



## Work Stressor, Organizational Justice, Psychological Contract Breach and Counterproductive Work Behaviour in Local Governments: Evidence from Nigeria

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### Abstract

The study examined the determinants of counterproductive work behaviour (CWB) in local governments in Nigeria by distinguishing CWBs into behaviours that are organizational and interpersonal in nature. In this study, three determinants of CWB; work stressor, organizational justice and psychological contract breach were empirically tested. A sample size of 319 respondents was involved in the study. The results revealed that work stressor has a significant influence on CWBs that are organizationally focused (organizational CWB). Similarly, a statistically significant relationship was found between psychological contract breach and interpersonal CWB. However, the results indicated that organizational justice has no significant relationship with interpersonal CWB and organizational CWB. The study provided useful insight on CWB in terms of its determinants in local governments in Nigeria. By identifying factors that predict CWB, the study provided useful information that might help in managing and possibly eliminating this phenomenon in Nigerian local governments. The study validated the presence of CWBs that are organizational and interpersonal in nature in local governments in Nigeria. It developed and tested a model where work stressor, organizational justice and psychological contract breach were hypothesized to predict such behaviour and the study also contributes to the emerging discourse on CWB in the Nigerian context.

**Keywords:** Counterproductive work behaviour, Local governments, Nigeria, Organizational justice, Psychological contract breach, Work stressor

**JEL Classification:** D23, L32, M0

**Paper Classification:** Research Paper

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### Introduction

The competitive nature of today's marketplace has made it necessary that organizations consider every aspect of their operations. One important aspect every organization must take cognizance is employee behaviour. This is due to the importance of employees as an organization's most asset, which makes the type of behaviour they exhibit at the workplace of paramount importance. While organizations anticipate that employees would exhibit work-related behaviours that would facilitate the attainment of business goals, this is not always the case as some employees also have the tendency to display negative work behaviour and attitudes that



might harm the overall interest of the organization. These types of harmful workplace behaviours are generally categorized as 'counterproductive work behaviour' (CWB) (Gruys & Sackett 2003; Czarnota-Bojarska, 2015).

In the past decades, CWB has attracted research interest among organizational scholars (Penny & Spector, 2005; Czarnota-Bojarska, 2015). This emanates from its destructive nature and potential detrimental consequence for organizational wellbeing (Dalal, 2005; Czarnota-Bojarska, 2015). Studies have shown that CWB could result in lower employee morale and job commitment (Dunlop & Lee, 2004), decreased citizenship behaviour (Dalal, 2005), stress-related illness and mental disorder (Bowling & Beehr, 2006), and high labour turnover (Roxana, 2013). Also, CWB has been linked with lower workers' productivity level and high labour turnover (Penny & Spector, 2005). Vardy and Weitz (2004) designated CWB as employees' behaviour that deviates from established norms and harms the organization. Gruys and Sackett (2003) viewed CWB as a harmful workplace behaviour that is voluntary and undermines organizational interest and wellbeing. Gruys and Sackett (2003) opined that the focal point in conceptualizing CWB should be 'on the behaviour itself rather than on the outcomes or consequences of the behaviour'. That is to say that behaviour that harms the organization, but was unintentional is not categorized as CWB (Spector, Fox, Penney, Bruursema, Goh & Kessler, 2006). CWB could take several forms from absenteeism, verbal or physical violation of a co-worker, unauthorized use of time and resources, inappropriate usage of organizational resources, to workplace theft or destruction of organizational assets or properties (Spector et al., 2006).

The philosophy underlying the creation of local governments in many parts of the globe is its ability to facilitate rural and urban development. As the third tier of government, local governments provide a veritable platform for the masses at the grassroots to participate in governance (Onyishi, Eme & Emeh, 2012). Since 1976, successive governments in Nigeria have implemented reforms and restructuring in the local government system with a view to ensuring better service delivery at the grassroots. These reforms notwithstanding, local governments in Nigeria have continued to be bedeviled with a plethora of problems ranging from constant political interference, poor funding of the local councils to poor remuneration of local government workers (Ananti & Umeifekwem, 2012; Ozohu-Suleiman & Paul, 2015). These problems probably accounted for the high level of indiscipline witnessed among local government employees in Nigeria over the years. These problems include employees feigning illness and being absent from work without due approval to engage in corrupt practices, misappropriation of public funds and local government employees exhibiting rudeness to co-workers and members of the public (Osezua, Abah & Daniel, 2009). While these types of employees' behaviour have dire consequences for organizational wellbeing, empirical studies are yet to fully explore this type of behaviour in local governments in Nigeria. Onuoha (2013) validated that organizational support, job burnout and age significantly predict CWB in Nigerian organizations. Gabriel (2016) found that supervisor's toxicity is a predictor of subordinate's CWB in Nigerian public hospitals. Ugwu (2017) validated high workload as an antecedent to CWB in Nigerian organizations. To the best of our knowledge, the nature of CWB in terms of its determinants is yet to be fully known in Nigerian organizations, especially in the local government context. Additionally, while empirical studies have examined CWB in the educational sector (Onyishi & Onunkwo, 2014; Uzundu, Nwonyi and Ugwumgbor, 2017); health sector (Gabriel, 2016; Ugwu, 2017), and the maritime sector (Uche, George & Abiola, 2017) very little empirical studies on CWB have been done in local governments in Nigeria. After a survey of the literature, Kadiri (2015) identified widely adduced determinants of CWB to include psychological contract breach, work stressor, and organizational justice. The review of extant literature indicates that very little is known about these determinants in Nigeria organizations and the local governments. Moreover, prior CWB research in Nigeria has

