Industrial Harmony: Antidote to Workplace Deviant Behaviour among Lecturers in Nigeria

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This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

The rampant deviant workplace behaviours among members of teaching personnel of universities have become critical issue both in academic discuss and society at large. The abnormal, unacceptable and inimical act jeopardizes the socio-economic, psychological and physical well-being of students in tertiary institutions as they could mar their future and cause distortions in their academic calendars thus warranting an empirical investigation to address the anomaly. This study, therefore, examines industrial harmony as an antidote to workplace deviant behavior among lecturers in Nigeria. The study specifically examines influence of collective bargaining variables construct on production deviant behavior among teaching personnel in institutions of high learning in Nigeria using descriptive and inferential statistics tools with sample of 290 participants from purposively selected universities in Nigeria. Findings of the study revealed that all the variables (wages, safety and health, management right, working conditions and fringe benefits) included in model exhibited a very powerful influence on workplace misbehaviour among lecturers in tertiary institutions in Nigeria. This is explained using coefficient of determination (R²) and the F-test. The combined effect of the explanatory variables-independent variables in the model accounts for 0.860 or 86% of the changes in the workplace deviant behaviour among lecturers in Nigeria. It indicates that 75.0% of the changes in workplace misbehaviour among teaching staff in tertiary institutions in Nigeria. This means that only 14% of the variations in workplace misbehaviour among lecturers in tertiary institutions in Nigeria is attributable to many independent variables not embedded in the model. Therefore, it is critically important that the government addresses all matters affecting the wages, safety and health, management right, working conditions and fringe benefits of teaching staff

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union of universities in line with international best practices in the ongoing collective bargaining with the academic staff. This will aid in drastically reducing the production of deviant behaviour among lecturers in tertiary institutions in Nigeria.

Keywords: Wages; safety and health; management right; working conditions; fringe benefits; collective bargaining; industrial harmony.

1. INTRODUCTION

Industrial Harmony emerges from “Industrial Democracy”. Industrial democracy is perceived as a situation in an organization whereby workers’ participation is adequately sought in making timely and valuable choices that will establish situations of their working lives. It anchors on collective participation in decision making process between the two important elements, the employers and the employees. Industrial harmony depicts a state of organizational stability where management and employees work in unison and total cooperation in order to achieve their desired goals. It is a cordial and general agreement on working intimacy between employers and employees for mutual gains and co-existence [1,2]. Industrial agreement portrays situation whereby employees and management cooperate without acrimony to pursue organization’s objectives which are the main reason for their existence. Objectives derive action, and action leads to effective performance in order to accomplish the intended objectives. Industrial harmony encompasses four distinct aspects of cooperation: Duties, employment policy, collective bargaining, communication and consultation [3] as cited by Onyeizugbe, Aghara, Enaim and Abaniwu [4].

Industrial harmony increases labour productivity and enhances accomplishment in organizations, achieving economic prosperity, improving the standards of living of individuals via ensuring a high standard of living. It makes available serene atmosphere conducive to tolerance, dialogue and other numerous avenues of settling industrial or labour-related disputes in Nigeria (such as negotiation, mediation, arbitration, conciliation and litigation or court adjudication). This creates a high level of employee loyalty and satisfaction. Industrial harmony serves as a panacea that mitigates conflicts and promotes peace that will achieve organizational goals. In same vein, collective bargaining enhances industrial harmony as both parties are involved in strategy crafting and formulation as well as its implementation. Industrial harmony is not devoid of disharmony, but it is an agreement between management cum workers that guarantee effective method to accomplish its goals. Conflict is inevitable in practically all organizations, both the governmental and non-governmental organizations, profit and non-profit making organizations. Conflict is part of our existence. There are myriads of variables that give rise to these conflicts. These factors undermine or weaken industrial peaceful co-existence and profitability in organizations. These factors include leadership attitude, paucity of communication, poor work surrounding, deviant behavior of employees, poor labour-management policies, dehumanization of workplace, and trade union not accorded recognition as a bargaining party. In reality, universities in Nigeria are trapped by numerous industrial threats orchestrated by poor management styles or strained relationships between government and labour unions (Osamwonyi and Ugiagbe, 2013). It is explicitly apparent that the interplay of labour and management influences industrial growth and productivity. This depicts that the growth and productivity of an organization hinges on the magnitude of industrial harmony at work in that organization. The pivotal issue is that original state of industrial harmony hardly exists in organizations especially universities as grievances among labour unions, government, and management hinders the objectives of the organizations. A typical example is the IPPIS issue which has relegated the varsity system to the background. As it stands at present, government has not been able to resolve the issue with the Academic Staff Union of Universities (ASUU). The matter is still lingering and must be adequately handled to enjoy the aroma of industrial harmony within the university community. This scenario showcases that government lackadaisical attitude has aggravated industrial disharmony and slowed down the smooth pace of academic profundity portrayed by academic gurus in the varsity system. Despite the enumerated bottlenecks, diverse conflict tools have also been articulated to ameliorate the effect of industrial disharmony of universities in Nigeria. In Nigerian universities, collective bargaining, work-floor democracy and other grievance management procedures have
been introduced to attract industrial harmony. ASUU has made unflinching efforts to iron out her differences with Federal Government of Nigeria but to no avail rather industrial disharmony seems to be assuming unprecedented level. In view of the above scenario, employees are exhibiting lackadaisical attitudes towards their work which include bad tempered behaviour and appearance, moodiness, worry, unnecessary tension, insubordination, and the like. In the light of the above discourse, the investigators are motivated to write on industry harmony as an antidote to workplace deviant behaviour among Lecturers in Nigeria.

