

Leader-Member Exchange and Abusive Supervision as Predictors of Psychological Well-Being

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ABSTRACT

This study investigated leader-member exchange (LMX) and abusive supervision (AbS) as predictors of psychological well-being (PWB) among bankers. Participants were 299 bank employees consisting of hundred and thirty (130) males (40.5%) and one hundred and sixty-nine (169) female (59.5%). Their ages ranged from 26-54 years with a mean age of 40.5 and a standard deviation of 8.51. The study adopted correlation design and multiple regression statistics to analyze the data from structured questionnaires administered to 320 bankers selected from randomly selected banks in Awka South Local Government Area. Psychological well-being scale, Leader-member exchange scale, and Abusive supervision scale were used as instruments for data collection. Three hypotheses were tested anchored on psychodynamic theory to explain the relationship among variables under study. The results revealed that the first hypothesis confirmed LMX significantly predicted PWB at $R^2 = .156$ (15.6%), $F(16,41) = .001$ $p < .05$. The second hypothesis confirmed that AbS which significantly predicted PWB at $R^2 = .156$ (15.6%), $F(16,41) = .001$ $p < .05$. The third hypothesis revealed that LMX and AbS jointly predicted PWB. The study recommends that both private sector and public sector organizations should take proactive organizational measures to reduce the abusive supervision and embark on sensitization workshops to enlighten management on the dangers of the menace.

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Keywords:¹

Abusive supervision, bank employees, leader-member-exchange, psychological wellbeing, psychodynamic

INTRODUCTION

In recent years, the banking sector in Nigeria has experienced a decline in psychological well-being among their employees because of negative interaction and poor work relationship between managers and subordinates in bank organization. This is so because workers experience limited room to develop their skills, competence, and opportunities (Ezeh et al., 2017). For example, Onyishi (2018) contended that among Nigerian bank employees, there is lack of trust, motivation, and support towards subordinates by their managers and superiors, emotional detachment from relationship with managers and perceived insignificant contribution towards organizational success. Similarly, abusive supervision is noticeable in the Nigerian banking sector (Etodike et al., 2017) with negative consequences on the organization (Ezeh et al., 2018). Causes of abusive supervision may include autocratic leadership style and unbalanced power distance (Etodike et al., 2020) at the expense of the workers, organizational injustice (Ezeh et al., 2018; Ezeh & Etodike, 2017), retirement stress among superiors (Etodike et al., 2017), organizational frustration (Ezeh et al., 2020), poor leader-member exchange (Ezeh et al., 2017), workplace incivility (Etodike & Ezeh, 2017) including Machiavellian threats (Madubueze et al., 2021), poor working conditions and nonpayment of wages and other benefits as at when due (Loke, 2016). According to Madison (2016), employees experience unhealthy relationships with their supervisors which leads to health hazards such as depression, anxiety, and overall emotional well-being (WHO, 2019). This in turn affects their organizational outputs such as low productivity, job dissatisfaction, role conflict, low working conditions and environment, de-motivation, employment benefits and several others (Onyishi, 2018). Based on the foregoing, this study aims to investigate leader-member exchange and abusive supervision as predictors of psychological well-being among bankers. This study sets out to know if leader-member exchange and abusive supervision predicts psychological well-being.

Psychological wellbeing is the core element of overall wellbeing and is connected to physical health, mental health, longer lives for individual employees (Aryan & Kathuria, 2017). By implication, people are happy when they subjectively believe themselves to be happy. Positive psychologically well beings experience positive vibrations than negative vibrations. For example, when a bank marketer gets a raise in his salary or gets a remarkable but heartwarming comments from his managers, it goes a long way to impact the employees psychological well-being which includes sense of belonging but when a manager frowns at employee's performance, it impacts the person's sense of belonging and organizational output (Lu, Johnson & Denver,

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2018). According to Ryff (1995), psychological well-being refers to inter- and intra-individual levels of positive functioning that can include one's relatedness with others and self-referent attitudes that include one's sense of mastery and personal growth. That is to say, when an employee is feeling unhappy and emotionally perturbed about the activities in the organization such as manager's incivility, lack of respect, unhealthy relationships with superiors, when off days are cancelled, when more work are being assigned without a raise and or adequate discussion, lack of personal growth and development; it interferes with the employee's positive sense of well-being and usher the person into emotional quagmire (Oke, 2013).

