected. For analysis purposes, SPSS software is used.

### 4.1 Descriptive Statistics

The descriptive statistics table shows the basic information about the response that has been obtained for the analysis purpose. Descriptive statistics mainly consist of the statistical measurement of the data that is the analysis sample size, standard deviation, mean value, minimum and maximum values. It also represents the large data into the well organized and summarized form.

Under mention table 4.1 demonstrate the assembled data of this research. A total of 6 columns are shown in table 4.1 where the first column contains the names of the 4 variable, the second column contains the total sample size of the research, the third column contains the minimum value calculated in the response of the particular variable, the fourth column contains maximum value received during the response of that particular variable, fifth and sixth column contain the mean and standard deviation For all four variables, 5 liker scales is used that varies from 1 that show strongly disagree to 5 that represents strongly agree.

TABLE 4.1: Descriptive Statistics

	<b>N</b>	<b>Minimum Value</b>	<b>Maximum Value</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b>Abusive Leadership</b>	254	1.00	5.00	3.03	.989
<b>Project Success</b>	254	1.74	4.68	3.02	.661
<b>Workplace Deviance</b>	254	1.89	5.00	3.23	.691
<b>Agreeableness</b>	254	1.79	5.00	3.35	.921

Table 4.1 demonstrates the sample size of each variable which is 254. All the variables were measured on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The mean value of abusive leadership is 3.03 and the standard deviation was .989. The mean value of project success is 3.02 and the standard deviation was .661. The mean value of workplace deviance is 3.23 and the value of standard deviation was .691. The mean value of agreeableness is 3.35 and the standard deviation was .921.

## 4.2 Correlation Analysis

Correlation analysis is accompanied to check the relationship between variables. In this research correlation analysis is steered to check the relationship among abusive leadership and project success, the mediating role of workplace deviance and the moderating role of agreeableness. Pearsons correlation analysis tells about the strength and nature of the relationship between variables. The value of Pearsons correlation depicts the nature of correlation. If the value is between the range of



0.1-0.3 it shows weak correlation, if the values are between the range of 0.3-0.5 it shows a moderate correlation and if the values are above 0.5 it shows a high correlation.

TABLE 4.2: Correlation Analysis

Sr. No.	Variables	1	2	3	4
1	Abusive Leadership	1			
2	Project success	-.217**	1		
3	Workplace Deviance	.373**	-.249**	1	
4	Agreeableness	-.415**	.466**	-.486**	1

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

Table 4.2 illustrates the correlation among variables. Abusive leadership is negatively correlated with project success ( $r = -.217^{**}$ ,  $p < 0.01$ ) and positively correlated with workplace deviance ( $r = .373^{**}$ ,  $p < 0.01$ ) and negatively correlate with agreeableness ( $r = -.415^{**}$ ,  $p < 0.01$ ). Project success is negatively correlated with workplace deviance ( $r = -.249^{**}$ ,  $p < 0.01$ ) and positively associated with agreeableness ( $r = .466^{**}$ ,  $p < 0.01$ ). Workplace deviance was negatively correlated with agreeableness ( $r = -.486^{**}$ ,  $p < 0.01$ ). This table demonstrate the correlation of each variable with one another.

### 4.3 Control Variables

For control variable analysis, the ANOVA test for each variable was performed separately in the SPSS. The key reason for this test is to assess if demographic variables have any effect on the dependent variables of project success and mediating variable workplace deviance. If any demographic variable has some effect on the dependent variable and mediator, the influence must be controlled.

Table 4.3 indicate that there is no need of adjust any demographic variable. The demographic variables do not influence the dependent variable Project success. The result finding indicates insignificant difference in project success across gender

TABLE 4.3: Control Variables

Variables	Project Success Workplace Deviance			
	F Value	Sig.	F Value	Sig.
Gender	.698	.404	4.658	.032
Age	.114	.736	.436	.510
Qualification	2.126	.146	.065	.800
Experience	.811	.396	.364	.547

( $F=.698$ ,  $p > 0.05$ ), age ( $F=.114$ ,  $p > 0.05$ ), qualification ( $F=2.126$ ,  $p > 0.05$ ) and experience ( $F=0.811$ ,  $p > 0.05$ ). across the other side using Workplace Deviance as dependent variable, the result finding indicates that there is no need to adjust any demographic variable.

The demographic variables do not influence workplace deviance. The results show insignificant difference in project success across gender ( $F=4.658$ ,  $p > 0.05$ ), age ( $F=.436$ ,  $p > 0.05$ ), qualification ( $F=.065$ ,  $p > 0.05$ ) and experience ( $F=.364$ ,  $p > 0.05$ ).

## 4.4 Regression Analysis

To analyze the links between variables correlation analysis was conducted but we can not only rely on correlation analysis because it does not tell us about the causal link between variables. For this purpose, regression analysis is accompanied to validate the link among variables.

Two types of regression exist namely simple and multiple regression. Simple regression is conducted when there are two variables whereas multiple regression is conducted when there are more than two variables. Multiple regression is conducted in case of mediation and moderation.