largely ignored the organizational and interpersonal nature of CWB. The mixed findings on the relationships between work stressor, organizational justice and psychological contract breach and CWB (Fox, Spector & Miles, 2001; Flattery & Moss, 2007; Bowling & Eschleman, 2010; Cochran, 2014; Shakur & Thakur, 2016; Cohen & Diamant, 2017) also motivated the need for this study. This study, therefore, examines the determinants of CWB in local governments in Nigeria by distinguishing CWBs into behaviours that are organizational and interpersonal in nature.

## Review of Literature

### Concept of Counterproductive Work Behaviour

Counterproductive work behaviour (CWB) is the intentional behaviour on the part of an individual that deviates from established norms and harms organizational wellbeing or its members (Sackett, 2002). People that engage in CWB do it voluntarily. By implication, employee behaviour that harms the organization but was not intentional is not considered CWB (Spector et al., 2006). What this entails is that it is the individual that makes a conscious effort to engage in CWB. In the extant literature, two targets of the CWB have been outlined. They are the organization, and people in the organization. Organizational CWB describes CWB that is targeted at harming the organization and includes workplace theft, wastage of organizational resources and absenteeism. Interpersonal CWB is targeted at co-workers and includes bullying, sexual harassment of co-workers, gossiping, physical abuse of colleagues at the workplace (Robinson & Bennett, 1995; Mount, Ilies & Johnson, 2006).

Spector et al. (2006) proposed a model of CWB which includes: abuse, production deviance, sabotage, theft and withdrawal. Abuse denotes nasty employee behaviour (Spector et al., 2006). It includes spreading false rumours, telling lies, engaging in malicious acts against co-workers, unfair criticisms of co-workers, physical assaults against co-workers, gossiping against co-workers, teasing or humiliating co-workers (Sackett, 2002). Production deviance refers to cases where organizational members purposely do their job incorrectly or engage in multiple errors (Bolton, Becker & Barber, 2010). It is the deliberate failure on the part of an employee to perform slated responsibilities or assigned duties as expected (Robinson & Bennett, 1995). It is purposely slowing down work while reducing the quality and quantity of outputs (Spector et al., 2006). Sabotage is the deliberate destruction of organizational property or asset. It is also closely linked to the misuse of information and the deliberate effort on the part of an employee to tarnish the image of the organization (Spector et al., 2006; Chen & Spector, 1992). Theft refers to the unlawful acquisition of personal goods or property belonging to another person for one's self (Bolton et al., 2010). It is explained as the stealing of organizational assets or properties (Chen & Spector, 1992). Theft in the workplace can take different forms such as providing false records or information, stealing the organization's properties or assets, and engaging in deceptive acts. Withdrawal is explained as evading work deliberately or consistently reporting late to work (Bolton et al., 2010). It also includes taking longer breaks than is officially allowed, and intentionally reducing working hours (Spector et al. 2006).

The determinants of CWB have been examined in the extant literature. Yüksel (2012) placed the determinants under two broad categories of individual-related and situational factors. Individual-related factors consist of majorly personality traits and employee's demographics (job experience, marital status, age, gender and net income per month). Situational factors consist of a work situation or condition that predispose employees into engaging in CWB (Henle, 2005). It includes work stressor, organizational justice and psychological contract breach, and work stressor, organizational culture and climate (Appelbaum, Iaconi & Matousek, 2007). Spector

and Jex (1998) defined work stressor as taxing aspects of an employee's job. Studies have shown that employees that perceived stressful work condition might be predisposed to engage in CWB (Penny & Spector, 2005; Sprung, 2011). Spector and Fox (2005) postulated that individuals who appraise their work situations as stressful work situations would most likely trigger negative emotions and subsequently CWB. Moorman (1991) sees organizational justice as organizational participants' perception of how fairly they have been treated by their organization. Organizational members that recognize that they are fairly treated would most likely be extra motivated to contribute maximally to organizational success. However, when organizational participants perceive that they have been unfairly treated and powerless to change the situation of things, they might resort to CWB as a way of inflicting punishment on the organization or persons in the organization that they perceive to be responsible for their predicament (Aquino, Lewis & Bradfield, 1999). Employees that perceive unfair procedures or double standard in the distribution of organizational outcome, might resort to engaging in CWB to compensate for the perceived injustice (Greenberg, 1990).

