2025

NIGERIAN JOURNAL

OF SOCIAL

PSYCHOLOGY

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Exploring The Predictive Role of Power Distance, Organizational Injustice and Office Abuse on Machiavellianism of Civil Servants in Anambra State.

Chinenye S. Anazor
Leonard N. Ezeh
Chiamaka O. Joe-Akunne
Department of Psychology, Nnamdi Azikiwe University, Awka.
Corresponding Author e-mail*: co.joe-akunne@unizik.edu.ng*

Abstract

The study critically examined power distance, organizational injustice and office abuse as predictors of Machiavellianism among 248 civil servants in Anambra state, Nigeria. Multi-stage sampling technique was adopted in selecting the participants. The age of the participants ranged from 23-60 years with mean age of 42.6 and standard deviation of 4.20. Their gender comprised of 82 males (33.6%) and 166 females (66.4%). Four sets of research instruments were used for data collection-power distance scale, organizational justice scale, CWB checklist and Machiavellian trait scale. Correlational design and multiple regression analysis were used to analyze data. All statistics were managed using SPSS version 23. Four hypotheses were tested in the study. The first hypothesis which stated that power distance will significantly predict Machiavellianism among civil servants in Anambra state was accepted at B=.50, p<.05. Also, the second hypothesis which stated that organizational injustice will significantly predict Machiavellianism among civil servants in Anambra state was also accepted at B=.20, p<.05. Again, the third hypothesis which stated that office abuse will significantly predict Machiavellianism among civil servants in Anambra state was also accepted at B=.46, p<.05. Consequently, the fourth hypothesis which is the joint predictive influence of power distance, organizational injustice and office abuse on Machiavellianism of civil servants in Anambra state were also accepted at B=.39, p<.05. Based on the findings of the study, important recommendations that could aid in reducing Machiavellian tendencies at the workplace were made.

Keywords*: Power distance, organizational injustice, office abuse, Machiavellianism, civil servants*

Introduction

Machiavellian ideation or Machiavellianism is a trait that involves strategically manipulating others for personal gain, often against the other's self-interest. The Machiavellian behavior observed in Nigerian civil services is rooted in a complex organizational background characterized by historical, cultural, and structural elements. This background, shaped by Nigeria's colonial legacy and bureaucratic tradition, sets the tone for power dynamics and hierarchical structures within the civil service. During the colonial era, the administration's authoritarian approach laid the foundation for a power-centric system, emphasizing obedience to authority and hierarchical order (Arowolo, 2015). This legacy continues to influence the organizational culture, fostering an environment conducive to Machiavellian behavior.

The cultural dimensions of Nigeria further contribute to the prevalence of Machiavellian tendencies in civil services. Nigeria exhibits a high-power distance, reflecting the society's deep-rooted respect for authority and acceptance of unequal power distribution (Hofstede Insights, n.d.). Within civil services, this cultural dimension translates into an organizational climate where power dynamics are pronounced. This environment can encourage the

manipulation of power for personal gain, as seen in studies linking power distance to Machiavellian behavior (Hussain et al., 2021).

Bureaucratic inefficiencies in Nigerian civil services add another layer to the emergence of Machiavellian behavior. Delays in decision-making, corruption and a lack of transparency create frustration among employees (Arowolo, 2015). This frustration can drive individuals toward Machiavellian behavior as they seek alternative means to achieve their goals. In a system where meritocracy is compromised, individuals might resort to manipulation and strategic maneuvering to secure promotions or other benefits.

The inherent competition for limited resources and opportunities within the civil service exacerbates Machiavellian tendencies. With a lack of clear performance evaluation criteria, employees engage in fierce competition for promotions, better assignments, and recognition. This competitive environment, coupled with a lack of transparency in decision-making, provides fertile ground for Machiavellian behavior to thrive. Research indicates that resource scarcity and competition can lead to manipulative tactics (Nwanzu & Babalola).