#### 4.4.1 Simple Regression

##### Hypothesis 1:

TABLE 4.4: Simple Regression

Project Success			
Predictor	$\beta$	$R^2$	Sig
Abusive Leadership	-.202***	.047	.000

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$  N=254 Un-standardized Regression

It is stated that abusive leadership is negatively associated with project success. The value of the  $\beta$  coefficient is  $-.202$ ,  $R^2=.047$  and the value of  $p$  is  $.000$  which is extremely significant.

The negative value of the  $\beta$  coefficient justifies the negative relation between abusive leadership and project success.

The value of the  $\beta$  coefficient shows the rate of change demonstrating that 1 unit transform in abusive leadership leads to  $-.202$  unit modify in project success.

##### Hypothesis 2:

It is stated that abusive leadership is positively linked with workplace deviance. The outcome shows an important and positive relationship between the two variables.

The value of  $\beta$  coefficient is  $.250$ ,  $R^2=.139$  and the value of  $P=.000$  which is significant.

The significance of the  $\beta$  coefficient shows the rate of change demonstrating that 1-unit modification in abusive leadership points to  $.250$ -unit alteration in workplace deviance.

TABLE 4.5: Simple Regression

---

**Workplace Deviance**

---

<b>Predictor</b>	$\beta$	$R^2$	<b>Sig</b>
<b>Abusive Leadership</b>	.250***	.139	.000

---

\* $P < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < .001$   $N = 254$

*Un – standardized regression coefficient reported*

### Hypothesis 3:

TABLE 4.6: Simple Regression

---

**Project Success**

---

<b>Predictor</b>	$\beta$	$R^2$	<b>Sig</b>
<b>Workplace Deviance</b>	-.346***	.062	.000

---

\* $P < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < .001$   $N=254$  Un-standardized regression coefficient reported

It is stated that workplace deviance is negatively related to project success. The value of the  $\beta$  coefficient is -.346,  $R^2=.062$  and the value of  $p=.000$  which is significant. The value of the  $\beta$  coefficient shows the rate of change demonstrating

that 1-unit change in workplace deviance leads to -.346-unit change in project success.

## 4.5 Mediation Role of Workplace Deviance

The mediator variable defines the relationship between the independent variable and the dependent variable. In this study, we are using a single mediator which creates a logical relationship. Mediation analysis was carried out to test the role of workplace deviance as a mediator among abusive leadership and project success. Model 4 of Preacher and Hayes process macros were used to assess the mediation.

TABLE 4.7: Mediation Analysis

<b>IV</b>	<b>Effect of IV on M (a path)</b>	<b>Effect of M on DV (b path)</b>	<b>Effect of IV on DV (c' path)</b>	<b>Direct Effect of IV on DV (c path)</b>	<b>Total Effect of IV on DV</b>	<b>Bootstrapping Results for Indirect Effect</b>	
	$\beta$	$\beta$	$\beta$	$\beta$	$\beta$	<b>LL95%CI</b>	<b>UL95%CI</b>
<b>Abusive Leadership</b>	.2383***	-.2766*	-.0659	-.1394*	-.2053***	-.1159	-.0253

Note. Un-standardized regression coefficient indicated. Bootstrap sample size 1000. LL=lower limit; CI=confidence interval; UL=upper limit. N=254, \*P < 0.05, \*\*p < 0.01, \*\*\*p < .001

### Hypothesis 4:

It is stated that workplace deviance plays a mediating role in abusive leadership and project success. To test this hypothesis model 4 of Preacher and Hayes process macros was used. The bootstrap sample size was 1000. The confidence interval

was 95, N=254. Table 4.5 shows that the indirect effect of abusive leadership on project success has the lower and upper-level confidence interval and upper-level confidence interval of -.1159 and -.0253. Both ULCI and LLCI have negative signs which show the negative but significant existence of mediation of workplace deviance between abusive leadership and project success. Hence, we conclude that mediation is happening between the variables.

#### **4.5.1 Total Effect**

The total effect demonstrates the effect of (IV) abusive leadership on (DV) Project success and the mediator is workplace deviance. The total effect of abusive leadership on project success is -.2053 with a significant p-value 0.000. The lower limit of bootstrap is -.3202 and the upper is -.0904. This shows that no zero between the limit which shows the results are significant.

#### **4.5.2 Direct Effect**

Through the result of the direct effect, the study finds out the effect of IV abusive Leadership on DV project success with the effect of mediating role workplace deviance. Hence, it is explored that the outcome with the presence of mediation workplace behavior  $B = -.1394$  with the significant p-value ( $P = 0.000$ ). The lower limit of bootstrap is -.3202 and the upper is -.0184. This shows that no zero between the limit which shows the results are significant.

#### **4.5.3 Indirect Effect**

The indirect effect demonstrates the existence of mediation that is workplace deviance mediates the relationship between abusive leadership and Project success. The bootstrap values are predicting the significant results because the lower limit and upper limit are -.1159 and -.0253. This shows that no zero between the limit which shows the results are significant.