Cohen and Diamant (2017) view psychological contract as a set of beliefs people in the organization have as it relates to employee-employer relationship. PCB is the failure on the part of an organization in fulfilling the psychological contract (Morrison & Robinson, 1997). Following the equity theory (Adam, 1963), individuals that believe that their employers have breached the psychological contract may resort to CWB in order to restore perceive inequity. This may take different forms such as being absent from work, engaging in verbal abuse of co-workers, sabotage and theft of organizational property.

### **Work Stressor, Organizational Justice, Psychological Contract Breach and CWB**

Empirical studies on the relationships among CWB and work stressor, organizational justice, psychological contract breach abound in the extant literature. Chen and Spector (1992) linked work-related stress (role conflicts, interpersonal conflicts, organizational constraints) to CWB. A meta-analysis of 57 empirical studies showed that interpersonal conflicts have a significant positive relationship with CWB (Hershcovis et al., 2007). They further reported that interpersonal conflicts correlate significantly with interpersonal CWB than organizational CWB. Fox et al. (2001) revealed that interpersonal conflicts significantly predict interpersonal CWB than organizational CWB. Interpersonal conflicts have been revealed as the strongest predictor of organizational CWB (Sprung, 2011). Roxana (2013) found that job stressor was a significant determinant of CWB. The link between organizational variables (organizational cynicism, organizational injustice and psychological contract breach) and CWB was examined by Ahmed, Kiyani and Hashmi (2013). Chand and Chand (2014) examined the relationship between job stressors (interpersonal conflicts, organizational conflicts) and the forms of CWB (sabotage, withdrawal, theft, production deviance and abuse).

A study by Rauf (2015) concludes that organizational justice is an important predictor of CWB, which is in line with studies of Nyarko, Ansah-Nyarko and Sempah (2014) and Alias and Rasdi (2015). This implied that employees that perceive injustice in the workplace might resort to CWB in order to get back at the source of the injustice which could be the organization, co-workers or their immediate boss. The role of organizational justice as a predictor of CWB was also explored by Cohen and Diamant (2017). Findings did not support the link between organizational justice and CWB. Jensen, Opland and Ryan (2010) found a link between relational contract breach and abuse, and between theft and transactional breach. Shakur and Thakur (2016) revealed significant relationship between psychological contract breach and organizational CWB and interpersonal CWB. Fagbohunbe, Akinbode and Ayodeji (2012) revealed that organizational variables such as

supervision, nature of job, workload, working climate and financial incentives were significant predictors of CWB in Nigerian organizations. Onuoha (2013) revealed that organizational support was negatively related to CWB such that the higher employees perceive organizational support, the less likely they might be predisposed to engage in CWB. Also, Onuoha (2013) found that job burnout is associated with CWB. Onyishi and Onunkwo (2014) revealed a significant positive relationship with CWB. Oge, Ifeanyi and Charles (2015) established a link between organizational justice and CWB. The link between emotional exhaustion, depersonalization, personal accomplishment and CWB has been explored in Nigerian organizations (Ugwu, Enwereuzor, Fimber & Ugwu, 2017). The influence of perceived high workload on CWB among nurses in Nigeria has also been examined (Ugwu, 2017). The results revealed that perceived high workload has a significant influence on CWB (Ugwu, 2017). Uche et al. (2017) ascertained employee demographics as an important predictor of CWB in Nigerian organizations. Also, abusive supervision, work tension, and workload were revealed as significant predictors of CWB in Nigerian organizations (Uzondu et al., 2017).

### Research Model and Hypotheses Formulation

The research model depicts the relationship between the determinants of CWB and two major targets of CWB (see Figure 1). The determinants of CWB examined in this study are work stressor, organizational justice and psychological contract breach. The predominant targets of CWB are the organization and co-workers. Organizational CWB depicts CWB that is targeted at harming the organization, while interpersonal CWB illustrates CWB that is directed at co-workers. The study is specifically interested in ascertaining the relationship between the determinants of CWB and two major targets of CWB.

## Methodology

### Research Design

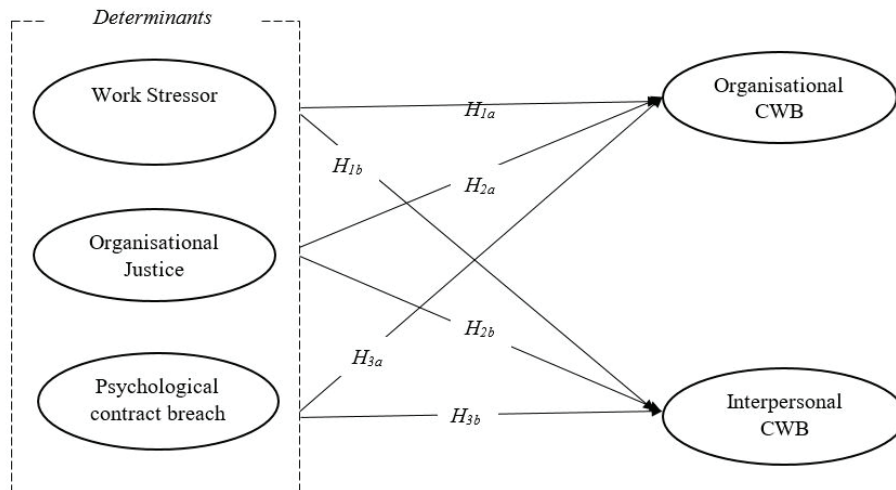


Figure 1: The Research Model

Source: Researchers' conceptualization (2018)

