

Toxic supervision, dehumanisation and SMEs performance in Nigeria: Moderating role of resilience

OJELEYE, YINKA CALVIN

Ahmadu Bello University

Department of Business Administration,

Zaria, Nigeria

calojeleye@gmail.com

ORCID ID: <https://orcid.org/0000-0003-1682-8542>.

OJELEYE, CHIOMA IFEOMA

Federal College of Education (Technical) Gusau,

Department of Educational Psychology Gand C

Zamfara State, Nigeria

miriamcalvin@gmail.com

ORCID ID: <https://orcid.org/0000-0001-9880-1970>

Izvorni znanstveni rad / *Original scientific paper*

UDK: 330.526.33:339>(669.1)

Primljeno / Received: 18. travnja 2024. / April 18th, 2024.

Prihvaćeno za objavu / Accepted for publishing: 11. lipnja 2024. / June 11th, 2024.

DOI: 10.15291/oec.4421

Abstract: This quantitative research explores the moderating role of resilience in the relationship between toxic supervision, dehumanisation, and the performance of small and medium-sized enterprises (SMEs) in Zamfara State. Using a survey and cross-sectional research technique, data were obtained from 658 employees of SMEs in Zamfara state, Nigeria. The research increased the sample size by 30% to account for any non-response error, ensuring that the analysis was robust. Using Structural Equation Modelling (SEM), the data demonstrate strong direct and moderating effects. First, toxic supervision has a negative influence on SME performance, underscoring the critical role of leadership behaviour. Furthermore, dehumanisation was shown to have a considerable negative effect on SME performance, highlighting the need to preserve humane treatment in the workplace. Notably, resilience appeared as an important moderator, buffering the negative impacts of toxic supervision and dehumanisation on SME performance. The study underscores the importance of building employees' resilience in the workplace to act as buffer of the negative work trends like dehumanisation and toxic supervision by management of organisations. The model accounted for 42.8% of the variation in SME performance, demonstrating moderate explanatory power, and had a Q-Square value of 0.155, indicating medium predictive significance. This research adds to our knowledge of organisational behaviour in SMEs by providing insights into techniques for building resilience and improving performance in difficult working situations.

Keywords: Toxic supervision, Dehumanisation, SMEs performance, Resilience, Social exchange theory

JEL classification: M10, ML12, ML14

1 Introduction

Small and medium-sized enterprises (SMEs) are recognised as catalysts and platforms for job creation, local resource utilisation, and poverty reduction and most emerging and developed economies rely heavily on SMEs for long-term growth (Akpa et al., 2019). Globally, SMEs account for 90% of businesses in the world, 50% of global employment and 40% of Gross National Product (World Bank, 2020). This shows that SMEs are critical to achieving economic growth and development. A micro enterprise is defined as a firm with less than ten workers and a total asset base of less than five million naira while small firm has between 10 and 49 workers and an asset base of 5 million to less than 50 million (Onyenma and Hamilton, 2020). A medium firm has between 50 and 300 people and an asset base of \$50 million to \$500 million (Onyenma and Hamilton, 2020). Small and medium-sized firms (SMEs) have a vital role in fostering economic growth and wealth development (Gajere, 2023). Indeed, the SMEs subsector accounts for around 97% of all enterprises in Nigeria, accounting for 10% of total employment and industrial production (Tahir, et al., 2021). As such, the significance of SMEs cannot be overstated, as they serve as a vital vehicle for the generation of massive outputs and employment creation.

Sadly, the mortality rate among SMEs in Africa and particularly in Nigeria remains relatively high. Yeboah (2021) stated that five out of every seven new SMEs fail during the first year of operation. This high death rate has a detrimental impact on economic growth since the small business sub-sector is an important component of a country's economy that contributes to economic expansion. In Nigeria, SMEs have been characterised by low profitability, low market share, slow sales growth, and limited innovation skills (Ilesanmi et al., 2022). As a consequence, these enterprises are less competitive in the global marketplace. Moreover, issues have stunted growth and the potential to promote sustainable development (Ndayako, 2021). Additionally, SMEs are presently struggling with uncertainty in an unpredictable external business environment, which has diminished their motivation to enhance their performance (Abbas et al., 2019). Although in many countries, SMEs are the engines of economic growth and advancement; yet, in compared to other countries, their contributions to the Nigerian economy are relatively low. As a result, there is a need to investigate the causes of poor SME performance in Nigeria (Ndayako, 2021).

Scholars e.g., Akinboade, 2015; Ndayako, 2021; Abdilahi et al., 2017; Akoma et al., 2023; Yang et al., 2021 have together identified potential determinants of poor SMEs' performance, with a new focus on toxic supervision. Toxic supervision occurs when employees experience emotional and psychological hatred towards their subordinates from supervisors (Wang et al., 2021). It is defined as persistent verbal or nonverbal anger displayed by managers against their subordinates. Toxic supervision includes mocking, public criticism, loud outbursts, rudeness, indifference to subordinates, coercion, and the use of contemptuous language (Li, Tan, et al., 2022). Studies have revealed that toxic supervision is subjective, ongoing, hostile, and non-physical (Fischer et al., 2021; Usman et al., 2022). Thus, toxic supervision frequently has a negative impact on subordinate employees in areas such as knowledge sharing (Islam et al., 2020), work attitude, job performance, and job behaviours, as well as a reduction in company performance (Rasheed et al., 2021). Currently, toxic supervision research is geared towards subordinate-focused results (Bhattacharjee and Sarkar, 2022), rather than organisational outcomes.

Plethora of studies i.e., Lang, 2020; Over, 2021; Smith, 2021; Nguyen et al., 2021; Wang et al., 2021 have identified organisational dehumanisation as a significant predictor of poor performance among SMEs. Moreover, it has lately surfaced as harmful to both people and businesses. Dehumanisation is one of the most harmful and demeaning aspects of societal perception. It is a psychological condition in which people believe that other people are not completely human or are less human than themselves (Sainz, et al., 2021). Organisational dehumanisation also refers to employees' perceptions of

mistreatment as a result of their experience with the organisation, which treats them as machines rather than humans, has less concern for their respect, and treats them as a means to achieve organisational goals with less capacity for willingness and sentiments (Caesens and Stinglhamber, 2019; Nguyen et al., 2021). Employees who regard their connection with the organisation as detrimental and mistreated experience unfavourable employee and organisational results (Morsch et al., 2020; Sarwar and Muhammad, 2020; Wang et al., 2021). Unsurprisingly, academic interest in dehumanisation has increased in recent years (Glick, 2018; Steizinger, 2018; Lang, 2020; Over, 2021; Smith, 2021).

Although Previous empirical research has connected toxic supervision to organisational performance (Akpa et al., 2019; Fang et al., 2023; Yang et al., 2021). However, previous research has mostly focused on the direct influence of toxic supervision in predicting performance. Hence, the current study expanded on this line of investigation by including a moderator. Furthermore, discrepancies in findings have been reported in previous studies. Fang et al. (2023), for instance, observed that toxic supervision had a negative and substantial effect on performance. Yang et al. (2021) and Akpa et al. (2019) found comparable results. In contrast, Li, et al. (2022) discovered that toxic supervision positively predicts employee performance in China. Based on these conflicts in findings and the necessity to address this literature gap, this study included a moderator to explain these inconsistencies in findings, as recommended Baron and Kenny (1986). They argued that wherever there are discrepancies in findings in the literature, a moderator is required to strengthen, diminish, or change the direction of the relationship and thus address the gap in literature.

