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**MEDIATING INFLUENCE OF MORAL IDENTITY ON
PSYCHOLOGICAL CONTRACT FULFILLMENT, SELF-ESTEEM,
MACHIAVELLIANISM AND COUNTERPRODUCTIVE WORK
BEHAVIOURS**



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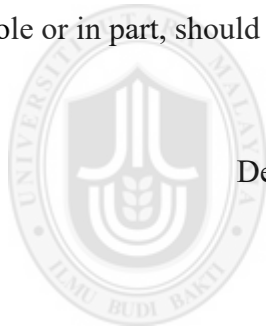


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Abstrak

Tujuan kajian ini adalah untuk mengkaji pengaruh pengantara identiti moral pada pemenuhan kontrak psikologi, harga diri, Machiavellianism dan kelakuan kerja tidak produktif (*CWBs*). Data dikumpulkan dari 403 pekerja pengurusan yang lebih rendah di Perbadanan Petroleum Negara *Nigeria* (*NNPC*). Kajian ini adalah reka bentuk kuantitatif keratan rentas yang menggunakan persampelan rawak berstrata berkadar. Borang soal selidik telah diedarkan dan dikumpul melalui usaha pengkaji sendiri. Kajian ini telah menggunakan *Partial Least Squares Structural Equation Modeling* (*PLS-SEM*) untuk menguji hipotesis. Dengan menggunakan Teori Kognitif Sosial dan disokong oleh Teori Pertukaran Sosial dan Teori Konsisten Diri, keputusan kajian memberi sokongan bagi kebanyakan hubungan hipotesis dalam kajian ini. Khususnya, kajian ini mempunyai lima belas hubungan langsung dan sembilan hipotesis perantara (hubungan tidak langsung). Bagi hubungan langsung, empat belas disokong manakala satu tidak disokong. Sebaliknya, keputusan pengaruh pengantara menunjukkan bahawa enam disokong, manakala tiga hipotesis adalah tidak signifikan. Kesan positif yang signifikan dari pemenuhan psikologi kontrak, harga diri, *Machiavellianism* dan identiti moral ke atas kelakuan kerja tidak produktif menggambarkan bahawa pembolehubah-pembolehubah ini adalah relevan dalam mengurangkan kelakuan kerja tidak produktif (*CWBs*) di *Nigeria*. Hasil kajian ini memberi maklumat yang berharga untuk pengurus, pembuat dasar, dan penyelidik untuk menjalankan proses pemilihan secara jujur dan ujian personaliti apabila membuat keputusan pengambilan pekerja. Ini adalah penting bagi mengurangkan kecenderungan pekerja melibatkan diri dalam tingkahlaku tidak produktif. Berdasarkan hasil kajian, batasan dan cadangan untuk kajian akan datang juga diserlahkan.

Katakunci: tingkahlaku kerja tidak produktif, pemenuhan kontrak psikologi, harga diri, *Machiavellianisme*, identiti moral.

Abstract

The purpose of this study is to examine the mediating influence of moral identity on psychological contract fulfillment, self-esteem, Machiavellianism and counterproductive work behaviors (CWBs). Data was collected from 403 lower management employees working at Nigerian National Petroleum Corporation (NNPC) in Nigeria. This research is a cross-sectional quantitative design that used proportionate stratified random sampling. Questionnaires were distributed and collected through personally administered questionnaire. Partial least squares Structural Equation Modeling (PLS_SEM), was used to test the hypotheses. Based from Social Cognitive Theory and supported by Social Exchange Theory and Self-Consistency Theory, the results provide support for most of the hypothesized relationships in the study. Specifically, the study has fifteen direct relationships and nine mediating hypotheses (indirect relationships). For the direct relationships, fourteen are supported while one is not supported. On the other hand, the results of mediating influence indicate that six were supported while three hypotheses are insignificant. The significant positive effects from psychological contract fulfillment, self-esteem, Machiavellianism and moral identity on counterproductive work behaviors portrays that the variables are relevant in minimizing counterproductive work behaviors (CWBs) in Nigeria. The results of this study provide valuable insights to managers, policy-makers, and researchers to conduct honesty and personality test selection process when making employee hiring decisions. This is important to minimize the tendencies of employees to engage in counterproductive acts. Based on the research findings, limitations and suggestions for future research were also highlighted.

Keyword: organizational and interpersonal counterproductive work behaviors (CWBs), psychological contract fulfillment, self-esteem, Machiavellianism and moral identity.

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**“In the Name of Allah, the Beneficent, the Merciful and the Compassionate
Glory be to Him.**

His Peace and Blessings be upon His Final Messenger, the Holy Prophet Muhammad (saw), His Purified Progeny and those who follow their Guidance from now until the end of time.”

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List of abbreviations

AVE	Average Variance Extracted
CBN	Central Bank of Nigeria
CFA	Confirmatory Factor Analysis
CMV	Common Method Variance
CR	Composite Reliability
CWBs	Counterproductive Work Behaviours
CWBI	Counterproductive Work Behaviour Interpersonal
CWBO	Counterproductive Work Behaviour Organizational
f^2	Effect Size
GDP	Gross Domestic Product
MACH	Machiavellianism
MI	Moral Identity
NNPC	Nigerian National Petroleum Cooperation
OFR	Officer of the Federal Republic
PCF	Psychological Contract Fulfillment
PhD	Doctor of Philosophy
PLS	Partial Least Squares
Q^2	Construct Crossvalidated Redundancy
q^2	Effect Size
R^2	R-squared values
SCT	Social Cognitive Theory
SCT	Self-Consistency Theory
SD	Standard Deviation
SE	Standard Error
SE	Self-esteem
SEM	Structural Equation Modeling
SET	Social Exchange Theory
SmartPLS	SmartPLS Statistical Package
SPSS	Statistical Package for the Social Science
USA	The United States of America
UUM	University Utara Malaysia
VAF	Variance Accounted For
VIF	Variance Inflated Factor

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Counterproductive work behaviours (CWBs), has been one of the most widely studied construct among industrial and organisational psychologists (Semmer, Tschan, Meier, Facchin, & Jacobshagen, 2010; Spector, Fox, & Domagalski, 2006; Zhang & Deng, 2014).

Since the Seminal work of Mangione and Quinn (1975), this accumulating evidence on CWBs suggests that there is growing interested in this behaviour. Reasonably due to its prevalence and negative consequences for organisations, individuals and its stakeholders. CWBs has been defined as a volitional act that harms or intends to harm organisations or people in organisations (Mangione & Quinn, 1975; Sidle, 2010; Spector, Bauer, & Fox, 2010). An example of such acts includes abusive behaviour, sabotage, theft, absenteeism, physical and verbal aggression, sexual harassment, misuse of information, poor quality of work, delays and poor attendance (Robinson, 2008). Other examples include destruction and abuse of organisational property or failing to notify superiors about mistakes (Kelloway, Francis, Prosser, & Cameron, 2010; Robinson, 2008). Existing empirical studies suggest that CWBs negatively decreased employee's productivity and also lead to an increase in turnover (Fox & Spector, 1999; LeBlanc & Kelloway, 2002). Prior studies have also demonstrated that CWBs among employees could give rise to an increased in job dissatisfaction (Keashly, 1998). It could also result to increase in psychological

stress, such as negative emotions (Dunlop & Lee, 2004; Sackett & DeVore, 2001). Reliable evidence, Robinson and Greenberg (1998) showed that economically, the annual costs of CWBs to organisations had been as much as \$200 billion for employee theft; \$4.2 billion for workplace violence; and \$400 billion for various types of fraudulent behaviour. Similarly, Hollinger and Adams, (2010) reported that employee theft accounted for over 45% of inventory loss in the year 2010, which is estimated at \$15.9 billion, by U.S. retailers. Also, international reports estimated that about 7% of organisational revenue is lost in 2013 due to CWBs (Association of Certified Fraud Examiners, 2013).

Also, the cost of CWBs to organisations is estimated to run in billions of dollars (Levinson, 2010; Taylor, 2007; Whelpley & Mcdaniel, 2011). It was also estimated that in the United States, between 33% and 75% percent of all employees have engaged in deviant actions. Also, about 42% percent of women were sexually harassed in a working place (Harper, 1990; Hecht & Allen, 2009; Robinson & O'Leary-Kelly., 1998). Psychologically, Cowen and Marcel, (2011) suggested that CWBs negatively affects both organisation and the individual who engages in such behaviour especially when they are exposed. Griffin, O'Leary-Kelly, and Collins (1998) pointed that employees who display counterproductive workplace behaviours are more likely to have a lack of confidence at work, experience low self-esteem as well as an increased in physical and psychological pains.

The incidence of CWBs is a global issue including developing nations. Specifically, Nigeria is not excluded from the phenomenon of counterproductive work behaviours. Cases of fraudulent behaviour have become a commonplace. Agbibo,

(2014) estimated that Nigeria lost about \$440 billion to corruption. As shown by frequent media reports of occupational fraud committed by government officials. The research pointed that 72% of the people studied by Transparency International (2013) reported that there is increased in the level of corruption, a higher percentage when compared to other countries in the world. The survey depicts that 94% of respondents claimed political parties were most corrupt while 92% claimed that police were incredibly corrupt in Nigeria. Furthermore, 69% believes that public officials and 66% of the respondents portray that the judiciary was corrupt (Transparency International, 2013).

According to Transparency International's report (2013), corruption in Nigeria accounts for about 20% of country's GDP. It is painful to acknowledge that the country was portrayed among the top crime nations in the world. Also, Obuah (2010) posits that Nigeria as the country encourages corruption by recognising those that steal from their organisations, mostly the civil servants that syphon the national treasury to foreign banks (Idiakheua & Obetoh, 2012). They are awarded national honours such as the Officer of the Federal Republic (OFR). Also, religious and traditional institutions recognise such individuals with honours such as Knighthood and Deacon; are given chieftaincy titles. Similarly, private sectors organisations award such persons with the yearly award of Excellence. Thus, promoting fraud in various forms (Idiakheua & Obetoh, 2012).

Nigeria's have failed to tackle corruption issues effectively. According to a report by Human Rights Watch, Nigeria's political system seems to encourage corruption instead of punishing corrupt practices (BBC News, 2012). The United States has

categorised Nigeria as a corrupt country in the world with a poor governance record, where discrimination against women in the workplace and less privileged have been a common place (Niyi, 2014; Nwosu & Emejo, 2014).

Recently, cases of CWBs, including bribery and corruption scandals have occurred in the workplace. On the Nigerian public service organisations, a biometric audit of government establishments revealed that over 43,000 of the employees (38%) on the nominal roll, did not exist or were fake (Duke & Kankpang, 2012; premium times, 2016). It was observed that about £220 billion or \$380 billion between 1960 and 1999 had been syphoned by public officials in Nigeria (Obuah, 2010). Previous literature indicates that Nigeria has one of the world's most corrupt public sectors whereby theft of public funds, embezzlement and bribery pervade all strata of government (Human Rights Watch, 2010). The inability of the Nigerian government to address the prevalent poverty, human right abuse and corruption has created grounds for violent militancy. It is estimated that more than 9,500 people have died and the number of displaced people has increased from over 1 million at the end of 2014 to almost 2 million in 2015 as a result of inter-communal, and sectarian crisis (Human Rights Watch, 2016).

Also, counterproductive work behaviour such as unnecessary absence, late coming, leaving early, working slowly, sabotaging equipment, fraud, theft, aggression and sexual harassment is increasing in Nigerian public sector. The Study shows that a higher percentage of the public officials were corrupt (Transparency International, 2013).

Existing evidence has also demonstrated that the phenomenon of CWBs is increasing exponentially in impact and magnitude within the last three years. Cases of financial fraud involving public organisations include the theft of N32 billion police pension fund by government officials (Vanguard, 2013), and execution of fuel subsidy scams amounting to \$6.8b billion by public servants in collusion with petroleum products vendors (Federal House of Representatives, 2012; Vanguard, 2013).

Previous studies attempted to predict CWBs based on the loss it brings to the organisations and individuals. Most research has focused on understanding why people engage in these behaviours. Douglas and Martinko (2001) suggested that personality traits and attitude may influence these behaviours while Penney and Spector (2005) believes that environmental antecedents and organisational constructs such as psychological contract violations and organisational injustice may affect counterproductive work behaviours. The overview of the previous findings, on general factors, indicate that situational constraints and individual constraints have a negative association with job satisfaction and performance. All so has an active relationship with CWBs (Douglas & Martinko, 2001; Martinko et al., 2002; Penny & Spector, 2005; Spector, Fox, Penney, et al., 2006). The perception of the fairness of the exchanges that occur in the organisation, be them economic or social, involving the individual in his relationships with superiors, subordinates, colleagues and the organisation as a social system. Having said that, a perceived injustice, contract breach and personality trait affect the employee's exchange with the organisation directly by creating a gap between the promises and the obtained compensation may lead to CWBs (Zribi & Souai, 2013).

Thus, given the significant costs of counterproductive behaviours at work, further studies are needed to identify the underlying causes of these acts and prevented them (Anjum & Parvez, 2013; Idiakheua & Obetoh, 2012a; Joe-Akunne, Oguegbe, & Ralph, 2014).

1.2 Problem Statement

Nyarko, Ansah-Nyarko and Sempah (2014), Sunday (2013) and Zribi and Souaï (2013) advocate the necessity of conducting profound research to prevent the proliferation of the counterproductive work behaviours (CWBs) in the organisation. In the literature, several factors have been suggested by organisational researchers (Ambrose, Schminke, & Mayer, 2013). These include the perception of organisational justice (Ambrose et al., 2013; Aquino, Galperin, & Bennett, 2004; Cohen-Charash & Mueller, 2007), personality traits (Colbert, Mount, Harter, Witt, & Barrick, 2004; Salgado, 2002) and psychological contract breach (Bordia, Restubog, & Tang, 2008; Chao, Cheung, & Wu, 2011; Restubog, Zagenczyk, Bordia, & Tang, 2013).

Most of the research in this area are of the determinants that lead to counterproductive work behaviour, not on mitigating factors, therefore, more studies are needed to explore the potential factors that might mitigate or reduce the negative effect of CWBs in organisation (Whelpley & McDaniel, 2016; Mingzheng, Xiaoling, Xubo, & Youshan, 2014; Zribi & Souaï, 2013).

Previous studies have used psychological contract violation (Chao et al., 2011; Restubog et al., 2013), and hence these studies are silenced about the influence of

psychological contract fulfilment on counterproductive work behaviours. The psychological contract is an individual belief shaped by the organisation, regarding terms of the agreement between people and their organisation. While, psychological contract fulfilment is a state where people perceived their employer met or exceeded their commitments toward the employee and the employees honour their commitment to the organization (Rousseau, 2010).

Freese and Schalk (2005) describe psychological contracts as a mental model of employee attitudes and behaviour. Prior studies identified that a violation has significant consequences for the individual and the organisation and affect subsequent changes in the psychological contract (Rousseau, 2010). Thus, this research suggests psychological contract fulfilment may have an adverse impact on CWBs.

In a study conducted by Wang, Mao, Wu, and Liu (2012), the authors discovered that retaliatory behaviours relate to perceived inequity so that psychological contract fulfilment will relate to job satisfaction and performance, and it will reduce CWBs. Furthermore, Greenberg, (1990) observed that an increase in the theft was a direct result of employees reacting to underpayment by the organisation. However, limited studies have attempted systematically to investigate the effect of fulfilment on work attitudes and behaviour, and to the best of our knowledge, no study was found that explore the influence of psychological contract fulfilment and CWBs. This study drew attention to the potential gap between psychological contract fulfilment and counterproductive work behaviours and argued that psychological contract fulfilment can be one of the mitigating factors of CWBs.

Also, factors that influence CWBs include individual factors (Scott & Judge, 2013; Jane Wu & Lebreton, 2011; Youli & Chao, 2015) and situational factors (Ambrose et al., 2013; Restubog et al., 2013). Appelbaum, Iaconi, and Matousek (2007) suggested that CWBs can be best studied by considering a combination of individual factors and workplace situations (Colbert, Mount, & Harter, 2004; Neill, Lewis, & Carswell, 2011; Yang, 2009). Personal characteristic refers to a variety of factors including demographic characteristics, personality characteristics, attitudes, values, and emotions that influence employees to engage in acts of counter-productivity (Robbins & Judge, 2010). While, workplace situations refers to the organisational factors, such as organisational injustice, psychological contract breach, organisational culture, job security and job dissatisfaction.

Furthermore, the overall self-evaluation of positive or negative, known as self-esteem, has an influence on individual behaviour and outcome of such conduct. Although there is existing a relationship between self-esteem and CWBs, results are inconsistent some have negative while some have positive relations (Baumeister, Campbell, Krueger, & Vohs, 2003; Ferris, Brown, Lian, & Keeping, 2009; Whelpley & McDaniel, 2011). Previous researchers have suggested the introduction of intervening variables where there are current contradictory research findings. Whelpley and McDaniel (2016), recently incorporate moderation on this relationship. Hence this study tends to bridge the gap by integrating a mediating influence on the relationship and argue that self-esteem can be one of the individual factors that can mitigate CWBs.

Additionally, Dahling, Whitaker and Levy (2008), suggested that the Dark Triad of personality traits (Machiavellianism) is much more important during prediction of CWBs. Spain, Harms and Lebreton (2014), recommended that there is a need for significant research on the influence of dark personality characteristics on counterproductive work behaviours. Past studies on Machiavellianism, utilise mostly student with little research on workplace situation (Spain et al., 2014), thus, there is a need to fills in this gap by investigating Machiavellianism and CWBs on the actual employees.

Specifically, moral identity and the role it plays in predicting CWBs, researchers found that individuals with high moral identity, were significantly less likely to engage in CWBs and unethical behaviour such as stealing from their employer than those low in moral identity (Mingzheng et al., 2014), it has received limited attention. Aquino and Reed (2002) defined Moral identity is a self-conception that is based on good traits. This self-conception is a type of social identity by which some individuals represent themselves. The stronger one's moral identity, the more likely it is evoked across a variety of different situations. In fact, it has been demonstrated to influence employee behaviour in the workplace (Skarlicki, van Jaarsveld, & Walker, 2008; van Jaarsveld, Walker, & Skarlicki, 2010). For instance, Skarlicki et al. (2008), it was found to be a moderating variable between interpersonal injustice and employee sabotage. Recently in Chana Mingzheng, Xiaoling, Xubo, and Youshan (2014) examined the moderating effects of moral identity on counterproductive work behaviours.

Brown (2012) and Mingzheng et al. (2014) recommended that moral identity can be best tested as a mediating variable on CWBs issues and that additional research is needed to better understand the relationship between moral identity and other types of “dark” employee behaviours such as CWBs.

Most of the studies on CWBs were mainly conducted in developed countries; the developing and underdeveloped countries received little attention in this regard (Alias, Rasdi, Ismail, & Samah, 2013; Nasir & Bashir, 2012). The employees working in the developing or under-developed countries are living in much more miserable conditions than the developed countries (Nasir & Bashir, 2012). Thus, economic conditions and poor salaries increase the likely hood of counterproductive work behaviours like theft and sabotage. Currently, in the Nigerian context, cases of counterproductive work behaviours, including bribery and corruption in the workplace (Okafor, 2016), and impersonation at work (premium times, 2016) have been reported in national and international media. According to a survey conducted by the latest Global Corruption Barometer finds corruption had increased between 2014 and 2015 (Okafor, 2016), there was an increase in demand for bribery and corruption among government in Nigeria. Cases of missing \$20 billion and \$6.8 billion oil money, Nigerian National Petroleum Corporation, NNPC has accused of diverting the money; the report has been confirmed by a former governor of the Central Bank of Nigeria CBN (Udo, 2016).

These facts necessitate a study that can identify factors that can mitigate counterproductive work behaviours. Therefore, due to its prevalence and negative consequences for individuals, organisations, and its stakeholders, it is vital for this

study to understand and provide a solution to the CWBs act in Nigeria and we argue that moral identity may help bridge the gap.

This research relied on Social cognitive (Bandura, 1986) supported with Social Exchange (Blau, 1964) and Self-Consistency (Korman, 1970), theories to aid in developing specific predictions between sources and outcomes. As a theoretical framework, the social cognitive theory is the governing theory for the whole model and could help to explain this phenomenon (CWBs). Bandura (1986), explained the major interactional links connecting the different subsystems of influence, what people feels, think, and believe affects how they behave.

Social cognitive theory also suggests that an individual's behaviour at work is determined by perception regarding the kind of situation they are (Psychological contract fulfilment), and their personality on how individual consider them self in a social setting (self-esteem, moral identity, and Machiavellianism). Social exchange theory the (SET), postulates that human affairs are formed by the use of a personal cost-benefit analysis. Importantly, the theory claims that relationships are based on trust that gestures of goodwill (Blau, 1964; Cropanzano, 2005). The Theory was used to understand workplace behaviour; it suggests that employees engage in negative or positive behaviours when responding to positive or negative actions that originate from an individual or an organisation. We are claiming that SET will give support on psychological contract fulfilment and CWBs relationship; that when employees are satisfied they demonstrate good behaviour so this will lead to less counterproductive acts.

Similarly with self-consistency theory (Korman, 1970), suggests that to maintain cognitive consistency between attitudes and behaviours, individuals engage in actions that are consistent with their over- all views of themselves. Therefore; it is anticipated that this theory would provide support for the self-esteem - CWBs, Machiavellianism - CWBs and moral identity with CWBs relationships. It is argued that those individuals are motivated to perform task or job in a manner that is consistent with their self-image (Korman, 1970).

Despite the above mentioned empirical studies, however, there is a scarcity of research on the relationship between psychological contract fulfilment and CWBs, in addition to the relationship between self-esteem Machiavellianism, moral identity and CWBs. Secondly, Psychological contract fulfilment, self-esteem and Machiavellianism on moral identity as well as the mediating influence of moral identity on the relationships between psychological contract fulfilment, self-esteem, Machiavellianism and CWBs. Therefore, given the mentioned above gaps and the suggestions for further research, this study investigates the mediating influence of moral identity on psychological contract fulfilment, self-esteem, Machiavellianism and counterproductive work behaviours.

1.3 Research Questions

Based on the above problem statement, this study attempts to answer the following research questions:

1. Does psychological contract fulfilment, self-esteem, Machiavellianism and moral identity influence counterproductive work behaviours?

2. Does psychological contract fulfilment, self-esteem and Machiavellianism relate with moral identity?
3. Does moral identity mediate the relationship between psychological contract fulfilment, self-esteem, Machiavellianism and counterproductive work behaviours?

1.4 Research Objectives

The main objective of this study is to examine the influence psychological contract fulfilment, self-esteem and Machiavellianism on counterproductive work behaviours and moral identity as well as the effect of moral identity as a mediator.

1. To examine the influence of psychological contract fulfilment, self-esteem, Machiavellianism and moral identity on counterproductive work behaviours.
2. To examine the relationship between psychological contract fulfilment, self-esteem and Machiavellianism on moral identity.
3. To examine the mediating influence of moral identity on psychological contract fulfilment, self-esteem, Machiavellianism and counterproductive work behaviours.

1.5 Significance of the Study

This study provides more understanding of the relationships between psychological contract fulfilment, self-esteem, Machiavellianism and moral identity on counterproductive work behaviours in Nigeria. Similarly, the study offers clarity on

the influence of psychological contract fulfilment, self-esteem and Machiavellianism on moral identity in Nigeria. Additionally, the study sheds more light on the mediating influence of moral identity on the relationships between psychological contract fulfilment, self-esteem and Machiavellianism on CWBs in Nigeria offers a considerable contribution to the body of knowledge both in theory and practice.

Theoretically, the findings of this research provide empirical evidence on the influence of psychological contract fulfilment, self-esteem, Machiavellianism, moral identity and counterproductive work behaviour, thus enriching the existing literature. Several studies have been carried out to determine many predictors of CWBs including the perception of organisational justice (Ambrose et al., 2013; Aquino, Galperin, & Bennett, 2004; Cohen-Charash & Mueller, 2007), personality traits (Colbert, Mount, Harter, Witt, & Barrick, 2004; Salgado, 2002) and psychological contract breach (Bordia, Restubog, & Tang, 2008; Chao, Cheung, & Wu, 2011; Restubog, Zagenczyk, Bordia, & Tang, 2013).

Most of the research in this area are on the factors that lead to counterproductive work behaviours, not on mitigating factors. Therefore; more studies are needed to explore the potential factors that might reduce the adverse effect of CWBs in the organisation (Whelpley & McDaniel, 2016; Mingzheng et al., 2014; Zribi & Souaï, 2013)

This implies that mitigating factors have been given less attention. Hence, this study intends to fill the gap by incorporating other personal and organisational factors that can lead to reduction of CWBs in the organisation. These include psychological contract fulfilment, self-esteem, Machiavellianism and moral identity.

Additionally, the study also contributes to the existing body of knowledge by offering empirical support on the influence of moral identity in mitigating counter productivity at the workplace. By incorporating moral identity to mediate the relationship among psychological contract fulfilment, self-esteem, Machiavellianism and CWBs, the study will help management in predicting those staff that are more likely to participate in counter-productivity at work through honesty and integrity test.

The mediating influence of moral identity on the relationship between psychological contract fulfilment, self-esteem, Machiavellianism and CWBs could be explained from three theoretical perspectives. These theoretical perspectives include Social cognitive theory (Bandura, 1986), supported with Social Exchange (Blau, 1964) and Self-Consistency (Korman, 1970) theories to aid in the theory generalisation.

Methodologically, previous studies on these constructs adopted either students or incarcerated populations, with little studies on workplace research (Spain et al., 2014). Hence, this study will fill the gap by incorporating the actual employees (public servant).

Practically, the findings of this research could contribute to mitigating the current situation in Nigeria. Thus, informing government, and organisations, especially, their human resource departments, and recruiting agencies in predicting the propensity of employees to engaging in such behaviours through moral test.

The findings will have practical implications for the management of CWBs, and develop ways to help the government and its agencies, organisational leaders and

practitioners to minimise the occurrence of CWBs by fulfilling the contract agreement and contribute to the overall organisational performance.

1.6 Scope of the Study

The study focuses only on the oil sector, specifically NNPC in Nigeria, to investigating the influence of five variables, namely psychological contract fulfilment, self-esteem, Machiavellianism, moral identity and counterproductive work behaviour in Nigeria. Thus, the four variables (psychological contract fulfilment, self-esteem, Machiavellianism and moral identity) are the independent variables, while CWBs are the dependent variables. Also, the study focuses on three independent variables (psychological contract fulfilment, self-esteem and Machiavellianism) on the mediating variable (moral identity) and finally, the mediating influence of moral identity on the relationship between the psychological contract fulfilment, self-esteem, Machiavellianism and CWBs in Nigeria. The study was conducted in Nigeria using survey research. Mainly, a survey questionnaire was administered to the employees (manager) of the NNPC. The study was restricted to NNPC's Corporate Headquarters and 4 Zonal offices located in Lagos, Kaduna, Warri and Port Harcourt.

The oil sector was considered due to the following reasons: it is the top contributor to the Nigerian economy (GDP) and the frequent reported cases of counter-productivity in Nigerian oil sector such as execution of fuel subsidy scams amounting to \$20 billion and \$6.8b billion by civil servants in collusion with

petroleum products vendors (Bassey Udo, 2016; Federal House of Representatives, 2012; Vanguard, 2013) under the management of the NNPC.

1.7 Definition of Terms

1.7.1 Counterproductive work behaviours (CWBs).

A volitional conduct that harms or intends to harm organisations or people in organisations (Akunne, Oguegbe, & Ralph, 2014; Spector & Fox, 2005). Counterproductive work behaviours can range in severity from minor offences such as stealing a pen to serious offences such as embezzling millions of dollars from an organisation. They can occur at either at the organisational level or at the interpersonal level.

1.7.1.1 Organisational Counterproductive Work Behaviour (CWBO)

Counterproductive work behaviours at the organisational level are actions directed towards the organisation; these include behaviours such as absenteeism, stalling, corruption and misuse of the organisational assets.

1.7.1.2 Interpersonal Counterproductive Work Behaviour (CWBI)

Counterproductive work behaviours at the interpersonal level are actions that affect the employees within the organisation and include acts such as favouritism, gossip, stalling from co-worker and harassment. The current study concurs with the previous scholars (Spector et al., 2010).

1.7.2 Psychological contract fulfilment (PCF):

Psychological contract fulfillment is a state where individuals perceived their employer met or exceeded their promises, obligation, and commitments toward them and employees honored their commitment to the organization (Rousseau, 2010). Staff psychological contract fulfillment is the degree to which organization's honored their commitment to employees and staff honored their commitment to the employer/organization.

1.7.3 Self- esteem (SE):

Described as value individuals place on themselves and as an assessment of self-knowledge. High self-esteem denotes a highly favourable evaluation of an individual. While, low self-esteem, refers to an unfavourable assessment of the self (Baumeister et al., 2003).

1.7.4 Machiavellianism (MACH):

Refers as a manipulative or destructive personality; it derived from assessing individuals agreement to Machiavelli's writing or statements (Christie & Geis, 1970).

1.7.5 Moral identity (MI):

This is an individual's perception and adherence to the values and culture of the society or group. Moral identity described as chronic accessibility of personal moral traits in one's self-concept (Aquino & Reed, 2002).

1.8 Organisation of the Thesis

This study is written based on five chapters. Each chapter aims to achieve a given task. Chapter one composed of an introduction, statement of the problem, research questions, and objectives, the significance or contribution of the study, as well as the scope of the survey, and the conceptual definitions of the study variables.

Chapter two reviews the related literature on the important concepts of Counterproductive work behaviour. In particular, the concepts of CWBs, Psychological contract, Self-esteem, Machiavellianism and Moral identity are explored. Also, previous works that relate the concepts and the development of a model that explains the relationships as well as the theories that govern the work are discussed in this chapter.

Chapter three describes the theoretical framework and the development of research hypotheses to answer the research questions. Overview of the description of the research strategies and sampling procedures is also provided in the chapter. Also, this section describes the process of questionnaire development, as well as data collection methods and procedures. The chapter discusses the method of data analysis and the statistical package used in the study. Finally, reliability testing of the pilot or preliminary study is reported.

Chapter four describes the statistical analysis of the data collected through, which include data examination, screening and preparation. Then, the measurement model, as well as the structural model which were assessed with PLS-SEM using the

SmartPLS 3.2.2 software package, were analysed and reported. Consequently, results of the hypotheses based on the assessment of the structural model are reported.

Chapter five discusses the research findings based on the research objectives and hypotheses. Furthermore, the section provides the theoretical, methodological and practical contributions of the results of this study. The section describes the research limitations and suggests future research direction. Finally, the chapter presents the conclusion of the survey.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides careful review of the literature that is related to the counterproductive work behaviours (CWBs), psychological contract fulfilment (PCF), self-esteem (SE), Machiavellianism (MACH) and moral identity (MI). The concept, the development, dimensions, different ways of measuring them, the significant findings and methodologies of existing research works related to this study. Specifically, counterproductive work behaviour in developed and developing countries like Nigeria are reported. This is to give an idea of specific areas of the study that require new or additional research work. Subsequently, empirical evidence that explains the relationship between criterion, mediator and predictor variables are critically reviewed. Followed by the underpinning theories including social cognitive theory, social exchange theory, and self-consistency theory are thoroughly discussed.

2.2 Concept of Counterproductive Work Behaviours (CWBs)

Counterproductive work behaviours (CWBs) as an organizational issues has long been recognized by researchers and practitioners alike (Chang & Smithikrai, 2010; Hafidz, 2012; Kelloway, Francis, Prosser, & Cameron, 2010; Roethlisberger, Dickson, Wright, Pforzheimer, 1939; Samuel, 2010; Spector, Fox, & Domagalski, 2006). However, there is real disagreement on the definition, issues, and elements of counterproductive behaviour. Although, there is a general understanding that CWBs

comprises of a variety of behaviours, thought and feelings. Similarly, there are differences in opinions of the researcher as to the definition of counterproductive work behaviour because of the multiplicity of constructs or a single construct (Gruys & Sackett, 2003). This divergence in views has been reflected in defining the concept and the relevant theories, as well as the measurements of CWBs. One fundamental problem regarding the understanding of CWBs in organizations is the use of different conceptualization of the construct by various researchers. Examples of the terminologies used include Organisational Misbehaviour (Vardi & Wiener, 1996), Deviant Workplace Behaviour (Robinson & Bennett, 1995), Non-complaint Behaviour (Puffer, 1987) or Dysfunctional Behaviour (Griffin et al., 1998). Each of these constructs is defined as follow:

2.2.1 Different Approaches to Defining Counterproductive Work Behaviours

1. Robinson and Bennett (1995) described workplace deviance as “voluntary behaviour that violates significant organisational norms and in so doing threatens the well-being of an organisation, its members, or both” (p. 556).
2. Organisational misbehaviour is “An intentional act by organisational members that violates basic organisational and societal norms” (Kidwell & Martin, 2005). Such behaviour could include time-wasting, absenteeism, or sexual harassment, and is viewed by some authors as individual outcomes of conflict between employees and managers, but also as a result of class tension (Ackroyd & Thompson, 1999; Kidwell & Martin, 2005).

3. Non-complaint behaviour is defined as breaking the rules or norms and behaviour that have adverse consequences for the organisation such as being late for work and violating organisational rules (Puffer, 1987).
4. Dysfunctional behaviour, on the other hand, is act causing negative consequences for individuals or group of people in the organisation, and the organisation itself (Kidwell & Martin, 2005). There are two general categories of dysfunctional behaviour, the first being violent and deviant (e.g. aggression, sabotage and terrorism), and the second nonviolent dysfunctional (e.g. alcohol and drug abuse, absenteeism, theft, and revenge) (Kidwell & Martin, 2005; Martinko et al., 2002).

Other related construct of counterproductive work behaviour include Workplace Aggression (Neuman & Baron, 1997), Workplace Violence and Aggression (Barling, Dupré, & Kelloway, 2009; Kelloway, Barling, & Hurrell, 2006), delinquency (Hogan & Hogan, 1989), employee theft (Greenberg, 1990; Hollinger & Clark, 1982), workplace sabotage (Analoui, 1995; Harris & Ogbonna, 2006).

Similar with organizational revenge (Bies, Tripp, & Kramer, 1997), unreliable workplace behaviour (Hogan & Hogan, 1989), workplace bullying (Adams & Crawford, 1992), work harassment (Bjorkqvist, Osterman, & Hjelt-Back, 1994; Brodsky, 1976), Mobbing and psychological terror (Leymann, 1990), Antisocial Behaviour (Greenberg, 1997) emotional abuse (Keashly, 1998), organizational retaliatory behaviour (Skarlicki & Folger, 1997), petty tyranny (Ashforth, 1994), workplace incivility (Andersson & Pearson, 1999), worker resistance (Thompson & Ackroyd, 1995), cyberloafing (Lim, 2002), cyber deviance (Weatherbee, 2010),

workplace mobbing and bad behaviour in organizations (Griffin & Lopez, 2005), abusive supervision (Moberg, Ritter & Fischbein, 2002; Tepper & Bennett, 2000), social undermining (Duffy, Ganster, & Pagon, 2002), employee Vice (Koehn, 1998). As well as workplace incivility (Andersson & Pearson, 1999), Organizational Retaliation Behaviour (Skarlicki & Folger, 1997) and Organization-Motivated Aggression (Peterson, 2002; Robinson & Greenberg, 1998a) among others. A review of the previous literature indicated that regardless of the terminologies used; the following standard features exists between these behaviors:

- (a) It reflects the conduct that violates established societal, organisational, or individuals' norms or values.
- (b) It indicates voluntary or intentions acts that could cause harm to the organization, people or both.
- (c) Counterproductive work behaviours result in adverse consequences to the organisation, its members or other people that are directly linked to the organisation (Fox, Spector, & Miles, 2001; Robinson & Bennett, 1995). Hence, in the present study, Spector and Fox (2010) definition of counterproductive work behaviours are recognised as the working definition of the construct CWBs because it suits the context of this study.

Fox et al. (2001), claimed these behaviours are destructive to the organisation in which property and productivity are directly affected and also hurting employees thereby reducing their effectiveness. Additionally, Spector & Fox (2005) argued that a response motivates CWBs to stressful organisational conditions. Indeed, such behaviour has been linked to reduced productivity, employee turnover, commitment,

and subsequently leading to organisational failure (Jones, 2009; Penny & Spector, 2005). Therefore; given the significant costs of counterproductive behaviors at work, further studies are needed to identify the mitigating factors of these acts and prevented them (Anjum & Parvez, 2013; Idiakheua & Obetoh, 2012a; Joe-Akunne, Oguegbe, & Ralph, 2014).

2.2.2 Development of Counterproductive Work Behaviours

Hollinger and Clark (1982) conducted the development of the construct Counterproductive work behavior. They developed a list of CWB and classified these behaviors into two broad categories: property deviance in which employees obtained without authorization or destroy organizational assets. Behaviors under this category include theft and sabotage. On the other hand, production deviance as the other categorisation denotes the violation of established norms explaining the minimum quality and quantity of work target (Hollinger & Clark, 1982). These behaviors include tardiness and slow or sloppy work.