#### 4.5.4 Moderation of Agreeableness

Moderator works as a catalyst in the research model. The moderator variable strengthens or weakens the relationship between the predictor variable and the creation variable. To test hypothesis 5 moderation analysis was conducted. This was done through Preacher and Hayes Process macros model 1.

TABLE 4.8: Moderation Analysis

	<i>B</i>	<i>se</i>	<i>t</i>	<i>p</i>
<b>Abusive Leadership* → Workplace Deviance</b>	-.1301*	.0608	-2.1417	.0332
<b>Agreeableness</b>				
<b>(Int term)</b>				
	<b>LL 95% CI</b>	<b>UL 95% CI</b>		
<b>Bootstrap results for indirect effect</b>	-.2498	-.0105		

Note. Un-standardized regression coefficient indicated. Bootstrap sample size 1000. LL=lower limit; CI=confidence interval; UL=upper limit. N=254, \*P < 0.05, \*\*p < 0.01, \*\*\*p < .001

#### Hypothesis 5:

It is stated that agreeableness plays a moderating role between abusive leadership and workplace deviance. To test this hypothesis model 1 of Preacher and Hayes process macros was used. The bootstrap sample size was 1000. The confidence interval was 95, N=254. Table 4.6 represent s that the interaction term of abusive leadership and agreeableness moderated the relationship between abusive leadership and project success such that it weakens the relationship between abusive leadership and workplace deviance and has the value of upper limit confidence interval and lower limit confidence interval as -.2498 and -.0105. Both the values have the same negative signs therefore moderation exists between the variables. The interaction term showed a negative and significant relationship. The regression coefficient  $\beta = -.1301$  show that moderation exists between variables and

Agreeableness has a negative relationship among abusive leadership and workplace deviance.

#### 4.5.5 Moderating Graph

Figure 4.1 shows a simple slope of the moderating effect of agreeableness. As displayed in the figure the slope of the relationship between abusive leadership and project success was weakened for leaders who are high in agreeableness. The dotted lines symbolize high agreeableness whereas the bold lines characterize low agreeableness.

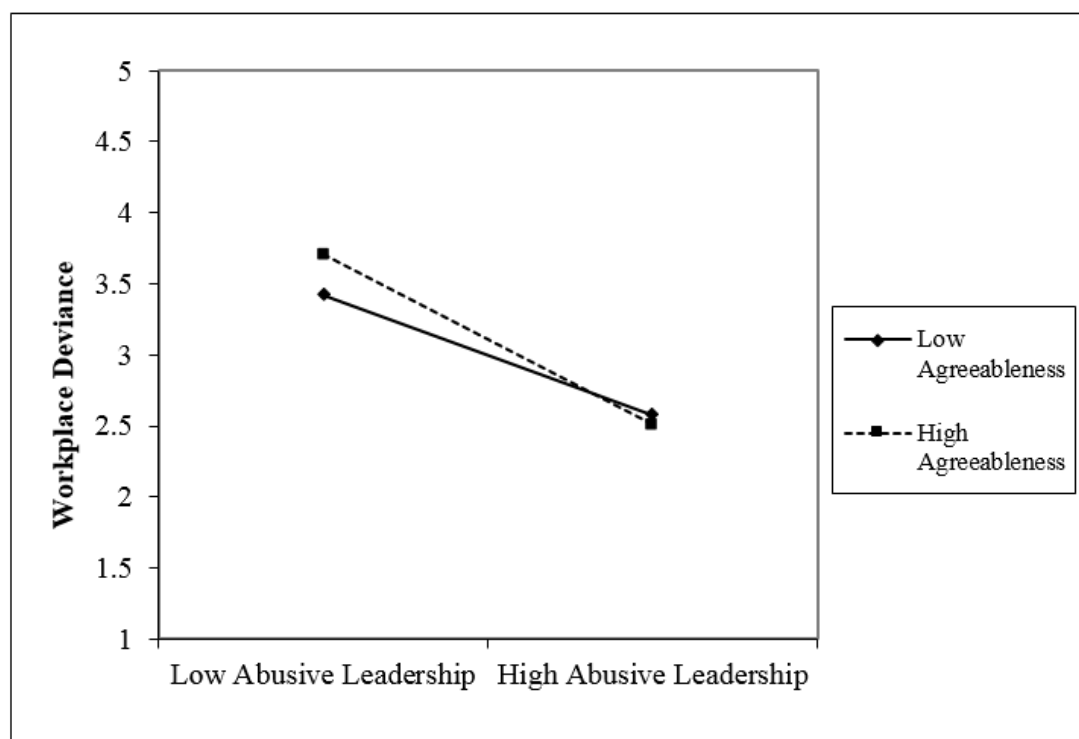


FIGURE 4.1: Moderation Graph

In figure 4.1 slopes of the lines demonstrate a negative relationship between abusive leadership and workplace deviance in the presence of agreeableness. The dotted line represents high agreeableness whereas the bold line reflects low agreeableness. The position of the lines represents the association between abusive leadership and workplace deviance in the presence of agreeableness. As the dotted line lies below the bold line with a steeper slope it shows high agreeableness which represents the association between abusive leadership and workplace deviance becomes



weaker. While the bold line lies above the dotted line with a less steep slope, shows low agreeableness which represents the association between abusive leadership and workplace deviance is stronger. The graph clarifies the buffering role of agreeableness between abusive leadership and workplace deviance