The study proposed the following hypotheses based on a review of literature and objectives of the study:

- H<sub>1</sub>. There is no relationship between work stressor and organizational CWB (H1a) and interpersonal CWB (H1b).
- H<sub>2</sub>. There is no relationship between organizational justice and organizational CWB (H2a) and interpersonal CWB (H2b).
- H<sub>3</sub>. There is no relationship between psychological contract breach and organizational CWB (H3a) and interpersonal CWB (H3b).

## Methods

### Research Design

The researchers employed the survey research design with the aid of a structured questionnaire to elicit a response from selected local government employees in Edo State, Nigeria. This research design was thought appropriate for research of this nature as it ensures the anonymity of respondents given the illegal nature of CWB.

### The Population and Sampling Procedure

The researchers selected local government employees in Edo State, Nigeria for the study. The multi-stage cluster sampling method was employed in choosing local governments that partook in the study. Multistage cluster sampling technique 'involves dividing the area in which the study population is located into zones (cluster)' (Agbonifoh & Yomere, 1999:122). The use of a multi-stage sampling technique is justified on the basis that the local governments are widely dispersed across the 3 senatorial districts in Edo State (Edo North, Edo South and Edo Central). The researchers' selected Edo South senatorial district given that it is the most urbanized with an estimated population of 1,686,041 which amounted to 52.1 per cent of the total population of citizens residing in the state (National Population Commission, 2006). Three local governments (Oredo Local Government, Egor Local Government, and Ikpoba Local Government) in Benin City were conveniently selected for the study. It is the opinion of the researchers that there is sufficient educational, cultural, ethnic, religious and gender diversity in the selected local governments. The total number of employees in the 3 local governments as obtained from the Administration and General Service unit of the selected local governments was 1794 as at 30th March 2018. A breakdown indicates that the number of employees for the selected local government was 600, 575, and 619 for Oredo Local Government, Egor Local Government, and Ikpoba Local Government respectively.

Since the population of the study is finite (600, 575, and 619 for Oredo Local Government = 600, Egor Local Government = 575, and Ikpoba Local Government = 619: Total = 1794), the researchers employed Yamane's (1967) statistical formula to determine the study's sample size. The formula is stated as follows.

$$n = \frac{N}{1+N(e)^2}$$

Where: n=sample size,

N= Population = 1794,

e= level of precision = 0.05

$$n = \frac{1794}{1+1794(0.05)^2} = 318.87 \cong 319$$

Three hundred and nineteen (319) respondents were selected for the study as shown by the equation. Hence, three hundred and nineteen (319) copies of questionnaires were proportionally distributed to the three local governments with 107, 102 and 110 administered to respondents in Oredo Local Government, Egor Local Government, and Ikpoba Local Government respectively. The questionnaire was conveniently administered to respondents in the selected local governments. The benefit of convenience sampling is that it gives room for easy access and interaction with respondents, thereby giving the researchers an insight into the nature of CWB in terms of its determinants in the local governments.

## Data Collection Instrument and Schedule

The questionnaire used for data collection had of five sections, with each section measuring the selected constructs (CWB, work stressor, organizational justice, and psychological contract breach). To measure CWB, eleven items that capture the interpersonal and organizational nature of CWB was adapted from Spector et al. (2006) CWB Checklist (CWB-C). The benefit of the CWB Checklist (CWB-C) is that it affords the researchers the opportunity of collapsing CWB into two parts of interpersonal CWB and organizational CWB. Work stressor was measured using Spector and Jex (1998) scale. A scale by Robinson and Morrison (2000) was used to measure PCB. The Cronbach alpha for the scales range from 0.712 to 0.889 for all the variables of the study (see Table E5 for details). A minimum of 0.70 Cronbach alpha coefficient was proposed as an indication of good reliability (Tabachnick & Fidell, 2007). Thus, the items used the variables in this study were deemed to have satisfactory reliability.

## Methods of Data Analysis

Data analysis were carried out using mean, standard deviation and correlation analysis. Structural equation modeling (SEM) was utilized to estimate the research model through the use of Analysis for Moment Structure (AMOS), version 24.0. SPSS 22.0 was also used to carry out the necessary statistical analysis.