Robinson and Bennett (1995) in their studies are observed that although Hollinger and Clark (1983) provided a useful by classifying CWB, it was considered in comprehensive due to its failure to account for behaviors directed at individuals. Using multidimensional scaling techniques, they found that CWB could be categorized along two dimensions the target of these behaviors (individuals versus organizations) and the seriousness of these behaviors (minor versus serious) resulting into four categories namely production, property, and political deviances as well as personal aggression. Behaviors subsumed under the property or production

deviances target the organization and represented minor or more severe forms of CWB respectively.

Gruys and Sackett (2003) argued that although Bennett and Robinson (2000) framework gave insight on the underlying structure of CWBs, it leaves behind some issues regarding the dimensions of CWBs. Specifically, the authors were concerned with the ways in which behaviors within each of the two dimensions co-varied. To examine this issue, they proposed an 11-factor model of CWBs and conducted two studies using different methodologies to confirm their model.

By the mid-2000s, the debate on the best way to classify CWBs had still not been resolved. In 2006, Spector and his colleagues argued that one or two dimensions of CWBs can conceal the relationships between antecedents and specific forms of these negative behaviours. To better understand the causes of CWBs, they argued for finer grained frameworks. Using their 45-items Counterproductive work behavior Checklist (CWB-C), they proposed five dimensions of CWBs to include abuse toward others, sabotage, productive deviance, theft, and withdrawal. Thus, Spector et al. (2006) five dimension scale is the most accurate overall CWBs scale that has been published.

Sackett (2002), argued for one dimension of CWB others have argued for two dimensions (Bennett & Robinson, 2000) and still, others have argued for more than two dimensions (Gruys & Sackett, 2003). To date, no conclusion has been reached.

Marcus and Schuler (2004) pointed out that different forms of CWBs are almost consistently positively correlated. It will be fairer to design a multi-dimensional

model to explain CWBs because the reason that causes these behaviors can be entirely different and can lead to completely different results.

The debate on the underlying structure of CWBs is likely to go on for a while. Strong arguments exist for both CWBs one-dimensional solution and multi-dimensional solution. Proponents of a general CWBs factor argue that the correlations typically found between CWBs are active and moderate, indicating that a general factor may underlie all counterproductive behaviors (Bernd Marcus & Schuler, 2004). Researchers that support multi-dimensional argue that although the correlations between CWBs dimensions are high, different sets of antecedents predict these dimensions, indicating their distinctiveness (Spector et al., 2006).

Sackett (2002) suggests that researchers should focus on the level of analysis that best fits their purpose. Recently a two-dimensional model of counterproductive work behavior distinguished as organizational versus individual/interpersonal target has gained much acceptance (Bennett & Robinson, 2000; Dalal, 2005; Spector et al., 2010). For the present study, the researcher concurs with (Spector & Fox, 2010) Counterproductive work behaviors Checklist (CWB-C). Today, this measure is one of the most widely used instruments in the study of Counterproductive work behaviors.

2.2.3 Different Ways of Measuring Counterproductive Work Behaviours

Operationalizing CWBs is often a challenge in organizational research (Spector & Fox, 2005). The literature indicates that several studies have used various types of measures to assess counterproductive work behaviors in different organizational

settings (Holtz & Harold, 2010). These measures can be categorized into subjective measures, objective measures, and situation-specific measures of counterproductive work behaviors.

2.2.3.1 Objective Measures of Counterproductive Work Behaviours

Objective measures of CWBs refer to the evaluation of employee's counterproductive acts using official records such as archival personnel records or attendance register book to determine the frequency of offenses committed by an employee in the workplace. Such data tend to be organizational or interpersonal. Organizational data reflects data that is linked with CWBs, which are directed towards the organization (a copy of query letter to the employee for using organization's property without permission). On the other hand, interpersonal data refers to the data that is related to CWBs directed at individuals (a copy of warning letter to the employee's for two fighting).

The objective measure has long been one of the steps used to assess CWBs in different organizational settings by CWBs researchers (Detert, Treviño, Burris & Andiappan, 2007). This is one part of it because objective measures of CWBs have overcome other measures of CWBs. For example, because many counterproductive acts in the workplace are relatively private, and personal behaviors that employees involve in with the intention of not getting caught, the only measures that have a real picture of an employee's engagement in CWBs is not the objective criteria.

Regardless, objective measures of CWBs are not without their disadvantages. Firstly, objective measures have usually been capturing enough small aspects of CWBs;

hence, it provides an incomplete view of CWBs (Dunlop & Lee, 2004). Secondly, organizations may be a reluctance to make personal archival records available to the researchers for privacy and confidentiality. Hence, such measures of CWBs are desperate to obtain. Another concern with objective measures of CWBs is that such measures can easily tamper with due to human nature.

Despite some of these disadvantages, some few empirical studies have been conducted to measure CWBs using objective criteria. For example, Detert et al. (2007), conducted a study on 265 restaurants employees in the USA to examine the influence of managerial oversight on counter productivity. The study used objective measures of counterproductive work behaviors, which was based on company's records, including receipts register, a list of orders placed, and quotations from the suppliers. This study further operationalized CWBs as food loss in the restaurant. The findings revealed that managerial oversight, viewed as the number of supervisory managers for a given number of employees, has a significant negative relationship with CWB (food loss).

In another study, Bordia et al., (2008) matched the deviant data with psychological breach data to investigate the correlation between psychological contract violation and deviant behavior among 300 public-sector employees from the Philippines. The study measured deviance by obtaining personnel employment records relating to the frequency of offenses committed by employees in their organization. The organization classified the work of staff records into major and minor offenses. Examples of major offenses included negligence of duty that warranted suspension or termination of appointment such as using the organizational property for personal

purposes without permission. On the other hand, the minor offenses included counterproductive acts that warranted query or verbal warning. The finding of this study shows a significant positive correlation among psychological contracts breach and deviant behavior (both minor and major offenses).

2.2.3.2 Subjective Measures of Counterproductive Work Behaviours

Individual measures of CWBs include rating and ranking of employee's counterproductive acts usually by the employee himself (self-rating), his immediate supervisors or peer group. This measure tends to be either organizational or interpersonal. Organizational data reflects data that is associated with CWBs directed to the organization to reduce the quality and quantity of work (a questionnaire item – “come in late to work without permission”). On the other hand, interpersonal data refers to the data that is related to CWBs directed at individuals (a questionnaire item “started an argument with someone at work”). Subjective measures of CWBs is relatively different from the objective measure, as this measure is based on empirically validated measures, such as Counterproductive Work Behaviour Checklist (Spector et al., 2010) and the Interpersonal as well as Organizational Deviance measurements (Bennett & Robinson, 2000) are examples of two commonly utilized measures of CWBs. On the other hand, the latter is obtained from archival personnel records, such as Secret Files and Attendance Registers. Also, in an objective measure, data are collected without the survey instrument. A large number of empirical studies have used subjective measures to assess CWBs in different contexts. Previous research (Ambrose et al., 2013; Bennett & Robinson,

2000; Bolton, Becker, & Barber, 2010) has successfully used a subjective measure of CWBs. For example, Penny and Spector (2005) applied both self and peer rating systems to study the moderating influence of negative affectivity on the relationship among job stress, incivility, and counterproductive work behavior. Three hundred and seven working adults, who enrolled in an undergraduate evening program at a university in U.S., participated in the survey. The study revealed among other things (a) significant negative correlation between workplace incivility and job satisfaction, (b) The substantial positive relationship between interpersonal conflict and organizational constraints, (c) significant positive relation between interpersonal conflict and counterproductive work behavior, and (d) a significant positive correlation between organizational limitations and counterproductive work behavior. The study further indicated that negative affectivity has a moderating influence on the relationship between workplace incivility and counterproductive work behavior. Bowling and Eschleman (2010) in their survey among 726 employees across a diverse set of occupations. Selected occupations included health and safety, education, administration, technology support and retailing. The study found that the relationship between work stressors and counterproductive behavior is stronger among employees with a lower level of conscientiousness or higher level of negative affectivity than those with a high degree of honesty or low level of negative affectivity. Other studies that used subjective measures to assess CWBs in different contexts include a study by Ambrose et al., (2013), Bolton et al. (2010) and O'Neill, Lewis, and Carswell (2011).

From the findings reported, it can be concluded that there are many of the previous empirical studies (Ambrose et al., 2013; Bennett & Robinson, 2000; Bolton et al., 2010; Penney & Spector, 2005) studied the influence of a number of individual and situational indicators on CWBs using subjective measures. In this study, a self-report measure of CWBs is utilised. Due to the personal nature of the variables in this study (one's moral identity, self-esteem, Machiavellianism and psychological contract fulfillment) and for the reasons mentioned above, this type of measure is appropriate for this research. Specifically, the reverse version of Counterproductive Work Behaviour Checklist (Spector et al., 2010) is used to assess a two dimension of counterproductive work behaviors. This measure has been utilized in many studies on CWBs (Ambrose et al., 2013; Bolton et al., 2010; Bowling, Eschleman, Qiang, Kirkendall, & Alarcon, 2010; Spector et al., 2010). This type of measure is considered in these studies conducted possibly due to lack of archival personnel records.

2.2.4 Counterproductive Work Behaviours Rating

A comprehensive review of the literature on counterproductive work behaviours, indicates that there are at least four sources of CWBs rating: self-rating, superior-rating, peer evaluation and multiple-rating (Berry, Carpenter, & Barratt, 2012; de Jonge & Peeters, 2009; Fox, Spector, Goh, Bruursema, & Kessler, 2012; van Jaarsveld, Walker, & Skarlicki, 2010). Self-rating involves asking respondents directly to rate their attitude or behavior through the use of questionnaire or interview (Barker, Pistrang, & Elliott, 2005). Peer-ratings refer to the assessment of

rates' attitudes and behaviors by their peers who might have been working closely together, interacting frequently, and have the opportunity to observe their tasks, attitudes, and behaviors (Murphy & Cleveland, 1995). Superior-ratings refer to the evaluation of employees' attitudes and behaviors by their immediate supervisors or superiors (Allen, Barnard, Rush, & Russell, 2000). Multiple-ratings, also known as multiple other ratings, refer to the use of a variety of sources, including self, peers, subordinates, supervisors and even self to assess various tasks and behaviors (Stewart, Bing, Davison, Woehr, & McIntyre, 2009).

There exist some evidence studies concerning the incremental contribution of one source of rating counter productivity over other reports of such behaviors (Berry et al., 2012; Mann, Budworth, & Ismaila, 2012). Specifically, in Comparative of self-ratings and other reports of counterproductive work behavior (CWBs), Berry et al. (2012) found that self-ratings of CWBs accounted for highest variance over other reports in explaining CWBs. A study conducted by Mann et al. (2012) pointed that employees who are similar in engaging in counterproductive behavior at work were in agreement with their peers in respect to ratings of counterproductive behaviors seen they are likely to cheat.

Fox and Spector (1999) still insisting self-report findings need replication using alternative methods. Additionally, the study of Bennett and Robinson (2000) suggested the validity of self-reports of deviant behavior in the workplace.

While other rating methods are acceptable to some researchers, in this study, the use of self-ratings of CWBs is considered more appropriate for several reasons. Firstly, because of CWBs issues are relatively covert activities engaged by employees with

the hope of not being exposed by the act, the focal employee is the only source that has a complete knowledge of such behaviors (Berry et al., 2012). Secondly, asking others (supervisor or co-worker) to report counter-productivity of their co-workers at work might make them feel at risk of uncovering such behavior that could result in a sanction, loss of a job or even prosecution (McCarthy, 1995). Furthermore, according to Fox and Spector (1999) “Any methodology that could result in the identification of respondents who have committed counterproductive behaviours, and thus endanger their livelihoods or lead to intensified surveillance or punitive measures as a consequence of the research, violates the most fundamental principles of doing ethical research in organizations” (p. 929).

Thirdly, multi-item self-reported measures of CWBs that have existed for years (Aquino, Lewis, & Bradfield, 1999; Fox & Spector, 1999; Marcus & Schuler, 2002; Sommers, Schell, & Vodanovich, 2002; Spector et al., 2006) are much easier to administer to employees themselves than asking others, such as supervisors, co-workers or peers, to rate the counter-productivity of employees at work. Thus, the uses of anonymous self-report are considered the most appropriate to avoid ethical pitfalls that are associated with other methods of rating CWBs at work (Fox & Spector, 1999).

2.2.5 Antecedents of Counterproductive Work Behaviours

The antecedents of CWBs categories into two classes: individual factors and situational factors (Baron & Neuman, 1996; Dietz, Robinson, Folger, Baron, & Schulz, 2003; Folger & Skarlicki, 1998; Greenberg & Barling, 1999; Skarlicki &

Folger, 1997; Spector, Fox, & Domagalski, 2006). Individual factors refer to a variety of factors including demographic characteristics (such as gender, age, and marital status), personality characteristics, attitudes, values, and emotions that influence employees to engage in acts of counter-productivity (Robbins & Judge, 2010). Situational factors refers to the organizational element, such as organizational justice, organizational trust, psychological contract breach, organizational culture, job security, job satisfaction, job stress, group size, group cohesiveness, group norms and organizational politics that influence individual to engage in counter-productivity at work (Klotz & Buckley, 2013; Robinson & Greenberg, 1998b). Some of the antecedents that receive attention are reviewed.

2.2.5.1 Individual Factors

Several studies have examined the relationship between the certain characteristic of personality factors and counterproductive workplace behavior (Grijalva & Newman, 2014; Mount et al., 2006; Scott & Judge, 2013). Such as Big Five personality dimensions (Bolton et al., 2010; Salgado, 2002; Spector, 2011), negative affectivity (Aquino et al., 1999; Penney & Spector, 2005), HEXACO model of personality structure (Ashton & Lee, 2007), trait anger (Restubog, Garcia, Wang, & Cheng, 2010; Spector, Fox, & Domagalski, 2006), and demographic variables such as age (Berry, Ones, & Sackett, 2007) and gender (Cohen, Panter, & Turan, 2013).

Additional studies support a link between personality traits and CWBs (Chang & Smithikrai, 2010; Fox & Spector, 1999; Marcus, Lee, & Ashton, 2007). Penney, Hunter and Perry (2011) examined the relationships between conscientiousness,

emotional stability and counterproductive work behaviors (CWBs). Their results from different surveys apart from US employees show that negative correlation among conscientiousness and CWBs as well as the positive correlation between CWBs and low emotional stability.

Some studies investigated the relationship between individual characteristics, and CWBs have found results similar to Berry et al. (2007) regarding emotional stability and negative affectivity. Specifically, the research found that trait negative affectivity (NA) is related to CWBs (Bowling & Gruys, 2010; Kaplan, Bradley, Luchman, & Haynes, 2009). The research shows individuals who are high regarding NA tend to engage in more CWBs than those who are low in NA. This occurs because high-NA individuals tend to become more easily angered and are more impulsive than on people who's are low in this trait (Bowling et al., 2010; Bowling & Gruys, 2010).

Specifically, in Fox and Spector's (1999) research, trait anger, trait anxiety, and control beliefs (locus of control) were found to predict individual CWBs and organizational CWBs. In Marcus and Wagner (2007) study, integrity and self-control were negatively related to CWBs. Finally, O'Boyle, Forsyth, & O'Boyle (2011) found positive relationships between neuroticism, Machiavellianism, psychopathy, and CWBs.

Despite the aforementioned empirical studies on the influence of individual factors in explaining the likelihood of employees to engage in counterproductive behavior at work, the literature indicates that less attention has been paid to the influence of other individual factors, especially moral identity. Even if any such studies are

limited to examining specific types of counterproductive behaviours, such as, delinquent behaviour among adolescents (Cheng, 2014; Wing Lo, Christopher, Cheng, Rochelle, & Kwok, 2011) Thus, to fill this empirical gap, the present study examines the influence of self-esteem, Machiavellianism and moral identity on predicting CWBs.

2.2.5.2 Situational Factors

Previous research has shown that situational factors, such as organizational justice, organizational trust, and psychological contract breach, among others, can play a significant role in predicting workplace criteria, particularly counterproductive work behavior. To date, among the situational factors that have been studied in relation to counterproductive workplace behaviour are: perceived organisational injustice (Chernyak-Hai & Tziner, 2014; Le Roy, Bastounis, & Poussard, 2012; Neill et al., 2011), organizational trust (Cohen-Charash & Spector, 2001; Erkutlu & Chafra, 2013; Shahnawaz & Goswami, 2011), job stress (Joe-Akunne, Oguegbe, & Ralph, 2014; Penney & Spector, 2005; Rahman, Rahim, Shabudin, & Mohd, 2012; Samuel, 2010), psychological contract violation/breach (Alam, 2013; Chao, Cheung, & Wu, 2011; Chen, Wang, & Huang, 2012; Hsu, 2011; Zagenczyk, Restubog, Kiewitz, Kiazad, & Tang, 2014) organizational culture (Taylor, 2012), perceived organizational support (Chen, Eisenberger, Johnson, Sucharski, & Aselage, 2009; Ferris, Brown, & Heller, 2009) and organizational politics (Bedi & Schat, 2013; Chang, Rosen, & Levy, 2009).

Specifically, Justice receives much attention from the researchers; perceived injustice has been reported to be positively related to individual's tendency to engage in counterproductive behavior at the workplace (Nyarko et al., 2014). Regarding the relationship between trust in the organization and counterproductive behavior at work, Dirks and Ferrin (2002) found from their meta-analysis that confidence in leadership was negatively related to the intent to quit. Similarly, Thau, Crossley, Bennett, & Sczesny (2007) conducted a study to investigate the effects of organizational trust on antisocial behavior at work. The findings indicated that organizational trust was negatively related to antisocial behavior in work among caregiving employees in the Midwestern United States. Chao et al. (2011) conduct research on psychological contract breach and counterproductive behaviors. With personal factors, casual attribution styles and power distance in moderating the PCB-CWBs linkage. By using 131 full-time Chinese employees in Macao. Their results showed that Psychological Contract Breach has a positive effect on Counterproductive Work Behaviours with moderating influence of power distance and external attribution style. Specifically, employees who attributed the contract breach more to disruption and endorsed higher on power distance tended to report lower CWBs.

To date, several studies have been done to investigate the influence of situational factors in explaining counterproductive behavior at work, one significant gap in the literature concerns the need to clarify the influence of psychological contract fulfillment on CWBs. In other words, despite the aforementioned empirical studies on the role of situational factors in predicting counterproductive behavior, literature

indicate that no study was found have been carried out to test the influence of psychological contract fulfillment on counterproductive work behavior empirically. Even if any, such studies were limited to examining specific types of counterproductive workplace behaviors. For example, employee absenteeism and theft at the workplace. Hence, considering particular types of counterproductive work behaviors will not allow a better understanding of the variety of counterproductive work behaviors employees engage in at work.

In summary, the above studies have made significant contributions to the literature of counterproductive work behavior by consistently demonstrating the important influence of situational factors (job stress, job description, job security, performance appraisal and internal career opportunities) on counterproductive work behaviors. One significant deficiency that is evident in the studies above is that they were mainly carried out in the United States and Asia, paying less attention to the African countries, particularly in Nigeria. Hence, further investigation of counterproductive work behaviors is needed in the Nigerian context.

2.2.6 Consequences of Counterproductive Work Behaviours

Most of the empirical studies on counterproductive work behaviour have focused primarily on the antecedents of CWBs; there is also a growing of research on its consequences. Several studies (Appelbaum et al., 2007; Harris & Ogbonna, 2006; Lawrence & Robinson, 2007) have demonstrated that CWBs has many negative consequences for the organisation and its members. For example, Bowling and Beehr (1984) conducted a meta-analytic study on the implications and antecedents of

workplace harassment, which is a particular form of counterproductive work behaviour on a total of 90 samples. They reported that victims of sexual harassment have a higher tendency to report lower levels of organisational commitment, increased generic strains, depression, frustration, anxiety, burnout, negative emotions at work and higher levels of physical symptoms.

In a study, Bowling and Gruys (2010) indicated that deviant workplace behaviours are positively associated with decreased employee productivity as well as loss of both existing and potential customers. Relatedly, in a three-wave prospective study on the risk of turnover among targets of workplace bullying. Bartlett and Bartlett (2011) reported that targets of bullying at work have a higher tendency to be involved in on-the-job drug use/abuse.

In the Nigerian context, Imonikhe, Aluede, and Idogho (2012) investigated the perceptions of lecturers and students regarding the incidents of sexual harassment in Nigerian tertiary institutions. They found that the sexual harassment in Nigerian tertiary institutions is still prevalent and could have negative impacts on students' academic performance.

Although most of the research above work stressed employees' intentions to harm the organisational environment in one way or another, and despite the concentration in this study on behaviours which is counter-productivity. It should be cited that there are also studies indicating that, in some circumstances, counterproductive work behaviour may stem from good intentions and as a part of the pursuit of organisational objectives (Umphress & Bingham, 2011; Warren, 2003). For example, Salgado (2002) found that those employees who rate highly on the

personality factor “conscientiousness” are also likely to display deviant behaviours and frequent employee turnover. Moreover, it has also been claimed that counterproductive behaviour in the workplace can have *positive* consequences. This type of counterproductive behaviour has been termed “constructive deviance” (Galperin, 2002; Galperin & Burke, 2006).

The constructive deviance behaviour can be divided into two broader groups; namely, “interpersonal constructive deviance”, directed at persons such as managers whose commands are being followed in order to enhance organizational processes, as well as organizational constructive deviance behaviour, directed at the organization and aspired at helping the organization to find creative methods to solve organizational problems (Bodankin & Tziner, 2009).

More studies are needed to explore the potential factors that might exacerbate or reduce the negative effect of CWBs in the organisation (Whelpley & McDaniel, 2016; Mingzheng et al., 2014; Zribi & Souaï, 2013).

2.2.7 Empirical Studies on Counterproductive Work Behaviours in Nigeria

Although many surveys have been carried out to investigate various factors that influence individuals to engage in counterproductive work behaviors, empirical research on counterproductive work behaviors are still limited, especially in the Nigerian context. For this reason, still, there is a demand for further investigation on CWBs so that the findings from the reports can be generalized to the Nigerian context. For example, Salami (2010) conducted a study, to examine whether negative affectivity moderates the relationship between job stress and counterproductive

behavior. Among 422 secondary school teachers, randomly selected from five states in the south-western Nigeria. Used hierarchical multiple regression, the results show that gender, tenure, and age were significantly correlated to counterproductive behavior and negative affectivity moderated the relationship between job stress-counterproductive behavior. According to Salami, a possible explanation for the moderator results could be that individuals with high negative affectivity tend to engage in more counterproductive behavior as a means of neutralizing their job stressors. Hence, the findings of the research suggest that an individual's character may determine how they behave in a stressful work environment.

Also, Fagbohunbe, Akinbode, and Ayodeji, (2012) examine the relationship among organizational reactions to employees and deviant workplace behaviors. By using a sample of 696 employees in Nigeria. The result shows that deviant workplace behaviors of males are quite significantly diverse from the female employees. Also, their result indicates a significant positive relation among organizational reactions of employees and various aspect of deviant behaviors.

Idiakheua and Obetoh (2012) in their report, the Counterproductive behavior of Nigerians: a conceptual paper. The researchers argued that counterproductive behaviors among Nigerians were a make-up of employees at the place of work. The purpose of their study is to explain counter productivity not as organizational variable or personality variable but as an employee's attempt to make up an escape. Their study reviewed existing literature on counterproductive behavior and pointed that the current Nigerian situation such as poverty, unemployment and inflation rate, are part of the issues employees engage in a particular counterproductive behavior.

Employees feel actions against their organization will help them have a better tomorrow. The study suggested that by reducing tariffs and government charges will improve the standard of living of Nigerians as well as increasing organizational survival and reduce the unemployment rate. Thus, improve the well-being of employees, their commitment, and job satisfaction as well as lead to an increase in productivity.

Also, Sunday (2013) in his paper workplace deviant behavior: A case study of Intel's Nigeria Limited. The study is to examine the causes and consequence of deviant behavior. Using a sample of 101 staffs in Nigeria. The results showed that intent to quit, companies' contempt and dissatisfaction have a positive influence on deviant behavior. Secondly, dissatisfaction has significant positive impact on intention to leave. Lastly, deviant behavior has a significant negative impact on performance.

Aladenusi and Ayodele (2014) study the mediating influence of school climate on the relationship between counterproductive work behavior and job performance among secondary schools teachers at Ogun State, Nigeria. The study used descriptive design. With a sample of 360 respondents and employed multi-stage stratified random sampling technique. Results showed an inverse relationship between CWBs and positive school climate and job performance while significant convergent association existed between positive school climate and job performance. Also, a significant mediating influence of positive school climate (PSC) on the relationship between CWBs and job performance. It was concluded that the secondary level teachers' perception of the school environment, as being satisfactory

or not to a large degree that will affect their behavior positively or negatively in completing the school vision and enhancing their commitment to the work.

Joe-Akunne, Oguegbe, and Ralph (2014) in their study, job insecurity, and entrepreneurial intention were explored to determine their relationships with counterproductive work behavior. Using samples of 257 bank employees from 23 banks in Awka, Anambra State, Nigeria. The participants were selected using stratified sampling method. Their result showed that job insecurity had a significant positive correlation with counterproductive behavior. Their result also indicated that entrepreneurial intention had an active, substantial relationship with counterproductive behavior.

In a more recent study, Kura, Shamsudin, and Chauhan (2015) explored the moderating role of self-regulatory efficacy on punishment certainty, punishment severity, and organizational deviance. Using a sample of 197 active postgraduate students who enrolled in the Master of Business Administration program at universities located in the Northwest geopolitical zone of Nigeria. Using Partial Least Squares Structural Equation Modeling (PLS-SEM), the study found a significant negative relationship between punishment certainty and organizational deviance. Also, the results show that punishment severity had a significant negative relationship with organizational deviance. Similarly, the study found a significant negative correlation between self-regulatory efficacy and organizational deviance. Finally, moderating effect of self-regulatory efficacy was found on punishment certainty and organizational deviance. On the contrary, no significant interaction effect was found on self-regulatory efficacy and punishment severity in Nigeria.

In summary, although quite some empirical studies have been conducted on CWBs or similar constructs in the Nigerian context, most of them did not consider mitigating factors of CWBs; rather, they looked at specific types of CWBs at work such as absenteeism, withdrawal cognition, fraudulent intention, and turnover. Hence, this study incorporates Spector et al. (2010) reverse version of CWB checklist to investigate the mediating effect of moral identity on the relationship between psychological contract fulfillment, self-esteem, Machiavellianism and Counterproductive work behavior. This because Spector et al. (2010) checklist are broader, most widely accepted and it is much suitable in the Nigerian context.

2.3 Concept of Psychological contract fulfillment (PCF)

Psychological contract fulfillment is a state where individuals perceived their employer met or exceeded their commitments toward the employees (Rousseau, 2010). Past research indicated psychological contract fulfillment was more prevalent than breach amongst temporary staff and managers (Conway & Coyle-Shapiro, 2011; Guerrero & Herrbach, 2008).

Rousseau (2010) explained that mutuality existed when the employee and the employer hold common beliefs regarding the contract terms. In other words, both the employee and employer had a mutual understanding that higher performance resulted in higher pay. The presence of this mutual understanding in organizations increased the likelihood of both parties perceiving a psychological contract fulfillment. Rousseau (2010) described alignment as the extent to which an employee's psychological contract reflects the reciprocity between the parties to the

respective employment agreement (Rousseau, 2010). This is similar to mutuality that is contingent upon the nature of the exchange and developed through social norms over time (Conway & Coyle-Shapiro, 2011; Rousseau, 2010). An aligned psychological contract resulted in positive attitudes and intentions toward the organization (Chen, 2007; Poisat, 2014; Rousseau, 2010). Conversely, employees who perceived an imbalance resulted in negative attitudes and intentions (Nadin & Williams, 2012). The presence of this perception resulted in employees reporting a higher performance indicating that the mutual employment obligations will continue to prevail. In other words, employees who perceived their employers had fulfilled their commitments; the employees felt obliged to reciprocate through increasing their performance.

2.3.1 Development of Psychological Contract Fulfilment

There is an indication that previous studies have not fully developed psychological contracts fulfillment. However, in their study, Conway and Briner (2005) opined that the notion of psychological contracts fulfillment development is an unfolding process. These procedures include how contracts are developed, formed, fulfilled or not fulfilled, as well as based on the individual perceived and interpret information. In line with this, Conway and Briner (2005) noted that there is a series of exchanges that can take place over extended periods of time to form psychological contracts. This set of transactions helps in determining ongoing exchange relationship between the two parties based on the reciprocal arrangement.

As the construct develops, Conway and Briner (2012) explain that psychological contract contains two types of information. Firstly, a kind of information regarding the terms of the agreement or the precise linkages between items that each party inputs into the relationship and how they are to be exchanged. Secondly, it concerns the resources which are exchanged or the types of things each party brings to the deal (Conway & Briner, 2012). They argued that the sharing of resources formed the basis for an understanding of reciprocity and exchange relationships. Also, there is either an explicit or implicit exchange of promise which is the bedrock of psychological contract. These exchanges could be through messages, patterns of behavior or social cues that require individual interpretations (Conway & Briner, 2012; Rousseau, 2010). Hence, every employment contract is more likely to contain formal agreements over issues relating to job responsibilities, remunerations, and other employment benefits. However, to explicitly communicate these components of the psychological contract a written information in the form of individual emails, organizational policies, and another general information medium (Conway & Briner, 2012; Rousseau, 2010).

Also, these messages could be conveyed through simple social cues and practices by the employee. Thus, the manner in which management of an organization react to employee behaviors is likely to form the basis of psychological contracts fulfillment (Conway & Briner, 2012). Also, organizational features such as repeated practices and behavioral patterns that surface within the organizational human resource practices can also be construed as implicit promises made to organizational staff (Conway & Briner, 2012; Haggard, 2012). These features include yearly bonuses,

promotion requirements, and performance criteria. With this effort, no study was found regarding the relationship between psychological contract fulfillment and counterproductive work behaviors.

2.4 Concept of Self-Esteem (SE)

The idea of self-esteem or self-denotes the perception of organized knowledge an individual acquired about himself as a social, spiritual and physical being (Gecas, 1982). According to Rosenberg, (1979), the concept refers to the individual's total feelings and thoughts regarding himself as a social object. However, Epstein (1973) sees self-concept from another perspective. To the researcher, it is a dynamic system that guides the individual behavior usually learned through social interactions (Epstein, 1973). Previous studies have attempted to classify the self-concept into conceptions and evaluation. For example, Gecas (1982) sees as content as a role identities. In other words, it depicts self-image. Whereas, self-evaluations according to Gecas (1982) involve personal evaluation and emotional feeling about oneself which some call self-esteem or efficacy.

2.4.1 Development of Self-Esteem

Theorists attempted to describe the process by which self-esteem develops. Rosenberg (1965) has suggested that self-esteem develops in adolescence because that is when an individual's physical and emotional self is going through the most changes. As this is a time of rapid and instrumental change, self-esteem's development can be hindered, be nurtured, or fluctuate depending on the individual.

More recent investigations of the longitudinal effects of self-esteem have suggested that self-esteem follows a general pattern in most people, with it being significantly lower in adolescence and young adulthood.

Self-esteem has been described in different ways by various theorists but is fundamentally the evaluation and appraisal of attitude toward the self (Orth & Robins, 2014). Historically, self-esteem referred to how an individual evaluates oneself (Zeigler-Hill, Stubbs, & Madson, 2013).

Early research on self-esteem considered self-esteem to be a global construct that had much stability from one situation to the next from year to year (Rosenberg, 1965).

2.4.2 Self-esteem and Counterproductive Work Behaviours

Studies on self-esteem and counterproductive work behaviors. Ferris, Brown, and Heller, (2009) as regards contingencies of self-worth and to clarify self-esteem and deviance behavior, the study posited that a high or level self-esteem is related to deviance only when it is not contingent on work performance. Adopting multiple sources of data, and a sample of 123 individuals, they found that the interaction between high or low level and type of contingency on predicting work deviance supported the mediating influence of contingent self-esteem. Ferris, Brown, and Heller (2009) believed that a low self-esteem could predict deviance. In another study, Wing Lo, Cheng, Rochelle and Kwok (2011), investigated the concepts of self-efficacy, self-esteem and Deviant Behaviour using young individuals in Hong Kong. The study sampled students with an age range of 11 and 18. It was revealed

from the findings that there is a significant correlation between deviant behavior and peer influence, and the association is a positive relation. However, an insignificant association was found between Self-esteem, efficacy and deviant behavior.

Whelpley and McDaniel (2016) conduct a systematic review between self-esteem and counterproductive work behavior. The aim was to assess the relation between self-esteem and job performance as well as its effects on individuals and organizations. It was discovered that is inconsistency in the findings. Especially the relationship between self-esteem and Counterproductive behavior. Incorporating two moderators of the relationship that is age and organization-based self-esteem, the estimated figures show that age had a moderating influence specifically in the sample of the older group. However, organisation-based self-esteem depicted a different impact on counterproductive behavior.

Cheng (2014) in his study on the effect of self-esteem, moral self and reasoning on delinquent acts, using a sample of 266 found a negative association between an honest person and logic and delinquency. The study surveyed young people within the age of 17 and 18. Furthermore, the results of regression analysis revealed that global self-esteem lacks significant influence on delinquency in the study.

In another study on the relationship between work conditions, self-esteem and outcome, Kuster, Orth, and Meier (2013) found that self-esteem predicted better working conditions and results. The study sampled 663 individuals using data obtained from independent longitudinal studies. Also, the result of the reverse effects was insignificant. Hence, researchers suggest a potential mediator towards a better understanding of working relationship between self-esteem and counterproductive

behaviors. Furthermore, as earlier in chapter one, apart from self-esteem, Machiavellianism is another significant factor that has been studied by organizational scholars and practitioners alike because of its important role in determining employee behavior.

2.5 Concept of Machiavellianism (MACH)

The concept of Machiavellianism is derived from the work of Machiavelli's writings (Christie & Geis, 1970). It is a concept that connotes a manipulative personality. It assesses individual character; questions are usually asked on individuals' agreement to Machiavelli's statement. Individuals having a great manipulative nature are known as 'high-Mach.' Key features of these individual include weak effect, lack of empathy, having an alternative view of morality. Other features include lying, manipulating others and focusing explicitly on their goals as against general goals of society (Christie & Geis, 1970; Spain et al., 2014; Wu & Lebreton, 2011). A primary indication of high-Mach is the individuals' willingness to deceive and manipulate others in addition to deriving pleasures from doing so. However, they are not necessarily superior to other persons regarding ability (Jones & Paulhus, 2014; Jones & Paulhus, 2009).

Machiavellianism has been conceived as a social strategy which involves the manipulations of other individuals with the aim of achieving their individuals' gain (Wilson, Near, & Miller, 1996). Dahling, Whitaker, and Levy (2008) see the concept as unique personality traits which lead personal distrust tendency about others, engaging in immorality and aiming to control others to gain social status.

Past studies by Barber (1994) and Flynn, Reichard, and Slane, (1987) described high-Mach as individuals having the tendency to cheat and are less humane. While Grams and Rogers, (1990) and Pandey and Singh (1987) see them as those having a flexible tactic, less moral and emphatic. Some studies have also linked gender and the level of Machiavellianism (Madonna, Wesley, Anderson, & Jr, 1989).

Furthermore, empirical evidence has associated individuals or employees with high-Mach to the destructive efficiency of organisational functioning. (Dahling et al., 2008; Kessler et al., 2010; O'Boyle, Forsyth, Banks, & McDaniel, 2012). Some previous studies have that individual with manipulating personality (high-Mach) are more likely to steal from the organisation (Fehr, Samsom, & Paulhus, 1992; Tang & Chen, 2008), because of their opportunistic nature and their uncooperative behaviours (Sakalaki, Richardson, & Thépaut, 2007). Also, they have a low job satisfaction and employee turnover rate (Rauthmann, 2012; Wilson et al., 1996). Besides their opportunistic tendencies, high-Mach employees are likely to exhibit unethical and counterproductive behaviour (Kish-Gephart, Harrison, & Treviño, 2010; O'Boyle et al., 2012). Others have linked them with e troublesome effects to individual and organisation (Kish-Gephart et al., 2010; O'Boyle et al., 2012).

High Mach's lack empathy towards others and are selfish during interpersonal interactions (Kerr and Gross, 1978). Therefore, it can be said that high Mach's are less cooperative and less likely to help others (Wu & Lebreton, 2011). Nelson and Gilbertson (1991) stated that Mach's do everything to achieve their goals. Since they are self-oriented people, they do not pay attention to the opinions of others.

2.5.1 Development of Machiavellianism

Christie and Geis (1970) were among the pioneer psychologists who studied the concept of Machiavellianism as human behaviour. The study was able to development measures to test participants' views regarding certain statements. Statements are depicting distrust such as 'Never tell anyone your reason for doing something unless it is important' were asked. Responses were based on a score given in the statements. A higher score represents high-Mach as against a lower score to denote low-Mach. Other yardstick included vocational achievements through an alliance with others. Christie and Geis, (1970) developed a set of four characteristics that typify the role and behaviour of a hypothetical manipulator.