By reasonable extension, employee's psychological well-being is a fundamental issue for organisations. Evidence indicates that levels of management relationships with organizational members as an indicator of psychological well-being, have performance implications that are linked to individual and team performance (Bakker & Bal, 2010; Halbesleben & Wheeler, 2008), client satisfaction (Salanova, Agut & Peiro, 2014), financial returns (Xanthopoulou, Bakker, Demerouti & Schaufeli, 2013) and proactive work behaviours (Bakker & Xanthopoulou, 2009; Miner & Glomb, 2010). In contrast, employee ill-being, in particular burnout has been linked to employee absence (Peterson, Demerouti, Bergström, Åsberg & Nygren, 2008) and absence duration (Schaufeli, Bakker & Van Rhenen, 2009a).

Given these potentially conflicting outcomes, it is of critical importance for organizations to understand the antecedents of, and conditions under which, employees psychological well-being can be achieved and ill-being reduced or even prevented. In the light of the above, positive, or negative psychological well-being can emanate from factors such as leader-member exchange and abusive supervision in the organization. This is because, it is a common psychological problem in Nigerian banking sector (Adegboyega Okesina & Hamed, 2017; Somoye, Babalola & Adebawale, 2015).

In this modern dispensation, one of the variables linked with employees' psychological well-being is Leader-member exchange. Therefore, Leader-member exchange is a relationship based approach to leadership that focuses on the two-way (dyadic) relationship between leaders and followers (Graen, Hui & Taylor, 2004). Ideally, much of the works performed in today's business environments can be described as team oriented, with most organizations requiring their members to operate with their teams to facilitate strategic objectives (Bell & Kozlowski, 2003). This is in line with the view of Banks, Batchelor, Seers, O'Boyle, Pollack and Gower, (2014) which suggests that greater quality of social exchange occurring between leaders and individual team members is associated with greater quality of social exchange among team mates.

Over the years, leader-member exchange has been found to be an important antecedent of employees' well-being (Kelloway, Turner, Barling & Loughlin, 2012; Nielsen, Yarker, Randall, & Munir, 2009) with leaders, for example, shaping employees' immediate job environment (Picollo & Colquitt, 2006), emotions (Bono, Foldes, Vinson & Muros, 2007) and performance-related outcomes (Aryee, Walumbwa, Zhou & Hartnell, 2012). According to Dulebohn, Bommer, Liden, Brouer & Ferris, (2012) leader-member exchange refers to the overall quality of a supervisor-subordinate relationship that develops over time. The relationships that employees have with their managers, therefore represents a useful lens through which they evaluate their work environment (McDermott, Conway, Rousseau & Flood, 2013; Nielsen & Daniels, 2012; Tuckey, Bakker & Dollard, 2012). For example, a banker performs his/her work swiftly when they are in a healthy relationship with their managers and this relationship in turn affects the level of organizational outputs.

Furthermore, quality leader-member exchange in work organizations has continued to attract the interest of organizational researchers and practitioners (Kayworth & Leidner, 2002; Marion & Uhl-Bien, 2001). It is envisaged that good leader-member exchange will elicit positive psychological well-being from organizational members that will lead to a more effective and efficient organization such as; job creativity (Nwangwu et al., 2021), job satisfaction, job security and other emotional well-being (Dulebohn, Bommer, Liden, Brouer & Ferris, 2012). It may also make workers feel overloaded if they do not exchange well (Nnaebue et al., 2020). However, it has been noted that managers of banking organizations in the process of working with others, sometimes exhibit behaviors that could be seen as tyrannical, aggressive or abusive (Duffy, Ganster & Pagon, 2002; Hoobler & Brass, 2006; Hoel, Rayner & Cooper, 1999; Zellars, Tepper & Duffy, 2002). Moreso, according to Onyishi (2018), a closer look at the Nigerian banking industry, for example, where these poor, inadequate positive behaviors are prevalent, shows that this strategy may not have been very productive. To use such hostile behaviors to improve performance, managers may be inadvertently undoing