1.1 Statement of the Problem

Lecturers’ deviant behaviours have become a critical issue as a result of government lackadaisical attitude towards their concern and needs. Lecturers’ deviant behaviors are abnormal, unacceptable and inimical to the socio-economic, psychological and physical well-being of students in tertiary institutions as they could mar their future and cause distortions in their academic calendars. Lecturers’ deviant behavior is unequivocally an escalating problem eating deep into the fabrics of this nation because lecturers are instrumental to nation-building. The deviant behaviors which lecturers exhibit as disclosed by Igbe [5] include theft, extortion of money, sabotage, absenteeism, rumour mongering, victimization of students, falsification of results, sexual harassment, etc. A research conducted by Coffin (2003) found that 75% of employees are victims of theft, fraud, vandalism, embezzlement, deliberate absenteeism, and other deviant behaviors. These deviant behaviors are caused by poor working environments and non-challant attitude of government towards their responsibilities [6, 5]. What then shall we do to cushion the effects of these menaces? Has government really taken any valuable time to investigate the causes of these anomalies, that is, deviant behaviors by teaching staff in tertiary institutions in Nigeria? If decisive actions are not taken to prevent organizational deviance (which is a product of production deviance); interpersonal deviance, then industrial harmony, an off-shoot of peaceful co-existence cannot be properly entrenched in the organizational domain. Therefore, industrial harmony is the only antidote that can be deployed to bring lecturers back to reality in order to enhance their creative and innovative abilities towards academic excellence and vigor.

1.2 Objectives of the Study

The broad objective of the study is to determine the influence of collective bargaining on production deviant behavior among lecturers in tertiary institutions in Nigeria. The specific objectives are to:

i. Examine the influence of wages on workplace misbehaviour among lecturers in tertiary institutions in Nigeria
ii. Ascertain the influence of safety and health on workplace misbehaviour among lecturers in tertiary institutions in Nigeria
iii. Examine the influence of management right on workplace misbehaviour among lecturers in tertiary institutions in Nigeria
iv. Determine the influence of working conditions on workplace misbehaviour among lecturers in tertiary institutions in Nigeria
v. Examine the influence of fringe benefits on workplace misbehaviour among lecturers in tertiary institutions in Nigeria

1.3 Research Question

i. What is the influence of wages on workplace misbehaviour among lecturers in tertiary institutions in Nigeria?
ii. What is the effect of safety and health on workplace misbehaviour among lecturers in tertiary institutions in Nigeria?
iii. What is the influence of management right on workplace misbehaviour among lecturers in tertiary institutions in Nigeria?
iv. What is the influence of working conditions on workplace misbehaviour among lecturers in tertiary institutions in Nigeria?
v. What is the influence of fringe benefits on workplace misbehaviour among lecturers in tertiary institutions in Nigeria?

1.4 Research Hypotheses

Ho1: Wages has no significant influence on workplace misbehaviour among lecturers in tertiary institutions in Nigeria.
Ho2: Safety and health have no significant influence on workplace misbehaviour among lecturers in tertiary institutions in Nigeria.
Ho3: Management right has no significant influence on workplace misbehaviour among lecturers in tertiary institutions in Nigeria.
Ho$_4$: Working conditions has no significant influence on workplace misbehaviour among lecturers in tertiary institutions in Nigeria.