1. Small ideological commitment; the focus is on present more tangible gains as against long-term goals,
2. Relatively low effect and empathy in any given interpersonal interaction where success is achieved through the manipulation of others seen as object,
3. The exhibition of lack of concern regarding conventional morality by holding a utilitarian view as against moral perspective
4. A general lack of psychopathology, they believe that to manipulate others, they must be perceived as an extension of reality based on their criterion (Christie & Geis, 1970).

Previous studies by Christie, and Lehman, (1970) and Kuo and Marsella (1977) were of the view that Machiavellianism is a unitary construct. Other scholars were of the opinion that Machiavellianism was a multidimensional construct. However, this debate has been ongoing due to lack of definite answer primarily because of the

method and factor analysis. For instance, Hogan (2007) was of the opinion that individual exposed dark personalities tend to report destructive tendencies. However, there is dirty of knowledge about people with dark personality, and third poses a challenge to described their characteristics fully. This is demonstrated in the vast usage of the attitudinal instrument of measuring Machiavellianism, which possesses problem of peer reporting. In this regard, the current study concurs with the previous researchers (Christie & Geis, 1970; Kuo & Marsella, 1977) by conceptualising Machiavelli as a unidimensional construct.

2.5.2 Machiavellianism and Counterproductive Work Behaviours

O'Boyle et al., (2012), and Scherer, Baysinger, Zolynsky, and LeBreton, (2013) have found links between Machiavellianism and counterproductive work behaviours. Similarly, Zettler and Solga (2013) suggested that Machiavellianism comprises of four aspects. These are a lack of distrust, high desire for social status, having a sinful manipulative desire and willingness to control others. They will be reluctant to share information, besides that they are prone to participate in unethical behaviours and have high self-concern in contradiction of the interest of others.

In their study, Zagenczyk, Restubog, Kiewitz, Kiazad, and Tang (2011) using multiple contexts and sources of data, found that high-Mach employees remained to be significant with supervisor rated deviance behaviours. Becker and O'Hair (2007) in their study reported that Machiavellianism has a negative influence on predicting citizenship behaviours towards individual employees and the organisation mainly due to their selfish nature of Machiavellianism.

Furthermore, meta-analytic supports suggest that there is a relationship between unethical behaviour and Machiavellianism in the organisational decision-making process (Kish-Gephart, Harrison, & Treviño, 2010). Studies between Machiavelli and CWBs on workplace situation are tiny and mostly utilise student as an element, Spain et al. (2014) recommended that there is a need for significant research on the influence of Machiavellianism on counterproductive work behaviours. The current research needs to fill in this gap by conducting a study on Machiavellianism - CWBs by adding an intervening variable on the relationship.

2.6 Concept of Moral Identity (MI)

The foundation of moral behaviour developed from a cognitive approach, history has provided the paradigm mainly for examined moral behaviour in organisations (Ferrell & Gresham, 1985; Jones, 1991; Kohlberg, 1969; Trevino, 1986). These rationalist models assume that moral action is the product of reasoning process, a conscious and deliberative. In the psychological literature, moral identity refers as a self-conception that is based on moral traits or characteristics (Aquino & Reed, 2002). It has been suggested these qualities or characteristics are a sort of mechanism for moral behaviour that may lead to desirable outcomes (Hart, Atkins, & Ford, 2010). Erikson (1964) described moral identity as fundamental properties of an individual identity that is rooted in one's being and involves being true to oneself in action. Erikson (1964) later in his writings, argued that identity and morality stand in mutually supportive relation and that an ethical capacity is the "real criterion of identity." Hart et al. (2010) defined moral identity as "commitment to

one's sense of self to lines of action that promote or protect the welfare of others." Blasi (1984) give a broader definition, pointed that moral identity consists of "certain conceptual features of the moral self." Lapsley and Lasky (2001) in their study described a person who has a moral identity "as one for whom moral schemas are readily primed, chronically available and easily triggered for information processing." Hardy and Carlo (2011) defined moral identity as the degree to which being an honest person is essential to an individual's identity.

To develop a precise definition that can be used to construct a measure of moral identity, Aquino and Reed (2002) adopted Erikson, (1964) conception of what constitutes an identity. Aquino and Reed (2002) explained moral identity as a self-conception organised around a set of moral trait associations. This definition is congruent with contemporary theorising on social cognitive definitions of the self (Brewer & Gardner, 1996; Kihlstrom & Klein, 1994), which consider traits to be the essential elements of self-knowledge that define a personal identity. The self has long been seen as having multiple personalities (Brewer & Gardner, 1996) that are hierarchically ordered (Fine & Stryker, 1982). As a consequence, the self-importance of moral identity may vary from person to person about other characters as a function of place and time (Hart et al., 2010).

In this study, moral identity refers to the chronic accessibility of moral traits in one's self-concept (Aquino & Reed, 2002). Nevertheless, there is evidence that moral identity predicts outcomes reflecting a person's level of concern for the needs and interests of others. In line with this purpose, it is important to understand how one's moral identity has the potential to affect important outcomes in the workplace such

as CWBs. To know how its link with psychological contract fulfilment, self-esteem, Machiavellianism will influence CWBs. Obtaining an understanding of this could help organisations implement processes aimed at decreasing CWBs.

2.6.1 Development of Moral Identity

The development of moral identity is based on social cognitive theories of self (Aquino & Reed, 2002). Accordingly, individuals have one or more social identity that helps to relate with other persons (Deaux & Reid, 1995). Moral identity, like other social identities, originates from one's environment. These include political, ethnicity, or religion attributes. For example, when a person identifies with a particular group, they often take on the goals, values, and interests of the group. Once these have been adopted from different places in one's environment, these social identities combine to make up one's self-schema that involves the beliefs and ideas that individuals hold about them (Markus, 1977). This self-schema helps people process and organise information that is particularly relevant to the self.

Secondly, moral identity is based on certain moral traits that correspond with what is viewed as moral attitudes, beliefs and behaviours (Aquino & Reed, 2002). Previous studies have identified a set of moral traits commonly associated with the perception of a moral person (Aquino & Reed, 2002; Cohen, Panter, Turan, Morse, & Kim, 2014). Specifically, Aquino and Reed (2002) in their study, participants were asked to list as many traits as they could that would be associated with a moral person. A base content analysis was then performed on those characters to narrow down the list to include caring, generous, and compassionate.

An important characteristic of these qualities is the variation from person to person (Reed & Aquino, 2003). Also, Aquino and Reed (2002) assert that an individual's conception of moral identity is unique and cannot be defined as the same for all persons. Despite this, Reed and Aquino (2003) suggest that set nine traits are common to many individuals' conceptions of moral identity. More specifically, this means that some combination of the nine features is likely to comprise an individual's sense of their moral identity (*Caring, Compassionate, Fair, Friendly, Generous, Helpful, Hardworking, Honest, and Kind*).

Furthermore, it is assumed that moral identity may or may not be part of one's self-concept (Aquino & Reed, 2002). Instead, it is suggested a variety of personalities that make up the self, and these differ from person to person (Brewer & Gardner, 1996). Furthermore, these characters are arranged regarding a hierarchy of some identities being more central to a person's self-concept than others. Although it is possible for this hierarchy of identity to change over time, identities essential to the self, are relatively stable throughout one's lifespan (Aquino & Reed, 2002). These characters are initially developed through one's interactions with others and become fairly established (Brewer & Gardner, 1996).

Finally, similar to other social identities, moral identity can be elevated or suppressed by individual variables (Reed, Aquino, & Levy, 2007). For instance, situational and contextual variables can be used to certain prime identities and suppress others (Forehand, Deshpandé, & Reed, 2002). However, it is suggested that the stronger the importance of moral identity to the self the more relevant it is in

many different situations, regardless of whether it is primed or not (Aquino & Reed, 2002).

2.6.2 Moral identity and Counterproductive Work Behaviours

Studies that exist on moral identity and its relationship to CWBs are tiny (Brown, 2012). The majority of the research on moral identity has examined its relationship with moral behaviours (Hardy & Carlo, 2005) and immoral behaviours in settings other than the workplace (Matsueda, 1989). Although research is limited specifically addressing moral identity and “dark” employee behaviour, one study Skarlicki, van Jaarsveld, et al. (2008) investigation on the "dark side" of organisational behaviour they found that employee sabotage is most often by frustrated employees to perceived mistreatment in an organisation. By using a sample of 358 customer service representatives, the result shows that interpersonal injustice positively relates to customers sabotage and the correlation among injustice and sabotage were more pronounced for individuals high in symbolization as well as the moderating influence among people who are high in internalisation were weak. Lastly, sabotage has a negative relationship with job performance.

Sulaiman and Bhatti (2013) in their study, deviance behaviour, and spirituality among Muslim at their workplaces. Their study is to investigate deviance in Islamic organisations. By using a sample of ten respondents. Their participant mostly has management experience, from various sectors namely: manufacturing, education, telecommunications and banking sectors. Their study found that deviance in the organisation is of high disturb to all place of work. Research emphasis on the

perception of mistreatment or injustice provokes employees to engage in deviant actions. The result shows a significant relation with the help improving Muslim spirituality/Taqwa (Islamic Piety), between staff and organisations can overcome the current issues of deviance behaviours.

Furthermore, Detert, Treviño, and Sweitzer (2008) in their study, moral disengagement on ethical decision making: a study of outcome and antecedent. The participant was asked with three different surveys, using 307 undergraduate students. Results support their hypotheses. Specifically, moral identity and empathy have a negative relation with moral disengagement and cynicism, the locus of control has a positive correlation to moral disengagement. Their study found that moral disengagement has a positive association with unethical decision making. Finally, the study concluded that moral disengagement mediates the relationship among individual differences and unethical decisions. Another research examining unethical behaviours in academic settings (cheating) further supports the idea that moral identity has a negative relation with unethical or immoral behaviour (O'Fallon & Butterfield, 2011).

Reason moral identity is negatively linked to immoral, norm-violating acts such as CWBs is because it provides a basis for individual moral policies and standards (Hardy & Carlo, 2005). These rules and standards act as guidelines for self-regulation that results in fewer instances of lying, cheating, and stealing (Daniels, Diddams, & Duzer, 2011; Schlenker, 2008). Another way to view this is by thinking of these standards as a mechanism for moral motivation. Individuals with low moral identity do not have the same moral standards as those with high moral identity, and

thus, they are less likely to engage in certain CWBs that negatively impact organisations such as theft more liable to participate in unethical behaviours.

Overall, a link between morality and ethical and unethical behaviour has been well established (Brown, 2012; Reynolds & Ceranic, 2007). Little research has investigated how the concept of moral identity, in particular, relates to engagement in a variety of CWBs. Furthermore, more research is needed on how one's moral identity may link with situational components of the work environment (psychological contract fulfilment) and individual components (self-esteem and Machiavellianism) in predicting CWBs. This is because examining moral identity as a mediator could increase researchers' theoretical understanding and provide them with empirical evidence on how moral identity might be a potential mediator.

Brown (2012) and Mingzheng et al. (2014) recommended that moral identity can be best tested as a mediating variable on CWBs issues and that additional research is needed in better to understand the relationship between moral identity and other types of "dark" employee behaviours such as CWBs. Therefore; in this study moral identity was tested first as an independent variable, second as a dependent variable and finally as mediating variable.

2.7 Underpinning Theories

The underlying theories that serve as a foundation and support for this study: the mediating influence of moral identity on psychological contract fulfilment, self-esteem, Machiavellianism and CWBs relationship can be explained from various perspectives. Hence, central underpinnings theories use to describe the research

framework are Social Cognitive supported with Social Exchange and Self-Consistency Theories.

2.7.1 Social Cognitive Theory

The Social Cognitive Theory is one of the most important scientific contributions of the greatest living psychologist named Albert Bandura, who served as the president of the American Psychological Association in the 1970s. The social cognitive theory postulates that behavior is depicted as being shaped and controlled either by situational influences or by inner dispositions. Social cognitive theory (SCT) favors a model of causation involving triadic reciprocal determinism. Bandura (1986), explained the major interactional links connecting the different subsystems of influence. Base on the personality, perception, situation and behavior is a reciprocal interconnection that shows the interaction between thought, power, and action. Individual's expectations, self- perceptions, beliefs, goals, and intentions give shape and direction to their behavior. In another word, what people feels, think, and believe affects how they behave.

Social cognitive theory also suggests that an individual's behavior at work is determined by perception regarding the kind of situation they are (Psychological contract fulfillment), and their personality on how individual consider them self in a social setting (self-esteem, moral identity, and Machiavellianism).

Social cognitive theory has demonstrated sound predictive capacity across a variety of life situations, including health-related behavior, mass media, education, and marketing.

Recently, on moral identity Aquino, Freeman, Reed, Felps, and Lim (2009) posits a social cognitive approach to moral conduct. Base on their framework, an individual's moral identity is a knowledge structure stored in memory that consists of one's "moral values, goals, traits, and behavioral scripts" (Aquino et al., 2009 p. 124). As such, moral identity is thought to vary not only across individuals but also across situations, depending on what aspect of that knowledge structure has been activated. In line with this argument, Aquino and colleagues (2009) find that moral behavior increases when situational factors enable one's moral identity (when the accessibility of morality to one's identity increases), whereas moral behavior decreases when situational factors reduce the availability of morality to one's identity. In concurring with this argument, current research anticipated that this theory would provide support for the mediation influence of moral identity on situational factor (psychological contract fulfillment) and individual factors (self-esteem and Machiavellianism) and counterproductive work behaviors.

Employee's expectations, self- perceptions (psychological contract fulfillment), beliefs and intentions (self-esteem, moral identity, and Machiavellianism) give shape and direction to their behaviors (CWBs). Similarly, what people feels, think, and believe affects how they behave (Bandura, 1989) and it will give support to the mediating influence of moral identity on the relationships between psychological contract fulfillment, self-esteem, Machiavellianism and CWBs. Even distractive behavior (Mach) through moral identity will be negatively related to counterproductive work behaviors. This is a governing theory for the whole model to aid in a theory generalization in the Nigerian context.

2.7.2 The Social Exchange Theory (SET)

The social exchange theory is one of the widely known theories related to organisational behaviour. The foundation of the SET can be traced back to earlier works of Blau (1964), Cropanzano (2005) and Emerson (2008). The SET postulates that human affairs are formed by the use of a personal cost-benefit analysis. Importantly, the theory claims that relationships are based on trust that gestures of goodwill (Blau, 1964; Cropanzano, 2005). The Theory was used to understand workplace behaviour; it suggests that employees engage in negative or positive behaviours when responding to positive or negative actions that originate from an individual or an organisation.

Counterproductive work behaviour and psychological contract fulfilment can be explained by Social Exchange Theory (SET). SET is an important paradigm in the examination of any exchange relationship. In a meta-analysis, Colquitt et al. (2013) pointed that some previous organisational studies have focused on the social exchange as an interpersonal relationship. Previously, social exchange at the organisational level was conceptualised at two levels. First is global transactions between employees and the organisation and secondly dyadic relationships between employees and their supervisors (Settoon, Bennett, & Liden, 1996). Later, Cole, Schaninger, and Harris (2002) proposed “workplace social exchange network.” The focus was on three elements in the workplace having exchange relationships with employees, organisation, leader, and work-team.

One example of Social Exchange Theory (SET) implementation in organisational research is in explaining organisational fulfilment. Eisenberger et al. (1986)

recommended that employees develop a general belief towards the extent to which the organisation fulfil their promises; This is termed “psychological contract fulfilment”. Furthermore, higher obligations to contribute to the organisational success are expected with high levels of satisfaction, when employee fulfil there will be less expected negative behaviours. Also, perceived psychological contract fulfilment is associated with trust. Conversely, employees who sense that their employer does not meet their expectation would be less satisfied when compared to those who believe that obligations were fulfilled (Homans, 1961). In a meta-analysis of factors predicting workplace aggression, job dissatisfaction is found to be related to organisational and not to interpersonal aggression (Hershcovis et al., 2007). Also, past research suggested that a psychological contract breach predicts employees’ performance and absenteeism (Johnson & O’Leary-Kelly, 2003). Blau (1964), Social exchange theory is used to explain why employees are likely to modify the performance of their responsibilities based on the extent to which they believe that their psychological contracts are met.

Blau (1964), posits that employees who noticed that organisations had fulfilled their promises may feel that the organisation has treated them well. Hence, employees are induced to reciprocate the positive actions of the organisation by increasing the level of performance, as they perceive that their employment relationship is based on a fair social exchange (Chen, 2007; Cortina, Magley, Williams, & Langhout, 2001; Moorman, 1991). In line with the underlying proposition of social exchange theory, psychological contract fulfilment may influence the relationship between individuals’ judgments and their work attitudes and behaviours (CWBs). It is

predicted that Social Exchange Theory would provide support for the relationship between psychological contract fulfilment and CWBs in the current context.

2.7.3 The Self-consistency Theory

Self-consistency theory (Korman, 1970) suggests that to maintain cognitive consistency between attitudes and behaviours, individuals engage in actions that are consistent with their over- all views of themselves. The self-consistency theory draws upon cognitive consistency or balance theories (Festinger, 1957). In the deliberation on the self-esteem behaviour relation, it is argued that those individuals are motivated to perform task or job in a manner that is consistent with their self-image (Korman, 1970). In other words, the self- consistency theory postulates that high-performance is expected from individuals with high self-esteem when compared to those with low self-esteem. Given that self-consistency theory focuses on job performance and that counterproductive behaviour is one of the components of job performance (Viswesvaran & Ones, 2000). Also, the rationale for the theory further suggests an adverse effect of self-esteem on deviance. In analogy, individuals with high self-esteem are expected to exhibit fewer deviant behaviours. Indeed, this perspective has often been advanced in self-esteem and deviance research (Baumeister, Smart, & Boden, 1996).

Base on the consistency theory (Korman, 1970) and work motivation, some research opportunities on the relationship between self-esteem, employee performance, and satisfaction have emerged. Crocker, Luhtanen, Cooper, and Bouvrette (2003) pointed that the self-esteem of a person can depend on upon many

work-related domains. Furthermore, according to Ferris, Brown, Lian, and Keeping (2009), if an individual considers himself to be competent enough to perform a given job, his level of performance will automatically be increased. In line with this theory, where an employee perceives himself as competent, qualified, and skilful for a job, the higher would be his performance (Donnellan, Trzesniewski, Robins, Moffitt, & Caspi, 2005). Given the application of the theory of various life situations and the underlying principle of self-consistent that individuals are done things that consistency with their live image even in a work environment, it is anticipated that this theory would provide support for the self-esteem – counterproductive behaviours, Machiavellianism – counterproductive work behaviours and moral identity-counterproductive work behaviours relationships.

2.8 Gaps in the Literature

From the literature review, several conclusions can be drawn. Firstly, the present study examines the relationship between psychological contract fulfilment, self-esteem and Machiavellianism on moral identity and CWBs. Secondly, examines the correlation between psychological contract fulfilment, self-esteem, and Machiavellianism on moral identity and thirdly, to assess the mediating influence of moral identity on relationships between (1) psychological contract fulfilment and CWBs, (2) self-esteem and CWBs and (3) Machiavellianism and CWBs.

Some predictors of CWBs have been identified in the literature. To date, some of the predictors of CWBs have been studied include perceived organizational justice (Aquino, Lewis, & Bradfield, 1999; Colquitt, Conlon, Wesson, Porter, & Ng, 2001;

Rupp, Shao, Jones, & Liao, 2014; Wang, Mao, Wu, & Liu, 2012), perceived organizational support (Eder & Eisenberger, 2007; Ferris et al., 2009), leadership styles (Hershcovis et al., 2007; Shamsudin et al., 2012) and psychological contract breach (Jensen, Opland, & Ryan, 2010; Restubog, Bordia, & Tang, 2007; Zhao, Wayne, Glibkowski, & Bravo, 2007), among others.

Most of the research in this area are on the factors lead to counterproductive work behaviours, not on mitigating factors. Therefore; more studies are needed to explore the potential factors that might mitigate or reduce the adverse effect of CWBs in the organisation (Whelpley & McDaniel, 2016; Mingzheng et al., 2014; Zribi & Souai, 2013). This implies that mitigating factors have been given less attention. Despite these empirical studies, the literature indicates that it has used psychological contract violation, and hence these studies are mute about the psychological contract fulfilment. Hence, researchers suggest that breach and fulfilment may have a different influence on organisational outcomes. This shows the scarcity of the effects of psychological contract fulfilment on CWBs. And the study argued that psychological contract fulfilment may lead to reducing CWBs in the organisation. Even if there are studies on psychological contract fulfilment and CWBs, the studies were limited to examining specific types of CWBs such as employee absenteeism at the workplace. To better understand a clear picture of CWBs employees engages in at work, this study extends their argument in broader perspective.

Also, a comprehensive review of the literature indicates that there are inconsistent findings regarding the relationship between self-esteem and CWBs (Baumeister et al., 2003; Ferris et al., 2009). Researchers suggest the possible introduction of the

intervening variables. Whelpley and McDaniel, (2016) and Isah and Johari (2016) incorporate moderation on this relationship. Hence this study tends to bridge the gap by integrating a mediating influence on this relationship.

Furthermore, the recommendation of scholars on the critical of personality trait on predicting counterproductive at the workplace, Machiavellianism need to be addressed (Jones & Paulhus, 2009; Spain et al., 2014). Brown (2012) and Mingzheng et al. (2014) recommended that moral identity can be best tested as a mediating variable on CWBs issues, to understand the underlying causes of CWBs better, this study intends to assess the individual factors and situation-specific factors by incorporating moral identity as a mediator of the relationships between psychological contract fulfilment, self-esteem, Machiavellianism, and CWBs.

By doing so, the current study aims to understand better and explain the mitigating factors of CWBs among the lower level management employees in the Nigerian public sectors particularly NNPC. Overall, the study incorporates psychological contract fulfilment, self-esteem, Machiavellianism as the independent variables. Counterproductive work behaviours and moral identity as the dependent variables in the study. Finally, moral identity is included as a mediator to explain better and understand the influence of each construct on CWBs.

2.9 Chapter Summary

This chapter has critically reviewed the literature on CWBs, psychological contract fulfilment, self-esteem, Machiavellianism and moral identity. In particular, a consideration of the literature indicates that the mitigating factors of CWBs have

been given less attention. Scientific evidence provides support for the absent of study regarding the relationship between psychological contract fulfillments and CWBs. Regarding the self-esteem, Machiavellianism, and CWBs, the findings of these researchers are inconclusive, which suggests the need for introducing an intervening variable on these relationships. Therefore; moral identity is proposed as a potential mediator to determine the link or change the relationships.



CHAPTER THREE

RESEACH METHODOLOGY

3.1 Introduction

Having discussed the related literature and theories on psychological contract fulfillment, self-esteem, Machiavellianism, moral identity and counterproductive work behaviors in the previous chapter, this chapter presents the theoretical framework, hypotheses development, operationalization of the variables and source of the survey items of the study. Notably, the research design of any study provides a structure for data collection as well as analysis, and it reveals, the type and nature of research as well as the priorities of the researcher while research methods describe the techniques and procedures used to collect data (Ghauri & Grønhaug, 2005). Thus, the chapter is devoted to explaining the study design, population, sample, data collection instrument and strategy, and procedures for data analysis. These include location, time and the unit of analysis as well as the sampling technique and size to be used.

3.2 Research Theoretical Framework

Based on the literature reviewed and suggestions by several studies, this study has developed a theoretical framework to investigate the mediating influence of moral identity on the relationship between psychological contract fulfilment, self-esteem, Machiavellianism and counterproductive work behaviours. The research framework has three independent variables; namely psychological contract fulfilment, self-

esteem, and Machiavellianism. Counterproductive work behaviours (organizational and interpersonal) are the dependent variables while moral identity is the mediating variable.

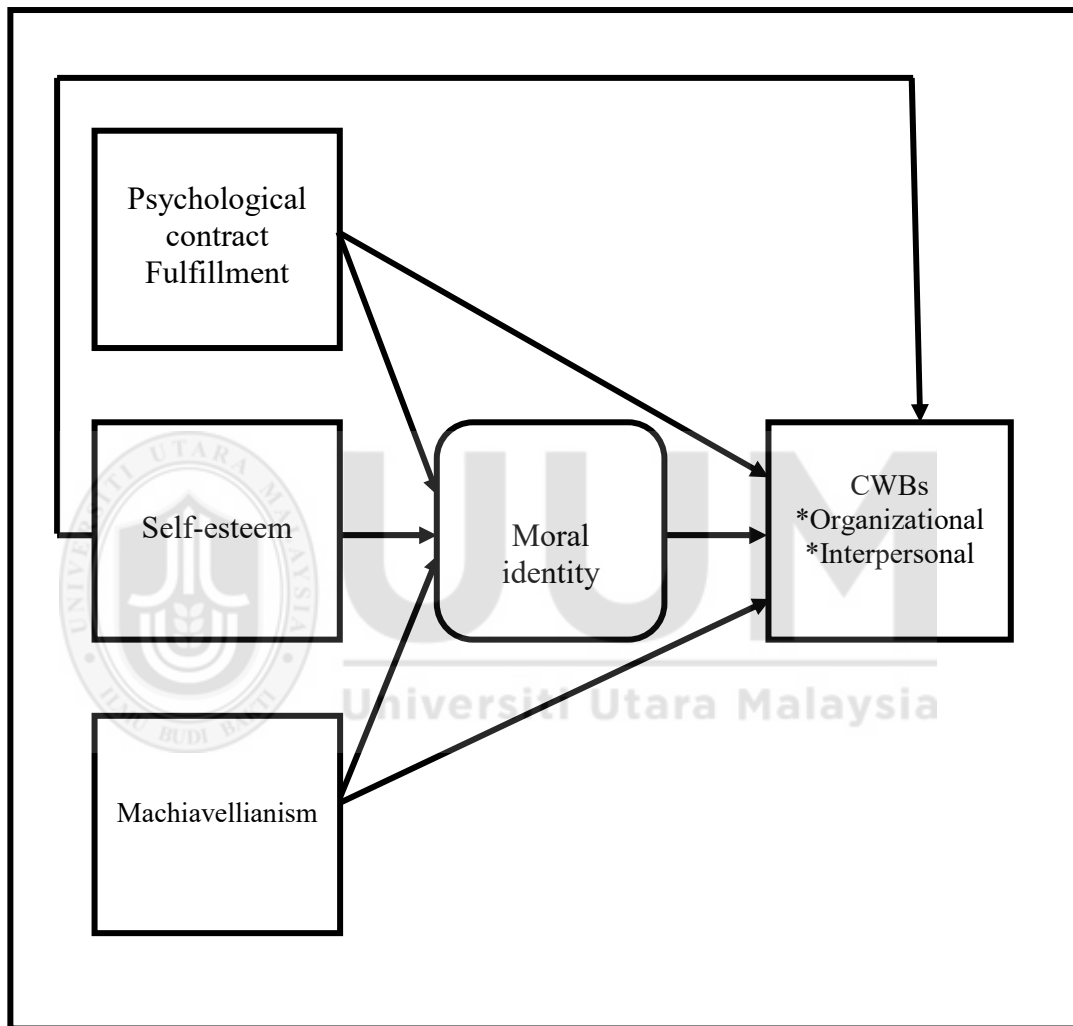


Figure 3.1 Research Theoretical Framework.

CWBs, as suggested by the literature, is one of the most widely studied constructs among industrial and organisational psychologists. It has been attributed to economic, sociological and psychological implications. Several studies have used this term to investigate destructive behaviour in organisational (Chernyak-Hai & Tziner, 2014; Grijalva & Newman, 2014). Therefore, this study adopts CWBs as dependent variables, in line with the suggestion that future studies should focus on the organisational issues (Chernyak-Hai & Tziner, 2014; MacLane & Walmsley, 2010), due to its prevalence and negative consequences for individuals, organisations, and its stakeholders.

Several studies have used psychological contract breach in predicting counterproductive work behaviour (Bordia et al., 2008; Chiu & Peng, 2008; Zribi & Souaï, 2013), but no study was found in the literature regarding the influence of psychological contract fulfilment on counterproductive work behaviours. Several studies have used this important construct to investigate in other organisational settings (Raeder, Knorr, & Hilb, 2012; Vantilborgh et al., 2014). Therefore, this study adopts psychological contract fulfilment as an independent variable in an attempt to mitigate counter-productivity in organisations.

The study by Whelpley and McDaniel (2016) shows that self-esteem in predicting counterproductive work behaviour have an inconsistent result. Consequently, several studies recommended the possible operation of intervening variables for better understanding the link. Hence this study tends to bridge the gap by integrating a mediating influence on this relationship and this study adapts self-esteem as an independent variable.

The last independent variable in this study, Machiavellianism, is also found to be an important factor in predicting counterproductive work behaviours (Zagenczyk, Restubog, Kiewitz, Kiazad, & Tang, 2011). This is in line with the view of Schyns (2015) and Spain et al. (2014) that Dark Triad of personality traits (Machiavellianism) is much more important during prediction of CWBs. Therefore, based on the previous studies suggestion, this study adopts Machiavellianism as an independent variable.

According to Mingzheng et al. (2014) and Brown, (2012), moral identity is negatively related to counterproductive work behaviours. In a similar finding, it has been indicated that high moral identity negatively influences counterproductive work behaviours. Additionally, Brown, (2012) state that moral identity is a major factor in curving counterproductive work behaviours. Therefore, this study adopts a moral identity as the mediating variable to explain the link in mitigating counterproductive behaviours in a workplace. This is in line with suggestions made for future research (Brown, 2012; Mingzheng et al., 2014).

3.3 Hypothesis Development

Based on the objectives of this study and available evidence in the literature, the following hypotheses were developed. Hypotheses (H1 - H4b) were generated based on the first purpose of this study, which is concerned with the direct relationship between the independent variables and the dependent variables. The second objective provides grounds for hypotheses (H5-H7) which are concerned with the correlation between the independent variables and the mediator variable. Finally,

hypotheses (H8 - H10b) were developed based on the third objective of this study, which concerned with the influence of the mediating variable on the relationship between the independent variables and the dependent variables (CWBs).

3.3.1 Relationship between the independent variables and the dependent variables.

The relationship between Psychological contract fulfillment, Self-esteem, Machiavellianism and Moral identity on Counterproductive work behaviors (CWBs).

3.3.1.1 Psychological Contract Fulfilment and Counterproductive Work Behaviours

Due to the knowledge gap regarding the relationship between Psychological contract fulfillment and CWBs this study expected to get support from theories and other empirical evidence to establish the relationships. First of all, from the governing theory, social cognitive theory (Bandura, 1989) suggests that an individual's behavior at work is determined by perception regarding the kind of situation they are (Psychological contract fulfillment), what people feels, think, and believe affects how they behave.

The literature on CWBs suggested some forms of counterproductive work behaviors stemmed from a reaction to perceived inequality or unfair treatment from the job (Belot & Schröder, 2013; Nyarko et al., 2014). In a study conducted by Skarlicki and Folger (1997), the authors discovered that retaliatory behaviors relate to perceived inequity. Furthermore, Greenberg (1990) observed an increase in the theft was a

direct result of employees reacting to underpayment by the organization. As a theoretical framework, the social exchange theory helped to explain this phenomenon. According to this theory, when employees felt an imbalance in receiving outcomes in return for their work contributions, employees engaged in deviant behaviors (Greenberg, 1997).

Greenberg speculated a strong relationship between feelings of injustice and counterproductive work behavior. Like perceived injustice, psychological contract breach prompted CWBs. Jensen, Opland, and Ryan, (2010) suggested the theoretical rationale for engaging in counterproductive work behaviors in response to a contract breach suggests that one goal of the behavior is the restoration of equity. In their study, Jensen et al., (2010) observed under what condition employees engaged in CWBs following a perceived psychological breach. Furthermore, Blau's (1964) Social exchange theory is used to help understanding why employees are likely to alter the performance of their work based on the extent to which their psychological contracts are fulfilled. Based on this Theory (Blau, 1964), employees who sensed that the promises made to them had been met may feel that the organization has handled them well, as a result of that employees are encouraged to reciprocate the positive actions to their employer by increasing the level of work they perform. As employees perceive that their employment relationship is based on a social trust exchange (Chernyak-Hai & Tziner, 2014). In line with the above arguments, it is expected that employees will increase the level at which they perform their work when they believe that the promises made to them have been fulfilled.

Coyle-Shapiro and Kessler (2002) pointed out that psychological contract fulfillment generates the feeling of actual appreciation in the employee that in turn put out to positive affective outcomes for the organization. The level of fulfillment of the psychological contract, it resulting in a high job satisfaction (Bakhshi, Kumar, & Rani, 2009), organizational commitment (Coyle-Shapiro & Kessler 2002) and organizational citizenship behaviors (Coyle-Shapiro & Kessler, 2002; Newton, Blanton, & Will, 2008). Individuals enter an organization with a set of values, beliefs, and needs, with the expectation that these requirements will be met, upheld, and respected, and their well-being ensured, preserved, and protected.

Research on psychological contracts suggested breach led to a reduction in organizational commitment, organizational citizenship behavior (OCB), job performance, and job satisfaction (Coyle-Shapiro & Kessler, 2002; Hui, Lee, & Rousseau, 2004). Additionally, breach increased the intentions to leave the organization and related to actual turnover (Raja, Johns, & Ntalianis, 2004). Aladenusi and Ayodele (2014) found that an employee who engages in one act of CWB is more likely to participate in another form of counterproductive behaviors, it indicates intentional acts that could cause harm to the organization, people or both. By this reason the current study hypothesizes CWBs unidimensional (together) and multidimensional (organizational and interpersonal).

Given its theoretical attention, the study argued that psychological contract fulfillment is negatively significantly related with CWBs and psychological contract fulfillment may help in mitigating CWBs in Nigeria. Based on the above empirical evidence, the following hypotheses are advanced:

H1: Psychological contract fulfillment has a negative influence on counterproductive work behaviors (CWBs).

H1a: Psychological contract fulfillment has a negative influence on organizational counterproductive work behavior (CWBO).

H1b: Psychological contract fulfillment has a negative influence on interpersonal counterproductive work behavior (CWBI).

3.3.1.2 Self-Esteem and Counterproductive Work Behaviours (CWBs)

In line with the previous studies that attempted to examine a negative relationship between self-esteem and counterproductive behavior, this study adopts self-consistency theory as an underpinning theory to support the hypotheses. The argument has been that individuals believe and act on their views of ego. According to Korman (1970), people are interested in the performance of any given task by their self-image. Hence, Pierce and Gardner (2004) argued that people adjust their level of performance at work to their perceived self-concept. Drawing from Korman (1970)'s view, people perceived to have high self-esteem tend to outperform those with low self-esteem. It is argued that counter productivity is an integral part of job performance, which is also considered in job performance rating (Viswesvaran, Schmidt, & Ones, 2005). Therefore, based on the theory of self-consistency, individuals who try to maximize their performance tend to do so by their self-image. Hence, high self-esteem people are less likely to engage in counterproductive behavior as predicted by the theory of self-consistency.

Additionally, support of the negative relation between counterproductive work behavior and self-esteem has been shown in the relationship between self-efficacy and self-esteem. As a predictor of performance, self-efficacy has continuously been used to show a positive relation with self-esteem. Relying on Bandura's self-efficacy and social cognitive theories, some research has found support for the link between self-efficacy and performance (Gist & Mitchell, 1992; Stajkovic & Luthans, 1998). More precisely, feelings of efficacy develop through a personal agency, and a great sense of efficacy raise the likelihood that person will undertake and persist in achieving challenging objectives. It is well-known that both tasks specific and generalized self-efficacy have a positive relation with job performance.

However, another hold contrary view to this assertion (Chen, Gully, & Eden, 2004), it has been hypothesized and empirically examined through the theory of core self-evaluation (Judge, Erez, Bono, & Thoresen, 2002; Judge & Locke, 1998) that generalized self-esteem and self-efficacy are unidimensional constructs. Regardless of the higher relationship between self-efficacy and self-esteem a positive correlation with each other, which implies a positive association between self-esteem and job performance. Theory of core self-evaluations also contains neuroticism and self-esteem as well as self-efficacy, which points to the negative relationship between self-esteem and deviance. Also, Gardner and Pierce (2009) found a strong negative relation between self-esteem and neuroticism. Thus, neuroticism has been shown to be positively related to counterproductive behaviors (Hastings & O'Neill, 2009). Therefore, it can be inferred that self-esteem would have a negative relation with counterproductive behaviors.

Consequently, high self-esteem employees would be more likely to engage in behaviors that bring these disagreeing views into line with one another, which may be some form of counterproductive behaviors. Though self-consistency theory could predict a negative relation between self-esteem and counterproductive behavior (Ferris et al., 2009; Whelpley & Mcdaniel, 2011), alternatively illustrate how high self-esteem could lead to more counterproductive behaviors (Baumeister, Boden, & Smart, 1996). This explains why empirical results have not found a conclusive answer to the relation between self-esteem and counterproductive behavior. Some studies have found contradictory results (Baumeister, Campbell, Krueger, & Vohs, 2003; Ferris, Brown, & Heller, 2009).

