# Nexus Between Personality Factors, Group Norms and Counterproductive Work Behaviour among Employees in Nigerian Universities

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**Abstract**
Counterproductive work behaviour is a negative concept that often harms the organization. Employers are worried about the growing issue of counterproductive work behaviour among employees. In minimizing this behaviour, this study examined personality and group norm as possible factors that could help to reduce counterproductive work behaviour among university employees. Multistage and systematic random sampling techniques were adopted to select 375 participants for the study. Personality Inventory Questionnaire (PIQ), Group Norms Questionnaire (GNQ) and Counterproductive Work Behaviour Questionnaire (CWBQ) were used to collect relevant data for the study. Statistical Package for Social Sciences (SPSS) was used to screen the data and perform the descriptive analysis while Partial Least Square (PLS-SEM) was used to do the inferential analysis. Findings revealed that employees with high personality factors (agreeableness, consciousness, extraversion and openness) will not engage in counterproductive work behaviour in universities where they work. Similarly, employees with high perceived group norms have tendency to obey the laid down rules and regulations, thus it will refrain them from indulging in negative behaviour. In view of the findings, it can be said that personality factors and group norms are vital concepts that can be used to discourage counterproductive work behaviour in universities. This study recommends that university management should give adequate attention to personality factors and group norms in the selection process during the recruitment exercise. This can be achieved by conducting personality inventory test process, with a view to use the outcome of the test in selecting teaching and non-teaching staff whose values are congruent with university's rules and regulations screen out those whose values are questionable.
**Keywords:** Personality factors, Group norms, Employees, Universities, Nigeria

## 1. Introduction

Globally, counterproductive work behaviour is a serious concern for employers in both public and private sector (Aubé, Rousseau, Mama & Morin, 2009; Bambale & Karwai, 2014; Kura, 2014; Olufowobi, Chidozie, Adetayo, Adepegba & Okpi, 2012). It is perceived as a negative behaviour that hinders the growth and development of the organization (Makinde, 2013; Rodkin, & Gest, 2011). On 7th of December, 2017, In the United States of America, ex-gymnastics doctor, Dr. Larry Nassar was sentenced to 60 years imprisonment for child abuse imagery crimes. He's also accused of molesting gymnasts (Guardian Newspaper, 2017). In Nigeria context, the issue of counterproductive work behaviour among employees is on the increase (Fagbohungbe, Akinbode & Ayodeji, 2012b; Jimoh, 2012; Spector, 2006). For instance, on 7th of August, 2016, a case of lecturer harassing his student was reported in Delta State University, Abraka (Pulse Nigeria News, 2016). According to the data obtained from office of the Registrar, Bayero University, Kano in 2017, it shows that some teaching and non-teaching staff of the university were found to engage in negative behaviours that are contrary to the rules and regulations of the school. Some of the negative behaviours engaged include sexual harassment, extortion, aggression, falsification of results, theft, and lateness to work. Other negative behaviour includes plagiarism, fighting, insubordination, sloppy work, etc.

However, there are many studies carried out to investigate various factors that influence employees to engage in counterproductive work behaviours in Nigeria (Bambale & Karwai, 2014; Griffin, O'Leary-Kelly, & Collins, 1998a; Kura, 2014; Makinde, 2013). According to the study conducted by Benjamin and Samson (2011), they found that perceived job insecurity, perceived inequality and tenure were predictors of fraudulent intent. Salami (2010) studied relationship between job stress and counterproductive work behaviour among teachers in selected states in Nigeria. The outcome of the study revealed that tenure, gender, and age were significantly related to counterproductive work behaviour. He stressed that possible explanation for the results could be that individuals high in negativity tend to use counterproductive work behaviour as a means of neutralising job

stressors. Therefore, the findings suggest that an individual's personality may regulate how employee behaves in organization they work.

Studies suggest that personality has the potential to influence counterproductive work behaviour process because it can negatively or positively affect employee's perceptions and appraisal of the environment, their emotional responses, their attributions for causes of events, and their capability to inhibit counterproductive impulses (Bashir, Nasir, Qayyum & Bashir, 2012; Spector, 2010). Spector (2010) argue that personality is an essential determinant of individual behaviour in workplace. Likewise, Borsari and Carey (2003) and Park (2004) posit that group norms perform survival and regulatory functions, thus it is an important factor that influence employee behaviour in organization. In support of this, Kura (2014) found a positive relationship between group norms and deviant work behaviour among lecturers in Nigerian universities. In order to minimize negative behaviour among employees in universities, this study examines the relationship between personality factors, group norms and counterproductive work behaviours among employees in universities.

## 2. Literature Review and Hypotheses Development
Studies to date have focused on dimensions of personality factors to serve as predictors of counterproductive work behaviour in organization. For instance, Intan Nurul (2013) investigated the influence of extraversion on counterproductive work behaviour. The outcome of their study revealed that extraversion has to do with workers' expressiveness and energy and that with workers with high extraversion, they are tend to exhibit warmth, positive emotions and gregarious. Thus, the aforesaid traits will help to restrain workers in indulging in negative behaviours in the organization. According to the research carried out by Torrente and Vazsonyi (2012), their study examined the extraversion as one of the personality factors on counterproductive work behaviour. They specifically tried to reduce all kinds of behaviour in organization which includes vandalism, alcoholism, lies, drug abuse, lateness to work, and insubordination. They conclude that workers with good extraversion tend to reduce negative behaviours.

Focusing on another dimension of personality factor as predictor of counterproductive work behaviour, Liao, Joshi and Chuang (2004) studied the influence of consciousness on counterproductive work behaviours. The outcome of their study found that workers who have high consciousness have propensity to avoid or minimize behaviours that may negatively affect the organization. They conclude that workers who are self-discipline and regulation may not involve in unholy behaviours in the organization. Salgado (1997) investigated the relationship between conscientiousness and counterproductive work behaviour among workers in organization. Four samples of workers in jobs requiring team work were used for the study. The study found that workers with low conscientiousness influenced composite counterproductive work behaviours. The behaviours include substance abuse, breaking of rules and regulations, lateness to work, sexual harassment, and property damage.