## 4.6 Summary of Accepted/ Rejected Hypothesis

TABLE 4.9: Summary of Accepted/ Rejected hypothesis

Hypothesis	Statements	Results
H1	Abusive leadership is negatively related to project success.	<b>Supported</b>
H2	Abusive leadership is positively related to workplace deviance	<b>Supported</b>
H3	Workplace deviance is negatively related to project success	<b>Supported</b>
H4	Workplace deviance plays a mediating role between abusive leadership and project success	<b>Supported</b>
H5	Agreeableness plays a moderating role between abusive leadership and workplace deviance such that, low agreeableness strengthens the relationship between abusive leadership and workplace deviance, whereas, high agreeableness weakens the current relationship.	<b>Supported</b>

The result shows that the entire five hypotheses are supported with the help of research analysis. Hence this study concludes that Abusive leadership is negatively linked with project success. The relationship between abusive leadership and project success is mediated by workplace deviance and moderated by agreeableness.

# Chapter 5

## Discussion and Conclusion

### 5.1 Introduction

This chapter contains a discussion of the results of the research. This also includes a discussion of acceptance and rejection of the research hypothesis, theoretical and practical implications, the effectiveness and inadequacy of the research, future direction and limitations of the research study. The conclusion of this study will also be addressed in this chapter.

The prime reason for undertaking this study was to analyze the relationship between abusive leadership (AL) and project success (PS). The study also included the mediating role of Workplace deviance and the moderating role of agreeableness. This research was conducted in public and private project-based organizations of Islamabad and Rawalpindi. The key finding of this study shows that abusive leadership is negatively related to project success. Workplace deviance (WD) is mediating the relationship between abusive leadership and project success. This research also presents a moderating role of agreeableness (AG) between abusive leadership and workplace deviance. H1, H2, H3, H4 and H5 were accepted developing a strong relationship between all the variables. This shows that abusive leadership harms project success; workplace deviance has a positive effect on abusive leadership and a negative effect on project success whereas agreeableness has a negative effect on both abusive leadership and workplace deviance such that it

weakens the relationship between abusive leadership and workplace deviance high agreeableness in project team will consider abusive leadership as less deteriorate behavior of leader will make project team less involved in workplace deviance and the will lead the project towards its success.

Pertaining to the relationship between abusive leadership and project success, the findings were in line with the H1 that suggested a negative association between abusive leadership and project success. Abusive leadership is considered destructive leadership which involves leaders that represent verbal and nonverbal abuse with their subordinates. Abusive leadership leads to negative behaviors among employees in the workplace. The negative behavior of the leader will have a negative effect on the success of the project, as the leader's attitude will discourage and demotivate the project team which represents a negative impact on project success. The findings are based on and validated by the previous literature. It is clear from the past that due to abusive leadership behavior, project team performance and success factors of the project are directly affected, which eventually fails to meet the established success criteria.

Gallagher, Mazur and Ashkanasy (2015) Project success and project performances are interlinked with one another. The main responsibility of leadership was to be more professional and ethical with subordinates. Leaders lead the project team by providing appropriate guidance and build a trustworthy relationship with them. Abusive leadership was perceived to be unethical leadership as it explicitly or implicitly affects the performance of the project team.

Previous studies often providing concrete evidence of the negative relationship between abusive leadership and project success. Abusive leadership is described as the perception of subordinates to their leaders in continuing to represent aggressive and non-verbal behavior (Mitchell & Ambrose, 2007). It occurs when the leader ridicules their workers, gives them the silent treatment, reminds them of past mistakes, refuses to give them proper confidence, falsely accuses them, or loses temper. These actions can occur in the context of the time, office supplies, raw materials, finished products, or services rendered by them. The abusive actions of the leader can have a significant effect on the performance of the project team and

that can undermine his / her trust. Due to the aggressive actions of the leaders, the employee in the project team will avoid contact with the leader and will not conduct their job with enthusiasm and ultimately the project will shift towards.

We can also state the Theory of Resource Conservation (COR) explanation framework for predicting the relationship between abusive leadership and project success. Abusive leadership is considered a stress factor that absorbs the employees psychological resource employing irritation and frustration. Employees face stress which increases pressure for abusive leadership which can lead to a lack of accomplishment towards responsibilities, show low quality work performance and lead the project towards its failure.

