



CC BY

Original Research

p-ISSN 2672 – 5142; e-ISSN 2734 – 3324

INFLUENCE OF MAN MANAGEMENT APPROACHES ON DEVIANT BEHAVIOUR OF EMPLOYEES IN EBONYI STATE UNIVERSITY, ABAKALIKI.

¹OJONG Blessing Abang, ²OKAFOR, L.C, ³ARISI-NWUGBALLA, Emmanuel A.,

⁴UDU, G.O.C and ⁵NGWUTA, Sussan Ndidi

^{1,2,3,5}Department of Business Management, Ebonyi State University, Abakaliki

⁴Department of Business Management, Alex Ekwueme Federal University, Ndufu Alike Ikwo

E-mail: ¹ojongabang@gmail.com, ²chidozieuzom@yahoo.com, ³nwugballa@gmail.com,
⁴drgocudu66@gmail.com and ⁵ngwutasusan3@gmail.com

ABSTRACT

This study explores the link between human resources practices and staff deviant behaviours: Evidence from Ebonyi State University, Abakaliki". The objective are to find out the relationship between deduction of lecturers' salary and boycott of lectures, ascertain the extent to which lack of academic staff promotion leads to disruption of academic activities and to find out the extent to which non-gazetting of Academic Staff affect academic calendar in Ebonyi State University, Abakaliki. Descriptive survey design was used while a sample of 260 respondents out of the 306 population of the study we're drawn using the Taro Yameni formula for sample size determination. Data collected were presented in tables and analysed using the five Likert Scale while the Pearson Moment Correlation Technique was used to test the hypothesis of the study. Findings show that deduction of Lecturers' salary result to boycott of lecturers in Ebonyi State University, Abakaliki. Inability to promote academic staff as at when due leads to disruption of academic activities, and that non-gazetting of academic staff affect academic calendar in Ebonyi State University Abakaliki. The implications of the findings are that proper management of Ebonyi State University (EBSU) lecturers through promotion, timely payment of salary and gazetting of staff is critical in avoiding deviant behaviours at work. Based on the findings, it is recommended that University management and Ebonyi State Government should stop the practice of deduction of lecturers' salary so as to avoid boycott of lectures in EBSU Abakaliki., There should be regular promotion exercise in order to stop the disruption of academic activities in Ebonyi State University Abakaliki and there should be timely gazetting of academic staff in order to promote smooth academic calendar in Ebonyi State University Abakaliki.

Keywords: Management, Practices, Deviant behaviour, Employee

INTRODUCTION

The management of the university staff has to deal with a range of activities that care for the needs of both the academic and non-academic staff. According to Obugwu (2022), the key pillars of management include compensation, performance management, organization development, safety, wellness, benefits, employee motivation and engagement, communication, administration, and training. Igbe (2019), adds that management involves such condition as prompt payment of salaries

and allowances, working hours, fair salary package, provision of health and transport services, staff housing, timely promotion including professorial promotion and gazetting of academic staff. Altogether, these aspects of people management weave the cultural fabric within the organization and lead to an employee experience that attracts and retains the right talent (Obugwu, 2022).

Lack of effective man management results in some deviant behaviours in organizations including universities. Robinson and Bennett (2020), held that deviant behaviour is a deliberate and self-motivated action which breaches organisational norms and threatens the existence of the organisations. Davis and Rostow (2021), observed that the act is becoming prevalent in universities with about 75 percent of employees in institutions of higher learning engaging in workplace deviant behaviour such as absenteeism, insubordination and dereliction of duty in 2020.

Nwaokugha and Ezeugwu (2021), reports that classroom teachers are not left out in the orgy of deviant practices in Nigeria's education industry, and a pattern of unethical behavior that is unique to them is sale of grades, sexual harassment, absenteeism, fragrant abandonment of teaching and in its place, engineering and initiating a culture of private practices, whereby learners are forced to participate in such privately organized tutorials using school facilities. Obugwu (2022), reveals that in Nigeria Universities, there is a high rate of corrupt academic practices amongst lecturers and university students. Many students in an attempt to graduate with good classes of degrees, do not pay attention to their books, they resort to cheating during exams. Consequently, upon the sharp practices, a student who ordinarily supposed to graduate with a third-class degree, now graduates with first class or second-class upper degree. In an attempt to appear innocent, some lecturers make use of students, or in most cases, class representatives (Kawugana and Woyopwa, 2020).

In the past, many lecturers claimed that they do some of these things to help students; so that they will not be regarded as wicked people. Some also blame the poor working conditions coupled with non-frequent payment of salaries as reasons responsible for this act. Many improvements have been made in recent times to improve teachers' welfare and their general working conditions. Given the persistent nature of corrupt academic practices by lecturers and students, not all lecturers nor students can be said to be corrupt (Nwaokugha, and Ezeugwu, 2019). But why are some not corrupt? Since they all are in the same environment, with the same working conditions. It is on this note that the researchers wonder whether personnel management relates to corrupt practices in the universities.

Meanwhile, Obogwu (2022) argued further that 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 other necessities for the operational effectiveness of these institutions are either not available, short in supply or not in good condition (Issah, Abubakari and Wuptiga 2019). Most university staff work under conditions where they are denied welfare packages, insufficient working space, and poor health insurance scheme. These factors create negative emotion in the workplace, which could lead to workplace deviance.

Generally, studies have shown that employees in Ebonyi State University Abakaliki, work under dangerous and unfriendly working conditions (Nweke, 2017, Ndukwe and Nwuzor, 2016). A closer look at the Ebonyi State University Abakaliki revealed that a good percentage of employees' monthly salaries are illegally deducted (Anioke, 2021). In fact, the illegal deduction of salaries, inability of university management to effect professorial promotion and gazetting of Academic Staff were among the reasons for ASUU-EBSU strike of 2016.