Furthermore, Farhadi, Fatimah, Nasir Shahrazad (2012) conducted study on the relationship between agreeableness type of personality factor and counterproductive work behaviour. They found that agreeableness is negatively related counterproductive work behaviours among workers. The study suggested that other personality factors such as conscientiousness, neurotiscm, extraversion and openness should be studied. Strang and khunert (2009) found that workers with strong agreeableness have tendency to be altruistic, trust others and compliant. In support of the study, O'Neill and Xiao (2009) workers with agreeableness always perform to expectation and always loyal to their employers in the organization. Bozionelos (2004) found agreeableness to be negatively related to counterproductive work behaviour among employees and positively related with an avoiding conflict management style. It indicates that workers with high agreeableness will restrain themselves from controversies that may dent their image in the organization they work.

Also, Bolton et al., (2010) focused their study on the link between openness traits of personality factor on counterproductive work behaviour. They found that workers that are inclined with high openness such as insightful and having variety of interests are not likely to indulge in counterproductive behaviours. They conclude that workers with high openness show high job performance at work and invite new experiences. Bolton et al., (2010), Deary et al., (2003) and Strang and Kuhnert (2009) found that workers with high openness will not be encouraged with mundane activities and low-profile jobs. They tend to exhibit resourceful and innovative. They also efficient and effective in organization they found themselves. According to the study conducted by Judge and IIies (2002) and Raja, Johns and Ntalianis (2004), they confirmed that neurotic workers avoid situations requiring a long term commitment, taking initiative and trust. They point that workers that are high in neurotiscm are low commitment workers and would not be reliant in the organization they work. They agreed that workers are likely to be antagonistic to job mobility because they have penchant for changing organizations. Horchwater conducted study on influence of personality factors on counterproductive behaviour. The study used nurses that are working in American metropolitan hospital as respondents. He found that out of the personality factors that were studied, only neuroticism significantly influence counterproductive work behaviour. Bolton et al., (2010) and O'Neill et al., (2011) conclude that workers with high neurotiscm are depressed in nature, anxious and agitated in organization they work. They are also subversive and have negative

view to change.

Empirical studies and theoretical discussions confirmed that perceived group norm effect of descriptive norm on anti-social behaviour (e.g., alcohol) was found to be stronger than the effects of injunctive norm of group norm (Larimer et al., 2004). Kura (2014) found a stronger negative relationship between behavioural control and perceived group norm. Cialdini et al. (1990) found that both injunctive and descriptive norms exerted significant influence on littering related behaviour, with injunctive norms said to be having a stronger effect than the descriptive norm of group norms. In a study conducted by Cho (2006), sample of 624 undergraduate students from Midwestern universities in the USA were used to investigate the study. The study found that the influence of descriptive form of group norms on students' alcohol assumption was stronger while injunctive norms were found to be less critical in influencing students' behaviour. Research also demonstrates that group norm significantly influenced substance use by workers (Elek, Miller-Day and Hecht 2006), group member absence for the academic calendar was found to be positively related with group members' absence norms (Kivlighan, Kivlighan, & Cole, 2012).

On the relationship between group norm and counterproductive work behaviour, it can be said that studies on the relationship between group norms have been investigated in different organization settings. Even though there is plenty research linking the group norms and counterproductive work behaviour, but findings are conflicting. These calls for further studies to better examine this relationship. In the same vein, it can be deduced that prior studies have not examined the five personality factors as predictors of counterproductive work behaviour. In the light of the foregoing, the researcher seeks to extend the study by examine the relationship between personality factors (extraversion, agreeableness, consciousness, neurotiscm and openness), group norms and counterproductive work behaviours among universities' employee in North-west Nigeria. In view of the above findings, the current study hypotheses are as follows:

**H1**: Agreeableness is significantly related to counterproductive work behaviour

**H2:** Conscientiousness is significantly related to counterproductive work behaviour

**H3**: Extraversion is significantly related to counterproductive work behaviour

**H4**: Neurotiscm is significantly related to counterproductive work behaviour

**H5:** Openness is significantly related to counterproductive work behaviour

**H6:** Group norm is significantly related to counterproductive work behaviour

## Research Questions
Research questions of the study are stated below:
1.   What is the level of perceived personality factors and group norms?
2.   Does perceived personality factors influence counterproductive work behaviour?
3.   Does perceived group norm influence counterproductive work behaviour?

## Research Objectives
Research objectives are as follows:
1.  To know the level of perceived personality factors and group norms
2. To examine the extent to which perceived personality factors influence counterproductive work behaviours.
3. To investigate the extent to which group norm influence counterproductive work behaviours.

## 2.1 Concept of Counterproductive Work Behaviour
Scholars viewed counterproductive work behaviour in different ways (Fox, Spector, Goh & Bruursema, 2007; Kura, Shamsudin & Chauhan, 2013a; Rivis & Sheeran, 2003). According to Robinson and Bennett (1997), it is defined as voluntary work behaviour that hurt or are planned to hurt the employer and it is members. It is frequently used synonymously with deviant behaviour, dysfunctional, antisocial, relative and unethical behaviour at work which is known as production and property deviance and organizational delinquency. In addition, several names have apportioned to counterproductive work behaviour which includes dysfunctional behaviour, non-compliant behaviour, and organizational misbehaviour among others. Sackett and De Vore (2001) defined counterproductive work behaviour as any deliberate conduct on the part of an organizational worker that is regarded by the organization as opposing its legitimate interest. Such deliberate behaviour includes sabotage, sexual harassment, alcohol, drug use, theft, lateness to work, physical aggression and acts with potential harm. These behaviours are categorised as intentional in the sense that they go outside task performance, and their intensity, form, and occurrence are under the discretion of the individual worker. Fox et al., (2007) see counterproductive work behaviour as something that is premeditated and detrimental to an organization and its workers, including such actions as drug use, theft, sexual harassment and refusing to follow employer's instructions and doing work wrongly. It is a multidimensional disorder that is characterized by hostility to impulsivity, authority and social insensitivity.

