PERCEPTION OF ORGANISATIONAL JUSTICE AND DYSFUNCTIONAL WORKPLACE BEHAVIOUR AMONGST EMPLOYEES IN BENIN CITY, EDO STATE

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ABSTRACT

This study examined the association between organizational justice and dysfunctional workplace behaviour among employees of Oredo Local Government Council in Benin City. It was done to find out if organizational justice (distributive and informational) generates conditions that, promote higher or lesser dysfunctional workplace behaviour. The research design adopted is the survey research design using the structured questionnaire to elicit information from respondents. A sample size of 270 was determined from a population of 600 workers in Oredo Local Government Council in Edo State. The estimation technique employed was correlation and multiple regression. It was found that the two predictors were statistically significant. They all had a low P-value, which was less than 0.05. Also, we found out that, there exists an uneven distribution of outcomes, and dysfunctional workplace behaviours as a result of perceived unfairness and dishonest superiors regarding the information given to their subordinates. This work concluded that there is a positive and significant relationship between organizational justice (distributive and informational) and dysfunctional workplace behaviour among employees of Oredo Local Government Council in Benin City.

Keywords: Employees, Human resource, Justice, LGAs, Organisation.

INTRODUCTION

Managers, human resource practitioners and social scientists see dysfunctional behaviour as cancer working on the fabric of many organisations today. The dysfunctional behaviour of workers at all echelons of the civil service is increasingly disturbing (Sims, 1992). Employee dysfunctional behaviour is also labelled as employee deviant behaviour, anti-social behaviour, employee uncivil behaviours, employee misbehaviour, employee aberrant behaviour,

employees sabotage behaviour and employee counterproductive work behaviours. These behaviours are regarded as the dark side of employee behaviour being perpetrated by the employees to intentionally harm or bring harm, to an organisation, its employees, or stakeholders (Bennett & Robinson, 2003). Thus, Akikibofori and Akikibofori (2014) opined that despite the effort of successive governments of Nigeria to reform the civil service to eliminate the poor attitude to work, most public organisations in Nigeria are still characterised by employees parting prematurely or coming late to work, misappropriation of business property, and use of stationery on private issues, oral abuse, absenteeism and bribery. These forms of dysfunctional behaviours according to the empirical findings of Wurim (2013), account for 77% of the systematic variations in loss of productivity.

Absenteeism, lateness to work, unsavoury comments, bribes and erratic provision of services have been empirically identified as the challenges that have crippled the quality of service delivery in public organisations in Nigeria (Suleiman, 2013). They contributed over 60% to government ineffectiveness and failures to meet its target in 2015 according to the 2016 report on the good governance by the World Bank.

In the light of this, several studies have attempted to examine the causes of employees' dysfunctional behaviours in Nigeria (Gabriel, 2016; Fagbohungbe, Akinbode & Ayodeji, 2012; Olukayode, Okuneye & Olayinka, 2014; Onuoha, 2013). Many of these studies found that the incidents of employees' dysfunctional behaviours are a function of salary (Olukayode, Okuneye & Olayinka, 2014); poor physical work condition (Fagbohungbe et al., 2012), psychological contract A study of dysfunctional work behaviours in Nigeria has been conducted in several industries (Onuoha, 2013; Gabriel, 2016), however, fewer studies have made an attempt to examine organisational justice and dysfunctional workplace behaviours among Local Government employees in Benin City, Nigeria. The choice of Oredo local government among the other 18 local governments in Edo state is because of the accessibility and proximity. Thus, the study will focus on the impact of perceived distributive and informational justice on dysfunctional workplace behaviours among employees of Oredo local government councils in Benin City.

LITERATURE REVIEW

Dysfunctional Workplace Behaviour

Emerging is the body of research with an emphasis on "bad" employee behaviour (Griffin & Lopez, 2005). Griffin and Lopez (2005) consider bad behaviour as dysfunctional behaviour. Counter-productive Work Behaviour (CWB) was defined as “any intentional behaviour on the part of an organisational member viewed by the organisation as contrary to its legitimate interests” (Sackett & De Vore, 2001). Dysfunctional behaviour occurs in every organisation.

Behaviour is thought unusual when an individual or group infringes a company's standards, procedures, morals, and intimidates the well-being of the civil service.