Furthermore, Farooq and Vij (2017) argued that, in addition to conflicts in findings, theoretical justifications are necessary to justify the inclusion of a moderator in a certain model. According to social exchange theory, individuals participate in reciprocal relationships with others, and good exchanges result in favourable outcomes such as greater commitment and performance (Chou, 2016). In this way, resilience might operate as a protective barrier against the detrimental impacts of dehumanisation and toxic supervision, reducing their influence on worker performance. Individuals with resilience have the ability to adapt and recover from hardship, allowing them to keep their dedication and drive in the face of adversity (Ojeleye et al., 2022). Employees who cultivate resilience are better able to cope with others' dehumanising behaviours or the negative consequences of toxic supervision, eventually sustaining their engagement and performance levels. Furthermore, resilient people are more likely to seek out and use existing resources and support networks, which strengthens their capacity to flourish in challenging work contexts (Pratama and Tondok, 2023). Thus, resilience acts as a vital strategy for mitigating the negative effects of dehumanisation and toxic supervision on performance within the context of social exchange theory.

The capacity to adapt to and recover from tough conditions, known as resilience, can aid in maintaining a positive regulatory focus in the face of problems and setbacks (Tumaku and Agbeko, 2024). It is significant because it reflects a perceived ability to overcome disturbances and embrace change (Njaramba et al., 2023). Salwan and Gada (2018) stated that resilience is the ability to mitigate and recover as rapidly as feasible from a disaster. The ability to relieve utilising current skills is based on resilience planning, whereas bouncing back is based on resilience adaptation (Prayag et al., 2020). Zhaxylyk (2020) stated that resilience is one of the essential aspects that might lead to enhanced organisational ambidexterity. It helps businesses to concentrate on the now, plan forward, and absorb shocks. Nonetheless, little research has focused on resilience outcomes, notably in the development of organisational ambidexterity and performance.

Based on the moderation typology of Baron and Kenny (1986) and Gardner, et al. (2017), the current study argued that, while dehumanisation and toxic supervision have a negative impact on performance, employee resilience can act as a buffer to mitigate the negative impact. Simply said, more resilient personnel are less likely to resist dehumanisation and toxic supervision in order to accomplish their

desired outcome. As a result, the study looked at the effect of dehumanisation and toxic supervision on SMEs performance: moderating influence of resilience.

2 Literature Review

2.1 Toxic supervision and SMEs Performance

Toxic supervision, a common damaging leadership behaviour, is defined as leaders neglecting employees' efforts, publicly criticising people, violating commitments, and emotionally assaulting individuals in the workplace (Fang *et al.*, 2023). Toxic supervision is becoming more widespread in organisations (Wang *et al.*, 2022), as executives use bullying tactics to display dominance or alleviate stress (Qin *et al.*, 2018; Hansol, *et al.*, 2019). Toxic supervision can affect subordinates' psychological and physical health, lower their job enthusiasm, hamper team growth, raise organisational expenses, and have a negative impact on long-term organisational development (Fang *et al.*, 2023). Akpa *et al.* (2019) discovered that toxic supervision manifested itself in the form of power, hostility, intimidation, and public criticism, all of which had a substantial impact on social capital, which is critical for corporate success and sustainability. Fang *et al.* (2023) also observed that toxic supervision has a detrimental impact on employee innovation performance, which can harm company performance.

Employees consider the organisation partially liable for toxic supervision, therefore victims of toxic supervision may sense less organisational support and retaliate against the organisation with worse performance (Yang *et al.*, 2021). Toxic supervision can result in lower job satisfaction, lower employee engagement, increased stress, increased employee illness and absenteeism, and increased employee turnover, as well as decreased sales performance, which leads to lower financial performance for the organisation (Lyngdoh *et al.*, 2021; Daniel, 2022). Caesens *et al.* (2019) also said that toxic supervision leads to organisational dehumanisation beliefs, which have negative implications (e.g., lower employee work satisfaction, emotional commitment, and higher turnover intentions). Hence, the study hypothesised that:

*H*₁: Toxic supervision has significant effect on SMEs performance in Nigeria

2.2 Dehumanisation and SMEs Performance

Previous research has highlighted the concept of organisational dehumanisation in the workplace, which relates to an employee's view of being mechanistically degraded or objectified by the business (Sainz *et al.*, 2021). Dehumanisation results in alienation and a failure of basic psychological needs to be fulfilled. Employees' feeling of belonging and self-worth declines when they view themselves as tools or resources rather than as people (Baldissarri *et al.*, 2019). Lack of acknowledgment and recognition might lead to major disengagement, therefore lowering their general productivity and drive (Sarwar and Muhammad, 2020). Workers who feel underappreciated could lose connection to their work, exhibit less initiative and inventiveness. As such, their production declines and the company lose out on the possible contributions these workers may have made if they felt appreciated and involved (Caesens *et al.*, 2019; Nguyen and Stinglhamber, 2021).

Moreover, dehumanisation affects more than only disengagement; it may greatly raise stress, cause burnout and workplace deviant behaviour (Sarwar *et al.*, 2021). Workers under continuous strain without enough assistance are more prone to have both mental and physical tiredness (Valtorta, *et al.*, 2019). This increased stress not only affects their immediate performance but also long-term damages their health and well-being (Sarwar *et al.*, 2021). Under such conditions, employee knowledge sharing

and cooperation suffer when people get more guarded of their insights in response to exploitation or lack of appreciation. Lack of communication and cooperation stunts team performance and creativity, therefore compromising the organization's capacity to reach its objectives and keep a competitive edge. This study hypothesised the following:

*H*₂: Dehumanisation has significant effect on SMEs performance in Nigeria

2.3 Resilience as a Moderator

Resilience has been employed as a moderator in a plethora of studies e.g., Pratama and Tondok, 2023; Da Silva *et al.*, 2023; Khan, 2019; Sabir *et al.*, 2024. Resilience moderated the relationship between toxic supervision and employees' perception of distributive justice, and employees' voice (Khan, 2019), toxic supervision and work engagement (Khan *et al.*, 2020). Resilience can surely moderated organisational spiritual and burnout (Da Silva *et al.*, 2023), it also moderated the relationship between perceived stress and coping strategies.

Individuals with higher degrees of resilience are more likely to have psychological resources (Jones *et al.*, 2020). Most significantly, they are problem solvers with high levels of self-efficacy and optimism. Thus, they help individuals re-evaluate and reframe the major impact of toxic supervision and dehumanisation in order to enhance business performance. This study proposes that resilience mitigates the negative impacts of toxic supervision and dehumanisation on SMEs' performance.

*H*₃: Resilience does significantly moderate the relationship between Dehumanisation and SMEs performance in Nigeria.

*H*₄: Resilience does significantly moderate the relationship between toxic supervision and SMEs performance in Nigeria

2.4 Social Exchange Theory

Social Exchange Theory (SET) argued that people form social interactions based on a cost-benefit analysis, with the goal of maximising benefits while minimising costs. Individuals are driven to retain connections in which the benefits outweigh the costs, and they may endeavour to restore balance by returning good behaviours or retreating from bad interactions (Wikhamn and Hall, 2012; Corcoran, 2013). Trust, reciprocity, and mutual reliance are key ideas in SET that influence the dynamics of social exchange within relationships (Ojeleye *et al.*, 2022). In the context of organisations, SET helps explain the nature of interactions between employees and their supervisors, colleagues, and the organisation as a whole, as individuals weigh the advantages and disadvantages of their professional connections (Cropanzano *et al.*, 2017). In this study, Social Exchange Theory (SET) provides a paradigm for understanding the dynamics of employee dehumanisation, toxic supervision, resilience, and SME performance. Employees who experience dehumanisation and toxic supervision may sense significant costs in their working interactions, resulting in lower job satisfaction, motivation, and performance. However, SET implies that individuals may use tactics to restore equilibrium in the social exchange, including as seeking assistance from coworkers, developing coping mechanisms, or actively pursuing alternative job. Resilience emerges as an important feature in this process because it allows employees to navigate and cope with the negative parts of their work environment, therefore mitigating the association between dehumanisation, toxic supervision, and SME performance. Understanding the concepts of SET allows SMEs to conduct interventions targeted at increasing the benefits workers receive from their working connections, promoting a happy work environment, and, eventually, boosting organisational performance.

