

## **Working conditions and deviant behaviour of employees in the University of Calabar, Cross River State, Nigeria**

**Igbe, J. Egidi, Okpa, J. Thompson & Aniah, E. Akomaye**

*Senior Establishment Division, University of Calabar, Calabar, Nigeria*

*Department of Sociology, University of Calabar, Calabar, Nigeria*

*Department of Sociology, University of Calabar, Calabar, Nigeria*

*Corresponding Author: Igbe, J. Egidi*

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**Abstract:-** Essentially, the study examined the relationship between working conditions and deviant behaviour of employees in the University of Calabar, Cross River State, Nigeria. Specifically, the study investigated the relationship between payment of allowances, workers safety and deviant behaviour in the University of Calabar. Two research questions were formulated and transform to research objectives and hypotheses. The study adopted equity theory in its framework. Data for the study were generated through primary and secondary sources. The survey research design was adopted in the study. The instrument for data collection was a 30-item questionnaire. Data were elicited from 361 respondents who were purposively selected from twelve (12) departments in the University of Calabar. The respondents were selected from various faculties, departments, units, and centres in the University of Calabar. The generated data were tested using Linear Regression and Parson Product Moment Correlation (PPMC). Findings revealed that there is a significant relationship between non-payment of allowances, poor workers safety, and deviant behaviour among employees in the University of Calabar, Cross River state, Nigeria. The study recommended among others that the University of Calabar management should in addition to punishing deviant employees, ensure that workers welfare is given the right attention it requires, this will create a sense of satisfaction among staff.

**Keywords:** *Working conditions, deviant behaviour, employees, payment of allowances, workers safety*

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### **I. INTRODUCTION**

The term working condition refers to a broad range of issues that affect employee attitude and mindset in a work environment. They include payment of allowances, working hours, workers safety, and overtime remuneration, as well as the physical conditions and mental strain that exist in the workplace (Ukwayi, Okpa, Adewoyin, Angioha & Udom, 2017). According to Robinson and Bennett (1995), deviant behaviour of employees is a deliberate self-motivated action that breaches significant organisational norms and threatens the existence of the organisations. It is also known as wrongful behaviour, organisational misbehaviour, antisocial behaviour, dysfunctional behaviour and counter-productive behaviour (Faridahwati, Chandrakantan & Hadziroh, 2011). Working conditions have been rated as a significant factor in analysing the performance of human organisations in various contexts, as it impacts on employees' motivation, behaviour, actions and potentials (Brown, 1995; Adenike, 2011; Igbe, 2017). Berry, Ones and Sackett, (2007); Cohen-Charagh, and Mueller, (2007); Dilchert, Ones, Davis and Rostow, (2007) observed that deviant behaviour is fast becoming a prevalent problem in human organisation as report revealed that, between 33 and 75 percent of the world employees have engaged in workplace deviant such as theft, fraud, vandalism, contempt, substance abuse, sexual harassment, absenteeism, insubordination, dereliction of duty, abscondment among others. These attitudes according to Tett and Meyer (1993), Bennett and Robinson (2003), Wang and Kiewitz (2014); Saad, Yahya and Yean, (2016) violate workplace norms and thus are regarded as an antisocial type of behaviour.

Generally, Igbe (2017) revealed that universities staff engages in such deviant behaviour as theft, fraud, sabotage, vandalism, absenteeism, spreading rumours, aggression and sexual harassment. Other forms of deviant behaviour perpetuated by university employees across Nigeria includes extortion of money, irregularity in conducting examination for students, abuse of office, sexual harassment, distortion of staff records and students' grades for financial gain, gross insubordination or disregard for constituted authority, employment racketeering, admission fraud and impersonation. Most of these anti-social behaviours exhibited by staff in Nigerian universities are most likely to be triggered by unfriendly working conditions that workers are exposed to (Faridahwati, Chandrakantan & Hadziroh, 2011, Igbe, 2017). Working conditions in most tertiary institutions in