Meanwhile, studies have attempted to classify counterproductive work behaviour into various categories

(e.g., Mangione & Quinn, 1975; Redeker, 1989), even though they failed to integrate the list of all types of behaviour into a reasonable configuration (Bennett & Robinson, 2000). Presently, there is no realistic studies that develop broad typology of counterproductive work behaviour. The classification of counterproductive work behaviour in academic circles fall broadly into two folds: organizational and interpersonal. Counterproductive work behaviour is seen as a negative aspect of act which can cause significant negative impact to both organization and individual as empirically demonstrated by Dalal (2005) and Rotundo and Sackett (2002). Both organizational and interpersonal behaviour may vary according to severity of the acts and counted as serious or minor (Kura, Shamsudin & Chauhan, 2013b).

## 2.2 Relationship between Personality Factors and Counterproductive Work Behaviour

**Agreeableness Factor:** It has to do with tendency to be compassionate and cooperative rather than antagonistic and suspicious. It can also be defined as ability to shun disagreeableness tendencies (Bolton, 2010; Havil et al., 1998; Spector et al., 2006; Raja et al., 2014; Walumbwa & Schaubroeck, 2009). According to Bolton et al., (2010) and Strang and Kuhnert (2009), people who have high level of agreeableness qualities have tendency to be friendly, compassionate, and cooperative. They also have strong preference for altruistic, trust and compliant. These qualities help them to abstain from counterproductive work behaviours that are tantamount to the growth of the organization.

**Consciousness Factor:** Ahadi and Robthbart (1994) defined consciousness as something that has to do with self-discipline. It is agreed that people with self-discipline aim for organization's success and obey the laid down rules and regulations. Strang and Kuhnert (2009) posit that people who are inclined with consciousness have tendency to choose relational contracts which demonstrate that consciousness people are always concern with establishing positive relationship with organization. They understand their career direction and are objective in chasing their goals. Lastly, conscientiousness people are independent and need no personal attention unlike people with low or know consciousness. Therefore, consciousness helps to minimize all form of counterproductive behaviour such as theft, sexual harassment, drug abuse etc.

**Extraversion Factor:** Extraversion has to do with dominant, excitement, and activeness (Bakker et al., 2002). Studies have shown that employees that are active are less likely to indulge in counterproductive work behaviour such as lateness to work, flouting organization's rules and regulations etc. They have passion for sense of belonging for the organization and also set high standard for themselves. In addition, employees with positive extraversion traits avoid risk taking, determined and support the organization wholeheartedly (Lepine et al., 2004).

**Openness Factor:** Openness encompasses having a wide range of interest, insightful, and imaginative. Empirical studies established that employees with openness are creative and imaginative. They establish positive relationship with their colleagues and organization where they work. They avoid behaviours that can dent their image and often strive hard to achieve organizational goals. They are innovative and accept change introduced by the organization. The foregoing qualities are expected to be exhibited by employees in the organization so that counterproductive work behaviour such as thief, laziness, sloppy work and display of insubordination can be shunned (O'Leary-Kelly, Griffin & Glew, 1996; Strang & Kuhnert, 2009).

**Neurotiscm factor:** According to O'Neill et al., (2011), neurotiscm connotes emotional stability. Studies have established that employees with neurotic trait have tendency to perform than minimally expected. They avoid commitment, trust, social skills and event requiring long term pledge. Also, it is said that employee with neurotiscm have tendency to adverse to job mobility because they have high level of neurotiscm in them.

## 2.3 Relationship between Group Norms and Counterproductive Work Behaviour

According to Park (2004), group norms are laid down rules and regulations that often determine the acceptable and unacceptable conduct in a group. Group norms can also be defined as customs and tradition that regulate the behaviour of individual or group. Studies have established that employees who follow the organization's rules and regulations help to maintain good conduct. It means that group norms help to perform regulatory and survival functions and for these purpose alone, they help to glue strong influence on employee behaviour. More so, it has been discovered that group norm consists of multidimensional variable can be can be grouped into two: descriptive and injunctive norms (Kura, 2014; Lee, Ashton & Shin, 2005). Meanwhile, there are empirical studies on the relationship between group norms and counterproductive work behaviour. Elek, Miller-Day and Hecht (2006) reported that group norm positively predicted substance use by adolescent. Kivlighan, Kivlighan and Cole (2012) found that group member absence for the next academic session was positively related with group members' absence norms. In contrast, Vaananen et al., (2008) reported that perceived absence norm was not a predictor of sickness of absence behaviour. Also, Smith and ScSweeney (2007) found that perceived injunctive norms was predictor of donating to charity organisations. Lastly, descriptive group norm was not found to be a significant factor. In view of the foregoing, below is the present conceptual framework of the study.
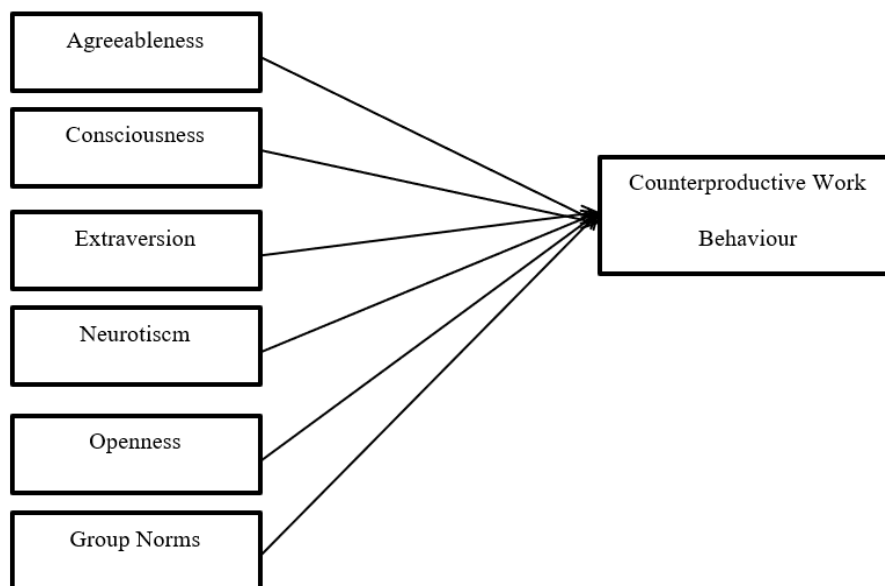
Figure 1 Conceptual Framework of the Study