2.5 Conceptual Framework

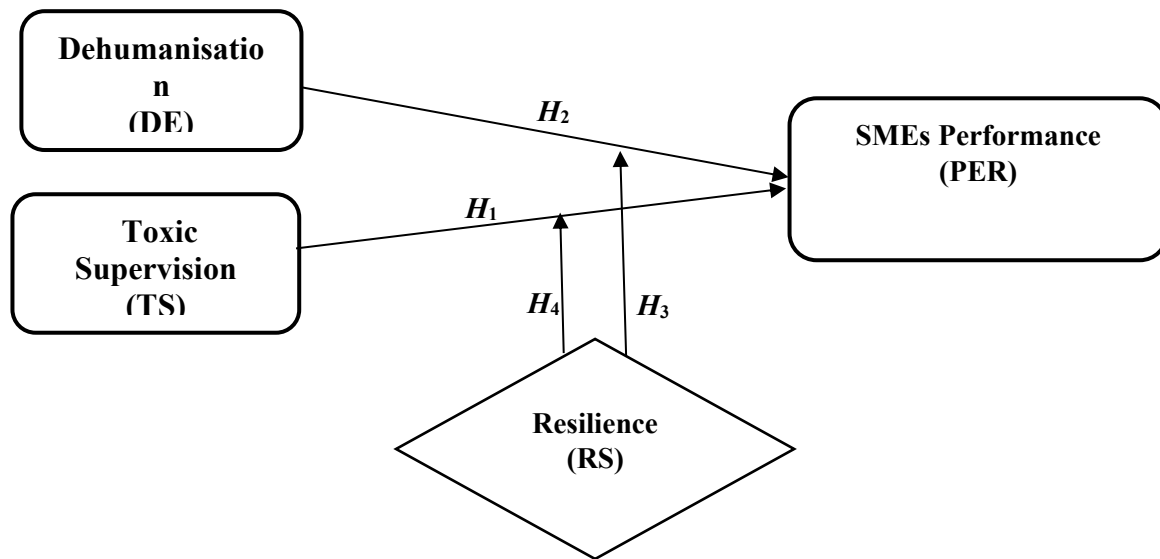


Figure 1. Conceptual Framework
Authors' Conceptualisation of moderation (2024)

The conceptual framework depicts the two predictors (Toxic supervision and Dehumanisation) and the moderator (Resilience) variables predicting the criterion variable (SME performance).

3 Research Methodology

The study is quantitative in nature, consisting of survey and cross-sectional research designs. The study used a survey research approach, using a sample of 577 SMEs employees in Zamfara state from a population of 50,757 employees (SMEDAN 2013), using the Taro Yamane sampling size formula for finite population. To compensate for non-response error caused by insufficient questionnaire completion, Israel (2013) suggested increasing the sample size by 10% to 30%. The study expanded the sample size by 30% (1.30*577), yielding 750 questionnaires. The survey research method was employed as data were collected from respondents using structured questionnaire. The questionnaire was distributed to the respondents within five weeks with the aid of four (4) research assistants who were trained prior to distributing the research instrument. Furthermore, to guarantee that each respondent has an equal chance of being chosen, the study employs sample random sampling. Meanwhile, because the study is cross-sectional, psychological separation of constructs was undertaken, respondents' confidentiality was ensured, and research items were made as simple as possible with no double-barreled statements; a procedural remedy recommended by (Podsakoff *et al.*, 2003) to mitigate against common method bias. In addition, the study tested for multicollinearity. The study followed Kock's (2015) guideline that the variance inflation factor (VIF) value should be smaller than 3.3 to ensure that there are no collinearity difficulties in the study. The VIF values are less than 3.3 and range from 2.8 to 3.1. Furthermore, these data proved statistically that the study was free of common method bias. As a result, 673 (89.7%) questionnaires were returned, with 658 (87.7%) certified clean and utilised for analysis, and 15 (2%) discarded owing to incorrect filling. In addition, the structural equation method

(SEM) was applied since it could concurrently examine several interactions including measurement errors, mediating, and moderating relationships. It also provides a thorough model fit assessment, accommodates many data types and models, and combines intricate survey data. This qualifies SEM for this study as it improves the validity and depth of theoretical and empirical investigation.

3.1 Instruments

Instruments from previous studies were adapted and used to assess the study's constructs. SMEs performance (PER) was measured using Azevedo, *et al.* (2021) 10-item short version job performance scale with reported Cronbach's alpha of 0.82 depicting the consistency and appropriateness of the scale for this study. Example of research item is "I seize opportunities that can improve my results at work". Dehumanisation (DE) was measured using Pizzirani *et al.* (2019) 12-item dehumanisation scale with average reported Cronbach's alpha of 0.81. Although the scale was designed to measure dehumanisation within romantic relationships, it was adapted to suit dehumanisation in the organisational context especially with the dimension of the scale on recipient of dehumanisation. Example of the adapted item is "In the organisation, my opinion does not count". Reliability and face validity were investigated to make sure the modified scale fit our present investigation.

Three Department of Business Administration experts and two Department of Educational Psychology experts from Ahmadu Bello University Zaria evaluated and validated the face validity. A pilot study involving 45 randomly chosen SMEs in Zaria city also conducted. With Cronbach's alpha coefficient of 0.796 the scale is suitable for this investigation. Toxic supervision (TS) was measured using Schmidt (2008) 7-item abusive supervision sub-dimension of toxic leadership scale with reported Cronbach's alpha of 0.93. Sample of item is "My supervisor speaks poorly about subordinates to other people in the workplace". Resilience (RE) was assessed utilising 6-item Fung (2020) brief resilience scale. Example of item is "I tend to bounce back quickly after hard times". The scale has been used in the different countries (Germany, Netherland, Brazil, Chile, Mexico and China) and translated into different languages with consistent and reliable coefficients. The reported Cronbach's alpha is 0.71. All the constructs were assessed using 5-point Likert scale (5-strongly agree to 1-strongly disagree).

4 Results

Data were analysed using Structural Equation Model (SEM) specifically Smart-PLS version 3.3.8. The model comprised of measurement and structural models. The measurement model was used to ascertain the item loadings, construct validity, reliability, effect size (f^2) and coefficient of determination (R^2). While the structural model was deployed to ascertain both the direct and the moderating relationship and predictive relevance was employed to show the practical utility of the study's model (Hair *et al.*, 2022; Hair *et al.*, 2021).

4.1 Measurement Model

First, in evaluating the measurement model, the item loading was first analysed. Hair *et al.* (2022) recommended the retention of loading of 0.70 and above while deletion of any loading below this threshold. However, Hair *et al.* (2021) argued that rather than automatically eliminating an indicator with loading below 0.70, researchers should consider deleting the factor only if its removal would increase the Average Variance Extracted (AVE) and Construct's Reliability.

Meanwhile, Hulland (1999) argued that owing to the practicability of a study generating a loading below 0.70 in social science studies, loadings of 0.5 and above should be retained while those below 0.5 be deleted since a contributed little or nothing to study’s variance.

Hence, the study following Hulland’s (1999) recommendations retained loading of 0.5 and above but deleted those below 0.5 while considering the effect of this threshold on AVE and reliability as advocated by Hair et al. (2021). Therefore, items DE10, PER4, PER7, PER9, RE1 and TS7 were eliminated owing to loadings below 0.5. (See: Figure 2 and Table 1).