Another study is also found that employees in the project team who suffer from abusive leadership can feel that they are not being treated well. Employees through emotional and mental abuse are negatively linked to the performance of the project. The behavioral action of leaders can have a detrimental effect on the project team as well as on the success of the project. Suffering from abusive leadership, project employees cannot do their best and may lose enthusiasm and interest in the work and decide to leave the job. It will lead the project to failure (Warr 2015). Through their study, they found that abusive leadership had a significant effect on the project's failure, as abusive leadership contributed to high turnover expectations and decreased project performance Haar et al. (2016).

Pradhan and Jena (2017) confirm further that abusive leadership may have a detrimental effect on the success of the project. The findings of this analysis indicate that this work is in line with previous studies and the findings support the hypothesis. Therefore, these reasons provide clear evidence for the acceptance of Hypothesis 1 that coercive oversight is negatively and substantially linked to the success of the project. AL is negatively related to PS.

The assertion was accepted that the Abusive leadership style has a significant positive relationship with the Workplace deviance. Hypothesis findings demonstrate that there is a significant positive relationship between the two abusive leadership and workplace deviance. Those results itself highly supported by the previous literature and researches.

Previous studies provide evidence that abusive leadership has a detrimental effect on project employee performance. Project Employee performances depend on several variables that are directly or indirectly adversely influenced by abusive leadership. Abusive leadership has a negative effect on employee job satisfaction (Tepper, 2000). Liu, Kwong Kwan, Wu and Wu (2010) found that workplace deviant behaviors have a detrimental and important relationship to employee performance. If a project employee in a project-based organization perceives that his / her leaders are abusive to him / her only, the targeted employee can experience mistreatment at the workplace. It is also indicated that employees who consider their leaders to be more disrespectful than those who follow more counter-productive job habits aimed at superiors with the delayed job, erratic actions, deliberately ignoring the leaders instructions.

Liang, Hanig, Evans, Brown and Lian (2018) concluded in his study that Abusive leadership (AL) is the worst aspect of leadership or management that has a negative effect on mental health and is inversely associated with the physical health of employees. Abusive leadership is one of the most aggressive supervisory practices that have a detrimental effect on the creativity of employees, job performance and adverse effects on perceptions of justice. Which will lead the project employees to involve in workplace deviance behavior? Therefore, these reasons provide clear evidence for the acceptance of Hypothesis 2 that AL is positively and substantially linked to workplace deviance. Abusive leadership is positively related to WD.

The assertion was accepted that workplace deviance style has a significant negative relationship with the project's success. Hypothesis findings demonstrate that there is a significant negative relationship between workplace deviance and project success. Those results itself highly supported by the previous literature and researches.

Workplace deviance is described as a voluntary violation of the conduct of employees that violates the standards and expectations of that organization (Robinson & Bennett, 1995). workplace deviance is unintentional in which employees have lacked the motivation to meet with norms and expectations of the social context or are encouraged to violate those standards. It is more common for workers

to demonstrate deviant behavior as they are encouraged or driven by corporate culture to demonstrate deviance at work it is found that the deviance behavior because it is the form of employee conduct in which it harms the well-being of the project. Employees work in an atmosphere of abusive leadership show deviant behavior at the workplace. As a result, the success of the project is declined due to the deviant actions of employees.

Literature promotes finding the appropriate mechanism for workplace deviance and project success. Workplace deviance has also been characterized as one type of direct harassment between employees and leaders (Tepper, Moss & Duffy, 2011; Hershcovis, 2011).

According to COR theory employees faced with mental anguish are involved in workplace deviance it includes lack of transparency, poor quality output at work and damaged project property which will lead towards project failure.

Employees tend to display violent and degrading actions towards others in the form of workplace deviance. (Francoili, Hogh, Costa & Hansen, 2016). Employees also affect the whole project's success with his low confidence, low self-esteem, rigidity, disagreement and non-participatory behavior. Under this study, we hypothesized that deviant workplace behavior is negatively related to project success. Therefore, employees continue to display violent and degrading actions towards others in the form of workplace deviance Employees also affect the performance of the whole project with low trust, low self-esteem, rigidity, conflict and non-participatory behavior. In this analysis, we concluded that WD is negatively related to PS.

Concerning this hypothesis, workplace deviance mediates the relationship between abusive leadership and project success. The hypotheses were accepted and validated by the favorable findings of current research. The findings show a significant relationship between workplace deviance as a mediator between abusive leadership and project success.

Previous research indicates that abusive leadership adversely influences the workplace attitudes of project employees and the ability of project employees to participate in constructive actions. The findings of this research indicate that abusive

leadership often affects the ability of employees to engage in negative behavior. Furthermore, abusive leadership is directly linked to all forms of workplace deviance. Research on workplace deviance indicates that individuals can demonstrate their negative actions to other employees and the whole project. Abusive leadership not only harm employees and leaders relationship but also diminished project success (Tepper 2004).

Project management literature indicates that the success of the project is dependent on the ability of the project to achieve its established goals and employee wellbeing. Besides, the work environment, management positions and disputes, lack of dedication to the project are a significant indication for project failure (Munns & Bjeirmi, 1996).

