

# The effect of abusive supervision on procrastination behavior at work: The moderating role of psychological resilience: An analytical study of the opinions of a sample of private hospital workers in Al-Qadisiyah Governorate

Khitam fadil eisaa  
([khtamfadl522@gmail.com](mailto:khtamfadl522@gmail.com))

Rounaq Kadhem Hussin  
([Rounaq.Hussin@qu.edu.iq](mailto:Rounaq.Hussin@qu.edu.iq))

University of AL-Qadisiyah

Received: 1/9/2024

Accepted: 7/10/2024

Available online: 25/ 12/ 2024

*Corresponding Author : Khitam fadil eisaa*

**Abstract :** The aim of the current study is to test the direct and indirect effect of abusive supervision through its dimensions (Active-aggressive abusive supervision and Passive-aggressive abusive supervision on the procrastination at work behavior, represented by its dimensions (Soldiering and Cybrslacking) through the modifying role of psychological resilience with its dimensions (efficiency, growth and development, and optimism), and for the purpose of collecting data, the study relied on the questionnaire as the main tool. To achieve the goal of the study, (149) net individuals working in four private hospitals in Al-Diwaniyah Governorate were targeted, with a total population of (176) individual workers. The study administration distributed to them (the questionnaire form) to survey their opinions about the variables of the study, the questionnaires valid for analysis were (110). as a set of statistical methods were used, namely: the test of normal distribution, confirmatory factor analysis, test of validity and reliability, weighted arithmetic mean, standard deviation, and relative importance. By adopting statistical programs (SPSS V. 25, AMOS V. 25), the results proved the validity of the study's hypotheses, and the study came out with a set of results, perhaps the most prominent of which is that abusive supervision directly affects procrastination at work behavior, in addition to that psychological resilience contributes to modifying The relationship between abusive supervision and procrastination at work behavior.

**Key Words:** Abusive supervision, Procrastination at Work Behavior, Psychological Resilience, Private Hospitals in Diwaniyah Governorate.

**Introduction:** The pressure created by a supervisor's abusive behavior can have a profound impact on employees' behaviors and the quality of their performance of the work assigned to them. Procrastinating at work behavior is one of these harmful behaviors, which may arise as a reaction sometimes due to the pressures created by the abusive supervisor and directed toward his subordinates, such as Soldiering and Cybrslacking during work hours. On the other hand, there is the psychological resilience, which is considered an important personal resource to help individuals deal effectively with supervisory hostility, which can then mitigate the effects of abusive supervision on psychological distress (as procrastination at work behavior is one of its consequences) (Li et al., 2016: 145), it's also plays a protective role when individuals face abusive supervision, helping them adjust their psychological state to maintain psychological health and curb negative consequences (such as procrastination at work behavior) (He et al., 2021: 4). Therefore, psychological resilience increases employees' positive behaviors and reduces their negative behaviors in the workplace (Jung and Yoon, 2022: 4). In addition, the results of (Ahamad et al., 2019: 84) study indicated that increases in undesirable employee behaviors (procrastination in the workplace) can be attributed, at least in part, to decreased psychological resilience associated with the experience of abusive supervision.

## Methodology

### First: Research Problem

During the past years, researchers have turned their attention to the dark or destructive side of supervisory behavior, such as direct aggression and indirect aggression, because this represents a major social problem that requires continuous academic investigation (Tepper, 2007: 262). Accordingly, one of the mechanisms that plays a moderating role in the effects of abusive supervision on adverse work behaviors is psychological Resilience, which works to enable employees to overcome difficulties as a personal resource (Anasori et al., 2019: 16). In addition to limiting the behaviors that an employee may engage in during work hours, which may sometimes include Soldiering or Cybrerslacking, which may arise due to the abuse he may be exposed to through the manager. Hence, the researcher began to conduct research that sheds light on studying the impact of abusive supervision, which causes employees to engage in adverse work behaviors, such as their behavior of procrastination in the workplace, and its explanation, in addition to activating the role of psychological Resilience in the health sector, as it represents one of the most important sectors and the most influential on the health and safety of individuals. Therefore, the problem of the study boils down to answering the following main question:

(Does psychological Resilience have a moderating role in the influential relationship of abusive supervision and procrastination behavior at work?) Several sub-questions emerge from this question in the problem of the current study, which in their entirety embody the main features of the problem of the study, as follows:

1. What is the level of dimensions of abusive supervision in the studied private hospitals?
2. What is the level of psychological Resilience among individuals in the studied private hospital?
3. What is the level of individuals' procrastination in the workplace in the studied private hospitals.
4. What is the nature of the relationship between (abusive supervision, psychological Resilience, and procrastination behavior in the workplace)?

5. What is the nature of the impact of the dimensions of abusive supervision on procrastination behavior at work?
6. What is the nature of the impact of the dimensions of psychological flexibility on procrastination behavior at work?
7. What is the level of influence of psychological Resilience as a moderating role in the relationship between abusive supervision and procrastination behavior at work?

#### **Second: Research objectives**

The current research is trying to achieve a basic goal based on the Identifying the importance of the moderating role of psychological resilience in the relationship between abusive supervision and procrastination behavior at work. Several sub-goals stem from this goal, which are:

1. Diagnosing the level of availability of dimensions of abusive supervision in the hospitals in the study population.
2. Determine the level of psychological resilience among hospitals in the study population.
3. Identifying the level of procrastination behavior at work in the studied private hospitals.
4. Verifying the nature of the relationship between abusive supervision and procrastination behavior at work from the sample's point of view.
5. Identify the nature of the relationship between psychological resilience and procrastination behavior at work from the sample's point of view.
6. Determine the nature of the influence between abusive supervision and procrastination behavior at work from the sample's point of view.
7. Determine the nature of the effect between psychological resilience and procrastination behavior at work from the sample's point of view.
8. Exploring the role of psychological resilience as a modifying variable in the relationship between abusive supervision and procrastination behavior at work from the sample's point of view.

#### **Third: Importance of Research**

1. The scarcity of studies that dealt with the variables of the study together, according to the researcher's knowledge, whether at the level of local or foreign research and studies.
2. The current study seeks to familiarize the competent authorities in the hospitals in the study community with the collected administrative concepts that cannot be ignored and the logical relationships that link them.
3. The current study attempts to help the hospitals in the study community in alleviating the employees' procrastination behavior at work, which results from the hospitals in the study community suffering from work pressures, sometimes represented by abusive supervision, by increasing the psychological resilience of the employees.
4. The current study is a modest contribution as a cognitive and intellectual enrichment regarding the study variables.

#### **Fourth: Hypotheses**

**The first main hypothesis:** There is a positive, significant correlation between abusive supervision and procrastination behavior at work.

**The second main hypothesis:** There is a significant inverse correlation between psychological resilience and procrastination behavior at work.

**The third main hypothesis:** There is a significant positive effect of abusive supervisors on the behavior of procrastination at work.

**The main fourth hypothesis:** There is a significant inverse effect of psychological resilience on procrastination behavior at work.

**The fifth main hypothesis:** There is a significant modifying effect of the psychological resilience variable in the relationship between abusive supervision and procrastination behavior at work.

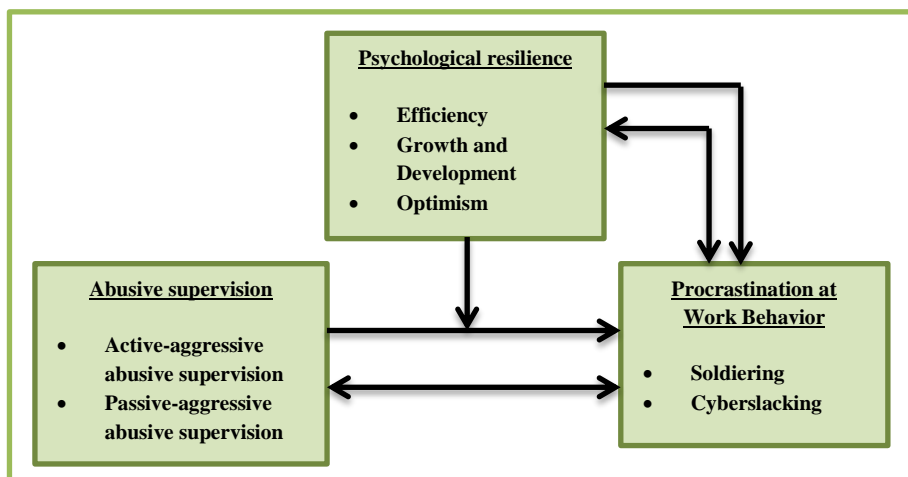
#### **Fifth: Materials and Methods**

We relied on the questionnaire to obtain data from the operational side. The questionnaire in its final form included two parts, the first of which dealt with the information of the individuals who were examined, while the second questionnaire included questions to deal with Abusive supervision, Procrastination at Work Behavior and Psychological Resilience, The researchers used Tepper's (2000) scale to measure the abusive supervision variable, which Mitchell and Ambrose (2007) identified two dimensions for it, which it: (Active-Aggressive abusive supervision and Passive-aggressive abusive supervision, and we used the (Metin et al., 2016) scale to measure the procrastination at work behavior variable which it's dimensions are: Soldiering and Cyberslacking, and we also used the (Brien et al., 2008) scale to measure the psychological resilience variable which it's dimensions are: Efficiency, development and growth and optimism.