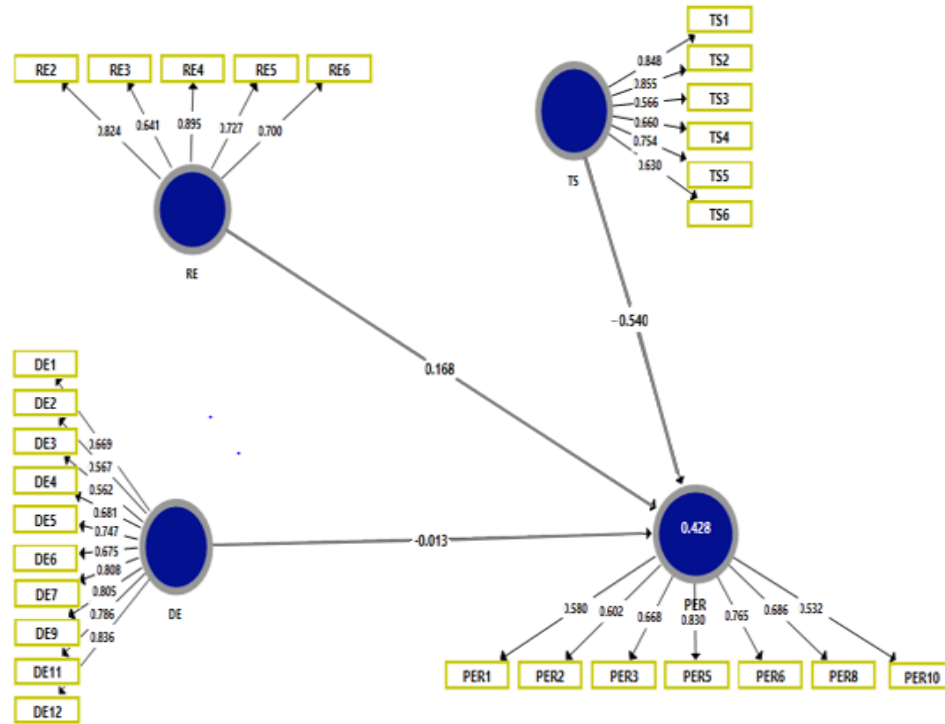


Figure 2. Measurement Model
 Authors’ systemization of SmartPLS output (2024)

Furthermore, the constructs’ convergent validity was assessed using AVE. Hair et al. (2022) asserted that for a study’s construct to have convergent validity, the AVE values must be 0.5 or higher. As such, the AVE of each construct is larger than 0.5.

For instance, DE has an AVE value of 0.58, while PER, RE, and TS have AVE values of 0.502, 0.582, and 0.529, respectively, showing convergent validity (see Table 1). Additionally, the constructions’ internal consistency was validated using composite reliability and Cronbach’s alpha coefficient. According to Hair *et al.* (2020), a study’s construct is considered reliable if the composite reliability or Cronbach’s alpha coefficient is $> 0.7 \leq 0.9$.

Table 1 shows that the composite reliability coefficients DE, PER, RE, and TS are 0.89, 0.85, 0.87, and 0.87, whereas the Cronbach’s alpha coefficients are 0.86, 0.80, 0.82, and 0.82, respectively. As a consequence, the coefficients are within the acceptable range, and the constructs’ reliability are proven.

Table 1. Item Loadings, Reliability and Convergent Validity

Constructs	Indicators	Loadings	Cronbach's Alpha	Composite Reliability	AVE	Decision				
Dehumanisation	DE1	0.669	0.900	0.894	0.518	Accepted				
	DE11	0.786								
	DE12	0.836								
	DE2	0.567								
	DE3	0.562					0.797	0.850	0.453	Accepted
	DE4	0.681								
	DE5	0.747								
	DE6	0.675								
	DE7	0.808								
SMEs performance	DE9	0.805								
	PER1	0.580	0.816	0.873	0.582	Accepted				
	PER10	0.532								
	PER2	0.602								
	PER3	0.668								
	PER5	0.830								
	PER6	0.765								
	PER8	0.686								
Resilience	RE2	0.824					0.815	0.868	0.529	Accepted
	RE3	0.641								
	RE4	0.895								
	RE5	0.727								
	RE6	0.700								
	Toxic Supervision	TS1	0.848	0.815	0.868	0.529				
TS2		0.855								
TS3		0.566								
TS4		0.660								
TS5		0.754								
TS6		0.630								

Source: Authors' systemization of SmartPLS output (2024)

The research also assessed the discriminant validity of the study's constructs. Scholars Fornell and Larcker (1981), Henseler *et al.* (2015), and Kline (2011) advocated multiple methods for establishing discriminant validity, including the Fornell and Larcker criterion, cross loadings, and the Heterotrait-Monotrait correlation ratio. Henseler *et al.* (2015) and Hair *et al.* (2022) argued that the Heterotrait-Monotrait (HTMT) correlation ratio is a better predictor of discriminant validity than the Fornell and Larcker criterion and cross loadings because the latter are unable to detect a lack of discriminant validity when indicator loadings range from 0.65 to 0.85. Hence, the Heterotrait-Monotrait correlation ratio was used. Kline (2011) proposed a cautious threshold of ≤ 0.85 for conceptually distinct construct, whereas Henseler *et al.* (2015) suggested a more relaxed benchmark of ≤ 0.90 for conceptually comparable constructs. Therefore, since the study's construct of DE, PER, RE, and TS are conceptually distinct,

Kline’s (2011) threshold was adopted. Table 2 shows that HTMT ratios are less than 0.85. Therefore, discriminant validity is proven.

Table 2. Heterotrait-Monotrait Ratio (HTMT)

Constructs	DE	PER	RE	TS
DE				
PER	0.374			
RE	0.517	0.570		
TS	0.323	0.736	0.773	

Source: Authors’ systemization of SmartPLS output (2024)

4.2 Structural Model

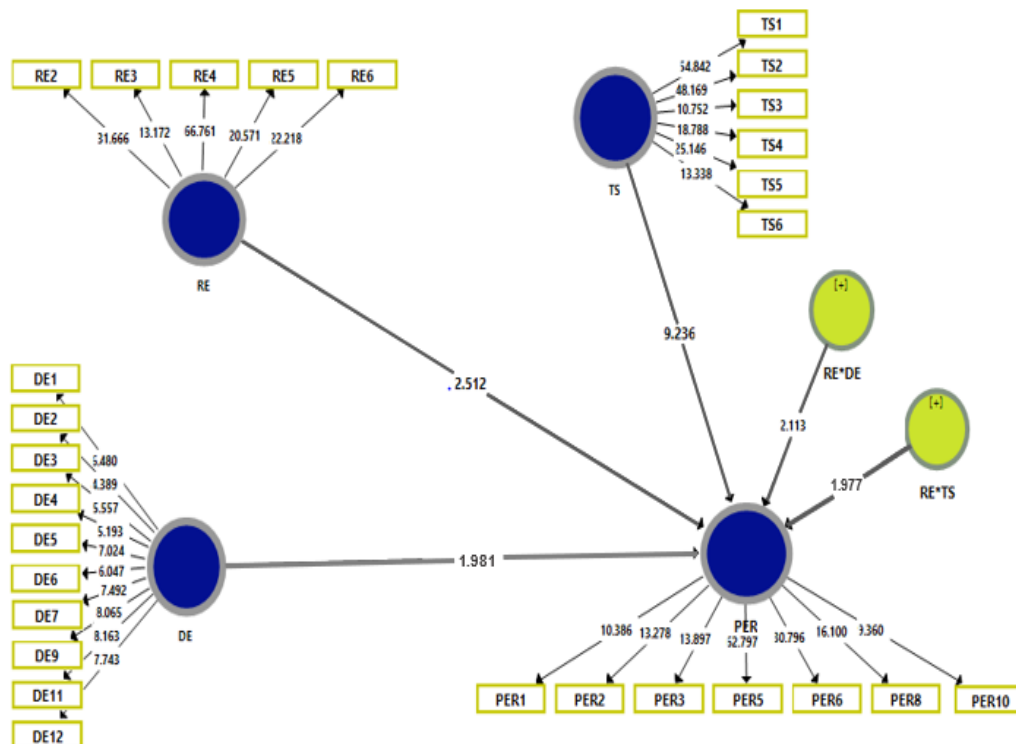


Figure 3. Structural Model
Authors’ systemization of SmartPLS output (2024)

The structural model, presented in figure 3, was utilised to evaluate the direct and moderating effect using 5000 bootstrapping. Furthermore, the effect size (f^2) and predictive relevance (Q^2) were analysed.