Nigeria are pathetic, both academic and non-academic staff work under harsh and unfriendly conditions. Essential working tools like office stationery, writing materials, computers, internet service, medical equipment, mobility for messengers, power supply, water supply among others necessities for the operational effectiveness of these institutions are either not available, short in supply or not in good condition (Issah, Abubakari & Wuptiga 2016, Igbe, 2017). Most university staff work under conditions where they are denied welfare packages, insufficient working space, and poor health insurance scheme. These factors generate an increase in the psychological as well as psychosocial pressure among the staff and create negative emotion in the workplace, which could lead to workplace deviance (Marin-García, Bonavia & Losillac, 2011).

Studies have shown that employees in the University of Calabar work under dangerous and unfriendly working conditions (Igbe, 2017). They are often exposed to poor working environment, poor reward system and unsatisfactory hygiene facilities. Other prevalent issues with regards to working conditions are poor and epileptic power supply, shortage of working tools, insufficient ventilated office accommodation, unfriendly welfare packages, insufficient working space, salary delay, routine refusal to pay overtime and poor health insurance scheme. A closer look at the University of Calabar payroll revealed that a good percentage of employees' monthly salaries are committed to monthly deductions either for dues, loans or savings and the left-over of this pay is only but a paltry sum that can hardly take care of other needs for two weeks. Logically, the remaining weeks of the month are left for divine intervention for the staff to survive (Igbe, 2017). Hence, in order to meet up with unanticipated economic challenges some employees are tempted to resort to turning the university environment into a dubious business venture to the detriment of the university system. Sometimes, the prevalent economic strain experienced by the employees in the system results in what criminologist Cressey (1953) called "non-sharable problems". Despite the cries from labour leaders, journalists, pressure groups and scholars in the academic milieu, nothing significant has been done to solve these problems. In the light of the foregoing, this study poses to empirically investigate the links between working conditions and deviant behaviour of employees in the University of Calabar, Cross River State, Nigeria.

## **II. AIMS OF THE STUDY**

The general objective of the study was to investigate the relationship between working conditions and deviant behaviour of employees in the University of Calabar. Specifically, the study sought to:

- i. investigate the relationship between payment of allowances (such as overtime, hazard, leave, responsibility, examination, and excess workload allowance) and deviant behaviour of employees in the University of Calabar.
- ii. determine the relationship between workers safety and deviant behaviour of employees in the University of Calabar.

## **III. RESEARCH QUESTIONS**

In order to achieve the purpose of the study, the following research questions were formulated to guide the study:

- i. what is the relationship between payment of allowances (such as overtime, hazard, leave, responsibility, examination, and excess workload allowance) and deviant behaviour of employees in the University of Calabar?
- ii. what is the relationship between workers safety and deviant behaviour of employees in the University of Calabar?

## **IV. RESEARCH HYPOTHESES**

The objectives and research questions of the study gave birth to the following null hypotheses:

- i. payment of allowances (such as overtime, hazard, leave, responsibility, examination, and excess workload allowance) has no significant relationship with deviant behaviour of employees in the University of Calabar.
- ii. workers safety has no significant relationship with deviant behaviour of employees in the University of Calabar.

### **Scope of the study**

The study was carried out in the University of Calabar, Calabar, Cross River State, Nigeria. The University of Calabar Nominal Roll as at January, 2017 revealed that there are twelve (12) faculties, three (3) administrative departments, five (5) centres and four (4) institutes as well as a total of 5,898 teaching and non-teaching staff. The research focused on working conditions and deviant behaviour of employees in the University of Calabar, Calabar, Cross River State, Nigeria. The major correlated independent variables are payment of allowances and workers safety, while the dependent variables are extortion of money from staff and students, certificate/transcript forgery, employment/admission racketeering, examination malpractices and sexual harassment/rape.

