

The Roles of Pay Satisfaction and Intent to Leave on Counterproductive Work Behavior among Non-Academic University Employees

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Abstract : Issue of employees counterproductive work behavior in government owned organization in emerging economies has continued to be a major concern. This study investigated the factors of pay satisfaction, intent to leave and age as predictors of counterproductive work behavior among non-academic employee in a Nigerian federal government owned university. A sample of 200 non-academic employees completed questionnaires. Hierarchical multiple regression was conducted to determine the contribution of each of the predictor variables on the criterion variable on counterproductive work behavior. Results indicate that age of participants ($\beta = -.18$; $p < .05$) significantly independently predicted CWB by accounting for 3% of the explained variance. Addition of pay satisfaction ($\beta = -.14$; $p < .05$) significantly accounted for 5% of the explained variance, while intent to leave ($\beta = -.17$; $p < .05$) further resulted in 8% of the explained variance in counterproductive work behavior. The importance of these findings with regards to reduction in counterproductive work behavior is highlighted.

Keywords : counterproductive, work behaviour, pay satisfaction, intent to leave

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