4.2.1 Test of Hypotheses

Table 3. Test of Direct and Moderating Effect

Hypotheses	Relationship	Beta	STDEV	T Statistics	P Values	Decision
H1	TS -> PER	-0.543	0.060	9.236	0.000	Supported
H2	DE -> PER	-0.057	0.029	1.981	0.047	Supported
H3	RE*DE -> PER	0.114	0.060	2.113	0.035	Supported
H4	RE*TS -> PER	0.091	0.046	1.977	0.048	Supported
		$R^2=0.428$		$Q^2=0.155$		

Source: Authors' systemization of SmartPLS output (2024)

The results presented in Table 3 shed light on the direct and moderating effects of resilience (RE) on the relationship between toxic supervision (TS), dehumanisation (DE), and the performance of small and medium-sized enterprises (SMEs). Hypothesis H1 found a detrimental impact of toxic supervision on SME performance, supported by a beta value of -0.543 and a T-statistic of 9.236 ($p < 0.001$). This implies that greater levels of toxic supervision are linked to worse SME performance. Therefore, the first hypothesis is supported. Hypothesis H2, which examined the effect of dehumanisation on SME performance, produced a beta coefficient of -0.057 and a significant p-value of 0.047, showing that dehumanisation has a substantial effect on SME performance.

Similarly, Hypothesis H3, which looked at the moderating role of resilience in the relationship between dehumanisation and SME performance, was validated, demonstrating a positive association (beta = 0.114, $p = 0.035$). This implies that resilience could mitigate the detrimental impacts of dehumanisation on SME performance. Finally, Hypothesis H4 investigated the moderating role of resilience in the relationship between toxic supervision and SME performance, revealing a positive association (beta = 0.091), with a p-value of 0.048 indicating significance.

The findings revealed that resilience mitigated the harmful effects of toxic supervision on SME performance. The R-Square (R^2) value of 0.428 suggests that the factors in the model, toxic supervision, dehumanisation, and resilience, account for roughly 42.8% of the variation in SME performance.

This shows that the model has modest explanatory value in explaining SME performance, as reported by Chin (1998). Furthermore, the Q-Square (Q^2) value of 0.155, which shows the model's predictive significance, indicates that the model can adequately predict SME performance when the included constructs are taken into account. Cohen (1988) proposed Q^2 values of 0.02, 0.15, and 0.35 to signify small, medium, and large, respectively. Thus, the analysis finds that the model has medium predictive relevance.

4.3 Effect Size

The effect size shows the contribution of each exogenous variable (DE, RE and TS) to the variance in the endogenous variable (Ojeleye *et al.*, 2023). Cohen (1988) suggested f^2 values of 0.02, 0.15, and 0.35 to represent small, medium and large respectively.

Table 4 below shows that DE, RE*DE and RE*TS have small effect size while RE and TS have medium and large effect size respectively.

Table 4. Effect Size (f^2)

Constructs	PER	f^2
DE	0.028	Small
RE	0.152	Medium
TS	0.324	Large
RE*DE	0.022	Small
RE*TS	0.021	Small

Source: Authors' systemization of SmartPLS output (2024)

5 Discussion

Toxic supervision in SMEs can have serious effects for both the organisation and the employees within it. This is comparable with recent research by Fang *et al.*, 2023; Yang *et al.*, 2021; and Akpa *et al.*, 2019, which found that toxic supervision had a negative and substantial effect on performance. Micromanagement, favouritism, and bullying by supervisors generate a poisonous work atmosphere characterised by fear, tension, and poor morale (Fang *et al.*, 2023). Employees may feel demotivated, resulting in lower production and a greater risk of attrition (Yang *et al.*, 2021). Additionally, toxic supervision undermines trust and communication inside the organisation, stifling cooperation and creativity. SMEs depend greatly on their employees' devotion and commitment to succeed, and toxic supervision weakens these critical factors, hindering the company's development and success.

Dehumanisation is a serious danger to the development, sustainability, and performance of SMEs. This is consistent with the findings of Sarwar and Muhammad (2020), who discovered a detrimental impact of corporate dehumanisation on organisational performance. When workers are considered as simple resources rather than as humans, a climate of disengagement and indifference develops (Morsch *et al.*, 2020). This may lead to lower work satisfaction, more stress, and, ultimately, greater turnover rates (Sarwar and Muhammad, 2020). Moreover, dehumanisation undermines creativity and innovation because workers are less likely to feel inspired to share their ideas and viewpoints (Wang *et al.*, 2021). Ultimately, the detrimental effect of employee dehumanisation on SMEs goes beyond the immediate workforce, harming overall organisational culture, image, and future advancement and prospects.

Resilience has a critical role in mitigating the connection between employee dehumanisation and SME performance. Employees who are resilient are more prepared to deal with the negative consequences of dehumanisation, such as lower morale and productivity. Resilient individuals may lessen the effect of dehumanisation on their performance and overall contribution to the organisation by having a positive attitude and adjusting to difficult conditions. This resilience, in turn, may protect SMEs against the negative impacts of staff dehumanisation, enabling them to retain productivity and development even under unfavourable conditions. As a result, developing staff resilience is critical for SMEs to navigate and prosper in the face of workplace dehumanisation problems.

Resilience is critical for mitigating the association between employee toxic supervision and SME performance. In the face of toxic supervision, resilient individuals are better able to overcome the hurdles while maintaining productivity and morale. They can efficiently deal with stress, adapt to challenging circumstances, and discover strategies to reduce the harmful effects of toxic supervision on their job. By promoting employee resilience, SMEs may build a staff that is more resistant to the negative impacts of toxic supervision, so protecting their performance and overall success. Resilient people are more likely to endure, sustain high levels of productivity, and contribute effectively to the organisation even when faced with hardship. As a consequence, resilience protects SMEs from the negative impacts of toxic monitoring, enabling them to sustain market performance and competitiveness.

5.1 Implications

The practical implications of the direct and moderating effects described in the research are critical to the effectiveness and future viability of SMEs. Addressing problems of employee dehumanisation and toxic supervision needs a proactive approach, with SMEs focusing on creating a pleasant work environment in which workers feel valued, respected, and supported. Investing in training programmes for managers and staff, putting in place systems for reporting and dealing with toxic behaviour, and encouraging resilience via initiatives like psychological support, collaborative work events, and workplace flexibility are all critical measures. By cultivating respect, responsibility, and resilience, SMEs may improve employee well-being, productivity, and, ultimately, organisational performance. These practical steps not only minimise the negative impacts of dehumanisation and toxic supervision, but they also help to provide a solid basis for long-term achievement in competitive marketplaces. Moreover, SMEs should constantly analyse and change their tactics to ensure that they are still successful in meeting their workforce's changing requirements and difficulties.

The study's theoretical implications are considerable, especially in terms of improving our knowledge of how employee dynamics, organisational behaviour, and performance interact in the setting of SMEs. The research adds to a better knowledge of how social exchange processes function in the workplace by using Social Exchange Theory (SET) to investigate the connection between employee dehumanisation, toxic supervision, resilience, and SME performance. It underscores the necessity of taking into account not just the direct consequences of unpleasant working experiences on employee well-being and performance, but also the role of resilience in mitigating these effects. This sophisticated perspective highlights the complexities of employee-organization connections and emphasises the need of organisations, especially SMEs, prioritising healthy work environments that build resilience and employee well-being. Furthermore, the study emphasises the importance of SET as a theoretical framework for understanding and managing workplace dynamics, offering useful insights for academics and practitioners looking to improve organisational performance and employee happiness in SMEs and beyond.