Despite the extent literature and contradictions generated by previous studies, there seems to be the inadequacy of systematic review to estimate the magnitude and direction of the relationship between self-esteem and counterproductive behaviors. Thus, this research seeks to examine the relationship between counterproductive work behaviors and self-esteem, and therefore the study offer the following hypotheses:

H2: Self-esteem has a negative influence on counterproductive work behaviors (CWBs).

H2a: Self-esteem has a negative influence on organizational counterproductive work behaviors (CWBO).

H2b: Self-esteem has a negative influence on interpersonal counterproductive work behaviors (CWBI).

3.3.1.3 Machiavellianism and Counterproductive Work Behaviours (CWBs)

Counterproductive work behaviours (CWBs) and workplace deviance are probably the single most popular topic for the study of dark personality in the workplace. This makes intuitive sense regarding theoretically matching predictors to outcomes, and the relationship tends to be relatively robust. In a meta-analysis, O'Boyle et al. (2012) investigated the relationship between the Dark Triad and job performance and found that Machiavellianism was positively related to poor job performance.

Becker and O'Hair (2007) found that Machiavellianism had been shown to predict negatively with citizenship behaviours toward the organisation and individual. The reason is that Machiavellians tend to be primarily self-interested, so they simply are not a concern with the organisation as an entity (Becker & O'Hair, 2007).

The HEXACO Honesty-Humility dimension is consistently shown to predict workplace deviance (Lee, Ashton, & de Vries, 2005; Zettler & Hilbig, 2010). Also, meta-analytic results also suggest a relatively robust relationship between Machiavellianism and unethical decision making in organisations (Kish-Gephart et al., 2010).

O'Boyle et al., (2012), and Scherer, Baysinger, Zolynsky, and LeBreton, (2013) have found links between Machiavellianism and counter productivity. Similarly, Zettler and Solga (2013) suggested that Machiavellianism encompasses four aspects; desire for status, distrust of others, desire for control and willingness to engage in the pure manipulation of others. They will be reluctant to share information, besides that they are prone to participate in unethical behaviours and have high self-concern

regardless of other's interest and wellbeing. Due to these reasons, Machiavellianism is expected to correlate positively with CWBs.

H3: Machiavellianism has a positive influence on counterproductive work behaviours (CWBs).

H3a: Machiavellianism has a positive influence on organisational counterproductive work behaviours (CWBO).

H3b: Machiavellianism has a positive influence on interpersonal counterproductive work behaviours (CWBI).

3.3.1.4 Moral identity and counterproductive work behaviours (CWBs)

Given support from Self-consistency theory (Korman, 1970) suggests that to maintain cognitive consistency between attitudes and behaviours, individuals engage in actions that are consistent with their overall views of themselves. It is argued that people are motivated to perform task or job in a manner that is consistent with their self-image (Korman, 1970).

People who strongly identify with moral traits tend to view themselves as honest people and may behave in ways that reflect such features (Reed & Aquino, 2003). According to Reed and Aquino, these characteristics can influence one's behaviour in a variety of situations. Behaviour that is congruent with social and moral norms is considered to be ethical conduct and is reflective of the concept of moral identity (Hardy & Carlo, 2011).

The identity literature posits that individuals are sensitive to situations that violate their sense of identity (Detert et al., 2008). The researchers found people who were

high in moral identity, were significantly less likely to report engaging in unethical behaviour such as stealing. O'Fallon and Butterfield (2011) examine wrong behaviours in academic settings further supports the idea that moral identity is negatively related to unethical or immoral behaviour.

Moral identity is negatively linked to immoral, norm-violating acts such as CWBs is because it provides a basis for individual moral policies and standards (Hardy & Carlo, 2005). These rules and standards work as guidelines for self-regulation that results in fewer instances of lying, cheating, and stealing (Daniels et al., 2011; Schlenker, 2008). In their studies, Brown (2012) and Mingzheng et al. (2014) found to be negatively related to CWBs. Another way to view this is by thinking of these standards as a mechanism for moral motivation. Individuals with low moral identity do not have the same moral standards as those with high moral identity, and thus, they are less likely to engage in certain CWBs that negatively impact organisations such as theft more liable to participate in unethical behaviours. Given the above evidences, the following hypotheses are advanced:

H4: Moral identity has a negative influence on counterproductive work behaviour (CWBs)

H4a: Moral identity has a negative influence on organisational counterproductive work behaviour (CWBO)

H4b: Moral identity has a negative influence on interpersonal counterproductive work behaviour (CWBI)

3.3.2 Relationship between the independent variables and the mediator variable

The relationship between Psychological contract fulfilment, Self-esteem, Machiavellianism on Moral identity. In line with Social cognitive theory individual's behaviour at work is determined by perception regarding the kind of situation they are (Psychological contract fulfilment), and their personality on how individual consider them self in a social setting (self-esteem and Machiavellianism on moral identity).

Rousseau (2010) described alignment as the extent to which an employee's psychological contract reflects the reciprocity between the parties to the respective employment agreement. This is similar to mutuality that is contingent upon the nature of the exchange and developed through social norms over time (Conway & Coyle-Shapiro, 2011; Rousseau, 2010). An aligned psychological contract fulfilment resulted in positive attitudes and intentions toward the organisation (Poisat & Theron, 2014; Rousseau, 2010). Conversely, employees who perceived an imbalance led to negative attitudes and intentions (Nadin & Williams, 2012). The presence of this perception resulted in employees reporting a higher performance indicating that the mutual employment obligations will continue to prevail. In other words, employees who perceived their employers had fulfilled their commitments; the employees felt obliged to reciprocate through increasing their performance. On these bases, the study hypothesises that:

H5: There will be a positive relationship between psychological contract fulfilment and moral identity.

Researchers suggest a link between high self-esteem and positive outcomes of an individual (Leary & Tangney, 2003; Miller & Schlenker, 2011; Stets & Burke, 2014). Baumeister (1982) reports that people with high self-esteem tend to limit the negative impact by exaggerating their positive achievements based on the process of compensatory self-inflation.

In a recent study Cheng (2014) examine self-esteem, moral self, and reasoning on delinquent acts, his study found a negative association between a moral person, thinking and delinquency. Furthermore, the results of regression analysis revealed that global self-esteem lacks significant influence on delinquency behaviour. Additionally, support of the positive relation between self-esteem and moral identity has been shown in the relationship between self-efficacy and self-esteem. Similarly, self-efficacy has continuously been used to show a positive association with self-esteem relying on Bandura's self-efficacy and social cognitive theories; some research has found support for the link between self-esteem, self-efficacy, and performance (Gist & Mitchell, 1992; Stajkovic & Luthans, 1998). Our theoretical perspective is consistent with these studies but extends their argument. Stets and Burke (2014) in their study investigate the effects of self-esteem on identity theory, using a sample of an undergraduate student in California, USA. The results support their argument that self-esteem is related to identity process. Current study hypothesises that:

H6: There will be a positive relationship between self-esteem and moral identity.

Machiavellianism as manipulative personality describe as a weak effect, lack of empathy, and having an original view of morality; empirical evidence has associated individuals or employees with high-Mach to the destructive efficiency of organisational functioning. (Dahling et al., 2008; Kessler et al., 2010; O'Boyle, Forsyth, Banks, & McDaniel, 2012).

Similarly, meta-analytic supports that there is a positive relationship between unethical behaviour and Machiavellianism in the organisational decision-making (Kish-Gephart, Harrison, & Treviño, 2010). Some previous studies have that individual with manipulating personality are more likely to steal from the organisation (Fehr et al., 1992; Tang & Chen, 2008), because of their opportunistic nature and their uncooperative behaviours (Sakalaki et al., 2007). Also, they have a low job satisfaction and employee turnover rate (Rauthmann, 2012; Wilson et al., 1996). Besides their opportunistic tendencies, high-Mach employees are likely to exhibit unethical behaviour in the organisation (Grijalva & Newman, 2014). In line with this view present study hypotheses that:

H7: There will be a negative relationship between Machiavellianism and moral identity.

3.3.3 Influence of the mediating variable on the relationship between the independent variables and the dependent variables.

The impact of moral identity on the relationship between Psychological contract fulfilment, Self-esteem, Machiavellianism on counterproductive work behaviour. Social cognitive theorists view identity as a dynamic arrangement of cognitive–

affective processes that connect with personality and situational influences (Bandura, 1986). Similarly, accessibility of moral schemas allows people to be more sensitive to ethical aspects of situations, and to interpret and respond to the situations more quickly in light of their moral commitments. Situational factors can influence the degree to which the moral identity is activated (Aquino et al., 2009; Schwartz, Luyckx, & Vignoles, 2011).

Some researchers conceptualise moral identity as a characteristic like a tendency to see morality as central to one's distinct sense of identity. Others argue that underlying moral character is a network of cognitively possible moral schemes which help in the processing of social information in ethical situations.

Moral identity is a concept at the intersection of moral development and identity formation. It is thought to be a source of moral motivation connecting moral reasoning to behaviour. At the end of the day, an individual with a stronger sense of moral identity will probably do what they know is right, and more likely to show enduring moral commitments (Hardy & Carlo, 2011; Schwartz et al., 2011).

The present study proposes that the individual is more likely to express attitudes, cognitions, and behaviours that are consistent with the traits around which their moral self-definition is organised. It is in this way that moral identity corresponds to a conception of the self as being a relatively stable mental representation (Pinker, 1997; Robins, Norem, & Cheek, 1999). This stable mental image may be substantial for understanding why employees may react differently to CWBs. This is because a person's self-identity or one or more of its dominant facets can control, and organise the stimuli that enter the mind as well as the processes and operations of which the

mind is ultimately composed (Robins et al., 1999). Like other individual difference variables, we argue that a person's moral identity can mediate the relationship between psychological contract fulfilment, self-esteem, Machiavellianism and Counterproductive work behaviours.

Moral identity has a positive effect on interpersonal and intergroup relationships. People whose moral identity has high self-importance showed strong empathy and low aggression (Hardy, Walker, Rackham, & Olsen, 2012), low antisocial behaviour (Sage, Kavussanu, & Duda, 2006), were less likely to seek revenge against the harm doers (Reed & Aquino, 2003), and reported low retribution response (Skarlicki & Rupp, 2010). Research also found that individuals with stronger sense of moral identity were more likely to have greater moral awareness or lower moral disengagement, which will encourage them to engage in ethical (Aquino & Reed, 2002; Reed & Aquino, 2003) and less self-interested behaviour (DeCelles, DeRue, Margolis, & Ceranic, 2012; Reynolds & Ceranic, 2007).

The higher order self-representations that are indexed by a person's moral identity are likely to motivate a person to pursue goals that are consistent with the evaluative implications of his or her identity. For example, it may be significant for a person to see him- or herself as fair and just, resulting in a higher likelihood that he or she would pursue the goals of cooperation and honesty in his or her dealings with others. In this way, the self is an antecedent to the choice of what set of goals one should pursue in the first place. Second, the self then acts as a dynamic standard by which a person judges the extent to which his or her attitudes, emotions, and actions are congruent with his or her self-representation. In fact, if one's self-image and

behaviour are inconsistent. An individual will often use a variety of ego-defensive mechanisms such as motivated reasoning (Kunda, 1990), self-handicapping (Jones & Berglas, 1978), and verbal rationalisations (Scott & Lyman, 1968) to justify or neutralise the violation of self-standards. These goal-directed activities that underlie self-regulatory mechanisms maintain the experience of the self as being moral, competent, healthy, stable, and capable of choice and control (Steele, 1988).

These well-established functions of the self-lead the research to propose that relative accessibility of certain types of identities that form a part of the person's overall self-schema can either compete against or support the influence of CWBs.

Social cognitive theory also suggests that an individual's behaviour at work is determined by perception regarding the kind of situation they are (i.e. Psychological contract fulfilment), and their personality on how individual consider them self in a social setting (i.e. self-esteem and Machiavellianism).

Hardy and Carlo (2011), in their study link moral identity to moral action, moral motivation and commitment. Aquino and his colleagues (2009) find that moral behaviour increases when situational factors enable one's moral character, whereas moral behaviour decreases when situational factors reduce the availability of morality to one's identity. In line with that evidence, it is expected that moral identity can be a mechanism through which psychological contract fulfilment, self-esteem, and Machiavellianism negatively influence counterproductive work behaviour. This is another significant empirical contributions to this study because it offers a more nuanced explanation of how these individual constructs (self-esteem

and Machiavellianism) and situational construct (psychological contract fulfilment) relate to CWBs. The current study hypothesises as follows:

H8: Moral identity mediates the relationship between Psychological contract fulfilment and counterproductive work behaviours (CWBs).

H8a: Moral identity mediate the relationship between Psychological contract fulfilment and organisational counterproductive work behaviours (CWBO)

H8b: Moral identity mediates the relationship between Psychological contract fulfilment and interpersonal counterproductive work behaviours (CWBI).

H9: Moral identity mediates the relationship between self-esteem and counterproductive work behaviours (CWBs).

H9a: Moral identity mediates the relationship between self-esteem and organisational counterproductive work behaviour (CWBO).

H9b: Moral identity mediates the relationship between self-esteem and interpersonal counterproductive work behaviour (CWBI).

H10: Moral identity mediates the relationship between Machiavellianism and counterproductive work behaviours (CWBs).

H10a: Moral identity mediates the relationship between Machiavellianism and organisational counterproductive work behaviours (CWBO).

H10b: Moral identity mediates the relationship between Machiavellianism and interpersonal counterproductive work behaviours (CWBI).

3.4 Research Design

A research design was defined by researchers as a master plan specifying the techniques and procedures for collecting and analysing the data or needed information (Blumberg, Cooper, & Schindler, 2008; Zikmund, Babin, Carr, & Griffin, 2009). Moreover, it's a framework or blueprint that plans the action for the research project. Sekaran and Bougie (2010) suggest that the investigation design is a detail on how a study was carried out and it involves some methodological issues. According to Sekaran and Bougie (2010), these questions pertain to the purpose of the survey, types of investigation, the extent of researcher's interference, research setting, time horizon, and unit of analysis.

This study adopts quantitative research approach to assessing the structural relationships among the five constructs: psychological contract, self-esteem, Machiavellianism, moral identity and Counterproductive work behaviours. Quantitative data is a measurement where numbers are used to represent the phenomenon being studied (Hair, Black, Babin, & Anderson, 2010).

The study also adopts cross-sectional research design in which data were collected once during the whole study. The data were then analysed and interpreted statistically while drawing conclusions or making inferences about the population of the survey at one point in time. The cross-sectional research design was adapted for longitudinal research design because of the resource constraints of the researchers in terms of time and money (Sekaran & Bougie, 2010; Zikmund et al., 2009).

In this study, survey research method was used to collect data through a self-administered questionnaire. Studies are conducted to quantify certain factual

information (Zikmund et al., 2009). A survey method is adopted when a study is trying to assess thoughts, feelings, and opinions about a given situation by collecting primary data from the respondents (Fisher, 2010).

Survey research was considered the most appropriate because it is a widely used method adopted by organisational researchers who are interested in collecting information about a vast population that cannot be observed directly (Tanur, 1983). Because of the target population of this study were individual employees (lower management) who are working in Nigerian National Petroleum Corporation (NNPC). Similarly, observation, may not give a better understanding of certain behaviours because people may behave differently when they know they are being observed (Zikmund, Babin, Carr, & Griffin, 2013). Also, secondary data may be inappropriate for a study like this one, because of record keeping problem and individual is best to know their thoughts, feelings, and opinions. Hence, the quality of the secondary data may not be guaranteed (Zikmund et al., 2013).

Lastly, a unit of analysis for this type of study refers to the group a researcher uses when measuring the variables (Neuman, 2011). This study used individuals as a unit of analysis lower management level employees (managers).

3.5 Instrumentation

In this study, the questionnaire was the instrument used in this survey. The survey instrument was developed from established tools and reviewed by researchers in the related field, since, internationally developed measurements for both constructs the questionnaire was divided into six sections and contained 57 items. The sections are,

A, - demographic information. Demographic data is important for the researcher to identify respondent's background and profile. Seven demographic factors were included in the questionnaire namely gender, age, religion, ethnicity, job position, present job tenure and highest qualification. All the demographic factors were categorical data.

Followed by section B - self-rating of psychological contract fulfilment. Section C - self-rating of self-esteem; Section D - self-rating of Machiavellianism; Section E - self-rating of moral identity; and Section F- self-rating of counterproductive work behaviours (CWBs). Since the questionnaire had more than fifty items, a booklet format was used. A pamphlet form was recommended because the pages of the questionnaire will more likely stay together and in order (Field, 2003). Besides that, booklet format is professional looking and easy for the respondent to follow the pages (Jenkins & Dillman, 1997). A booklet format is a traditional form and has been used by many researchers in previous studies (Cummings, Emont, Jaén, & Sciandra, 1988; Kabiru Maitama Kura, Shamsudin, & Chauhan, 2013). This form is because it is considered respondent-friendly and might improve the response rate (Bogen, 1996). According to Bogen (1996), respondent-friendly means that the questionnaire is easy for the respondent to answer as it avoids confusion on how to respond and results in respondent feeling confident about the form. Furthermore, experimentally a booklet format was found to achieve about 86.8% of completion rate when tested (Bogen, 1996). Individual employees rated all the items in the questionnaire. The use of self-report data was most appropriate in the present study because individual employees are in better position to know best about their

fulfilment, self-esteem, moral identity, Machiavellianism level as well as their counterproductive behaviours.

3.6 Operational Definition of Variables

The operational definition of constructs consists of defining the measures of the variables used to represent constructs and how they will be measured (Hair et al., 2010). Zikmund et al. (2013) describe operationalization of constructs as the translation of concepts into visible indicators of their existence.

3.6.1 Counterproductive work behaviours (CWBs)

Counterproductive work behaviours were defined by Fox and Spector (2005) as a volitional act that harms or intends to harm organisations or people in organisations. CWBs can range in severity from minor offences such as stealing a pen to serious offences such as embezzling millions of dollars from an organisation as well as favouritism, gossip, and harassment. Besides the present research, a significant number of empirical studies have also operationalized CWBs in a similar way (Ansari, Maleki, & Mzreah, 2013; Idiakheua & Obetoh, 2012; Spector, Fox, & Domagalski, 2006).

3.6.1.1 Organisational Counterproductive Work Behaviour (CWBO)

Organisational counterproductive work behaviours are actions directed towards the organisation; these include behaviours such as absenteeism, stalling, corruption and misuse of the organisational assets (Spector et al., 2010).

3.6.1.2 Interpersonal Counterproductive Work Behaviour (CWBI)

Interpersonal counterproductive work behaviours are actions that affect the employees within the organisation and include acts such as favouritism, gossip, stilling from co-worker and harassment. The current study concurs with the previous scholars (Spector et al., 2010).

3.6.2 Psychological Contract Fulfilment

Psychological contract fulfillment is a state where individuals perceived their employer met or exceeded their promises, obligation, and commitments toward them and employees honored their commitment to the organization (Rousseau, 2010). Staff psychological contract fulfillment is the degree to which organization's honored their commitment to employees and staff honored their commitment to the employer/organization.

3.6.3 Self- esteem

Rosenberg (1979), defined Self-esteem as an individual appraisal of his or her value. People with high in self-esteem tend to see themselves as capable, significant and worthy, whereas those with low in self-esteem often doubt their abilities and are suspicious about their self-worth.

3.6.4 Machiavellianism

Machiavellianism refers as a manipulative or destructive personality that can cheat, lie, deceive and having an alternative view of morality (Christie & Geis, 1970).

3.6.5 Moral identity

Moral identity described as chronic accessibility of individual moral traits in one's self-concept (Aquino & Reed, 2002). The current study assumes that moral action is the product of reasoning process, a conscious and deliberative moral behaviour in organisations.

3.7 Measurement of Variables

In this study, the questionnaire was administered to the NNPC employees (managers) in four zonal offices and cooperate headquarters in Nigeria. The questionnaire consists of six sections. Section one comprises of seven demographic variables including gender, age, religion, ethnicity, job position, present job tenure and highest qualification.

Section two include six items that measure psychological contract fulfilment. Part three consists of ten items that measure self-esteem scale. Section four contains fourteen items that measure Machiavellianism. Section five also includes ten items that measure moral identity and the last part that is six comprises ten items to measure Counterproductive work behaviours (organisational and interpersonal). Furthermore, all the elements adapted in the questionnaires were answered using a five-point Likert scale. The use of a five-point scale format is considered the most appropriate because it has been found to enhance the reliability of measures (Alexandrov, 2010; de Winter & Dodou, 2010). It also reduces social desirability bias that could lead to contamination of the substantive results (Fisher & Tellis, 1998). Such scale has also been used in previous studies (Ansari, Maleki, Mazraeh,

& Arab-Khazaeli, 2013; Ansari, Maleki, & Mzreah, 2013; Hafidz, 2012). The used of Likert-type rating scale was to enable the respondents to determine their evaluations, feeling, insight, perception, and then indicate their position on the statements asked (Raines-Eudy, 2000).

3.7.1 Demographic Variables

Demographic variables such as gender, age, religion, ethnicity, job position, present job tenure and highest qualification were also incorporated into the questionnaire. Gender, religion, ethnicity and job position were measured as a nominal variable, while age, present job tenure and highest qualification were treated as continuous variables.

Gender was coded using dummy variables with value “1” for male and “2” for female. Followed by Age denoted with “1” = 21-30 years, “2” = 31-40 years, “3” = 41-50 years, “4” = 51 - 60years as well as “5”= 61years and above. Religion was also coded using dummy variables “1” = Islam, “2” = Christianity and “3” = others. Similarly, ethnicity was coded using dummy variables with “1” = Hausa/Fulani, “2” = Yoruba, “3” = Igbo, and “4” = others. A similar coding system was applied to Job position using dummy variables with “1” = Manager I, “2” =Manager II, “3” = Senior Manager, and “4” = other (managers from level 10 - 13). The study treated present job tenure as continuous variables with “1” = Less than one year, “2” = 1-5 years, “3” = 6 -10 years, and “4” = 11-15 years and “5” 16years to above. Finally, the participants were asked to indicate their educational qualification. As such, educational qualification was also coded using continuous variables with “1” =

doctorate, “2” = Master’s Degree, “3” = First Degree, “4” =Diploma/OND and “5” = Secondary and below. Previous research shows gender has an influence on counterproductive work behaviours (Fagbohunge et al., 2012) and younger employees are likely to engage in theft than older employees (Chang & Smithikrai, 2010). While ethnicity and religion are the components of moral identity (Hornsey, 2008; OReilly & Chatman, 1996).

3.7.2 Psychological Contract Fulfilment

To measure psychological contract fulfilment, six items were adapted from Rousseau (2000) Psychological Contract Inventory (PCI) scale recommended by Freese and Schalk (2005) as the best measure of the psychological contract fulfilment. Self-ratings was applied to each item on the psychological contract fulfilment scale using a five-point Likert scale ranging from 1 (*not at all*) to 5 (*to a very great extent*). Acceptable fit and the internal consistency coefficients of psychological contract fulfilment were reported .94 respectively, suggesting good reliability. Besides this study, Rousseau (2000) PCI scales have been successfully used in several empirical studies (Conway & Coyle-Shapiro, 2012; Conway & Coyle-Shapiro, 2011; Freese & Schalk, 2005). Table 3.1 presents the items used to measure psychological contract fulfilment.

Table 3.1 Survey items related to Psychological Contract Fulfilment

Construct	Items Code	Survey Items	Source
Psychological Contract fulfilment	PCF01	To what extent has the organisation implicitly or explicitly promised to provide benefit, pay, advancement, work itself, resource support and a good employment relationship?	Rousseau (2000)
	PCF02	Overall, how well does your employer fulfil its commitments to you	
	PCF03	In general, how well does your employer live up to its promises to you?	
	PCF04	To what extent have you promised, implicitly or explicitly to provide loyalty, trust, and commitment?	
	PCF05	Overall, how well have you fulfilled your commitments to the organisation?	
	PCF06	Overall, how well have you fulfilled your promises to the organisation?	

3.7.3 Self-Esteem

In the present study, all the ten items of the self-esteem Scale developed by Rosenberg (1965) review by (Blascovich & Tomaka, 1991) were adapted to measure the self-esteem. Rosenberg (1965) is the most widely used measure of self-esteem, and it was used in 25% of the published studies (Demo, 1985). For self-esteem scale, respondents rated their perception using five-point scale ranged from 1 (Strongly Disagree) to 5 (Strongly Agree). Examples of adapted items are: “I am satisfied

with myself” and “I certainly feel useless at times.” The Cronbach’s alpha for self-esteem was reported .92 respectively. Prior studies also assessed individuals’ perception regarding self-esteem using this scale (Chang & Smithikrai, 2010; Kuster, Orth, & Meier, 2013). Table 3.2 presents the items used to measure self-esteem.

Table 3.2 Survey items related to Self- Esteem

Construct	Items Code	Survey Items	Source
Self-esteem	SE01	On the whole, I am satisfied with myself.	
	SE02	I feel that I have some good qualities.	
	SE03	I can do things, as well as most other people.	
	SE04	I feel that I am a person of worth, at least on an equal basis with others.	
	SE05	I take a positive attitude toward myself.	Rosenberg (1965)
	SE06	At times, I feel I am no good at all.	
	SE07	I feel I do not have much to be proud of.	
	SE08	I certainly feel useless at times.	
	SE09	I wish I could have more respect for myself.	
	SE10	All in all, I am inclined to feel that I am a failure.	

3.7.4 Machiavellianism

To measure Machiavellianism, fourteen items were adapted from Christie and Geis (1970) Mach-IV scale; participants were asked to indicate the extent to which they manipulate others at work. The present study also dropped six items from the Christie and Geis (1970) scale as they were deemed to be irrelevant to NNPC employees' job in the Nigerian context. An example of item dropped is: "Bamum was very wrong when he said there was a sucker box every minute." Moreover, "People suffering from incurable diseases should have the choice of being put painlessly to death." Respondents will rate their Mach-behaviour using five-point scale ranged from 1 (*strongly disagree*) to 5 (*strongly agree*). The Cronbach's alpha for Machiavellianism was reported .88, respectively. Prior studies have also assessed Machiavellianism using this scale (Bereczkei, Birkas, & Kerekes, 2010; Birkás, Csathó, Gács, & Bereczkei, 2015; Cohen, Panter, Turan, Morse, & Kim, 2014; Den Hartog & Belschak, 2012; Hecht & Allen, 2009). Table 3.3 presents the items used to measure Machiavellianism.

Table 3.3 Survey items related to Machiavellianism

Construct	Items Code	Survey Items	Source
Machiavellianism	MACH01	The best way to handle people is to tell them what they want to hear.	Christie and Geis (1970)
	MACH02	Anyone who completely trusts anyone else is asking for trouble.	
	MACH03	It is hard to get ahead without cutting comers here and there	
	MACH04	Never tell anyone the real reason you did something unless it is useful to do so.	
	MACH05	It is wise to flatter important people	
	MACH06	There is no excuse for lying to someone else.	
	MACH07	Most people forget more easily the death of their father than the loss of their property.	
	MACH08	Generally speaking, people won't work hard unless they are forced to do so.	
	MACH09	Honesty is the best policy in all cases.	
	MACH10	One should take action only when sure it is morally right	
	MACH11	All in all, it is better to be humble and honest than critical and dishonest.	
	MACH12	Being good in all respects is possible.	
	MACH13	Most people are good and kind.	
	MACH14	Most people who get ahead in the world lead clean, moral lives.	

3.7.5 Moral Identity

In the present study, ten items were adapted from Aquino and Reed (2002) moral identity Scale to measure moral identity. It assesses how important a moral identity is to the self. This conceptualization of moral identity goes beyond a commitment to moral principles; it gets at how individuals define and view themselves about their environment. For these reasons, the Self-Importance of Moral Identity Scale is the preferred scale to utilize regarding assessing moral identity in this study. Moral identity was evaluated using a five-point scale ranged from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*). Examples of adapted items are: “It would make me feel good to be a person who has these characteristics” and “I would be ashamed to be a person who had these characteristics.” The Cronbach’s alpha for moral identity scale was reported .88. Apart from the present study, prior research has utilized this scale to measure moral identity (Cohen et al., 2014; Mawritz, Mayer, Hoobler, Wayne, & Marinova, 2012; Mingzheng et al., 2014; Z, 2010). Table 3.4 presents the items used to measure moral identity.

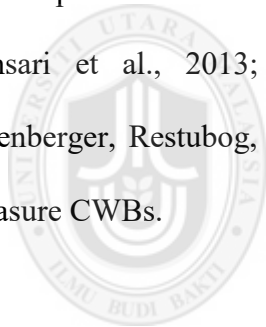
Table 3.4 Survey items related to Moral Identity

(Caring, Compassionate, Fair, Friendly, Generous, Helpful, Hardworking, Honest, and Kind).

Construct	Items Code	Survey Items	Source
Moral identity	MI01	It would make me feel good to be a person who has these characteristics.	
	MI02	Being someone who has these characteristics is an important part of who I am.	
	MI03	A big part of my emotional well-being is tied up in having these features.	
	MI04	Having these characteristics is an important part of my sense of self	
	MI05	I strongly desire to have these features.	
	MI06	I often buy products that communicate the fact that I have these characteristics.	Aquino and Reed (2002)
	MI07	I often wear clothes that identify me as having these characteristics.	
	MI08	The types of things I do in my spare time (e.g., hobbies) clearly identify me as having these characteristics.	
	MI09	I would be ashamed to be a person who has these characteristics.	
	MI10	Having these features is not important to me.	

3.7.6 Counterproductive Work Behaviours

In the present study, respondents were asked to indicate the extent to which they typically engaged in counterproductive behaviors at work on a total of 10 items revised version Spector et al. (2010) were adapted. All the elements for counterproductive work behavior organizational and interpersonal scale adapted in this study were scored by using a 5-point Likert- scale ranged from 1 (*never*) to 5 (*always*). The Exploratory factor analysis (EFA) for this scale yielded a 2-factors with the standard fit. Furthermore, the Cronbach's alpha for the Spector et al. (2010) was reported .78 for both constructs respectively. Besides the present research, many past empirical studies have also used it to assess Counterproductive work behaviors (Ansari et al., 2013; Chernyak-Hai & Tziner, 2014; Hafidz, 2012; Shoss, Eisenberger, Restubog, & Zagenczyk, 2013). Table 3.5 presents the items used to measure CWBs.



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Table 3.5 Survey items related to Counterproductive Work Behaviours

Construct	Items Code	Survey Items	Source
CWB Organizational	CWBO1	Purposely wasted your employer's materials/supplies.	
	CWBO2	Complained about insignificant things at work.	
	CWBO3	Told people outside the job what a lousy place you work for.	
	CWBO4	Came to work late without permission.	
	CWBO5	Stayed home from work and said you were sick when you weren't.	
CWB Interpersonal	CWBI1	Insulted someone about their job performance	Spector et al. (2010)
	CWBI2	Made fun of someone's personal life	
	CWBI3	Ignored someone at work	
	CWBI4	Started an argument with someone at work	
	CWBI5	Insulted or made fun of someone at work	

3.8 Population of the Study

Cooper and Schindler (2006) defined population as those people, places, objects and cases about which a researcher wishes to investigate or records that contain the desired information and can answer the measurement questions. In this study, the population was 1,122, individual employees (managers), working in national

petroleum cooperation in Nigeria (NNPC). Employees are essential and are the backbone of any organization, both good and bad employees have a much greater influence on the morale of their counterpart in a group and conversely, a good attitude and behavior of employee's as well as their work ethic can be contagious. The Nigerian National Petroleum Corporation is the body that regulates and participates in the country's petroleum industry.

The oil sector was considered due to some reasons: firstly, it is the top contributor to the Nigerian economy (GDP). Secondly, based on various cases of counter-productivity in Nigerian oil sector such as execution of fuel subsidy scams amounting to \$20 billion and \$6.8b billion by civil servants in collusion with petroleum products vendors (Bassey Udo, 2016; Federal House of Representatives, 2012; Vanguard, 2013).

Furthermore, this study focuses mainly on Nigerian NNPC. However, ignoring International Office located in London, UK and other subsidiaries (NNPC website). Due to the resource constraints of the researchers in terms of time and money (Sekaran & Bougie, 2010; Zikmund et al., 2009). NNPC has 103 branches nationwide, 2 Corporate Headquarters (Group public Affairs Division and Group Medical Division) with 4 Zonal offices: Lagos, Kaduna, Warri as well as Port Harcourt Zonal offices.

Excluded Subsidiaries like National Petroleum investment management services (NAPIMS), Nigerian petroleum development company (NPDC) and Port Harcourt Refining Company Limited (PHRC) to name a few. Based on the statistics obtained from NNPC record as at August 3rd, 2015, they have a staff strength of 10,284

including 1,122 lower management workers nationwide as shown in Table 3.6 below.

Table 3.6 Total Number of lower management employees Located in 4 Geopolitical Zone and Group Headquarters in Nigeria.

S/no	Zonal offices	Lower Managers	Percentage (%)
1	Group Headquarters	217	19.3
2	Lagos	280	25.0
3	Kaduna	222	19.8
4	Warri	101	9.0
5	Port-Harcourt	302	26.9
		1,122	100

Source: NNPC register 2015

Note: The Subsidiaries an International London office were excluded from this study.

3.9 Sample Size

The sample can be defined as a subset or some part of the larger population of the survey (Zikmund et al., 2013). It is practically impossible for research that investigates a large number of elements to collect data, test or examine every element (Sekaran & Bougie, 2010). Therefore, a sample is selected for examination which is a sub-set of the population of the study (Cavana, Delahaye, & Sekaran, 2001). In identifying least and most appropriate sample size, it's base on a careful and detailed planning. It involves certain stages, from research idea to data collection procedures and data evaluation techniques. Bailey (1994) explained that the investigation experts start with the identifying the population and then move to the

particular study group. Cochran (1977), Krejcie and Morgan (1970) developed tables that present the sample size based on the certain degree of reliability and population size.

The sample for the current study was based on the population size of 1,122 lower management employees working in NNPC, the desired sample size, according to Krejcie and Morgan, (1970), was 291. The minimum sample size of 291 was considered appropriate as it is in line with the general rules of determining sample size as outlined below:

1. The proper sample size for most research is between 30 and 500 as indicated by Roscoe (1975).
2. In multivariate studies, at least ten times as large as the number of the variables in the study as reported by Roscoe (1975).
3. The desired level of each independent variable is from 15 to 20 observations for generalizability purpose (Hair, Black, Babin, Anderson, & Tatham, 2010).
4. To be greater than the minimum returned sample size of 119 as recommended by Bartlett, Kotrlik, and Higgins (2001) at the alpha level of 0.05.
5. In factor analysis, it is desired to have at least five times as many observations as the number of variables to be analyzed (Hair et al., 1998; Hair et al., 2010).

To obtain a larger sample size and to avoid a low response rate, the study doubles the required sample size (Gregg, 2008; Hair, Wolfinbarger, Ortinau, & Bush, 2003).

3.10 Sampling Method

The current study used a proportionate stratified sampling technique. This is the sampling method in which the number of sampling units drawn from each stratum is proportionate to the population size of that level (Zikmund et al., 2013). Some reasons for using this sampling design are; it has higher statistical efficiency than a simple random sampling; it is much easier to carry out than other stratifying methods, and it provides a self-weighting sample (Sekaran & Bougie, 2010). The primary reason for using proportionate stratified sampling in this study was to ensure that the sample would accurately reflect the population by the criterion used for stratification (Zikmund et al., 2009).

Here the population is lower management employees working at NNPC in Nigeria. The population size as indicated in Table 3.6 is 1,122. Here the sample size of 291 was determined based on Krejcie and Morgan's (1970) formula was multiplied by two (582) to obtain a larger sample size and to avoid a low response rate. Then, use stratified random sample base on the five zonal offices in the organization that is four geographical region and head offices as a stratum to ensure homogeneity within each stratum but heterogeneity between stratum and the use proportionate stratified sampling to arrive at the figure.

Next is to determine the percentage of participants to be drawn from each stratum by dividing the determined sample size by the population of the study (291 divided by

1,122, = 0.2593). The final step is to determine the number of subjects in a sample by multiplying the total number of each element in the population to determine the percentage (i.e. 0.2593). For example, the total number of employees in Lagos Zonal Office is 280, and this figure is multiplied by 0.2592 to arrive at the number of subjects in the sample (i.e. $280 \times 0.2593 = 73$) and so on as shown in Table 3.7. This study adopts proportionate stratified random sampling to ensure an equal distribution of the participants representing each zonal offices in Nigeria.

