

# DIGITALES ARCHIV

ZBW – Leibniz-Informationszentrum Wirtschaft  
*ZBW – Leibniz Information Centre for Economics*

Uche, Ignatius Ikechukwu; Olusoji, George; Wuraola, Abiola et al.

## Article

### The relationships between organizational determinants and counterproductive work behaviors among employees in the Nigerian maritime industry

Academic journal of economic studies

#### Provided in Cooperation with:

Dimitrie Cantemir Christian University, Bucharest

*Reference:* Uche, Ignatius Ikechukwu/Olusoji, George et. al. (2018). The relationships between organizational determinants and counterproductive work behaviors among employees in the Nigerian maritime industry. In: Academic journal of economic studies 4 (1), S. 203 - 212.

This Version is available at:

<http://hdl.handle.net/11159/1881>

#### Kontakt/Contact

ZBW – Leibniz-Informationszentrum Wirtschaft/Leibniz Information Centre for Economics  
Düsternbrooker Weg 120  
24105 Kiel (Germany)  
E-Mail: [rights\[at\]zbw.eu](mailto:rights[at]zbw.eu)  
<https://www.zbw.eu/econis-archiv/>

#### Standard-Nutzungsbedingungen:

Dieses Dokument darf zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden. Sie dürfen dieses Dokument nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, aufführen, vertreiben oder anderweitig nutzen. Sofern für das Dokument eine Open-Content-Lizenz verwendet wurde, so gelten abweichend von diesen Nutzungsbedingungen die in der Lizenz gewährten Nutzungsrechte.

<https://zbw.eu/econis-archiv/termsfuse>

#### Terms of use:

*This document may be saved and copied for your personal and scholarly purposes. You are not to copy it for public or commercial purposes, to exhibit the document in public, to perform, distribute or otherwise use the document in public. If the document is made available under a Creative Commons Licence you may exercise further usage rights as specified in the licence.*

## The Relationships between Organizational Determinants and Counterproductive Work Behaviors among Employees in the Nigerian Maritime Industry

Ignatius Ikechukwu Uche<sup>1</sup>, George Olusoji<sup>2</sup>, Abiola Wuraola<sup>3</sup>, Adebisi Sunday<sup>4</sup>

<sup>1,2,3,4</sup>Business Administration Department, Faculty of Business administration, University of Lagos, Nigeria,

<sup>1</sup>E-mail: [godnear2000@yahoo.com](mailto:godnear2000@yahoo.com) (Corresponding author), <sup>2</sup>E-mail: [golusoji@unilag.edu.ng](mailto:golusoji@unilag.edu.ng),

<sup>3</sup>E-mail: [wura\\_abiola@transformation.com](mailto:wura_abiola@transformation.com), <sup>4</sup>E-mail: [yommysun@gmail.com](mailto:yommysun@gmail.com)

**Abstract** *The predominance of counterproductive work behavior in the workplace has propelled negative consequences (such as low productivity, poor job satisfaction, and sabotage among others). This study investigates the relationships between organizational determinants and counterproductive work behavior among employees in Nigerian Maritime Industry. To achieve the objectives, causal research design was adopted employing questionnaire as a primary data collection instrument. Purposive sampling technique was used in drawing a sample of 811 respondents, out of which 734 were found useful for analyses, representing 73.4% response rate. The findings reveal that organizational determinants of CWB (organizational justice, organizational support, organizational climate and organizational culture) have positive significant relationship with each other and negative relationship with CWB. The study recommends that business organizations should develop mechanism for filtering the workplace from possible factors that could propel CWB and then develop capabilities to manage and control them. It therefore concludes that management of organizations should uphold the justice and equity principles and create enabling environment in the work place in order to reduce the tendencies to counterproductive work behavior in the organizations especially in the Nigerian maritime industry.*

**Key words** Organizational determinants, counterproductive work behavior, maritime Industry

**JEL Codes:** D23

© 2018 Published by Dimitrie Cantemir Christian University/Universitara Publishing House.

(This is an open access article under the CC BY-NC license <http://creativecommons.org/licenses/by-nc-nd/4.0/>)

### 1. Introduction

The manifestations of counter-productive work behaviors among employees in both public and private sector organizations in the Nigerian maritime industry and Nigerian organizations are very alarming and worrisome. Their negative impact to overhead cost and productivity cannot be overemphasized given their predominance in modern day organizations. To say the least, it has become a cankerworm that has eaten deep into the fabrics of many organizations today the world over. Counterproductive work behaviors (CWBs) are expensive phenomenon for organizations, costing billions of Naira each year to the management of private organizations in particular and the government in general. Most recent research has focused on the perception of justice view in dealing with CWBs. Again, CWBs has human-related costs such as low morale and high employee's turnover (Frost, 2007; Greenberg, 1987). Counterproductive Work Behavior (CWB) is an extra-role behavior that employees perform with the intention of harming the organizations and/or their members. CWB is defined as volitional employee behavior that harms, or at least is intended to harm, the legitimate interests of an organization (Dalal et al., 2009; Muafi (2011) rightly posits that the behavior of workers in the manufacturing and service organizations has been challenging in recent time. This is evident in the work of Omar, (2011), that reported the account of counterproductive work behavior was found responsible for wasting of billions of dollars annually. Counterproductive work behavior, in addition is known as workplace deviance, and a constituent of job performance that has been defined by Fox and Spector (2005) as the spectrum of actions that harm employees or organizations.