#### **Sixth: Study Sample**

The study population consists of individuals working in private hospitals in Al-Diwaniyah Governorate (Dar alshifa' private hospital, Royal private hospital, Al-diwanayah private hospital, Al-furat Al-awsat private hospital), To ensure the achievement of the requirements of the study, (149) net individuals working in four private hospitals in Al-Diwaniyah Governorate were targeted, with a total population of (176) individual workers. The study administration distributed to them (the questionnaire form) to survey their opinions about the variables of the study, the questionnaires valid for analysis were (110) after a period of time (one month).

#### **Seventh: The Research scheme**



**Figure (1) theoretical framework for research**

Source: Prepared by the researchers

## Literature Review

### First: The Concept of Abusive Supervision

Wu (2008) noted that in the past, leadership studies were biased toward effective leadership behaviors, but recent years have witnessed a steady increase in research work related to abusive or destructive leadership behaviors. These studies include some common and overlapping negative leadership constructs, most notably abusive supervision (Tepper, 2000) (Pradhan and Jena, 2016: 239). Abusive supervision, as stated (Tepper et al., 2007: 119), may lead to an annual organizational cost of approximately 23.8 billion US dollars. This makes abusive supervision an important topic in organizational psychology. Therefore, the topic of abusive supervision has been able to attract the attention of many researchers (Ghayas & Jabeen, 2020: 108). Little attention was given to interpersonal mistreatment in work organizations until (Robinson and Bennett, 1997: 3) drew attention to the importance of examining behaviors such as rude comments, gossiping, social exclusion, showing favoritism, yelling, lying, and physical aggression. Currently, manifestations of interpersonal maltreatment are examined under a variety of classifications, such as abusive supervision, bullying, incivility, interpersonal deviance, retaliation, social undermining, and victimization (Tepper and Henle, 2011: 487). Many researchers have also described abusive supervisory behavior as displaced aggression, which is thought to occur when a person who has been initially provoked cannot retaliate directly against the source of that provocation and, instead, later assaults a seemingly innocent target (Pedersen et al., 2000: 913). The difference between abusive supervision and other workplace mistreatment constructs is that abusive supervision does not include physical contact. Some examples of leaders' abusive behaviors are using derogatory terms with employees, putting employees down in front of others or blaming employees to save leaders from embarrassment (Samian et al., 2020: 2). Abusive supervision also occurs in cycles, when subordinates are victims of abusive supervision, they tend to attack the organization and the supervisor by engaging in deviant behaviors, and then the supervisor continues to mistreat the subordinates in retaliation. On the other hand, additional research indicates that subordinates often blame the organization when they experience abuse from a supervisor, because they see the supervisor as a representative of the organization as a whole (Robbins and Judge, 2022: 484). Tepper (2000: 178) defined abusive supervision as "Subordinates' perceptions of the extent to which supervisors engage in verbal and nonverbal aggressive behaviors other than physical contact", also Clawson (2015: 4) defined abusive supervision as "The repeated negative behaviors of leaders that are carried out intentionally or unconsciously, with the intent to harm and cause humiliation and/or distress to the subordinates they lead with the exception of physical contact". (Fischer et al., 2021: 3) noted that Tepper's (2000) definition is Original and strong, clearly stating that abusive supervision refers not to the leader's behaviors but to followers' self-evaluations of these behaviors, because the individual's own behavior can be perceived as abusive in one context and non-abusive in another, and two subordinates can differ in their evaluations of the behavior of the same supervisor. We can define abusive supervision as "psychological, non-physical abuse repeatedly practiced by the supervisor or someone with higher authority on his followers or subordinates, including insults, contempt, etc., for the purpose of joking or belittling them because he feels threatened by them or to maintain or enhance his position in the organization.

### Dimensions of Abusive Supervision

Mitchell and Ambrose (2007) used Tepper's (2000) scale and identified two dimensions of abusive supervision:

- (1) **Active-aggressive abusive supervision** which it describes a more direct form of abuse. Direct aggressive abuse behavior takes many direct forms, such as: sarcasm and ridicule of subordinates, talking badly about them to others, and accusing subordinates of being incompetent (Al-Najjar, 2018: 3). We can define the active-aggressive abusive supervision as: "Deliberate aggression carried out by the supervisor directly towards subordinates, such as screaming, sarcasm, etc., as it results in emotional exhaustion for individuals and decreased support from co-workers etc., which leads to adverse consequences for the organization".
- (2) **Passive-aggressive abusive supervision** It's a form of mistreatment, and indirect aggressive abuse behavior takes many indirect forms, such as: not providing reassurance at work, violating the privacy of subordinates, not fulfilling promises towards them, and constantly lying to them (Al-Najjar, 2018: 3). We can define passive-aggressive abusive supervision as: "Deliberate aggression carried out by the supervisor indirectly towards subordinates, such as silent treatment, ignoring, etc., as it results in a lack of harmony, anxiety, etc., which leads to adverse results for the organization".

### Second: The concept of procrastination at work behavior

A number of researchers have indicated that procrastination is an epidemic of the modern world and is prevalent in both developed and developing countries (Dilmac, 2009: 1327). Research on procrastination has become more common over the past three decades. However, procrastination in the workplace has received little attention (Metin et al., 2018: 228). An important reason for the limited number of empirical studies on procrastination in the workplace is the lack of an instrument specifically developed to cover contemporary procrastination behavior in the workplace (Metin et al., 2016: 254). Procrastination at work is one of the internal problems facing the organization that leads to the organization losing its resources. (Nguyen et al., 2013: 388) mentioned that it is particularly chronic in the world of work, and it is also linked to high costs (Metin et al., 2016: 254). From the point of view of some researchers, procrastination is a behavior that means avoiding a specific task, and in the view of most researchers and counselors it is a characteristic, that is, the tendency to show a natural response in a wide range of situations (Salehi, 2020: 34). Some research has also considered work procrastination behavior to be an active choice after subordinates' evaluation of the target task and their decision to delay completing the task in order to devote more attention to other things, and there may also be passive choices under workplace pressures (He et al., 2021: 1). In addition, subordinates constantly feel that they do not have enough time to manage multiple work responsibilities as well as their personal and family lives (Pearlman-Avni and Zibenberg, 2018: 265). As stated by Weymann (1988: 226), procrastination is usually viewed as a personal behavioral trait or response resulting from the characteristics of the task to be done. No empirical research has been found that has considered the possibility that procrastination occurs as an interaction between personal, situational, or task-related factors. Procrastination in the workplace is a negative behavior in terms of time management and one of the rare issues in the literature on this topic since the time factor is a scarce resource today (Uysal and Yilmaz, 2020: 82). Therefore, the time loss due to procrastination behavior in the workplace includes the portion that subordinates usually consume to complete required tasks (Gupta et al., 2012: 196). The act of delaying the scheduled completion of a plan is defined as a procrastination behavior in work that combines prolonging, postponing or delaying the progress of tasks in organizations. Since time is a scarce resource in contemporary organizations, members who are able to spend their time effectively and tend to contribute more to organization. Conversely, subordinates who often fail to complete their work on time receive lower evaluations (Gu et al., 2022: 1468). On the other hand, procrastination at work is a delay in starting and/or completing a task in addition to reflecting a failure of self-regulation (Steel, 2007: 65), in this case procrastination in the workplace occurs at the will of the individual (Uysal and Yilmaz, 2020: 83). However, despite the widespread prevalence of this phenomenon, there is still a lack of a single and universal definition of procrastination, and authors define it using different criteria (Vveinhardt and Sroka, 2022: 535). Hence, (Metin et al., 2016: 255) defined procrastination behavior at work as "The delay of work-related action by intentionally engaging (behaviourally or cognitively) in non-work related actions, with no intention of harming the employer, employee, workplace or client". As well (He et al., 2021: 1) defined procrastination at work as "a retreat behavior associated with negative cognitive experience and it results in great losses to individual as well as organizational development". We can define procrastination at work behavior as "An intentional behavior or personal trait resulting from self-organizational failure that leads to postponing work or work-related actions to perform non-work-related work during working hours without the intention of harming the employer, and resulting in adverse results that harm the organization".