Table 3.7 Proportionate Stratified Random Sampling of Respondents

S/no	Zonal offices	Lower Managers	No of subject in sample
1	Group Headquarters	217	56
2	Lagos	280	73
3	Kaduna	222	58
4	Warri	101	26
5	Port-Harcourt	302	78
		1,122	291

Source: NNPC register 2015

Note: The Subsidiaries an International London office were excluded from this study

3.11 Pretesting of the Instrument

Before conducting the actual survey, an initial draft of the questionnaire was pretested by asking experts to read go through it and see if there are any ambiguities which have not been noticed by the researcher. Experts consulted included senior lecturers, associate professors and professors in the School of Business, Universiti Utara Malaysia and Bayero University, Kano-Nigeria. Further, a few Ph.D students who are acquainted with the situational context of the study were consulted to test the clarity of the survey instrument. Additionally, some Senior managers in NNPC

were also asked for their input. On account of this, some items were re-worded/re-phrased appropriately to measure the construct and also to be understood by the potential respondents. Within two weeks in the month of July 2015, this process was completed.

After taking into account the observations of experts, the researcher adopted an improved version of the instrument, which was administered for the pilot study.

3.12 Reliability and Validity

Reliability is a measure that indicates the extent to which a test is without bias (error free) and hence offers consistent measurement across time and the various items in the instrument (Cavana et al., 2001). This means for a device to be reliable; it has to reflect consistency in interpretation across a different situation (Sekaran & Bougie, 2010).

Reliability of this study was improved in these four ways; plainly conceptualizing all constructs, using of measurements level that is precise, making use of multiple indicators and through the pilot test (Neuman, 2014). However, scholars acknowledged that reliability is necessary but not adequate (Zikmund et al., 2013). In other words, a reliable scale might not be valid. In this study, the reliability of the measures was ascertained by PLS-SEM Algorithm through examination of individual item reliability, internal consistency reliability convergent validity, and discriminant validity.

Denscombe (2010) described validity as method and data that are right. It is all about whether an instrument in reality measures what it is expected to measure (Field,

2009). Validity is the accuracy of a measure or the extent to which a score truthfully represent a concept (Hair et al., 2010). The basic approaches to establishing validity are; face, content, criterion and construct validity (Zikmund et al., 2013). Through face validity, there would be the rational appearance to show what was intended to be measured. The degree to which a test covers the breadth of the domain of interest is demonstrated through content validity.

The ability of a measure to correlate with another standard measure of the similar construct is shown through criterion validity. While a construct is considered to be valid when it dependably and candidly represent a unique concept (Zikmund et al., 2013), That means validity deals with whether the perception that data reflects the actual reality and cover up the essential matter or not (Denscombe, 2010). The only way that researcher can make sure that measurement error is reduced to some extent is to find out properties of the measures that provide assurance that the measure is accurate in doing its expected job (Field, 2009). Furthermore, Content validity refers to the degree that a measure covers the domain of interest (Zikmund et al., 2013). That means the items grasp the whole scope, yet, not exceeding what the concept is out to measure. It might involve a consultation of few sample, distinctive respondents or professional to pass judgment on the appropriateness of the items selected to stand for the construct (Hair, Money, Samouel, & Page, 2007).

Construct validity is when a measure reliably measures and truthfully represent a unique concept (Hair et al., 2010). This means validity is only examined when the researcher understands the theoretical rationale that underlies the measurement employed (Hair et al., 2007). The assessment of construct validity could be

performed through convergent validity and discriminant validity (Hair, Hult, Ringle, & Sarstedt, 2014). Convergent validity is the extent of positive association of the construct with other measures of the same construct while discriminant validity demonstrates the degree to which the construct does not show a relationship with other measures that are similar to it (Hair et al., 2014). This study examined convergent validity by examining the average variance extracted of each latent construct. Discriminant validity was also ascertained in the study by comparing the correlation among the latent construct with the square roots of average variance extracted as suggested (Fornell & Larcker, 1981).

3.13 Pilot Study

The survey research instruments were tested before conducting the original study. Although the measures were adapted from well-established researchers, a pilot study was carried out to ascertain the reliability and validity of measures (Sekaran & Bougie, 2010). This is considered necessary because the first scales that have been adapting in the present study were developed in Western Countries (Cheng, Li, Li, Holm, & Zhai, 2013; Maiyaki & Mokhtar, 2011; Paillé & Mejía-Morelos, 2014; Wahyu Ariani, 2013). Following Hair, Hult, Ringle, and Sarstedt (2014) Riefler, Diamantopoulos and Siguaw, (2012) guidelines, a total of 100 questionnaires were sent out to the employees for the pilot survey. However, only 72 questionnaires are retrieved from NNPC headquarters in Nigeria. As one of the strata completed the questionnaires. This response gives a response rate of 72%. Out of 72 surveys, nine were unusable because a significant part of those questionnaires was not completed

by the participants and the remaining 63 useable questionnaires were used for pilot testing. To informed that the 72 surveys were also not considered in the actual study. A PLS path modeling (Wold, 1974, 1985) using SmartPLS (v. 3.2.2) software (Ringle, Wende, & Becker, 2015) was employed to ascertain the internal consistency reliability and discriminant validity of the constructs used in the pilot study. In particular, PLS Algorithm was calculated to obtain the average variance extracted, composite reliability coefficients and the Cronbach's alpha coefficients. Hair, Ringle, and Sarstedt (2011) suggested that the composite reliability factor should be at least .7 or more. Meanwhile, Fornell and Larcker (1981) suggested that the Average Variance Extracted (AVE) score should be .5 or more while Cronbach's alpha coefficient of .6 is considered an average. While a ratio of .7 or higher indicates that the instrument has a high-reliability standard (Hair et al., 2010; Sekaran & Bougie, 2010). Cronbach's alpha coefficient shows the degree to which responses of the respondents to all the items are consistent and the most common method used by researchers to test reliability (Sekaran & Bougie, 2010). The square root of the AVE should be greater than the correlations among latent constructs to achieve adequate discriminant validity. Table 3.8 presents the average variance extracted, composite reliability coefficients and the Cronbach's alpha coefficient of the six latent constructs.

The fundamental purpose of this test (pilot test) is to measure the reliability of the instruments which is essential before conducting the primary study. According to Cavana et al. (2001), reliability is an indication of stability and confirm the consistency of the instruments measured the concepts and ensured the goodness of

the measures. The reliability of the pilot study indicates that the values will be sufficient to use (Nunnally, 1978).

Table 3.8 Reliability and Validity of the Constructs

Latent variables	No of Items	AVE	Composite Reliability	Cronbach's Alpha
PCF	6	.559	.831	.745
SE	10	.535	.880	.789
MACH	14	.624	.915	.898
MI	10	.512	.837	.756
CWBO	5	.560	.792	.720
CWBI	5	.727	.928	.897

Note: PCF= Psychological contract fulfilment, SE=Self-esteem, MACH=Machiavellianism, MI=Moral identity, CWBO= Counterproductive work behaviour Organizational and CWBI= Counterproductive work behaviour Interpersonal.

As indicated in Table 3.8, the Cronbach's alpha coefficient and composite reliability coefficient of each latent construct ranged from .720 to .898 and .792 to .928, each exceeding the minimum acceptable level of .600 and .700, which also suggests adequate internal consistency reliability of the measures used in the pilot study (Hair, Sarstedt, Ringle, & Mena, 2012). Likewise, as indicated in Table 3.8, the values of the average variances extracted range between .512 and .727, suggesting acceptable values. Regarding the discriminant validity, Table 3.9 compares the correlations among the latent constructs with the square root of AVE.

Table 3.9 Latent Variable Correlations

	CWBI	CWBO	MACH	MI	PCF	SE
CWBI	.814					
CWBO	.138	.748				
MACH	.269	.467	.824			
MI	-.506	-.274	-.334	.745		
PCF	-.196	-.308	-.365	.101	.748	
SE	-.204	-.227	-.093	.229	.203	.731

Note: PCF= Psychological contract fulfilment, SE=Self-esteem, MACH=Machiavellianism, MI=Moral identity, CWBO= Counterproductive work behaviour Organizational and CWBI= Counterproductive work behaviour Interpersonal.

Diagonals (boldface) represent the square root of the average variance extracted while the other entries represent the correlations.

In Table 3.9, the correlations among the latent constructs were compared with the square root of the average variances extracted (values in boldface). Table 3.9 shows that the square root of the average variances extracted were all greater than the correlations among latent constructs, suggesting adequate discriminant validity (Fornell & Larcker, 1981).

3.14 Data Collection Strategy

The actual data collection started in the month of August 2015 after conducting the pilot test. To be precise, the data collection took place between the periods of 10th August 2015 to 20th December 2015. The data was collected through a personally administered questionnaire. The nature of the organization made it compulsory for this study to use the personally-administered method to achieve the required number

of responses. Consequently, this will ensure the non-response bias does not affect the results.

Sekaran and Bougie (2010) stated that personally administered questionnaire helps the researcher to establish a greater understanding with the respondents when introducing the survey. It also serves as one way of making clarifications to the respondents immediately, and the response rate can be high since the collection of the questionnaires is immediate. Additionally, all completed responses can be collected within a short period.

In the initial stage of data collection, the researcher received an official letter from Graduate School of Business Universiti Utara Malaysia, to introduce the researcher and also explain the purpose of the study. This will enable the researcher to get support from the (NNPC) HR department and executive members of the Petroleum and Natural Gas Senior Staff Association of Nigeria (PENGASSAN) who assign a research assistant for the distribution of survey questionnaire and also acted as the liaison persons to the researcher.

The study package was an envelope with a cover letter, the questionnaire, and a pen. The cover letter will be clearly highlighting the background and purpose of the study. The cover letter also provides instructions on how to answer and return the questionnaire. To further increase the willingness of the participants to partake in the survey, their anonymity and confidentiality were confirmed in the cover letter.

The study period was divided into two parts as follows. Firstly, all questionnaires collected within the period of August to October 2015 were considered early respondents. Specifically, 269 usable questionnaires were collected during the early

response period. Considering the time frame, a follow-up phone calls, and SMS were also sent to the respondents as a reminder. Additionally, extra effort was made in distribution and collection of the questionnaires per day. Therefore, this effort produced a result, and 106 usable questionnaires were collected. Likewise, these questionnaires were received within the period of November to December 2015 and were considered late respondents. These two groups of collected questionnaires were used in conducting non-response bias on the study variables.

3.15 Techniques of Data Analysis

The method of data analysis is the procedure and statistical tools by which researchers analyze data, test research hypotheses and subsequently refine theories. In this study, descriptive and inferential statistics were employed to analyze the data. The Partial Least Squares Structural Equation Modeling (PLS-SEM) approach was adopted for data analysis.

After the data had been collected from the field, the entire usable questionnaires were coded and keyed-in to the Statistical Package for the Social Sciences (SPSS v22). Then the following method of data analysis was adopted to analyze the data. Firstly, the data underwent screening to find data entry errors; frequency test was run for each variable to identify and correct the possible missing value using the respective mean values. Then, descriptive statistics was used to describe and compare the demographics (Saunders, Lewis, & Thornhill, 2007).

Lastly, the PLS-SEM, which is the second generation SEM was adopted. SEM has become a critical approach when it comes to investigating the cause and effect

relations between latent constructs (Hair et al., 2011). PLS-SEM is a path modeling statistical method for modeling complex multivariate analysis of relationships between observed and latent variables (Vinzi, Chin, Henseler, & Wang, 2010). The PLS-SEM approach is a reliable, superior and flexible tool for the statistical model building as well as testing and predicting theory (Lowry & Gaskin, 2014; Ringle et al., 2015). Wan Afthanorhan (2013) stresses that reliable and valid confirmatory factor analysis is better achieved using PLS-SEM path modeling.

PLS-SEM is a statistical methodology that has been used by several researchers in various research areas in social sciences, including business analysis (Hair et al., 2014). This is because PLS-SEM can assess latent variables and their relationship with the items (outer model) and test the connection between the latent variables (inner model) (Hair, Ringle, & Sarstedt, 2013).

PLS-SEM is more robust in handling non-normal data because it has flexible assumptions about the normality of the distribution of variables (Henseler, Ringle, & Sinkovics, 2009). In particular, PLS-SEM estimates paths under conditions of normality with large sample sizes and is more likely to detect variances among groups than the covariance-based SEM approach (Henseler et al., 2009). However, under non-normality conditions and smaller samples, the PLS-SEM method seems to be more preferable. But even in the moderately non-normal data, large sample size is needed even though the approach is less sensitive to sample and normal distribution. PLS-SEM addresses the problem of statistical power within analysis in similar conditions of data than covariance-based SEM (Reinartz, Haenlein, & Henseler, 2009). However, some of the benefits of PLS-SEM, such as small sample size,

abnormality of data and prediction ability are added advantages for PLS-SEM method rather than a condition (Sarstedt, Ringle, Smithd, Reams, & Hair, 2014).

To this end, PLS-SEM has been demonstrated to be a superior model that performs estimations better than the first generation and other covariance based regressions models for assessing mediation and moderation. Specifically, based on the arguments for choosing a suitable technique to estimate structural equation models, PLS-SEM is adopted for this study due to the complexity of the research design. This is in line with (Hair et al., 2014) that PLS-SEM is a more suitable for a model with a high number of exogenous latent variables explaining the small number of endogenous latent variables.

Mainly, PLS-SEM, as a multivariate analysis method, can be applied in human resource, strategic management and other social sciences research. Additionally, compared to other covariance based techniques, PLS-SEM has a feasible alternative for testing mediating influence (Vinzi et al., 2010). Lastly, PLS-SEM allows for complex models that include chains of effects, such as mediation and other more complex relationships (Lowry & Gaskin, 2014). Therefore, this study used v3.2.2 (Ringle et al., 2015) to determine the outer model (reliability, convergent validity and discriminant validity) and inner model (significance of the path coefficients, coefficient determination, the effect size and predictive relevance).

3.16 Chapter Summary

This chapter described the relationship between the variables in the conceptual framework, hypotheses development and the operational definition of the survey

variables. The chapter also explains the methodology comprising the research design, measurement, population, sampling and data collection procedures as well as techniques to analyze the data. The present study also adopts cross-sectional research design in which data collected were scrutinized and clarified statistically. The unit of analysis used in this study is an individual (lower management level employees) who are working in the Nigerian National Petroleum Corporation (NNPC), located in the four geopolitical zone and corporate headquarters in Nigeria. A proportionate stratified sampling technique was used in this study. Measurement scales from well-established researchers were adapted to measure five constructs: psychological contract fulfillment, self-esteem, Machiavellianism, moral identity, and CWBs.



CHAPTER FOUR

RESULTS

4.1 Introduction

This chapter presents the results of data analyzed using PLS path modeling. The chapter begins by reporting the results of response rate, non-response bias and common method bias tests from the field. The initial data screening and preliminary analysis are discussed. Results of the descriptive statistics for all the latent variables are reported. Next, the primary outcomes of the present study are presented in two main sections. In section one; the measurement model was assessed to determine the individual item reliability, internal consistency reliability, convergent validity and discriminant validity. Results of structural model are reported in section two significance of the path coefficients, the level of the R-squared values (R^2), effect sizes (f^2), and predictive relevance of the model (Q^2) and effect sizes (q^2). Finally, a summary of complementary PLS-SEM analysis, which examines the mediating influence of moral identity on the relationships between three exogenous constructs and two endogenous constructs of counterproductive work behaviours (organizational and interpersonal) are presented.

4.2 Response Rate

In this study, a total of 582 questionnaires were distributed to the lower managers working in national petroleum cooperation in Nigeria (NNPC), located in the zonal offices and group headquarters in Nigeria. 582 to double size the targeted sample

(Gregg, 2008; Hair, Wolfinbarger, Ortinau, & Bush, 2003) in an attempt to achieve high response rates. Several phone call reminders (Salim Silva, Smith, & Bammer, 2002) and SMS (Sekaran & Bougie, 2010) were sent to respondents who were yet to complete their questionnaires after eight weeks. Therefore, the outcomes of these attempts yielded 403 returned surveys, out of 582 questionnaires that were distributed to the target respondents. This gives a response rate of 69% based on Jobber (1989) definition of response rate. Of these 403 questionnaires, 28 were unusable because a significant part of those questionnaires was not completed by the participants. The remaining 375 useable questionnaires were used for further analysis. This response accounted for 64% valid response rate. Therefore, a response rate of 64% is considered sufficient going by the suggestion that a sample size should be within the range of five and ten times the number of study variables (Bartlett, Kotrlik, & Higgins, 2001; Hair, Black, Babin, & Anderson, 2010). Knowing the number of constructs in this research are five; a sample of 50 is enough for analysis. Moreover, the tool of analysis for the current study, which is PLS, requires a minimum of only 30 responses (Chin, 1998); thus, a total of 375 response rates for this study is more than adequate for analysis. More importantly, the 64% response rate falls greater than the range of common response rate of 40-50% in social sciences (Osuagwu, 2001). Also, a response rate of 30% is considered adequate for a survey (Hair et al., 2010; Sekaran, 2000). Table 4.1 below shows the response rate from each strata's.

Table 4.1 Response Rate of the Questionnaires

Responses	Headquarters	Lagos	Kaduna	Warri	Port-Harcourt	Frequency
No. of distributed questionnaires	112	146	115	53	156	582
Returned questionnaires	82	101	81	43	96	403
Questionnaires not returned	29	45	35	11	59	179
Returned and excluded questionnaires	5	10	5	2	6	28
Returned and usable questionnaires	77	91	76	41	90	375
Response rate (%)	73	69	70	80	62	69
Valid response rate (%)	69	62	66	76	58	64



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Using post hoc: compute achieved power- given α , sample size and effect size and 5 predictor variables (moral identity, psychological contract fulfilment, self-esteem, Machiavellianism and counterproductive work behaviours) by using the minimum sample of 375. Figure 4.1 shows the output of post hoc power analysis (G-power 3.1) used in the present study. The diagram below shows that the study achieves 99% power analysis.

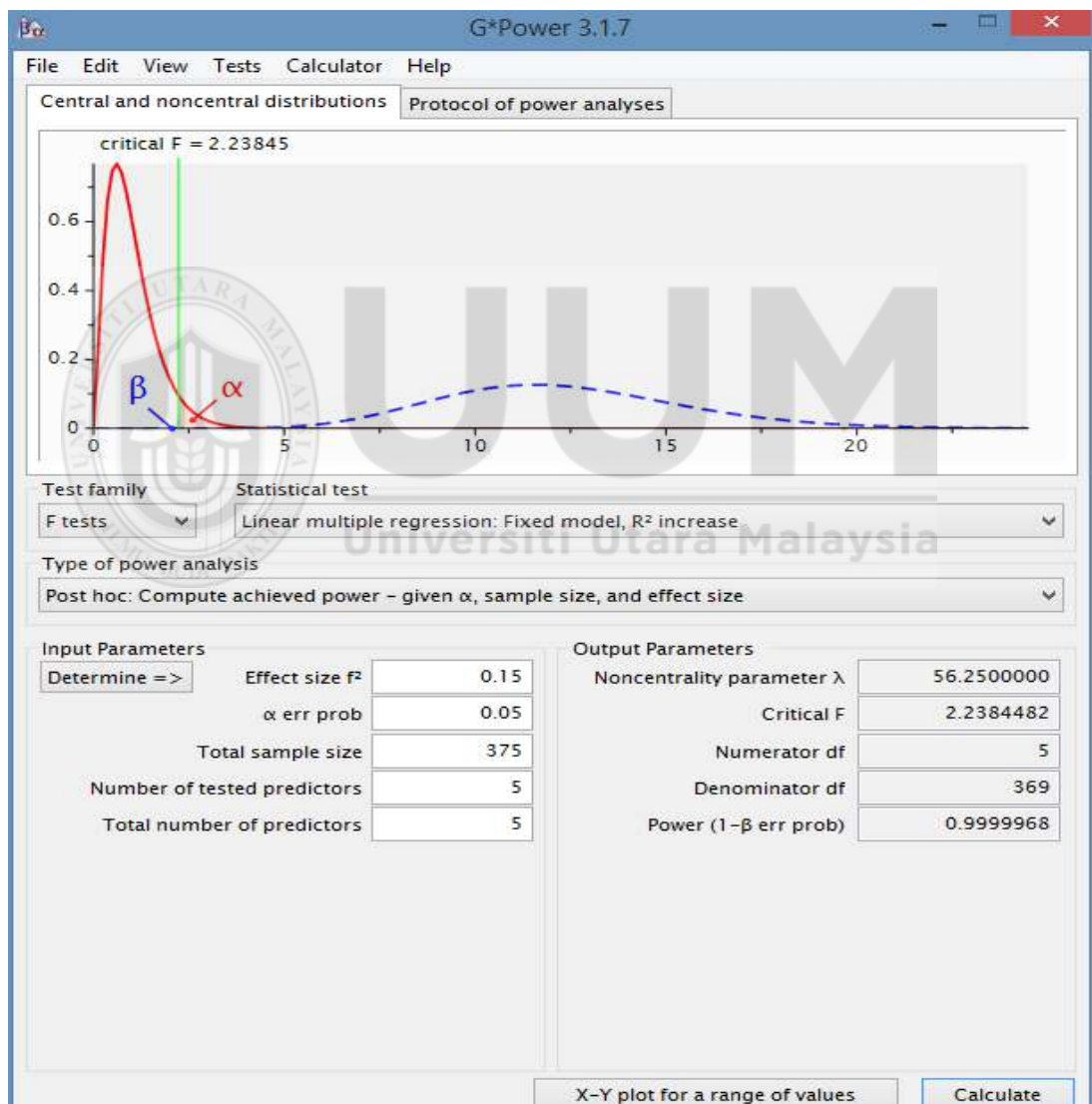


Figure 4.1 Fig output of a post hoc Power Analysis

4.3 Non-response Bias Test

Non-response error refers to the inability to get information from the respondents. The problem of non-response bias occurs in surveys if the answers of respondents differ in meaningful ways from those who did not answer. For example, difficulty in contacting the respondents, or respondents' refusal to take part in the survey may be possible reasons for not responding (Lineback & Thompson, 2010). The real problem of non-response errors is derived from responses to questions, and the information given by respondents being different from those who refused to respond. Therefore, if non-response bias occurs, results will not allow one to say how the total sample returned. Consequently, non-response bias may affect the generalization of the sample to the population. Therefore, in a survey research, it is important to assess this type of error before moving to the main analysis part.

Subsequently, to address the problem of non-response bias in this study, the sample was increased by 100% (Double) as suggested by (Gregg, 2008), follow-up through phone calls, SMS and personal visits and consultation were offered as motivation. The questionnaires collected within the period of August to October 2015 were considered as early responses and these were received within the period of November to December 2015 was found to be late responses. Specifically, 269 usable questionnaires were collected during the early response period, and 106 usable questionnaires were received as late responses.

Also, despite the high response rate in this study, the potential difference between respondents who responded first and those who returned late was compared using the study variables. Therefore, a test of response bias was performed by dividing the

respondents into two groups, based on early and late respondents. An independent sample t-test was then conducted for all variables, including the dependent, independent and mediating variables to find out if there is any bias among the groups. Levene's test for equality of variance was used to know whether the differences between the early and late respondents differ. Additionally, based on Levene's test, the one-tailed equality of means t-test was used to identify the exact p-value associated with the responses, to allow a decision on whether or not there is a significant difference between the two groups.

Table 4.2 Group Statistics for the Early and Late Respondents

Constructs	Responses	N	Mean	Std. Deviation	Std. Error Mean
PCF	Early	269	4.35	.606	.037
	Late	106	4.28	.626	.061
SE	Early	269	4.41	.409	.025
	Late	106	4.44	.423	.041
MACH	Early	269	2.22	.771	.047
	Late	106	2.30	.753	.073
MI	Early	269	4.47	.492	.030
	Late	106	4.40	.487	.047
CWBO	Early	269	1.72	.685	.042
	Late	106	1.76	.761	.074
CWBI	Early	269	1.60	.514	.031
	Late	106	1.75	.587	.057
CWBs	Early	269	1.66	.461	.028
	Late	106	1.75	.473	.046

Note: PCF= Psychological contract fulfilment, SE=Self-esteem, MACH=Machiavellianism, MI=Moral identity, CWBO= Counterproductive work behaviour Organizational, CWBI= Counterproductive work behaviour Interpersonal and CWBs= Counterproductive work behaviours



Table 4.3 Independent Samples Test

Levene's Test for Equality of Variances		t-test for Equality of Means								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
PCF	Equal variances assumed	.01	.93	.97	373	.34	.07	.07	-.07	.21
	Equal variances not assumed			.95	186.73	.34	.07	.07	-.07	.21
SE	Equal variances assumed	.80	.37	-.62	373	.54	-.03	.05	-.12	.06
	Equal variances not assumed			-.61	186.82	.54	-.03	.05	-.12	.07
MACH	Equal variances assumed	.02	.90	-.90	373	.37	-.08	.09	-.25	.09
	Equal variances not assumed			-.91	196.65	.36	-.08	.09	-.25	.09
MI	Equal variances assumed	.36	.55	1.23	373	.22	.07	.06	-.04	.18
	Equal variances not assumed			1.23	194.15	.22	.07	.06	-.04	.18
CWBO	Equal variances assumed	2.53	.11	-.47	373	.64	-.04	.08	-.20	.12
	Equal variances not assumed			-.45	175.69	.66	-.04	.09	-.21	.13
CWBI	Equal variances assumed	1.94	.16	-2.48	373	.01	-.15	.06	-.27	-.03
	Equal variances not assumed			-2.34	171.87	.02	-.15	.07	-.28	-.02
CWBs	Equal variances assumed	.43	.51	-1.79	373	.08	-.10	.05	-.20	.01
	Equal variances not assumed			-1.77	188.08	.08	-.10	.05	-.20	.01

Note: PCF= Psychological contract fulfilment, SE=Self-esteem, MACH=Machiavellianism, MI=Moral identity, CWBO= Counterproductive work behaviour Organizational, CWBI= Counterproductive work behaviour Interpersonal and CWBs= Counterproductive work behaviours

As presented in Table 4.2 reveals that the group mean and standard deviation for early response and late response are not very different. In Table 4.3, the result of Levene's test based on the study constructs shows that the variance of the early response and late response is the same. In general, all the one-tailed and two-tailed t-test indicates that there is no significant difference between early respondents and late respondents based on the study variables.

On psychological contract fulfilment, the mean and standard deviation of early respondents reported no significant difference ($M=4.35$, $SD=.606$) than the late respondents ($M=4.28$, $SD=.626$). Also, the result indicates that there is no significant difference between early and late responses ($t=.97$, $p<.05$). Similarly, the result means that the early respondents based on Self-esteem ($M=4.41$, $SD=.409$) and late respondents ($M=4.44$, $SD=.423$) are nearly the same. The one-tailed t-test ($t= -.62$, $p<.05$) shows no significant difference between early and late respondents.

Furthermore, results from an independent samples t-test based on Machiavellianism indicates that there is no significant difference between early respondents ($M=2.22$, $SD=.771$) and late respondents ($M=2.30$, $SD=.753$). Also, the one-tailed t-test ($t= -.90$, $p<.05$) indicates that the variance between early and late respondents are equal. The result of Moral identity shows that early respondents ($M=4.47$, $SD=.492$) and late respondents ($M=4.40$, $SD=.487$) are similar. The result further indicates that there is no significant difference in the early, and late respondents' variances assumed ($t= 1.23$, $p<.05$). In the same way, based on Counterproductive work behaviour organisational, between early respondents ($M=1.72$, $SD=.685$) and late respondents ($M=1.76$, $SD=.761$) is found to be not significantly different and there is no significant difference between the two groups ($t=-.47$, $p<.05$). Base on

Counterproductive work behaviour interpersonal, the independent samples t-test indicate that response of the early respondents ($M=1.60$, $SD=.514$) is the same as the late respondents ($M=1.75$, $SD=.587$). This result shows no significant difference between the early and late respondents ($t= -2.48$, $p<.05$). Finally, based on Counterproductive work behaviours together, the early respondents ($M=1.66$, $SD=.461$) and late respondents ($M=1.75$, $SD=.473$) respond in a similar way. The Levene's test indicates that the variances are equal across the early and late respondents, as suggested by (Pallant, 2011), the one-tailed test of equal variances not assumed is found to be not significant ($t= -1.79$, $p<.05$). Taking into account the independent samples t-test result above, it can be established that there is no difference between the early respondents and the late respondents. Therefore, there is no issue of non-response bias by following Lindner and Wingenbach (2002) recommendation, since this study achieved 64% response rate, it can be added that the effect of non-response bias does not appear to be the primary concern.

4.4 Common Method Bias Test

Researchers have agreed that common method variance is a major concern for scholars using self-report surveys (Spector, 2006). Common method variance (CMV), also known as mono-method bias, refers to “variance that is attributable to the measurement process rather than to the construct of interest” (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003, p. 879). The present study adopted several procedural to minimize the effects of Common Method Variance First, to reduce evaluation apprehension; the participants were told that there is no right or wrong

answer to the items in the questionnaire, and they were also given an assurance that their responses were confidential throughout the research process. Second, improving scale items was also used to reduce method biases in the present study. This was achieved by avoiding vague concepts in the questionnaire and all questions in the survey were written in a simple, precise and concise language.

Since the data on all variables were collected at the same time using the same instrument, common methods bias could distort the data collected. Therefore, considering the potential problem caused by common method bias in behavioral studies, this study conducted a test to make sure that there is no variance in observed scores and correlations are not inflated because of the effect of the method. There are several procedures and statistical techniques to treat common method variance. These include wording questions in reverse, clarity of questions or items, confidentiality of the respondents and statistical Harman's one-factor test (Podsakoff et al., 2003). In this study, unrotated factor analysis with 50 items of all the variables of the study revealed that no single factor accounted for more than 50% of the variance. The result produced 15 distinct elements, and only 15.65% of the total variance was estimated by a single factor, indicating the absence of common method bias in this study. In line with Podsakoff et al. (2003) and Lowry and Gaskin (2014), who argue that common method bias is present when a single factor explains more than 50% of the variance. (See appendix D)

4.5 Data Screening and Preliminary Analysis

Initial data screening is very crucial in multivariate analysis because it helps researchers identify any possible violations of the fundamental assumptions regarding the remedy of multivariate techniques of data analysis (Hair, Black, Babin, & Anderson, 2006). Additionally, initial data screening helps researchers to understand better the data collected for further analysis. Before initial data screening, all the 375 returned and usable questionnaires were coded and entered into the IBM SPSS version 22. Also, all the negatively worded items were reverse coded. The negatively worded items that were reverse coded include self-esteem, SE06 – SE10, Machiavellianism MACH09 - 014, and Moral identity MI09 and MI10. After data coding and entry, the following preliminary data analyses were performed: (1) missing value analysis, (2) assessment of outliers, (3) normality test, and then (4) multicollinearity test (Hair et al., 2010).

4.5.1 Missing Value Analysis

In the original IBM SPSS v22 dataset, out of the 18,750 data points, 32 were randomly missed, which accounted for .0017%. Specifically, the psychological contract fulfilment had 10; self-esteem had 12 and Machiavellianism had four missing values. Likewise, moral identity had six missing values. On the other hand, no missing value was found in Organisational counterproductive work behaviour and Interpersonal counterproductive work behaviour. Although there is no acceptable percentage of missing values in data for making a valid statistical inference,

researchers have agreed that missing values of 5% or less are non-significant (Tabachnick & Fidell, 2007).

Furthermore, researchers have suggested that mean replacement is the easiest way of substituting missing values if the total percentage of missing data is not more than 5% (Little & Rubin, 2014; Tabachnick & Fidell, 2007). Hence, in this study, randomly missing values were substituted using mean replacement (Tabachnick & Fidell, 2007). Table 4.2 below shows the total and percentage of randomly missing values in the present study.

Table 4.4 Missing Value Analysis

Latent Variables	Number of Missing Values
Psychological Contract Fulfilment	10
Self-Esteem	12
Machiavellianism	4
Moral Identity	6
Counterproductive Work Behaviour Organizational	0
Counterproductive Work Behaviour Interpersonal	0
Total	32 out of 18,750 data points
Percentage	.017%

Note: Percentage of missing values is calculated by dividing the total number of randomly missing values for the entire data set by a total number of data points multiplied by 100.

4.5.2 Assessment of Outliers

Apart from missing data, another significant step of data screening is the evaluation and handling of outliers, which are the excessive case scores that may likely have a

considerable negative impact on the outcomes. Outliers are said to occur when there are extreme scores for some cases, which are substantially different from the rest of the respondents. This can adversely affect the outcome of statistical data analysis (Hair, Hult, Ringle, & Sarstedt, 2014). It is equally important to examine data for such cases and provide a remedy if they exist. Out of the numerous approaches to detecting univariate and multivariate outliers, the Mahalanobis Distance D^2 approach was followed (Pallant, 2011), as it “evaluates the position of each observation compared with the center of all observations on a set of variables” (Hair, Money, Samouel, & Page, 2007, p. 77). To detect any observation which appears to be outside the SPSS value labels as a result of wrong data entry. First, frequency tables were formulated for all variables using minimum and maximum statistics. Based on this initial analysis of frequency, there was no any value found to be outside the expected range.

Furthermore, the data were examined for univariate outliers using standardised values with a cut-off of ± 3.29 ($p < .001$) as recommended by Tabachnick and Fidell (2007). In line with Tabachnick and Fidell (2007) criterion for detecting outliers, none of the cases was identified using standardised values as a potential univariate outlier. Besides using standardised values to determine univariate outliers, multivariate outliers were also identified using Mahalanobis distance (D^2). Tabachnick and Fidell (2007) defined Mahalanobis distance (D^2) as “the distance of a case from the centroid of the remaining cases where the centroid is the point created at the intersection of the means of all the variables” (p. 74). Hence, Mahalanobis D^2 was calculated using linear regression methods in IBM SPSS v22,

followed by the computation of the Chi-square value. Given that 50 items were used, 49 represent the degree of freedom in the Chi-square table with $p < .001$, so the criterion is 93.17. This means that any case with a Mahalanobis D^2 value of 93.2 and above is a multivariate outlier and should be removed. As a rule of thumb, the maximum Mahalanobis distance should not exceed the critical chi-square value with degrees of freedom equal to the total sum of predictors and $\alpha < .001$, or else outliers may be a problem in the data (Hair, Ringle, & Sarstedt, 2013). Mahalanobis values that exceeded this threshold were deleted. Following this criterion, ten multivariate outliers (354, 362, 356, 359, 43, 326, 343, 92, 360 and 328) were detected and subsequently deleted from the dataset because they could affect the accuracy of the data analysis technique. Thus, after removing ten multivariate outliers, the final dataset in this study was 365.

4.5.3 Normality Test

PLS –SEM makes no assumptions about the data distributions (Hair, Hult, Ringle, & Sarstedt, 2014). Normality is the most famous postulation in multivariate analysis (Tabachnick & Fidell, 2007). It deals with the nature of data distribution for an individual construct and its association with a normal distribution (Tabachnick & Fidell, 2007). Although PLS-SEM does not require data to be normally distributed (Lohmoller, 1988), it is important to assess and be acquainted with the distribution of the data before inferential statistics (Hair et al., 2010). The procedure provided in Pallant (2011) was followed to assess the normality of data in this study. Accordingly, Tabachnick and Fidell (2007) recommended that normality should be

tested using graphics, such as normal probability plots (Q-Q Plot), boxplot and scattered plot respectively. Furthermore, the final aim of this study is to make an inference. Accordingly, the univariate and multivariate normality were examined. The preliminary test of normality revealed that there was a sign of non-normality, which was shown by calculating the Z-score values for each item. As a few cases had a Z- score value of more than ± 1.96 and above the variables. Subsequently, after the transformation, the Skewness and Kurtosis of all the items were within the acceptable range of < 2 and < 7 respectively. For instance, skewness values were less than 2; the kurtosis values were less than 7. Perhaps this is in line with Tabachnick and Fidell (2007) that data transformation improves outcome, and that normality should be re-checked after normalisation.

Knowing that homoscedasticity test is related to the assumption of normality if the data is relatively normal, then the relationships between the variables are assumed to be homoscedastic and. Thus, heteroscedasticity is absent (Tabachnick & Fidell, 2007). The fact that, both the multivariate and univariate normality are confirmed in this study, it could be concluded that the assumptions of homoscedasticity, and, the absence of heteroscedasticity are achieved. (See Appendix F)

4.5.4 Multicollinearity

Multicollinearity refers to the relationship between two or more independent variables, where the independent variables demonstrate a high correlation with other independent variables (Hair et al., 2010). Multicollinearity problem occurs when the independent variables are highly correlated (Pallant, 2011; Tabachnick & Fidell,

2013). Therefore, when two or more variables are highly correlated, it means they contain unnecessary information. Not all are needed in the same analysis because they increase the error terms.

Furthermore, when multicollinearity between variables occurs, the standard error of the regression coefficient increases, so the statistical significance of these coefficients becomes less reliable. The most reliable statistical test of multicollinearity is an examination of tolerance and Variance Inflation Factor (VIF) with the thresholds of more than 0.1 and less than ten respectively (Hair et al., 2010; Pallant, 2011). Therefore, in this study, Multicollinearity was evaluated first by examining at tolerance and VIF level for the independent variables and then, by correlation matrix.