the organization. There is overwhelming research evidence suggesting that bad leader-member exchange report greater job and life dissatisfaction, role conflict, and psychological distress, compared with their good leader-member exchange counterparts (Onyishi, 2016). Leader-member exchange has also been identified as a major factor in counterproductive work behavior. The increasing rate of employee-related fraud in many banks in Nigeria, for instance, is a strong pointer to the fact that all is not well in the sector (Onyishi, 2018).

To date, most studies investigating this issue have considered the influence of leader-member exchange - such as employees' perceptions of transformational leadership (Nielson, Yarker, Randall & Munir, 2009), ethical leadership (Chughtai, Byrne, & Flood, 2015) or authentic leadership (Leroy, Palanski & Simons, 2012) - on both positive and negative indicators of psychological well-being. However, there is a growing body of research exploring the consequences of low-quality relationship between organizational leaders and employees, including employees' perceptions of abusive supervision (Nyberg, Westerlund, Hanson & Theorell, 2008; Schyns & Schilling, 2013). This focus on the darker side of leader-member relationship is important because evidence suggests negative leader-member exchange relationships are more prevalent than previously assumed (Aasland, Skogstad, Notelaers, Nielsen & Einarsen, 2010; Tepper, 2007).

On the other hand, another variable associated with employees' psychological well-being is abusive supervision. Organizations are increasingly becoming concerned about the impact of abusive supervision on workers (Cortina, Kabbat-Farr, Magley & Nelson, 2017). Mullen, Fisher and Rheaume (2018) studied two forms of abusive supervision which affects employees, they are supervisor workplace incivility and abusive supervision. Abusive supervision is defined as subordinates' perceptions of the extent to which their supervisors engage in the sustained display of hostile verbal and nonverbal behaviors excluding physical contacts (Tepper, 2000). As observed by Hershcoris, Ogunfowora, Reich and Christie (2017), maltreatment from supervisors which often arises because of power tussle or differences has a significant negative effect than those from colleagues, as control of resources are in the hands of supervisors, which could also be used to influence any outcome. The role of the supervisor is an important one as they are charged with directing evaluating and Coaching employees. However, there are supervisors who are supportive and motivate subordinates to achieve their goals; there are others who treat their subordinates in a humiliating and derisive manner, otherwise, abusive.

In effect, employees with the perception of abuse from their supervisors tend to engage in counter-productive work behaviors aimed at both the supervisor and the organization (Mullen, 2018). Gonzalez-Morales, Kernan, Beker and Eisenberge (2012) described abusive supervision to be extent to which subordinates are conscious of their supervisor's involvement and display of hostile behaviors both verbal and nonverbal, exclusive of physical contact. Semugenyi, Amboka and Kazibwe (2019) revealed that abusive supervision impact negatively on employees in terms of their behaviors, attitudes, and psychological well-being. To this end, there exists a negative relationship between abusive supervision and organizational commitment as it's pressure subordinates into obedience and leads to counterproductive attributes (Semugenyi et al., 2019).

The purpose of the research is exploring the influence of leader-member exchange and abusive supervision as predictors of employee psychological well-being, thus, it is important to examine the antecedents of abusive supervision and leader-member exchange and its impact, so as to proffer measures to minimize its occurrence in Nigerian banking sector which this present study is determined to achieve. Thus, to guide the study, the study will investigate whether:

Leader-member exchange will predict psychological well-being among bankers.

Abusive supervision will predict psychological well-being among bankers.

Leader-member exchange and abusive supervision will jointly predict psychological wellbeing among bankers.