## **Study area**

The study was carried out in the University of Calabar. The school was a satellite camp of the University of Nigeria, Nsukka (UNN). The school commenced operations in 1973 with about one hundred and fifty-four students' and few academic, administrative and professional staff. In order to actualize the development plan of the Federal Military Government, University of Calabar became an independent institution in April 1975. The University is situated at the centre of Calabar metropolis, occupying 17 hectares site stretching towards the Calabar South Local Government in the already developed ancient city with a long tradition of culture and contact with Western civilisation. It is also located between Calabar River and the great Qua River. In what was then a part of the University of Nigeria Nsukka (UNN), it officially commenced its operation in the 1973/1974 academic session (2015 Publications Conferences Inaugural Lectures UNICAL Linkages Committee, UNIREC). As an independent institution, the University of Calabar commenced full-scale operations with three faculties namely: Faculty of arts, sciences and social sciences in 1976 with a student population of 896. The total number of staff was about 156 most of who moved from the mother University at Nsukka. The faculty of education which hitherto existed under the faculty of art became an independent faculty in 1977/1978 academic session and in 1978/1979 academic session; the College of Medical Sciences became functional.

Furthermore, the University established the Faculty of Law and Agriculture in 1980 and 1981, with the aim of expanding its academic frontier in the country. Presently, the University of Calabar has twelve functional Faculties, five vibrant Centres, one modern medical College, three active institutes and one renowned Graduate School. The following are the names of the various Faculties, Centres, College, institutes as arranged in alphabetical order: Faculties of Agriculture, Allied Medical Sciences, Arts, Basic Medical Sciences, Clinical Sciences (now Medicine & Dentistry), Education, Law, Management Sciences, Marine Sciences, Sciences (now physical and biological sciences), Social Sciences; Institutes of Education, Oceanography, Policy and Administrative Studies and Bassey Andah Institute of African and Asian Studies; Centres for Teaching and Learning Excellence, General Studies, Entrepreneurial Development, Educational Services among others (UNIREC, 2015). At the little beginning in Duke Town Campus, the University spread into an academic arena that is accommodated in a large assemblage of modern students' residential halls, academic classrooms and staff quarters. In 1976, the population of the students increases from 896 to over 30,000 and spread all over the existing faculties (Arts, Science and Social Sciences) both in full-time, part-time and Diploma in the 2001/2002 academic session. The diploma programme was faced out in the 2003/2004 academic session. At present, the students' population statistically stands at over 40,000 and the staff strength at over, 6,000 (University of Calabar Nominal Roll, 2017 & UNIREC, 2015).

## **Review of relevant literature**

### **Payment of allowances and deviant behaviour of employees**

According to Gill (2014) there exist a moderate relationship between external economic pressures and the motivation for employee criminal tendencies. Similarly, Hollinger and Clark revealed in their work published in 1983, that most incidents of employee stealing are directly related to an employees' particular wage or level of compensation. According to Hollinger and Davis (2015), many employees are seriously in huge debt and other forms of economic hardship as a result of the meagre wages they earn. Some of them engaged in fraud and theft to meet their financial needs. In fact, some persons in a financial bondage would decide to steal large amounts of money from their employers to settle the problems. Proper rewarding and compensation system is a driving force affecting workers behaviour in the workplace at any given time. Noll, (2002); Hollinger and Davis (2015) noted that the level and distribution of wages and other benefits can have a considerable effect on workers' attitudes and behaviour as well as the quality of service delivery or performance. They observed that deviant behaviour among workers can be checked through effective pay systems that are equitable and fair for workers, which provide value for money, and that reward worker fairly for the work they perform (Noll, 2002; Gill, 2014; Hollinger & Davis, 2015). Poor payment of allowances has often been given as a cause of low morale and dissatisfaction among employees which sometimes lead to theft by workers as a means of self-compensation (Harrison & Liska, 2008). Economic cycles also indicate that during more difficult economic times, criminal activity increases. Similarly, Levisohn (2009) believe that fraud, in particular, increases during recessionary times. Pay, therefore, is the most important factor for retaining positive behaviour in the workplace. It is a part of the total incentive package of an organisation. Salary is thought to be one of the key factors influencing career choices (Lai, 2009). The lower salary, the less the employees feel appreciated (Bokorney, 2007). Good incentives, therefore, should be provided with the aim of attracting and retaining positive attitude to work in order to achieve the goals of the institution. Organisations should improve on salary, bonus or other monetary and non-monetary incentives to motivate the diverse workforce to avoid negative consequences (Lai, 2009).