Organizational Justice is a fundamental factor to most successful organizations. In order to keep a satisfied, committed and loyal employee in the organization, the organization needs should be fair in its system regarding justice. When employees see themselves as partners in the organization, they perceive higher level of justice. This is because employees feel that they are part and parcel of the decision making process in the organization. When employees feel that they are part of the organization, most time enhances organizational productivity and employee performance. Correspondingly, when there is free flow of communication in an organization, employees experience higher level of justice, Deconick (2010) rightly states that the end result of organizational justice is trust, and that obligation tends to increase where there is equitable justice perception by employees. There is quite large number of organizational factors that propels counterproductive work behavior in the workplace, One of such elements is organizational culture which consists of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace (Schein, 1995), As a result, the prevailing organizational culture in the workplace has the potential to promote or limit counterproductive work behavior.

According to Griffin and O'Leary-Kelly (2004), organization culture can change employees' behavior either positively or negatively, therefore, by communicating that deviant behavior is not accepted and by announcing severe sanctions against it, organizations culture can inhibit deviant behavior. The connection between organizational climate and counterproductive work behavior is hinged on the belief that the prevailing environment in the workplace is directly related to employees' perceptions and their commitment towards the actualization of the goals and objectives of the organizations. Holloway (2012), fittingly states that organizational climate is a set of measurable things in the work environment that are either directly or indirectly perceived by the employees who work within the organization and those things that influence and motivate their behavior. A conducive and friendly work environment is perceived as a catalyst for reduction in tendencies to engage in CWBs.

Extant studies have confirmed that organizational support given to employees by their organizations have propelled the development of positive behaviors and attitudes like normative and affective commitment (Rhodes and Eisenberger, 2002). According to the named scholars, when employees perceive organizational support to have favorable treatment to their jobs, they tend to put in their best toward enhanced productivity. Again, supervisory support and fairness in organizational rewards system propels favorable citizenship behavior such as organizational commitment and job satisfaction. The fourth organizational determinant considered in this study is organizational justice, which is the extent to which employee perceive fairness and equity in their workplace. Generally, satisfied employees have tendency to focus on their work and such employees may develop low propensity to engage in deviant behaviors (Sims, 2002). Furthermore, employees who are satisfied with their job and the organization are less likely to break ethical rules within the organization and less likely to engage in CWBs. In general, counterproductive work behavior varies in severity from minor offences such as stealing a ball pen to serious offences such as embezzling millions of money from an organization (Bennett and Robinson, 2000).

The Nigerian maritime sector accounts for a significant part of the output of the service industry and the sector is of strategic importance to the socio-economic growth and development of the country (Adenikinju, 2005). It is the major mode for internal and external trade facilitation and many countries of the world rely on their sea Ports as a major source of revenue (Nagle, 2009). The Nigerian maritime industry is a subsector under the Federal Ministry of Transportation (FMOT) and accounts for a large chunk of exportation and importation businesses in the country. In the maritime sector, CWBs manifest in various forms such as theft, fraud, falsification of documents, under-declaration of goods with insider connivance, espionage, pilferage, diversion of imported goods, vandalism of imported vehicles, illegal bunkering, unsafe acts, sabotage, and poor service quality among others. These factors are believed to be responsible for low productivity, high cost of imported goods, gross inefficiencies and the eventual concessioning of core businesses and Port operations in 2006 by the Federal Government of Nigeria (Oghojafor *et al.*, 2012). Regardless of how extremely one considers the negative outcomes of deviant behavior in the workplace, the enormity of the problem is conspicuous and self-evident. Against the aforementioned background, this study seeks to investigate the relationship between organizational determinants that propel counter-productive work behavior in the Nigerian maritime industry.

### 1.1. Statement of the problem

The prevalence of counterproductive work behavior such as fraud, theft, pilfering, diversion of cargoes, vandalization of goods, broaching of containers in the port, withholding of efforts, illegal bunkering, under declaration of cargoes, false declaration of goods by importers and even outright disappearance of vessels with its cargoes constitutes major challenges in the Nigerian maritime sector. Perhaps it may not be far from the truth that counterproductive work behavior is one of the factors responsible for the gross inefficiency and low productivity in the maritime sector. Although many researchers have examined counterproductive work behavior (CWBs) from divergent perspectives, the foundational interest on the construct is originally on the classification, conceptualization, and measurement of the dimensions of counterproductive work behaviors (Robinson and Bennett, 1995; Gray, 2007). Most early scholars advocated the need for distinctiveness in some of the constructs that dominate the study of CWB dimensions, but to date; some of the terms are still operationally connected to each other.

Similarly, there are significant opinions supporting the necessity to identify and classify the predictors of counterproductive work behavior at both individual and organizational level because the causative factors across the two dimensions and the prevalence of CWB emanating from the two dimensions differ significantly (Sackett and DeVore, 2001). To date, few scholars have investigated the effect of perceived organizational climate on counterproductive behaviors (Pelin and Funda, 2013). Furthermore, a review of extant literature reveals that some of these factors have not enjoyed significant investigation by researchers. For instance, the effect of employee injustice perceptions on CWBs is fairly established in literature despite its importance and significance (Ambrose *et al.*, 2002). Perhaps, not surprising the focus of research attention have largely held a managerial perspective which concentrate on the dysfunctionality of CWBs. (Robinson, 2008),

made great effort to comprehend why individuals engage in these behaviors and suggested how they might be reduced or eliminated in organizations.