Hence, in order to meet up with unanticipated economic challenges some employees may be tempted to resort to turning the university environment into a dubious business venture to the detriment of the university system. Despite the cries from ASUU-EBSU, journalists, pressure groups and scholars in the academic milieu, nothing significant has been done to solve the numerous problems such as illegal deduction of salary, refusal of government to pay fringe benefits and irregular promotion, experienced by Staff of EBSU. In addition, the mission for EBSU is to provide high quality education through teaching, research, community service and nurture innovative graduates. The University's vision is to be a world class technology driven university that produces well –qualified students. (Anioke, 2021). However, despite having these policies to guide and manage the human resource, the institution is faced with the disagreement between academic staff and management often resulting to strike action actions. This study therefore sought to examine the influence of man management approaches on deviant behaviour of employees in Ebonyi State University, Abakaliki.

STATEMENT OF THE PROBLEM

Staff of Ebonyi State University, have on several occasions been at loggerhead with management of the institution. Disagreements with the management has always centred on illegal deduction of salaries, inability of the university management to effect professorial promotion and gazetting of academic staff as well as the inability of the government to implement ASUU-Government agreement reached in 2009. Workers' salaries are not paid as at when due, there are still reported cases of illegal deductions of workers and refusal of the government to pay their severance packages. These areas of conflict have often resorted to strike actions by EBSU Staff and the government has been threatening the staff with no work, no pay policy. This could degenerate to lack of staff commitment or employment commitment and at other time may lead to deviant behaviour.

In EBSU, there has been reported cases of staff being cut and dismissed due to engagement in illegal acts such as duplications of school fees receipt, manipulation of students results among other unethical behavior. For example, on December 6, 2018, the management of Ebonyi State University (EBSU) said it sacked 63 lecturers for various offences including sexual harassment (Eze, 2018). Other offences leveled against the lecturers include alleged certificate forgery and extortion.

OBJECTIVES OF THE STUDY

The broad objective of this study is exploring the link between human resources practices and staff deviant behaviours; evidence from Ebonyi State University, Abakaliki. The specific objectives of the study are;

- i. To examine the relationship between deduction of lecturers' salary and boycott of lectures in Ebonyi State University, Abakaliki.
- ii. To ascertain the extent to which lack of academic staff promotion leads to disruption of academic activities in Ebonyi State University, Abakaliki
- iii. To find out the extent to which non-gazetting of academic staff affect academic calendar in Ebonyi State University, Abakaliki

Research Hypotheses

This study was guided by the following hypotheses stated in their null forms;

1. **H₀**: There is no significant relationship between deduction of Lecturers' salary and allowances and boycott of lectures in Ebonyi State University, Abakaliki
2. **H₀₂**: There is no significant relationship between lack of academic staff promotion and disruption of academic activities in Ebonyi State University, Abakaliki
3. **H₀₃**: Non-gazetting of Academic Staff has a significant effect on the academic calendar in Ebonyi State University, Abakaliki

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Management

In every organisation, the workforce is the bedrock of its success, hence they are managed in a way that they contribute their best to the organisation. The management of an organisation's human resource is called man management. According to Davis and Rostow (2021), man management is the administration of work force in such a way that brings out the best from the employee. It is expected that such practices will lead to an effective service delivery. Man management practice is centred on identifying the needs of workers, making provisions for them, ensuring that they are involved in the decision making that affects the organization. Hence, inability of the organisation to do these, results to some deviant behavior in organizations including universities. According to Robinson and Bennett (2020), deviant behaviour among employees is a deliberate and self-motivated action which breaches organisational norms and threatens the existence of the organisations. Also called wrongful behaviour, organizational misbehaviour, antisocial behaviour, dysfunctional behaviour and counter-productive behavior, it retards the progress of the organisation. Davis and Rostow (2021), observed that deviant behaviour is fast becoming prevalent in universities with about 75 percent of employees in institutions of higher learning engaging in workplace deviant behaviour such as absenteeism, insubordination and dereliction of duty in 2020.

The practice of man management in the university has to do with a range of activities that care for the needs of both the academic and non-academic staff. According to Obugwu (2022), management in the university deals with prompt payment of salaries and emolument or others benefits, compensation, performance management, organization development. It also involves job safety, wellness, benefits, employee motivation and engagement, communication, administration, and training. Igbe (2019) adds that university management practices also involve fair salary package, provision of health and transport services, staff housing, timely promotion including professorial promotion and gazetting of academic staff. Altogether, these aspects of people management weave the cultural fabric within the organization and lead to an employee experience that attracts and retains the right talent (Obugwu, 2022). Management of university staff deal with proper implementation of all rules and regulations stipulated as guide to the university (Anioke, 2021). It has to do with regular payment of workers entitlement, providing fertile ground for staff to grow, meeting up with agreement reached with staff and promotion of the staff as at when due. Effective implementation of these strategies leads to proper management of universities and prevention of strike actions and deviant behavior among the staff.

However, evidence in Nigeria Universities show that management has defaulted in several occasions in their relation with staff. For instance, the lingering non implementation of ASUU-FG agreement of 2009 has been a lingering crisis in Nigeria universities often resulting to strike action. Also, the frequent non-payment of staff compensational benefits and other allowances have been received with anger and dissatisfaction among university staff in Nigeria (Okofia, 2020). University staffs 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.

Effective man management in the university system requires that authorities in the university effectively collaborate with lecturers to ensure that decision affecting the school has the input of the lecturers. This is because virtually all decision reached by university authorities eventually fall into the head of the lecturers since they are the ones who implement majority of the decisions reached. It's when there is effective collaboration that there could be effective management in our university system.

Deviant Behaviour

Deviance in learning institutions remains an important issue to educationists and other scholars globally. This phenomenon has been widely researched but most of the studies are skewed towards learners. However, teacher deviance research is gaining momentum as an area of interest for many researchers. For instance, Khan (2018) explains that in most Asian universities, the level of teacher's deviant behavior was above average. His findings revealed that teachers instigated students against teachers and used abusive languages in the class.