### Dimensions of procrastination at work behavior

(Metin et al., 2016: 255) identified two main dimensions of procrastination behavior at work:

(1) **Soldiering:** Paulsen (2015: 360) defined soldiering as avoiding work tasks for more than one hour per day without aiming to harm others or shifting work to colleagues. Examples of soldiering include daydreaming, engaging in activities that are more enjoyable than work, and taking breaks. Long coffee breaks. Studies show that this type of work avoidance behavior is mostly associated with negative outcomes (Metin et al., 2016: 255). We can define soldiering as: "A behavior of postponing, delaying, or avoiding work for more than an hour during work hours and engaging in other activities unrelated to work without intending to harm others".

(2) **Cyberslacking:** Cyberslacking refers to the use of the Internet and mobile technology for personal purposes (Garrett and Danziger, 2008: 937). Cyberslacking is a contemporary and very common type of behavior in the workplace (Metin et al., 2018: 230). We can define cyberslacking as: "A behavior of delaying work for more than an hour during working hours by using electronic devices such as phones and computers for purely personal purposes that are not related to work results in adverse consequences for the organization".

### **Third: the concept of psychological resilience**

The study of workplace resilience is still in its infancy, but its continued study is imperative because subordinates regularly encounter situations and events that require eliciting psychological resilience to achieve positive outcomes in the face of negative events (McLarnon and Rothstein, 2013: 63). Over the year's psychologists' understanding of human performance in difficult situations has evolved rapidly, with psychological resilience examined across a range of contexts, including business organizations (Fletcher and Sarkar, 2013: 13). Interest in the concept of psychological resilience in the workplace grew during the global recession and subsequent austerity, as people in the workplace now face heavier workloads and work under tremendous pressure as we enter the era of getting more out of fewer resources (Robertson et al., 2015: 2). In addition, there has been only very limited integration between different theoretical perspectives to describe how psychological resilience develops at the individual and group levels and the mechanisms through which its effects are transmitted (King et al., 2015: 2).

Psychological resilience is an easy concept to understand but difficult to define. The complexity of psychological resilience is partly due to the fact that it is studied in diverse scientific disciplines such as psychology, economics, environment, or medicine, and this is also recognized by authors in other fields (Vaquero et al., 2014: 144). The development of psychological resilience as a concept extends from the nineteenth century and continues until the present. During its conceptual development, psychological resilience was built as a path, a continuum, a system, a trait, a process, a cycle, and a qualitative category. It also has value in dealing with stressful life transitions (Jackson et al., 2007: 2). The term psychological resilience is derived from the Latin verb *resilire* which means to bounce back or jump back. It is used in many fields and originally comes from ecology, as it refers to the ability of an ecosystem to recover or avoid damage when exposed to disturbance. It is now common for the term psychological resilience to refer a psychological meaning (Vella and Pai, 2019: 234), as it was first used in this context by Jack Block in his doctoral thesis in 1950 (Walker et al., 2016: 4). Research on psychological resilience in the workplace also relies on the ideas of positive psychology, which focuses on human strengths. Psychological resilience has been studied in the context of the workplace in various industries and professions, such as public business organizations, health care, or the military (Hartmann et al., 2019: 6). But recently, the role that psychological resilience plays in protecting workers from the negative impact of work-related stress has been highlighted. The concept of psychological resilience may help explain why some individuals who experience high levels of stress at work fail to burn out. They may even thrive, enabling them to manage future challenges more effectively and it will also help them adapt positively to stressful work situations and enhance their professional growth (Grant and Kinman, 2012: 606). The development of psychological resilience as a concept extends from the nineteenth century and continues until the present. During its conceptual development, psychological resilience was built as a path, a continuum, a system, a trait, a process, a cycle, and a qualitative category. It also has value in dealing with stressful life transitions (Jackson et al., 2007: 2). In theories of psychological resilience as a trait, much attention has been given to the idea that a combination of physical and psychological characteristics, including body chemistry and personality factors, gives individuals the skills needed to be resilient (Jacelon, 1997: 124). In the same context, (King et al., 2015: 2) pointed out that psychological resilience is a multidisciplinary construct that has been defined in multiple ways over the years, and in addition to being a trait, it is also considered an ability that helps individuals deal with adversity and adapt to it positively.

(Brien et al., 2008: 2) defined psychological resilience as: "The individual's ability to confront pressures and come back strong". As well, (Caldeira and Timmins, 2016: 194) defined psychological resilience as: "It is the ability to recover from negative or changing situations, through a dynamic process of adaptation, influenced by personal characteristics, family and social resources, and manifested in positive adaptation, control and integration". We can define psychological resilience as "A dynamic process that includes adaptation, response, control, and positive dealing with stressful negative events and returning from them better than before".

### **Dimensions of psychological resilience**

According to the scale created by (Brien et al., 2008) There are three dimensions of psychological resilience: (1) **Efficiency:** Bandura (1982: 122) defined it as a personal judgment on the extent of an individual's success in implementing the courses of action required to deal with potential situations. We can define efficiency as: "The ability of individuals to deal with the pressures they face with high efficiency and make them not affect their performance at work".

(2) **Development and Growth:** An individual's ability to come back strong after a stressful situation. Growth also refers to the individual's tendency to feel better or have the impression that he has become better after being exposed to problems (Brien et al., 2008: 4). We can define development and growth as: "The knowledge and experiences that individuals may gain as a result of facing the pressures that managers may exert towards them, and how to employ this knowledge and experiences to develop and come back stronger".

(3) **Optimism:** Tiger (1971: 18) defines optimism as a mood or attitude associated with the expectation of the social or material future, which the evaluator considers to be socially desirable for the benefit or happiness of individuals. We can define optimism as: "Individuals' positive outlook on the pressures and difficulties they may face and the benefits they may reap in the future".

### **Applied Aspect of Research**

#### **-First: The Data Moderation Test For The three Variables**

The researchers adopted the Kolmogorov-Smirnov test method in testing the normal distribution as it is suitable for large samples, and the evaluation criterion will be that the significant percentage exceeds (0.05), as follows:

Table No. (1) shows that the value of the test statistic reached (0.069, 0.071, 0.061) respectively for the three current variables (abusive supervision, procrastination at work behavior, and psychological resilience), while the probability significance level of the test statistic reached (0.091, 0.082, 0.200) respectively. These levels are more than (0.05), and therefore the distribution of the data is not significant from a moral standpoint, meaning that all the data for the three study variables fall into the moderation of the distribution and within the region of the limits of the normal distribution, and thus this allows the adoption of parametric analysis tools in every description and diagnosis of the variables and testing of the main and subsidiary hypotheses

Table No. (1) Kolmogorov-Smirnov test for the three study variables

One-Sample Kolmogorov-Smirnov Test			
Variables	Abusive supervision	Procrastination at work behavior	Psychological resilience
N	110	110	110
Normal Parameters <sup>a,b</sup>	Mean	1.789	1.860
	Std. Deviation	.6644	.6735
Most Extreme Differences	Absolute	.069	.071
	Positive	.060	.063
	Negative	-.069	-.071
Test Statistic	.069	.071	.061
Asymp. Sig. (2-tailed)	.091 <sup>c</sup>	.082 <sup>c</sup>	.200 <sup>c,d</sup>

Source: SPSS V. 25 outputs

**Second: Structural stability and structural validity of the measuring instrument**

Measuring the reliability coefficient at the level of behavioral scales is an important step to determine their validity and ensure reassurance about their results. Measuring reliability here can be achieved through the use of the test-retest method or Cronbach's alpha coefficient,

which is an effective and common tool for determining the degree of consistency in the content of the scale and the extent of the stability of its level according to the opinions of the study sample. Its use has spread in many fields (Aggio et al., 2016: 2). As we can see from Table No. (2), the reliability coefficient values for the main variables and their sub-dimensions ranged between (0.829 - 0.944), and these are high percentages based on acceptable reliability values and according to the answers of the sample members at the level of private hospitals, the study sample. In addition, we note that the values of the structural validity coefficient (which is extracted through the square root of Cronbach's alpha coefficient) have reached high levels, and thus the scales are ready for final application and are characterized by the accuracy, stability, and validity necessary at the level of the field application environment.