Framework

Psychodynamic theory helps to capture the underpinning of the relationship among variables of this model. The psychodynamic theory is a psychological theory by Freud (1915) applied to explain that feelings are powerfully affected by unconscious motives: the unconscious mind comprises mental processes that are inaccessible to consciousness but that influence judgments, feelings, or behavior (Wilson, 2002). According to Freud, the unconscious mind is the primary source of human behavior. Like an iceberg, the most important part of the mind is the part you cannot see. Our feelings, motives, and decisions are powerfully influenced by our past experiences and stored in the unconscious.

Psychodynamic theory states that events in our childhood have a great influence on our adult lives, shaping our personality. Events that occur in childhood can remain in the unconscious, and cause problems as adults such as abusive supervision. Personality is shaped as the drives are modified by different conflicts at different times in childhood (during psychosexual development). Psychodynamic theory is strongly determinist as it views our behavior as caused entirely by unconscious factors over which we have no control. Unconscious thoughts and feelings can transfer to the conscious mind in the form of parapraxes, popularly known as Freudian slips or slips of the tongue. For instance, humans reveal what is really on our mind by saying something we didn't mean to.

The above framework provided foreground for testing the following hypotheses:

H1: Leader-member exchange will significantly predict psychological well-being among bankers

H2: Abusive Supervision will significantly predict psychological well-being among bankers

H3: Leader-member exchange and abusive supervision jointly will predict psychological well-being among bankers

METHOD

Participants - Two hundred and ninety-nine (299) bank employees consisting of hundred and thirty (130) males (40.5%) and one hundred and sixty-nine (169) female (59.5%). Their ages ranged from 26-54 years with a mean age of 40.5 and a standard deviation of 8.51. The study adopted correlation design and multiple regression statistics to analyze the data from structured questionnaires administered to 320 bankers selected from randomly selected banks in Awka South Local Government Area. In the study, 83(40.7%) have Bachelor of Science degree and above, 64 (31.1%) have Higher National Diploma and 53 (28.2%) have Ordinary National Diploma. The study also indicated that 136 (67.5%) were married, 58(27.5%) were single, 11(4%) were divorced or separated.

Instruments - Three instruments were used in the study namely: Psychological well-being scale (Ryff & Keyes, 1995), Leader-member exchange scale (Graen & Uhl-Bien, 1995), Abusive supervision scale (Tepper, 2000). Psychological Well-being Scale was developed by Ryff and Keyes (1995). It has 18-items. The 18-item Psychological Wellbeing (PWB) Scale measures six aspects of wellbeing and happiness: autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance (Ryff et al., 2007; adapted from Ryff, 1989). Sample items include: "I am not interested in activities that will expand my horizons", "most people see me as loving and affectionate" and "I live life one day at a time and don't really think about the future". Respondents rate how strongly they agree or disagree with 42 statements using a 7-point scale (1 = strongly agree; 7 = strongly disagree). The Autonomy subscale items are Q15, Q17, Q18. The Environmental Mastery subscale items are Q4, Q8, Q9. The Personal Growth subscale items are Q11, Q12, Q14. The Positive Relations with Others subscale items are Q6, Q13, Q16. The Purpose in Life subscale items are Q3, Q7, Q10. The Self-Acceptance subscale items are Q1, Q2, and Q5. To calculate subscale scores for each participant, sum respondents' answers to each subscale's items, higher scores mean higher levels of psychological well-being. To ascertain the reliability of this scale for use in Nigerian context, the researcher carried out a pilot study involving fifty (50) Bank employees from Wema Bank, Keystone Bank and Stanbic IBTC, result indicated the internal consistency of .721. Leader-Member Exchange Scale was developed by Graen and Uhl-Bien (1995), this scale measures the relationship between a leader and followers. It is a 7-item questionnaire on a 5-point scale (1= rarely to 5= very often). The score you obtain on the questionnaire reflects the quality of your leader-member relationships and indicates the degree to which your relationships are characteristic of partnerships, as described in the LMX model. LMX is interpreted using 7 scores using the following guidelines: very high = 30-35, high = 25-29, moderate = 20-24, low = 15-19, and very low = 7-14. Sample items include: "my supervisor is a lot of fun to work with", and "my supervisor would defend me to others in the organization if I made an honest mistake". Scores in the upper ranges indicate stronger, higher-quality leader-member exchanges (e.g., in-group members), whereas scores in the lower ranges indicate exchanges of lesser quality (e.g., out-group members). To ascertain the reliability of this scale for use in Nigerian context, a pilot study involving fifty (50) Bank employees from Wema Bank, Keystone Bank and Stanbic IBTC, was conducted, result indicated the internal consistency of .821. Abusive supervision scale was developed by Tepper in 2000. The scale has 15-item which measures abusive supervision in the workplace. It is on a 5-point scale which ranges from 1 = (I can't remember him/her using this behavior with me) to 5= (He/she uses this behavior very often with me). Sample items include: "my boss reminds me of my past mistakes and failures", "my boss doesn't give me credit for jobs requiring a lot of effort" and "my boss blames