Deviance is found everywhere people live, yet there seems to be no consensus about what constitutes deviance from society to society (Okonofua, 2020). What some people regard as deviant, others regard as normal; what some people praise, others condemn.. Deviance is a sociological phenomenon which relates to all forms of behaviours that go against the norms of the

society. It ranges from simple unethical behaviour to serious criminality in the workplace in particular and society in general (Petterson, 2020).

Generally, in relation to workplace behaviour, deviance is a concept relating to a number of human conducts which are inconsistent with the rules, regulations and expected behaviour of persons within the organisation (Omar, 2020). Workplace deviance may also be seen as the deliberate or intentional desire to cause harm to an organisation or when employees do not conform to policies, values and culture of the organisation, which impede its standards, welfare and vision.

Deviant behaviour has been a problem to Nigeria tertiary institutions. Universities in Nigeria present an intriguing case because deviance in these institutions is a national problem as attested to by President Muhammadu Buhari (Babachir, 2019). For instance, Delta State University, Abraka, Nigeria (DELSU) sacked 14 faculty members and 17 non-academic staff members for unethical acts, such as plagiarism, sexual harassment, property theft, financial extortion from students, alteration of students' scores and absenteeism, amongst others, in 2019 (Dike, 2020). Tertiary institutions workers (teaching and non-teaching staff) are often expected to go out of their way in making the concern of students a priority. However, this expectation appears to be unrealistic, as it is currently observed that there is growing unwholesome behaviors-theft of educational supplies/materials, sexual abuse, acting rudely, gossip, buck-passing, loafing, among others – among tertiary institutions workers in public institutions. This at the end limit the academic growth of universities.

Deduction of Lecturers' Salary in Nigeria Universities

Salary is monthly due paid to academic staff of Nigeria universities and beyond. However, the payment has been fraught with many challenges especially irregular payment and deductions. The non-payment of salaries is a growing trend in Nigeria with Federal and State Universities around the country facing similar challenges. All universities depend on monthly federal allocations as the main source of salary funding. As a result of the situation, there is also no money available for research. Indications across Nigeria reveal similar scenarios. According Obogwu (2022), regional universities in the North have been facing similar problems with regard to the delayed and irregular payment of salaries. The northern states, like other states in the federation, depend on federal monthly financial allocations emanating from the country's mono-economy of crude oil and gas sold at the international markets of the developed world.

According to Owuamanam and Owuamanam, (2021), the situation is no different at regional Universities in the South and South-East of Nigeria as delays in and irregular payment of salaries are a source of anxiety. They added that they cannot explain the rationale behind the delays and non-payment of salaries of university teachers in the oil-producing states of Bayelsa, Rivers, Delta and Cross Rivers. These states receive an additional 13% derivation fund from federal allocations.

Further complicating the payment issue is the fact that the federal government has instituted a centralised e-finance system called the Treasury Single Account. All monies accruing to the central government are deposited into this account in the Central Bank of Nigeria. Each ministry and its agencies have a single account through which salaries are paid. In the case of federal

universities, the account is held by the Ministry of Education under the direct supervision of the National Universities Commission. The latter sends salaries of teachers in the federal universities to various campuses. The process has been criticised for being cumbersome. In addition, the software does not recognise complicated salary differentials in the university system.

According to Obogwu (2022), there are conditions whereby in every month lecturers receive salaries in fractions and installments. Often times, the outstanding fractions of salaries from the previous month are paid in installments the following month, a situation it described as very frustrating. The irregular payment of salaries has revealed fundamental inconsistencies in the country's salary structures (Obogwu, 2022). Civil servants earn more than university teachers and the annual budget dedicated to the university sector is far below that of the political class of the executive and the legislative arms of the government.

Another controversial issue which the ASUU members have been concerned about is the uniformity of the pay scale across the National University System so that agreements reached at the Federal level become binding on the state and private universities. The issue arises, in part, because some state governors have threatened not to execute any salary packages approved by the federal government for state-owned universities, except if funding was forthcoming from the federal government to support such measures. ASUU members were of the view that an equalized pay structure would allow for the free movement of academic labor within the national university system (Awuzie, 2019).

Archibong and Effiom (2019), argues that there should be a national agreement that would require the Federal Government, the State Governments, and Private universities to adhere to the same salary structure and conditions of service for all academic staff, irrespective of where they teach based on the fact that they are all regulated by the same federal government agencies: the National University Commission (NUC) and Joint Admission Matriculation Board (JAMB).

Academic Staff Promotion in Nigeria Universities

The principal role of the university revolves around three key functions; namely, advancement of knowledge through research, dissemination of knowledge through teaching, and community service (Salmuni, Mustaffa and Kamis, 2020). These key functions are intended to bring about national development and competitive advantage to a country at the global level. The achievement of these objectives, to a large extent, depends on the academic staff because of the critical role they play in the educational process (Igbe, 2019). According to Owuamanam and Owuamanam (2019), research output is often used a measure of productivity in universities. Also, Drennan and Beck (2020) indicated that management often rely on the teaching, administration and research as the determinant factor in promotion. Badri and Abdulla (2020) identified research articles, method of teaching, style of presentation style, and involvement in university and community activities as basis for promotion.

Regardless of the criteria for promotion, it is clear that it motivates workers and make them desist from acts detrimental to the university's image. Salmuni, Mustaffa and Kamis (2020) assert that the most attractive reward perceived by the staff is still promotion and that promotion will

improve the staff objective and performance. Santhapparaj and Alam (2020) held that promotion boost the morale of teachers. Similarly, Turk (2018) found it depicts a sense of belong among workers.

Significantly, the promotion process for academic staff in most Nigerian public universities involves three phases or steps namely;

- i. Evaluation by the Departmental Appointments and Promotions Committee (Academics).
- ii. Evaluation by the Faculty Appointments and Promotions Committee (Academics).
- iii. Evaluation by the Central Appointments and Promotions Committee.