Ho$_5$: Fringe benefits have no significant influence on workplace misbehaviour among lecturers in tertiary institutions in Nigeria.

2. CONCEPTUAL CLARIFICATIONS

2.1 Workplace Deviant Behavior

Workplace deviant behavior is perceived as abnormal, counter-productive, aggressive and unhealthy behavior that ought not to be incorporated in an organization. (Appelbaum, Iaconi & Matousek, 2007; Fagbohungbe, Akinbode & Ayodeji, 2012; Norsilan et al, 2014). It is observed as innate desire to create harm to an organization (Omar, Halim, Zainah & Farhadi, 2011), especially when employees fail to adhere to formulated policies, values, norms and pattern of life for organization, which hampers its standards of operation, welfare and vision (Bennett & Robinson, 2003). Deviant behaviour of employees is a willingly self-motivated action that breaches important organizational norms and weakens the existence of the organizations (Robinson and Bennett, 1995). It is also conceived as bad behaviour, organizational misbehaviour, dysfunctional behaviour and counter-productive behaviour [6]. DWB gained attention from organizational behavior scholars with its negative psychological, social and psychological consequences for employees and organizations. Behaviour is said to be deviant when employees are not conforming to rules which hinders the organization's policies, core values, way of life etc. (Jawad, Tabassum, Raja & Abraiz, 2013; Bennett and Robinson, 2003; Robbins & Judge, 2007); in addition deviant behaviours are believed to be inimical to the goals and interests of other members of the organization (Lawal and Babalola, 2008; Greenbag, 2002).

2.2 Production Deviant

Production deviance is quite costly to an organization. Production deviance is opposed to the organization but dwells more on reducing the efficacy of work output. Production deviance is an attitude that vitiates originally the prescribed organizational values with regard to minimal quality and quantity of work to be accomplished as part of one’s job [7]. Examples of production deviance are: Leaving early, resource wastage, sabotage, setting unrealistic goals in terms of product performance, or intentionally working slowly (Bennett & Robinson, 2000; Robinson & Bennett, 1995). Employees with workplace deviance behavior are likely to abandon their jobs, have reduced productivity, suffer stress, loss of time and low morale [6]. The deviant behaviours are affected organizational deviance, interpersonal deviance, leader-member exchange, and corporate culture. Production deviance comprises lethargy, leaving early, and deliberately extending the duration of breaks (Shao-Ping Wang, Miao-Sheng Chen and Mou-Jian Li, 2018).

2.3 Industrial Harmony

Industrial harmony encompasses four broad areas of cooperation: duties, employment policy, collective bargaining, communication and consultation [3]. Industrial harmony improves labour productivity and in turn steps up performance in organizations, accomplishing economic growth, and increasing living standards and quality of life [4]. Industrial harmony represents friendly and general agreement on working relationships between employers and employees for their mutual benefit [1, 2]. Industrial harmony is associated with the cooperation between management and employees with respect to the terms and conditions of employment and the work place [9]. Hanson [10] opines that industrial harmony signifies absence of strike by industrial unions in organization which is bound to result in effective and efficient organization. Industrial harmony is crucial in the tertiary institutions because it promotes employees’ commitment that propels the achievement of organizational goals. It also creates a peaceful working environment conducive to tolerance, dialogue and other alternative (to strike) means of resolving industrial or labour disputes in Nigeria (such as negotiation, mediation, arbitration, conciliation and litigation or court adjudication).

2.4 Collective Bargaining

The term ‘collective bargaining’ comprises; ‘collective’ which means a ‘group action’ through representation and ‘bargaining’ which means ‘negotiating’, and it involves proposal and counter-offers. Thus, collective bargaining means group negotiations between the employer and the employee on issues relating to their work condition. Collective bargaining is central to any industrial relations action since it is an instrument
through which flexibility is achieved [11]. Collective bargaining is observed to have promoted cooperation and mutual understanding between workers and management by providing a platform for dealing with industrial relations issues without resort to strike and lockouts [12]. According to Bronwyn [13], the process of collective bargaining is bipartite in nature comprising negotiations between employers and the employees, usually, without any intervention. Odhong and Omolo [14] noted that collective bargaining provides an important channel and framework used to determine employment terms and conditions. Odhong and Omolo [14] noted that collective bargaining provides an important channel and framework used to determine employment terms and conditions. Adewole et al. [15] opined that regular eruption of industrial conflicts between employers and employees in general could be well managed via collective negotiation and consultation with the workers representatives.