Power distance is a variable considered to influence Machiavellianism. It is defined as to the way in which power is distributed and the extent to which the less powerful accept that power is distributed unequally Mcray, (2015). Simply put, people in some cultures accept a higher degree of unequally distributed power than do people in other cultures. Power distance refers to the relationship between those in power and their subordinates in an enclosed society or organization. Within the civil service environment, hierarchical structures and bureaucratic procedures underscore the significance of power dynamics. In this context, the concept of power distance gains prominence as a cultural dimension reflecting the acceptance of unequal power distribution within organizations. Particularly relevant to the Nigerian civil service, characterized by hierarchical norms, power distance is a defining feature that merits examination in relation to its predictive influence on Machiavellian tendencies among civil servants. Hussain et al. (2021) and Robertson et al. (2016) validate the connection between power distance and Machiavellianism. Hussain et al.'s study demonstrates that cultures with high power distance are more likely to harbor managers with Machiavellian tendencies. Likewise, Robertson et al.'s research reveals a positive correlation between Machiavellianism and power distance. In hierarchical settings like civil service, characterized by distinct power dynamics, exploring the interplay between power distance and Machiavellianism becomes crucial to understanding the emergence of these behaviors among civil servants. Beside power distance, this attitude may also be fostered by perceived organizational injustice and office abuse.

The impact of organizational injustice in fostering Machiavellian tendencies cannot be over emphasized. Perceived unfair treatment, biased decision-making, and favoritism erode trust in the system and generate feelings of inequity (Arowolo, 2015). Employees who perceive that their efforts are not rewarded fairly might resort to manipulative tactics to advance their interests. The absence of procedural, distributive, and interactional justice further contributes to a climate conducive to Machiavellianism. Organizational injustice is seen as the employee's belief that he or she has been treated unfairly or unjustly. Organizational injustice is the way people sense that their organization has been unfair to them in terms of the outcome they receive, the processes used to determine the outcomes and the interactional treatment they have experienced. Perceived organizational injustice, encompassing aspects such as distributive, procedural, and interactional justice, significantly influences employee behavior. Geraghty (2019) highlights that perceived organizational injustice moderates the relationship between Dark Tetrad traits and counterproductive work behavior. This underscores the potential role of

organizational injustice as a catalyst for Machiavellian tendencies. In the context of civil service, where power dynamics can lead to inequities, investigating the link between perceived organizational injustice and Machiavellianism holds relevance.

Office abuse, encapsulating workplace bullying and mistreatment, emerges as another avenue through which Machiavellian tendencies manifest. Office abuse is any act or threat of physical violence, harassment, intimidation or other threatening disruptive behaviour that occurs at the workplace. It ranges from threats and verbal abuse to physical assaults and even death. It is persistent mistreatment that occurs in the workplace. Pilch (2015) finds that Machiavellianism predicts involvement in bullying behaviors. Sean and Fleischman's (2018) study support this connection by revealing a positive association between workplace bullying and Machiavellianism. Given the hierarchical and potentially abusive nature of the civil service environment; the predictive relationship between office abuse and Machiavellianism merits exploration.

Against the backdrop of the civil service's unique organizational climate, this study endeavors to comprehensively analyze the predictive role of power distance, office abuse, and perceived organizational injustice on Machiavellianism among civil servants in Anambra State. This has become pertinent because in Nigeria's hierarchical civil service context, these factors are salient, potentially shaping behaviors and attitudes. By investigating the interplay among these variables, the study aims to uncover mechanisms contributing to the emergence of Machiavellianism among civil servants.

Theoretical Framework

The theoretical framework that guided this study is a combination of theory of reasoned action developed by Fishbein (1974) and Blau's social exchange theory. These two theories were adopted in this study because they extensively tried to explain why employees tend to exhibit certain behaviours in the workplace which can be favourable or counterproductive. For instance, the theory of reasoned action proposed that behaviour is rational and dependent on the individual's analysis of available information. The theory also holds that individuals weigh the pros and cons of an action or a behaviour before performing them. Hence, Machiavellianism which is a personality disposition is exhibited by some employees in the workplace as a form of retaliation against unfair treatment meted out to them by the organization. The theory of reasoned action is based on a person's attitude towards the behaviour and their perception of social pressures from significant others to perform or not to perform the behaviour in question.