### 1.2. Aims and Objectives of the Study

The primary aim and objective of this study is to investigate the preponderance of CWB in the Nigerian Maritime industry as well as identifying the organizational factors that could serve as possible determinants of counterproductive work behaviors among employees in the Nigerian maritime sector in particular and other sectors in general. The specific objective of the study is to examine the relationship between organizational determinants consisting of (organizational climate, organizational culture, organizational justice and organizational support) and counterproductive work behavior among employees in the Nigerian maritime industry.

### 1.3. Research Hypothesis

There is no significant relationship between organizational factors which comprises of (organizational culture, organizational climate, organizational support and organizational justice) and counterproductive work behavior among employees in the Nigerian maritime industry.

### 1.4. Significance of the Study

The study is of tremendous importance to human resource managers, policy makers and consultants in recruitment of prospective employees in the maritime sector as well as formulating policies that will help curb the excesses of counterproductive work behavior among maritime industry employees in particular and Nigerian employees in general.

The study is of great significance because it has contributed to increase the volume of current literature on the subject of counterproductive work behavior and determinants thereby making literature available to future researchers in the field of counterproductive work behavior and the maritime industry which is presently lacking. Furthermore, the result of the study is also of immense benefit to shipping companies and shipping agents as it tends to eliminate wastages and capital flight in terms of demurrages and freight payment. Again, importers, exporters' stakeholders, maritime sector and the nation in general also benefits from the study in terms of confidence in Port operations as it relates to safety and security of imported goods, increase in the standard of living and more revenue generations to the national treasury and eventual increase in the gross domestic product and the national income of the country.

Given the costs and consequences associated with counterproductive work behavior, it can be considered as a menace that is crying for help and management priority should be on how to recognize, how this phenomenon manifest in the workplace and to take corrective and proactive action to address them. From the foregoing, the finding of the study provides the framework for comprehending deviant behavior and how best to minimize its occurrence in the workplace. Furthermore, the study provides help in proffering solutions on how to make the maritime sector more efficient, productive and competitive in meeting with global best practice. The study provides useful information to policy analyst in the maritime sector on how to make increase turn-around time of vessels, reduction in the dwelling time of cargoes in the Port which will eventually qualify Nigerian ports as hub centre in the sub-region of Africa. Again, findings from this study is of immense relevance to all the terminal operators as enhances their internal efficiency and improve productivity level in order to generate more revenue to the concessionaires, the government and the Nigerian economy.

## 2. Literature review

This study is underpinned by the following theories: (1) The Social Disorder Theory. (2) The retaliation Theory.

### 2.1. The Social Disorder Theory

Social disorder theory elucidate that "signs of disorder" in a neighborhood can in a causal manner lead to the collapse of law and order and resultant antisocial behaviors (Kelloway *et al.*, 2010). The social disorder theory emphasizes on the influence of peer group and how deviant behavior demonstrated at the micro-level transcends to societal problems. Conceivably, if left unchecked, the citizens of such socially disordered neighborhoods would increasingly conform to the more deviant norms to their own advantage. This result into possible justification for engaging in deviant behaviors, simply because others are doing the same, which make employees more encouraged towards committing CWBs. On this perspective, it could be deduced that deviant behaviors in the workplace may emanate from deteriorating societal value or lax control which may propel employees' emotional engagement and sometimes non-rational motives for engaging in counterproductive work behaviors. The intrinsic shortcoming of the social disorder theory includes the assumption that disorderliness within the neighborhoods or organizations would increasingly motivate employees to engage in deviant behaviors. This is being overly stated because it is not all employees that would engage in such counterproductive

behaviors even in a workplace that is characterized with lax control, some employees may prefer to resign their appointment from the organization rather than joining the band wagon. Again, the theory does not provide logical norms for employees who want to be neutral and rational. In addition, some employees are influenced by emotional and sometimes non-rational motives for engaging in counterproductive work behaviors.

## 2.2. Retaliation Theory

Retaliation theory was promoted by Skarlicki and Folger in 1997. Retaliation theory postulates that deterrence is conceivably recognized to curb revenge as it encompasses negative internal and external features of individual(s). Essentially, retaliation theory deliberates on harmful acts carried out in response to feelings of having been incorrectly treated, in most cases on injustice which may trigger frustrations, anger and indignation associated with emotions experienced in response to injustice (Smollan, 2012). Retaliation theory in relation to CWB constitutes a condition and event at work that are perceived and evaluated by employees as a response to workplace stressors (Spector & Fox 2005) and these perceived stressors tempt negative emotions, including anger, anxiety, and depression which contribute to the prevalence of CWBs either immediately or impulsively at a later time.

## 2.3. Conceptual framework

The relationship between organizational determinant and counterproductive work behavior:

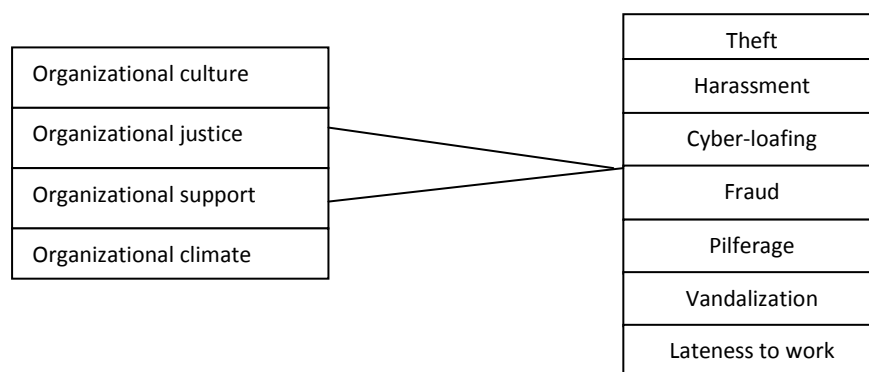


Figure 1. Conceptual framework

### 2.3.1. Organizational Climate

Organizational climate is the prevailing environment in the workplace which exerts influence on employees' behavior, motivation, attitudes and capabilities (Adenike, 2011). Organizational climate is a set of features that define an organization and that distinguish a firm from others and influences the behavior of employees in that organization (Farooqui, 2012). Where organizational climate is weak and un-conducive, the tendency to engage in CWBs may be high. In other words, the prevailing organizational climate is reflected on employee capabilities and by extension his/her contribution and commitment to the organization.

### 2.3.2. Organizational Justice

The term organizational justice refers to an individual's perception of and reactions to fairness in an organization (Greenburg, 1988). Essentially, organizational justice refers to the idea that an action or decision is morally right which may be defined according to ethics, religion, fairness, equity or law. Organizational justice is also regarded as the extent to which an employee perceives workplace procedures, interactions and outcomes to be fair in nature. These perceptions can influence attitudes and behavior for good or for bad, which in turn will have positive or negative impact on employee performance and the organizations success.

## 2.4. Organizational Determinants Related to Counterproductive Work Behaviors

### 2.4.1. Organizational Culture and Counterproductive work behaviors

Organizational culture provide the needed platform that integrate shared values and beliefs which assist firms in solving problems and challenges facing the organization (Schein, 1995). According to Griffin and O'leary-Kelly (2004), one of the noticeable ways that firms contribute to workplace deviance behaviors is by building and supporting a dysfunctional culture. A dysfunctional culture, according to these authors is one that restrains or confines individuals and group-level abilities and

for that actually inspires and rewards mediocre individual and group-level performance within the organization. Hence, this form of culture produces and supports a rancorous cycle of workplace deviance. Likewise, if an organization does not have a dysfunctional culture, deviant sub-cultures may still transpire among individuals. Subsequently, the sub-cultures may take priority over formal organizational norms and values (Parilla *et al.*, 1988).

#### 2.4.2. Organizational Climate and Counterproductive Work Behaviors

Work environment or climate perception of employees adds significant values for both individuals and the organization. Thus, growing importance is located in understanding employees and their behavior within the organization which has created a countless deal of interest in investigating employee perceptions of climate within the organization (Riggle, 2007). Scholars such as Scheuer (2010) and Al-Saudi, (2012) have found relationships between organizational climate and employee attitudes and behaviors. Scholars have also suggested that organizational climate is connected with positive behaviors like novel pioneering behavior and organizational citizenship behaviors. In general, employees' perception of work environment to a certain extent determines and influence how well the organization performs and by extension how well it treats its employees (Giles, 2010). A favorable organizational climate will inhibit CWBs such as absenteeism, deferment, putting little effort into work, taking excessive breaks, wasting/damaging of organization resources, Work inactivity etc. (Appelbaum *et al.*, 2007).

Conversely, when organizational climates are perceived as supportive by employees, there is the tendency for declining counterproductive work behaviors (Kidwell and Valentine, 2009). For instance, climate or atmosphere in workplace has influence on employee's motivation, behaviors, attitudes and potentials, which in turn is anticipated to influence organizational productivity and effectiveness (Adenike, 2011). However, when the prevailing climate is organizationally induced and rewarding, employees will display more positive behaviors and by extension little tendency to engage in counterproductive behaviors (Kidwell & Valentine, 2009). On the other hand, poor work environment will prompt negative work behaviors such cyber-loafing, malingering, rescheduling assignment, putting little effort into work, taking excessive breaks, wasting/damaging of organization resources, work inactivity etc. (Appelbaum *et al.*, 2007).

#### 2.4.3. Organizational Support and Counterproductive Work Behaviors

Extant studies have confirmed that organizational support given to employees may provoke development of positive work behaviors and attitudes like affective and normative commitment (Rhoades and Eisenberger, 2002). According to social exchange theory, employees will show respect and value to the organizational norms, policies, and voluntary actions that support their wellbeing and development (Cotterell *et al.*, 1992). In the opinion of Lambert (2006), dissatisfied employees have a higher propensity to be disconnected psychologically from the job and that such psychological disaffection would no doubt increase the possibility for engaging in CWBs. Similarly, there is high tendency that employee that perceived organizational support to be poor will view their tasks as tedious and displeasing, and the immediate consequence of this is poor job satisfaction and tendency to engage in counterproductive work behaviors (Susskind *et al.*, 2000).

#### 2.4.4. Organizational Justice and Counterproductive Work Behaviors

Organizational justice relate to the extent to which employees develop a sense of fulfillment of vital psychological needs, which have tendency to reduce CWBs. Hence, there is substantial literature support that establishes negative relationship between measures of distributive, procedural, and interactional justice perceptions and the likelihood of employees to get involved in counterproductive work behaviors (Aquino *et al.*, 1999; Ambrose *et al.*, 2002). Similarly, perceptions of justice have been documented to correlate with emotions (Cropanzano and Baron, 1991) and this connection seems to be mutual; injustice perceptions may lead to negative emotional reactions and on the contrary, negative affect may prone higher probability of assessing an event to be unjust (Thoresen *et al.*, 2003). Likewise, Barsky and Kaplan (2007) noted that both conditions and trait negatively affect employees and upsurge injustice perceptions on all dimensions of justice (distributive, procedural, and interactional).