Another study is also found that the main element of the failure of the project is workplace deviance. Workplace deviance is described as a voluntary violation of the conduct of employees that violates the standards and expectations of the project (Robinson & Bennett, 1995). Due to workplace deviance, the employee seeks to make extra leave, arrives late to work and attempts to harms the wellbeing of employees and projects.

The literature of project management defines the causes of project failure which include secluding overrun, technical failure and negative workplace outcomes are a major source of workplace deviance. As a consequence, the overall effort leads to failure and does not go towards project success. We, therefore, examine the fact that WD mediating the relationship between AL and PS (Jeffery, 2014).

This hypothesis represents that AG moderates the association between AL and WD such that high agreeableness weakens the relationship between abusive leadership and workplace deviance, whereas low agreeableness strengthens the relationship between abusive leadership and project success. It is also suggested that the relationship is also accepted through this research.

Pakistan is an under the developed country in which the unemployment rate is very high, people working in this country are showing agreeableness towards the fluctuation in macroeconomic variables.

As present investigation indicates a significant moderated relationship of agreeableness between abusive leadership and workplace deviance. The findings show a significant relationship of agreeableness as a moderator between abusive leadership and workplace deviance. The existence of this relationship between abusive leadership and workplace deviance also depends on the personality profile (agreeableness) of the employees. Specifically, employees that have a low level of agreeableness could be at a substantially higher risk of retaliating against the organization following abusive leadership compared to employees that have high-level agreeableness. On the other hand, it is worth remembering that the course of the present data may be interpreted differently, according to which violations may be committed.

Employees that are low in agreeableness can be viewed as argumentative, aggressive and conflicting. In contrast, highly agreeable employees are respectful and concerned about others. By nature, abusive leaders are not benevolent and altruistic they are more likely to act abusively towards employees. Moreover, agreeableness was most highly associated with ethical content. Besides, low agreeable employees are inherently dismissive of others, uncooperative, untruthful and unyielding and may therefore have a lower tolerance level for a perceived injustice, such as in the case of abusive leadership (McCrae & Costa, 2003).

Experimental studies have shown that employees who have an agreeableness trait are sensitive and polite with a good nature who are often helpful and compassionate, as such characteristics are very obvious that these employees would never participate in workplace deviance. It is also suggested that these employees are more supportive and possess a positive attitude, which is beneficial to the creation of a favorable environment in the workplace. Within a project-based organization, friendly employees a high level of interpersonal skills and aptitude that is very important for the employees career and success of the project. agreeable employees should involve in organizational citizen behavior has a strong relationship with the work performance and job satisfaction of employees and it concludes that employees success contributes to project success that is important for the survival of



organizations in the current period.. Agreeable persons likely elaborate on organizational citizenship behavior in a work setting, which is ultimately beneficial for the project-based organization (Barrack & Mount, 1991).

## **5.2 Research Implications**

### **5.2.1 Theoretical Implications**

This current study makes theoretical and practical contributions to existing literature. The key reason for this research study shows the impact of abusive leadership on project success, mediating the role of workplace deviance between abusive leadership and project success and moderating the role of workplace deviance between abusive leadership and workplace deviance. There was very little literature available on the relationship between independent variable abusive leadership and dependent variable project success in the domain of project management in Pakistani setting.

A new interconnection with other variables has been hypothesized and evaluated in this study. Previous work does not involve workplace deviance as a mediator between abusive leadership and project success. Agreeableness is often used in past literature as a moderator linking abusive leadership and workplace deviance. The hypothesis has been established that workplace deviance can mediate the association between abusive leadership and project success. Throughout this way, abusive leadership leads to involve employees in workplace deviance which leads the project towards its failure.

This research contributed to showing the constructive role of agreeableness that is significant in representing the moderating role between abusive leadership and project success. All the variables are associated with each other. Abusive supervision causes a negative effect on project success. Workplace deviance plays a vital part in the interconnection between abusive leadership and project success. A leaders abusive behavior causes the employees to adopt reciprocal behavior. This

workplace deviance leads to a decline in project success. On the other hand, agreeableness is a personality trait that weakens the link between abusive supervision and workplace deviance. An individual having an agreeableness personality will be less involved in workplace deviance and consider abusive leadership less deteriorate behavior of leadership.

### **5.2.2 Practical Implications**

This research is valuable in public and private project-based organizations. It is assumed that the misconduct of the leader is detrimental to the project. The project environment is very complex and changes very quickly. That project has some restrictions, time and resource constraints that require completion of the project. Since projects are time-bound, they cannot afford to workplace deviance behavior of project employees. This study will help organizations to understand the harmful effects of abusive leadership and workplace deviance.

This study organization will examine the leaders behavior. Leaders can also hold meetings with employees on a weekly or monthly basis to address this issue. With the help of this study, organizations can take corrective action to eliminate this behavior and to create a positive working environment. As the abusive behavior of leaders increases, the employees refuse work, the turnover increases and the project moves towards failure. This is also important for the company to track the managers as well; their actions can have a significant effect on the employee as well as on the success of the project. When the leaders realize that he is not the only one to monitor the employees and that the management also oversees them, the misuse of leadership will minimize the turnover of the employees.