## 3. Material and Methods
### 3.1 Sample and Sampling Technique
Quantitative research design was adopted for the study. The population for the study consists of 11,352 universities' employees (teaching and non-teaching staff) in North-west region, Nigeria. In consonant with Blac, Babin and Anderson's (2010) recommendation, the minimum sample size for required for a study depends on the features and complexity of the measurement model. The minimum sample size for this study by following the rule of thumb by Hair et al., (2014) is 110. However, following Krejcie and Morgan (1970) sample table (population of 11352=375 sample), this study considered 375 as required sample size for this study. After that, multistage and systematic random sampling technique was adopted to select 375 participants (teaching and non-teaching staff) from three universities (Ahmadu Bello University, Bayero University, Kano and Usman Danfodio University, Sokoto) located in North-west region of Nigeria.

### 3.2 Variable Measurement
The questionnaire used to collect data for the study was adapted from the previous studies conducted by notable authors who are expert in the field of the study. The first independent variable (personality factors) items were taken from the work of Costa and McCrae (1992) while the second independent variable (group norms) items were taken from the work of Hansen and Graham (1991) and Kura (2014). For dependent variable, which is counterproductive work behaviour, items were adapted from Bennett and Robinson's (2000). In order to ensure content validity of the instrument, supervisors and other experts in the field checked and ensured that all the items measure the variables of the study. According to Klassen et al., (2003), content validity can be defined as a measure of how well a test measures what it supposed to measure (Chang, 1994). It can also be defined as the accuracy of inferences which are based on investigation. Furthermore, in order to ensure reliability of the adapted instrument, 80 teaching and non-teaching staff in one university was used for the pilot study. Average variance explained (AVE), composite reliability and item loadings were used to ensure reliability of the instrument. The results of the pilot study for independent and dependent variables are as follows:

Table 1: Pilot Study Results

| 1 | **Personality Factors** |
|---|---|
| | Agreeableness: AVE (.72); Composite Reliability (.95); Item Loading (.719 and .972) |
| | Consciousness: AVE (.68); Composite Reliability (.87) Item Loading (.717 and .922) |
| | Extraversion: AVE (.67); Composite Reliability (.86) Item Loading (.783 and.911) |
| | Neurotiscm: AVE (.62); Composite Reliability (.81) Item Loading (.771 and.928) |
| | Openness: AVE (.64); Composite Reliability (.89) Item Loading (.720 and980) |
| 2 | **Group Norms**: AVE (.73); Composite Reliability (.91) Item Loading (.736 and.810) |
| 3 | **Counterproductive Work Behaviour**: AVE (.73); Composite Reliability (.96) Item Loading (.710 and.890) |

### 3.3 Data Collection and Analysis Procedure

As said earlier on, 375 questionnaires were administered to the staff (teaching and non-teaching) of the selected universities in north-west region in Nigeria. In other to ensure smooth collection of data, four research assistants were employed to collect filled questionnaires from the respondents. After that, Statistical Package for Social Sciences SPSS) was used to screen the data while Partial Least Square (PLS-SEM) was employed to analyse the data (Hair et al., 2014; Pallant, 2010).

## 4. Data Analysis

### 4.1 Profile of the Respondents

This section explains the profile of the respondents in the study. The profile examined in this study includes gender, age, cadre, rank, experience and academic qualification. The table below shows the profile of the respondents in this study.

Table 2: Profile of the Respondents

| Variable | Category | Frequency |
|---|---|---|
| **GENDER** | Male | 290 |
| | Female | 22 |
| | Total | 312 |
| **AGE** | 21-30 | 12 |
| | 31-40 | 238 |
| | 41-50 | 34 |
| | 51 and Above | 28 |
| | Total | 312 |
| **CADRE** | Academic | 210 |
| | Non Academic | 102 |
| | Total | 312 |
| **RANK** | Senior Level | 90 |
| | Middle Level | 115 |
| | Lower Level | 107 |
| | Total | 312 |
| **EXPERIENCE** | Less than 1 Year | 34 |
| | 1-5 years | 135 |
| | 6-10 years | 127 |
| | 10 and Above | 11 |
| | Total | 312 |

As displayed in the table above, the majority of the respondents in the sample that is 290 were males while the remaining 22 were females. Previous study (e.g., Kura, 2014) has conducted study in which the majority of his respondents were males (68.7%), while females accounted for (31.3%). Regarding the age of the respondents, 12 were between the ages of 21-30; 31-40 represents 238, 41-50 accounts for 34, while 51 and above accounts for 28. Concerning cadre of the respondents, academic staff account for 210, while the non-academic staff is 102. For rank, senior level accounts for 90, while middle level represents 115, and lower level 107. For experience, less than 1 year accounts for 34 while 1-5 years 135, 6-10 years 127, while 10 years and above is 11.