According to Badri and Abdulla (2020), favourable report from the Departmental and Faculty Appointment and Promotion Committee and the Head of Department also plays major role. However, the aforementioned process is hardly carried out in Nigeria universities often resulting to possible wrong behaviours.

Gazetting of Academic Staff

In the university, lecturers are gazetted by the government hence specifying their employment status, salaries and other entitlements/benefits. Often times, the gazetting procedures involves the establishment of visitation panels approved by the president or state governors. It is after this process that the gazetting is done to enable the exercise to be carried out. Also in most cases, the Federal or State Ministry of Education works with the Justice Ministry to ensure that the gazetting was done expeditiously (Aji, 2020).

According to Obugwu (2022), gazetting is a critical stage in the career or profession of academic staff of universities in Nigeria. At the same, it has become a source of conflict between government/school management and lecturers. Often times, government refuses to gazette academic staff. The Scholar added that it takes many years for government for carry out the process, a situation that denies the lecturers the opportunity to derive several benefits that comes with gazetting such entitlements, participation in national and internal conferences among others.

EMPIRICAL REVIEW

Odeh and Nicholas (2019), carried out a study titled “Influence of Staff Management Strategies on Academic Staff Job Performance in Public Universities in North-Central, Nigeria”. Research questions guided the study hypotheses were formulated and tested at 0.05 level of significance. The survey research design was adopted for the study. The population of the study comprised 5735 academic staff in public universities in North-Central Nigeria. A 30-item questionnaire titled Influence of Staff Management Strategies on Academic Staff Job Performance in Public Universities Questionnaire (ISMSASJPPUQ) was used as instrument for data collection. The findings of the study revealed that, staff management strategies of motivation and provisions of adequate infrastructural facilities significantly influence academic staff job performance in public universities in North Central, Nigeria positively. Based on the findings, the researcher recommended among others that, for improved and better performance among academic staff,

management of public universities in North Central Nigeria should consider all the indices of motivation found in this study a priority as it has been found to be a factor positively influencing their performance of job.

Maduka (2020), explored “Effect of Fringe Benefits on the ethical Conduct of Academic Staff in Nigeria Universities”. The objective of the study was to find out how payment of all the entitlement due for staff discourages unethical behavior among staff. Cross survey design was used while 24 lecturers were randomly selected from 3 universities in Anambra State. Data were collected through question while data collected were analysed using four likert scale instrument while chi-square technique was used to test the hypotheses. Findings indicate that regular payment of lecturers’ salary and other fringe benefits takes their mind away of corrupt practices that could damage the image of the universities. It was recommended that universities should regularly pay staff in order to avoid sharp practices that could reduce the image of the school in public.

Igbe (2020), examined “Working conditions and deviant behaviour of employees in the University of Calabar, Cross River State, Nigeria”. 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. Findings revealed a significant relationship between poor payment and deviant behaviour. 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.

Aysha (2021) examined “Impact of Regular Salary Payment on Academic Performance in Nigeria Universities” The Objective of the study is to find out how regular payment of university lecturers salary enhances smooth operations of university system in Nigeria. Cross sectional survey design was used in the study while a total of 78 lectures were randomly selected from 4 universities in Lagos State. Structured questionnaire was adopted as the instrument for data collection. Data collected were presented in frequency table and analysed in percentages while correlation technique was used to test the stated hypotheses. Findings indicate there is regular payment of Staff salary in the studied universities hence there was smooth and improved academic activities. It was recommended that the studied universities should continue the practice of regular payment of salary since it is linked to improved academic activities

THEORETICAL FRAMEWORK

This study is anchored on class conflict theory. This theory emanated from the works of Karl Marx (1818-1883), who believed that deviance arises from social and economic structure of the capitalist society. Marx explained that throughout history, capitalism creates a relationship between owners of means of production (the capitalist bourgeoisie) and the people who do the actual production (the proletariats). These two groups have incompatible economic interests. The bourgeoisie are the ruling class-they are wealthy, they control the means of economic production, and have inordinate influence over the society’s political and economic institutions. The proletariats, on the other hand,

are the ruled; the workers whose labour the bourgeoisie exploits. According to him, the proletariat produce goods that exceed wages in value.

This theory believes that deviance is a function of social demoralization (Igbinovia, 2020). Workers, demoralized by capitalist society are caught up in the process that leads to deviance or violence. Workers are seen as social outcasts, ignored by the structure of capitalist society and treated as animals. Abandoned to their fate, working people commit deviant acts because the only other option they have is slow death through starvation or quick death at the hands of the law. Class conflict theorists often see deviance as a rational act. They believe that persons who steal and rob have been forced into these acts by social conditions brought about by the inequitable distribution of wealth (Simon and Eitzen, 2019).

This theory is relevant to the study in the sense that workers who are socially demoralized by the unwanted attitude of the management in the workplace have higher tendency to exhibit workplace deviant behaviour because it is only a happy employee with job satisfaction that can be highly productive in the organisation.

METHODOLOGY

The descriptive survey design is adopted in this study. This design involves collection of data, presenting it in table and analyzing them in order to arrive at logical conclusion. The essence of using descriptive method is to enable the researcher ascertain whether management practices in any way contribute to deviant behavior. A sample size of 266 comprising academic staff, obtained from a population of 302 using the Yaro Yameni formulae was used for the study. A validated questionnaire with a co-efficient reliability of 0.78 formed the major instrument for data collection. The hypotheses of the study were tested using the Pearson Moment Correlation techniques.

