



Pay satisfaction and job security as predictors of sabotage behaviour among workers of Nnamdi Azikiwe University, Awka

Leonard N. Ezeh and Judith C. Osineme

Department of Psychology, Nnamdi Azikiwe University, Awka, Anambra State, Nigeria

ABSTRACT

The present study examined Pay Satisfaction and Job Security as Predictors of Employee Sabotage Behaviour. Two hundred seventy-four (274) academic and non-academic workers of Nnamdi Azikiwe University, Awka participated in the study and was selected using convenience sampling technique. They comprised of 91 males and 183 females, their ages ranged from 28 to 60 years with the mean age of 42.8 and standard deviation of 9.3. Three instruments were used for study, namely: 5- item Pay Satisfaction Questionnaire developed by White & Ruh (1973); 7-item Job Security Scale developed by Hellgren, Sverke & Isaakson (1999) and 17-item Sabotage Behaviour Inventory developed by Skarlicki & Folger (1997). Multiple regression was employed as the statistical tool to test the hypotheses. The results showed that pay satisfaction significantly and negatively predicted employee sabotage behaviour among workers of Nnamdi Azikiwe University, Awka. Also, job security significantly and negatively predicted employee sabotage behaviour among the workers. We recommended that policy makers who advocate diligence and dedication among workers should be alerted about these potential variables that lure workers into sabotage behaviours against their workplace.

Keywords: *Pay satisfaction, Job security, and Employee sabotage behaviour*

INTRODUCTION

In workplaces, employees' behaviour and attitudes towards work is of utmost importance for any organization to achieve its objectives and goals. Employers of labours must recognize the fact that not all employees embrace good behaviour. In Nigeria, work environments are characterized with a host of various behaviours that can threaten the viability of the organization. Behaviours such as sabotage, theft, absenteeism, vandalism are counterproductive work behaviours that can negatively affect the growth and productivity of any organization (Miles, Borman, Spector, & Fox 2002). These behaviours have become prevalent in recent years because workers feel marginalized, unfairly treated by their supervisors, feel under compensated and unrecognized for their valuable contributions to their organizations (Ogbeide 2012), It is not surprising therefore that attention has been

focused on the various forms of negative behaviours in the workplace, most especially in the Nigerian tertiary institutions in recent times.

Sabotage behaviour is one of such negative work behaviours that could be detrimental to an organization if not checked. Researchers have given these behaviours many different names including workplace deviance (Bennet & Robinson, 2000), counterproductive behaviours (Mangione & Quinn, 1975), antisocial behaviour (Giacolone & Greenberg, 1997). In essence, any behaviour that jeopardizes the wellbeing of any organization or its members needs to be investigated. Crino (1994) defines sabotage as a “severe behaviour that is intended to damage, disrupt or subvert the organization’s operation for the personal purposes of the saboteur by creating unfavorable publicity, embarrassment, destruction of working relationship or the harming of employees or customers”. Sabotage behaviour is an occupational crime and can include acts such as embarrassing co-workers, leaving early, theft, property destruction, misuse of information, unsafe behaviour, poor attendance, and poor quality work. In Nigeria, the cost of this type of counterproductive behaviour can not exactly be ascertained, but it’s believed to cause organizations, billions of naira and has posed serious threats to effective delivery of services in both private and public sector (Fagbonhungbe, Akinbode, & Ayodeji, 2012). Institutions of higher learning are not immune to these negative behaviours for instance, Igbe (2017) revealed that universities staff engage in such unhealthy behaviour as theft, fraud, sabotage, extortion, absenteeism, selling of marks to students and sexual harassment. Consequences of these deviant acts can lead to organizational ineffectiveness in the form of poor students’ services, incessant strike actions which inversely affect students, poor quality of students’ and bad institutional reputation amongst others. From the inception of organizational science, pay has been considered an important reward to motivate the behaviours of organizational employees. Pay satisfaction can be conceptualized as the amount of overall positive feelings which individuals (employees) have towards their pay (Miceli & Lane, 1991). Pay constitutes an integral part of the success of any organization. It motivates employees to put in more effort in their services in the organisation and this in turn reflects positively on the efficiency and productivity of the organization. Pay satisfaction influences the overall job satisfaction, motivation and performance, organizational citizenship behaviour, and improved work attitudes (William, Carraher, Brower & Mc Manna, 1999). University employees are found to be generally dissatisfied with their rewards mainly salary/pay which they argue do not reflect their inputs in terms of labour, education, skills and experience. However, due to high rate of unemployment, their grievances are not legally pursued rather redress is pursued through personal means which most times end up in sabotage and many other dysfunctional behaviours such as decreased job satisfaction, lower morale, poor