## Research Results and Hypotheses Testing

### Description of the Respondent's Bio-data

Out of 319 questionnaires that were distributed to the sample population, 282 properly filled questionnaires were collected and found usable. 37 copies of the questionnaire were either not properly filled or were not returned by respondents. The gender distribution indicates that 52.9 per cent are females and 47.1 per cent are males. The age distribution reveals that the majority of the respondents (n=102, %=36.4) are aged 26-35 years old. The marital status distribution shows that 62.0 per cent of the respondents are married, while 38.0 per cent are single. Next, the majority of respondents have worked 5-10 years. The distribution of educational qualification shows that 143 (51.1 per cent) of the sample respondents have HND/BSc Degree; 52 (18.6 per cent) have OND/NCE, and 39 (13.9 per cent) have M.Sc/M.A degree. Only 21 (7.5 per cent) and 2 (0.7 per cent) had a Ph.D and primary school certificate respectively. The income distribution of respondents indicates that 96 (34.5 per cent) of respondents earn ₦10001-₦50000; 93 (33.5 per cent) earn ₦50001-₦100000; 24 (8.6 per cent) earn ₦150001-₦200000; 22 (7.9 per cent) had ₦100001-₦150000; 17 (6.1 per cent) had ₦200001-₦250000; and 16 (5.8 per cent) earn ₦10000 and below. Only 5 (1.8 per cent) of the respondents earn ₦250001-₦300000 and ₦300001 and above (see Table F6 for details).

## Correlational Analysis

The variables of the study were analyzed using the Pearson correlation coefficient. The results indicate that no form of multi-collinearity exists among the research model. This is because none of the coefficients ( $r$ ) for the variables exceeded 0.80 which is in line with Bryman and Cramer (1997).

**Table 1: Pearson correlation coefficients among research variables**

Variables	Interpersonal CWB	Organizational CWB	Work Stressor	Organizational Justice	Psychological Contract Breach
Interpersonal CWB	1				
Organizational CWB	0.597**	1			
Work stressor	0.224**	0.343**	1		
Organizational justice	0.121*	0.075	0.353**	1	
Psychological contract breach	0.170**	0.148*	0.258**	0.481**	1

Note: \*\* Correlation is significant at the \*\*0.01 level and \*0.05 level (2-tailed).

## Confirmatory Factor Analysis (CFA)

The results of the model fit indices used in assessing CFA indicates that  $\chi^2/df = 2.246$  and RMSEA = 0.067 (see Table G7 for details). The results of CFA indicates that the model fit indices displayed satisfactory values and thus considered proof of a good fit (see Table G7 for details).

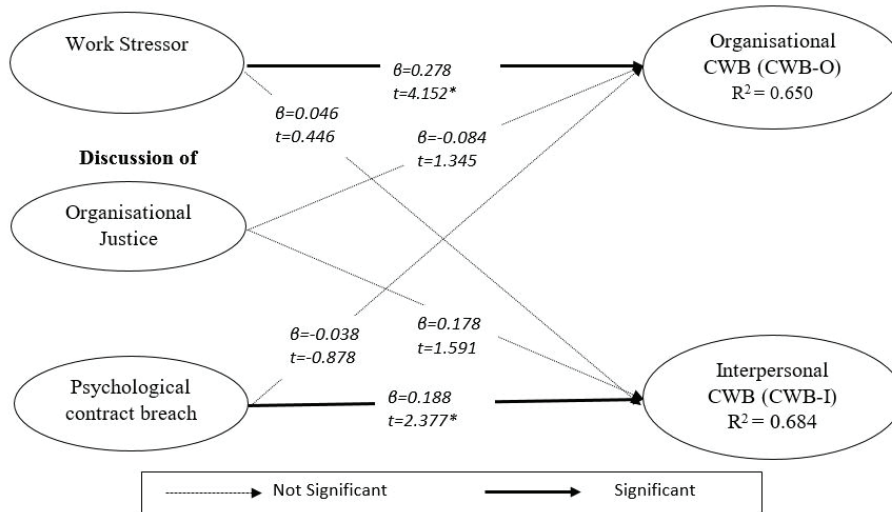
## Test for the Structural Model

Table G7 revealed that  $\chi^2/df = 2.334$ , and RMSEA = 0.069. This is an indication that the structural model has a satisfactory fit. The coefficient of determination ( $R^2$ ) for organizational CWB and interpersonal CWB are 65.0 per cent and 68.4 per cent respectively (see Table H8 for details).

## Test of Research Hypotheses

Table H8 and Figure 2 indicated that work stressor is significantly associated with organizational CWB ( $\beta=0.278$ ,  $t=4.152$ ); thus, H1a is rejected. Table H8 and Figure 2 demonstrated that the relationship between organizational justice and organizational CWB ( $\beta=-0.084$ ,  $t=1.345$ ) is not significant; thus H1b is accepted. Also, Table 3 and Figure 3 indicated that there is no significant relationship between organizational CWB and psychological contract breach ( $\beta=-0.038$ ,  $t=-0.878$ ); hence, the null hypothesis is not rejected.