Table No. (2): Cronbach alpha test values for the study measures

No.	Main variables and sub-dimensions	The value of Cronbach's alpha coefficient	Structural validity Coefficient
1.	Active-aggressive abusive supervision	0.847	0.920
2.	Passive-aggressive abusive supervision	0.829	0.910
3.	Abusive supervision	0.914	0.956
4.	Soldiering	0.881	0.939
5.	Cyberslacking	0.851	0.922
6.	Procrastination at work Behavior	0.936	0.967
7.	Efficiency	0.883	0.940
8.	Development and Growth	0.870	0.933
9.	Optimism	0.908	0.953
10.	Psychological resilience	0.944	0.972

Source: SPSS V. 25 outputs

**Third: Describe and diagnose the abusive supervision variable**

This paragraph includes an analysis and description of the dimensions of the variable of abusive supervision, along with its dimensions and field paragraphs. As shown in Table No. (3), the order of the sub-dimensions of the abusive supervision variable is as follows (Active-aggressive abusive supervision, and Passive-aggressive abusive supervision) according to the sample's responses in the private hospitals of the study sample.

Table No. (3): Descriptive measures for the variable of abusive supervision

No.	Dimensions	Weighted mean	Standard deviation	Coefficient of variation %	Relative importance %	Ranking priority
1.	Active-aggressive abusive supervision	1.684	0.517	30.70	33.68	2
2.	Passive-aggressive abusive supervision	1.735	0.635	36.60	34.70	1
The overall weighted mean for the abusive supervision variable		1.709	0.514	30.08	34.18	—

Source: Prepared by the researchers based on the outputs of Microsoft Excel (SPSS)

**Fourth: Describe and diagnose the procrastination at work behavior variable**

This paragraph

includes an analysis and description of the dimensions of the procrastination behavior variable at work, with its dimensions and field paragraphs, as shown in Table No. (4) that the order of the sub-dimensions of the procrastination behavior variable at work is as follows (Soldiering, and Cyberslacking) according to the sample's responses in the private hospitals of the study sample.

Table No. (4): Descriptive measures for the variable of procrastination at work behavior

No.	Dimensions	Weighted mean	Standard deviation	Coefficient of variation %	Relative importance %	Ranking priority
1.	Soldiering	1.869	0.671	35.90	37.38	1
2.	Cyberslacking	1.850	0.753	40.70	37.00	2
The overall weighted mean for the procrastination at work behavior variable		1.860	0.674	36.24	37.20	—

Source: Prepared by the researcher based on the outputs of Microsoft Excel (SPSS)

**Fifth: Describe and diagnose the psychological resilience variable**

This paragraph includes an analysis and description of the dimensions of psychological resilience in its field dimensions and paragraphs, as shown in Table No. (5) that the order of the sub-dimensions of the psychological resilience variable was as follows (Efficiency, development and growth, optimism) according to the answers of the sample members in the private hospitals of the study sample.

**Table No. (5): Descriptive measures for the variable of psychological resilience**

Source: Prepared by the researcher based on the outputs of Microsoft Excel (SPSS)

No.	Dimensions	Weighted mean	Standard deviation	Coefficient of variation %	Relative importance %	Ranking priority
1.	Efficiency	3.681	0.794	21.57	73.62	3
2.	Development and Growth	4.167	0.854	20.49	83.34	1
3.	Optimism	4.117	0.814	19.77	82.34	2
The overall weighted mean for the psychological resilience variable		3.988	0.732	18.36	79.76	—

**Sixth: Hypothesis Testing****The first main hypothesis:**

The hypothesis states " There is a significant positive correlation between abusive supervision and procrastination at work behavior "

The result of Table No. (6) shows the existence of a strong, positive, and morally significant correlation between abusive supervision and procrastination behavior at work, as the value of the correlation coefficient between them reached (0.545\*\*), which is a morally significant value at level (1%), Thus, this confirms a confidence rate for the results achieved of (99%), which ensures that there is a level of suitability and correlation between the two variables in the field, according to the sample's answers at the level of the private hospitals in the study sample. Several sub-hypotheses emerge from this hypothesis, which are as follows:

**The first sub-hypothesis:** The hypothesis states, " There is a positive correlation with significant significance between the active-aggressive abusive supervision dimension and procrastination at work behavior."

The result of Table No. (6) that there is a strong positive correlation with a moral significance between the dimension of active-aggressive abusive supervision and the procrastination at work behavior, as the value of the correlation coefficient between them reached (0.501\*\*), which is a morally significant value at level (1%), Thus, this confirms a confidence rate for the results achieved of (99%), which ensures that there is a level of suitability and correlation between the two variables in the field, according to the sample's answers at the level of the private hospitals in the study sample.

**The second sub-hypothesis:** This hypothesis states, " There is a positive correlation with significant significance between the passive-aggressive abusive supervision dimension and procrastination at work behavior"

The result of table (6) There is a strong, positive, and morally significant correlation between the passive-aggressive abusive supervision, and procrastination behavior at work, as the value of the correlation coefficient between them reached (0.475\*\*), which is a morally significant value at level (1%), Thus, this confirms a confidence rate for the results achieved of (99%), which ensures that there is a level of suitability and correlation between the two variables in the field, according to the sample's answers at the level of the private hospitals in the study sample.

**Table No. (6) Correlations between abusive supervision and its dimensions and procrastination behavior at work**

Independent variable Dependent variable	Abusive supervision	Abusive supervision Dimensions	
		Active-aggressive abusive supervision	Passive-aggressive abusive supervision
Procrastination at work Behavior	.545**	.501**	.475**
Sig. (2-tailed)	.000	.000	.000
Result (decision)	There is a strong and significant positive correlation at the 0.01 level between abusive supervision in all its dimensions and procrastination behavior at work.		

Source: SPSS V. 25 output

N= 110

**The second main hypothesis**

The hypothesis states " There is a significant inverse correlation between psychological resilience and procrastination at work behavior "

The result of table No. (7) shows the existence of a strong and significant inverse correlation between psychological resilience and procrastination behavior at work, as the value of the correlation coefficient between them reached (-0.658\*\*), which is a significant value at level (1%), Thus, this confirms a confidence rate for the results achieved of (99%), which ensures that there is a level of suitability and correlation between the two variables in the field, according to the sample's answers at the level of private hospitals, the study sample, Several sub-hypotheses emerge from this hypothesis, which is as follows:

**The first sub-hypothesis:** The hypothesis states, " There is a significant inverse correlation between the efficiency dimension and procrastination at work behavior "

The result of Table No. (7) shows the existence of a strong and significant inverse correlation between the efficiency dimension and procrastination behavior at work, as the value of the correlation coefficient between them reached (-0.554\*\*), which is a significant value at level (1%), Thus, this confirms a confidence rate for the results achieved of (99%), which ensures that there is a level of suitability and correlation between the two variables in the field, according to the sample's answers at the level of the private hospitals in the study sample.

**The second sub-hypotheses:** The hypotheses states " There is a significant inverse correlation between the development and growth dimension and procrastination at work behavior "

The result of Table No. (7) shows the existence of a strong and significant inverse correlation between the development and growth dimension and the behavior of procrastination at work, as the value of the correlation coefficient between them reached (-0.614\*\*), which is a significant value at level (1%),



Thus, this confirms a confidence rate for the results achieved of (99%), which ensures that there is a level of suitability and correlation between the two variables in the field, according to the sample's answers at the level of private hospitals, the study sample.

**The third sub-hypotheses:** The hypotheses states " There is a significant inverse correlation between the optimism dimension and procrastination at work behavior ".

The result of Table No. (7) shows the existence of a strong and significant inverse correlation between the optimism dimension and procrastination behavior at work, as the value of the correlation coefficient between them reached (-0.592\*\*), which is a morally significant value at level (1%), Thus, this confirms a confidence rate for the results achieved of (99%), which ensures that there is a level of suitability and correlation between the two variables in the field, according to the sample's answers at the level of the private hospitals in the study sample.

**Table No. (7) Correlations between psychological resilience and its dimensions and procrastination behavior at work**

Independent variable Dependent variable	Psychological Resilience	Psychological resilience Dimensions		
		Efficiency	Development & Growth	Optimism
Psychological resilience	-.658**	-.554**	-.614**	-.592**
Sig. (2-tailed)	.000	.000	.000	.000
Result (decision)	There is a strong and significant inverse correlation at the 0.01 level between psychological flexibility and its dimensions and procrastination at work behavior.			