performance, high rate of absenteeism, high rate of labor turnover, theft, incivility (Cascio, 1998, Scott & Judge, 2009; Bolton, Becker & Barker, 2010).

Apart from pay satisfaction, job security is another factor that is likely to predispose employees to sabotage behaviour. Job security refers to one's expectations about one's continuity in a job situation, in addition, job security encompasses those desirable characteristics such as promotion opportunities, better current working condition and long term career opportunities which an employee enjoys or benefits from his employing work organization (Ashford, Lee & Bobko, 1989). In their struggle for survival, organizations are faced with the necessity of making their operations more effective with fewer resources. The unpredictable economic situation and the tougher competitive standards have resulted in downsizing, mergers, acquisitions, and other types of structural change, all of which tend to produce increased feelings of insecurity among workers. Humans are naturally afraid of what tomorrow holds for them. The belief that their current job may not be available tomorrow creates the impression that each employee must prepare for the rainy day to come, and in a bid to secure their future, result in engaging in unhealthy behaviours. Based on these issues, this study is structured to answer the following research questions:

- Will pay satisfaction significantly and negatively predict sabotage behaviour among Nnamdi Azikiwe University workers?
- Will job security significantly and negatively predict sabotage behaviour among Nnamdi Azikiwe University workers?

This current study will have practical implications for effective management of human resources in the educational sector in particular and other work organizations in general. It will add new knowledge and dimensions to the organizational literature and may be useful in improving relationships between employees and their employers.

Reviewing previous empirical and theoretical works, the social exchange theory is one of the most enduring and widely used frameworks for analyzing exchange relationships in workplaces. Social exchange theory (Blau, 1964) asserts that when employees are treated favorably by organizations, they usually feel obliged to respond in kind through positive attitudes and behaviours towards the source of the treatment, but when treated poorly, employees will reduce or withdraw their positive attitudes and behaviour and may instigate negative ones in their place. This theory seem to capture the conceptual underpinnings for understanding employee's workplace attitude towards pay dissatisfaction and job insecurity in the organization and is able to provide explanations of employee's positive outcomes and likewise negative outcomes.

Olukayode, Okuneye & Olayinka (2014) in their study attempted to find out some of the key factors that determine CWB in public sector organization of Pakistan using 427 lower level employees working in various public sector organizations. CWB was measured using Bennett & Robinson (2002), Organizational cynicism was measured using a scale developed by Brandes, Dharwadkar & Dean (2002) Pay satisfaction was measured using Heneman & Schwab (1985). Regression analysis was used for analyzing various relationships among variables. Results indicated that insufficient salary (pay dissatisfaction), cynical behaviour and work-family conflict determined counterproductive work behaviour.

Ezeh (2016) in his study explored perceived organizational justice dimensions, job security and pay satisfaction as predictors of turnover intentions and employee sabotage behaviours among 947 bank employees in South East states of Nigeria. The results of hierarchical linear multiple regression analyses revealed that distributive justice and job security significantly and negatively predicted both turnover intentions and sabotage behaviours among bank employees in Nigeria whereas pay satisfaction significantly and negatively predicted only sabotage behaviours among bank employees in Nigeria. However, procedural justice and interactional justice significantly and negatively predicted neither turnover intentions nor sabotage behaviours among bank employees in Nigeria.

Edralin (2015) conducted a study on workplace misbehavior to find out the prevalent causes and manifestations of misbehaviour in the workplace. A cross sectional study using the survey approach was conducted among 200 companies in the Phillipines. Findings revealed that among the specific manifestation of political deviance, gossiping and spreading of rumours happen very often because employees lack respect and understanding for each other. Lying about hours worked was the most common form of deviance demonstrated by employees because their employers underpay them for the work they render (pay dissatisfaction).