me to save himself/herself embarrassment". Items with an a series (1, 2, 4, 11, 15), is a part of Ambrose and Mitchell's (2007) shortened version of Tepper's measure. To ascertain the reliability of this scale for use in Nigerian context, a pilot study involving fifty (50) Bank employees from Wema Bank, Keystone Bank and Stanbic IBTC was conducted; result shows the Cronbach alpha .712.

Procedure - 229 participants were drawn from bank employees in the organized private sector in Nigeria. Their organizations include: Access Bank, Plc; Plc; ECO bank, Plc; Fidelity Bank, Plc; Enterprise Bank, Nigeria Limited; First Bank, Plc; First City Monument Bank, Nigeria Limited; Guaranty Trust Bank, Plc; Key Stone Bank, Nigeria Limited; Mainstream Bank, Nigeria Limited; Skye Bank, Plc; Standard Chartered Bank, Nigeria Limited; Stanbic IBTC Bank, Nigeria Limited; Sterling Bank, Plc; Union Bank, Plc; Unity Bank, Plc; United Bank for Africa, Plc; and Zenith Bank, Plc branches that are located in Anambra, Enugu and Imo State capitals from the South-East geo-political zone, Nigeria. The sample was drawn through a multistate sampling technique (purposive, cluster, and simple). To select the three States used in the pilot study, the researcher will do a mutual exclusive balloting among the five States in the South-East zone. For the sampling, purposive sampling technique was used to select banks from the organized private sector while systematic sampling was used to select banks in the State capitals. Also, cluster sampling technique and simple random sampling was deployed in selecting individual employee. During the field work for data collection, the researchers introduced themselves likewise their accompanying research assistants solicited the help and cooperation of the participants. The researcher explained what the exercise was for and what the participants were expected to do with the questionnaire. Furthermore, the researchers provided instructions at the top of each questionnaire as well as practical assistance which enabled the participants to fill the questionnaire without hitches. The researchers together with the research assistants visited the banks and obtained permission for engaging the bank employees in the study. After the field work, the researcher sorted out the valid questionnaires (those correctly filled by the participants) from the invalid ones and coded the data in excel from where it was transferred to SPSS version 21.00. The coded data was subjected to statistical analysis using multiple regression analysis. The result of the analysis was reported in the result section.

Design/Statistics

The study adopted correlation research design; multiple regression statistics served as appropriate statistics for analyses of the data. This technique allows analyzing the relationship of more than one independent variable regarding the dependent variable and consequently builds a model of the relationship between variables to establish the strength of these relationships.