Table H8 and Figure 2 indicated that there is no significant relationship between work stressor and interpersonal CWB ( $\beta=0.046$ ,  $t=0.446$ ); hence, H1b is accepted. Table H8 and Figure 2 also showed that there is no significant relationship between organizational justice and interpersonal CWB ( $\beta=0.178$ ,  $t=1.591$ ); hence, the null hypothesis H2 is not rejected. The outcomes in Table H8 and Figure 2 revealed that psychological contract breach has a significant influence on interpersonal CWB ( $\beta=0.188$ ,  $t=2.377$ ). Hence, the null hypothesis H3b is rejected.



**Figure 2: Path coefficients, t-values and coefficient of determination (R<sup>2</sup>)**

Notes: \* connote  $p < 0.05$

Source: Researchers' Computation (2018)

### Discussion of Findings

The study ascertains if work stressor, organizational justice and psychological contract breach are determinants of CWB in local government in Nigeria. The results of empirical analyses indicated that work stressor is a significant determinant of organizational CWB. This finding supports Fox et al. (2001) and Penny and Spector (2005) which revealed that work stressors (interpersonal conflicts and organizational constraints) are significant determinants of CWB. It also corroborates the study of Bowling and Eschleman (2010) who established that organizational constraints and interpersonal conflicts were significant predictors of CWB and Nyarko et al. (2014) found that interpersonal conflicts have a substantial positive relationship with CWB. The outcome of this study is also in line with Onyishi and Onunkwo (2014) who found that job stressor is a significant predictor of CWB. It is also consistent with Bruk-Lee and Spector (2006) who revealed that organizational members who had conflicts with colleagues would probably resort to CWB when the source of the conflict is their immediate boss. A similar study by Sprung (2011) revealed that employees who perceived greater levels of organizational constraints and/or interpersonal conflicts would be predisposed to engage in CWB. As it relates to local governments, workers who perceive a high level of work-related stress would most likely resort to organizational CWB. This is consistent with the stress emotion model of CWB, which posited that CWB would be triggered by negative emotions that could arise from an appraisal of a stressful work environment by organizational participants (Spector & Fox, 2005).

The study revealed that there is no link between organizational justice and organizational CWB and between organizational justice and interpersonal CWB, which is inconsistent with Oge et al. (2015), and Cochran (2014). Also, the results did not support findings of Roy, Bastounis and Minibas-Poussard (2012) who found that interactional justice is an important predictor of CWB and Nyarko et al. (2014) who found support for the hypothesis that the more employees perceived unfair treatment or injustice in the workplace, the more they might be predisposed to engage in CWB.

Lastly, the study reveals that psychological contract breach is a determinant of interpersonal CWB. This is consistent with the study of Cohen and Diamant (2017) that found psychological contract breach is positively associated with interpersonal CWB. It also corroborates studies of Ahmed et al. (2013) and Onyishi and Onunkwo (2014) that revealed that psychological contract breach is a significant predictor of CWB. The result also corroborates Sharma and Thakur (2016) found that psychological contract breach correlated significantly with interpersonal CWB. However, the results of our study did not support the hypothesis that psychological contract breach has a significant influence on organizational CWB.

## Conclusion

The conclusion reached in this study is that work stressor and psychological contract breach are significant determinants of organizational CWB and interpersonal CWB respectively in local governments in Nigeria. However, organizational justice does not predict both organizational and interpersonal CWB among local government workers. The managerial implication arising from this study is that higher level of work stressors are more likely to predispose employees to engage in CWB. Similarly, employees that perceive psychological contract breach would most likely engage in CWB. Hence, it is recommended that local governments should address job constraints as they could induce stress in employees and subsequently CWB. Job constraints include poor equipment and work tools, and inadequate training of employees. Also, issues such as shortage of skilled manpower, politicisation and lopsided nature of recruitment process (Ananti and Umeifekwem, 2012), gross underfunding of the local government councils and the cumbersome nature of the promotion process (Ozohu-Suleiman and Paul, 2015) should be adequately resolved. There is, therefore, the need for local governments to re-examine their human resource policies as it relates to recruitment, selection and training of employees. Moreover, this study reported that psychological contract breach is a determinant of CWBs that are organizational in nature. Therefore, local governments should endeavour to keep to the terms of the psychological contract with employees as this could help reduce CWB to the barest minimum in the local governments. Recurring and oftentimes problematic issues such as inaccurate job description, delayed and stringent promotion criteria and oftentimes late payment of salaries of local government workers should be adequately resolved in favour of employees.

This study has clearly shown that work stressor and psychological contract breach are significant predictors of CWB that are organizational and interpersonal in nature in local governments in Nigeria. By identifying CWB that are organizational and interpersonal focused in local governments in Nigeria, it could be concluded that this study has contributed to the larger body of literature on CWB and the Nigeria context.