The incentives that employee receives for working is actually a package made up of pay and various fringe benefits like vacation pay, sick leave. Theories of motivation suggest that money can have some positive or negative influence on the behaviour of employees in the workplaces. In Maslow needs hierarchy, pay has the potential to satisfy each of the five needs. However according to Herzberg (1959) two factors model, pay, as maintenance does not contribute significantly to workers motivation. The expectancy theory also would indicate that since pay can satisfy a variety of needs, it has an attraction. Pay would be a good motivator if workers perceive that good behaviour towards work is instrumental in obtaining it. The importance of reward system in an institution cannot be overemphasised as every worker would desire compensation for extra effort put in their workplace. This sometimes is because the regular pay cannot solve some of the employee problems and would want to put extra effort and hours in order to get some non-conventional benefits (Murray, 2010). According to Murray (2010), compensation has a significant impact on employees' attitude, behaviour and performance. Murray concluded that prompt and regular payment of remunerations promotes good behaviour among staff. The frequent non-payment of employee compensational benefits like overtime and other allowances have been received with anger and dissatisfaction among employees (Chigozie, 2005). Probst and Brubaker (2001) concluded in their study that the difference between job satisfaction and dissatisfaction lies in the employees – the amount and types of rewards that the employees expect. Employees expect that their contribution and efforts be valued and be given priority in the same way they value their job and always work towards accomplishing the task assigned. Scholars like Becker (2008), Nativel (2006) provide evidence that pay of any kind, affect employee attitude towards the employer. Hence, it behoves the manager and employers to provide a compensation system that will make employees feel appreciated.

### **Workers safety and deviant behaviour of employees**

Safe working conditions are a necessity to just and fair behaviour of employees. Unfortunately, most tertiary institutions in Nigeria lacked the basic requirements for a conducive working environment. Many workers are subjected to hazardous, dangerous and or substandard working environment (Igbe, 2017). A hazardous working environment is a great challenge to the health of workers. The obvious part of these challenges is that the University management always questions the need to pay compensation to those workers concerned. The International Labour Organization (ILO, 2009) in conjunction with the World Health Organization (WHO) elaborated that the main thrust in workers safety is predicated on: the improvement of the working environment and work in a way that is conducive to safety and health; the maintenance and promotion of workers' health and working capacity; the development of work organizations and working cultures in a direction, which support health safety at work, and in doing so also promotes a positive social climate and smooth operation, and may enhance the performance of the undertakings.

Those requirements set by ILO and WHO are to protect workers from sickness, diseases and injury arising from their employment. This is because workplaces are responsible for more than 2.3 million deaths annually, of which 350,000 are a fatal accident and nearly 2 million are due to work-related diseases (ILO, 2009). In the most developed countries like the United States, there were incidents of 6,026 fatal work injuries and approximately 3.8 million nonfatal injuries reported in 1998, resulting in an estimated 80 million lost days of production for that year and a projected 60 million days in future years (Bureau of Labour Statistics, 2000, United States Census Bureau, 2000). Also, in 1999, there were 833 work-related fatalities in Canada, while 379,395 Canadian workers suffered serious injuries enough to be compensated either for wages lost due to time off from work or permanent disability, (Association of Workers' Compensation Board of Canadian, 2000). Creating a better and higher performing workplace requires an awareness of how workplace affects behaviour and how behaviour itself drives workplace performance and service delivery (Barry, 2007). The relationship between work, workplace, and the tools of work, the workplace becomes an integral part of work itself. He further opined that increased workplace understanding is built on the recognition that space has different characteristics: that it performs different functions and there are different ways employees work. Employees work individually and interact with others and this requires different workplace solutions (Barry, 2007).