2.5 Theoretical Framework

The study adopts social exchange developed by sociologist George Homans in 1958, which clarifies the reason employees want to partake in positive behaviors and prefer to rebuff unwelcome behaviors when providing assistance and resources to their employing organization. According to social exchange theory, individuals act with the belief that the receiver will return the received benefit in a similar manner (Blau, 1964; Gouldner, 1960; Cropanzano and Mitchell, 2005). Social exchange theory stipulates that we essentially take the gains and deduct the cost in order to find out the worth of a relationship. Positive relationships are those in which the benefits overcome the costs while negative relationships occur when the costs are greater than the gains. The social exchange process starts when an organizational actor usually a supervisor or coworker, handles a target person in a positive or negative fashion [16, 17, 18], Rusbuilt, Farrell, Rogers, & Mainous, 1988; . For clarity, we refer to these initial behaviors as initiating actions. Positive initiating actions may include activities such as providing organizational assistance [19] or justice (Cropanzano & Rupp, 2008). Negative initiating actions might include abusive supervision [20], incivility [21, 22], or bullying [23, 24] (Lewis 2004):. The theory is paramount to the work because the negative behavior exhibited by employees seeks to hamper the productivity of the organization and individuals associated with the organization.

2.6 Review of Related Literature

A number of works revealed that deviant behavior had negative effect on the productivity which led to the deterioration of the overall performance (Peng, Tseng, & Lee, 2011; Spector, Fox, & Domagalski, 2006; Zheng, Wu, Chen, & Lin, 2017). Fox, Spector, and Miles (2001) pointed out that in order to adequately handle the deviant behaviour, the organization might look forward to creating a nurturing atmosphere for employees’ positive attitude. Berry, Ones and Sackett, (2007); Cohen-Charagh, and Mueller, (2007); Dilchert, Ones, Davis and Rostow, (2007) averred that deviant behaviour is fast becoming a common problem in human organization as report revealed that, between 33 and 75 percent of the world employees have engaged in workplace deviant such as theft, fraud, vandalism, contempt, substance abuse, sexual harassment, absenteeism, disobedience, dereliction of duty, abscondment among others. Other forms of deviant behaviour perpetuated by university employees across Nigeria includes extortion of money, irregularity in conducting examination for students, abuse of office, sexual harassment, distortion of staff records and students’ grades for financial gains, gross insubordination or disregard for constituted authority, employment racketeering, admission fraud and impersonation. These attitudes according to Tett and Meyer (1993), Bennett and Robinson (2003), Wang and Kiewitz (2014); Saad, Yahya and Yean, (2016) vitiate workplace norms and values. Generally, Igbe [5] uncovered that university staff engages in such deviant behaviours. Deviant actions had led to organizational ineffectiveness in the form of poor students’ services, quality control issues, low students’ intake and retention, and bad institutional reputation.

Deviant workplace behavior has accounted for a tremendous amount of revenue loss and even more permanent damage to a workplace environment. Other costs include insurance losses, tarnished reputations and public relations expenses, worker compensation, and increased turnover [25]. Workplace deviance causes enormous social and economic losses to organizations and their members [26]. Studies have shown that individual employees personality, for example, socialization and impulsivity construct are causes of workplace deviant behaviours [27]. Also organizational factors such as organizational frustration, job stressors, weak sanctions, lack of control over
the work environment and downsizing are causes of workplace deviance. Deviant behaviour usually takes place when an employee perceives unfair treatment and inequality within the organization. Employees assess organizational equity based on outcomes, procedures, personal interactions and what they think is better done elsewhere and the management is not willing to embrace (Folger & Skarlicki, 1998). Once employees perceive their work environment as unfair, they may develop negative attitudes and emotions such as job dissatisfaction, anger, frustration, and mistrust, leading to deviant acts against the organization and other members of staff (Bies & Tripp, 1996; Greenberg & Alge, 1998). Poor Remuneration is another cause of workplace deviant behavior employees.(Osibanjo, Adeniji, Falola and Heirsmac, 2014). Once the remuneration is very poor, it is likely to create room for some employees to indulge in deviant behaviours such as stealing, covetousness, backbiting, sabotaging and other counterproductive behaviours [28]. Penny & Spector, (2005) stated that job stress impels deviant behaviour in response to increase in job stressors while Omar, Halim, Zainah, Farhadi, Nasir & Khairudin, (2011) observed that employees who experience negative emotions such as frustration due to work-related stress are more prone to indulge in some counterproductive behaviors. Iqbal (2012) asserted that teachers regularly report discontentment and even those few dedicated to the profession feel unappreciated, unnoticed, overworked, and humiliated as professionals and educators. Lawrence and Robinson (2007) stated that once a person perceives that he is not receiving proper attention or not respected in the institution, he would not respond positively in fulfilling his responsibilities. Empirically Igbe, and Akomaye [5] found that there is a significant relationship between non-payment of allowances, poor workers’ safety, and deviant behaviour among employees in the University of Calabar, Cross River state, Nigeria. Asiyai (2019) revealed that the extent of prevalent of deviant behaviour in large schools was more than in small schools which affected students’ learning.(Bennett & Robinson, (2000) asserted that Production deviance violate the standards of quality and quantity goods or services which may be quite costly to an organization.