In the Nigerian workplace, Fagbohungbe, Akinbode and Ayodeji (2012) found stealing, racket and interference, acting offensively and disagreeing with co-employees and customers to be the most prevalent forms of dysfunctional place of work conducts among Nigerian civil service. In supporting this, Adejoh and Adejoh (2013) found the giving of minimal information to customers; using confrontational language; physical assault of customers; rudeness to supervisors, fellow employees and customers; abrupt service; making fun of fellow employees and customers' accents; lying to customers, fellow employees and management, spreading rumours, withholding effort (putting little effort to work), arguing with fellow employees, customers and supervisors; and absenteeism to be the most rampant forms of dysfunctional behaviour among front-line employees in hotels and banks in Nigeria.

The prevalence of the incidents of employee dysfunctional behaviours and associated costs have drawn the attention of many scholars to examine its possible antecedents. Several studies have revealed incidents of employee dysfunctional behaviours to be commonly driven by personal monetary gain, stress, status and revenge to other customer misbehaviour (Daunt & Harris, 2014)), bad supervision, lack of company identification, poor co-workers relationships and poor physical work conditions (Fagbohungbe et al., 2012); organisational contempt, intent to quit, and dissatisfaction with jobs (Muafi, 2011); abusive supervisors (Wei & Si, 2013) and demanding job roles, customer-related stresses and difficult target (Hoobler& Hu, 2013).

Organisational Justice

Byrne and Cropanzano (2001) stated that at its most broad-spectrum level, organisational justice is an area of emotional inquiry that make emphases on insights of justice in the place of work. Organisational justice is used to illustrate the function of fairness as it has direct effects not just on employees' performance alone but also on workplace behaviour. Particularly organisational justice deals with the condition when workers settle about their action in their occupations and how these perceptions upset their job-related performance (Moorman, 2009). Over-time several dimensions or types of organisational justice as put forth by different authors (Kamran, 2013; Hasan, 2010; Ceylan & Sulu, 2011) have evolved with each having a different view on the concept of organisational justice, however, this paper is limited to distributive and informational justice.

Distributive Justice

Distributive justice is strongly linked with the equity theory of Adams which entails how employees at work perceive their outcomes in an organization (FitzGerald, 2002). Outcomes have been viewed by other authors as rewards and punishments (Nirmala & Akhilesh, 2006;

Blakely et al., 2005). Wang et al (2010) and Foley, Deborah, and Gary, (2002) considered organizational justice as to how employees view the treatment they receive compared to their peers at the same level based on ethical and objective criteria. Cohen (1987) had a similar but different perspective on distributional justice by describing it as the distribution of rewards and resources according to an already predetermined criterion.

Informational Justice

Informational justice is simply giving truthful information and a detailed explanation of the decision-making procedures (Colquitt, et al., 2013; Jawahar, 2007). Alder, et al., (2005) and Shafiro et al, (2007) opined that informational justice is about providing explanations or required information as to why a certain procedure was adopted or why certain outcomes or resources were distributed in the manner they were. Providing the right information adequately and promptly and communicating it promptly is considered informational justice (Kalay & Turkey, 2016; Cohen-Charash, & Spector, 2001).

Theoretical Framework

This study is premised on the theory of leader-member exchange and Adams equity theory. Tziner, Fein, and Oren, (2012); Bauer and Green (1996) stated that the LMX theory is necessary for examining organizational justice as it relates to the quality of relationships that exist between superiors and subordinates. They postulated that the degree of relationship between the two parties will portray the levels of trust, sense of empowerment, opportunities, support and interactions. The equity theory on the other hand is an attempt to balance the inputs and outputs of employees. An employee who perceives inequity would tend to withdraw the level of input to work as well as alter output (Carrell & Dittrich, 1978).

Empirical Review

Nasurdin, Hazlina and Razalli (2014) conducted a study to investigate the relationship between organizational justice and deviant behaviour through stress. Using a questionnaire as a mode of data gathering, 279 employees in the electric industry in Malaysia constituted the sample size. Performing confirmatory analysis and structural equation modelling, the result indicated the need for proper and clear policies, processes and standards, fair treatment of workers and involvement of employees in decision-making processes.