#### 2.5. Interpersonal injustice and CWBs

Employees Perception of injustice can be a primary contributory factor of workplace deviance (Bennett and Robinson, 2000). The overriding idea that individuals will retaliate and be responsible for harm in response to perceived injustice is founded in the principle of retributive justice. Retributive justice specifically denotes the point of view that the delinquent who commits an injustice deserves to be punished and that the penalty helps reinstate the biased balance of justice (Wenzel and Okimoto, 2009). Simply put, grueling an offender helps a target of injustice "get even". Moreover, retribution can help re-establish the power and social standing that is often accepted by acts of injustice (Bradfield and Aquino, 1999). Previous research has shown that out of the four justice dimensions namely (distributive, procedural, informational and interpersonal), interpersonal justice is mostly vital in influencing behaviors of a worker either positively or negatively

(Skarlicki and Folger, 1997). Within the context of organizational justice literature, most exploration has largely concentrated on retribution as a common reaction to apparent injustice (Berry *et al.*, 2007). It is imperative to state that though most researchers proposes that perceived injustice can result to counterproductive work behavior, it is also imperative to know that people who perceive injustice often do not seek retribution {retaliation against a transgressor (Bradfield and Aquino, 1999). Okimoto *et al.* (2009) state that perceived injustice does not always result to counterproductive work behaviors. Thus, academics have increasingly accepted that retribution is not the only approach to re-establishing the balance of justice (Wenzel and Okimoto, 2010). Therefore, by deciding not to take action upon their punitive wishes, targets of injustice show that they will not be slapped down to the level of delinquent (Heider, 1958). Thus, a victim of injustice can demonstrate a higher position of moral control if he/she decides not to seek revenge from the transgressor (Wenzel *et al.*, 2008).

### 3. Methodology of research

The study adopts causal research design using quantitative research approach. The choice of this approach is founded on the fact that the objective of this study is to deduce cause and affect relationships between the variables under investigations. Hence, causal research design is particularly suited to achieve the stated objective because it has the potential to demonstrate that a change one variable causes some predictable change in another variable (Malhotra, 1999).

#### 3.1. Population, Sample Size and Sampling Technique

The population of the study consists of employees of three selected parastatals (Nigerian Ports Authority, Nigerian Maritime Administration and Safety Agency and Nigerian Shippers Council). For the purpose of this study, targeted sample size of one thousand employees across the selected parastatals was surveyed. Available statistics at the Federal Ministry of Transport confirms that Nigerian Ports Authority has more staff strength than the other two parastatals; which explains the disparity in the sample selection. This study used multistage sampling technique. Firstly, proportionate quota sampling technique was adopted to select the sampled respondents on the basis of the staff strength of parastatals surveyed in this study. In the second stage, purposive sampling technique often denoted to as judgmental sampling was used to select the respondents that participated in the survey based on the basis of their understanding of the phenomena under investigation. Lastly, convenience sampling was used to survey the respondents that are available and willing to participate in the survey. The target sample cut across managerial, senior and junior staff of the selected parastatals.

#### 3.2. Measures, sources of data and Instrumentation

Primary data were collected using a self-administered questionnaire which is the most common instrument used in a survey research especially where the investigator is conversant with the variables under investigation (Beiley, 1994). The choice of questionnaire is belief to offer respondents greater anonymity (Cooper and Schneider, 2003) and it is more cost effective (Struwig and Stead, 2001). Measures employed in this study were adapted from previous validate studies and the respondents were asked to rate their response on a Five-point Likert scale ranging from (1 = "strongly disagree" to 5 = "strongly agree"). Validity and reliability of the research instrument was undertaken. The questionnaire was subjected to validity testing through content validity (the researchers sought inputs and opinion from four senior academics from the Departments of Business Administration, University of Lagos, while the reliability testing was carried out through Cronbach Alpha. All the variables and constructs have reliability values exceeding  $\alpha = 0.7$ , which shows that the instrument is reliable (Girden, 2001).

### 4. Data analyses and presentation of results

Data were analyzed with the Statistical Package for Social Sciences (SPSS version 19). The approaches of data analyses was conducted through descriptive (mean and percentages) and inferential statistics, using one-way analysis of variance (ANOVA) and t-test.

#### 4.1. Demographic Characteristics of Respondents

**Table 1÷ Characteristics of employees in the Nigerian maritime industry**

Variables	Characteristics	Frequency	Percentage
Gender	Male	485	66.1
	Female	249	33.9
Age (Years)	21-29	106	14.4
	30-39	198	27.0
	40-49	282	38.4

Variables	Characteristics	Frequency	Percentage
Marital Status	50-59	139	18.9
	60 and above	9	1.2
	Single	128	17.4
	Married	544	74.1
	Others	62	8.5
Education	School Certificate Holder	36	4.9
	Diploma/ NCE	149	20.3
	HND	147	20.0
	B.Sc.	262	35.7
	MSc/MBA	132	18.1
	Ph.D.	8	1.1
Cadre of Employment	Management staff	139	18.9
	Middle-level staff	378	51.5
	Junior staff	217	29.6
Monthly Income (Naira)	Below 500,000	483	65.8
	501,000 -1,000,000	174	23.7
	1,001,000 - 2,000,000	60	8.2
	2,000,000 and above	17	2.3