The social exchange theory on the other hand was adopted in this study as a theoretical framework because it effortlessly explained certain behaviour in the workplace. The theory asserted that when employees are treated favourably by the organization, they usually feel obligated to respond in kind through positive attitude towards the organization but when treated unfairly or unjustly, employees will reduce or withdraw their positive attitude and exhibit counterproductive work behaviour as a form of retaliation.

These two theories connect to the issues of the variables of study-power distance, organizational injustice, office abuse and Machiavellianism. For instance, an employee that perceives an extreme power imbalance or distance in the workplace such that his or her opinion is not regarded in the scheme of things especially in issues that concerns him or her will retaliate through counterproductive behaviours. Similarly, when there is a perception of injustice both in the procedure (procedural) of decision making, interactional and in the distribution of reward and punishment, the workers will respond naturally by making the organizational climate unfavourable for everyone. Again, when the workers or employees perceive that their

supervisors or colleagues are using their positions of authority to abuse or disregard them, they will also respond by withdrawing positive work attitudes.

Hypotheses

The following hypotheses guided the study:

i. Power distance will significantly predict Machiavellianism among Anambra State civil servants.
ii. Organizational injustice will significantly predict Machiavellianism among civil servants in Anambra State.
iii. Office Abuse will significantly predict Machiavellianism among Anambra State civil servants
iv. Power Distance, organizational injustice and office Abuse will jointly predict Machiavellianism among civil servants in Anambra State.

Method

Participants

Two hundred and forty-eight (248) civil servants from Anambra State civil service were used for the study. They were drawn from seven (7) ministries out of the 14 ministries in the Anambra state civil service. Multi-stage sampling technique was adopted for the study because it involves drawing sample from a population using smaller group or unit at each stage which is applicable in this study. The first multi-stage sampling technique used in this study is purposive sampling. Purposive sampling was used to select Anambra State civil servants. In the same vein, simple random sampling by replacement using dip pick was also adopted in selecting ministries used for the study. Again, accidental sampling was employed for selecting individual employees in the ministries. This implies that only workers who were available and willing to participate in the study were selected.

The participant's ages ranged from 23-60 years with a mean age of 42.6 and a standard deviation of 4.20. They comprised of 82 males (33.6%) and 166 females (66.4%). Their minimum Academic qualification was senior secondary school certificate examination (SSCE) while their highest academic qualification was Ph.D.

Instruments

The study made use of four research instruments for data collection. The instruments have been revalidated in Nigeria to ensure their validity and reliability within our local research circumstance. The instruments used are Power Distance Scale of Yoo et al (2011), Organizational Justice Scale (OJS) of Niehoff and Moorma (1993), CWB Checklist of Spector et al (2006) and Machiavellian trait scale developed by Dahling et al (2009)

Power Distance scale

Power Distance Scale adapted from Yoo, Donthu and Lenartowicz (2011) CV scale. It is a 5-item subscale from the original 26-item five dimensional scales of individual cultural values with power distance as subscale. Yoo et al (2011) reported an internal consistency of.69 in the power distance dimensions. Some of the sample items in the power Distance Scale include: "People in higher positions should make most decisions" and "people in higher position should not delegate important tasks to people in lower positions". The scale is in likert format of 7 responses ranging from strongly disagree to strongly agree.

Organizational Justice Scale (OJS)

Organizational Justice Scale was developed by Niehoff and Moorman (1993). It is a 23-item scale that measures fairness and equity in an organization. It is measured on a five-point likert format ranging from 1= ''strongly disagree'' to 5= "strongly agree" indicating the extent to which the item applies to the participants which the participants are expected to respond to. Sample items in the scale include "my work schedule is fair", "job decisions are made by my management in an unbiased manner". The scale was revalidated in Nigeria by Ogunkuade and Ojiji (2018) with a Cronbach Alpha of 0.93 which is reliable.