Joe-Akunne, Oguegbe and Aguanunu (2014) carried out a research on job insecurity and entrepreneurial intention as correlates of counterproductive work behaviour (sabotage behaviour). A total of 257 bankers from 23 banks in Awka, Anambra state, Nigeria served as respondents in the study. The result supported the hypotheses that job insecurity had significant positive relationship with counterproductive behaviour (sabotage behaviour) and entrepreneurial intention had significant positive relationship with counterproductive work behaviour (sabotage behaviour).



Cobussen (2011) examined the relationship between job insecurity and work performance among 149 blue collar workers in the south of Netherlands. Work performance was conceptualized along the dimensions of 'long-term' and 'short-term'. While the 'short-term' dimension included such factors as productivity, quality, safety, absence, counterproductive work behaviours (e.g sabotage), and creativity; the 'long term' dimension included burnout indications, job satisfaction, turnover intentions, and organizational commitment. Results of the study indicated a significant positive relationship between job insecurity and counterproductive work behaviour and turnover intentions.

Owolabi & Babalola (2010) investigated the effect of perceived inequality and perceived job insecurity on fraudulent intent of bank employees in Nigeria using 170 bank workers. Results revealed that perceived inequality and perceived job insecurity have a significant effect on employee fraudulent intent.

The hypotheses for the present study are:

1. Pay satisfaction will significantly and negatively predict sabotage behaviour among Nnamdi Azikiwe University workers
2. Job security will significantly and negatively predict sabotage behaviour among Nnamdi Azikiwe University workers

METHOD

A total of 274 (99 academic and 175 non academic) workers of Nnamdi Azikiwe University Awka, Anambra State, Nigeria participated in the study. They were drawn using convenience sampling technique. The research participants comprised of 91 males (33.2%) and 183 females (66.8%). Their ages ranged from 28 to 60 years whereas their mean age is 42.8 years and standard deviation is 9.3. The minimum academic qualification of the participants is ordinary level certificate while their maximum is doctorate degree. A total number of 59 (21.5%) were unmarried, 82 (29.9%) were married while 133 (48.5%) did not indicate their marital status. Finally, the length of service of the study participants ranged from 1 year to 30 years.

Instruments:

The study made use of three research instruments for data collection.

Sabotage Behaviour Inventory (SBI): The scale developed by Skarlicki & Folger (1997) was designed to measure employees' tendencies towards sabotage and other aspects of counterproductive work behaviours in the workplace. It is a 17 item scale which is measured on a five – point likert format ranging from (1) strongly disagree to (5) strongly agree. A sample item of the scale include thus: 'I deliberately waste organization's resources'. The authors of the scale, Skarlicki & Folger, (1997) reported a Cronbach's alpha reliability of $r = .90$. For Nigerian suitability of the instrument, Ejembi & Issah, (2012) reported a Cronbach's alpha of $r = .73$ among Nigerian immigration officers.

Pay Satisfaction Questionnaire (PSQ): This scale was developed by White & Ruh (1973) to collect data about employees' perceptions of satisfaction with their pay in the organization. Also, this instrument as a 5 item scale is measured on a five point Liker-type format ranging from (1) strongly disagree to (5) strongly agree. A sample item from the scale states thus: 'I am paid fairly for what I contribute to this organization'. The authors of the scale (White & Ruh, 1973) reported a cronbach alpha of $r = .89$. For Nigerian use, Obikeze & Olukoye (2004) obtained reliability coefficient of .78 for general scale while Ndukaihe (2013) reported a reliability coefficient of .71.

Job Security Scale (JSS): This instrument was developed by Hellgren, Sverke & Issakson (1999). It is a 7-item scale formulated to measure employees' perception of the extent of job security in the workplace. It is measured on a 5 point Likert type scale ranging from strongly disagree (1) to strongly agree (5) which the participants are expected to respond to. A sample item in the scale include: 'I feel uneasy about losing my job in the near future'. The authors of the scale (Hellgren, Sverke & Issakson, 1999) reported a Cronbach alpha of $r = 0.82$. Kelly & Bolly (2000) reported a test re-test of .82 over two weeks while averaged 0.81 split half reliability was obtained by Walker & Jakker, (2001). In Nigeria, Omoroshem (2005) re-validated the scale for Nigerian use and obtained Cronbach's validity of $r = .70$ with coefficient reliability alpha coefficient of .65.