**Source:** field survey, 2016

Descriptive statistics of employees in the Nigerian maritime industry are presented in Table 1. Most (66.1 %) of the employees are male while only 33.9 per cent are female. About 41.4% of respondents are below 40 years of age. About 14.4% are in the age range of 21 and 29 years. Respondents in the age range of 30 and 39 years constitute 27% of the work force. The highest percentage of employees (38.4%) is in the age bracket of 40 and 39 years. Whereas 19% are between 50 and 59 years of age, only 1.2% are 60 years and above. Overall, high percentage of respondents is still in the active age bracket. Majority of respondents (74.1%) are married; 17.4% are single while others constitute 8.5%. Descriptive statistics of level of education reveals that 75% are holders of higher institutions certificates. Specifically, 20% are Higher National Diploma (HND) holders; 34.7% of the employees are university graduates with bachelor degrees; 18.1% hold Masters' degree. Most (51.5%) of the staff are in middle level cadre of employment while 18.9% and 29.6% are management and junior staff, respectively. Expectedly, monthly income of employees varies; majority (65.8%) earn below 500,000.00 Naira on monthly basis. Low percentage of the employees earn between 500, 000.00 and 1,000,000.00 Naira monthly.

#### 4.2. Testing of Hypothesis

There is no significant relationship between organizational determinants and counterproductive work behaviors among employees in the Nigerian maritime industry.

*Table 2.* Relationship between organizational determinants and counterproductive work behaviors

Constructs/Variables	Means	Standard deviation	1	2	3	4	5
Organizational culture	3.99	.542	1				
Lack of organizational support	3.88	.688	.806**	1			
Organizational climate	4.03	.780	.923**	.807**	1		
Unfair organizational justice	3.96	.690	.826**	.811**	.862**	1	
Counterproductive work behaviors	1.66	.653	-.269**	-.232**	-.308**	-.295**	1

\*p<0.01 Correlation is significant at 0.05 levels (2-tailed) and N = 734

**Source:** field survey, 2016.

As indicated in Table 2, the mean scores for all the organizational determinants of CWBs ranged from 3.88 to 4.03 and the standard deviations ranged from .663 to .721. The mean and standard deviation value of counterproductive work behaviors is 1.67 and .653. Lack of organizational support has the lowest mean value among the organizational determinants of counterproductive behaviors. To examine the relationships between organizational determinants and counterproductive work behaviors, Pearson correlation analysis was used to determine the direction and strength of relationship between them. All the organizational determinants of CWBs have positive significant relationship with each other. As indicated in



table there exists a statistically significant negative correlations between organizational culture and CWBs ( $r = -.269$ ,  $P < 0.01$ ), Lack of organizational support and CWBs ( $r = -.232$ ,  $p < 0.01$ ), organizational climate and CWBs ( $r = -.308$ ,  $p < 0.01$ ), and unfair organizational justice and CWBs ( $r = -.295$ ,  $P < 0.01$ ). Largely, the finding of this study does not provide support for the acceptance of the hypothesis which states that there is no significant relationship between organizational determinants comprising of (organizational culture, lack of organizational support, organizational climate, and unfair organizational justice) and counterproductive work behaviors in the Nigerian maritime industry. Hence, the hypothesis is rejected.

## 5. Discussions of findings

All the organizational determinants of CWB have positive significant relationship with each other. Likewise, all the organizational determinants have negative significant relationship with CWBs. The negative significant relationship among the four organizational determinants with CWBs reveals that the four determinants have a diminishing effect on CWBs. The study confirms the causal relationships between organizational determinants and counterproductive work behavior because an increase in one determinant has a corresponding increase in counterproductive work behavior and vice versa.

## 6. Conclusions

This study examines the relationship between organizational determinants and counterproductive work behaviors in the Nigerian maritime industry. Counterproductive work behaviors involve individual and organizational dimensions, and the two elements have the potential to cause damage and negative effects both to the organization and the employees in the organization. In general, the evidence suggests that improve organizational culture, lack of organizational support, organizational climate, and unfair organizational justice are more likely to diminish the prevalence of CWBs in the workplace.

## 7. Recommendations

Given the significant relationship between organizational determinants and counter-productive work behaviors it then behooves on maritime operators and business organizations to develop mechanism for identifying and selecting their potential employees such as background checks and vetting of previous employment history that could assist in the identification of potential employees with high tendency to engage in deviant behaviors.

Efforts should be intensified to develop sound organizational culture in the Nigerian maritime industry which will go a long way in modifying employee's behaviors and aligning them towards achieving the goals and objectives of the organizations in particular and the maritime industry in general. Maritime industry administrators need to understand employee perceptions and ensure that adequate organizational support is provided to the workforce by ensuring the creation of work environment that is fair, equitable and where employees are handled with utmost respect and dignity. Undoubtedly, positive staff perceptions of organizational support hold the key to thwarting and eliminating counterproductive workplace behaviors throughout the maritime industry. Management should give due consideration to workplace environment and ensure that it is conducive and user friendly for all and sundry. By having the right climate, counterproductive work behaviors will be reduced to the barest minimum. Without the right organizational climate, unwanted behaviors will persist and may even escalate into dangerous situations.

Management should ensure that equity and justice prevail across all ranks and file by putting in place a proactive justice system where employees will develop the sense of commitment and freedom that will reduce the tendency to engage in CWBs. Having such knowledge, will enable employees to minimize job flaws and enhance their performance.