Several limitations must be taken into consideration in generalizing the findings of the study. First, the variables of interest in the study were assessed via a structured questionnaire. Future research should employ the use of peer-reporting and supervisor's rating in other to provide a robust analysis of CWB in Nigeria organizations. Second, this study is limited to local government employees in Edo State, Nigeria. As a result, future research expands the scope of this study by examining CWB in local governments in the other geopolitical zones in the country. In addition, a comparative study between public and private organizations should be carried out with a view to ascertaining if there exists variability in the level of CWB among employees in both sectors. Similarly, future studies should be done to ascertain if the forms and determinants of CWB differ between public and private organizations. Lastly, the study used 11 items to examine CWB in local governments in Nigeria. Only three antecedents to CWB were examined in this study, namely,

work stressor, organizational justice and psychological contract breach. Therefore, further research should explore other possible precursors to CWB in local governments in Nigeria.

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## Appendix I: Questionnaire

**Table A1: Counterproductive Work Behaviour (Spector et al., 2006)**

Item code	Statement
SAB001	To what extent do employees deliberately waste office materials or supplies?
SAB002	To what extent do employees deliberately litter the work environment?
WIT003	To what extent do employees deliberately come late to work without permission?
WIT004	To what extent do employees deliberately take a longer break than they are officially allowed?
WIT005	To what extent do employees deliberately leave their place of work than they are expected to?
PRO006	To what extent do employees deliberately fail to follow laid down procedures/instructions?
PRO007	To what extent do employees deliberately slow things down when work needed to be done quickly?
THE008	To what extent do employees deliberately take office supplies or tools home without permission?
THE009	To what extent are cases of theft or deliberate vandalism of government properties widespread in the local government?
ABU010	To what extent do employees deliberately engage in or continue a harmful rumour at work?
ABU011	To what extent do employees engage in the verbal abuse of other employees?

Note: SAB, WIT, PRO, THE, and ABU connote sabotage, withdrawal, production deviance, theft and abuse respectively

**Table B2: Interpersonal Conflicts, Organizational Constraints (Spector & Jex, 1998)**

Item code	Statement
INT012	Arguments among employees
INT013	Disagreement among employees
INT014	In-fighting among employees
INT015	Employees yelling at one another
INT016	Employees being rude to one another
ORG017	Poor equipment and supplies
ORG018	Rigid organizational rules and procedures
ORG019	Difficult or uncooperative employees
ORG020	Rigid or difficult boss
ORG021	Lack of equipment or supplies
ORG022	Inadequate training
ORG023	Interruptions by other people
ORG024	Lack of necessary information about what to do or how to do it.
ORG025	Conflicting job demands
ORG026	Inadequate help from others
ORG027	Inadequate instructions or information about a job task(s)

Note: INT and ORG connote interpersonal conflicts and organizational constraints respectively



**Table C3: Organizational justice (Niehoff & Moorman, 1993)**

Item code	Statement
DIS028	My work schedule is fair
DIS029	My workload is fair
DIS030	Overall, the rewards I receive for my efforts is fair
PRJ031	Job decisions are made by my employer in an unbiased manner
PRJ032	My employer makes sure that all employees are heard before job decisions are made
PRJ033	My employer clarifies decisions and provides additional information when requested by employees
PRJ034	All job decisions are applied consistently to all affected employees
PRJ035	Employees are allowed to challenge or appeal job decisions made
INJ036	When decisions are made about my job, my employer treats me with kindness and consideration
INJ037	When decisions are made about my job, my employer treats me with respect and dignity
INJ038	My employer is sensitive to my personal needs when decisions are made about my job
INJ039	My employer deals with me in a truthful manner when decisions are made about my job
INJ040	When decisions are made about my job, my employer shows concern for my right as an employee
INJ041	My employer discusses with me the implication of the decisions made about my job
INJ042	My employer offers adequate clarification for decisions made about my job
INJ043	My employer offers an explanation that makes sense to me when making decisions about my job

Note: DIS, PRJ and INJ connote Distributive justice, Procedural justice and Interactional justice respectively

**Table D4: Psychological Contract Breach (Robinson & Morrison, 2000)**

Item code	Statement
PSY044	Almost all promises made by my employer during the recruitment process have been kept so far
PSY045	I feel that my employer has come through in fulfilling the promises made to me when I was hired
PSY046	So far, my employer has done an excellent job of fulfilling its promises to me
PSY047	I have not received everything promised to me in exchange for my contributions to my local government
PSY048	My employer has broken many of its promises to me though I've upheld my side of the deal