6 Limitations and Suggestions for Further Study

Several drawbacks should be recognised when evaluating the findings of the research. First, the study adopted a cross-sectional research technique, which restricts the capacity to demonstrate causal correlations between variables. Future study using longitudinal or experimental methods might give a more comprehensive knowledge of the long-term dynamics of employee dehumanisation, toxic supervision, resilience, and SME performance. Furthermore, the usage of SMEs in Zamfara State, Nigeria, may restrict the generalisation of the results to other locations or kinds of SMEs. Consider the sample's representativeness as well as the possible impact of contextual variables on the observed connections. In addition, the research used self-report measures, which may be susceptible to social desirability bias and common method variance. Although efforts were made both procedurally and statistically to mitigate the influence of common method bias on the study findings. Future study might benefit from adding numerous data sources and objective performance indicators to improve both the reliability and validity of the results.

Furthermore, future research might look at the involvement of different individual and organisational characteristics as moderators or mediators in the interactions investigated in this study. Self-efficacy, for example, might act as a moderator since people with high self-efficacy are better able to navigate and manage with professional problems, thereby moderating the detrimental impacts of dehumanisation and toxic supervision on performance. Similarly, self-esteem and spirituality may affect how people

perceive and react to unfavourable job events, thereby mitigating their effect on well-being and performance. Coping skills may also play an important role in moderating the connection between workplace stresses and outcomes, as those who use efficient coping techniques may be more robust in the face of adversity. Furthermore, emotional exhaustion and information hiding may operate as both moderators and mediators, influencing the intensity and direction of the connections investigated in the research. Future research that investigates these factors will give a more thorough knowledge of the processes underpinning employee dynamics and organisational results, eventually influencing interventions targeted at enhancing employee well-being and organisational performance.

7 Conclusion

The research examines the complex links between employee dehumanisation, toxic supervision, resilience, and SME performance within the context of Social Exchange Theory (SET). The results highlight the negative consequences of dehumanisation and toxic supervision on employee well-being and organisational outcomes, highlighting the necessity of creating a healthy workplace that values respect, support, and resilience. In addition, the research accentuates the need for resilience in reducing the negative effects of workplace obstacles on employee performance and satisfaction. Understanding and resolving these factors allows SMEs to improve their organisational performance, boost employee well-being, and ultimately prosper in competitive marketplaces. Moving ahead, more SET-informed research and practical interventions will help us better understand and execute methods for promoting healthier and more productive workplaces for workers in SMEs and beyond.

References

- Abbas, J., *et al.* (2019). 'The impact of entrepreneurial business networks on firms' performance through a mediating role of dynamic capabilities. *Sustainability*, 11(11), 3006. <https://doi.org/10.3390/su11113006>
- Abdilaahi, M. H., Hassan, A. A. *et al.* (2017). 'The impact of innovation on small and medium enterprises performance: Empirical evidence from Somalia'. *International Journal of Academic Research in Business and Social Sciences*, 7(8), pp. 14–28. <https://doi.org/10.6007/IJARBS/v7-i8/3202>
- Akinboade, O. A. (2015). 'Determinants of SMEs growth and performance in Cameroon's central and littoral provinces' manufacturing and retail sectors'. *African Journal of Economic and Management Studies*, 6(2), pp. 183–196. <https://doi.org/10.1108/AJEMS-03-2013-0033>
- Akoma, L. O., Adeoye, S. O., *et al.* (2023). 'Innovation and performance of SMEs in Nigeria manufacturing firm'. *International Journal of Managerial Studies and Research*, pp. 11(6), 36–51. <https://doi.org/10.20431/2349-0349.1106005>
- Akpa, V., Makinde, G., *et al.* (2019). 'Abusive supervision and social capital: A study of SMEs'. *International Journal of Development Strategies in Humanities, Management and Social Sciences*, pp. 9(3), 57-77.
- Azevedo, É. G. S. de A., Queiroga, F., *et al.* (2021). 'Short version of self-assessment scale of job performance'. *Annals of Psychology*, 36(3), pp. 543–552. <https://doi.org/10.6018/analesps.36.3.402661>

- Baldissarri, C., Andrighetto, L., *et al.* (2019). 'Feeling like an object: A field study on working self-objectification and belief in personal free will'. *TPM - Testing, Psychometrics, Methodology in Applied Psychology*, 26(2), pp. 185-197. <https://doi.org/10.4473/TPM26.2.1>
- Baron, R. M., and Kenny, D. A. (1986). 'The moderator-mediator variable distinction in social psychological research: conceptual, strategic and statistical considerations'. *Journal of Personality and Social Psychology*, 51(6), pp. 1173–1182. <https://doi.org/10.1037//0022-3514.51.6.1173>
- Bhattacharjee, A., and Sarkar, A. (2022). 'Abusive supervision: a systematic literature review'. *Management Review Quarterly* <https://doi.org/10.1007/s11301-022-00291-8>
- Caesens, G., and Stinglhamber, F. (2019). 'The relationship between organizational dehumanisation and outcomes: The mediating role of emotional exhaustion'. *Journal of Occupational and Environmental Medicine*, 61(9), pp. 699-703. <https://doi.org/10.1097/jom.0000000000001638>
- Caesens, G., Nguyen, N., *et al.* (2019). Abusive supervision and organizational dehumanisation. *Journal of Business and Psychology*, 34(5), pp. 709-728. <https://doi.org/10.1007/s10869-018-9592-3>
- Chin, W. W. (1998). 'The Partial Least Squares Approach to Structural Equation Modelling. In M. G. A (Ed.), *Modern Methods for Business Research*. London: Lawrence Erlbaum Associates.
- Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences* 2nd edn. New York: Lawrence Erlbaum Associates, Publishers.
- Corcoran, K. E. (2013). Divine exchanges: Applying social exchange theory to religious behavior. *Rationality and Society*, 25(3), 335–369. <https://doi.org/10.1177/1043463113492306>
- Cropanzano, R., Anthony, E. A., *et al.* (2017). 'Social exchange theory: A critical review with theoretical remedies'. *Academy of Management Annals*, 11(1), pp. 1–38. <https://doi.org/10.5465/annals.2015.0099>
- Daniel, M. J. (2022). 'How an abusive supervision climate impacts business-to-business (B2B) sales performance, and the roles of leader–members interdependence and team psychological safety'. (Ph.D. Thesis, Abilene Christian University).
- Da Silva, P. M. M., De Sousa, J. C., *et al.* (2023). 'Resilience as a moderator of the relationship between organizational spirituality and burnout'. *Contemporary Journal of Economics and Management*, 21, e82314. <https://doi.org/10.19094/contextus.2023.82314>
- Fang, Y., Liu, Y., *et al.* (2023). 'How does abusive supervision affect employee innovation performance': Based on the perspective of cognitive-affective integration. <https://doi.org/10.21203/rs.3.rs-2981306/v1>
- Farooq, R., and Vij, S. (2017). 'Moderating variables in business research'. *The IUP Journal of Business Strategy*, 14(4), pp. 34–54. Retrieved from <https://www.researchgate.net/publication/322930562>
- Fischer, T., Tian, A. W., *et al.* (2021). 'Abusive supervision: A systematic review and fundamental rethink'. *The Leadership Quarterly*, 32(6), 101540. <https://doi.org/10.1016/j.leaqua.2021.101540>