The relationship between leaders and employees should be strengthened by the problems facing the organization and the exchange of ideas with the aid of which the organization will thrive.

Because abusive leadership has a detrimental effect on the project performance, it must be minimized and regulated by setting certain expectations in the organization that every leader and employee must meet. Leaders should serve as role

models for the employees and should create a comfortable working environment for their employees.

### **5.3 Limitations of Research**

Because there are limitations in every report, this work also has those limitations. This limitation is mainly due to time and resources. Due to time constraints and lack of resources, information was obtained only from the projected organizations of Islamabad and Rawalpindi. A lot of problems have been found in data collection. Several workers were not able to fill out the questionnaire. Accordingly, this study only targeted a small population.

The second constraint was the size of the sample. As the period was quite short, therefore, data from only 250 respondents were obtained and analyzed. All the reactions were cross-sectional. Due to time constraints, only one mediator and the moderator was tested under abusive leadership. The data was obtained using the convenience sampling approach and thus the findings might not be commonly prompted. Data were collected via surveys, though extensive interviews may have been useful for the research.

The lack of cultural understanding of abusive leadership is another limitation of this study. Abusive leadership is most common in countries such as Pakistan, India, etc. due to high power distances. Conversely, countries like New Zealand and Denmark have little power distance compared to Pakistan. The employees living in those countries may respond less intensively to abusive leadership. Another limitation was the lack of awareness about research among individuals.

### **5.4 Future Work Directions**

Many directions for research may be taken from the current study. For this study, the impact of abusive leadership and project success was analyzed using the mediating role of workplace deviance and moderating the role of agreeableness. The

present study was carried out in project-based organizations, which ultimately offers guidelines for work in other public and private sectors as well. The present research is concerned with smaller sample size, while a larger sample size can be used to satisfy the results of the current research.

Besides, the impact of abusive leadership and project success may also be used with other mediating variables. Future researchers can also concentrate on the moderating variable. Any other personality trait or attribute may be used instead of agreeableness to research the relationship between abusive leadership and workplace deviance. In the same way, various moderators can be used to check mediated moderation between abusive leadership and project success.

The researcher should deviate their focus from the impact of abusive leadership on the causes of abusive leadership. They should look for the attributes and characteristics that influence the leaders to engage in abusive behavior. It will prove to be an incredibly successful effort by the researchers. The industry effect of abusive leadership should also be examined by future researchers, as it may help them recognize certain parts of society where the knowledge of abusive leadership is most required. Eventually, the prospective researchers will concentrate on longitudinal studies rather than cross-cultural studies. This will help them attest to the trend of misuse of leadership in an organization.

## **5.5 Conclusion**

This thesis attempted to research the relationship between abusive leadership and project success in the public and private project-based organization of Islamabad and Rawalpindi. Data were obtained from the public and private sectors through an adopted questionnaire survey to assess the effect of Abuse leadership on the success of the project, mediating the role of workplace deviance and moderating the role of agreeableness. A total of 500 questionnaires was distributed however only 254 were used for the analysis because those were properly filled and provide all the information needed. The statistical tool was used for the statistical test that indicates the reliability of the model. The fitness of the research model was

also suitable. The hypotheses are supported by the conservative of resource theory. The main contribution of the study was to find the impact of abusive leadership on project success with workplace deviance as a mediator. Agreeableness as a moderator is also analyzed between abusive supervision and workplace deviance. In this study, 5 hypotheses are analyzed and tested in the context of Pakistan, out of those 5 hypotheses. Workplace deviance was positively related to abusive leadership where abusive leadership and project success were negatively correlated with each other. Is also analyzed that workplace deviance negatively mediates the relation between abusive leadership and project success. Agreeableness plays a moderating role in this study between the relationship of abusive leadership and project success. SPSS is used for analysis purposes. The analysis shows a significant relationship between all variables. H1, H2, H3, H4 and H5 were accepted according to the Pakistani context that is also supported by the available literature.

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# Appendix A



**CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY,  
ISLAMABAD**

Department of Management Sciences

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## Questionnaire

Dear Participant,

I am a student of MS (MPM) at Capital University of Science and Technology, Islamabad. I am researching **The Impact of Abusive Leadership on Project Success Mediating Role of Workplace Deviance and Moderating Role of Agreeableness**. You can help me by completing the attached questionnaire; you will find it quite interesting. I appreciate your participation in my study and I assure you that your responses will be held confidential and will only be used for education purposes.

Thanks a lot for your help and support!

Sincerely,

**Iqra Ehsan**

Ms (PM) Research Student

**Capital University of Science and Technology,  
Islamabad**

Please provide following information.