Multicollinearity was tested through examination of tolerance and VIF using regression results provided by the SPSS collinearity diagnostics result. As recommended, this is the most relevant and reliable test of multicollinearity (Hair et al., 2010). From Table 4.5 below, each independent variable tested against others. It is clear that the tolerance ranges from .792 -.988 in Table 4.5, substantially par greater than 0.1 and VIF ranges from 1.012 – 1.262, considerably less than 10. In line with Hair et al. (2010) and Pallant (2011), that the tolerance values below 0.1, and VIF values above 10 indicate high collinearity, this result shows that multicollinearity does not exist in this study.

Table 4.5 Multicollinearity Test of the independent variables

Dependent Variable	Independent Variable	Collinearity Statistics	
		Tolerance	VIF
PCF	MACH	.792	1.262
	SE	.977	1.024
SE	MACH	.800	1.249
	PCF	.988	1.012
MACH	SE	.952	1.051
	PCF	.988	1.012

Note: PCF= Psychological contract fulfilment, SE= Self-esteem and MACH= Machiavellianism.

The correlation matrix of the latent variables was examined to find out if there is any indication of high correlations among the variables. According to Hair et al. (2010), multicollinearity exists when the relationship between independent variables is 0.9 and higher. However, Pallant (2011), suggests a correlation value above 0.7 as the threshold for multicollinearity among independent variables. The result showed that none of the exogenous variables is highly correlated with any other exogenous variable. Table 4.6 indicates that the correlation values are well below the threshold of 0.5 and higher. It is therefore concluded that issue of strong correlation does not exist among the variables.

Table 4.6 Correlation matrix

Constructs	PCF	SE	MACH	MI	CWBO	CWBI
PCF	1					
SE	.284**	1				
MACH	-0.085	-.192**	1			
MI	.173**	.189**	-.354**	1		
CWBO	-.238**	-.203**	.327**	-.417**	1	
CWBI	-.121*	-.161**	.214**	-.111*	.097*	1

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

Note: PCF= Psychological contract fulfilment, SE=Self-esteem, MACH=Machiavellianism, MI=Moral identity, CWBO= Counterproductive work behaviour Organizational and CWBI= Counterproductive work behaviour Interpersonal

4.6 Demographic Profile of the Respondents

This section depicts the demographic data of the participant in the sample. The demographic characteristics examined in this study include gender, age, religion, ethnicity, job position, job tenure and highest qualification (see Table 4.7).

Table 4.7 Demographic profile

Employees Gender	Frequency	Percentage
Male	270	74
Female	95	26
Total	365	100

Employees Age	Frequency	Percentage
21-30	67	18.4
31-40	163	44.7
41-50	87	23.8
51-60	46	12.6
60 and Above	2	.5
Total	365	100

Employees Religion	Frequency	Percentage
Islam	134	36.7
Christianity	191	52.3
Others	40	11
Total	365	100

Employees Ethnic Group	Frequency	Percentage
Hausa/Fulani	64	17.5
Yoruba	104	28.5
Igbo	80	21.9
Others	117	32.1
Total	365	100

Employees Job Position	Frequency	Percentage
Manager I	155	42.5
Manager II	109	29.9
Senior Manager	31	8.5
Others	70	19.2
Total	365	100

Employees Job Tenure	Frequency	Percentage
Less than 1 year	99	27.1
1-5years	190	52.1
6-10years	62	17
11-15years	8	2.2
16years to Above	6	1.6
Total	365	100

Employees Highest Qualification		
Doctorate Degree	41	11.2
Master's Degree	240	65.8
First Degree	67	18.4
Diploma/OND	14	3.8
Secondary and Below	3	.8
Total	365	100

As shown in Table 4.7, the majority of the respondents in the sample, that is 270 (74%), were males while the remaining 95, representing 26% were females. Regarding the age group, 44.7% of the participants were in the age group of 31-40 years. Also followed by those in the age group of 41-50 years with 87 respondents, which accounted for 23.8% of the sample. In the age group of 21-30 years, there were 67 respondents, representing 18.4% of the sample while between 51-60 years accounted for 46 respondent representing 12.6%. The smallest age group ranged between 61 years and above, which accounted for .5% or 2 respondents.

The next demographic criteria are religion; the respondent were mostly Christians with 52.3%, followed by Muslims with 36.7%; the minor part was from other religion such as pagans and so forth which 11% is only. Table 4.8 further indicates that the respondents came from diverse ethnic backgrounds, namely, Yoruba, Hausa/Fulani, Igbo and (Others) as ethnic minority groups. Approximately 32.1% of the participants were others from different minority groups followed by Yoruba's 28.5%; while 21.9% were Igbos and the remaining 17.5% represents Hausa/Fulani. Additionally, in terms job position, Table 4.8 shows that 42.5% of the participants were on the rank of Manager I, followed by Manager II (29.9%); Senior Manager (8.5%); and Others (19.2%). Regarding job tenure, only 52.1% of the participants

spent 1-5 years working in the organisation. Also, 27.1% had less than one year in the organisation, another 17% spent between 6-10 years working in the organisation, as well as 2.2%, spend between 11-15years working in the organisation while the remaining 1.6% spend 16years and Above operating in NNPC.

Table 4.7 also shows a high proportion of the respondents were master's degree holders, which accounted for 65.8% or 240 respondents. Also followed by (18.4%) with first degree, and 41 respondents representing 11.2% were doctorate holders, 3.8% were diploma/OND while the remaining .8% were secondary and below.

In conclusion, it can be seen from the demographic information of the respondent that majority of them are males with seventy-four percent (74%), between the age of 31- 40years and most of them are Christians with the highest number fifty-two points three percent (52.3%). The respondent characteristic, further indicates that the majority of the respondents came from the minority tribes, not from the majority classes like Hausa, Yoruba or Igbo. Additionally, in terms job position, the statistic shows that most of the respondents are the manager I, with forty-two points five percent (42.5%) with 1-5years working experience and most of them had Master's Degree.

4.7 Descriptive Analysis of the Constructs

The descriptive statistic is a numerical summary of data set, such as maximum, minimum, means, standard deviation and variance (Sekaran, 2003). This section is concerned with the descriptive statistic for the latent variable in the present study. Mainly, means and standard deviation of the latent constructs in the study.

Numerical summary of the data set in the form of means and standard deviations for the latent variables in the study were computed. These variables were measured using 5 points Likert scale anchored from 1 (*not at all*) to 5 (*to a very great extent*), 1 (*strongly disagree*) to 5 (*strongly agree*) and 1(*never*) to 5 (*always*). The descriptive statistic for the latent variables of the present study is shown in Table 4.8 respectively.

Table 4.8 Descriptive Statistics of the primary variables

Constructs	N	Minimum	Maximum	Mean	Std. Deviation
PCF	365	2	5	4.35	.59
SE	365	3	5	4.43	.41
MACH	365	1	5	2.23	.77
MI	365	3	5	4.46	.44
CWBO	365	1	4	1.71	.70
CWBI	365	1	4	1.64	.54
CWBs	365	1	3	1.67	.46

Note: PCF= Psychological contract fulfillment, SE= Self-esteem, MACH= Machiavellianism, MI= Moral identity CWBO= Counterproductive work behavior Organizational, CWBI= Counterproductive work behavior Interpersonal and CWBs= Counterproductive work behaviors.

The results presented in Tables 4.8. For easier interpretation, the five-point scale used in the present study was classified into three categories, namely, minimum, moderate and maximum. Scores of less than 3(values 1 and 2) are considered as minimums; scores of more than 3 (values 4 and 5) are considered as maximum while those between minimum and maximum scores (3) is seen as moderate.

The descriptive statistics table (4.8) for the constructs used in the study shows that the overall mean for the latent variables ranged between 1.67 and 4.46. In particular, the mean and standard deviation for the psychological contract fulfilment were 4.34 and .59, respectively. This suggests that respondents tended to have the maximum level of satisfaction. Similarly, in Table 4.8 also indicates that the mean for the self-esteem was 4.43, with a standard deviation of .41, suggesting that the respondents' self-esteem level considered high. While, the result show the lowest score for the Machiavellianism (Mean = 2.23, Standard deviation = .77) but a high score for moral identity with a mean and standard deviation of 4.46 and .44, respectively.

The descriptive statistics also show the lowest score for counterproductive work behaviour organisational (Mean = 1.71; standard deviation = .70), as well as the minimum score of counterproductive work behaviour interpersonal (Mean = 1.64; standard deviation = .54). Finally, in term of counterproductive work behaviours together, the mean and standard deviation are (Mean = 1.67; standard deviation = .46). This indicates that the respondents tended to have a minimum level of counterproductive acts.

4.8 Evaluation of PLS-SEM Result

In PLS-SEM, there are two stages of evaluating model; the measurement model and the structural model (Hair, Sarstedt, Ringle, & Mena, 2012; Henseler, Ringle, & Sinkovics, 2009). A Measurement Model, otherwise known as the outer model is a structural relationship between latent constructs and their indicators (Tabachnick & Fidell, 2007). According to Henseler et al. (2009), measurement model should be

assessed based on convergent and discriminant validity by the values of Average Variance Extracted (AVE) and Composite Reliability. Furthermore, the indicator reliability has been evaluated using outer loadings and cross-loadings.

As previously mentioned in chapter three, all the items were adapted from well-established researchers. This study evaluates the reliability and validity of the construct measures.

PLS-SEM was used in this study to evaluate the outer model (measurement model) and the inner model (structural model). In other words, PLS-SEM was used to analyse the direct and mediating results of this study. SmartPLS 3.2.2 by Ringle, Wende, and Becker (2015) was used to determine causal links among the constructs in these theoretical models. Before conducting the PLS-SEM analysis, there is a need to configure the model in a way that it will be clearly understood. To do a parsimonious model, indicators should be clarified to establish which indicators are formative if any, and which are reflective. It is essential to note that model configuration is vital because approach in testing reflective measurement model is entirely different from the approach used in testing formative measurement model (Hair et al., 2013; Lowry & Gaskin, 2014). In this study, all the indicators of latent variables are reflective. Specifically, the latent (unobserved) variables and the indicator (observed) variables are reflective rather than formative variables.

4.8.1 Assessment of Measurement Model

An assessment of a measurement model involves determining individual item reliability, internal consistency reliability, content validity, convergent validity and discriminant validity (Hair, Hult, Ringle, & Sarstedt, 2014; Henseler et al., 2009).



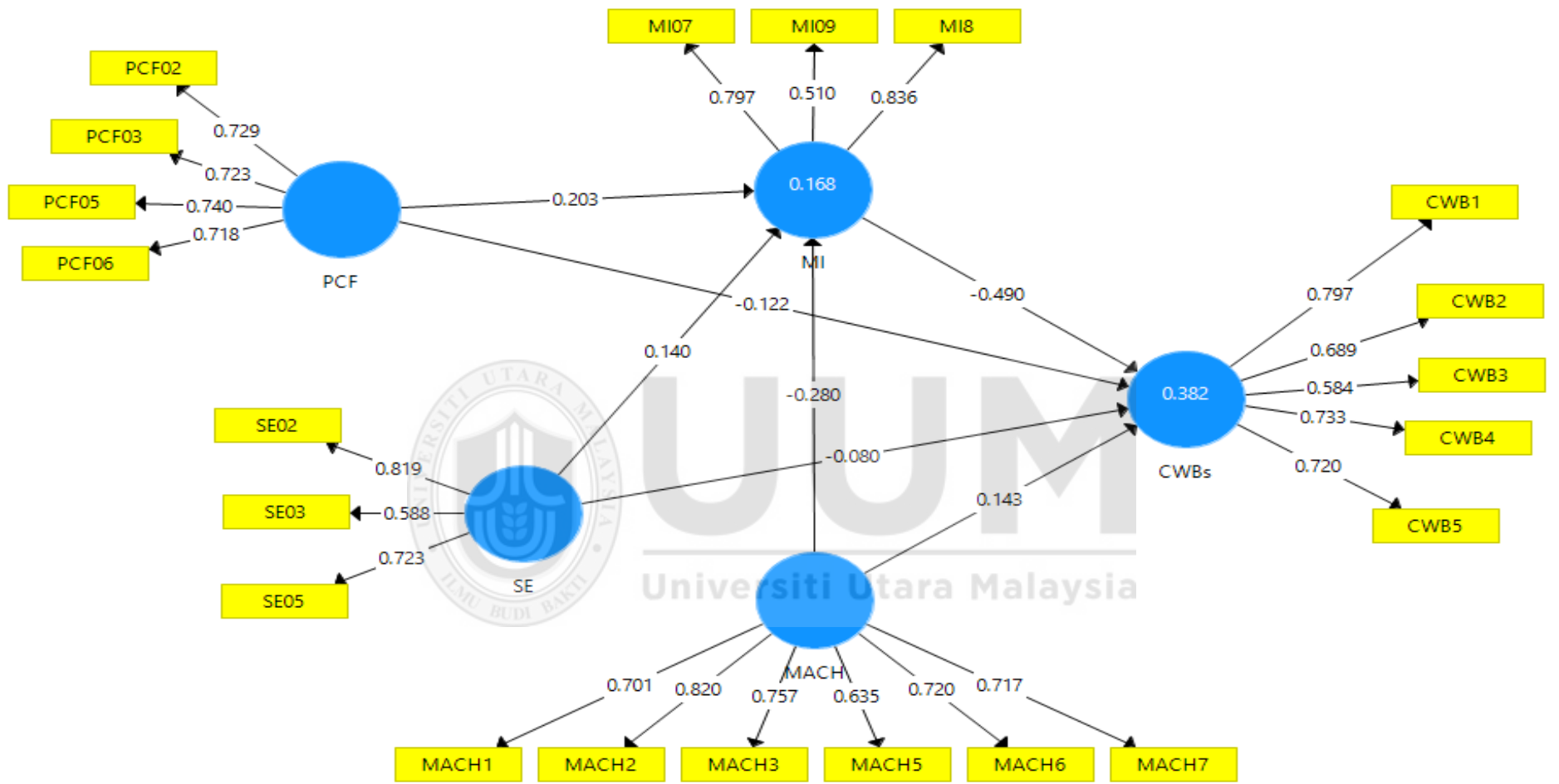


Figure 4.2 The Measurement Model – Model A

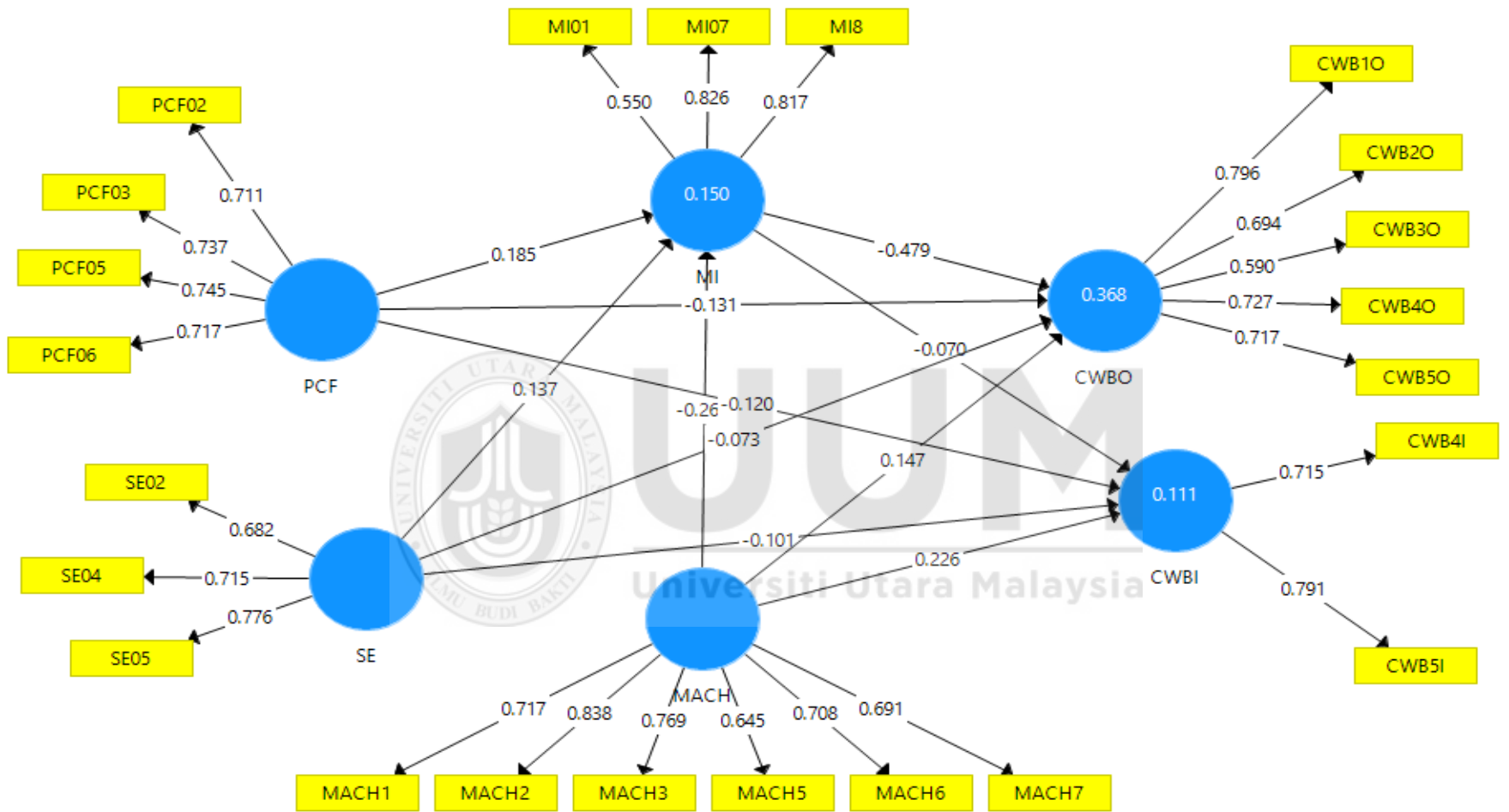


Figure 4.3 The Measurement Model – Model B

The first step in PLS-SEM analysis is the assessment of the measurement model (outer model). The external model deals with the analysis of the component, which determines how well the indicators (items) load theoretically and associate with respective constructs. In other words, analysis of the outer model confirms that the survey items measure the constructs they were designed to measure, thus ensuring that they are reliable and valid.

Reliability and validity are the two main criteria used in PLS-SEM analysis to evaluate the outer model (Hair et al., 2013). The conclusion about the nature of the relationship among constructs (inner model) depends on the reliability and validity of the measures. The suitability of the outer model can be assessed by looking at:

- (a) Individual item reliabilities, i.e., indicator reliability.
- (b) Internal consistency reliability using composite reliability.
- (c) Convergent validity of the measures associated with different constructs using average variance extracted (AVE); and
- (d) Discriminant validity using Fornell-Larcker criterion and the indicator's of cross loadings and hetrotrait-monotrait ratio (HTMT).

4.8.1.1 Individual Item Reliability

Individual item reliability is the assessment of items by examining the outer loadings of each construct's (Hair, Hult, Ringle, & Sarstedt, 2014).

Similarly, in this study, outer factor loading as important criteria in assessing indicator's contribution to assigned construct was examined. Outer loadings were observed based on the threshold value of 0.50 and above (Hair et al., 2010).

However, (Hair et al., 2013) stressed that outer loading greater than 0.40 but less than 0.708 should be carefully analyzed and should be deleted if it increases the value of composite reliability and AVE. Based on these recommendations regarding item deletion, 29 items in model A and 27 items in model B were removed out of 50 items. The validity can be achieved with two items on a construct in a measurement model if they are statistically significant (Vinzi et al., 2010; Wan Afthanorhan, 2013).

4.8.1.2 Internal Consistency Reliability

The extent at which all items on the particular scale measure the same concept is referred to as internal consistency reliability. Internal consistency usually measures the consistency of result between items of the same test. It measures whether the proposed items measuring the construct are producing similar scores (Hair et al., 2013). Therefore, in this study, internal consistency reliability was assessed by examining composite reliability.

According to Hair et al. (2013), unlike Cronbach's alpha, composite reliability does not assume an equal indicator loading of the construct. Composite reliability varies between 0 and 1; the threshold value should not be lower than 0.60 (Henseler et al., 2009) but the value from 0.70 and above is most desirable (Hair, et al., 2012). Accordingly, composite reliability value between 0.6 and 0.7 indicates average internal consistency, while a value between 0.70 and 0.90 is regarded as more adequate.

Therefore, in this study, composite reliability and Cronbach's alpha values for all the constructs were examined, and the results in Table 4.9 show that all composite reliability and Cronbach's alpha values exceed the recommended threshold value of 0.60 - 0.70 (Hair et al., 2013; Henseler et al., 2009). The composite reliability values in this study range between 0.724-0.870 respectively.



Table 4.9 Items Loadings, Average Variance Extracted (AVE) and Reliabilities of constructs

Constructs	Items	Loadings	Cronbach Alpha	Composite Reliability	AVE
Psychological Contract Fulfillment	PCF02	.729	.704	.818	.529
	PCF03	.723			
	PCF05	.740			
	PCF05	.718			
Self-esteem	SE02	.819	.752	.757	.513
	SE03	.588			
	SE05	.723			
Machiavellianism	MACH1	.701	.826	.870	.529
	MACH2	.820			
	MACH3	.757			
	MACH5	.635			
	MACH6	.720			
	MACH7	.717			
	Moral Identity	MI07			
MI08		.836			
MI09		.510			
CWB Organizational	CWB1O	.796	.755	.833	.501
	CWB2O	.694			
	CWB3O	.590			
	CWB4O	.727			
	CWB5O	.717			
CWB Interpersonal	CWB4I	.715	.742	.724	.568
	CWB5I	.791			
CWBs	CWB1	.797	.755	.833	.501
	CWB2	.689			
	CWB3	.584			
	CWB4	.733			
	CWB5	.720			

4.8.1.3 Convergent Validity

Next is convergent validity, which refers to the extent to which measures of the same constructs that are theoretically related to each other are linked (Henseler et al., 2009). Hence, it shows the degree of correlation between the measures of the same construct. With regards to identifying an element of convergence in the measurements of the construct, AVE is used with a threshold value of 0.50 and above (Hair, Sarstedt, Pieper, & Ringle, 2012; Henseler et al., 2009).

AVE value of 0.50 indicates adequate convergent validity. In other words, latent construct explains half of the variance of its indicators and shows adequate convergent validity (Hair et al., 2013). In this study, convergent validity was assessed by examining AVE values. Results in Table 4.9 show that the AVE value of all the constructs exceeds the threshold value of 0.50 (Hair et al., 2012; Henseler et al., 2009). The result reveals AVE values range from 0.501 to 0.561; so it can be concluded that convergent validity is established.

4.8.1.4 Discriminant Validity

Then, discriminant validity was considered, which concerns with to which one construct is different from another construct. In other words, the measures of constructs that are theoretically not related to each other are not linked to each other (Hair et al., 2013). The most conventional approach in assessing discriminant validity is Fornell-Larcker criterion (Hair et al., 2013). Others include cross-loading examination method and hetrotrait-monotrait ratio (HTMT), which is considered

more generous since it is likely to have more constructs exhibiting discriminant validity.

Discriminant validity is established when the value of the square root of AVE of each construct is higher than the construct's highest correlation with any other latent construct (Hair et al., 2013). Therefore, in this study, discriminant validity was assessed by comparing the square root of the AVE for each construct with the correlations presented in the correlation matrix. Table 4.10 and 4.11 below shows the results of Fornell-Larcker Criterion assessment with the square root of the constructs. The square root of AVE in bold is greater than its highest construct's correlation with any other constructs. Thus, it is concluded that discriminant validity of the construct has been established (Hair et al., 2013; Henseler et al., 2009).

Table 4.10 Discriminant Validity – Model A

Constructs	CWBs	MACH	MI	PCF	SE
CWBs	.708				
MACH	.309	.727			
MI	-.583	-.307	.729		
PCF	-.285	-.101	.265	.728	
SE	-.213	-.043	.200	.236	.716

Note: The bold values represent the square root of Average Variance Extracted (AVE).

PCF = Psychological contract fulfilment, SE = Self-esteem, MACH= Machiavellianism, MI = Moral Identity and CWBs = Counterproductive work behaviours.

Table 4.11 Discriminant Validity – Model B

Constructs	CWBI	CWBO	MACH	MI	PCF	SE
CWBI	.754					
CWBO	.297	.708				
MACH	.265	.304	.731			
MI	-.186	-.568	-.292	.742		
PCF	-.185	-.282	-.103	.246	.728	
SE	-.158	-.208	-.057	.198	.245	.725

Note: The bold values represent the square root of Average Variance Extracted (AVE).

PCF = Psychological contract fulfilment, SE = Self-esteem, MACH= Machiavellianism, MI = Moral Identity, CWBO = Counterproductive work behaviour organisational and CWBI = Counterproductive work behaviour interpersonal.



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Table 4.12 Factor Loading and Cross Loading – Model A

Constructs	CWBs	MACH	MI	PCF	SE
CWB1	.797	.246	-.598	-.321	-.191
CWB2	.689	.251	-.347	-.131	-.128
CWB3	.584	.268	-.292	-.005	-.013
CWB4	.733	.164	-.367	-.190	-.175
CWB5	.720	.184	-.358	-.259	-.202
MACH1	.134	.701	-.143	-.024	.025
MACH2	.204	.820	-.218	-.121	-.067
MACH3	.198	.757	-.200	-.066	-.054
MACH5	.149	.635	-.170	-.099	-.011
MACH6	.258	.720	-.248	-.082	-.018
MACH7	.314	.717	-.288	-.049	-.040
MI07	-.470	-.235	.797	.149	.162
MI09	-.248	-.266	.510	.096	.102
MI8	-.510	-.201	.836	.299	.164
PCF02	-.205	-.046	.206	.729	.138
PCF03	-.162	-.050	.195	.723	.188
PCF05	-.220	-.073	.190	.740	.222
PCF06	-.236	-.121	.180	.718	.142
SE02	-.211	-.003	.162	.207	.819
SE03	-.084	-.025	.075	.133	.588
SE05	-.130	-.073	.169	.157	.723

Table 4.13 Factor Loading and Cross Loading – Model B

Constructs	CWBI	CWBO	MACH	MI	PCF	SE
CWB4I	.715	.280	.149	-.116	-.171	-.153
CWB5I	.791	.176	.244	-.161	-.113	-.089
CWB1O	.254	.796	.240	-.579	-.322	-.208
CWB2O	.211	.694	.246	-.349	-.130	-.117
CWB3O	.118	.590	.263	-.301	-.004	-.001
CWB4O	.220	.727	.160	-.344	-.188	-.166
CWB5O	.222	.717	.180	-.345	-.257	-.189
MACH1	.130	.136	.717	-.160	-.023	.037
MACH2	.274	.205	.838	-.210	-.120	-.099
MACH3	.183	.200	.769	-.196	-.064	-.084
MACH5	.161	.149	.645	-.178	-.100	-.046
MACH6	.211	.258	.708	-.216	-.084	-.029
MACH7	.171	.315	.691	-.277	-.049	-.012
MI01	-.226	-.231	-.251	.550	.049	.031
MI07	-.093	-.470	-.232	.826	.146	.176
MI8	-.135	-.510	-.195	.817	.301	.194
PCF02	-.072	-.204	-.050	.188	.711	.132
PCF03	-.181	-.161	-.053	.186	.737	.149
PCF05	-.159	-.218	-.074	.172	.745	.241
PCF06	-.123	-.235	-.119	.173	.717	.185
SE02	-.041	-.210	.001	.136	.209	.682
SE04	-.136	-.112	-.044	.143	.168	.715
SE05	-.164	-.129	-.078	.151	.158	.776

Table 4.14 Model A Heterotrait-Monotrait Ratio (HTMT)

	CWBs	MACH	MI	PCF	SE
CWBs					
MACH	.369				
MI	.841	.458			
PCF	.359	.145	.406		
SE	.312	.107	.340	.368	

PCF = Psychological contract fulfilment, SE = Self-esteem, MACH= Machiavellianism, MI = Moral Identity, CWBO = Counterproductive work behaviour organisational and CWBI = Counterproductive work behaviour interpersonal.

Table 4.15 Model B Heterotrait-Monotrait Ratio (HTMT)

	CWBI	CWBO	MACH	MI	PCF	SE
CWBI						
CWBO	.688					
MACH	.567	.369				
MI	.534	.782	.428			
PCF	.452	.359	.145	.348		
SE	.458	.320	.132	.321	.392	

PCF = Psychological contract fulfilment, SE = Self-esteem, MACH= Machiavellianism, MI = Moral Identity, CWBO = Counterproductive work behaviour organisational and CWBI = Counterproductive work behaviour interpersonal.

Also, the study shows how discriminant validity was ascertained by comparing the indicator loading with cross loading and HTMT ratio. Researchers have suggested that the entire indicators should be greater than the cross loading (Chin, 1998; Hair, Hult, Ringle & Sarstedt, 2014). Tables 4.12 – 4.15 compares the indicator loading with other reflective indicators. All the available indicators are greater than the cross

loading and the HTMT ratio are below 0.85; this means the requirement of discriminant validity has been achieved.

4.8.2 Assessment of the Structural Model

This section describes the method, procedure, and criteria that are used in assessing the structural model. First, the significance and relevance of the structural model were evaluated based on the value of path coefficient, statistical t-values, and standard error. Therefore, the hypothesis was tested and assessed based on PLS-SEM concept (Hair et al., 2013). This was done through bootstrapping procedure in SmartPLS 3.2.2 (Ringle et al., 2015) for the entire model. Similarly, the coefficient of determination (R^2) was also used, based on Chin (1998), to assess the variance explained in the outcome variables, by the predictor variables. The effect sizes (f^2) of each of the exogenous variable, as well as the effect size of the mediation, was calculated and evaluated using Hayes (2009), Rucker, Preacher, Tormala, and Petty (2011) criteria. Furthermore, the blindfolding procedure was used to determine the predictive capability (Q^2) and effect size (q^2) using (Hair et al., 2014; Henseler et al., 2009) benchmarks.

Firstly, the study began with Hair et al. (2013), a recommendation that before assessing the structural model, collinearity must be examined. After the examination of multicollinearity in the preceding section, it was confirmed there is no multicollinearity problem among the exogenous variables. However, this study reassessed the collinearity as suggested by Hair et al. (2013). The results in Table 4.14 show the values of VIF are clearly below the threshold of 7. Therefore, it is

concluded there is no collinearity problem among the predictor constructs and the items in the structural model, and further analysis should be carried out.

Collinearity Statistic (VIF)

Table 4.16 Model A, Inner VIF Values

	CWBs	MACH	MI	PCF	SE
CWBs					
MACH	1.105		1.011		
MI	1.201				
PCF	1.118		1.068		
SE	1.083		1.059		

PCF = Psychological contract fulfilment, SE = Self-esteem, MACH= Machiavellianism, MI = Moral Identity, CWBO = Counterproductive work behaviour organisational and CWBI = Counterproductive work behaviour interpersonal.

Table 4.17 Model B, Inner VIF Values

	CWBI	CWBO	MACH	MI	PCF	SE
CWBI						
CWBO						
MACH	1.094	1.094		1.012		
MI	1.177	1.177				
PCF	1.114	1.114		1.073		
SE	1.087	1.087		1.065		

PCF = Psychological contract fulfilment, SE = Self-esteem, MACH= Machiavellianism, MI = Moral Identity, CWBO = Counterproductive work behaviour organisational and CWBI = Counterproductive work behaviour interpersonal.

Table 4.18 Model A, Outer VIF Values

Items	VIF
CWB1	1.423
CWB2	1.454
CWB3	1.312
CWB4	1.557
CWB5	1.498
MACH1	1.944
MACH2	2.712
MACH3	2.137
MACH5	1.39
MACH6	1.451
MACH7	1.344
MI07	1.298
MI09	1.053
MI8	1.315
PCF02	1.434
PCF03	1.466
PCF05	1.378
PCF06	1.329
SE02	1.152
SE03	1.167
SE05	1.137

Table 4.19 Model B, Outer VIF Values

Items	VIF
CWB1O	1.423
CWB2O	1.454
CWB3O	1.312
CWB4O	1.557
CWB5O	1.498
CWB4I	1.019
CWB5I	1.019
MACH1	1.944
MACH2	2.712
MACH3	2.137
MACH5	1.390
MACH6	1.451
MACH7	1.344
MI01	1.113
MI07	1.388
MI8	1.289
PCF02	1.434
PCF03	1.466
PCF05	1.378
PCF06	1.329
SE02	1.097
SE04	1.185
SE05	1.219

After checking and reconfirming absence of collinearity problem, the next step was to assess the structural model.

4.8.2.1 The Structural Model

Mediation is a very popular topic (Kenny, 2016), there is a long history in the study of mediation (Hyman, 1955 & Wright, 1934) with recent books on the topic (Hayes, 2013; Jose, 2012 & VanderWeele, 2015). Mediation analysis means, estimates the indirect effect of the independent variable on the dependent variable via an intervening variable. However, Preacher and Hayes (2008) observe that the techniques for assessing mediation are numerous, which include: Causal steps strategy or following approach (Hoyle & Robinson, 2004), which also refers to the four conditions of Baron and Kenny (Baron & Kenny, 1986). Others are the product of coefficient method or Sobel test (Sobel, 1982); distribution of the product approach (MacKinnon, Fritz, Williams, & Lockwood, 2007; Mackinnon, Lockwood, & Williams, 2004); and bootstrapping approach (Hayes, 2009; Preacher & Hayes, 2004). However, the most recent mediation analysis approach is the bootstrapping method, where the bootstrapping generates an empirical representation of the distribution of the sample of the indirect effect (Hayes, 2009; Rucker et al., 2011).

Commonly, in Baron and Kenny (1986) for mediation to hold on some conditions need be met. The first condition is defining the total effect (X-Y) relationship between the independent variables and the dependent variable. However, it is not always necessary for the overall effect to be significant. Significant indirect effects

can occur in its absence, and mediation could happen (Hayes, 2009; Rucker et al., 2011; Zhao, Lynch & Chen, 2010). The second condition is the significant effect of the indirect relationships. In other words, the effect of the independent variables on the dependent variable through the mediator variable (Preacher & Hayes, 2008). That is the effect of the independent variables on the mediator variable and the effect of the mediator variable on the dependent variable (a and b). Therefore, if any of the indirect effects through the mediator variable is not significant, then the mediator variable cannot mediate the effect of independent variables on the dependent variable (Preacher & Hayes, 2008). Finally, the direct effect of independent variables on the dependent variable should be insignificant or smaller than the relationship prior the inclusion of the mediator variable (c'). However, Rucker *et al.* (2011) question the emphasis on the importance of change in the direct relationship after including the mediator variable and the use of terms, such as full versus partial mediation.

By using bootstrapping method is often more convenient, precise, and parsimonious to include all the construct in the same model (Preacher & Hayes, 2008). The path model is estimated with the mediator variable. These path models include the path coefficients and t-values using PLS-SEM algorithm and bootstrapping procedure, respectively (Hair et al., 2013). The focus is on whether the independent variables and the mediator relationship and mediator and dependent variable relationship are significant.

In PLS v3.2.2 is easiest to examine the significance of the indirect effect. The justification and advantages of bootstrapping method to test mediation have been

highlighted by several studies, such as (Hair et al., 2013; Hayes & Preacher, 2010; Hayes, 2012; Zhao et al., 2010). For instance, the four conditions of Baron and Kenny (1986) fail to involve the use of standard errors (Hayes & Preacher, 2010). The Sobel test requires the assumption of normal sample distribution of the indirect effect. However, the sampling distribution of the independent variables' effect on the mediator and the mediator's effect on the dependent variable is asymmetric (Preacher, Rucker, & Hayes, 2007). The distribution of the product strategy is a little difficult to use without the aid of tables and requires some assumptions about the normal sampling distribution (Hayes, 2009).

Shrout and Bolger (2002) argue that bootstrapping methods could be used to take care of the flaws above as it allows the distribution of the indirect effect to be tested empirically. Furthermore, Zhao et al. (2010) argue that bootstrapping approach solves these problems by generating an empirical sampling distribution (axb). Also, Hayes and Preacher (2010) conclude that the main advantage of the bootstrapping approach is that it does not require any assumptions about the sampling distributions of the indirect effect or its product. In other words, the confidence interval in the bootstrapping method can be asymmetrical rather than at regular confidence intervals in other methods. This is because they are based on an empirical estimation of the sampling distribution of the indirect effect, unlike other methods that assume normal sampling distribution. Similarly, the bootstrapping result provides interval estimate of a population parameter that cannot be obtained by using other mediation tests (Lockwood & MacKinnon, 1998).

Knowing the advantage of bootstrapping method over other methods, Hair et al. (2013), Hayes and Preacher (2010) suggest testing the significance of the mediation using bootstrapping methods. Hence, this study examined the mediating influence of moral identity on the positive effect of psychological contract fulfillment, self-esteem and the adverse effect of Machiavellianism on counterproductive work behaviours with SmartPLS v3.2.2 (Ringle et al., 2015) using the bootstrapping procedure with 365 cases and 5,000 sub-samples. Figure 4.4 and 4.5 shows the PLS-SEM algorithm with moral identity as a mediator, and Figures shows the parsimonious PLS-SEM bootstrapping.