RESULT

Out of the 266 copies of questionnaire distributed, 260 copies were correctly filled, returned and found useful for analysis

Table 1: Demographic Characteristics of the Respondents

Items	Frequency	Percentage
Age		
18-30yrs	50	19.2%
31-40yrs	86	37%
41years and above	124	43.8%
Gender		
Male		
Female	189	73.7%
Marital Status	71	26.3%
Married		
Single	218	83.9%
Rank	42	16.1%
Graduate Assistant		
Senior Lecturer	12	4.6%
Length of Service	248	85.4%
0-10 years		
11-15years	18	6.9%
16 years and above	94	36.1%
	148	57%

The demographic characteristics of the respondents indicate that greater number of the lecturers (124 or 43.8%) are between the ages of 41 years and above. A total of 86(37%) and 50 (19.2%) are within the ages of 31-40 yrs and 18-30 years, respectively. In gender classification, higher number (189 or 73.7%) are male while 71 (26.3%) are female. A total of 218 (73.3%) of the lecturers are married while 42(16.1%) are yet to marry. The rank of the staff indicate that majority (248 or 85.4%) are senior lecturers while 12 (4.6%) are graduate assistant. The years of experience reveal majority (148 or 57%) have worked for 16 years and above, followed by those who have worked for 11-15 years (94 or 36.1%) while coming at the rare those who worked for 0-10 years (18 or 6.9%). The implication of this finding is that majority of the lecturers have worked long and gained knowledge of management practice that could lead to deviant behaviour among lecturers.

Table 2: Response on the relationship between deduction of Lecturers’ salary and boycott of lectures in Ebonyi State University, Abakaliki

Questionnaire items	Responses						Total	Avera Mean
	SA	A	U	D	SD			
1. Irregular payment of lecturers’ salaries and allowances causes them to forces them to engage in other ventures	186 72%	48 18%	- -	16 6%	10 4%	260 100%	4.48	
2. When lecturers’ salaries and allowances are deducted illegally, they threaten strike actions.	189 73%	42 16%	7 3%	13 5%	9 3%	260 100%	4.49	
3. Lack of consistency in tax charged on Lecturers salary result to demonstration and shutdown of university	190 74%	41 16%	2 1%	17 7%	10 4%	260 100%	4.485	
4. Lack of communication between management and staff on mode of payment salaries and allowances force lecturers to abscond from teaching	188 73%	42 16%	6 3%	12 5%	12 5%	260 100%	4.098	
Average	165	57	7	16	13			
Grand Mean	75	18	1	12	9			

Source: Fieldwork, 2024.

In Table 2, result indicated that greater number of the respondents accepted all the items compared to those who disagreed or remained neutral. For instance, in item one, 224 (90%) as against 36 (10%) believes that Irregular payment of lecturers’ salaries and allowances causes them to forces them to engage in other ventures. In item two, 231 respondents believed that when lecturers’ salaries and allowances are deducted illegally, they threaten strike actions while 22 disagreed and 7 were neutral. In item three, 231 held that lack of consistency in tax charged on Lecturers salary result to demonstration and shutdown of university, 2 respondents did not air their while 27 disagreed. In item four, a total 230 opined that lack of communication between management and staff on mode of payment salaries and allowances force lecturers to abscond from teaching, 6 were undecided while 24 disagreed. The implication of the findings was that deduction of lecturers’ salaries leads to boycott of classes.

Table 3: Response on the extent to which lack of professorial promotion leads to disruption of academic activities in Ebonyi State University, Abakaliki

Questionnaire items	Responses						Total	Average Mean
	SA	A	U	D	SD			
5. Inability of university management to facilitate timely promotion of staff could lead to absenteeism among university staff	194 75%	25 10%	9 3%	21 8%	11 4%	260 100%	4.42	
6. When university fail to assist lecturers become professors, it could make the lecturers to demand students to pay for their academic publications.	191 73%	28 11%	12 5%	19 7%	10 4%	260 100%	4.43	
7. Irregular promotion makes lecturers to seek for work in other universities that offer better universities.	191 73%	40 16%	3 2%	15 6%	12 5%	260 100%	4.485	
8. When University management fail to quick the promotion of University Lecturers, it leads to asking students to contribute money for their expenses	187 72%	43 16%	7 4%	13 7%	10 4%	260 100%	4.098	
Average	157 77	53 11	11 4	21 18	18 4			
Grand Mean								

Source: Fieldwork, 2024

In Table 3, greater number of the lecturers accepted all the items than those rejected or failed to comment. Specifically, in item five, 219 as against 32 held that inability of university management to facilitate timely promotion of staff could lead to absenteeism among university staff while 9 were undecided. In item six, 219 respondents as against 29 believed that when university fail to assist lecturers become professors, it could make the lecturers to demand students to pay for their academic publications while 12 refused to comment. In seven, 230 held that irregular promotion makes lecturers to seek for work in other universities that offer better universities, 2 were neutral and 27 disagreed. In item eight, a total 230 held that when University management fail to quick the promotion of University Lecturers, it leads to asking students to contribute money for their expenses, 7 did not say anything 23 disagreed. The implication of the findings was that lack of professorial promotion leads to disruption of academic activities in Ebonyi State University, Abakaliki

Table 4: Response on the extent to which non-gazetting of Academic Staff affect academic calendar in Ebonyi State University, Abakaliki

Questionnaire items	Responses						Total	AverageMean
	SA	A	U	D	SD			
9. Refusal of Management to regularly engage in gazetting of academic staff causes disruption University activities	203 78%	21 8%	11 4%	15 6%	10 4%	260 100%	4.51	
10 Non-gazetting of Academic Staff leads strike which prolongs school calendar.	200 77%	24 9%	12 5%	15 6%	10 4%	260 100%	4.51	
11 Non-gazetting of Academic Staff results to constant face-off between management and staff which could prevent lectures	202 78%	27 12%	6 3%	15 5%	10 4%	260 100%	4.58	
12. Postponement of period of gazetting of Academic Staff attracts protest and out of class activities from Lecturers	185 71%	45 17%	8 4%	12 5%	10 4%	260 100%	4.53	
Average	161	53	14	23	17			
Grand Mean	121	15	6	9	6			

Source: Fieldwork, 2024

Information in table 4, majority of the lecturers believed in auttencity of all the items. For example in item nine, 224 believed that refusal of management to regularly engage in gazetting of academic staff causes disruption as against 25 who disagreed and 11 who were undecided. In item 10, another 224 lecturers believed that non-gazetting of Academic Staff leads strike which prolongs school calendar, 25 disagreed while 12 were neutral. In item eleven, a total of 229 lecturers believed that non-gazetting of Academic Staff results to constant face-off between management and staff which could prevent lectures, 6 were undecided while 25 disagreed. In item fourteen, about 230 lecturers believed that postponement of period of gazetting of Academic Staff attracts protest and out of class activities from Lecturer, 8 were undecided while 22 disagreed. This implies that non-gazetting of academic staff affects academic calendar in Ebonyi State University, Abakaliki

Test of Hypotheses

Hypothesis One

H₀: There is no significant relationship between deduction of Lecturers’ salary and allowances on boycott of lectures in Ebonyi State University, Abakaliki

H₁: There is no significant relationship between deduction of Lecturers’ salary and allowances on boycott of lectures in Ebonyi State University, Abakaliki.