### 4.2 Descriptive Analysis of the Latent Constructs

This section is concerned with the descriptive analysis of the latent constructs for the study. All the variables that were used for the study were measured using a four-likert scale, which was anchored by 1-strongly disagree/strongly disapprove, 2- disagree/disapprove, 3- agree/ approve, 4- strongly agree/strongly approve. The result of the descriptive results is presented in the table below for easy interpretation and understanding. Furthermore, the likert scale was classified into three, which are: low, moderate and high. The score of less than 2 values is considered as low, scores of 3 is regarded as high, while those between low and high scores are considered moderate as suggested by Sassenber, Matschke and Scholl (2011).

Table 3: Descriptive Statistics of the Latent Constructs

| Variable | N | Mean | Std. Deviation |
|---|---|---|---|
| Agreeableness | 312 | 3.205 | .675 |
| Conscientiousness | 312 | 1.513 | .598 |
| Counterproductive Work Behaviour | 312 | 1.384 | .495 |
| Extraversion | 312 | 1.961 | .652 |
| Group Norm | 312 | 1.962 | .767 |
| Neuroticism | 312 | 1.692 | .572 |
| Openness | 312 | 3.108 | .595 |

The table above shows that the mean for the latent variables ranged between 1.513 and 3.223. Specifically, the mean and standard deviation for agreeableness were 3.205 and .675. This means that the respondents tended to have high level of perception of agreeableness. The mean for the perceived conscientiousness (1.513) and standard deviation (.598). It shows that responded tended to have moderate perception for conscientiousness. The mean for perceived counterproductive work behaviour (1.384) and standard deviation (.495), it means that respondents tended to have moderate perception on counterproductive work behaviour. The mean for extraversion (1.961) and standard deviation (.652). It shows moderate perception of extraversion. The mean for perceived group norm (1.962) and standard deviation (.767) indicate a moderate perception of perceived group norm among university employee. Concerning neuroticsm, the mean (1.692) and standard deviation (.572) which shows moderate perception of neuroticsm? Lastly, the mean for the openness (3.108) and standard deviation (.595) which shows high perception of openness.

**4.3 Step 1: Measurement Model Assessment**
In this study, measurement model was assessed by determining the individual item reliability, internal consistency reliability, composite reliability, average variance extracted, convergent validity and discriminant validity (Hair et al., 2014; Hair et al., 2011).
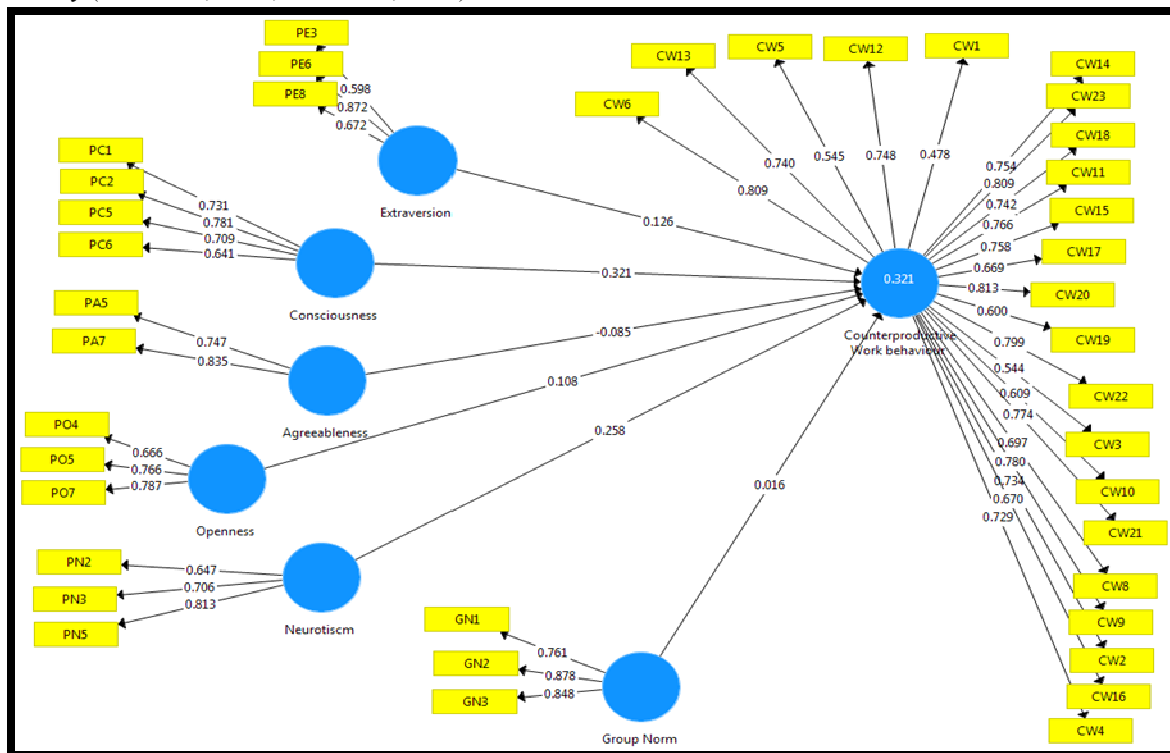


Figure 2 Measurement Model of the Study

**Individual item reliability and internal consistency reliability**
The individual item reliability was assessed by inspecting the loadings of each measure in the construct. By following the laid down rule of thumb for retaining good items loadings of .40 and .70, the items in this study had loadings between .478 and .878 (Duarte & Raposo, 2010; Hair et al., 2012; Paulhus, 1991). Also, internal consistency reliability means the extent to which all items on a specific sub-scale are measuring the same concept. According to Bacon and Sauer and Young (1995) and Peterson and Kim (2013), composite reliability and cronbach's alpha are the common used estimators of internal consistency reliability of instrument in research.