According to Kampert (2008) employers who pay attention to all the details that affect the welfare of their workers, including their work environment are likely to save cost, retain positive behaviour, enjoy good performance and improve quality service delivery in the workplace. The workplace safety can hinder the psychosocial well-being of workers whose occupation requires comfortable, conducive and congenial environments. Sakir and Fajonyom (2007) also identified clean and serene environment as part of the incentive packages that can be given to employees to foster a good understanding between workers and managers. Likewise, Ndagana (2007) opined that the workplace is one of the major focuses of self-evaluation. In other words, if the workplace is not conducive, there is a probability that the workers' morale would be dampened which may trigger a negative reaction. There is a general assumption that a better working environment discourages employees from engaging in deviant behaviour. An organisation's physical environment and its designed and layout can affect employee behaviour positively or negatively (Leblebici, 2012; Huang, Robertson

& Chang, 2004). Similarly, Stallworth and Kleiner (1996) opined that an increase in organisation's physical layout designed around employee needs leads to good performance and maximises productivity. Nevertheless, Nyakwara and George (2014) assert that improvements in the physical design of the workplace may result in 5-10% increase in employee productivity and encourages positive behaviour. The existence of inadequate equipment and adverse working conditions has led to a negative reaction by employees at many instances as shown in the work of Bockerman and Ilmakunnas (2006). Ensuring that adequate facilities are provided to employees is critical to generating employee commitment and show positive behaviour. That is why Gyekye (2006) averred that environmental conditions affect employee safety perceptions, which impact upon employee commitment, performance and service delivery. Also, Roelofsen (2002) conducted a scientific research and concluded that improving working environment and workers safety results in a reduction in a number of complaints, absenteeism, deviant behaviour and yield positive outcome in the workplace.

Adewunmi (2010) and Okene (2006) attribute the deplorable working conditions of workers to weak institutional and regulatory framework. They assert that the deplorable working conditions have led to chronic disease and other vulnerable social condition. They opined that as long as this situation persists workers safety would continue to be abridged. Also, Weiler (2009) stated that although there are ample laws that have been put in place to compel employers to provide safety to the employees, implementation and enforcement are the major impediments to the realisation of the provisions of the laws. Most time, employers renege on their promises to provide safety knowing very well that employees are vulnerable and would rather keep silence in the face of the deliberate violation of their rights to welfare and safety than facing the reprisal" (Weiler (2009). The result of such negligence by employers to workers plights often time leads to a show of negative attitude to work. The working conditions in Nigeria tertiary institutions have worsened in recent times. The workplace environment is not encouraging, unsafe, unhealthy and hazardous. These include lack of accommodation, poor ventilation, poorly design offices, poor welfare scheme, inappropriate lighting, excessive noise from the use of generators, insufficient safety measures and lack of protective equipment. Employees who work in such environment are prone to occupational hazards and can impact negatively on their behaviour and performance (Gyekye, 2006).

## **Theoretical standpoint**

### **Equity theory**

Equity theory is associated with Psychologist John Stacy Adams (1963). The basic tenet of the theory was to explain relational satisfaction in terms of perception of fair or unfair sharing of material things within group interrelationship. According to the proponent of this theory, employees seek to maintain equity between what they put into a job and what they received from it against the perceived inputs and outcomes of others (Boundless, 2015; Huiras, Uggen & McMorris, 2000). In the same vein, the theory revealed that employees value fair treatment, which motivates them to maintain a similar standard of fairness with their fellow staff and the organisation. According to the theory, equity system in the workplace is based on the ratio of inputs (employee contributions) to outcomes (salary and other rewards). The theory posited that individuals who perceive themselves as either under-rewarded or over-rewarded will experience distress and that this distress leads to efforts to restore equity within the relationship. Equity theory focuses on determining whether the distribution of resources is fair to both relational partners. Hence, equity is measured by comparing the ratios of contributions and benefits of each person within the relationship (Boundless, 2015; Redmond, 2009). The theory noted that employees want to feel that their contributions and work performance are being rewarded with fair pay, treatment and comfort (Huiras, Uggen & McMorris, 2000). An employee who feels underpaid may experience feelings of hostility towards the organisation and perhaps co-workers. This hostility may lead to the exhibition of negative work attitudes and could cause job dissatisfaction. Subtle or intangible compensation also plays an important role in feelings about equity. Receiving recognition for strong job performance and being thanked can create employee satisfaction, and therefore help the employee feel worthwhile, resulting in positive behaviour for both the individual and the organisation (Boundless, 2015).