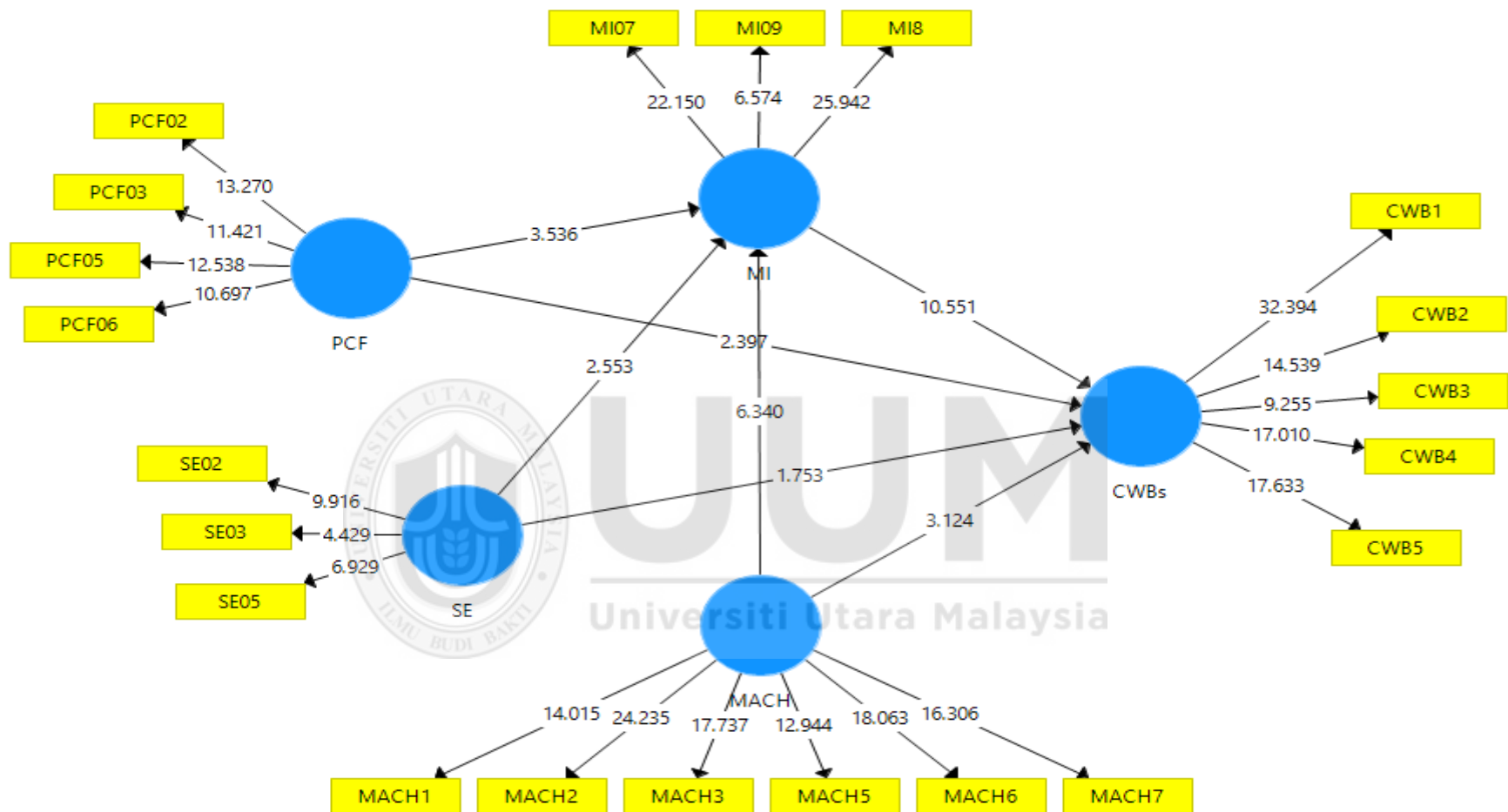


Figure 4.4 Structural Model A

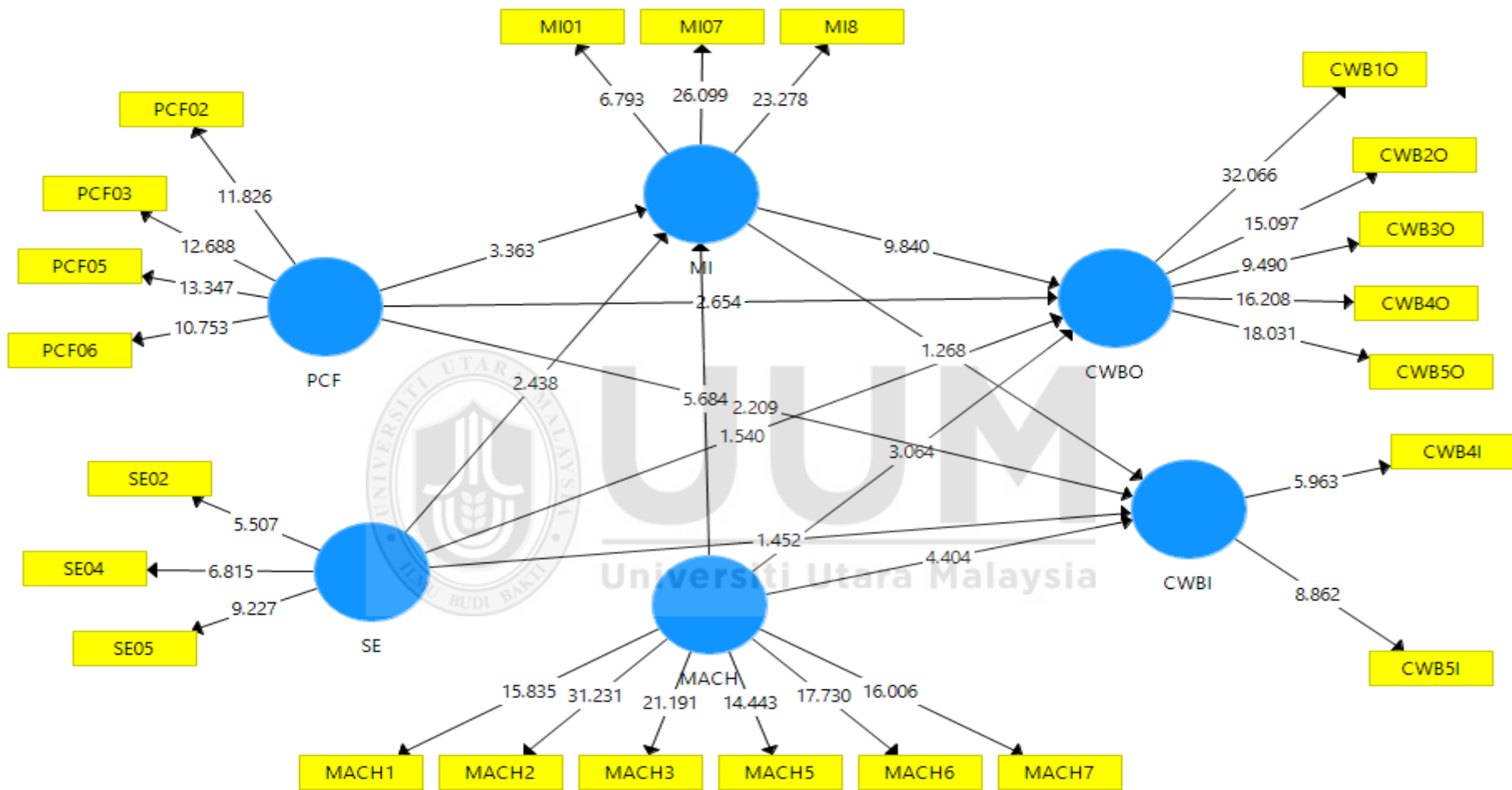


Figure 4.5 Structural Model B

Table 4.20 The Result of Structural Models (Direct Relationships)

Hypotheses	Relationship	beta value	Standard Error	t value	p-value	Finding
H1	PCF -> CWBs	-.122	.051	2.397	.008***	Supported
H1a	PCF -> CWBO	-.131	.049	2.654	.004***	Supported
H1b	PCF -> CWBI	-.120	.054	2.209	.014***	Supported
H2	SE -> CWBs	-.080	.046	1.753	.04**	Supported
H2a	SE -> CWBO	-.073	.047	1.540	.062*	Supported
H2b	SE -> CWBI	-.101	.070	1.452	.073*	Supported
H3	MACH -> CWBs	.143	.046	3.124	.001***	Supported
H3a	MACH -> CWBO	.147	.048	3.064	.001***	Supported
H3b	MACH -> CWBI	.226	.051	4.404	.000***	Supported
H4	MI -> CWBs	-.490	.046	10.551	.000***	Supported
H4a	MI -> CWBO	-.479	.049	9.840	.000***	Supported
H4b	MI -> CWBI	-.070	.055	1.268	.102	Not supported
H5	PCF -> MI	.203	.057	3.536	.000***	Supported
H6	SE -> MI	.140	.055	2.553	.005***	Supported
H7	MACH -> MI	-.280	.044	6.340	.000***	Supported

Note: Significant level; *P<0.1; **P<0.05; ***P<0.01 (1-tailed test).

Table 4.21 The Result of Structural Models (Indirect Relationships)

Hypotheses	Relationship	beta value	Standard Error	t value	p-value	Confidence intervals		Finding
						5.00%	95.00%	
H8	PCF -> MI -> CWBs	-.100	.030	3.289	.001***	-.152	-.052	Supported
H8a	PCF -> MI -> CWBO	-.089	.028	3.175	.001***	-.136	-.046	Supported
H8b	PCF -> MI -> CWBI	-.013	.011	1.165	.122	-.032	.004	Not supported
H9	SE -> MI -> CWBs	-.069	.027	2.509	.006***	-.118	-.028	Supported
H9a	SE -> MI -> CWBO	-.066	.027	2.434	.007***	-.113	-.024	Supported
H9b	SE -> MI -> CWBI	-.010	.010	0.989	.161	-.028	.003	Not supported
H10	MACH -> MI -> CWBs	.137	.024	5.648	.000***	.102	.182	Supported
H10a	MACH -> MI -> CWBO	.127	.024	5.243	.000***	.090	.170	Supported
H10b	MACH -> MI -> CWBI	.019	.016	1.150	.125	-.005	.048	Not supported

Note: Significant level; *P<0.1; **P<0.05; ***P<0.01 (1-tailed test)

Table 4.20 and 4.21 summarises the results of reflective measured constructs, PCF, SE, MACH, MI, and CWBs by showing the outer original weights estimates, the t-values, and the corresponding significance levels as well as the p-values with the result of the mediating influence of moral identity. Hypothesis 1 predicted that psychological contract fulfilment negatively affects counterproductive work behaviours (CWBs), interestingly the outcome of PLS model's estimate ($\beta = -.112$, $t=2.397$, $p<.01$) showed that the prediction was supported. Similarly, with Hypothesis 1a and 1b predicted that psychological contract fulfilment negatively affects organisational counterproductive work behaviour and interpersonal counterproductive work behaviour ($\beta = -.131$, $t=2.654$, $p<.01$ and $\beta = -.120$, $t=2.209$, $p<.01$) the results were supported.

Consequently, on self-esteem, the study hypothesises that negatively influence CWBs, the result shows the significant negative influence with ($\beta = -.080$, $t=1.753$, $p<.05$) supported. Table 4.20 also reveal that hypotheses 2a and 2b predicted self-esteem negatively correlate with organisational and interpersonal counterproductive work behaviour, the results indicated that ($\beta = -.073$, $t=1.540$, $p<.10$ and $\beta = -.101$, $t=1.452$, $p<.10$) are supported.

On Hypothesis 3, the result suggests that there is a positive impact of Machiavellianism on counterproductive work behaviours ($\beta = .143$; $t=3.124$; $p<.01$); therefore, H3 is supported. Similarly, in examining the influence of Machiavellianism on organisational and interpersonal counterproductive work behaviours figure 4.5 with Table 4.20 shows ($\beta = -.147$, $t=3.064$, $p<.01$ and $\beta = -.226$, $t=4.404$, $p<.01$) H3a and H3b were supported. Hypothesis 4 predicted that moral identity is negatively related to CWBs. As shown in Table 4.20, a significant

negative relationship between moral identity and counterproductive work behaviours ($\beta = -.490, t = 10.551, p < .01$) was found, indicating support for Hypothesis 4. Subsequently, with hypotheses, 4a and 4b predicted that moral identity has an adverse effect on organisational and interpersonal counterproductive work behaviours. Figure 4.5 with Table 4.20 shows ($\beta = -.479, t = 9.840, p < .01$ and $\beta = -.070, t = 1.264, p < .102$) H4a is supported while on contrary H4b was not supported.

Hypothesis 5 predicted that there is a positive relationship between psychological contract fulfilment and moral identity. The finding on the relationship ($\beta = .203, t = 3.536, p < .01$) supported the hypothesis. In the same vein, Hypothesis 6 predicted that self-esteem is positively related to moral identity, the result of PLS model's estimate showed ($\beta = .140, t = 2.553, p < .01$) support for the relationship.

Regarding the influence of Machiavellianism on moral identity, the result (Table 4.20, Figure 4.4) indicated that Machiavellianism had a significant negative relationship with moral identity ($\beta = -.280, t = 6.340, p < .01$). Hence, Hypothesis 7 was fully supported.

Inconsistent with Hypothesis 8 that predicted moral identity mediates the relationship between psychological contract fulfilment and CWBs, PLS model's estimate ($\beta = -.100, t = -3.289, p < .01$) showed that moral identity significantly mediates between psychological contract fulfilment and counterproductive work behaviours. On H8a and H8b, the study hypothesises that moral identity mediates the relationships between psychological contract fulfilment with organisational and interpersonal counterproductive work behaviours. The PLS model's for the indirect

effect shows ($\beta = -.089$, $t = 3.175$, $p < .01$ and $\beta = -.013$, $t = 1.165$, $p < .122$) support H8a while H8b was not supported.

Likewise, Hypothesis 9 predicted that moral identity mediates the relationship between self-esteem and counterproductive work behaviour, the finding ($\beta = -.069$, $t = 2.509$, $p < .01$) supported the hypothesised relationship. Similarly, with H9a and H9b, the study predicted that moral identity mediates the correlation among self-esteem, CWBO and CWBI the results reveal ($\beta = -.066$, $t = 2.434$, $p < .01$ and $\beta = -.010$, $t = .989$, $p < .161$); therefore, H9a is supported. However, H9b is not supported because the result shows no significant mediating influence of moral identity on self-esteem and CWBI.

Finally, it's clearly from Table 4.21 that moral identity mediates the relationship between Machiavellianism and counterproductive work behaviours ($\beta = .137$; $t = 5.648$; $p < .01$). About H10a and H10b, the study also predicts moral identity mediate the relationships between Machiavellianism, organisational and interpersonal counterproductive work behaviours. As shown above in Figure 4.5, the path coefficients between Machiavellianism, moral identity, CWBO and CWBI ($\beta = .127$, $t = 5.243$, $p < .01$ and $\beta = .019$, $t = 1.150$, $p < .125$) H10a is supported while H10b is not compatible, hence H10a is significant at less than 1 percent.

4.8.2.2 Assessment of Coefficient Determination (R^2)

The coefficient of determination (R^2) is the variance explained in the endogenous latent variable by exogenous latent variables (Henseler et al., 2009). According to Cohen (1988), R^2 values of .26 indicate substantial, .13 and .02 are moderate and

weak R^2 values, respectively. Results in Figure 4.2 and 4.3 shows that the R^2 value of moral identity (.17) is moderate, CWBs (.38) is substantial, organizational and interpersonal counterproductive work behaviour (.37 and .11) are substantial and moderate.

It follows that the R^2 value indicates all the three exogenous variables (PCF, SE, and MACH) combined in the model explain 17% variance in the mediating variable moral identity. Similarly, the R^2 value indicates that all the four exogenous variables (PCF, SE, MACH, and MI) combined in the model A explain 38% variance in the endogenous variable (CWBs), while the same four variables (PCF, SE, MACH, and MI) explain 37% and 11% in model B (CWBO and CWBI). Consequently, based on the assessment of the R^2 of the endogenous latent variables counterproductive work behaviour (.38) and moral identity (.17), it is concluded that the model has substantial predictive validity.

Table 4.22 Variance Explained of the Endogenous Variable

Endogenous Variable	R Square
CWBs	.38
CWBO	.37
CWBI	.11
MI	.17

Note: MI=Moral identity, CWBO= Counterproductive work behaviour Organizational, CWBI= Counterproductive work behaviour Interpersonal and CWBs= Counterproductive work behaviours.

Hair et al., (2013) addressed the difficulty of providing rules of thumb for acceptable R^2 as its reliant upon on the model complexity and research discipline. While the R^2 value of .20 is deemed as high in a discipline such as human behaviours.

4.8.2.3 Assessment of Effect Size (f^2)

Effect size is the difference in R^2 between the main effects when the particular exogenous construct is in the model and when it is excluded from the model. This is done purposely to evaluate whether the omitted exogenous construct has a substantial impact on the endogenous variables (Hair et al., 2013). The formula below is used to calculate the effect size for the exogenous construct, where 0.02 have been proposed as small, 0.15 moderate, and 0.35 large effects, respectively (Cohen, 1988). However, Chin, Marcolin and Newsted (2003) posited that even a small effect size should not be neglected, the least strength of f^2 should be considered as it can influence the endogenous variables.

$$f^2 = \frac{(R^2 \text{ included} - R^2 \text{ excluded})}{(1 - R^2 \text{ included})}$$

In this study, the effect size for the exogenous construct found to be statistically significant to affect the endogenous variables is assessed and reported. The result in Table 4.23 shows the effect size of the particular exogenous construct on the respective endogenous construct. The result indicates that most of the exogenous constructs have small effect size on their respective endogenous construct.

Table 4.23 f^2 - Effect Size

Endogenous Variable	Exogenous Variable	R ² Included	R ² Excluded	f ²	Effect size
CWBs	PCF	.38	.37	.16	Moderate
	SE	.38	.38	.00	-
	MACH	.38	.36	.03	Small
	MI	.38	.19	.31	large
CWBO	PCF	.37	.35	.03	Small
	SE	.37	.36	.02	Small
	MACH	.37	.35	.03	Small
	MI	.37	.18	.30	large
CWBI	PCF	.11	.10	.01	-
	SE	.11	.10	.01	-
	MACH	.11	.06	.06	Small
	MI	.11	.11	.00	-
MI	PCF	.17	.13	.05	Small
	SE	.17	.15	.02	Small
	MACH	.17	.09	.10	Small

Note: PCF= Psychological contract fulfilment, SE=Self-esteem, MACH=Machiavellianism, MI=Moral identity, CWBO= Counterproductive work behaviour Organizational, CWBI= Counterproductive work behaviour Interpersonal and CWBs= Counterproductive work behaviours.

4.8.2.4 Assessment of Predictive Relevance (Q^2)

The predictive relevance can be assessed using Stone–Geisser criterion, which assumes that an inner model must be able to provide evidence of prediction of the endogenous latent construct’s indicators (Henseler et al., 2009). Hence, predictive relevance Q^2 assessment can be carried out using Stone-Geisser’s Q^2 test which can be measured using blindfolding procedures (Hair et al., 2014; Henseler et al., 2009). Therefore, this study used Stone-Geisser test to assess the Q^2 , through the blindfolding procedure to obtain the cross-validated redundancy measure for endogenous latent construct (Hair et al., 2014). Figure 4.6,4.7and Table 4.24 presents the cross-validated redundancy for moral identity and counterproductive work behaviours.

Table 4.24 Q^2 - Cross-validated Redundancy

Total	SSO	SSE	1-SSE/SSO
CWBs	1875	1548.940	.174
CWBO	1875	1560.850	.168
CWBI	750	709.871	.054
MI	1125	1037.380	.078

Note: MI=Moral identity, CWBO= Counterproductive work behaviour Organizational, CWBI= Counterproductive work behaviour Interpersonal and CWBs= Counterproductive work behaviours.

As shown in Table 4.24, the cross-validation redundancy measure Q^2 for all endogenous latent variables were above zero, suggesting the predictive relevance of the model (Chin et al., 2003; Henseler et al., 2009).

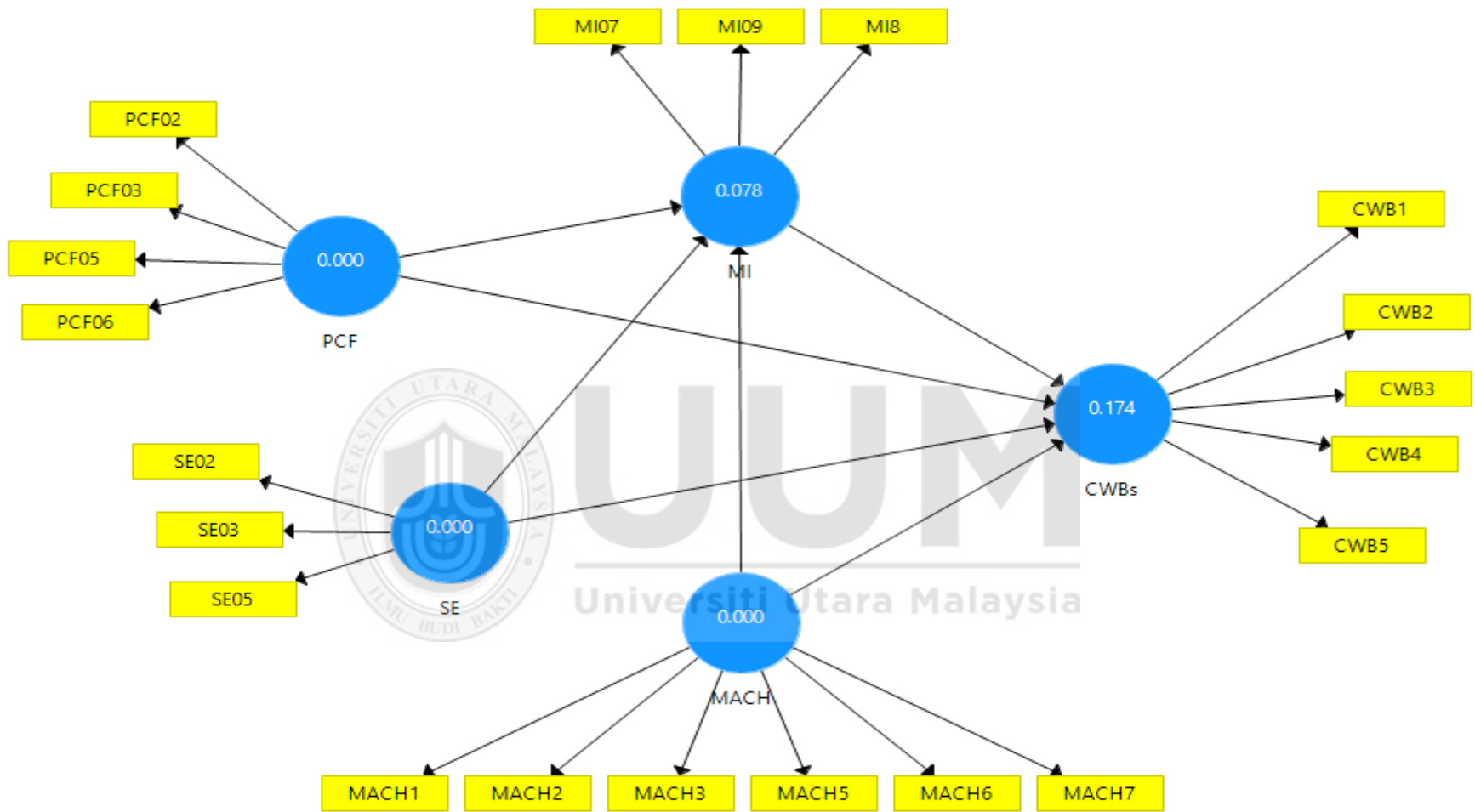


Figure 4.6 Predictive Relevance (Q^2) of model A

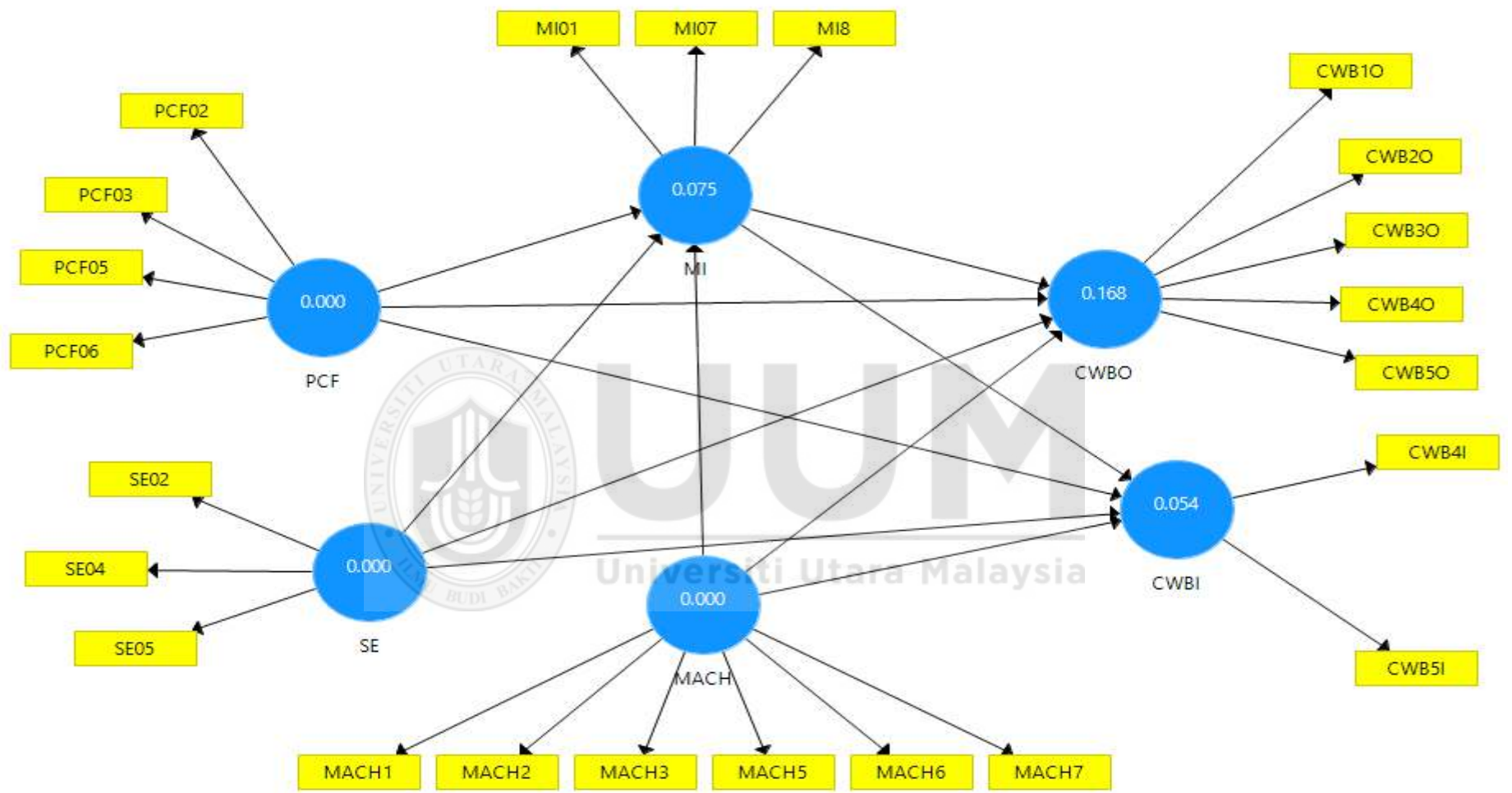


Figure 4.7 Predictive Relevance (Q^2) of model B

4.8.2.5 Effect Sizes (q^2)

Finally, similar to the procedure and criteria for calculating the effect sizes (f^2), the effect size of the predictive relevance (q^2) was also calculated. This method was suggested by Hair *et al.* (2014). However, value of predictive relevance Q^2 was used instead of R^2 values and thus substituted in the following formula;

$$q^2 = \frac{(Q^2 \text{ included} - Q^2 \text{ excluded})}{(1 - Q^2 \text{ included})}$$

Table 4.25 Effect size q^2

Endogenous Variables	Exogenous Variables	Q^2 Included	Q^2 Excluded	q^2
CWBs	PCF	.17	.17	.01
	SE	.17	.17	.00
	MACH	.17	.17	.01
	MI	.17	.08	.11
CWBO	PCF	.17	.16	.01
	SE	.17	.17	.00
	MACH	.17	.16	.01
	MI	.17	.08	.11
CWBI	PCF	.05	.05	.01
	SE	.05	.05	.00
	MACH	.05	.03	.03
	MI	.05	.05	.00
MI	PCF	.08	.06	.16
	SE	.08	.07	.01
	MACH	.08	.04	.43

Note: CWBO= Counterproductive work behaviour Organizational, CWBI= Counterproductive work behaviour Interpersonal and CWBs= Counterproductive work behaviours and MI=Moral identity.

Table 4.25 shows the results of the q^2 calculated. Although the effect size is small (Cohen, 1988), however, Chin, Marcolin, and Newstead (2003) argued that even a small effect is important, as long as the result of beta is significant. All values are greater than zero.

4.9 Summary of Findings

Having presented all the results including direct and mediating influence in preceding sections, Table 4.26 below summarises the results of all hypotheses tested.

Table 4.26 Summary of findings

Hypothesis	Statement	Findings
H1	Psychological contract fulfilment has a negative influence on counterproductive work behaviours (CWBs).	Supported
H1a	Psychological contract fulfilment has a negative influence on organisational counterproductive work behaviour (CWBO).	Supported
H1b	Psychological contract fulfilment has a negative influence on interpersonal counterproductive work behaviour (CWBI).	Supported
H2	Self-esteem has a negative influence on counterproductive work behaviours (CWBs).	Supported
H2a	Self-esteem has a negative influence on organisational counterproductive work behaviour (CWBO).	Supported

Table 4.26 continued

Hypothesis	Statement	Findings
H2b	Self-esteem has a negative influence on counterproductive work behaviour (CWBI).	Supported
H3	Machiavellianism has a positive influence on counterproductive work behaviours (CWBs).	Supported
H3a	Machiavellianism has a positive influence on organisational counterproductive work behaviours (CWBO).	Supported
H3b	Machiavellianism has a positive influence on interpersonal counterproductive work behaviour (CWBI).	Supported
H4	Moral identity has a negative influence on counterproductive work behaviours (CWBs).	Supported
H4a	Moral identity has a negative influence on organisational counterproductive work behaviours (CWBO).	Supported
H4b	Moral identity has a negative influence on interpersonal counterproductive work behaviour (CWBI).	Not supported
H5	There will be a positive relationship between psychological contract fulfilment and moral identity.	Supported
H6	There will be a positive relationship between self-esteem and moral identity.	Supported
H7	There will be a negative relationship between Machiavellianism and moral identity.	Supported
H8	Moral identity mediates the relationship between psychological contract fulfilment and counterproductive work behaviours (CWBs).	Supported
H8a	Moral identity mediates the relationship between psychological contract fulfilment and organisational counterproductive work behaviour (CWBO).	Supported
H8b	Moral identity mediates the relationship between psychological contract fulfilment and interpersonal counterproductive work behaviour (CWBI).	Not supported

Table 2.26 continued

Hypothesis	Statement	Findings
H9	Moral identity mediates the relationship between self-esteem and counterproductive work behaviour (CWBs).	Supported
H9a	Moral identity mediates the relationship between self-esteem and organisational counterproductive work behaviour (CWBO).	Supported
H9b	Moral identity mediates the relationship between self-esteem and interpersonal counterproductive work behaviour (CWBI).	Not supported
H10	Moral identity mediates the relationship between Machiavellianism and counterproductive work behaviour (CWBs).	Supported
H10a	Moral identity mediates the relationship between Machiavellianism and organisational counterproductive work behaviour (CWBO).	Supported
H10b	Moral identity mediates the relationship between Machiavellianism and interpersonal counterproductive work behaviour (CWBI).	Not supported

4.10 Chapter Summary

Chapter four of this study has comprehensively treated data analysis; start from quantitative data collected through questionnaire, distributed to the lower managers working in national petroleum cooperation in Nigeria (NNPC). Located in zonal offices and group headquarters in Nigeria with survey responses, response rate, the initial data examination and data screening were conducted, including missing value analysis, assessment of outliers, tests of normality and multicollinearity assessment.

Then demographic characteristic of the respondents and descriptive analysis of the latent variable. Specifically, as earlier stated at the beginning of the chapter, SmartPLS v3.2.2 software package developed by Ringle et al. (2015), was employed to assess measurement models (individual item reliability, internal consistency reliability, convergent validity and discriminant validity). The assessment of structural model in the form of significant path coefficient, evaluation of the level of R-squared values, determination of effect size, predictive relevance, q^2 effect size and mediating influence were critically evaluated through bootstrapping and blindfolding procedures.



CHAPTER FIVE

DISCUSSION, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

This chapter focuses on the debate of the research findings based on the research objectives, research questions, and hypotheses. Additionally, the chapter discusses the results of the study in the light of underpinning theories and previous studies. Followed by the theoretical, methodological and practical contributions. Also, the chapter presented the limitations of the survey and based on these constraints suggestions for future research directions are made. Finally, the conclusion of the study is drawn.

5.2 Summary of the Findings

This section presents the recapitulation of the results of the research based on the objectives of the survey. The principal aim of this study is to examine the mediating influence of moral identity on the relationship between psychological contract fulfilment, self-esteem, Machiavellianism and counterproductive work behaviours.

Based on the primary objective of the study, a total of three goals is stated and formulated according to the research questions developed from the problem statement in the preceding chapters. Studying these relationships will provide avenues to mitigated counterproductive work behaviours and enhance organisational performance. Three theories support this framework, are a social cognitive, social

exchange and self-consistency theories. Twenty-four hypotheses are formulated and tested statistically based on PLS-SEM using SmartPLS v3.2.2. The empirical results provide support for twenty hypotheses out of which fourteen are direct, and six are mediating hypotheses. On the contrary, four hypotheses were not supported of which one is direct and three are indirect (mediating relationships).

5.3 Discussion

This section discusses the study's findings in the light of relevant theories and findings of previous research. The sub-headings of the discussions section present the results based on the objectives of this study.

5.3.1 The Influence of Psychological Contract Fulfilment, Self-esteem, Machiavellianism and Moral Identity on Counterproductive Work Behaviours

In line with the first purpose of this survey is to examine the relationship between psychological contract fulfilment, self-esteem, Machiavellianism and moral identity on counterproductive work behaviours. Therefore, twelve hypotheses were put forward, nine representing the negative relationship between psychological contract fulfilment and counterproductive work behaviours, self-esteem, and counterproductive work behaviours, moral identity and counterproductive work behaviours as well as the three positive relationship between Machiavellianism and counterproductive work behaviours (CWBO and CWBI).

5.3.1.1 Psychological Contract Fulfilment and Counterproductive Work Behaviors

It is important to remember that psychological contract fulfillment is a state where employees perceived their employer met or exceeded their promises, obligation, and commitments toward them and employees honored their commitment to the organization (Rousseau, 2010). Staff psychological contract fulfillment is the degree to which organization's honored their commitment to employees and staff honored their commitment to the employer/organization.

As proposed by Chao, Cheung, and Wu, (2011) Psychological contracts breach would be positively related to CWBs, fulfillment of employer promises, obligations, and commitments increases employee productivity and engagement while it reduces negative behaviors (CWBs). Hence, this study hypothesized that psychological contract fulfillment is negatively and significantly related to counterproductive work behaviors. To attain this end, three research hypotheses were formulated and tested using the PLS path modeling. Firstly, consistent with Hypothesis 1, result revealed a significant negative relationship between psychological contract fulfillment and CWBs, suggesting that when employees perceived their employer met or exceeded their promises, obligation, and commitments toward them, the employees honored their commitment to the organization and they are less likely to engage in counterproductive work behaviors in general (CWBs).

This finding is congruent with social exchange theory (Blau, 1964), employees who sensed that the promises made to them had been met may feel that the organization has handled them well, as a result of that employees are encouraged to reciprocate

the positive actions to their employer by increasing the level of work they perform and reduce the negative behaviours (CWBs). This result will lead to mitigate counterproductive act as well as an increase in positive actions.

Secondly, the present study also hypothesized that psychological contract fulfillment is negatively related to organizational counterproductive work behavior (Hypothesis 1a). As expected, the findings revealed a significant negative relationship between psychological contract fulfillment and organizational counterproductive work behavior. This result seems to suggest that employees who perceive fulfillment of organizational promises, obligations, and commitments are more likely to accept direction and thus exhibit less counterproductive acts (Aladenusi & Ayodele, 2014; Alam, 2013), such as spending most of their time attending to personal matters instead of formal work. SET postulates that human affairs are formed by the use of a personal cost-benefit analysis (Blau 1964; Cropanzano 2005 & Emerson 2008) suggests that employees engage in negative or positive behaviors when responding to positive or negative actions that originate from an individual or an organization. This result shows psychological contract fulfillment plays a significant role in shaping employee's behavior at work.