## References

- Adenikinju, A. F. (2005), African imperative in the new World Trade Order: Country case study of the manufacturing sector in Nigeria, in Ogunkoya O.E, and Bankole A(eds) Nigeria's in the new world order, Africa economic research consortium (Nairobi, Kenya) and the Trade Policy Research and Training programme4e (Ibadan, Nigeria).
- Adenike, A. (2011), Organizational climate as a predictor of employee job satisfaction: Evidence from Covenant University of Business Intelligence Journal, 4(1), 151-165.
- Al-Saudi, MA, (2012), The impact of organizational climate upon the innovative behavior at Jordanian Private Universities as perceived by employees: A field study. International Business and Management, 5(2), 14-26.
- Ambrose, M, L, Seabright~ M, A" & Schminke, M. (2002), Sabotage in the workplace: The role of organizational injustice, Organizational Behavior and Human Decision Processes, 89, 947 -965.

- Appelbaum, S.H., Laconi, G.D. & Matousek, A. (2007). Positive and negative deviant workplace behaviors: Causes, impacts and solutions, *Corporate Governance*, 7(5), 586-598.
- Aquino, K., Lewis, M.U., & Bradfield, M. (1999). Justice constructs, negative affectivity, and employee deviance: A proposed model and empirical test. *Journal of Organizational Behavior*, 20(7), 1073-1091.
- Bailey, K. D. (1994). *Method of social research* (4th eds.) New York: The free Press.
- Barsky, A. & Kaplan, S. A. (2007). If you feel bad, d's unfair: A quantitative synthesis of affect and organizational justice perceptions, *Journal of Applied Psychology*, 92(1), 286-295.
- Bennett, R. J., & Robinson, S.L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology*, 85, 349-360.
- Berry, C.M., Ones, D. S., & Sackett, P.R. (2007). Interpersonal deviance, Organizational deviance, and their common correlates: A review and meta-analysis. *Journal of Applied Psychology*, 92, 410-424.
- Bradfield, M., & Aquino, K. (1999). The effects of blame attributions and offender likableness on forgiveness and revenge in the workplace. *Journal of Management*, 25, 607 -631.
- Cotterell, N., Eisenberger, R., & Speicher, H. (1992). Inhibiting effects of reciprocation wariness on interpersonal relationships. *Journal of Personality and Social Psychology*, 62, 658-668.
- Cooper, D.R., & Schindler, P.S. (2003). *Business research methods*. (8111 eds.). Boston: McGraw-Hill Irwin.
- Cropanzano, R., & Baron, R.A. (1991). Injustice and organizational conflict: The moderating role of power restoration. *International Journal of Conflict Management*, 2, 5-26.
- Dalal, R.S., Lam, H., Weiss, H.M., Weich, E.R., & Hulin, C.L. (2009). A Within-Person Approach To Work Behavior And Performance: Concurrent And Lagged Citizenship-Counter Productivity Association And Dynamic Relationship With Affect And Overall Job Performance. *Academy Of Management Journal*, 52(5), 1061-1068.
- Deconick, J. B. (2010). The Effect Of Organizational Justice, Perceived Organizational Support And Perceived Supervisor Support On Marketing Employees Level Of Trust *Journal Of Business Research*, 63, 1349-1355.
- Ernst, H. (2001). Corporate culture and innovative performance of a firm. *Management of Engineering & Technology*, 2, 532-535.
- Farooqui, M.R., (2012). Organizational climate (OC). *Asian Journal of Business Management*, 4(3), 294-302.
- Frost, A. 2007, October. Ensure dishonesty doesn't pay. *Human Resources*, p. 71
- Fox, S., & Spector, P.E. (2005). *Counterproductive work behavior: Investigations of actors and targets*. Washington DC: American Psychological Association.
- Fox, S., Spector, P. E., & Miles, D. (2001). Counterproductive work behaviors (CWBs) in response to job stressors and organizational justice: Some mediator and moderator tests for autonomy and emotions. *Journal of Vocational Behavior*, 59, 291-309.
- Giles, P. (2010). *The impact of adult degree-completion programs on the organizational climate of Christian Colleges and Universities*. Doctoral Thesis, Walden University.
- Girden, E.R. (2001). *Evaluating research articles*, (2nd eds.). London: Sage.
- Greenberg, J. (1998) The cognitive geometry of employee theft negotiating "the line" between taking and stealing. In R.w. Griffin, A. O'leary-Kelly and J.M. Collins (eds) *Dysfunctional Behavior in Organizations: Violent and Deviant Behavior*. Stamford, CT: JAI Press.
- Greenberg, J., (1987). Taxonomy of organizational justice theories. *Academy of Management Review*, 12(1), 9-22.
- Griffin, R.W., & O'leary-Kelly A. (2004). *The dark side of organizational behavior*. San Francisco: Jossey-Bass.
- Heider, F. (1958). *The psychology of interpersonal relations*. New York, NY: Wiley.
- Holloway (2012). Leadership behavior and organizational climate: An empirical study in a non-profit organization. *Emerging Leadership Journeys*, 5(1), 9- 35.
- Kaplan, H. B. (1975). *Self-attitudes and deviant behavior*. Pacific Palisades, CA: Goodyear.
- Kelloway, E. K., Lori, F., Matthew, P. and James, E. C., (2010). Counterproductive work behavior as protest. *Human Resource Management Review*, 20, 18-25.
- Kelloway, E.X., Francis, L., Catano, V.M., & Teed, M. (2007). Predicting protest. *Basic and Applied Social Psychology*, 29, 13-22.
- Kidwell, R.E., & Valentine, S.E. (2009). Positive group context, work attitudes, and organizational misbehavior: The case of withholding job effort. *Journal of Business Ethics*, 86, 15-28.
- Kotter, J. (2012). *Corporate culture and performance*. New York: Free press.
- Lambert, E.G. (2006). I want to leave: A test of a model of turnover intent among correctional staff. *Applied Psychology in Criminal Justice*, 2, 57-83.
- Lam, w., & Chen, Z. (2012). When I put on my service mask: Determinants and outcomes of emotional labor among hotel service providers according to affective event theory. *International Journal of Hospitality Management*, 31(1), 3-11.
- Malhotra, N.K. (1999). *Marketing research: An applied orientation* (3rd eds.). New Jersey: Prentice Hall.
- Muafi, (2011). Causes and Consequence of Deviant Workplace Behavior. *International Journal of Innovation, Management and Technology*, 2(2).
- Nagle (2009). Seaports deliver prosperity. *AAPA Seaports Magazine*, winter. Retrieved August 11, 2015, from: [http://www.aaports.org/Publications/Seaports Detail.cfm?131121seaportsarticle](http://www.aaports.org/Publications/Seaports%20Detail.cfm?131121seaportsarticle).
- Oghojafor et al (2012). Concession as a strategic tool for ports efficiency: An assessment of the Nigerian Ports. *American Journal of Business and Management* 1(4), 214-222.
- Okimoto, T.G., & Wenzel, M. (2009). Punishment as restoration of group and offender values following a transgression: Value consensus through symbolic labeling and offender reform. *European Journal of Social Psychology*, 39, 346-367.
- Okimoto, T.G., Wenzel, M. & Feather, N.T. (2008). Beyond retribution: Conceptualizing restorative justice and exploring its determinants. *Social Justice Research*, 22, 156-180.