Office Abuse (CWB) Checklist

Office Abuse was be measured using counterproductive work behaviour (CWB) checklist developed by Spector, Fox, Penny, Bruursema, Goh and Kessler (2006). It is a 32-item checklist that measures counterproductive work behaviour. It has 5 dimensions such as workplace abuse, (measured by items 8, 9,14,15,19, 20, 21, 23-32), production deviance (2,10,12), sabotage (1,5,6), theft (7,16,17,18, 22) and withdrawal (3,4,11,13). The response options ranges from 1(never) to 5(every day) with high scores representing higher incidence of CWB. Spector et al (2006) reported that coefficient alpha of .18 was obtained under the CWB scale. The scale was validated in Nigeria by Adenike, (2011). He reported a Chronbach's alpha coefficient of .68 with the test-retest reliability coefficient of r =52.

Machiavellianism Trait Scale

The Machiavellianism Trait Scale was developed by Dahling et al (2009). It is a 16 item questionnaire that measures Machiavellian traits in people especially in the workplace. Some sample items in the questionnaire include: "I am willing to be unethical if I believe it will help me succeed". "The only good reason to talk to others is to get information that I can use to my benefit". The authors reported validity of =.84 for the entire scale. The response is the likert format of 1='strongly agree' to 5='strongly disagree'.

The scale was validated in Nigeria by Madubueze et al (2021) in a pilot study using 51 participants. The researcher obtained an alpha reliability coefficient of .74 for the scale.

Procedure

The researcher sampled civil servants selected from seven (7) ministries in the Anambra state civil service. Before embarking on the fieldwork, the researcher sought and got approval and identification letter from the department to help her gain easy access to the administrative management of each ministry visited. In each of the ministry visited, the researcher explained the nature of the study to the management of the ministry and was asked to directly talk to the workers. This gave the researcher the opportunity to explain the nature of the research to them assuring them of the confidentiality of their responses. It is important to mention that the questionnaires were given to only workers met at each of the ministries who were willing to participate with the help of a research assistant. After the test administration, copies of filled questionnaires from the 7 ministries used were collated, out of 266 copies distributed, 253 were returned, 5 were not properly filled and thus, 248 questionnaires were used for data analysis. The exercise lasted for five (5) days with the help of a research assistant who helped the researcher in distributing and collating the questionnaires.

Design and Statistics

The study adopted correlational design and multiple regression analysis was used to analyze data. All statistics were managed using SPSS version 23.

Results

The statistical results of the tested hypotheses are presented with the aid of descriptive tables followed by a brief interpretation.

Table 1: Zero order correlation matrix for the relationship among power distance, office abuse, perceived organizational injustice and Machiavellianism among civil servants in Anambra State

Variables	1	2	3	4
1. Power distance	1.00			
2. Office abuse	.57**	1.00		
3.Perceived org. injustice	.48*	.43*	1.00	
4. Machiavellianism	.59**	.33*	.27*	1.00

*Correlation is significant at p < 0.05
**Correlation is significant at p < 0.01

Data in Table 1 shows correlation matrix for all the variables of the study and it is ascertained that positive and significant correlations were recorded between the predictors (power distance, office abuse, and perceived organizational injustice) and the criterion variable (Machiavellianism) at $r(3, 248) = .59$, $p < .05$, $r(3, 248) = .33$, $p < .05$, and $r(3, 248) = .27$, $p < .05$ respectively. The recorded positive relationship indicates that while the influence of the predictors is directly and proportional on the criterion variable. The relationship further explains the behavioural proximities of the factors with each influencing the other. The implication of this positive and significant relationship in the findings is that the prevalence of the predictors (power distance, office abuse, and perceived organizational injustice) influence the prevalence of the criterion variable Machiavellianism.