Thus, we adopt composite reliability to ascertain the internal consistency reliability of measures adapted. We used composite reliability because its coefficient provides a much less biased estimate of reliability than cronbach's alpha (Gotz, Liehr-Gobbers & Krafft, 2010). Also, the later assume that all items in the instrument has equal contribution to its construct without the actual contribution of individual loadings (Barclay, Higgins & Thompson, 1995). Therefore, the interpretation of internal consistency reliability by using composite reliability coefficient was based on benchmark suggested by Bagozzi and Yi (1998) that composite reliability should have minimum loading of .70 or more. In the present study, the composite reliability coefficients of all the latent constructs had loadings between .763 and .957 (see Table below), indicating sufficient internal consistency reliability measures.

Table 4: Loading, Average Variance Extracted (AVE) and Composite Reliability

| Variable | Code | Loading | AVE | Composite Reliability |
|---|---|---|---|---|
| Counterproductive Work Behaviour | CW11 | .766 | 0.509 | 0.957 |
| | CW12 | .748 | | |
| | CW13 | .740 | | |
| | CW14 | .754 | | |
| | CW15 | .758 | | |
| | CW16 | .670 | | |
| | CW17 | .669 | | |
| | CW18 | .742 | | |
| | CW19 | .600 | | |
| | CW20 | .813 | | |
| | CW21 | .774 | | |
| | CW22 | .799 | | |
| | CW23 | .809 | | |
| | CW4 | .729 | | |
| | CW6 | .809 | | |
| | CW9 | .780 | | |
| | CW1 | .478 | | |
| | CW2 | .670 | | |
| | CW3 | .544. | | |
| | CW4 | .729 | | |
| | CW5 | .545 | | |
| | CW8 | .697 | | |
| Group Norm | GN1 | .761 | .690 | .869 |
| | GN2 | .878 | | |
| | GN3 | .848 | | |
| Agreeableness | PA5 | .747 | .628 | .771 |
| | PA7 | .835 | | |
| Conscientiousness | PC1 | .731 | .515 | .809 |
| | PC2 | .781 | | |
| | PC5 | .709 | | |
| | PC6 | .641 | | |
| Extraversion | PE3 | .598 | .524 | .763 |
| | PE6 | .872 | | |
| | PE8 | .672 | | |
| Neuroticism | PN2 | .647 | .526 | .767 |
| | PN3 | .706 | | |
| | PN5 | .813 | | |
| Openness | PO4 | .666 | .550 | .785 |
| | PO5 | .766 | | |
| | PO7 | .787 | | |

**Convergent and Discriminant Validity**

Firstly, the assessment of convergent validity was achieved by examining the Average Variance Extracted (AVE) of the latent constructs, as recommended by Fornell and Larcker (1981). It is recommended that AVE of each latent constructs should have minimum loading of .50 or more. Thus, the AVE of all the latent constructs in the

present study had loadings of .50 and above, meaning that adequate convergent validity has been achieved. Secondly, we ascertained discriminant validity by comparing the correlations among the latent constructs with square roots of AVE as suggested by Chin (1998) and Fornell and Larcker (1981). The table below shows the discriminant validity of the study.

Table 3 Discriminant Validity

|  | PA | PC | CW | PE | PGN | PN | PO |
|---|---|---|---|---|---|---|---|
| Agreeableness | **0.792** |  |  |  |  |  |  |
| Consciousness | -0.368 | **0.718** |  |  |  |  |  |
| Counterproductive Work Behaviour | -0.295 | 0.474 | **0.714** |  |  |  |  |
| Extraversion | -0.476 | 0.382 | 0.390 | **0.724** |  |  |  |
| Group Norm | -0.229 | 0.335 | 0.253 | 0.247 | 0.831 |  |  |
| Neurotiscm | -0.224 | 0.438 | 0.447 | 0.567 | 0.410 | **0.725** |  |
| Openness | 0.276 | 0.422 | 0.231 | -0.458 | -0.252 | -0.455 | **0.741** |

Note: *Entries displayed in bold face connote the square root of the AVE
*PA (perceived agreeableness) PC (perceived consciousness) CW (counterproductive work behaviour) PE (perceived extraversion) PGN (perceived group norms) PN (perceived neurotiscm) PO (perceived openness).