- Fornell, C., and Larcker, D. F. (1981). 'Structural equation models with unobservable variables and measurement error: algebra and statistics'. *Journal of Marketing Research*, 18(3), pp. 382–388. <https://doi.org/10.2307/3150980>
- Fung, S. (2020). 'Validity of the brief resilience scale and brief resilient coping scale in a Chinese sample'. *International Journal of Environmental Research and Public Health*, 17. <https://doi.org/10.3390/ijerph17041265>
- Gajere, M. C. (2023). 'Strategic orientation and performance of SMEs in Nigeria: moderating role of competitive intensity'. *Journal of Global Entrepreneurship Research*, 13(1), pp. 7. <https://doi.org/10.1007/s40497-023-00347-3>
- Gardner, R. G., Harris, T. B., *et al.* (2017). 'Understanding "it depends" in organizational research a theory-based taxonomy, review and future research agenda concerning interactive and quadratic relationships'. *Organizational Research Methods*, 20(10), pp. 1–29. <https://doi.org/10.1177/1094428117708856>
- Glick, M. H. (2018). 'Infrahumanisms: Science, Culture, and the Making of Modern Non/personhood'. Durham and London: Duke University Press
- Hansol, H., Hee, K. M., *et al.* (2019). 'Relationship between supervisor psychological entitlement, abusive supervision, and employee creativity: the moderating role of employee proactive personality'. *Korean Management Review*, 48(6), pp. 1569–1590. <http://dx.doi.org/10.17287/kmr.2019.48.6.1569>
- Hair, J. F., Hult, G. T. M., *et al.* (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* 3rd edn. Thousand Oaks: Sage.
- Hair, J. F., Hult, G. T. M., *et al.*, (2021). *Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R*. Cham: Springer Nature Switzerland. <https://doi.org/10.1007/978-3-030-80519-7>
- Hair, J. F., Page, M., and Brunsveld, N. (2020). *Essentials of Business Research Methods* 4th edn. New York: Routledge.
- Henseler, J., Ringle, C. M., and Sarstedt, M. (2015). 'A new criterion for assessing discriminant validity in variance-based structural equation modeling'. *Journal of Academic Marketing Science*, 43, pp. 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
- Hulland, J. (1999). 'Use of partial least squares (PLS) in strategic management research: a review of four recent studies'. *Strategic Management Journal*, 20, pp. 195–204. [https://doi.org/10.1002/\(SICI\)1097-0266\(199902\)20:2<195::AID-SMJ13>3.0.CO;2-7](https://doi.org/10.1002/(SICI)1097-0266(199902)20:2<195::AID-SMJ13>3.0.CO;2-7)
- Ilesanmi, O. A., Onikoyi, I. A., and Badiru, N. I. (2022). 'Entrepreneurial orientation and Small and Medium Enterprises (SMES) performance in Lagos state, Nigeria. *The Journal of Accounting and Management*, 12(1), pp. 65-75
- Islam, T., Ahmad, S., *et al.* (2021). 'Abusive supervision and knowledge sharing: moderating roles of Islamic work ethic and learning goal orientation'. *Management Decision*, 59(2), pp.205-222. <https://doi.org/10.1108/MD-08-2019-1069>

- Israel, G. D. (2013). 'Determining sample size'. *Journal of Business Research*, 1, pp. 1–5. Retrieved from [https://www.psychosphere.com/Determining sample size by Glen Israel.pdf](https://www.psychosphere.com/Determining%20sample%20size%20by%20Glen%20Israel.pdf)
- Jones, G., Moore, K.A., and Morgan, D. (2020). 'Leadership: untapping the secret to regional wellbeing, belonging and resilience'. In: Campbell, A., Duffy, M., Edmondson, B. (eds) Located Research. Palgrave Macmillan, Singapore. https://doi.org/10.1007/978-981-32-9694-7_8
- Khan, R. (2019). 'The moderating role of resilience: When abusive supervision impacts distributive justice and employees' voice'. *International Journal of Contemporary Economics and Administrative Sciences*, 9(2), pp. 443–469. <https://doi.org/10.5281/zenodo.3596112>
- Khan, R., Jalil, A., and Khan, Z. U. (2020). 'Impact of abusive supervision on work engagement: mediation by organizational justice and moderation by resilience'. *Pakistan Social Sciences Review*, 4(2), pp. 919-935
- Kline, R. B. (2011). 'Principles and Practice of Structural Equation Modeling' 3rd edn. New York: The Guilford Press.
- Kock, N. (2015). 'Common method bias in PLS-SEM: A full collinearity assessment approach'. *Internal Journal of E-Collaboration*, 11(4), pp. 1–10. <https://doi.org/10.4018/ijec.2015100101>
- Li, F., Tan, B., Zhou, L., and Huang, H. (2022). 'When does abusive supervision affect job performance positively?' *Psychology Research and Behavior Management*, 15, pp. 425-440 <https://doi.org/10.2147/PRBM.S349168>
- Lyngdoh, T., Chefor, E., et al. (2021). 'A systematic literature review of negative psychological states and behaviors in sales'. *Journal of Business Research*, 122, pp. 518–533. <https://doi.org/10.1016/j.jbusres.2020.09.031>
- Morsch, J., van Dijk, D., and Kodden, B. (2020). 'The impact of perceived psychological contract breach, abusive supervision, and silence on employee well-being'. *Journal of Applied Business and Economics*, 22(2), pp. 37–53.
- Ndayako, F. (2021). 'An empirical investigation into impact of business model on performance for SMEs in Nigeria'. *Open Journal of Business and Management*, 9(6), pp. 3026-3035. <https://doi.org/10.4236/ojbm.2021.96169>
- Nguyen, N., and Stinglhamber, F. (2021). 'Emotional labor and core self-evaluations as mediators between organizational dehumanisation and job satisfaction'. *Current Psychology*, 40(2), pp. 831-839. <https://doi.org/10.1007/s12144-018-9988-2>
- Nguyen, N., Dao, Q. A., et al. (2021). 'Organizational dehumanisation and emotional labor: A cross-cultural comparison between Vietnam and the United Kingdom'. *Journal of Cross-Cultural Psychology*, 52(1), pp. 43-60. <https://doi.org/10.1177/0022022120972183>
- Njaramba, F., Skarlicki, D., and Olukuru, J. (2023). 'Abusive supervision and organizational resilience: The role of employees' psychological capital'. In *European Conference on Management Leadership and Governance*, 19(1), pp. 332-340.

- Nunkoo, R. (2016). 'Toward a more comprehensive use of social exchange theory to study residents' attitudes to tourism'. *Procedia Economics and Finance*, 39, pp. 588–596. [https://doi.org/10.1016/S2212-5671\(16\)30303-3](https://doi.org/10.1016/S2212-5671(16)30303-3)
- Ojeleye, Y. C., Ojeleye, C. I., *et al.* (2023). 'Proactive personality and entrepreneurial intentions among Nigerian students: Moderating role of perceived institutional support'. *Oeconomica Jadertina*, 13(1), pp. 19–34. <https://doi.org/10.15291/oec.4139>
- Ojeleye, Y. C., Umar, S., *et al.* (2022). 'Perceived organizational politics, job stress and job involvement of public sector employees in Nigeria: The role of resilience'. *Management and Entrepreneurship: Trends of Development*, 4(22), pp. 17–33. <https://doi.org/10.26661/2522-1566/2022-4/22-02>
- Onyenma, O. U., and Hamilton, D. I. (2020). 'Proactiveness and performance of small and medium enterprises in Rivers and Bayelsa States of Nigeria'. *American Research Journal of Humanities and Social Science (ARJHSS)*, 3(09), pp. 29-35
- Over, H. (2021). 'Seven challenges for the dehumanisation hypothesis'. *Perspectives on Psychological Science*, 16(1), pp. 3-13. <https://doi.org/10.1177/1745691620902133>
- Pizzirani, B., Karantzas, G. C., and Mullins, E. R. (2019). 'The development and validation of a dehumanization measure within romantic relationships'. *Frontier in Psychology*, 10, pp. 1–16. <https://doi.org/10.3389/fpsyg.2019.02754>
- Podsakoff, P. M., Mackenzie, S. B., *et al.* (2003). 'Common method biases in behavioral research: A critical review of the literature and recommended remedies'. *Journal of Applied Psychology*, 88(5), pp. 879–903. <https://doi.org/10.1037/0021-9010.88.5.879>
- Pratama, P., and Tondok, M. S. (2023). 'Resilience as a moderator of perceived stress and coping strategies in Sophomore College students Post-COVID-19 pandemic'. *Bulletin of Counseling and Psychotherapy*, 5(2), pp. 251–260. <https://doi.org/10.51214/00202305639000>
- Prayag, G., Spector, S., *et al.* (2020). 'Psychological resilience, organizational resilience and life satisfaction in tourism firms: insights from the Canterbury earthquakes'. *Current Issues in Tourism*, 23(10), pp. 1216–1233. <https://doi.org/10.1080/13683500.2019.1607832>
- Qin, X., Huang, M., *et al.* (2018). 'The short-lived benefits of abusive supervisory behavior for actors: An investigation of recovery and work engagement'. *Academy of Management Journal*, 61(5), pp.1951-1975. <https://doi.org/10.5465/amj.2016.1325>
- Rasheed, M. I., Weng, Q., *et al.* (2021). 'Abusive supervision and career adaptability: The role of self-efficacy and coworker support'. *Human Performance*, 34(4), pp. 239-256. <https://doi.org/10.1080/08959285.2021.1928134>
- Sainz, M., and Baldissarri, C. (2021). 'Abusive leadership versus objectifying job features: Factors that influence organizational dehumanisation and workers' self-objectification'. *Journal of Applied Social Psychology*, 51(8), pp. 825-837. <https://doi.org/10.1111/jasp.12803>