The Pearson product moment correlation co-efficient (r) formula was used to

Test the hypotheses.

The formula is hereunder stated:

$$r = \frac{n(\sum XY - (\sum X)(\sum Y))}{\sqrt{(n\sum X^2 - (\sum X)^2)(n\sum Y^2 - (\sum Y)^2)}}$$

sult of test of Hypothesis one

Option	X –point	Y-response	XY	X ²	Y ²
SA	75	121	9075	5625	14641
A	18	15	270	324	225
U	1	6	6	1	36
D	12	9	104	144	81
SD	9	6	54	81	36
	∑X =115	∑Y=157	∑XY=9509	∑X²=6175	∑Y² =15019

Using the Pearson product moment correlation co – efficient formula,

$$r = \frac{n(\sum XY - (\sum X)(\sum Y))}{\sqrt{(n\sum X^2 - (\sum X)^2)(n\sum Y^2 - (\sum Y)^2)}}$$

$$r = \frac{5(9509) - 115(157)}{\sqrt{5(6175) - (115)^2 \cdot 5(15019) - (157)^2}}$$

r = 0.98

The correlation co – efficient of 0.98 indicate that there is a relationship between deduction of Lecturers’ salary and allowances on boycott of lectures in Ebonyi State University, Abakaliki.

Testing the significance of the relationship between the variable, using the t – test statistics formula

$$T = r \sqrt{\frac{n-2}{1-r^2}}$$

$$t = 0.98 \sqrt{\frac{5-2}{1-(0.98)^2}}$$

t = 8.4

Since the critical value of 3 ie (5 -2) degree of freedom at 0.05 level of significance t – distribution table is 1.524 while the t – calculated is 8.4 we reject the null hypothesis which says that there is no significant relationship between deduction of Lecturers’ salary and allowances on boycott of lectures in Ebonyi State University, Abakaliki. and accept the hypothesis and accept the alternative hypothesis. Therefore it is concluded that deduction of Lecturers’ salary and allowances leads to boycott of lectures in Ebonyi State University, Abakaliki.

Hypothesis Two

H₀₂: There is no significant relationship between lack of professorial promotion and disruption of academic activities in Ebonyi State University, Abakaliki

H₂: There is a significant relationship between lack of professorial promotion and disruption of academic activities in Ebonyi State University, Abakaliki

Option	X -point	Y-response	XY	X ²	Y ²
SA	77	121	9317	5929	14641
A	11	15	165	121	225
U	4	6	24	16	36
D	8	9	72	64	81
SD	4	6	24	16	36
	ΣX =104	ΣY=157	ΣXY=9602	ΣX² =6146	ΣY² =15019

Using the Pearson product moment correlation co – efficient formula,

$$r = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{[n(\sum X^2) - (\sum X)^2][n(\sum Y^2) - (\sum Y)^2]}}$$

$$r = \frac{5(9602) - 104(157)}{\sqrt{5(6146) - (104)^2 \cdot 5(15019) - (157)^2}}$$

$$r = 0.99$$

The correlation co – efficient of 0.55 indicate that there is a linear relationship between the variables. Testing the significance of the relationship between the variable, using the t – test statistics formula.

$$T = r \sqrt{\frac{n-2}{1-r^2}}$$

$$t = 0.99 \sqrt{\frac{5-2}{1-(0.99)^2}}$$

$$t = 12.4$$

The table indicate a critical value of 3 ie (5 -2) degree of freedom at 0.05 level of significance in the t – distribution table is 2, while the t – calculated is 12.5. The decision rule is reject H_{01} if t – calculated $>/$ t – table. Therefore, null hypothesis which says that there is no significant relationship between lack of Academic Staff promotion and disruption of academic activities in Ebonyi State University, Abakaliki was rejected while the alternate hypothesis in accepted. It is therefore concluded that lack of professorial promotion leads disruption of academic activities in Ebonyi State University, Abakaliki

Hypothesis Three

H_{03} : Non-gazetting of Academic Staff has no significant effect on the academic calendar in Ebonyi State University, Abakaliki

H_3 : Non-gazetting of Academic Staff has significant effect on the academic calendar in Ebonyi State University, Abakaliki

Option	X –point	Y-response	XY	X ²	Y ²
SA	5	121	605	25	14641
A	4	15	60	16	225
U	3	6	18	9	36
D	2	9	18	4	81
SD	1	6	6	1	6
	$\Sigma X =15$	$\Sigma Y=157$	$\Sigma XY=707$	$\Sigma X^2 =55$	$\Sigma Y^2 14989$

Using the Pearson product moment correlation co – efficient formula,

$$r = \frac{n(\Sigma XY - (\Sigma X (\Sigma Y))}{\sqrt{(n\Sigma X^2) - (\Sigma X)^2 (n\Sigma Y^2) - (\Sigma Y)^2}}$$

$$r = \frac{5 (707)- 15(157)}{\sqrt{5 (55)- (15)^2-5 (14989)- (157)^2}}$$

$r= 0.74$

The correlation co – efficient of 0.74 indicate that there is a linear relationship between the variables.