FINDINGS

Table 1
Summary of descriptive statistics for key variables

	N	Mean	Std. Deviation
Age	200	40.00	8.5146
Gender	200	1.5950	.49212
Psy. Well-being	200	33.1550	8.02327
LMX	200	50.8200	10.63074
Abusive Sup.	200	60.3850	14.52625

Table 2

Regression analysis on Leader-member exchange and abusive supervision as predictors of psychological well-being

	R ²	F	B	T	Sig
	.156	16.41		2.23	.000
i. LMX			.268	3.78	
ii. Abusive Sup			.235	3.32	
iii. LMX/ABS			.247	3.48	

The result in Table 2 (i) revealed that leader-member exchange significantly predicted psychological well-being among employees. The result indicated that $R^2 = .156$ (15.6%), $F(16.41) = .000$ $p < .05$. Thus, the alternate hypothesis which stated that leader-member exchange will significantly predict psychological well-being was accepted. Also, the standard regression coefficient also showed that leader-member exchange predicted psychological well-being with β value of .268. It can be explained that 27% variation in psychological well-being due to leader-member exchange is significant. The result in Table 2 (ii) shows that abusive supervision significantly predicted psychological well-being among employees. The result indicated that $R^2 = .156$ (15.6%), $F(16.41) = .001$ $p < .05$. Thus, the alternate hypothesis which stated that abusive supervision will significantly predict psychological well-being among employees was accepted. Also, the standard regression coefficient also showed that abusive supervision predicted psychological well-being with β value of .235. It can be explained that 24% variation in psychological well-being is due to abusive supervision is significant. The result in Table 2 (iii) shows that leader-member exchange and abusive supervision jointly predicted psychological well-being among employees. The result indicated that $R^2 = .156$ (15.6%), $F(16.41) = .001$ $p < .05$. Thus, the alternate hypothesis which stated that abusive supervision will significantly predict psychological well-being among employees was accepted. Also, the standard regression coefficient also showed that abusive supervision predicted psychological well-being with β value of .247. It can be explained that 25% variation in psychological well-being is due to leader-member exchange and abusive supervision is significant.

RESULT, DISCUSSION AND SUGGESTIONS

The purpose of this study was to investigate leader-member exchange and abusive supervision as predictors of psychological well-being among bankers. Three hypotheses were tested. The study revealed that hypothesis one which stated that leader-member exchange will significantly predict psychological well-being was accepted. This shows that, as leader-member exchange is increasing, psychological well-being increases too. In a nutshell, it means that the level of the relationship between an employee and his/her manager determines the employee's psychological well-being.

This is consistent with the study of Joe-Akunne, Iloke and Nnaebue (2020), which indicated that leader-member exchange and transformational leadership style independently predicted thriving at work. It is also in line with the study of Kundi, Aboramadan, Elhamalawi and Shahid (2020), which suggests that affective commitment mediates the association between psychological well-being (hedonic and eudaimonic) and employee job performance. The study also affirmed the study of Nwankpa and Onuoha (2019), which showed that leadership style independently and significantly influences operational activities experience by employees. Moreover, it is in line with the study of Abasilim and Gbervbie and Osibanjo (2019), which revealed that there is a significant positive relationship between transformational leadership style and employees' commitment at work.

Theoretically, this finding is in support of Leader-member Exchange theory (Dansereau, 1975), which postulated that a one-on-one relationship between each employee and leader is established through repeated