Procedure:

The researcher obtained letter of introduction signed and endorsed by the Head of the department. The researcher had to explain the purpose of the research to participants, and also promised them confidentiality of their responses. Due to the nature of their jobs, the participants were allowed to keep the questionnaires and fill them at a convenient time. The participants were drawn using convenience sampling technique. This is a type of sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher. Out of 300 copies of the questionnaires distributed, 274 were properly filled and



returned and were used as actual data in the study, while 6 were not properly filled, 20 was not returned.

Design/Statistics

This study utilized a combination of predictive design and cross sectional survey design. Thus multiple regression analysis was adopted as statistical tools to analyze the data.

RESULT

Table 1: Summary table for descriptive statistics of variables tested in the study showing participants' mean score and standard deviation of predictor variables - job security and pay satisfaction and criterion variable - sabotage behaviours.

	Mean	Standard Deviation	N
Sabotage behaviour	23.5281	6.34087	274
Job security	11.4494	3.88473	274
Pay satisfaction	10.3258	3.87819	274

Table 2: Summary table showing correlations between predictor variables - job security and pay satisfaction on criterion variable - employee sabotage behaviour.

	1	2	3
1. Sabotage beh	1.000		
2. Job security	-.456**	1.000	
3. Pay satisfaction	-.636**	-.348**	1.000

**P<.001

Table 3: Summary table of Beta Coefficient Table for model 1 showing predictive effects of the predictor variables - job security and pay satisfaction on criterion variable - employee sabotage behaviours.

Model	Unstandardized		Standardized		T	Sig.
	Coefficients	Std. error	Coefficients	Beta		
	B		Beta			

1 (Constant)	37.685	1.780		21.176	.000
Job security	-.435	.137	-.266	-3.173	.002
Paysatisfaction	-.889	.137	-.544	-6.475	.000

a. Dependent variable: sabotage behavior

Using Enter method, the Adjusted $R^2 = .45$. By implication, the model contributed to 45% of the solution. From the results, the first hypothesis which stated that pay satisfaction will significantly and negatively predict employee sabotage behaviour was accepted at $\beta = -.544$ $P < .01$. This means that when employees are satisfied with their pay, the tendency to engage in sabotage behaviour will be minimal.

The second hypothesis which stated that job security will significantly and negatively predict sabotage behaviour was also accepted at $\beta = -.27$ $P < .05$. This result indicates that the uncertainty of one's job in an organization can make employees engage in sabotage behaviours against the organization.

DISCUSSION

The present study investigated pay satisfaction and job security as predictors of sabotage behaviour among Nnamdi Azikiwe University workers. Two hypotheses were tested using multiple regression analysis and the results were discussed below.

The findings from the analysis showed that pay satisfaction is a significant predictor of employee sabotage behaviour. This finding is in agreement with the work of Olukayode, Okuneye & Olayinka (2014) who in their empirical research found that insufficient salary, and other organizational variables determined sabotage behaviour. This is also in tune with the work Banjoko (1996) who assert that pay dissatisfaction could lead to much dysfunctional behaviour in the organization such as decreased job satisfaction, lower morale, poor performance, high rate of absenteeism, high rate of labor turnover, theft, incivility. Likewise Ezeh (2016) confirmed that pay satisfaction can significantly and negatively predict sabotage behaviours among bank employees in Nigeria.