Tertiary institutions in Nigeria witnessed unprecedented disharmony in recent times, instability and other forms of conflict. Industrial crisis shows up in diverse dimensions such as absenteeism, strike, high turnover, etc. It influences the immediate parties involved, which normally trickles down to the whole society especially when it appears at a national level. Policy inconsistencies, poor remuneration and low level of workers’ motivations with respect to remuneration (both promptness and total package) have been the bone of contention between the workers and employers. Despite the industrial crisis and work place deviant behaviour rife in Nigeria tertiary institutions, industrial harmony has played a major role in creating a serene atmosphere favourable to tolerance, dialogue and a high level of employee satisfaction. Industrial harmony according to Ladan (2012) is essential for a productive educational system because it improves labour productivity as a means of enhancing performance in the tertiary institutions, achieving economic growth, enhancing living standards and achieving better life. Unfortunately, academic performance in tertiary institutions is constrained by constant unrest and strike in Nigerian educational institutions.

3. METHODOLOGY

3.1 Research Design

This work adopts descriptive research design. This helps to elicit quantitative data for the purpose of describing and interpreting existing phenomena by using structured questionnaire.

3.2 Population of the Study

The population of the study cuts across the academic staff of opinion of universities in Nigeria. However, a convenience sampling technique was used to purposively choose fifty academic staff each from the oldest universities (University of Nigeria Nsukka; University of Beniin; University of Ife, lbadan; Ahmadu Bello University, Zaria; Usman Danfodio University, University of Jos) in each of the six geopolitical zones in Nigeria, thus bringing the sample size of the study to 300.

3.3 Method of Data Collection

The questionnaire was utilized as instrument for data gathering. The questionnaire was designed and allocated to 300 academic staff of the five selected universities in the six geopolitical zones of the state. The four point summative scale response categories of SA= Strongly Agree, A= Agree, D= Disagreed and SD-strongly Disagree was used in coding the questionnaire. By so
doing the respondents will be able to tick the option of their choice. Any item with mean value of 2.5 and above was regarded as agreed while items which have a mean value below 2.5 was regarded as disagree. Out of 300 copies of questionnaire distributed only 290 was duly completed and returned.

3.4 Method of Data Analysis

The data obtained were analyzed using regression analysis and they were presented in the subsequent section. The analysis of the responses of the teaching staff union of selected universities which serves as the sample size of the study were analyzed using frequency table, percentages and the regression technique.

4. PRESENTATION OF EMPIRICAL RESULTS

This section dwells on presentation and evaluation of data collected from the field. The aim is to present the data in an interpretable form so that the variables of the study can be well captured.

4.1 Demographic Profile of the Respondents

Table 1 indicates that 54.5% of the respondents are males while 45.5% of the respondents are females.

Table 2. Distribution of participants according to age

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent (%)</th>
<th>Cumulative (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-32</td>
<td>14</td>
<td>4.8</td>
<td>4.8</td>
</tr>
<tr>
<td>31-40</td>
<td>46</td>
<td>15.9</td>
<td>20.7</td>
</tr>
<tr>
<td>41-50</td>
<td>84</td>
<td>29.0</td>
<td>49.7</td>
</tr>
<tr>
<td>51-60</td>
<td>88</td>
<td>30.3</td>
<td>80.0</td>
</tr>
<tr>
<td>61-70</td>
<td>58</td>
<td>20.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>290</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Survey 2021

As indicated in Table 2, 4.8% of the respondents are between the ages of 18-32. 15.9% of the participants are between the ages of 31-40. 29.0% of the participants are between the ages of 41-50. 30.3% of the respondents, between the ages of 51-60, while 20.07% of the respondents, are between the ages of 61-70.