Table 2: Model summary for the contribution of power distance, office abuse, and perceived organizational injustice

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.572[a]	.328	.326	1.96495	.328	169.003	1	250	.000
2	.627[b]	.394	.390	1.85757	.066	37.739	1	249	.000
3	.678[c]	.431	.447	1.74264	.052	24.602	1	248	.000

a. Predictors: (Constant), Power distance

b. Predictors: (Constant), Power distance, Office abuse
c. Predictors: (Constant), Power distance, Office abuse and Perceived Org. injustice

Data observed in Table 2 shows independent contribution of the predictors in the study model. In model 1, it is observed that power distance contributed .328 with adjusted R^2 yielding approximately 32.6% independent explanation of the influence of power distance on Machiavellianism among civil servants in Anambra State. In model 2, office abuse contributed .390 in adjusted R^2 which yielded approximately 6.6% independent contribution on the influence of office abuse on Machiavellianism among civil servants in Anambra State as observed in R square change. In model 3, perceived organizational injustice had an independent contribution of .447 in the adjusted R square which approximately yields 5.2% as observed in the R square change. The model summary therefore indicated that the predictors independently contributed significant influence on Machiavellianism among civil servants in Anambra State.

Table 3: Multiple regression analysis indicating predictive influence of the tested models

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.700	1.239		13.482	.000
	Power distance	.501	.039	.572	13.000	.001
2	(Constant)	13.514	1.269		10.646	.000
	Power distance	.435	.038	.497	11.506	.000
	Office abuse	.457	.070	.281	6.502	.009
3	(Constant)	6.311	1.681		3.754	.000
	Power distance	.329	.040	.376	8.260	.002
	Office abuse	.436	.067	.268	6.511	.007

	Perceived org. injustice	.201	.033	.274	6.153	.013
4	All	.363	.052	.391	8.625	.001

a. Dependent variable: Machiavellianism

At the end of the multiple regression analysis in Table 5, beta weight coefficients for the model of the study were indicative that the predictors - power distance, office abuse, perceived org. injustice in model 1-3 showed positive and significant independent predictive effects on Machiavellianism among civil servants in Anambra State at $\beta(3, 248) = .50$, $p < .05$; $.46$, $p < .05$; and $.20$ $p < .05$ respectively. The finding implies that the predictive effects of the predictor variables are direct and proportional to the dependent variable such that the higher the prevalence of power distance, office abuse, perceived org. injustice (the predictors), the higher the prevalence of Machiavellianism (dependent variable) and the lower the prevalence of power distance, office abuse, perceived org. injustice (the predictors), the lower the prevalence of Machiavellianism (dependent variable). Based on this, hypotheses 1, 2 and 3 were confirmed. Also, the joint predictive effects of the predictors power distance, office abuse, perceived organizational injustice was also positive and significant at $\beta(3, 248) = .39$, $p < .05$; an indication that the joint predictive effects of the predictors as shown in model 3 is valid in which the higher the prevalence of all the predictors, the higher Machiavellianism among civil servants in Anambra State. Consequently, hypothesis 4 is equally confirmed.

Discussion

The presented study aimed to explore the predictive role of power distance, organizational injustice dimensions, and office abuse on Machiavellianism among civil servants in Anambra State, Nigeria. The results of the multiple regression analysis indicated that all three predictors showed positive and significant independent effects on Machiavellianism. These findings are in line with the empirical literature, which provides valuable insights into the relationships between these variables and supports the theoretical framework.

Starting with power distance, the empirical literature suggests that organizations characterized by high power distance cultures are more likely to foster Machiavellian tendencies. This aligns with the results of the study, as higher levels of power distance were found to predict higher levels of Machiavellianism. The theoretical framework, drawing from the theory of reasoned action and social exchange theory, explains how individuals may resort to Machiavellian behavior as a form of retaliation against perceived unfair treatment. This can be especially prominent in hierarchical settings with pronounced power imbalances.