The applicability of this theory to this study is that employees are likely to engage in criminal activity because of the way they are treated by the organisation and its managers. In recent years more and more scholars have found significant empirical support for the relationship between job dissatisfaction and employee crime. One of the most commonly observed employee misconduct explanations is based on the assumption that disgruntled employees will engage in criminality in order to resolve feelings of perceived inequity in the way in which they have been treated. "Generally speaking, if the prevailing worker attitudes toward the organisation, management and supervisors are positive, one finds lower levels of all types of deviant behaviour in the workplace, including crime. However, if the employees: (a) feel exploited by the work organisation, (b) believe that supervisors are not interested in them as persons, and (c) are generally disgruntled with their work situation – we find higher than average levels of theft and deviance. Crime is viewed as the employee's way of getting back at an employer who does not provide a satisfactory work experience. In other words, employees rip off the company when their employer is perceived as ripping them off (Altheide & Adler, 1978). The theory has been

criticised for the following reasons (a) that it revealed different methods through which equity can be restored but failed to provide in detail which option an individual will adopt; (b) it fails to highlight other variables, which are beyond the control of administrators, management, and/or organizations that could bring about inequity (Redmond, 2009)

## **V. METHODOLOGY**

Survey research design was adopted in this study. The procedure was adopted in order to ascertain the relationship between working conditions and deviant behaviour among employees of the University of Calabar, Cross River state, Nigeria. The population of this study consists of 5,898 staff of the University of Calabar. A breakdown of the population shows that the University of Calabar has 1,484 teaching staff and 4,414 non-teaching staff across the various faculties, institutes, and departments. The study purposively selected three hundred and six respondents from the University. The instrument for data collection was a 30-item questionnaire entitled "Questionnaire on working conditions and deviant behaviour of employees (WCDBE)". Data collected were properly checked to make sure all items in each of the questionnaire is responded to. The data were analysed using Linear Regression and Pearson Product Moment Correlation Analysis procedure.

## **VI. PRESENTATION OF RESULT**

The responses to the questionnaire in respect to the gender reveal that majority 58.61 percent (N = 211) were male while only 41.55 percent (N = 150) were female. From this finding, it showed that males constitute the majority of the study population, which shows that the University of Calabar employs more male to female in her workforce. The responses to the questionnaire in respect to age revealed that majority 32.13 percent (N = 116) were between 20-30 years, respondents between the ages of 31-40 years were 27.98 percent (N = 101), respondents in the group of those between the ages of 41-50 years were 27.14 percent (N = 98), while those from 51 years and above had a representation of 12.74 percent (N= 46). From this distribution, it shows that respondent between the ages of 20-30 years constituted the dominant group in this study. The spread of respondents in terms of marital status shows that majority of 49.86 percent (N= 180) were married, 48.75 percent (N =97) were singles while only 1.39 percent (N= 5) were either widow, separated or widowers. This means that the married were more among respondents in this category than other groups because the workforce in the University of Calabar comprises mostly of employees of marriageable age. The compartmentalization of respondents in term of educational level revealed that majority of the respondents 80.05 percent (N = 289) have obtained a tertiary education; 18.28 percent (N = 66) have completed post-primary education, while only about 1.67 percent of the respondents (N = 6) have completed primary education. This is because the area of study is an academic environment. Employees are often motivated to pursue a higher degree in order to meet up with the intellectual and other challenges in the environment. The spread of respondents by job category revealed that majority of the respondents 55.96 percent (N =202) were non-teaching staff while 44.04 percent (N159) were teaching staff. This result shows that the University of Calabar has more non-teaching staff than teaching staff. The distribution of respondents by years of experience shows that majority of 39.33 percent (N= 142) had 11-15 years working experience, 23.54 percent (N =85) had 6-10 years working experience, 19.94 percent (N= 72) had 16 years and above working experience while 17.17 percent (N=62) had 1-5 years working experience in the University of Calabar. This distribution implies that those from 11-15 years formed more of the study population than other categories of the respondent in the study.