- Sainz, M., Delgado, N., and Moriano, J. A. (2021). 'The link between authentic leadership, organizational dehumanisation and stress at work'. *Journal of Work and Organizational Psychology*, 37(2), pp. 85-92. <https://doi.org/10.5093/jwop2021a9>
- Salwan, P., and Gada, V. P. (2018). 'Antecedents of resilience: an investigation into Bharat forge'. *Indian Journal of Industrial Relations*, 53(3), pp.449-461.
- Sarwar, A., and Muhammad, L. (2021). 'Impact of organizational mistreatment on employee performance in the hotel industry'. *International Journal of Contemporary Hospitality Management*, 33(2), pp. 513-533. <https://doi.org/10.1108/IJCHM-01-2020-0051>
- Schmidt, A. A. (2008). 'Development and Validation of the Toxic Leadership Scale'. University of Maryland.
- Smith, D. L. (2021). 'Making Monsters: The Uncanny Power of Dehumanisation'. Harvard University Press.
- Steizinger, J. (2018). 'The significance of dehumanisation: Nazi ideology and its psychological consequences'. *Politics, Religion and Ideology*, 19(2), pp. 139-157. <https://doi.org/10.1080/21567689.2018.1425144>
- Tahir, H. M., Ibrahim, A., and Babawulle, D. H. (2021). 'Small and Medium Scale Enterprises (SMEs) performance and economic growth nexus in Nigeria: ARDL - Bound Testing Evidence'. *Asian Journal of Economics, Finance and Management*, 3(1), pp. 540–561
- Taskin, L., Parmentier, M., and Stinglhamber, F. (2019). 'The dark side of office designs: Towards de-humanization'. *New Technology, Work and Employment*, 34(3), pp. 262-284. <https://doi.org/10.1111/ntwe.12150>
- Tumaku, J., and Agbeko, D. (2024). 'The relationship between regulatory focus and innovative performance of SMEs in Ghana: The role of entrepreneurial resilience, orientation and learning'. *Management Science Letters*, 14(2), pp. 127-138. <http://dx.doi.org/10.5267/j.msl.2023.9.001>
- Usman, M., Liu, Y., et al. (2022). 'Why do employees struggle to thrive in the workplaces? A look at the impact of abusive supervision'. *Personnel Review*, pp. 51(1), 77-97. <https://doi.org/10.1108/PR-04-2019-0213>
- Valtorta, R. R., Baldissarri, C., et al. (2019). 'Dirty jobs and dehumanisation of workers'. *British Journal of Social Psychology*, 58(4), pp. 1-16. <https://doi.org/10.1111/bjso.12315>
- Wang, T., Cao, Z., et al. (2021). 'Self-Regulation failure? The influence mechanism of leader reward omission on employee deviant behavior'. *Frontiers in Psychology*, 12, 558293. <https://doi.org/10.3389/fpsyg.2021.558293>
- Wang, I. A., Lin, H. C., et al. (2022). 'Are employee assistance programs helpful? A look at the consequences of abusive supervision on employee affective organizational commitment and general health'. *International Journal of Contemporary Hospitality Management*, 34(4), pp.1543-1565. <https://doi.org/10.1108/IJCHM-06-2021-0765>

Wang, C., Wei, Y., and Zhao, X. (2021). 'Abusive supervision and creativity: investigating the moderating role of performance improvement attribution and the mediating role of psychological availability'. *Frontiers in Psychology*, 12, 658743. <https://doi.org/10.3389/fpsyg.2021.658743>

Wikhamn, W., and Hall, A. T. (2012). 'Social exchange in a Swedish work environment'. *International Journal of Business and Social Science*, 3(23), pp. 56–64. Retrieved from <https://www.scinapse.io/papers/2181773455>

World Bank. (2020). 'Global economic prospects', June 2020. The World Bank

Yang, Z., Jaramillo, F., et al. (2021). 'Abusive supervision in retailing: The mediating role of customer orientation and the moderating roles of contingent reward and contingent punishment'. *European Journal of Marketing*, 55(2), pp. 543-564. <http://dx.doi.org/10.1108/EJM-03-2019-0265>

Zhaxylyk, S. (2020). 'Organizational ambidexterity and resilience: empirical evidence from uncertain transition economic context'. *Press Academia Procedia*, 11(1), pp. 47-51. <https://doi.org/10.17261/Pressacademia.2020.1238>

Toksičan nadzor, dehumanizacija i uspješnost malih i srednjih poduzeća u Nigeriji: Posrednička uloga otpornosti

OJELEYE, YINKA CALVIN
Sveučilište Ahmadu Bello, Nigeria
Odjel poslovne administracije,
calojeleye@gmail.com

ORCID ID: <https://orcid.org/0000-0003-1682-8542>.

OJELEYE, CHIOMA IFEOMA
Federalni obrazovni koledž (tehnički)
Odjel za pedagošku psihologiju Gand C
Gusau, Država Zamfara, Nigeria
miriamcalvin@gmail.com

ORCID ID: <https://orcid.org/0000-0001-9880-1970>

Sažetak: Ovo kvantitativno istraživanje analizira posredničku ulogu otpornosti u odnosu između toksičnog nadzora, dehumanizacije i uspješnosti malih i srednjih poduzeća (SME) u državi Zamfara, Nigerija. Korištenjem ankete i tehnike presječnog istraživanja prikupljeni su podaci za 658 zaposlenika malih i srednjih poduzeća u državi Zamfara, Nigerija. Robustnost rezultata osigurana je povećanjem uzorka za 30% kako bi se uzela u obzir pogreška neodgovorenih pitanja. Korištenjem tehnike modeliranja strukturnih jednadžbi (SEM), podaci pokazuju snažne izravne i moderirajuće učinke. Prvo, toksični nadzor ima negativan utjecaj na učinak MSP-a, naglašavajući kritičnu ulogu ponašanja vodstva. Nadalje, pokazalo se da dehumanizacija ima značajan negativan učinak na uspješnost malih i srednjih poduzeća, ističući potrebu očuvanja humanog tretmana na radnom mjestu. Naime, otpornost se pokazala kao važan moderator, ublažavajući negativne učinke toksičnog nadzora i dehumanizacije na učinak MSP-a. Studija naglašava važnost izgradnje otpornosti zaposlenika na radnom mjestu kako bi djelovali kao zaštita od negativnih radnih trendova poput dehumanizacije i toksičnog nadzora od strane menadžmenta organizacija. Modelom je obuhvaćeno 42,8% varijacija u izvedbi MSP-a, ukazujući na umjerenu moć objašnjenja, sa vrijednošću Q-kvadrata od 0,155, ukazujući na srednji prediktivni značaj. Ovo istraživanje nadograđuje znanje o organizacijskom ponašanju u malim i srednjim poduzećima pružajući uvid u tehnike za izgradnju otpornosti i poboljšanje učinka u otežanim radnim okolnostima.

Ključne riječi: toksični nadzor, dehumanizacija, performanse SME-a, otpornost, teorija društvenih odnosa

JEL klasifikacija: M10, ML12, ML14