daily interactions. The level of this leader-member exchange determines the employee's psychological well-being at the workplace. This goes on to say that an employee's interactions with his/her manager affect the individual's psychological well-being. It is also in line with Ajzen (1991) theory of planned behavior which assumes that behavior is planned; hence, it predicts deliberate behavior such as rugged relationships with subordinates and abusive supervision. In that sense, it tells us that some managers deliberately employ destructive and sickening ways in interacting with their employees to achieve a certain goal which in turn affects their psychological well-being in the workplace. Secondly, the study revealed that the hypothesis two which stated that abusive supervision will significantly predict psychological well-being among bankers was accepted. This means that managers/supervisor's use of derogatory words, name calling, employees' negligence, inadequate feeling of sense of belonging affects the bankers' psychological well-being. It goes on to say that when abusive supervision in the workplace is increasing, employees' psychological well-being decreases. This is because, when employees are not regarded and appreciated in the workplace, they become demoralized to work further as their psychological well-being is abusively impacted. This finding is in line with the study of Naz (2020), which showed that abusive supervision is related to employee wellbeing. It is also in support of Ezech, Etodike and Chukwura (2018) study which confirmed that abusive supervision significantly predicted cyber-loafing among federal civil servants in Nigeria. Even the study by O'Donoghue, Conway, and Bosak (2016) which indicated that abusive supervision is positively related to employee ill-being supported this study. Theoretically, this study is in line with the Expectancy theory by Vroom (1964) which assumed that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and minimize pain. Some supervisors consciously choose to abuse their subordinates to maybe maximize the organizational output and minimize losses, this backfire because it affects the bank employee's psychological well-being in the workplace. This study is also in tandem with Bowlby (1969) Attachment theory which claims that the ability for an individual to form an emotional and physical "attachment" to another person gives a sense of stability and security necessary to take risks, branch out, and grow and develop as a personality. In other words, abusive supervision and unhealthy relationships in the workplace may function as chemical balm which impacts psychological well-being of bankers. Thirdly, the hypothesis three which stated that leader-member exchange and abusive supervision will jointly predict psychological well-being was accepted. This means that leader-member exchange and abusive supervision affects a banker's psychological well-being. It goes on to suggest that the level of the leader-member exchange and abusive in the workplace determines the employees' psychological well-being.

This findings is supported of Schütte, Chas tang, Malard, Vermeylen, Niedhammer (2014), which revealed that significant association with poor well-being among employees: quantitative demands, demands for hiding emotions, low possibilities for development, low meaning of work, low role conflict, low quality of leadership, low social support, low sense of community, job insecurity, low job promotion, work-life imbalance, discrimination, and bullying. It is also in line with Usman (2017) study which shows that the psychological wellbeing and employee job performance levels are same for both projectized and non-projectized organization. Theoretically, the postulations of Ryff (1995) theory of psychological well-being proposed that early experience and underlying personality create a platform for psychological wellbeing but everyday experiences can help to maintain a good level of PWB (if they are positive) or, if they are negative, reduce levels of PWB, leading, in turn, to poor health outcomes supports this findings as psychological well-being is determined by our everyday experiences in the workplace such as leader-member exchange and abusive supervision. More so, the findings are in tandem with Psychodynamic theory of Freud (1915) who asserted that we are all a result of our past experiences, that our personalities are developed through our experiences shaped throughout the early stages of our lives. This explains why a leader-member exchange in the workplace might be biased and continued abusive supervision in the workplace which affects bank employees' psychological well-being as leaders, managers and supervisors behave according to their past experiences which shaped their personalities to be abusive and so on.

From the findings, one of the limitations of this study included the fact that all measures of this study were self-report (which asks questions that are too personal) and pressure may have existed for the participants to respond in a certain way, thus answering dishonestly. On this basis, some of the participants may not have fully expressed their feelings in filling out the questionnaires because they felt that they would be judged if they expressed themselves especially with regards to psychological well-being, this caused some form of bias

during the study. Therefore, participants' responses may not be the true representation of the population of bankers.

In view of the highlighted limitations, future studies should utilize a larger sample using experimental design with participants from different geopolitical zones to be able to generalize the study as behavioral attitude in the workplace. Based on the outlined limitations the study recommends that both private sector and public sector organizations should take proactive organizational measures to reduce the abusive supervision and embark on sensitization workshops to enlighten management on the dangers of the menace. From the findings of this present study, it is concluded that since it has been established that leader-member exchange and abusive supervision, predicted employee's psychological well-being which tells us that a leader-member cordial relationship is needed in an organization to keep employees psychological well-being intact. It also gives abusive supervisors clue on how to manage and relate with their subordinates politely to achieve overall organizational outputs. It can be claimed that past experiences and motivation plays an important role in managers and supervisors ill-treatment of their subordinates. Nevertheless, there is still a vacuum which studies may examine in the future.

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