N= 110  
Source:  
SPSS V. 25

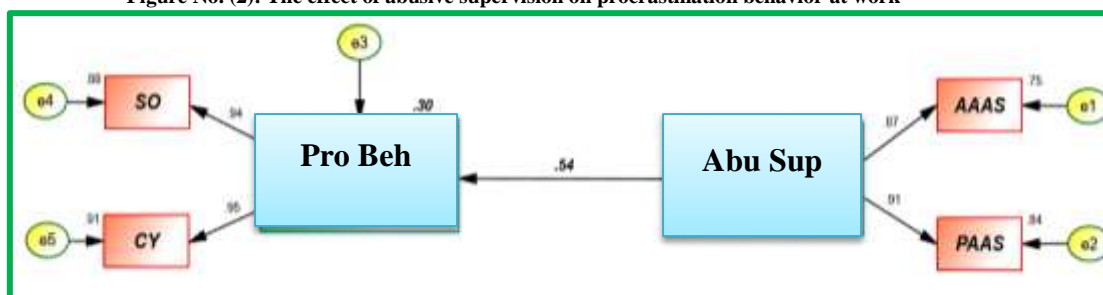
#### **Seventh: Impact hypotheses:**

**The third main hypotheses:** The hypotheses states " here is a significant positive effect of abusive supervisors on procrastination at work behavior ".

Figure No. (2) and table No. (8) shows the presence of a significant effect of the variable of abusive supervision on the procrastination at work behavior, as it is clear that the estimated value of the standard parameter (the standard effect factor) reached (0.54). This means that the variable of abusive supervision affects the variable of procrastination at work behavior. (54%) at the level of private hospitals in the study sample, this means that the variable of procrastination at work behavior will increase by (54%) if attention to abusive supervisor's increases by one unit. We also note that the value of the impact factor is a significant value because the value of the critical ratio (C.R.) shown in Table (8) of (6.785) is a significant value at the level of significance (P-Value) shown in the same table.

The result of Figure No. (2) shown that the value of the interpretation factor (R2) reached (0.30). This means that the changes that occur in the variable of procrastination at work behavior are due to (30%) changing the abusive supervision, and the remaining percentage (70%) is due to other variables not included in the study model. This result indicates the presence of a positive, significant effect of the variable of abusive supervision on the of procrastination at work behavior at the level of the private hospitals in the study sample.

**Figure No. (2): The effect of abusive supervision on procrastination behavior at work**



**Table No. (8): Paths and parameters for testing the effect of abusive supervision on procrastination behavior at work (Source: AMOSE V. 25 outputs)**

Several sub-hypotheses emerge from this hypothesis, which are as follows:

Path			Standard weights	Standard estimation	Standard error	Critical ratio	Moral Percentage
Procrastination at work behavior	←	Abusive behavior	.545	.714	.105	6.785	***

**The first sub-hypotheses:** The hypotheses states " There is a significant positive effect of the active-aggressive abusive supervision dimension on procrastination at work behavior ".

Figure No. (3) shows the presence of a positive effect with a significant significance for the active-aggressive abusive supervision dimension on the procrastination at work behavior. We note that the value of the standard effect factor reached (0.34). This means that the active-aggressive abusive supervision dimension affects the variable of procrastination at work behavior (34%) at the level of private hospitals in the study sample, This means that changing one unit of deviation from the active-aggressive abusive supervision dimension in the hospitals above will lead to a change in procrastination at

work behavior by (34%). This value is considered significant because the value of the critical ratio (C.R.) shown in Table No. (9) of (3.413) is a significant value at a significance level (0.000).

**The second sub-hypotheses:** Figure No. (3) shows the presence of a positive effect with a significant significance for the dimension of indirect abusive supervision and aggression on procrastination behavior at work. We note that the value of the standard effect factor reached (0.27). This means that passive-aggressive abusive supervision dimension affects the variable of procrastination behavior. At work, at a rate of (27%) at the level of private hospitals, the study sample, This means that changing one deviation unit from the dimension of indirect abusive supervision and aggression in the hospitals above will lead to a change in procrastination behavior at work by (27%). This value is considered significant because the value of the critical ratio (C.R.) shown in Table No. (9) of (2.759) is a significant value at a significance level (0.006).

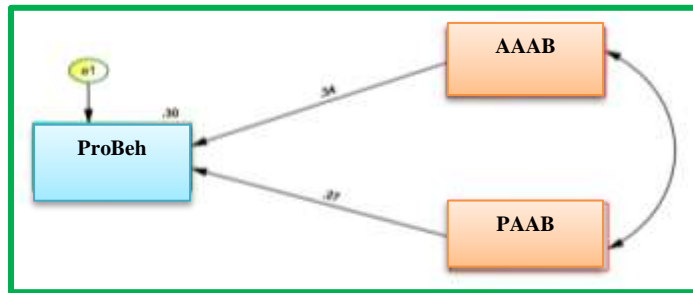


Figure No. (3): The effect of removing abusive supervision on procrastination at work behavior. (Source: AMOSE V.25)

Path		Standard estimation	Non-standard estimation	Standard error	Critical ratio	Moral percentage
Procrastination at work behavior	← Active-aggressive abusive supervision	.339	.442	.129	3.413	***
Procrastination at work behavior	← Passive-aggressive abusive supervision	.274	.291	.105	2.759	.006

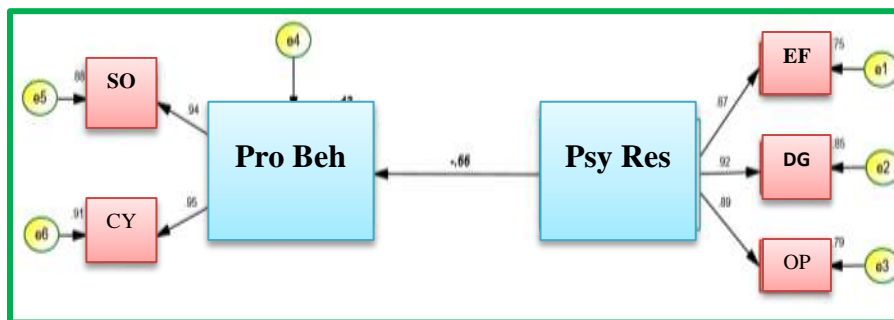
Table No. (9):Parameters of the effect of dimensions of abusive supervision on procrastination at work behavior (Source: AMOSE V. 25)

**The fourth main hypotheses:** The hypotheses states " There is a significant inverse effect of psychological resilience on procrastination at work behavior ".

Figure No. (4) shows the presence of a significant effect of the psychological resilience variable on procrastination at work behavior, as it is clear that the estimated value of the standard parameter (standard effect factor) reached (-0.66). This means that the psychological resilience variable affects the procrastination at work behavior variable. Work rate (-66%) at the level of private hospitals in the study sample, this means that the variable of procrastination at work behavior will decrease by (-66%) if attention to psychological resilience is increased by one unit. We also note that the value of the impact factor is a significant value because the value of the critical ratio (C.R.) is shown in Table No. (10) of (-9.121) is a significant value at the level of significance (P-Value) shown in the same table.

It is also clear from Figure No. (4) that the value of the interpretation coefficient (R2) reached (0.43). This means that the changes that occur in the variable of procrastination at work behavior (43%) are due to a change in psychological resilience, and the remaining percentage (57%) is due to other variables not included in the study model. This result indicates the presence of a significant inverse effect of the variable of psychological resilience on the procrastination at work behavior at the level of private hospitals, the study sample.

Figure No. (4) The effect of psychological resilience on procrastination at work behavior



Source: Amos V.25 outputs



Path			Standard regression weights	Non-standard estimation	Standard error	Critical ratio	Moral percentage
Procrastination At work Behavior	<---	Psychological Resilience	-.658	-.605	.066	-9.121	***

**Table (10) Paths and parameters for testing the effect of abusive supervision on procrastination at work behavior.(Source: AMOSE V. 25 outputs)**

**The first sub-hypotheses:** This hypotheses states " There is a significant inverse effect of the efficiency dimension on procrastination at work behavior"

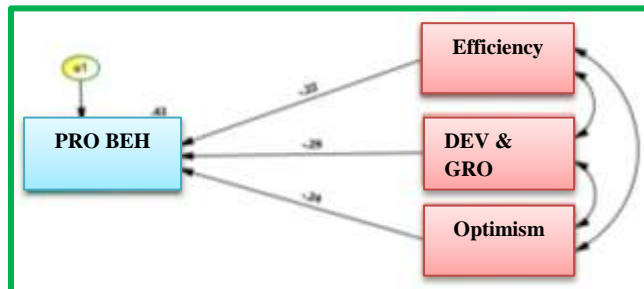
Figure (5) shows the presence of a positive, significant effect of the efficiency dimension on procrastination behavior at work, as we note that the value of the standard influence factor reached (-0.22). This means that the efficiency dimension affects the procrastination behavior variable at work by (-22%). At the level of private hospitals, the study sample, this means that changing one deviation unit from the efficiency dimension in the above hospitals will lead to a change in procrastination behavior at work by (-22%). This value is considered significant because the critical ratio (C.R.) value shown in Table (11) of (-2.170) is significant at a significance level (0.030).