### **Test of hypotheses**

#### **Hypothesis one**

In the null form, hypothesis one states that "payment of allowances has no significant relationship with deviant behaviour of employees in University of Calabar". In this hypothesis, the independent variable is payment of allowances while the dependent variable is the deviant behaviour of employees. Furthermore, payment of allowances was categorised into five levels (overtime, hazard, responsibility, examination, and excess workload allowance). To test the hypothesis linear was used to analyse the data. The result is presented in table 1. The results of regression analysis carried out reveal P value of 0.00 with df (4,400) and an F value 5.628 this further followed by the t-value of 8.203 as against the critical t-value of 3.723 to determine the influence of independent variable (payment of allowances) on the dependent variable (deviant behaviour of employees). Furthermore, since P value is less than 0.05, thus we reject the null hypothesis and accept the alternate hypothesis. This implies that there is a significant relationship between payment of allowances and deviant behaviour of employees in the University of Calabar.

**Hypothesis two**

In the null form, hypothesis three states, workers safety have no significant relationship with deviant behaviour of employees. The independent variable is workers safety while the dependent variable is the deviant behaviour of employees. To test the hypothesis, the Pearson product moment correlation was used to test the hypothesis. The result of the hypothesis is reported in table 2. The result in hypothesis two revealed that the calculated r – value of 0.157\* is greater than the critical r-value of 0.095 at 0.05 level of significance with 359 degrees of freedom with this result, the null hypothesis which states that, workers safety has no significant relationship with deviant behaviour of employees was rejected. This implies that, the alternate hypothesis which states that there is a significant relationship between workers safety and deviant behaviour of employees in the University of Calabar was accepted.

Table 1 Model summary for linear regression analysis for payment of allowances and deviant behaviour of employees

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.169 <sup>a</sup>	.029	.018	1.03888

a. Predictors: (Constant), overtime, hazard, responsibility, examination, and excess workload allowance

ANOVA showing influence of payment of allowances on deviant behaviour of employees

Model	Sum of Squares	Df	Mean Square	F	Sig.
1					
Regression	11.344	4	2.836	5.628	0.00
Residual	384.218	356	1.079		
Total	395.562	360			

a. Dependent Variable: deviant behaviour of employees

b. Predictors: (Constant), overtime, hazard, responsibility, examination, and excess workload allowance

Coefficients showing the relationship between payment of allowances and deviant behaviour of employees

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.037	.248		8.203	.000
	overtime,	.126	.063	.117	1.994	.047
	hazard, responsibility,	.000	.060	.000	.003	.998
	examination, and excess	.078	.057	.079	1.387	.166
	workload allowance	.033	.052	.034	.633	.527

a. Dependent Variable: deviant behaviour of employees

Source: Field survey 2017

Table 2 Pearson product moment correlation coefficient analysis for workers safety and deviant behaviour of employees (N=361)

Variables	M	SD	$\sum x$	$\sum x^2$	$\sum y$	$\sum y^2$	$\sum xy$	r-value	Sig.
Workers safety	14.13	5.14	5424	86724				0.157*	0.00
Deviant behaviour of employees	13.43	2.14	5156	71452	73572				

\*significant at 0.05 level, df = 359, critical r - 0.095.