- Parilla, P.F., Hollinger, R.C. & Clark, J.P. (1988). Organizational control of deviant behavior: The case of employee theft. *Social Science Quarterly*, 69, 261- 280.
- Pelin, K. & Funda, E.U. (2013). The effect of organizational study on the employees of manufacturing. *The Ma Totheme Review*, 2(4),144-160.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the measure,. *Journal of Applied Psychology*, 87, 698 -714.
- Riggle, R.J. (2007). The impact of organizational climate variables of perceived organizational support, workplace isolation, and ethical climate on salesperson psychological and behavioral outcomes. Doctoral Thesis, University of South Florida.
- Robinson, S. L. (2008). Dysfunctional workplace behavior. In J Barling. & C. L. Cooper (Eds.), *The Sage handbook of organizational behavior* (pp. 141-159). Thousand Oaks, CA: Sage.
- Robinson, S.L., & Bennett, R.J. (1995). A typology of deviant workplace behaviors: A multi dimensional scaling study. *Academy of Management Journal*, 38, 555-572.
- Sackett, P.R., & DeVore, C.J. (2001). Counterproductive behaviors at work. In N. Anderson, D. S. Ones, H. K. Sinangil, & C. Viswesvaran (Eds.). *Handbook of Industrial, Work, & Organizational Psychology*. Vol. 1 (pp. 145-164). London, UK: Sage.
- Schein, E. (1995). *Organizational culture*, Frankfurt: Campus Verlag,
- Schein, EH (1985). *Organizational culture and leadership*. San Francisco: Jessey-Bass Publishers.
- Skarlicki, D. P., & Folger, R (1997). Retaliation in the workplace: The roles of distributive, procedural, and interactional justice. *Journal of Applied Psychology*, 82, 434-443.
- Smollan, R.K. (2012). Emotional responses to the injustice of Organizational change: A qualitative study. *Emotion in Organizations*, 8, 175-202.
- Spector, p, E., & Fox, S. (2005), *Counterproductive work behavior: Investigation of actors and targets*, Washington, DC: APA Books.
- Sims, R. L. (2002). Ethical rule breaking by employees: A test of social bonding theory. *Journal of Business Ethics*, 40(2), 101-109.
- Struwig, F.W" & Stead, G.B. (2001). *Planning, designing and reporting research*. Cape Town: Pearson.
- Susskind, A.M., Borchgrevink, C.P, Kacmar, K.M., & Brymer, R.A. (2000). Customer service employees' behavioral intentions and attitudes: An examination of construct validity and a path model. *International Journal of Hospitality Management*, 19, 53-77.
- Thoresen, C.J., Kaplan, SA, Barsky, A.P" Warren, C.R., & de Chermont, K. (2003). The affective underpinnings of job perceptions and attitudes: a meta-analytic review and integration. In 17th Annual Conference of the Society for Industrial and Organizational Psychology, Toronto, ON, Canada; An earlier version of this study was presented at the aforementioned conference. (Vol. 129, No.6, p. 914). American Psychological Association.
- Wenzel, M., & Okimoto, T. G. (2010). How acts of forgiveness restore a sense of justice: Addressing status/power and value concerns raised by transgressions. *European Journal of Social Psychology*, 40, 410-417.
- Wenzel, M., Okimoto, T.G., Feather, N.T., & Platow, M. J. (2008). Retributive and restorative justice. *Law and Human Behavior*, 32, 375-389.