**The second sub-hypotheses:** The hypotheses states " There is a significant inverse effect of the development and growth dimension on procrastination at work behavior "

Figure No. (5) shows the presence of a significant inverse effect of the development and growth dimension on procrastination at work behavior, as we note that the value of the standard effect factor reached (-0.29). This means that the development and growth dimension effects of the procrastination at work behavior by (- 29%) at the level of private hospitals in the study sample, this means that changing one unit of deviation from the development and growth dimension in the above hospitals will lead to a change in procrastination at work behavior by (-29%). This value is considered significant because the value of the critical ratio (C.R.) shown in Table No. (11) of (-2.493) is significant at a significance level (0.013).

**The third sub-hypotheses:** The hypotheses states " There is a significant inverse effect of the optimism dimension on procrastination at work behavior".

Figure (5) shows the presence of a significant inverse effect of the optimism dimension on procrastination at work behavior, as we note that the value of the standard effect factor reached (-0.24). This means that the optimism dimension effects of the procrastination at work behavior variable by (-24%). At the level of private hospitals, the study sample, this means that changing one unit of deviation from the optimism dimension in the hospitals above will lead to a change in procrastination at work behavior by (-24%). This value is considered significant because the value of the critical ratio (C.R.) shown in Table No. (11) of (-2.230) is significant at a significance level (0.026).



**Figure (5): The effect of the dimensions of psychological resilience on procrastination at work behavior.(Source: AMOSE V.25 outputs)**

Paths			Standard estimation	Non-standard estimation	Standard error	Critical ratio
Procrastination At work behavior	<---	Efficiency	-.215	-.179	.082	-2.170
Procrastination At work behavior	<---	Development And Growth	-.286	-.224	.090	-2.493
Procrastination At work behavior	<---	Optimism	-.242	-.200	.090	-2.230

**Table No. (11): Parameters of the influence of the dimensions of psychological resilience on procrastination at work behavior.(Source: AMOSE V.25 outputs)**

**The fifth main hypotheses:** " There is a significant modifying effect of the psychological resilience variable in the relationship between abusive supervision and procrastination at work behavior ".

Figure (6) shows a test of the interaction hypothesis, which consists of determining the level of the moderating role of psychological flexibility in reducing the level of the relationship between abusive supervision and procrastination behavior at work. We notice from the second structural model that the estimate value of the standard parameter (standard effect factor) for the interaction variable, amounting to (-0.16), has moral significance, based on the value of the critical ratio (C.R.) shown in the table No. (12) amounting to (-2.486), which is a significant value at the level of significance. (P-Value) of (0.013). In the same context, the significance of the second regression model is inferred from the value of the (F) test in the presence of the interaction variable, as the test value reached (42.902), and thus the change in the value of the (F) test reached (6.009), which is a significant value at the level (0.016). We also notice from the first structural model that the value of the coefficient of determination (R<sup>2</sup>) reached (0.517), while the value increased in the second structural model due to the presence of the interaction variable resulting from the interaction of abusive supervision and psychological resilience, as it reached (0.549), and this means that the change was Positive and its value reached (0.03)

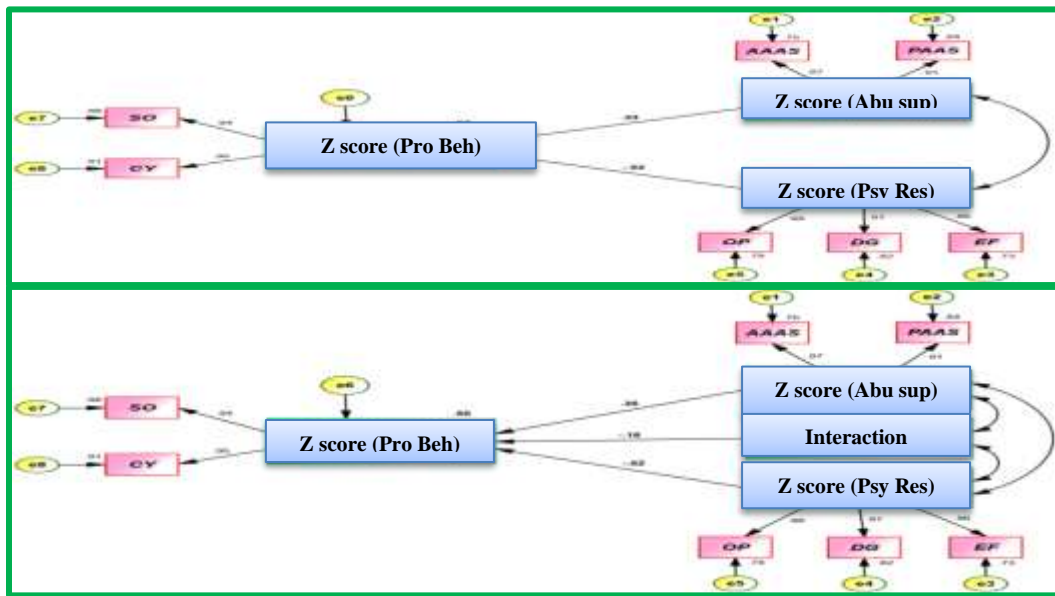


Figure No. (6): The first and second structural models for testing the fifth main hypothesis.(Source: AMOSE V.25 outputs)

Path			Standard regression weights	Non-standard estimation	Standard error	Critical ratio	Moral percentage	R <sup>2</sup>	F
Procrastination At work Behavior	<---	Abusive supervision	.347	.347	.071	4.889	***	Model 1 R <sup>2</sup> =.517	Model 1 F=58.605
Procrastination At work Behavior	<---	Psychological Resilience	-.524	-.524	.071	-7.412	***	Model 2 R <sup>2</sup> =.549	Model 2 F= 42.902
Procrastination At work Behavior	<---	Interaction Variable	-.164	-.098	.040	-2.486	.013	Change of R <sup>2</sup> =.032	Change of F=6.009

Table No. (12): Paths and parameters for testing the fifth main hypothesis Source: Amos v.25)

### Conclusions and Discussions

#### First: conclusions

1. The results of the study showed that the leaders in the private hospitals in Al-Diwaniyah Governorate, the study sample, seek to pay attention to the employees and provide them with respect in terms of listening to them and being guided by their recommendations and development proposals and the ideas they present, and they deal with them according to the performance they achieve and in light of their professional capabilities. In addition, they deal with positive behaviors based on preserving the value of employees and respecting their personalities, even in the presence of some shortcomings at work.
2. The results of the study confirm that leaders in private hospitals in Al-Diwaniyah Governorate, the study sample, believe in the importance of dealing positively with workers, along with the necessity of preserving their personalities in accordance with the principles of respect and gratitude for them because they make a great effort at work and providing the necessary services to patients, and this, in turn, includes involving workers in the work teams and supporting their social relationships.
3. The results of the study indicate that workers in private hospitals in Al-Diwaniyah Governorate, the study sample, work seriously in completing the tasks assigned to them and seek to participate in making decisions in a timely manner because the services provided by hospitals are closely linked and influential in people's lives and they are well interested in their job and want to work and do the work by planning and giving job tasks the appropriate priority so that they enjoy their work and achieve the required goals.
4. The results of the study show that workers in private hospitals in Al-Diwaniyah Governorate, the study sample, give their work the required importance and are often busy performing the official health responsibilities and activities assigned to them without being preoccupied with social networking sites or busy browsing websites or interested in shopping via the Internet during working hours because this will negatively affect their ability to provide services to patients.
5. The results of the study demonstrated that workers in private hospitals in Al-Diwaniyah Governorate have a high level of efficiency in performing their job tasks, especially with regard to the level of providing health services, completing the duties assigned to them, presenting ideas to solve problems, and presenting appropriate suggestions to uncover their causes to prevent their recurrence in the future and reduce their effects on achieving success goals.
6. The results of the study found that workers in private hospitals in Al-Diwaniyah Governorate seek to develop their personal skills and face difficult circumstances and challenges by participating in training courses based on their efforts at work, their specialized capabilities, and their possession of new capabilities that enable them to deal with exceptional circumstances in situations of providing health services.