Pracha, Malik, Azeem and Yasmin (2017) examined the relationship between organizational justice, emotional intelligence and employee performance in Pakistan public organizations. A sample size of 342 respondents constituted the sample size, the regression estimation technique was used and they found out that organizational justice positively affects employee performance and emotional intelligence.

Sabokro, Tavakoli and Malmiri (2020) investigated the impact of organizational injustice on the bad work behaviour of employees using moral disengagement as the mediating role. Using convenience sampling, 117 students were selected from three departments and data was gathered using an adapted questionnaire by Bandura (1996). Results revealed that organizational injustice results in bad behaviours.

METHODOLOGY

The research design used is the survey research design. This is chosen because the structured questionnaire was suitable to elicit information from respondents. Edo State has 18 local government areas and the choice of Oredo was based on some factors: it is located in the capital city of Edo State, it is the largest in Edo State in terms of staff strength and thus offers a more diverse group of workers. The population size of the Oredo Local Government council from the database of the council was 600. The population size for this study was derived from the records obtained from the offices of the Council. The choice of Oredo local government for this study includes accessibility to respondents, information, proximity and the fact that it is the largest local government in the state. The sample size was determined using the (Yaro Yamane) formula to amount to a sample size of 270

The primary source of data for this study is the questionnaire. The research instrument has two sections, A and B. Section A provides the respective socio-demographic variables, while section B provides Likert scale-type questions aimed at obtaining information on both the dependent and independent variables. The independent variables were measured by requesting that respondents kindly indicate their choice by ticking in the administered questionnaire. Their responses were measured using a 5-point Likert scale ranging from '1 = strongly disagree to 5 = strongly agree'. The independent variables were measured via the questions under distributive and informational justice. The dependent variable, on the other hand, the dysfunctional workplace behaviour was measured using variables such as unfair procedures, uneven sharing of rewards, deception, impoliteness and insensitivity, lack of information and or misinformation, organisation norms, policies and values and anti-social activities. The questionnaire measuring the dependent variable is also designed with a 5-point Likert scale ranging from '1 = strongly disagree to 5 = strongly agree'. The questionnaires were distributed conveniently to workers in different departments within the Oredo Local Government Council Area. We adopted a simple random sampling approach in choosing participants where every respondent had an equal and fair chance of being represented.

Validity and Reliability of Research Instrument

We carried out a pilot study, in which 20 numbers of employees in the Oredo local government council were randomly selected and the questionnaire administered to them. Data obtained from the retrieved questionnaires were used to determine the reliability of the instrument using

the Cronbach's Alpha reliability index. The reliability coefficient ranges between 0 and 1. Reliability statistics for dysfunctional behaviour, distributive and informational justice were 0.832, 0.961 and 0.737 respectively.

RESULTS AND DISCUSSIONS

Correlation Analyses

The objective of this study was to determine the relationship between dysfunctional workplace behaviour and organisational justice. Table 1 shows the Pearson correlation coefficients among research variables.

Table 1: Pearson correlation coefficients

		Dysfunctional Workplace Behaviour	Distributive Justice	Informational Justice
Dysfunctional Workplace Behaviour	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	270		
Distributive Justice	Pearson Correlation	0.803**	1	
	Sig. (2-tailed)	0.000		
	N	270	270	
Informational Justice	Pearson Correlation	0.905**	0.042	1
	Sig. (2-tailed)	0.003	0.813	
	N	270	270	270

Source: Researchers fieldwork, 2021.

The Pearson's correlation coefficients between each pair of variables are shown in Table 1. The result shows that dysfunctional workplace behaviour is positively and significantly related to distributive justice ($r=0.803$, $p < 0.05$), informational justice ($r=0.905$, $p < 0.05$).

Regression Analysis

Regression analysis was performed to establish the relationship between organisational justice and dysfunctional workplace behaviour. The results are shown in Tables 2 and 3 below:

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.853[a]	0.641	0.489	0.63241	2.0128

a. Predictors: (Constant), Distributive Justice, Informational Justice,

b. Dependent Variable: Dysfunctional Workplace Behaviour

Source: Researchers fieldwork, 2021.