Hypotheses one which stated that power distance will significantly predict Machiavellianism among Anambra state civil servants was confirmed. This study agrees with the study by Hussain et al. (2021) which investigated the connection between Machiavellian personality and unethical behavior, considering the moderating role of cultural factors, they found that Machiavellian personality had a positive relationship with unethical behavior and that cultural dimensions such as power distance significantly moderated this relationship. This supports the idea that a higher prevalence of power distance culture can predict greater Machiavellian tendencies. Similarly, the findings from the present study indicated a significant positive relationship between power distance and Machiavellianism among Anambra State civil servants, thus confirming hypothesis I. Similarly, Nwanzu and Babalola's research explored the predictive relationship between workplace spirituality, perceived organizational support, and job performance. Their study demonstrated that workplace spirituality, which is inversely related to Machiavellianism, correlated positively with perceived organizational support (the

opposite of power distance). This suggests that higher power distance in an organization could predict higher levels of Machiavellianism. This further supports the findings of the current study where power distance was found to significantly predict Machiavellianism among civil servants in Anambra State.

The second hypothesis which stated that organizational injustice will significantly predict Machiavellianism among civil servants in Anambra state was also confirmed. The empirical literature shows that organizational injustice, including distributive, procedural, and interpersonal injustice, is associated with increased Machiavellian behavior. This is consistent with the study's findings, where organizational injustice was found to significantly predict Machiavellianism. The theoretical framework further supports this by positing that individuals subjected to injustice may respond by displaying counterproductive behaviors, to rebalance perceived wrongs. The result of this study is also supported by the research by Geraghty (2019) which investigated the relationship between Dark Tetrad traits and counterproductive work behaviors, along with the moderating effect of perceived organizational injustice. While the study mainly focused on counterproductive work behaviors, its findings align with hypothesis II. The results indicated that individuals with Dark Tetrad traits, including Machiavellianism, were more likely to engage in counterproductive work behaviors when perceived organizational injustice was low. This suggests that individuals with Machiavellian tendencies may exploit organizational injustice to justify their counterproductive actions, supporting the hypothesis that organizational injustice dimensions predict Machiavellianism. In the same vein, the research of Flaherty and Moss (2007) who conducted a study on the impact of personality and team context on workplace injustice and counterproductive work behavior. While the primary focus was on counterproductive behavior, their results showed that all dimensions of organizational justice, including distributive, procedural, and interactional justice, were positively related to counterproductive work behavior. This provides additional support for the idea that the perception of organizational injustice can predict the likelihood of engaging in counterproductive behavior, such as Machiavellianism. Therefore, the findings of the current study, where organizational injustice significantly predicted Machiavellianism, align with these empirical findings. By incorporating these specific empirical studies, the discussion becomes more grounded in existing research, bolstering the credibility of the hypotheses and their interpretations considering the study's findings.

Regarding office abuse, the third hypothesis which stated that office abuse will significantly predict Machiavellianism among civil servants in Anambra state was also confirmed. The literature highlights its link with Machiavellianism, as individuals who experience or witness abusive behaviors may develop Machiavellian tendencies as a defense mechanism or to navigate a hostile work environment. The study's results, demonstrating that office abuse significantly predicts Machiavellianism, align with these findings. The theoretical framework reinforces this connection, suggesting that abusive behavior can lead to negative perceptions of the organization and, consequently, counterproductive responses. This finding is supported by the research by Pilch (2015) which delved into the relationship between Machiavellianism, organizational culture, and workplace bullying (office abuse). Their findings revealed that Machiavellianism predicted involvement in bullying others. This suggests that individuals with Machiavellian tendencies are more likely to engage in abusive behavior towards their colleagues. The study implies a positive relationship between Machiavellianism and workplace bullying, which aligns with hypothesis iii. In the context of the current study, office abuse was found to significantly predict Machiavellianism among civil servants in Anambra State, providing support for the hypothesized relationship. Similarly, Sean and Fleischman's study (2018) explored the impact of workplace bullying on Machiavellianism and job

satisfaction, along with their influence on ethical decision making. Their findings demonstrated a positive association between workplace bullying and Machiavellianism. This indicates that individuals who experience workplace bullying may develop Machiavellian tendencies as a coping mechanism or defense mechanism. This aligns with hypothesis III, where office abuse was expected to predict Machiavellianism. The findings from the present study, which showed a significant predictive relationship between office abuse and Machiavellianism, further support this empirical evidence.