### Section 1:

	1	2
<b>Gender</b>	Male	Female

	1	2	3	4	5
<b>Age</b>	18- 25	26-33	34-41	42-49	50 and above

	1	2	3	4	5	6
<b>Qualification</b>	Metric	Inter	Bachelor	Master	MS/M.Phil.	PhD

	1	2	3	4	5
<b>Experience</b>	1 5	6 10	11 15	16 20	21& above



## Section 2:

Abusive leadership 1= Strongly Disagree 2= Disagree 3= neither Agree/nor Disagree 4= Agree 5= Strongly Agree

1	My boss ridicules me.	1	2	3	4	5
2	My boss tells me my thoughts or feelings are stupid	1	2	3	4	5
3	My boss gives me the silent treatment.	1	2	3	4	5
4	My boss puts me down in front of others.	1	2	3	4	5
5	My boss invades my privacy.	1	2	3	4	5
6	My boss reminds me of my past mistakes and failures	1	2	3	4	5
7	My boss doesnt give me credit for jobs requiring a lot of effort.	1	2	3	4	5
8	My boss blames me to save himself/herself embarrassment.	1	2	3	4	5
9	My boss breaks the promise he/she makes.	1	2	3	4	5
10	My boss expresses anger at me when he/she is mad for another reason.	1	2	3	4	5
11	My boss makes negative comments about me to others.	1	2	3	4	5
12	My boss is rude to me	1	2	3	4	5
13	My boss does not allow me to interact with my coworkers.	1	2	3	4	5
14	My boss tells me Im incompetent.	1	2	3	4	5
15	My boss lies to me.	1	2	3	4	5

### Section 3:

Work place deviance 1= Strongly Disagree 2= Disagree 3= neither Agree/nor Disagree 4= Agree 5= Strongly Agree

1	I take property from work without permission	1	2	3	4	5
2	I spent too much time fantasizing or daydreaming instead of working	1	2	3	4	5
3	I falsified a receipt to get reimbursed for more money than you spent on business expenses	1	2	3	4	5
4	I take an additional or longer break than is acceptable at your workplace	1	2	3	4	5
5	I come late to work without permission	1	2	3	4	5
6	I littered work environment	1	2	3	4	5
7	I neglected to follow boss's instructions	1	2	3	4	5
8	I intentionally worked slower than you could have worked	1	2	3	4	5
9	I discussed confidential company information with an unauthorized person	1	2	3	4	5
10	I used an illegal drug or consumed alcohol on the job	1	2	3	4	5
11	I put little effort into my work	1	2	3	4	5
12	I dragged out work in order to get overtime	1	2	3	4	5
13	I made fun of someone at work	1	2	3	4	5
14	I said something hurtful to someone at work	1	2	3	4	5
15	I made an ethnic, religious, or racial remark at work	1	2	3	4	5
16	I cursed at someone at work	1	2	3	4	5
17	I played a mean prank on someone at work	1	2	3	4	5
18	I acted rudely toward someone at work	1	2	3	4	5
19	I publicly embarrassed someone at work	1	2	3	4	5

## Section 4:

Agreeableness 1= Strongly Disagree 2= Disagree 3= neither Agree/nor Disagree  
4= Agree 5= Strongly Agree

1	I tends to find fault with others.R	1	2	3	4	5
2	I am helpful and unselfish with others	1	2	3	4	5
3	I start quarrels with others. R	1	2	3	4	5
4	I have a forgiving nature	1	2	3	4	5
5	I am generally trusting	1	2	3	4	5
6	I can be cold and aloof. R	1	2	3	4	5
7	I considerate and kind to almost everyone	1	2	3	4	5
8	I sometimes rude to others.R	1	2	3	4	5
9	I like to cooperate with others	1	2	3	4	5

## Section 5:

Project Success 1= Strongly Disagree 2= Disagree 3= neither Agree/nor Disagree  
4= Agree 5= Strongly Agree

1	The project was completed on time.	1	2	3	4	5
2	The project was completed according to the budget allocated	1	2	3	4	5
3	The outcomes of the project are used by its intended end Users.	1	2	3	4	5
4	The outcomes of the project are likely to be sustained	1	2	3	4	5
5	The outcomes of the project have directly benefited the intended end-users, either through increased efficiency or effectiveness.	1	2	3	4	5
6	Given the problem for which it was developed, the project seems to do the best job of solving that problem	1	2	3	4	5
7	I was satisfied with the process by which the process was Implemented	1	2	3	4	5
8	Project team members were satisfied with the process by which the project was implemented	1	2	3	4	5
9	The project had no minimal or start-up problems because it was readily accepted by end-users	1	2	3	4	5
10	The project has directly led to improved performance for the end-user/target beneficiaries	1	2	3	4	5
11	The project has made a visible positive impact on the target beneficiaries.	1	2	3	4	5
12	Project specifications were met by the time of handover to the target beneficiaries.	1	2	3	4	5
13	The target beneficiaries were satisfied with the outcomes of the project.	1	2	3	4	5
14	Our principal donors were satisfied with the outcomes of the project implementation.	1	2	3	4	5