The regression result showed that when distributive justice and informational justice were regressed on dysfunctional workplace behaviour, a coefficient of determination (R^2) value of 0.641 was obtained. The value of Adjusted R^2 of 0.489 specifies that the predictors account for 48.9% of the deviation in dysfunctional workplace behaviour. Importantly also, the Durbin-Watson statistic of 2.0128 reveals the absence of first-order serial correlation.

Table 3: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	18.754	4	4.689	17.174	0.000[b]
Residual	16.937	62	0.273		
Total	35.691	66			

a. Dependent Variable: Dysfunctional Workplace Behaviour

b. Predictors: (Constant Distributive Justice, Informational Justice,

Source: Researchers fieldwork, 2021.

The F-statistic of 117.1744.173 is significant at $p<0.05$, implying that the predictor and dependent variable is statistically significant.

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.613	0.833		0.736	0.969
Distributive Justice	0.923	0.229	0.846	4.031	0.000
Informational Justice	0.882	0.314	0.698	2.809	0.013

Source: Researchers fieldwork, 2021

a. Dependent Variable: Dysfunctional workplace behaviour

The results reveal that dysfunctional workplace behaviour is positively and significantly related to both independent variables, distributive justice ($\beta = 0.923$; $p<0.05$), and informational justice ($\beta = 0.882$; $p<0.05$), at a 5% level of significance. The results further revealed that the tolerance values ranged from 0.911 to 0.998, and evidence of substantial scores above the minimum threshold of 0.1.

Test of Research Hypotheses

Hypothesis One: *There is no significant relationship between distributive justice and dysfunctional workplace behaviour.*

The result in Table 4, shows that there is a positive and significant relationship between distributive justice ($\beta = 0.923$; $p<0.05$) and dysfunctional workplace behaviour. The t-statistic of 4.031and p-value of less than 5% established the outcome. Grounded on the outcome, we discard the null hypothesis and conclude there is a significant association between distributive justice and dysfunctional workplace behaviour.

Hypothesis Two: *There is no significant relationship between informational justice and dysfunctional workplace behaviour.*

The result in Table 4, shows that there is a positive and significant relationship between informational justice ($\beta = 0.882$; $p>0.05$) and dysfunctional workplace behaviour. The t-statistic of 2.809 and p-value of greater than 5% established the outcome. Centred on the outcome, we discard the null hypothesis to state that there is a significant association between informational justice and dysfunctional workplace behaviour.

Discussion of Findings

The study reveals that organisational injustice variables do have a positive and significant impact on dysfunctional workplace behaviours. By implication, organisational injustice brings about dysfunctional workplace behaviour among employees. It was found that distributive justice and informational justice strongly impact positively on the dysfunctional behaviour of Oredo Local Government Council workers. This supports the findings of Akullo (2011) that there exists a positive and significant relationship between leadership behaviour, distributive justice, and counterproductive workplace behaviour. Also, the analysis revealed that the analysis anti-social activities are strong as a result of organisational injustice. This form of organisational injustice according to Chirasha and Mahapa (2012) can lead to theft, unruly behaviour, low productivity, sabotage, the cost to the organisation and more deviant dispositions. This is in line with the findings of Rafiee, Hoveida and Rajaeipoor (2015) who revealed that deviant workplace behaviour has a negative relationship with organisational justice. Deceptive superiors have a strong link with dysfunctional workplace behaviour of Oredo Local Government Council workers. There exist unfair distribution of rewards and penalties among employees of Oredo Local Government Council.

CONCLUSIONS AND RECOMMENDATIONS

The world is changing and so are the public sector organisations around the world but the public sector organisations in Nigeria are still largely experiencing dysfunctional workplace behaviours due to the injustices that prevail there. Majorly, the superiors have been blamed for these injustices. There is a need to address this issue as it can lead to an ineffective and redundant organisation. There is a need to focus on reducing counter-work behaviours among employees. Traditional control systems can force them to work in offices but they cannot restrict them from exhibiting counter-work behaviours. Employees can be said to be the greatest asset of any organisation. A well-motivated and happy employee will be at their best performance. Dysfunctional workplace behaviours will not be necessary if rewards and outcomes are distributed evenly; procedures are judiciously followed without withholding vital and honest information.

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