Table 3. Distribution of respondents according to marital status

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percent (%)</th>
<th>Cumulative (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>237</td>
<td>81.7</td>
<td>81.7</td>
</tr>
<tr>
<td>Single</td>
<td>42</td>
<td>14.5</td>
<td>96.2</td>
</tr>
<tr>
<td>Widow/widower</td>
<td>11</td>
<td>3.8</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>290</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Survey 2021

From the Table 3, 81.7% of the participants used are married. 14.5% of the respondents are single, while 3.8% of the respondents are widow/widower.

4.2 Regression Analysis Result

Table 4. Regression Result on influence of collective bargaining on production deviant behavior among lecturers in tertiary institutions in Nigeria

<table>
<thead>
<tr>
<th>Model</th>
<th>B</th>
<th>Std. error</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant(C)</td>
<td>-0.175</td>
<td>0.020</td>
<td>-8.579</td>
<td>0.000</td>
</tr>
<tr>
<td>Wages</td>
<td>-0.599</td>
<td>1.933</td>
<td>-3.098</td>
<td>0.003</td>
</tr>
<tr>
<td>Safety and health</td>
<td>-0.316</td>
<td>0.020</td>
<td>-15.749</td>
<td>0.000</td>
</tr>
<tr>
<td>Management right</td>
<td>-0.550</td>
<td>0.014</td>
<td>-3.991</td>
<td>0.007</td>
</tr>
<tr>
<td>Working conditions</td>
<td>-0.526</td>
<td>0.075</td>
<td>-7.046</td>
<td>0.006</td>
</tr>
<tr>
<td>Fringe benefits</td>
<td>-0.689</td>
<td>0.062</td>
<td>-11.143</td>
<td>0.000</td>
</tr>
<tr>
<td>R</td>
<td>0.929</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R²</td>
<td>0.863</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adj. R²</td>
<td>0.860</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F-statistic</td>
<td>101.601</td>
<td></td>
<td></td>
<td>0.000</td>
</tr>
</tbody>
</table>

Source: Field Survey 2021, Dependent Variable: Workplace behavior
5. DISCUSSION OF FINDINGS

From the regression result, all the coefficients (wages, safety and health, management right, working conditions and fringe benefits) have inverse relationship with workplace misbehaviour among the academic staff union of universities. The findings of this research is in line with the results obtained by many studies which advocated that deviant behavior brought immense negative effect on the productivity which caused the deterioration of the overall performance (Peng, Tseng, & Lee, 2011; Spector, Fox, & Domagalski, 2006; Zheng, Wu, Chen, & Lin, 2017). This implies that workplace deviant behaviour causes enormous social and economic losses, not only to organizations but also to their members [26]. Another implication is that as wages, safety and health, management right, working conditions and fringe benefits increases through collective bargaining, it decreases the workplace misbehaviour among the academic staff union of universities. The regression table also revealed that the probability values of the t-test statistics of all the five coefficients of the model significantly influence the deviant behavior among lecturers in tertiary institutions in Nigeria, thus concluding that wages, safety and health, management right, working conditions and fringe benefits have significant effect on workplace behaviour among lecturers in tertiary institutions in Nigeria.

5. CONCLUSION AND RECOMMENDATIONS

In the final analysis, the findings of the study are robust because of the fitness of the variables that were included in the model of the study. All the variables (wages, safety and health, management right, working conditions and fringe benefits) exhibited very high influence on workplace behaviour among lecturers in tertiary institutions in Nigeria. This is explained by applying the coefficient of determination (R²) and the F-test. The joint effect of the explanatory variables-independent variables-in the model accounts for 0.860 or 86% of the changes in the workplace behaviour among lecturers tertiary institutions in Nigeria. This implies that 75.0% of the variations in the workplace misbehaviour among lecturers in tertiary institutions in Nigeria. This means that only 14% of the variations in workplace misbehaviour among lecturers in tertiary institutions in Nigeria is attributable to other independent variables not indicated in the model. Therefore, it is critically important that the government addresses all matters affecting the wages, safety and health, management right, working conditions and fringe benefits of the academic staff union of universities in line with international best practices in the ongoing collective bargaining with the academic staff. This will aid in drastically reducing the production of deviant behaviour among teaching staff in tertiary institutions in Nigeria.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

REFERENCES