Note: PSY connote Psychological contract breach

**Table E5: Table Showing Reliability Scores of the Variables of the Study**

S/N	Constructs	Sub-Constructs	Measurement	Origin of the Construct	Cronbach's Alpha Value
1	Counterproductive Work Behaviour (CWB)	Sabotage	2-items scale	Spector et al. (2006)	0.801
		Withdrawal	3-items scale	Spector et al. (2006)	0.804
		Production Deviance	2-items scale	Spector et al. (2006)	0.712
		Theft	2-items scale	Spector et al. (2006)	0.706
		Abuse	2-items scale	Spector et al. (2006)	0.730
2	Work Stressor	Interpersonal conflicts	5-items scale	Spector and Jex (1998)	0.824
		Organizational constraints	11-items scale	Spector and Jex (1998)	0.889
3	Organizational Justice	Distributive Justice	3-items scale	Niehoff & Moorman (1993)	0.790
		Procedural Justice	5-items scale	Niehoff & Moorman (1993)	0.735
		Interactional Justice	8-items scale	Niehoff & Moorman (1993)	0.888
4	Psychological Contract Breach	Psychological Contract Breach	5-items scale	Robinson and Morrison (2000)	0.714

**Table F6: Respondents Demographic Characteristics**

S/N	Variable	Category	Frequency	%	Cumulative %
1	Gender	Male	130	47.1	47.1
		Female	146	52.9	100.0
		Total	276	100.0	
2	Marital Status	Single	104	38.0	38.0
		Married	170	62.0	100.0
		Total	274	100.0	
3	Age	18-25 years	45	16.1	16.1
		26-35years	102	36.4	52.5
		36-45 years	87	31.1	68.6
		46 and above	46	16.4	100
		Total	280	100.0	
4	Educational Qualification	Primary school certificate	2	0.7	0.7
		SSCE/GCE	23	8.2	8.9
		OND/NCE	52	18.6	27.5
		HND/B.Sc.	143	51.1	78.6
		M.Sc/M.A	39	13.9	92.5
		Ph.D	21	7.5	100
		Total	280		

5	Job Tenure	Below 5 years	76	27.6	27.6
		5-10 years	94	34.3	61.9
		11-15 years	65	23.6	85.5
		16 years and above	40	14.5	100.0
		Total	275	100.0	
6	Net Income per month (₦)	N10,000 and below	16	5.8	5.8
		N10,001 – N50,000	96	34.5	40.3
		N50,001 – N100,000	93	33.5	73.8
		N100,001 – N150,000	22	7.9	81.7
		N150,001 – N200,000	24	8.6	90.3
		N200,001 – N250,000	17	6.1	96.4
		N250,001 – N300,000	5	1.8	98.2
		N300,001 and above	5	1.8	100
	Total	278	100.0		

**Table G7: Benchmark for Fits Indices, Source and Measurement/Structural Model's Values**

Indices	Measure	Recommended benchmark	Source	CFA	SEM
Absolute fit indices	$\chi^2/df$	$\leq 3.00$	Hayduck (1987)	2.246	2.334
	RMSEA	$\leq 0.08$	Bagozzi and Yi (1988)	0.067	0.069
	GFI	0.0 – 1.0	Hooper, Coughlan and Mullen (2008)	0.742	0.737
	AGFI	0.0 – 1.0	Hooper et al. (2008)	0.712	0.706
Incremental (comparative) fit indices	NFI	0.0 – 1.0	Hooper et al. (2008)	0.674	0.660
	TLI	0.0 – 1.0	Hooper et al. (2008)	0.770	0.754
	CFI	$\geq 0.50$	Bagozzi and Yi (1988)	0.786	0.770
Parsimony fit indices	PGFI	$\geq 0.50$	Bagozzi and Yi (1988)	0.664	0.660
	PNFI	$\geq 0.50$	Bagozzi and Yi (1988)	0.629	0.617

Notes: 1. For values that range between 0.0 and 1.0, the closer the values to 1.0 the better.

2. CFA – confirmatory factor analysis, SEM - structural equation model

3.  $\chi^2/df$  - chi-square to the degree of freedom, RMSEA - root mean square error of approximation, GFI - goodness of fit index, AGFI - adjusted goodness of fit index, NFI - normed fit index, TLI - Tucker-Lewis index, CFI - comparative fit index, PGFI - parsimony goodness of fit index and PNFI - parsimonious normed fit index.

**Table H8: Estimated Results of the Structural Model and Hypotheses Test Outputs**

Path	Estimate	S.E.	t-Statistics	Decision
H1a: Work Stressor → Organizational CWB	0.278	0.067	4.152*	Reject Ho
H1b: Work stressor → Interpersonal CWB	0.046	0.103	0.446	Accept Ho
H2a: Organizational Justice → Organizational CWB	0.084	0.062	1.345	Accept Ho
H2b: Organizational Justice → Interpersonal CWB	0.178	0.112	1.591	Accept Ho
H3a: Psychological contract breach → Organizational CWB	-0.038	0.044	-0.878	Accept Ho
H3b: Psychological contract breach → Interpersonal CWB	0.188	0.079	2.377*	Reject Ho
The coefficient of determination (R <sup>2</sup> ) for Organizational CWB				0.154
The coefficient of determination (R <sup>2</sup> ) for Interpersonal CWB				0.037
Number of Observations				282

Source: Researchers' Fieldwork (2018)

Note: \* connote  $p > 0.05$ . SE - Standard Error

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### Author's Profile

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