7. The results of the study showed that workers in private hospitals in Al-Diwaniyah Governorate work with optimism in completing and performing job tasks, and they possess the capabilities to confront the obstacles that stand before them while providing medical services to patients and face some difficulties related to costs or providing the requirements for performing the service in order to reach the levels high performance.
8. The results of the study showed that the adoption of behaviors by administrative leaders in private hospitals, a sample in Al-Diwaniyah Governorate, such as ridicule of workers, lack of interest in their feelings and thoughts, failure to involve them in decision-making processes, ignoring them at work, lack of respect for them, and interference in their job privacy, leads to workers adopting the procrastinating at work behavior and not paying attention to it.
9. The results of the study showed that administrative leaders in private hospitals in Al-Diwaniyah Governorate, the study sample, adopt behaviors such as mocking employees, belittling them at work, exploiting their efforts in fulfilling their job duties and seizing opportunities to blame them and hold them responsible for shortcomings at work, whether they are negligent or not, in addition to reprimanding them. In front of others or reprimanding and belittling them would also increase their procrastination at work behavior.
10. The results showed that the administrative leaders in the private hospitals in the Al-Diwaniyah Governorate, the study sample, adopted measures such as not appreciating the efforts made at work, dealing with negative comments from employees openly, weak involvement of them in work or committees that are beneficial to them, and burdening them with a difficult workload, in addition to not fulfilling promises with workers and the disintegration of their social relationships, and this would lead workers to adopt procrastination at work behavior.
11. The results showed that the more the administration of private hospitals in Diwaniyah Governorate, the study sample, paid attention to the dimensions of psychological resilience in terms of paying attention to the efficiency of employees, improving their personal behaviors at work, and introducing them to the necessary training courses to increase their specialized skills and maximize their field capabilities in dealing with medical cases, diagnosing and prescribing treatment for patients, and giving them opportunities for advancement at work, assuming administrative positions, and providing them with a positive work environment and all its requirements would enhance their desire to work and reduce procrastination at work behavior.
12. The results found that the management of private hospitals in the Al-Diwaniyah Governorate, the sample of the study, whenever it seeks to pay attention to the employees' competency dimension in terms of encouraging them to persevere in their work and putting forth efforts in it, trusting their efforts and personal capabilities, trusting them in assuming responsibility, helping them achieve goals, and contributing to the formulation of plans at the very least, related to their jobs and participate in providing ideas related to solving problems that obstruct the workflow from time to time, revealing their causes and developing ways to treat them in order to reduce procrastination at work behavior.
13. The results show the interest of the administration of private hospitals in Al-Diwaniyah Governorate, the study sample, in the dimension of development and growth for workers in terms of giving them opportunities to learn and grow in order to increase their skills and specialized knowledge in diagnosing patients' conditions and prescribing treatment for them and supporting their personal orientations in facing problems and dealing with difficult situations that they go through during their daily interactions, introducing them to courses and participating in development seminars in order to enhance their desire to work and reduce their procrastination at work behavior.
14. The results demonstrated the interest of the administration of private hospitals in Diwaniyah Governorate, the study sample, in the dimension of optimism for workers and enhancing their efforts at work by encouraging them to improve their outlook for the future and dealing with work problems as simple challenges that can be treated and helping them to draw plans and strategies to overcome the difficulties they face and possessing the capabilities and the potential for success in order to enhance their belonging to work and reduce procrastination at work behavior in it.
15. The results of the study in private hospitals in Al-Diwaniyah Governorate, the study sample, found that there are supervisors who mock the actions of their subordinates and treat them silently, which leads to creating an atmosphere of hostility that results in delaying the implementation of decisions and procrastination, in addition to being preoccupied with other ideas instead of focusing on the work of the subordinates.
16. The results of the study in private hospitals in Al-Diwaniyah Governorate, the study sample, showed that the employees' possession of high efficiency enables them to move forward despite the difficulties and look at them in a positive way, in addition to their possession of the necessary skill to deal with problems, which leads to them focusing more on the tasks assigned to them and not postponing them or being preoccupied with other matters are not related to work, such as browsing social networking sites.
17. The results of the study in private hospitals in Al-Diwaniyah Governorate, the study sample, demonstrated the interactive role of the psychological resilience variable in the relationship between abusive supervision and procrastination at work behavior. That is, the level of the positive relationship between abusive supervision and procrastination at work behavior will decrease by increasing the level of psychological resilience by one unit. In other words, it is possible for the private hospitals in the study sample to rely on adopting the dimensions of psychological resilience in terms of improving the efficiency of medical and nursing staff and paying attention to the development and growth of their personal potential this would reduce the effect of abusive supervision on procrastination at work behavior.

## **Second: Recommendations**

1. Private hospitals in Al-Diwaniyah Governorate must adopt paternal leadership in their management, which enables the creation of a friendly environment between both sides of the equation, represented by workers and supervisors, in addition to the possibility of reducing the procrastination at work behavior among workers.
2. The top management needs to pay attention to establishing a culture of organizational commitment among subordinates and their supervisors, as this helps them deal with stress and pressures and makes them more prepared to fulfill their obligations and responsibilities, thus reducing the possibility of workers' behavior of procrastination.
3. The top management in hospitals needs to establish a system of tight control over supervisors confirmed to have abused them to prevent further abuse of workers, in addition to imposing strict penalties on them or relieving them from work if necessary.
4. The top management in private hospitals must set clear, time-bound goals, in addition to dividing large tasks into smaller, achievable tasks, prioritizing tasks through the use of time management techniques, developing a system of rewards and punishments, and trying to understand the consequences of procrastination at work behavior.
5. Continue to establish psychological resilience among employees because of its importance in helping workers adapt to fluctuations and disturbances in the workplace and the pressures resulting from a hostile work environment, in addition to enabling them to control their negative feelings.
6. The need to enhance employees' desire to work and involve them in work teams that can provide support by finding joint solutions for them, in addition to enhancing continuous learning practices, especially with regard to new tasks that have high requirements for completion.
7. It is necessary for hospital management to strive to be committed to meeting the needs and desires of its employees by achieving their goals and ambitions because, as a result, they contribute to its general goals.