The second hypothesis which stated that job security will significantly and negatively predict sabotage behaviours was accepted. This implies that as job security increases, sabotage behaviour goes to decline. This analysis is in agreement with the findings of Probst (2000) and D' Souza, Strazdins, Bron, Rodger & Berry (2006) who found a positive relationship between job insecurity and absenteeism (sabotage). Ashford, Lee & Bobko (1989) also supports the findings that lack of job security leads to attitudinal reactions such as reduced commitments, intention to quit and reduced satisfaction. The result of this hypothesis is also supported by the empirical works of Sverke and Hellgren (2002) who found that



employment and retention uncertainty are the major causes of job mobility and sabotage behaviours in organizations. Chirumbolo & Hellgren (2003) also agree that insecurity with one's job can result in employees sabotaging the affairs and productivity of the organization and exhibiting work withdrawal behaviours. The above studies support the basic facts that an insecure workforce can pose serious problems for firms, since insecurity may well cause employees to identify less with corporate objectives. This in turn, will adversely affect the motivation and willingness to innovate and hence productivity.

Among other theories, Blau's (1964) social exchange theory seems to capture the relationship between dissatisfaction and the tendency to exhibit some attitudes, hence the theory implies that when people are treated favourably by others, they feel obliged to respond in kind through positive attitudes and behaviours towards the source of the treatment, but when treated poorly, will reduce or withdraw their positive attitudes and behaviours and may instigate negative ones in their place. It is therefore recommended that adequate measures should be taken to ensure that employees are well compensated with their jobs and the security of their jobs ensured for maximum productivity.

Limitations of the Study

Perhaps, one limitation of this study is the perception of job security among participants, since federal jobs have been seen as the most secure in Nigeria. Second, since only one institution was sampled, generalization may be hampered.

Conclusion

The human resource in any organization is the live wire of that organization, and as such, their wellbeing cannot be overlooked. Human resources (employees), usually put in their best when they feel that their efforts will be valued and rewarded, and this usually accounts for organizational outcomes such as commitment, motivation, organizational citizenship behaviour, job involvement etc and the productivity of such organizations. On the other hand, when these efforts are not valued, there are certain consequences that result from such actions such as low motivation to work, absenteeism, poor commitment, sabotage etc, efforts therefore should be made by human resource managers in organizations/institutions to seek better reward systems that would be commensurate to the efforts that employees put in on the jobs. This would go a long way in motivating employees into giving their best. Also, the results of the analysis points to the fact that job security is as important as satisfaction with one's pay in an organization, this goes without saying that employees can only function optimally in a relatively secure environment. Therefore, proactive

unions should be set up in various industries/organizations to check the exploitation of the current abundance of labour in the workforce by industry stakeholders. This would go a long way in curbing the excessive practice of contract staffing by most organizations.

REFERENCES

- Ashford, S.J, Lee, C, & Bobko, P. (1989). Content, causes and consequences of job insecurity: A theory- based measure & substantive test. *Academy of Management Journal*, 32,803-829.
- Banjoko, S.A. (1996). *Human Resources Management: An Expository Approach*, Pumark Limited, Nigeria.
- Bennett, R.J, & Robbinson, S. L. (2000). Development of a measure of Workplace Deviance. *Journal of Applied Psychology*, 85:349-360.
- Blau, P. (1964). *Exchange & Power in Social Life*. New York NY: Wiley.
- Cascio, W. (1987). *Costing human resources: The financial impact of behavior in organization, 2nd edition*. Boston: Kent.
- Chirumbolo, A. & Hellgren, J. (2003). Individual and Organizational Consequences of Job Insecurity: a European Study. *Economic and Industrial Democracy*, 24, 215-238.
- Cobussen, W. (2011). *The relationship between job insecurity and work performance: A study among blue collar workers in the south of the Netherlands*. Eindhoven University of Technology.
- Crino, M. D. (1994). Employee sabotage: A random or preventable phenomenon? *Journal of Managerial Issues* 6 (3) 311-330
- D'Souza, R.M, Strazdins, L, Broom, D.H, Rodgers, B & Berry, H.L (2006). Work demands, job insecurity and sickness, absence from work: How productive is the new, flexible labor force? *Australian & New Zealand Journal of Public Health*, 30,205-212.
- Edralin, D.M. (2015). Why do workers misbehave in the workplace? *Journal of Management*. 2 (1), 88-108.
- Ezeh, L.N. (2016). Perceived organizational justice dimensions, job security and pay satisfaction as predictors of turnover intentions and employee sabotage behaviours *unpublished PhD Dissertation Department of Psychology Nnamdi Azikiwe University, Awka, Anambra State Nigeria*.
- Fagbohunge, B.O, Akinbode, G.A, & Ayodeji, F.S. (2012). Organizational determinants of workplace deviant behavior: An empirical analysis in Nigeria. *International Journal of Business and Management*,7(5), 207-216.
- Giocalone, R. A. & Greenberg, J. (1997). *Antisocial Behaviour in Organizations*. Sage Publications: Thousand Oaks, California.