**4.4 Step 2: Structural Model Assessment**
Having achieved good measurement model in this study, the next step is to assess the structural model. In doing that, we applied bootstrapping procedure with a number of 5000 samples and 312 cases to assess the significance of the path coefficients as suggested by researchers (e.g. Bijttebier, Delva, Vanoost, Bobbaers, Lauwers & Vertommen, 2000; Hair et al., 2012; Henseler et al., 2009). The figure below shows the estimates of the structural model of the present study.
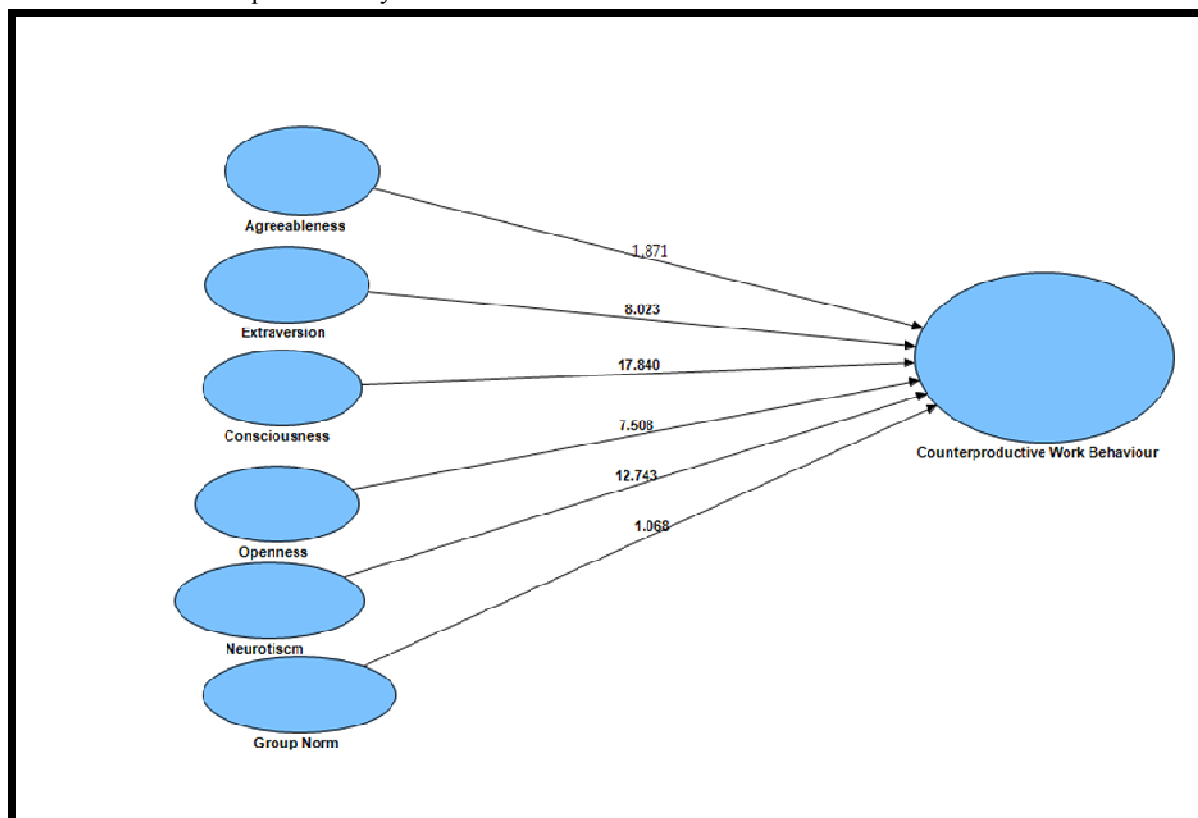


Figure 3 estimates of the structural model of the study

Table 4: Table of Significance

| Variables | Beta Value | Std Err | T Value | P Value | Decision |
|---|---|---|---|---|---|
| **H1**: Agreeableness>CW | -0.095 | 0.102 | 1.871 | 0.404 | Supported |
| **H2:** Consciousness>CW | 0.354 | 0.135 | 17.840 | 0.018 | Supported |
| **H3**: Extraversion>CW | 0.105 | 0.173 | 8.023 | 0.467 | Supported |
| **H4**: Neurotiscm>CW | 0.234 | 0.126 | 12.743 | 0.042 | Supported |
| **H5**: Openness>CW | 0.068 | 0.117 | 7.508 | 0.359 | Supported |
| **H6**: Group Norm>CW | 0.044 | 0.112 | 1.068 | 0.890 | Supported |

Table 5 (f²) Effect Size

| Endogenous Variable | Exogenous Variable | R-squared Included | R-squared Excluded | f-squared | Effect size |
|---|---|---|---|---|---|
| Counterproductive Work Behaviour | Agreeableness | .267 | .233 | .027 | Small |
| | Conscientiousness | .267 | .182 | .108 | Small |
| | Extraversion | .267 | .232 | .016 | Small |
| | Group Norm | .267 | .285 | .004 | None |
| | Neuroticism | .267 | .246 | .014 | Small |
| | Openness | .267 | .227 | .002 | None |

Table 6 Variance Explained in the Endogenous Latent Variable

| Latent Variable | Variance Explained (R2) |
|---|---|
| Counterproductive Work Behaviour | .267 (51%) |

## 5. Discussion

At the onset of the study, this study tends to examine the nexus between personality factors, group norms and counterproductive work behaviour among university employees in north-west Nigeria. Three research questions and six hypotheses were formulated to guide the study. The first research asked on the perceived level of personality factors and group norms. Thus, the first research objective was to know the level of perceived personality factors and group norms. The findings from the study showed that employee have high level perception for agreeableness and openness. Furthermore, descriptive statistics of the latent constructs revealed that employees have moderate perception for perceived consciousness, perceived extraversion, perceived neurotiscm and perceived group norm. The finding on high perceived agreeableness is consistent with the study conducted by Bozionelos (2004) who found employees with high agreeableness in organization they work. Similarly, studies conducted by Bolton et al., (2010), Deary et al., (2003) and Strang and Kuhnert (2009) found employees with openness in organization they work. Finding on moderate perception for consciousness, extraversion, neutotiscm and group norm is congruent with the studies of Bakker et al., (2002), Kura (2014) and O'Neill et al., (2011).

The second research question was whether perceived personality factors influence counterproductive work behaviour. In line with the second research question, five hypotheses were formulated. The first hypothesis postulates that agreeableness was significantly related to counterproductive work behaviour. The finding of the study revealed a positive relationship between perceived agreeableness and counterproductive work behaviour. It means that employees with good agreeableness trait will restrain him from counterproductive work behaviour. This finding is in consonance with the research conducted by Bozionelos (2004) Strang and kuhnert (2009) confirmed that people with positive display of agreeableness skills such as trust, cooperative and compliant have tendency not to indulge in counterproductive work behaviour. The second hypothesis postulates that consciousness was significantly related to counterproductive work behaviour. Finding revealed a positive relationship between perceived consciousness and counterproductive work behaviour. It means that employees with high degree of consciousness are prompt and reliable. Such employees are methodical, thorough and organized and this helps to reduce counterproductive work behaviour. This finding is in consonance with the studies conducted by Lepine et al., (2004) and O'Neill et al., (2011) who found that employees with consciousness display self-discipline and always aim for achievement above their personal expectation. Such employees have various characteristics that distinguish them from others, thus this assist them to shun negative behaviours in the organization they work. The third hypothesis postulates that extraversion was significantly related to counterproductive work behaviour. Findings showed that perceived extraversion is positively related to counterproductive work behaviour among employees. This implies that extravert employees derived their dynamism from interacting with others. Such employees possess extraversion skills that include activeness, excitement, self-confident and energetic and this will help to them to abstain from negative behaviours. The finding is similar to the study conducted by Bakker et al., (2002) and Intan Nurul (2013) who confirmed that