Source: Field survey 2017

**VII. DISCUSSION OF FINDINGS**

**Payment of allowances and deviant behaviour of employees**

The result of this hypothesis showed that there is a relationship between payment of allowances and deviant behaviour of employees in the University of Calabar. This goes to demonstrate the efforts made by Moncarz, Zhao and Kay (2009) who avers that payment of allowances to staff cannot be taken for granted. They maintained that payment of allowance to staff is a very valuable tool for retention of positive attitude in the workplace which in turn discourages deviant behaviour and promotes quality service delivery. Allowances also work as a communicator when it is given to employee against his services which shows how much an employee is valued by its organisation. This suggests that if workers financial needs are met, it will go a long way to prevent them from engaging in criminal activities. In the same light, Okereke and Daniel, (2010) further elaborated that delay in the payment of worker’s salaries and other entitlements to staff could result to grievances that might hinder efficiency and promote deviant behaviour among workers in an organisational setting. Workers who are not paid their allowances may find it difficult to pay rent, pay their children school fees, eat good food that would nourish their body, access quality health care services among others. The foregoing could eventually culminate into disaffection between the employee concerned and his/her employer, with a high propensity to exhibit deviant behaviour as a means of survival.

### Workers safety and deviant behaviour of employees

With the help of Pearson product moment correlation coefficient analysis, the result of hypothesis two revealed that there is a relationship between workers safety and deviant behaviour of employee in University of Calabar. This revelation corroborates the position of Kampert (2008) who opined that employers who pay attention to all the details that affect the welfare of their workers, including their work environment are likely to save cost, retain positive behaviour, enjoy good performance and improve quality service delivery and reduce deviant behaviour in the workplace. The workplace safety can hinder the psychosocial well-being of workers whose occupation requires comfortable, conducive and congenial environments. Sakir and Fajonyom (2007) also identified clean and siren environment as part of the incentive packages that can be given to employees to foster a good understanding between workers and managers. In the same position, Ndagana (2007) opined that the workplace is one of the major focuses of self-evaluation. In other words, if the workplace is not conducive, there is a probability that the workers' morale would be dampened which may trigger negative behaviour. There is a general assumption that a better working environment instigates employees behaviour positively. An institution's physical environment and its designed and layout can affect employee behaviour positively or negatively in the workplace (Leblebici, 2012; Huang, Robertson & Chang, 2004). The existence of inadequate equipment and adverse working conditions has led to a negative reaction by employees at many instances as shown in the work of Bockerman and Ilmakunnas (2006).

### VIII. CONCLUSION AND RECOMMENDATIONS

Judging from the findings of the study, it is logical to conclude that, there is a significant relationship between working conditions and deviant among employees of the University of Calabar, Cross River State, Nigeria. Consequent upon the findings, it was noted that adequate payment of all existing allowances could help shape the behaviour of employees positively as the monies involved could help solve some non-sharable problems bothering the employees. It was also revealed that employees tend to perform better when compensated adequately for extra effort put at work. It shows that employees who are adequately rewarded are satisfied thereby could desist from any behaviour that may go contrary to the rules and regulations of their institutions. Based on the findings of this study, and in order to meet the challenges faced by staff of the University of Calabar, the following recommendations were made:

1. There should be adequate and equitable remuneration of University of Calabar Staff for the extra effort put at work to help forestall dissatisfaction among them. All accrued arrears of monetised benefits should be adequately paid to staff in order to bring out the best from them. This can be possible through emphatic prudence in the utilisation of public funds to crave the need for personnel cost. The University management in conjunction with Nigerian Government should ensure that monetization policies are made to meet the requisite needs of staff to encourage them for the greater purposes of their institution.
2. The management of the University of Calabar should make an adequate supply of working tools to her staff at all level to enable them to render their services comfortably and effectively.
3. The University of Calabar management should ensure that the workplace is safe for workers in their various place of assignment by making available protective tools or equipment. There should be adequate provision for workers safety in the University budget to meet the needs of the staff. Also, there should be an adequate and periodic maintenance of equipment used by workers to ensure safe operation. Equipment should be provided with operating procedures including safe hazard information. Also, maintenance of equipment should be carried out by experts periodically.

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