## References

- 1- Aggio, D., Fairclough, S., Knowles, Z., & Graves, L. (2016). Validity and reliability of a modified english version of the physical activity questionnaire for adolescents. *Archives of Public Health*, 74(1), 1-9.
- 2- Ahmad, J., Athar M. R., Azam R. I., Hamstra M. R and Hanif . M(2019), A Resource Perspective on Abusive Supervision and Extra-Role Behaviors: The Role of Subordinates' Psychological Capital. *Journal of Leadership & Organizational Studies* 2019, Vol. 26(1) 73– 86.
- 3- Anasori, E., Bayighomog, S. W & Tanova. C (2019): Workplace bullying, psychological distress, resilience, mindfulness, and emotional exhaustion, *The Service Industries Journal*.
- 4- Bandura, A. (1982). Self-efficacy mechanism in human agency. *American Psychologist*, 37, 122-147.
- 5- Brien. M., Brunet. L., Boudrias, J.S., Savoie. A., & Desrumaux. P. (2008). Development and validation of the Hardiness-Resilience scale (EHR). Congress proceedings: 15th congress of the French-speaking international association of work psychology (AIPTLF), pp.1-12.
- 6- Caldeira, S.; Timmins, F. (2016), Resilience: Synthesis of concept analyses and contribution to nursing classifications. *Int. Nurs. Rev.* 2016, 63, pp.191–199.
- 7- Clawson, M. C. (2015), Leadership Malpractice in Higher Education: Effects of Organizational Ethical Culture and Followers' Perceived Organizational Support on Abusive Supervision and Vicarious Abusive Supervision. Submitted to Regent University School of Business & Leadership in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Organizational Leadership, pp. 1-13.
- 8- Dilmac. B, (2009), An Analysis of Teachers' General Tendency to Procrastinate, Perception of Professional Efficiency / Self Efficiency and Altruism Electronic Journal of Research in Educational Psychology, vol 7, pp 1323-1338.
- 9- Fischer. T, Tian A. W, Lee. A and Hughes D. J (2021), Abusive supervision: A systematic review and fundamental rethink. *The Leadership Quarterly* 32, pp 1-19(101540).
- 10- Fletcher. D and Sarkar. M (2013), Psychological Resilience a Review and Critique of Definitions, Concepts, and Theory. *European Psychologist* 2013; Vol. 18(1):12–23.
- 11- Garrett, K. R., & Danziger, J. N. (2008). Disaffection or expected outcomes: Understanding personal internet use during work. *Journal of Computer-Mediated Communication*, 13, 937–958.
- 12- Ghayas, M.M and Dr.Jabeen.R(2020), Abusive Supervision: Dimensions & Scale. *New Horizons*, Vol.14, No.1, 2020, pp 107-130.
- 13- Gu. X, Xu. G, Qian. C, Chang. S and Deng. D (2022), Excess and Defect: How Job-Family Responsibilities Congruence Effect the Employee Procrastination Behavior, *Psychology Research and Behavior Management*, , 1465-1480.
- 14- Gupta. R, Hershey D. A and Gaur. J (2012), Time Perspective and Procrastination in the Workplace: An Empirical Investigation. *A Journal for Diverse Perspectives on Diverse Psychological Issues* ISSN 1046-1310 Volume 31 Number 2.
- 15- Grant. L & Kinman. G (2012), Enhancing Wellbeing in Social Work Students: Building Resilience in the Next Generation, *Social Work Education. The International Journal*, 31:5, 605-621.
- 16- Hartmann. S, Weiss. M, Newman. A and Hoegl. M (2019), Resilience in the Workplace: A Multilevel Review and Synthesis. *Applied Psychology: An International Review*, pp 1–47.
- 17- He. Q, Wu. M, Wu. W and Fu. J (2021) The Effect of Abusive Supervision on Employees' Work Procrastination Behavior. *Front. Psychol.* Vol 12:596704, pp 1-12.
- 18- Jacelon C. (1997) The trait and process of resilience. *Journal of Advanced Nursing* 25, 123–129.
- 19- Jackson. D, Firtko. A & Edenborough. M (2007) Personal resilience as a strategy for surviving and thriving in the face of workplace adversity: a literature review. *Journal of Advanced Nursing* 60(1), 1–9.
- 20- Jung, H. S and Yoon, H. H (2015), "The impact of employees' positive psychological capital on job satisfaction and organizational citizenship behaviors in the hotel", *International Journal of Contemporary Hospitality Management*, Vol. 27, No.6 pp.1135 – 1156.
- 21- King, D.D, Newman.A and Luthans. F (2015), Not if, but when we need resilience in the workplace. *Journal of Organizational Behavior*, Published online in Wiley Online Library, pp. 1-5.
- 22- Li. Y, Wang. Z, Yang L. Q and Liu. S(2016), The Crossover of Psychological Distress From Leaders to Subordinates in Teams: The Role of Abusive Supervision, Psychological Capital, and Team Performance. *Journal of Occupational Health* 2016, Vol. 21, No. 2, pp.142–153.
- 23- McLarnon M.J and Rothstein, M. G (2013), Development and Initial Validation of the Workplace Resilience Inventory. *Journal of Personnel Psychology* 2013; Vol. 12(2): pp. 63–73.
- 24- Metin U. B, Taris t. W and Peeters M. C, (2016), Measuring Procrastination at Work and Its Associated Workplace Aspects. *Personality and Individual Differences* 101 (2016), pp. 254–263.
- 25- Metin U. B, Peeters M. C and Taris T. W, (2018), Correlates of procrastination and performance at work: The role of having “good fit”. *Journal of Prevention & Intervention in the Community*, 46:3, pp.228-244.
- 26- Metin U. B, Peeters M. C and Taris T. W, (2018), Correlates of procrastination and performance at work: The role of having “good fit”. *Journal of Prevention & Intervention in the Community*, 46:3, pp.228-244.
- 27- Mitchell, M. S and Ambrose, M. L (2007), Abusive Supervision and Workplace Deviance and the Moderating Effects of Negative Reciprocity Beliefs. *Journal of Applied Psychology*, Vol. 92, No. 4, pp. 1159-1168.
- 28- Al-Najjar, Hamida Muhammad. (2018), The effect of abusive supervision on organizational silence, as applied to employees in the General Office of Dakahlia Governorate, *Journal of the Faculty of Commerce for Scientific Research, Faculty of Commerce at Alexandria University*, Issue (1), Volume (55).
- 29- Nguyen B., Steel P., Ferrari J. (2013). Procrastination's impact in the workplace and the workplace's impact on procrastination. *International Journal of Selection and Assessment*, vol. 21, no. 4, pp. 388–399.
- 30- Paulsen, R. (2015). Non-work at work: Resistance or what? *Organization*, 22, 351–367.
- 31- Pearlman-Avnion. S and Zibenberg. A (2018), Prediction and job-related outcomes of procrastination in the workplace. *Journal of Prevention & Intervention in the Community*, 46:3, 263-278.
- 32- Pedersen, W. C., Gonzales, C., & Miller, N. (2000). The moderating effect of trivial triggering provocation on displaced aggression. *Journal of Personality and Social Psychology*, 78(5), 913.
- 33- Pradhan. S and Jena. L (2016), The Moderating Role of Neutralizers on the Relationship between Abusive Supervision and Intention to Quit: A Proposed Model. *Journal of Human Values* 22(3) 238–248.
- 34- Robbins, S. P and Judge, T. A (2022), *Organizational Behavior* Updated 18<sup>th</sup> edition global. Pearson Education Limited, 2022, pp. 1-783.
- 35- Roberston I. T, Looper C.L, Sarkar. M and Curran. T (2015), Resilience training in the workplace from 2003 to 2014: A systematic review. *Journal of Occupational and Organizational Psychology* (2015), pp.1-30.
- 36- Robinson, S. L., & Bennett, R. J. (1997). Workplace deviance: Its definition, its manifestations, and its causes. *Research on Negotiation in Organizations* (Vol. 6, pp. 3–27). Greenwich, CT: JAI Press.

- 37- Salehi. Z (2020), Effect of ACT on Work Procrastination and Work Performance. *Journal of Preventive Counselling* Vol. 1, No. 1, (2020), 33-46.
- 38- Samian. M, Riantoputra, C. D and Budihardjo. A (2020), Why employees endorse abusive leaders: the role of trust. *human resource development international*, pp.1-19.
- 39- Steel, P. (2007). The nature of procrastination. *Psychol. Bull.* 133, 65–94.
- 40- Tepper B. J (2000), Consequences of Abusive Supervision. *The Academy of Management Journal*, Vol. 43, No. 2 (Apr., 2000), pp. 178-190.
- 41- Tepper B. J (2007), Agenda Abusive Supervision in Work Organizations: Review, Synthesis, and Research. *Journal of Management*, 2007, Vol. 33, pp. 261-289.
- 42- Tepper, B.J., & Henle, C.A. (2011). A case of recognizing distinctions among constructs that capture interpersonal mistreatment in work organizations. *Journal of Organizational Behavior*, 32, 487–498.
- 43- Tiger, Lionel (1971), *Optimism: The Biology of Hope*, New York: Simon -Schuster.
- 44- Uysal H. T and Yilmaz. F (2020), Procrastination in the Workplace: The Role of Hierarchical Career Plateau. *Upravljenets – The Manager*, vol. 11, no. 3, pp. 82–101.
- 45- Vaquero. E, Urrea. A and Mundet. A (2014), Promoting Resilience Through Technology, Art and Child Rights-Based Approach. *Revista de cercetare [i interven]ie social\*, 2014, vol. 45, pp. 144-159.
- 46- Vella, S. L, Pai, N.B (2019), A theoretical review of psychological resilience: Defining resilience and resilience research over the decades. *Arch Med Health Sci* 2019; Vol 7:233-239.
- 47- Vveinhardt. J and Sroka. W (2022), What Dtermines Employee Procrastination and Multitasking in the Workplace: Personal Qualities or Mismanagement? *Journal of Business Economics and Management*. Volume 23 Issue 3: pp.532–550.
- 48- Walker, F. R., Pfingst. K, Carnevali. L, Sgoifo. A, Nalivaiko. E (2016), In the search for integrative biomarker of resilience to psychological stress. *Neuroscience and Biobehavioral Reviews*, pp.1-33.
- 49- Weymann E. C (1988), Procrastination in the Workplace: Dispositional and Situational Determinants of Delay Behavior at Work. *Academy of Management Proceedings*, pp.226-230.