- Hellgren, J., Sverke, M. & Isaksson, K. (1999). A Two-Dimensional Approach to Job Insecurity: Consequences for Employee Attitudes and well-Being. *European Journal of Work and Organizational Psychology*, 8, 179-195.
- Igbe, J.E. (2017). Working conditions and deviant behaviour of employees in the University of Calabar, Cross River State, Nigeria. *An M.Sc. Thesis submitted to the Department of Sociology, University of Calabar, Calabar, Nigeria.*
- Joe-Akunne, C. O., Oguegbe, T., & Aguannu, R. (2014). Explorative study of job insecurity and Entrepreneurial intention as correlates of counterproductive work behavior. *International Journal of Academic Research in Business and Social Science* 4(5), 41- 52
- Mangione, T.W & Quinn, R.P (1975). Job Satisfaction, Counterproductive Behaviour and Drug Use at Work. *Journal of Applied Psychology*. 60. 114-116.
- Miceli, M.P & Lane, M.C. (1991). Antecedents of Pay satisfaction. A review & extension. In K. Rowland & G.R Feires (eds). *Research in Personnel & Human Resources Management*. (pp 235-309) Greenwich CT. JAI Press
- Miles, D. E., Borman, W. E., Spector, P. E., & Fox, S. (2002). Building an integrative model of extra role work behaviors: A comparison of counterproductive work behavior with organizational citizenship behavior. *International Journal of Selection and Assessment*, 10, 51-57.
- Ogbeide, E.D.O. (2012). Effects of perceived leadership styles, motivation and satisfaction on union commitment and restive behaviours among University lecturers in Nigeria. *Unpublished PhD Dissertation, Nnamdi Azikiwe University, Awka, Anambra State, Nigeria.*
- Olukayode, J. L , Okuneye, M. A. & Olayinka, S. (2014). Antecedents of Counter Work Behavior in Public Sector Organizations: Evidence from Nigeria. *Kuwait Chapter of Arabian Journal of Business and Management Review*. 3 (9), 58 - 65.
- Owolabi, A. B, & Babalola, S.S (2010). Effect of perceived inequality and perceived job insecurity on fraudulent intent of bank employees in Nigeria. *Europe Journal of Psychology*, 7 (1), 99-111.
- Probst, T. M. (2000). Safety and insecurity: Exploring the Moderating Effect of Organizational Safety Climate. *Journal of Occupational Health Psychology*, 9, 3-10.
- Scott, B.A., Judge, T.A. (2009). The popularity contest at work: Who wins, why and organizational justice. *Journal of Organizational Behaviour*, 23(5): 675-694.
- Skarlicki, D.P, & Folger, R. (1997). Retaliation in the Workplace: the roles of distributive & interactional justice. *Journal of Applied Psychology*, 82, 422-443.
- White, J.K., & Ruh, R.A. (1973). Effects of personal values on the relationship between participation and job attitudes. *Administrative Science Quarterly*, 18: 506 - 514.

Williams, M. L., Carraher, S. M., Brower, H.H., McManus, J. A. (1999). Assessment of a measure of satisfaction with pay. *Presented at the annual meeting of the Southern Management Association, Atlanta.*

Authors' Biographies

Leonard N. Ezeh is a senior lecturer and an industrial/occupational Psychologist at the Department of Psychology, Nnamdi Azikiwe University Awka. His research interests include employees' turnover intention, coping, and employee sabotage behavior. Email: leomikelking@yahoo.com.

Judith C. Osineme is a masters student of industrial/occupational psychology at Nnamdi Azikiwe University Awka and her research interest include employee training, work overload and sabotage behaviors. Email. osinemejudith@yahoo.com.