Testing the significance of the relationship between the variable, using the t – test statistics formula

$$T = r \frac{\sqrt{n-2}}{\sqrt{1-r^2}}$$

$$t = 0.74 \frac{\sqrt{5-2}}{\sqrt{1-(0.74)^2}}$$

$t = 2.3$

From the table critical value of 3 ie (5 -2) degree of freedom at 0.05 level of significance in the t – distribution table is 2, while the t – calculated is 2.3. The decision rule is reject H_{01} if t – calculated $>/ t –$ table. The null hypothesis which says that Non-gazetting of Academic Staff has no significant effect on the academic calendar in Ebonyi State University, Abakaliki was rejected while the alternative hypothesis is accepted. Thus, it is concluded that Non-gazetting of Academic Staff has negative effect on the academic calendar in Ebonyi State University, Abakaliki.

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

DISCUSSION

The result of from data collected in the field show that the respondents believed that deduction of Lecturers' salary and allowances on boycott of lectures in Ebonyi State University, Abakaliki. In question one, a mean value of 4.485 which is above the acceptance means level of 2.5 was recorded, correlation value was 0.98 while t-value is 8.4 which shows a strong believe that deduction of Lecturers' salary and allowances is linked to boycott of lectures in Ebonyi State University, Abakaliki. This result is in support with the views of Musa (2020), who submitted that over the years, University Lecturers have majorly stayed out of class due to illegal deduction of salary by government working under the disguise of school management. This situation often linger to strike actions that last for months thereby suppressing smooth operation of academic calendar. Salaries /amount of salaries given to librarians can be well understood as way of motivating them towards professional productivity. This can well be explained in the role of money as a condition re-enforced, an incentive which is capable of satisfying needs, an anxiety reducer that serves to erase feelings of the satisfaction. Soba (2019) asserts that a teacher is more likely to perform to his/her potential if he/she is happy with the salary he/she is earning.

In the second question and hypothesis, the findings showed a mean value of 4.425 which is above the acceptance mean value of 3 was recorded. The correlation value is 0.99 while the result of t-test stood at 12.4 which show strong correlation between lack of professorial promotion on disruption of academic activities. The views of the respondents is in line with that of Lawal and Tobi (2019) who held that failure of the Federal and State governments in Nigeria to carry out timely promotion of staff result to strike actions that obstruct academic activities. Promotion is the most common form of internal mobility of personnel in an organization. In fact, it is rarest case that an individual who joins an organization at a particular position at the beginning of his career retires at the same position. Promotion is an essential feature of an individual's career.

The result of third question and hypothesis show that a mean value of 4.53 which is above the acceptance mean value of 3 was recorded. The result of the correlation 0.74 which is above 0.005 while t-test result stood at 2.3 which is above t-distribution table of 2. This show strong correlation between non-gazetting of academic staff and smooth operation of academic calendar. The views of the respondents was supported by the argument of Owan (2018) who stated the over, the years, non-gazetting of academic staff in Nigeria Universities, has resulted to series of strike actions that has retarded the growth and smooth operation of Nigeria Universities.

CONCLUSION

This study sought to determine the nexus between Man management and Deviant behavior in Nigeria Universities: Evidence from Ebonyi State University, Abakaliki. The survey focused on three specific areas of relationship between deduction of lecturers' salary and boycott of lectures in Ebonyi State University, Abakaliki, ascertain the extent to which lack of academic staff promotion leads to disruption of academic activities in Ebonyi State University, Abakaliki and to find out the extent to which non-gazetting of Academic Staff affect academic calendar in Ebonyi State University, Abakaliki. It was observed that inability of the university management to address challenges faced by lecturers makes the lecturers to engage in some deviant behavior including boycott of classes, strike action, securing jobs in other institutions among others. It is concluded that these deviant behaviours are avoidable if the university management could regularly address workers challenges at work.

RECOMMENDATIONS

- i. University management and Ebonyi State government should stop the habit of deduction of lecturers' salary so as to avoid boycott of lectures in Ebonyi State University, Abakaliki.
- ii. There should be regular promotion in order to stop the disruption of academic activities in Ebonyi State University, Abakaliki.
- iii. There should be timely gazetting of Academic Staff in order to promote smooth academic calendar in Ebonyi State University, Abakaliki.

REFERENCES

- Aji, I. (2020). Impact of promotion on academic staff development in the State higher educational institutions of Borno State. *Journal of Education and Human Development*, 5(3): 38-53
- Anioke, P. (2021). University Management in Nigeria. *Journal of Educational studies*, 8 (17): 81-90
- Archibong, U. Effiom, N. and Edet, K. (2019). Academic Staff Disposition to Promotion Criteria in Nigerian Universities. *Journal of Management*, 8 (19): 23-29
- Ardana, O. (2018). Impact of teachers' qualification and experience on the performance of students in colleges of education in Kaduna state, Nigeria. *The Online Journal of Quality in Higher Education*, 3(2):52-61.
- Ayesha, O. (2021). Impact of Regular Salary Payment on Academic Performance in Nigeria Universities. *International Journal of Finance and Management in Practice*, 2(1): 11-20
- Babachir, L. (2019). State of Nigerian University and The Way Forward. *Journal of Management*, 8 (7): 15-20.
- Badri, A. M & Abdulla, H. M. (2020). Awards of excellence in institution of higher education: An AHP approach. *International Journal of Educational Management*, 18(4): 224 – 242.
- Chandrachud, M. and Athavale, S. (2019). Talent Management Practices in Higher Educational Institutions: German and USA Perspective. *IOSR Journal of Business and Management*, 17(12)1-6