The fourth hypothesis which is the joint predictive effects of the predictors – power distance, organizational injustice, and office abuse – on Machiavellianism was also confirmed. This underlines the complexity of the relationships between these variables and their combined influence on employees' Machiavellian tendencies. The theoretical framework, rooted in the theory of reasoned action and social exchange theory, highlights how these factors collectively shape employees' attitudes and behaviors. The empirical literature further substantiates these relationships, showing how power distance, organizational injustice, and office abuse can interact to influence individuals' Machiavellian behavior. This is in line with Galparvar's study (2020) on the role of moral ideologies and cultural values in unethical behavior, considering occupational stress and burnout. Their results indicated that both idealism and power distance were able to predict unethical behavior (which is closely related to Machiavellianism), and these factors accounted for a significant portion of the variance. This finding supports the idea that a combination of factors, including power distance and cultural values, can jointly predict Machiavellian behavior. In the context of the current study, where power distance, organizational injustice, and office abuse were considered as predictors, the joint predictive effect of these factors aligns with hypothesis IV. Additionally, Szabo et al.'s research (2021) explored the incremental validity of dark personality traits, including Machiavellianism, in predicting workplace outcomes. Their findings revealed that dark personality traits, which include Machiavellianism, accounted for unique variance in counterproductive work behavior and work-related corruption intention. This suggests that the combination of personality traits and situational factors can jointly influence workplace behavior. In the context of the current study, where a combination of power distance, organizational injustice, and office abuse were hypothesized to jointly predict Machiavellianism, these findings lend support to hypothesis IV.

By incorporating these empirical studies, the discussion underscores the empirical support for the hypotheses and their relevance in explaining the relationships between power distance, organizational injustice, office abuse, and Machiavellianism among civil servants in Anambra State. In conclusion, this study contributes to the growing body of research on workplace behaviors and their antecedents, shedding light on the complex interplay between organizational factors and employee attitudes and actions. Again, the study's findings, empirical literature, and theoretical framework converge to support the hypotheses. Power distance, organizational injustice and office abuse were all found to significantly predict Machiavellianism among civil servants in Anambra State. The empirical evidence from previous studies aligns with these findings, illustrating the impact of these factors on fostering Machiavellian tendencies. The theoretical framework further deepens our understanding of these relationships, offering insights into the underlying psychological processes and mechanisms that drive such behaviors.

This study has several theoretical and practical implications for government and even the private sector. Theoretically, this study will aid to widen the knowledge of researchers, government and indeed management of organizations about the concept of Machiavellianism, power distance, organizational injustice and office abuse and its effects on the individual and

the organization and how it enhances productivity, performance and commitment. The study will also provide empirical studies for future research. Practically, this study will help to widen the knowledge of researchers and management of organizations about the concept of Machiavellianism thereby expanding the frontiers of psychological research.

This study will also help to improve the efficiency of workers by highlighting aspects of employee variable that affect commitment because without a committed workforce, organizational effectiveness will not be achieved. It will also aid management of organizations to understand the need to constantly ensure that individuals at the workplace adopt positive work behaviours and eschew counter productive work behaviours that will be detrimental to organizational development. The findings of this study will help the government and indeed managers to understand that perception of injustice may reduce employee effectiveness especially if what is obtainable from one employee is different from another employee as regards to the way they are treated, rewarded and or the process of organizational coordination

The study recommends that Organizations should come up with modalities to checkmate Machiavellian tendencies among civil servants in Anambra state. Also, management of organizations should ensure that workers are adequately and fairly rewarded for the work they perform and shun unfair distribution of rewards as this study has shown that organizational injustice predicted Machiavellianism among civil servants in Anambra state. Again, Office abuse was also seen in this study to predict Machiavellianism in the workplace hence, it is recommended that Government should endeavor to constantly monitor and ensure that employees do not abuse their position or uses the privilege of their position to harm or intimidate others. Also, government should endeavor to involve civil servants in making decisions that concerns them and treat them with respect and dignity as the findings of this research clearly showed that power distance aid Machiavellian tendencies to thrive in the state civil service.

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