employees with positive extraversion traits such as positive emotions, gregarious and warmth are not likely to exhibit counterproductive work behaviour. The foregoing is strongly supported by the study conducted by Torrente and Vazsonyi (2012) who conclude that employees with positive extraversion traits are not likely to indulge in negative behaviour such as stealing and drug use. The fourth hypothesis postulates that neurotiscm was significantly related to counterproductive work behaviour. The finding of the study revealed a positive relationship between perceived neurotiscm and counterproductive work behaviour. It implies that employees with high nueoriscm are less likely to demonstrate lower counterproductive work behaviour in organization. The finding is in line with the study of Costa and McCare (1992) who confirmed that employees who are high in neurotiscm are agitated, anxious and depressed in nature. Judge, Heller and Mount found that employees with neurotics are mediocre and unlikely to perform more than minimally expected. Also, there poor performance is caused by low job satisfaction.

The fifth hypothesis postulates that openness was significantly related to counterproductive work behaviour. This hypothesis is positively supported in this study and it means that employees who have high traits of openness such as insightful are less likely to indulge in negative behaviour that could harm the organization where they work. This finding is in congruent with the study conducted by Bolton et al., (2010) who found that employees with high openness have a high need for job autonomy, creative, accept change and adaptive. Such employees prefer an integrating participative and conflict management style. The current finding is also supported with the studies conducted by O'Neill and Xiao (2009) Strang and Kuhnert (2009) who conclude that high openness employees are less likely to be motivated with low profile jobs and mundane activities. Such employees tend to have penchant for innovation that will contribute to the development of the organization where they work.

The third research question was whether perceived group norms influence counterproductive work behaviour. In line with third research question, the third research objective was to investigate the extent to which perceived group norms influence counterproductive work behaviour. Thus, the sixth research hypothesis postulates that group norm was related to counterproductive work behaviour. This study confirmed that perceived group norm is positively related to counterproductive work behaviour. This means that employees who observe group conventions, norms, customs and expectation help them to regulate their behaviour in organization. The aforesaid traits help to perform regulatory and survival functions in organization. This finding is synonymous with the studies of Elek, Miller-Day and Hecht (2006) and Smith and McSweeney (2007) who reported that employees with observed group norms are less likely to indulge in counterproductive work behaviour. Kura (2014) found a positive relationship between group norms and deviant behaviours among employees in universities.

## 5.1 Implications of the Study

In view of research findings in this study, several practical implications have been contributed in terms of human resource management in Nigerian universities context. Results suggest that perceived personality factors are key consideration in managing the counterproductive work behaviour at work. Management of Nigerian universities can make significant efforts in reducing the occurrence of counterproductive work behaviour by enhancing academic and non-academic staff's perception of personality and group norm factors. This can be achieved by making a fair controlled atmosphere in the universities. For instance, academic and non-academic staff who exhibit high positive traits of personality factors (extraversion, consciousness, openness and agreeableness) should be rewarded. In the same vein, staff who accomplish their goals by exhibiting behaviour that are consistent with stated norms can increase the perceptions of group norms in universities. Also, to minimize counterproductive work behaviour, personality factors and group norm should be given adequate consideration in the selection process during the recruitment exercise in Nigerian universities. This can be achieved by conducting personality inventory test process, with a view to use the outcome of the test in selecting teaching and non-teaching staff whose values are congruent with university rules and regulations and screening out those whose values are questionable or incompatible.

Methodologically, this study has methodological contributions because this study removed all irrelevant items from the instrument adapted for the study. Specifically, items in counterproductive work behaviour (Bennett & Robinson, 2000), personality factors (Costa & McCare, 1992), and group norm (Graham, 1991; Kura, 2014) were modified to suit the current study. By adding items that are relevant and removing the irrelevant ones from the instrument, this study has tested the measure of personality factors, group norms and counterproductive work behaviour. In addition, the use of PLS path modelling to assess the psychometric properties f each latent variable (agreeableness, consciousness, extraversion, openness, neurotiscm, group norm and counterproductive work behaviour) is another contribution of the study from methodological perspective. This was achieved by examining the individual item reliability, composite reliability, average variance extracted, convergent validity and discriminant validity. Thus, the use of sophisticated software (PLS path modelling) to assess the psychometric properties of the latent variables is a huge contribution in this study.

## 6. Conclusions and Direction for Future Studies

In view of the findings, it can be seen that high exhibition of personality factors and group norms help to discourage and reduce counterproductive work behaviour among employees in Nigerian universities. Specifically, this study managed to answer all the research questions formulated and was equally able to achieve the set objectives. Thus, it can be concluded that personality factors and group norms are vital variables that can be used minimize counterproductive work behaviour. In addition, since the research model was able to explain 51% (see Table 6) of the total variance in counterproductive work behaviour, it means that other latent variables in the study could significantly explain variance in counterproductive work behaviour. The remaining 49% could be explained by other factors. For that reason, future research is needed to consider other possible factors that could stimulate employees to desist from indulging in counterproductive work behaviour. Future research might focus on relationship between personality factors, group norms and counterproductive among employees in universities, colleges of education and polytechnics in Nigeria. Lastly, since this study used subjective measure for counterproductive work behaviour, empirical studies demonstrate that subjective measure is vulnerable to many types of disparaging biases (Dunlop & Lee, 2004), the use of objective measure would have helped to increase the results, even though getting objective data is a difficult task (Detert et al., 2007). Thus, research is needed to examine counterproductive work behaviour using objective measure.

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