- Cickusic, E. & Bayraktaroglu, S. (2019). Impact of Training and Development on Employees Performance in Bosnia And Herzegovina. *European Researcher*, 8 (9): 21-25
- Davis, G. and Rostow, P. (2021). Organizational Politics and Workplace Deviance in Unionized Settings: Mediating Role of JobStress and Moderating Role of Resilience. *Dove Press Journal of Psychology Research and Behaviour Management*, 1 (2): 943–959 [
- Drennan, L. T. and Beck, M. (2020). Teaching and research- equal partners or poor relations? Paper presented at the Quality Evidence-based practice conference, Coventry University, May 15-17, 2020.
- Eberechukwu, U. and Chigbu, O. (2020). Impact of non-salary payment on lecturers' performances in climate change affected universities (a case study of UNN). *Global journal of educational research*, 11(1): 15-18.
- Gupta, O. (2011). Impact of in-service training on performance of teachers.. *International Academic Journal of Social Sciences and Education* 2 (3): 19-39
- Igbe, S. (2020). Working conditions and deviant behaviour of employees in the University of Calabar, Cross River State, Nigeria. *Journal of Organisational Development*, 11(4):28-34.
- Igbinovia, P. (2020). Deviance: Nature, theories, typologies and trends. Benin City: Kryme Monitor Books
- Ikhuenemkeme, J. and Onyegurigu, O. (2019) Workplace Deviant Behaviour and Performance in Tertiary Institutions in Edo State. *Nigeria Journal of Education Management*, 8(2): 11-20
- Katamba, O. (2018). Research methodology: Methods and techniques. New Delhi: New Age International (P) Limited Publishers
- Kawugana, A. and Woyopwa, A. K. (2020). Impact of exam malpractice on the quality of graduates in Nigeria. *International Journal of Education and Evaluation*; 3(6): 45 – 51.
- Knott, E. (2019). The effect of talent management practices on employee performance among real estate companies in Kenya: A Case of Suraya Property Group Limited. Retrieved from <http://erepo.usiu.ac.ke>
- Maduka, J. (2020). Effect of Fringe Benefits on the ethical Conduct of Academic Staff in Nigeria Universities. *Asian Journal of Social Sciences and Management Studies*, 2(1): 21-24
- Mary, O. E., Enynna, U. K., and Ezinne, K. M. (2015). The relationship between talent management and lecturer performance in Nigerian public universities. *International Journal of Economics, Commerce and Management*, 3(5): 1581-1592.
- Mwangi, S. (2019). The influence of training and development on employee performance: a case of Somalia non-governmental organization consortium in Nairobi. Retrieved from <http://erepo.usiu.ac.ke/>
- Ndukwe, C. and Nwuzor, G. (2016). Impact of Nigerian Housing Policy on University Staff Service delivery : A study of Ebonyi State University, (EBSU) and Federal University Ndufu Alike Ikwo, (FUNAI). *Nigeria Journal of Social Development*, 5(1): 20-35
- Nwaokugha, D. O. and Ezeugwu, M. C. (2019). Corruption in the education industry in Nigeria: implications for national development. *European Journal of Training and Development Studies*; 4(1): 1 – 17.
- Nweke, I.(2017). Issues and Challenges of University Management in Nigeria. *Journal of Management*, 7 (4): 41-60
- Obugwu, T. (2022). Organisational determinant of workplace deviant behaviours: An empirical analysis in Nigeria. *International Journal of Business and Management*, 7(5): 207-220

- Odeh, I. and Nicholas, S. (2019), carried out a study titled “Influence of Staff Management Strategies on Academic Staff Job Performance in Public Universities in North-Central, Nigeria. *Journal of Inter-Governmental Affairs*, 6(8):23-29
- Okonofua, U. (2020). Positive and negative deviant workplace behaviours: Causes, impacts, and solutions. *Corporate Governance*, 7(5): 586-598.
- Omar, F. (2020). Stress and job satisfaction as antecedents of workplace deviant behaviour. *World Applied Science Journal*, 12(10): 46-51.
- Omekwu, O. (2019). Law libraries in Nigeria. Abuja: Nigeria Association of Law Libraries.
- Owan, V. J. (2018). Administration of Personnel Management Functions: Implication for the School. *Journal of Educational Management*, 8 (7): 23-30
- Owolabi, O. (2020). Job Satisfaction and Organization of Academic Librarians in Nigeria Universities. *Library Herald* 8 (2): 48-49
- Owuamanam, I. and Owuamanam, O. (2019). Promotion and Its Impacts on Productivity Nigeria Universities. *Journal of Management*, 67 (4): 23-38
- Petterson, D.(2020). Deviant workplace behaviour and the organization’s ethical climate. *Journal of Business and Psychology*, 17(1): 47-61
- Robinson, S. and Bennett, R. (2020). A typology of deviant workplace behaviours: A multidimensional scaling study. *Academy of Management Journal*, 38(2): 555-572.
- Sabo, L. (2019) . The Role of Gazetting on Lecturers Professionalism in Nigeria Universities. *International Journal of Experiential Learning and Case Studies*, 2(2): 50-60
- Salmuni, W., Mustaffa, W. & Kamis H. (2020). Prioritizing academic staff performance criteria in higher education institutions to global standards. Proceedings of the 13th Asia Pacific Management Conference, Melbourne, Australia, June 23-24, 2020.
- Santhapparaj, A. S. and Alam, S. S. (2020). Job satisfaction among academic staff in private universities in Malaysia. *Journal of Social Sciences*. 1(2): 72 -76.
- Sikula, O. (2018). Sprinting to the finish: Toward a theory of Human Capital Resource Complementarity. *Journal of Applied Psychology*, 103(11): 1165– 1180
- Simon, K. and Eitzen, U. (2019). Influences of individual-related factors and job satisfaction on workplace deviant behaviour among support personnel in Malaysian public service organisations. *Human Resource Development International*, 16(5): 538-557
- Switbert , Y. (2019). Influence of staff Gazetting on academic performance of Staff in Tanzania. *Tanzania Journal of Management*, 7 (9): 30-40
- Uvwie, Y. (2018). Impact of staff Gazetting on Academic Institutions in Edo State, Nigeria. *Journal of Education*, 7 (9): 10-20
- Yamani, T. (1964). Introduction to Research Study. London: Longman.