Thirdly, about hypothesis 1b, as predicted, the PLS path modeling results indicated that psychological contract fulfillment was negatively and significantly related to interpersonal CWB. This finding shows that if organization exceeded their promises, obligation, and commitments toward the employees, the employees might honor their commitment to decreases counterproductive interpersonal act in the workplace,

such as favoritism, gossip, and harassment. This particular result is consistent with social exchange theory (Blau 1964; Cropanzano 2005 & Emerson 2008).

5.3.1.2 Self-esteem and Counterproductive Work Behaviors

Rosenberg (1979), defined Self-esteem as an individual appraisal of his or her value. People with high in self-esteem tend to see themselves as capable, significant and worthy, whereas those with low in self-esteem often doubt their abilities and are suspicious about their self-worth.

As proposed by Avey, Palanski, and Walumbwa (2011) Whelpley nad McDaniel (2016) Ferris, Brown and Heller (2009) that self-esteem is negatively related to counterproductive work behaviors, the present study also hypothesized that self-esteem is significantly negatively related to counterproductive work behaviors (Hypothesis 2). Therefore a hypothesis was put forward and subsequently tested. The result indicated that self-esteem has a significant negative influence on CWBs. This result is in line with several past studies that examined this relationship. Confirming our hypothesis, the relation between CWBs and self-esteem supports Korman's view of self-esteem as an antecedent of organizational outcomes whereby individuals act in a manner consistent with their view of self. Specifically, self-esteem relates to lower levels of CWBs. As such, we feel that consistency theory should be used by researchers examining self-esteem and CWBs. Further, research in organizations may benefit by using consistency theory to view self-esteem as a precursor to organizational outcomes. Interestingly, the study shares a contextual similarity considering both self-esteem and CWBs literature. However, the context might differ

regarding subjects of the studies (students vs. managers) and economic status of the countries where these studies were conducted.

As recommended by previous researchers CWBs construct is multidimensional and the behaviors subsumed within it can take many forms (Whelpley & McDaniel, 2016; Sackett & DeVore, 2001), so the current study hypothesizes that self-esteem is negatively related with organizational and interpersonal counterproductive work behaviors (H2a and H2b). Consistent with Hypothesis H2a and H2b, a significant negative relationship between self-esteem and CWBO and CWBI was found. Supporting Korman (1970) theory, consistency between attitudes and behaviors, individuals engage in actions that are consistent with their views of themselves. The result indicated that people are motivated to perform task or job in a manner that is consistent with their self-image. These findings show that self-esteem is one of the mitigating factor of counterproductive acts across different contexts. Additionally, these finding suggests that self-esteem has a significant influence on the behaviors of NNPC employees in Nigeria.

5.3.1.3 Machiavellianism and Counterproductive Work Behaviors

It is worthy to note that Machiavellianism refers as a manipulative or destructive personality that can cheat, lie, deceive and having an alternative view of morality (Christie & Geis, 1970).

Therefore a hypothesis was put forward and subsequently tested. The result indicated that Machiavellianism has a significant positive relationship with Counterproductive work behaviors (H3). This result is in line with several past studies that examined

this relationship (O'Boyle et al., 2012; Scherer et al., 2013). This finding is congruent with self-consistency theory (Korman,1970) that individuals are doing things that consistency with their live image even in a work environment. The result shows that Machiavellians are readily willing to cheat, steal, lie, and sabotage even within trusting relationships. However, the context might differ regarding subjects of the studies.

Consistent with Hypothesis 3a, a significant positive relationship between Machiavellianism and organizational counterproductive work behavior was found. Consistent with Korman's consistency theory (1970), this result suggests that an individual's behavior is significantly influenced by their self-image. Additionally, this finding suggests that Machiavellianism has a significant impact on NNPC management employees in Nigerian. Similarly, workers are ready to be absent, steal, corrupt and misuse the organizational assets.

In the same manner, Machiavellianism was also found to have a significant positive relationship with interpersonal counterproductive work behavior in the Nigerian context (H3b). The positive correlation between Machiavellianism and interpersonal counterproductivity at work is also consistent with prior research indicating that destructive behavior (MACH) motivate individual decisions to engage in CWB act such as sexual harassment, taking confidential records from work. They also found that Machiavellian employees were more willing to violate the privacy of coworkers by accessing personal data without permission, favoritism, gossip and stilling from a coworker. Thus, Machiavellian employees seem motivated to steal both material resources and vague information from others.

5.3.1.4 Moral Identity and Counterproductive Work Behaviors

In the context of the current study, to achieve the stated objective, H4 was tested which indicates that moral identity is significantly negatively related to counterproductive work behaviors. In this study, moral identity described as chronic accessibility of individual moral traits in one's self-concept (Aquino & Reed, 2002). The current study assumes that moral action is the product of reasoning process, a conscious and deliberative moral behavior in organizations. Therefore after an in-depth review of past literature and careful consideration of the context under study, a hypothesis was formulated as thus; there is a significant negative relationship between moral identity and counterproductive work behaviors (CWBs). This assumption was tested, and the result confirmed that the stated relationship significantly exists. This result is not surprising considering the results of some past studies that examined this relationship (Brown, 2012; Mingzheng et al., 2014).

This finding is consistent with self-consistency theory (Korman, 1970), suggests that to maintain cognitive consistency between attitudes and behaviors, individuals engage in actions that are consistent with their overall views of themselves. Therefore; there is evidence that moral identity predicts work outcomes reflecting a personal level of concern and combination of these nine features are comprise an individual's sense of their moral identity (Compassionate, Caring, Fair, Friendly, Generous, Kind, Helpful, Hardworking, and Honest). Similarly, the result shows that employees with those characteristic are less likely to engage in the counterproductive act and it could be a powerful mitigating factor in Nigeria.

Consistent with Hypothesis 4a, moral identity has a negative influence on CWBO. Therefore a hypothesis was put forward and subsequently tested. The result indicated that a significant negative relationship between moral identity and organizational counterproductive work behavior was found. This result is in line with previous studies that examined this relationship (Brown, 2012; Mingzheng et al., 2014). Consistent with Korman's consistency theory (1970), this result suggests that an individual's with caring, compassionate, fair, friendly, generous, helpful, hardworking, honest, and kind behavior are less likely to engage in absenteeism, stalling, corruption and misuse of the organizational assets. Additionally, this finding suggests that moral identity has a significant influence on the behavior of employees in Nigeria.

The current study Hypotheses (4b) that moral identity has a negative influence on interpersonal counterproductive work behavior. Contrary to expectations, the finding was not supported; it revealed that moral identity is negatively but not significantly correlated with interpersonal counterproductive work behavior (CWBI). Although, this result is not compatible with some previous studies (Brown, 2012; Mingzheng et al., 2014). However, a plausible explanation for this inconsistent finding might be because past research with moral identity and CWBI may be attributable to differences in the environmental conditions in which the researchers were conducted. Moreover, differences in the socio-cultural values, beliefs and attitudes of the research respondents used in the previous studies and current research.

The context of the survey might have been responsible for this insignificant result (Ogunleye, 2012) which can be referred to as the culture of dominant pattern of

beliefs and values might differ across countries. Another design may be used in future studies to address the influence of this issue. Hence, the inability of this study to obtain the negative statistically significant relationship between moral identity and interpersonal counterproductive work behavior could be likened to a different perception in Nigeria. Thus, this has created another gap for intellectual inquiry and future studies may further investigate inconsistency in this finding in either different context or the same context with various measures and analytical tools.

5.3.2 The Influence of Psychological Contract Fulfilment, Self-esteem and Machiavellianism on Moral Identity.

The second objective of this study is to investigate the relationship between the three independent variables and their relationship with the mediator variable. Base on the social cognitive theory; this objective formulated three hypotheses on the positive relationship between psychological contract fulfillment and moral identity, self-esteem and moral Identity as well as the negative correlation between Machiavellianism and moral identity. Specifically, H5, H6 and H7 were tested to achieve the objective. Because the findings regarding those associations are part of the main contributions of this research, possible explanations of this could be explained by theoretical perspectives rather than prior empirical studies.

5.3.2.1 Relationship between Psychological Contract Fulfillment and Moral identity

Firstly, the target above resulted in H5, which states that there is a positive relationship between psychological contract fulfillment and moral identity, the finding provides support for H5 as the bootstrapping effect confirm that there is a positive correlation between psychological contract fulfillment and moral identity.

Consistent with the social cognitive theory (Bandura, 1989) individual's behavior at work is determined by perception regarding the kind of situation they are (Psychological contract fulfillment) and their personality on how individual consider them self in a social setting. Conway and Coyle-Shapiro (2011) and Rousseau (2010) stated it as similar to mutuality that is contingent upon the nature of the exchange and developed through social norms over time.

This finding indicates that contract fulfillment can improve or lead to morality in the organization. Therefore, the institution should consider the influence of fulfilling their duties in order to encourage or boost individuals behavior. The result shows clearly employees fulfillment may lead to kindness and hardworking in the organization, especially on NNPC employees in Nigeria.

5.3.2.2 Relationship between Self-esteem and Moral identity

H6 was also formulated to achieve this objective. The hypothesis states that there is a positive correlation between self-esteem and moral identity. As expected, the result provides empirical support that there is a positive relationship between self-esteem

and moral identity. Consistent with the social cognitive theory (Bandura, 1989) individual's behavior at work is determined by perception regarding their personality on how individual consider them self in a social setting.

The result shows that people with self-esteem consider them self as honest people and shows positive behavior in the organization. The finding links well with the view of past studies that argue self-esteem is related to the individual personalities (Stets & Burke, 2014) and the research supports the idea that self-esteem is an outcome of the identity process. Respected employee should be kind, honest and hardworking. Similarly, this result indicates that employees self-esteem could lead to the moral behavior in organizations more especially in Nigeria.

The result confirms that personal moralities lead one's to feel value in the society, the verification of role and person identities that are respected and valued in society might also generate self-worth such as the moral identity. Also, the verification of social and character identities that are tied to accomplishments might also influence feelings of self-esteem as well as the verification of social and role identities that become highly visible and core to the individual might increase feelings of authenticity.

5.3.2.1 Relation between Machiavellianism and Moral identity

Finally, to achieve the stated objective, H7 was formulated which states that there is a negative correlation between Machiavellianism and moral identity. Interestingly,

the result of the regression analysis used to test this hypothesis shows that there is a negative relationship between Machiavellianism and moral identity.

This finding provides evidence that individual's behavior at work is determined by perception regarding their personality on how individual consider them self in a social setting (Bandura, 1989) and give support to the consistency theory, people believe and act on their views of ego. This result indicates that distractive personality (Machiavellianism) has a negative relationship with positive behavior (moral identity). Similarly, the result shows employees with self-interest, cheating and lying behavior could not be kind, compassionate and hardworking in the organization more especially in Nigeria.

5.3.3 Mediating influence of moral identity on the relationships between Psychological Contract Fulfilment, Self-esteem and Machiavellianism on Counterproductive Work Behaviors.

The third objective of this study is to examine the mediating influence of moral identity on the relationship between psychological contract fulfillment, self-esteem, Machiavellianism and counterproductive work behaviors. In achieving this objective, three direct relationships between the mediator and the dependent variables was tested (H4, H4a and H4b). Then, most importantly, nine mediating hypotheses were proposed and tested using bootstrapping method (Preacher & Hayes, 2008). Precisely, hypotheses H8, H8a, H8b, H9, H9a, H9b, H10, H10a and H10b were tested to see the mediating influence of moral identity.

The mediating variable is a mechanism that transfers the effect of the independent variables on the dependent variable and frequently surfaces as a function of predicting and explaining the influence of independent variables on dependent variables (Hair, Black, Babin, & Anderson, 2010).

To attain the mediation objective, H8 was tested which states that moral identity mediates the relationship between psychological contract fulfillment and counterproductive work behaviors (CWBs). Moral identity can explain more reason behind the relationship between psychological contract fulfillment and counterproductive work behaviors. Interestingly, the result shows that psychological contract fulfillment affects counterproductive work behavior through moral identity.

In other words, based on the present study's results, the impact of psychological contract fulfillment on counterproductive work behaviors is better understood through the mediational influence of moral identity. Hence, H8 is supported.

Regarding the current study, this result supports the social cognitive theorist's views that suggest identity as a dynamic arrangement of cognitive–affective processes that connect with personality and situational influences (Bandura, 1986). Similarly, accessibility of moral schemas allows people to be more sensitive to ethical aspects of situations, and to interpret and respond to the situations more quickly in light of their moral commitments. To this end, the results suggest that a psychological contract fulfillment is an ingredient of moral identity, which would provide an organization with possibilities to reduce counterproductive behaviors and to achieve superior performance for both organizational and interpersonal relationships. Also, the finding shows an employee with psychological fulfillment and moral character

(honesty and kindness) will be less likely to engage in any counterproductive act especially in Nigeria as well as one of the powerful mitigating factors of CWBs as shown in this study.

In respect to the mediational influence of moral identity on psychological contract fulfillment and dimensionality of counterproductive work behavior (organizational and interpersonal), these study hypotheses were formulated and tested using the PLS path modeling. It could be recalled that hypothesis H8a stated that moral identity mediates the relationship between psychological contract fulfillment and organizational counterproductive work behavior (CWBO). The finding provides support for H8a as the regression result suggests that moral identity mediates the relationship between psychological contract fulfillment and organizational counterproductive work behavior (CWBO). Consistent with the view that moral identity is an important cognitive resource that can restrain an individual from engaging in counterproductive act (Bandura, 1986).

This suggests that employees with moral identity are less likely to participate in the counterproductive organizational act even if they are not fulfilled. Precisely employees that honor their commitment and has moral character (honesty and kindness) are less likely to engage in corruption, misusing of organizational asset and coming to work at late or leaving early.

On the other hand, Hypothesis H8b stated that moral identity mediates the relationship between psychological contract fulfillment and interpersonal counterproductive work behavior (CWBI). Unexpectedly, the present study did not find support for this hypothesis (H8b). Remember that in this study, moral identity

did not significantly influence interpersonal counterproductive work behavior directly. One possible reason for the absence of support for this hypothesized relationships might be due to the respondent category (lower management employee) individual behaviors are subject to change so future research should check different types of employees in Nigeria.

Due to inconsistent findings in the past literature and careful consideration of the context of study, H9 states that moral identity mediates the relationship between self-esteem and counterproductive work behaviors (CWBs). Remarkably, the result establishes that moral identity mediates the relationship between self-esteem and counterproductive work behaviors, the SmartPLS 3.2.2 output indicates that t-value of the interaction between self-esteem and counterproductive work behaviors is significant. Therefore, H9 is supported.

The present result is underpinned by the social cognitive theory (Bandura, 1986) which postulates that behavior is depicted as being shaped and controlled either by situational influences or by personal dispositions. Bandura (1986) explained that personality, perception, situation and behavior is a reciprocal interconnection that shows the interaction between thought, influence, and action. Individual's expectations, self-perceptions, beliefs, goals, and intentions give shape and direction to their behavior. In another word, what people feels, think, and believe affects how they behave.

Interestingly, this finding indicates that individuals with the respected mindset that consider themselves as a talented person with generosity, compassionate, fairness,

friendly and caring are less likely to participate in any CWBs more especially in Nigeria.

Similarly, with hypothesis 9a, the findings provide support for the H9a forwarded in this study. It supports the view that moral identity mediates the relationship between self-esteem and organizational counterproductive work behavior (CWBO). These findings are not surprising because they are consistent with social cognitive theory (Bandura, 1986) which suggest that individual's expectations, self- perceptions, beliefs, and intentions give shape and direction to their behaviors. Moreover, this result showed that when employees respect their self, feel confidence and has a moral identity (compassionate, honest and hard working) are less likely to engaged in the counterproductive organizational act (stealing from the organization or misusing the organizational asset). Additionally, the results suggest that moral identity plays a significant role in mitigating counterproductive work behavior in Nigeria.

Contrary to expectation, Hypothesis 9b was not supported because moral identity did not mediate the relationship between self-esteem and interpersonal counterproductive work behavior (CWBI). One possible explanation for the lack of significant mediating influence between self-esteem and interpersonal counterproductive work behavior may be attributable to differences in the environmental conditions in which the researchers were conducted. Moreover, differences in the socio-cultural values, beliefs and attitudes of the research respondents used in the previous studies and current research.

Lastly, investigating the mediating influence of moral identity on the relationship between Machiavellianism and counterproductive work behaviors is another specific purpose related to the third objective. Hence, to achieve this particular objective, H10 was tested, and it predicts that moral identity mediates the relationship between Machiavellianism and counterproductive work behaviors (CWBs). Interestingly, the result indicates that the mediatory role of moral identity between Machiavellianism and CWBs relationship is quite significant. Therefore, H10 is supported. It sheds more light that Machiavellian behavior can be mitigated through moral identity. Consistent with the Social cognitive theorists (Bandura, 1986), this finding suggests that Machiavellianism, as a one of the manipulating personality variable, can lead to minimaxing counterproductive behaviors when mediated by moral identity. The study also revealed that moral identity would reduce the adverse impact of Machiavellianism on counterproductive work behaviors.

In line with this research objective, two-dimensional research hypotheses were also formulated and tested (H10a and H10b), the findings provide support for the hypothesis 10a forwarded in this study. It supports the view that the moral identity mediates the relationship between Machiavellianism and organizational counterproductive work behavior (CWBO). Likewise, the result provides support for the view that the moral identity mediates the relationship between Machiavellianism and CWBO. This result is consistent with social cognitive theory (Bandura,1986), explained the major interactional links connecting the different subsystems of influence. Personality, perception, situation and behavior is a reciprocal interconnection that shows the interaction between thought and action. Individual's

expectations, self- perceptions, beliefs and intentions give shape and direction to their behavior. Also indicate that even selfish employees with caring, compassionate, fairness, friendly, generous, helpful, hardworking, honest, and kind will be less likely to engaged in stealing, corruption, misuses of the organizational assets and absenteeism.

Finally, to achieve the stated objective, H10b was tested. The hypothesis states that moral identity mediates the relationship between Machiavellianism and interpersonal counterproductive work behavior (CWBI). Contrary to expectations, this study did not find a significant mediating influence of moral identity on the relationship between Machiavellianism and interpersonal counterproductive work behavior (CWBI). Hence, H10b is not supported. The result is not surprising because this is the first study that examined the mediating influence moral identity on Machiavellianism and interpersonal counterproductive work behavior, having an insignificant correlation in this relationship signifies another reason for the supposition not to hold may be related to methodological differences.

Hardy and Carlo (2011) suggest that moral identity motivates moral action and that moral action leads people to see themselves in moral terms. To this end, the results of this study indicate that organization needs to focus on the moral test, besides their professional knowledge and skills which will lead them to secure proper personnel's and ensure superior job performance. Conclusively, the study shows that the psychological contract fulfillment, self-esteem, and Machiavellianism can mitigate counterproductive work behaviors indirectly through moral identity. Human resource department can formulate, consummate the management regulation and policy that

can encourage and reward acts related to the traits of moral identities, such as friendly, hardworking and honest by using behavior-based and outcome-based incentive schemes to improve their employee's productivity and to mitigate counterproductive acts in organizations.

5.4 Implications of the Study

The overall aim of this study is to examine the mediating influence of moral identity on the relationships between psychological contract fulfillment, self-esteem, Machiavellianism and counterproductive work behaviors. The hypotheses for the relationships in the model was formulated, tested and findings were presented and discussed. Therefore, having presented the results of the study in the previous sections, there are implications of these findings to the body of knowledge and practice. Governments, practitioners and academic researchers in the area of human resource management need to give much attention to the potential factors that can mitigate counterproductive work behaviors in organizations, to provide superior performance and satisfaction that will lead to economic, psychological and social improvement. Based on the findings of this research work, the study has more than a few important implications, specifically regarding counterproductive work behaviors in the Nigeria context. The results of this study provide theoretical, methodological and practical implications. These implications are discussed in the following sub-sections.

5.4.1 Theoretical Implications

The conceptual framework of this study was based on the previous empirical evidence and theoretical gaps identified in the literature. It was also supported and explained from three theoretical perspectives, namely social cognitive theory (Bandura, 1986) backed with social exchange (Blau, 1964; Cropanzano, 2005; Emerson, 2008) and self-consistency (Korman, 1970) theories. The present study incorporated moral identity as a mediating variable to better explain and understand the relationship between psychological contract fulfillment, self-esteem, Machiavellianism and counterproductive work behaviors. Based on the research findings and discussions, the current study has made several theoretical contributions in the research on psychological contract fulfillment, self-esteem, Machiavellianism, moral identity and counterproductive work behaviors.

5.4.1.1 Additional Empirical Evidence in the Domain of Social Exchange Theory

This study has provided a theoretical implication by giving other empirical evidence in the field of social exchange theory. The theory posits that human affairs are formed by the use of a personal cost-benefit analysis. Importantly, the theory claims that relationships are based on trust that gestures of goodwill (Blau, 1964; Cropanzano, 2005). This Theory was used to understand workplace behavior; it suggests that employees engage in negative or positive behaviors when responding to positive or negative actions that originate from an individual or an organization.

This study has attended to bridge the gap by incorporating psychological contract fulfillment on counterproductive work behaviors literature. On this account, little or no attention has been given to the mitigating factors (psychological contract fulfillment) of counterproductive work behaviors. To the best of knowledge of this researcher, this influence has not been empirically investigated previously in this manner.

To date, some of the predictors of counterproductive work behaviour have been studied include perceived organizational justice (Aquino, Lewis, & Bradfield, 1999; Rupp, Shao, Jones, & Liao, 2014; Wang, Mao, Wu, & Liu, 2012), perceived organizational support (Eder & Eisenberger, 2007; Ferris, Brown, Lian, et al., 2009), leadership styles (Hershcovis et al., 2007; Shamsudin et al., 2012) and psychological contract breach (Jensen, Opland, & Ryan, 2010; Restubog, Bordia, & Tang, 2007; Zhao, Wayne, Glibkowski, & Bravo, 2007), among others. This study drew attention to the potential gap between psychological contract fulfillment on counterproductive work behaviors to aid in the theory generalization and the significant benefits from psychological contract fulfillment on counterproductive work behaviors portray that the variable is relevant in minimizing counterproductive work behaviors (CWBs) in Nigeria.

5.4.1.2 Additional Empirical Evidence in the Domain of Self-Consistency Theory

This study has provided a theoretical implication by giving other empirical evidence in the area of self-consistency theory. The theory postulates that to maintain

cognitive consistency between attitudes and behaviors, individuals engage in actions that are consistent with their overall views of themselves. In the deliberation on the self-esteem, Machiavellianism and moral identity behaviors relation, it is argued that people are motivated to perform task or job in a manner that is consistent with their self-image (Korman, 1970). Apart from self-esteem and counterproductive work behavior relationship (Whelpley & McDaniel, 2016; Isah & Johari, 2016), this study has extended the self-consistency theory by assessing Machiavellianism-counterproductive work behaviors and moral-identity-counterproductive work behaviors relationships. The findings reported in this study demonstrated that both Machiavellianism and moral identity significantly predicted counterproductive work behaviors, thereby lending empirical evidence in support of the said theory.

Based on the results and discussions, it can be summed up that self-esteem, Machiavellianism and moral identity were significant predictors of counterproductive work behaviors among employees. Therefore, it is important to pay attention to these factors in ensuring positive work behavior, especially regarding lower levels of CWBs acts exhibited by management employees in the Nigerian.

5.4.1.3 Empirical Evidence in the Domain of Social Cognitive Theory

This study has provided a theoretical implication by giving other empirical evidence in the area of social cognitive theory. The theory postulates that behavior is depicted as being shaped and controlled either by situational influences or by personal dispositions. Bandura (1986), explained the major interactional links connecting the

different subsystems of influence. Base on the personality, perception, situation and behavior is a reciprocal interconnection that shows the interaction between thought, and action. Individual's expectations, self- perceptions, beliefs, and intentions give shape and direction to their behavior. Similarly, what people feels, think, and believe can affect how they behave. This study has extended the social cognitive theory by assessing psychological contract fulfillment, self-esteem and Machiavellianism on moral identity behavior at work. In the course of testing the social cognitive theory, the findings reported in this study demonstrated that psychological contract fulfillment, self-esteem, and Machiavellianism both significantly correlated with moral identity behavior, thereby lending empirical evidence in support of the said theory.

This study has also tested the mediating influence of moral identity on the relationships between psychological contract fulfillment, self-esteem, Machiavellianism and counterproductive work behaviors. Extant empirical studies regarding the relationships between psychological contract fulfillment, self-esteem, Machiavellianism on counterproductive work behaviors (Arya & Khandelwal, 2013; Whelpley & McDaniel, 2016; Den Hartog & Belschak, 2012; Isah & Johari, 2016; O'Boyle, Forsyth, Banks, & McDaniel, 2012). As well as recommended by (Brown, 2012; Mingzheng et al., 2014; Schyns, 2015; Spain et al., 2014).

The outcome of bootstrapped PLS modeling showed negatives statistically significant for the relationship between the constructs. Consequently, the current study has attended to the gap by incorporating moral identity as a mediating variable to enhance the understanding of the influence of psychological contract fulfillment,

self-esteem and Machiavellianism on counterproductive behaviors at work among employees in the Nigerian oil sectors. In testing the social cognitive theory, the research results reported that the moral identity had a significant influence on both psychological contract fulfillment, self-esteem, Machiavellianism and counterproductive work behavior among employees, lending empirical evidence in support of the said theory. Based on the results, it can be concluded that moral identity played a significant role in mitigating CWBs.

Although what constitutes a theoretical contribution is still a debatable topic, Whetten, (2009) argued that formulations of new theory or extension of existing ones are considered a contribution to theory. Similarly, Philips and Pugh (2010) enumerated what makes a Ph.D work original. This includes, among others, synthesizing what was previously fragmented, by adding construct to an existing theory. Taken together, it is evident that all the i.e. psychological contract fulfillment, self-esteem, Machiavellianism and moral identity are important in explaining counterproductive work behavior among employees, particularly in the Nigerian oil sector.

5.4.1.4 The Significant Mediating Influence of Moral Identity

The present study has also provided empirical evidence on the significant influence of moral identity as a mediator of the relationships between psychological contract fulfillment, self-esteem, Machiavellianism and CWBs. While most previous studies (Ferris, et al., 2009; Jensen et al., 2010; O'Boyle et al., 2012) have mainly focused

on investigating the direct linkage between psychological contract violation and counterproductive work behavior, self-esteem and counterproductive work behavior, as well as the direct relationship between Machiavellianism and counterproductive work behaviour, this study incorporated moral identity as a mediator on these relationships.

Furthermore, virtually most of the previous studies examined the moderating effect of moral identity on the different variables, and counterproductive work behaviors (Brown, 2012; Mingzheng et al., 2014) suggested that other potential mediating mechanisms should be investigated. Knowing that conceptual linkage in this study is new, and the tendency to explore a combination of these variables in one research framework issue is relatively new, this is expected to make a significant contribution to the body of knowledge.

Also, a review of past literature on CWBs suggests that most of the studies have been conducted in developed nations and countries in Asia, USA, Europe and Latin America (Alias et al., 2013; Nasir & Bashir, 2012), thereby ignoring African countries, like Nigeria. Similarly, even in the countries above, many studies on these constructs have concentrated on either students or incarcerated populations, with little studies on workplace research (Spain et al., 2014). Therefore, by conducting this study in Nigeria, it is expected that it will improve the understanding of these variables in African and other developing countries. Finally, the vast majority of studies in oil sectors have focused on energy and technology innovations rather than the entire organizational performance (Idiakheua & Obetoh, 2012). Therefore, this

study is among the few studies that consider the management employees in the oil sector, especially in Nigeria.

5.4.2 Methodological Implications

Besides the theoretical contributions, this study puts forth some other methodological implications. Firstly, previous studies on these variables have mainly used SPSS, but to the best knowledge of the researcher, very few have used SmartPLS-SEM 3.2.2 version (Ringle et al., 2015) to produce results. Using this relatively new tool for analysis has some important methodological implications. Additionally, the measurement scales of all the variables in this study were adapted from previous studies as discussed in the operationalization section. Therefore, replicating this analysis in another context is warranted, to confirm the reliability and validity (Carmines & Zeller, 1991; Isah & Johari, 2016a; Kimberlin & Winterstein, 2008; Wan Afthanorhan, 2013). Composite reliability, convergent validity and discriminant validity were assessed and found to be satisfactory, above the required threshold. Hence, the current study represents a further contribution to methodology and literature of both variables by establishing validity and reliability of the adapted measures in the Nigerian context.

Similarly, this study contributes to enhancing the quantitative methodological approach, particularly regarding measurement by using PLS analysis to refine and fit the data for this study. Thus providing new knowledge about the effects of PLS on the mediational influence of moral identity on the relationships between

psychological contract fulfillment, self-esteem, Machiavellianism and counterproductive work behavior.

Another methodological contribution of this study, although PLS-SEM has received a remarkable application in the recent past, only a few of its implementation estimated some advanced levels PLS analysis such as effect sizes (f^2), predictive relevance (Q^2) and effect size of the predictive relevance (q^2). Calculating these further enhance the understanding of the most important exogenous variable in explaining the R^2 of the endogenous latent variable in a given model and the predictive capability of the model.

Finally, the present study also set CWBs related variables, whereby to the knowledge of the researcher, combinations of this variable in one framework as in this study are new. All variables were drawn from different sources thereby minimizing the problem of common method bias (Podsakoff et al., 2003). This has gone a long way in ensuring significant methodological contribution.

5.4.3 Managerial Implications

Apart from the theoretical and methodological contributions, this study puts forth some other practical implications. Firstly, CWBs, as suggested by the literature, is one of the widely studied constructs among industrial and organizational psychologists. It has been attributed to economic, sociological and psychological implications. Several studies have used this term to investigate destructive behavior in organizations (Chernyak-Hai & Tziner, 2014; Grijalva & Newman, 2014) due to its prevalence and negative consequences for individuals, organizations, and its

stakeholders. Secondly, oil sectors have been recognized as one of the major contributors to the Nigerian economic growth (GDP) and employment opportunities.

Additionally, employees are essential and are the backbone of any organization, both good and bad employees have a much greater influence on the morale of their counterpart in a group and conversely, a good attitude and behavior of employee's as well as their work ethic can be contagious. Government and policymakers have to recognize that their decisions relating to CWBs have a direct impact on activities of the organization. It is, however, necessary to reveal what government and policy makers may do to minimized counterproductive acts in organizations, improve the performance and satisfaction of employees in Nigeria which will lead to economic, psychological and social improvement.

Finally, as stated at the outset of this report, counterproductive work behavior is a prevalent and costly phenomenon for organizations (Robinson, 2008). Therefore, the results of the current study suggest that besides organizational factors (fulfilling the contract), individual factors should be given serious consideration in the selection process in the Nigerian organization. In particular, the mediating influence of moral identity suggests that effective self-morality can minimize the tendencies of individuals to engage in counterproductive acts. Thus, human resource managers in the Nigerian organizations could consider self-morality as a selection criterion when making hiring decisions employees. It can be achieved by using behavior-based and outcome-based incentive schemes, conducting honesty and personality test selection process so that the outcomes of such test can help human resource managers in the

Nigerian organizations to select those employees whose values are compatible with organizational rules and regulations.

5.5 Limitation and Suggestions for Future Research

Despite several significant contributions highlighted in this study regarding the mitigating of CWBs, it has several limitations that need to be identified. Firstly, the current study adopted quantitative method and relied on a single method of data collection. In other words, a questionnaire was the only instrument used in gathering the data in this study. Human behavior is subject to change, and the respondents may not always be willing to answer questions correctly. Thus, the responses may not consistently and accurately measure the study variables. It will be of interest if future studies combine both quantitative and qualitative methods to carry out an in-depth investigation on CWBs' act in Nigeria.

Secondly, it is also important to note that the counterproductive work behaviors data reported in this study was subjective. Research demonstrates that individual data is valid and reliable for assessing counterproductive behaviors at work (Coyne, Gentile, Born, Ersoy, & Vakola, 2012; Ferris, Brown, & Heller, 2009; Holtz & Harold, 2010). Nevertheless, a subjective measure is susceptible to many types of judgmental biases (Dunlop & Lee, 2004). Although it was not easy to obtain objective data (Detert et al., 2007), the use of objective measure would have undoubtedly strengthened the results. Therefore, future research is needed to

replicate the findings of the current study using an objective measure of counterproductive work behaviors.

Thirdly, this study focuses on CWBs in Nigerian oil sector, and it does not include CWBs act in other parts of Nigerian industries. However, CWBs share similar characteristics, such as reflecting the conduct that violates established societal, organizational, or individuals' norms or values and indicates voluntary or intentions acts that could cause harm to the organization, people or both, etc. The result obtained might be slightly different if other sectors had been included in the study. Therefore, findings of this study should be cautiously generalized to CWBs in another area of the country. Additionally, while this research targeted all types of CWBs (organizational and individual), there is a need to examine the CWBs act based on the sub-sectors, such as education, government agencies, parastatals, private organizations and so on. Hence, the study is limited by neglecting the fact that counterproductive work behaviors characteristics can be different according to group or sector. Future studies should consider investigating CWBs' act in other parts of the country and sub-sector, which may provide more in-depth results.

Fourthly, the study adopted the cross-sectional design for the survey in which the opinions of respondents was captured at one particular point in time. Thus, due to cross-sectional nature of this study, it is restricted in proving causal relationships between the variables (Sekaran & Bougie, 2010). As the data was collected at one time, this might not permit the data to represent long-term behaviors of the employees. Given these restrictions, a longitudinal study is suggested for future

research. It may help researchers to get more understanding on the subject matter and validate the findings from cross-sectional studies.

Lastly, this study examined the influence of psychological contract fulfillment, self-esteem and Machiavellianism on moral identity and counterproductive work behavior, as well as the mediating influence of moral identity on the relationships between psychological contract fulfillment, self-esteem, Machiavellianism and counterproductive work behaviors in Nigeria. The independent variables tested in the study were confined to mitigating CWBs' act. Other factors that belong to organizational performance, such as organizational support, person- organization fit and leadership variables can be used to extend the framework proposed in the study. Future researchers could further broaden the scope of this study by conducting a configurational approach using moral identity and work ethics as moderators to explain the variance in mitigating counterproductive work behavior.

5.6 Conclusion

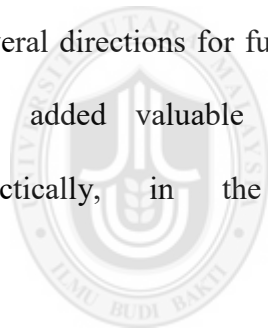
A growing body of knowledge highlights the implications of counterproductive work behaviors (CWBs) due to its prevalence and negative consequences for individuals, organizations, and its stakeholders. The primary purpose of this research work is to examine the influence of psychological contract fulfillment, self-esteem and Machiavellianism on moral identity and counterproductive work behaviors, as well as the mediating influence of moral identity on the relationships between psychological contract fulfillment, self-esteem, Machiavellianism and

counterproductive work behaviors in Nigeria. The results from this study lend support to the fundamental theoretical propositions. In particular, the current study has successfully answered all of the research questions and objectives despite some of its limitations.

The conceptual framework of the survey has added to the domain of counterproductive work behavior (CWBs) and organizational performance literature. The first objective is to examine the relationship between psychological contract fulfillment, self-esteem, Machiavellianism and moral identity on counterproductive work behaviors in Nigeria. This goal was achieved by testing twelve direct relationship hypotheses. The study provides empirical evidence of the significant negative correlation between psychological contract fulfillment, self-esteem, moral identity and CWBs as well as the positive correlation between Machiavellianism and CWBs. The second objective of this study is to examine the relationship between psychological contract fulfillment, self-esteem and Machiavellianism on moral identity in Nigeria. Similarly, three hypotheses were tested to accomplish this objective. Empirical evidence shows that psychological contract fulfillment and self-esteem have a positive influence on moral identity, while Machiavellianism has significant negative impact. Lastly, the third purpose of this study is to examine the mediating influence of moral identity on the relationship between psychological contract fulfillment, self-esteem, Machiavellianism and counterproductive work behaviors in Nigeria. Likewise, this objective was achieved by testing the nine mediating hypotheses. The findings show that moral identity mediates the

relationships between psychological contract fulfillment, self-esteem, Machiavellianism and counterproductive work behaviors.

The theoretical framework of this study has also added to the domain of social exchange, self-consistency and social cognitive theories by examining the influence of psychological contract fulfillment, self-esteem and Machiavellianism on moral identity and counterproductive work behavior. As well as the mediating influence of moral identity on the relationships between psychological contract fulfillment, self-esteem, Machiavellianism and counterproductive work behaviors (CWBs). Moreover, the study provides theoretical, methodological and practical contributions regarding the influence of these variables. Based on the limitations of the survey, several directions for future research are outlined. Conclusively, this research work has added valuable implications, both theoretically, methodologically and practically, in the CWBs and organizational behavior literature.



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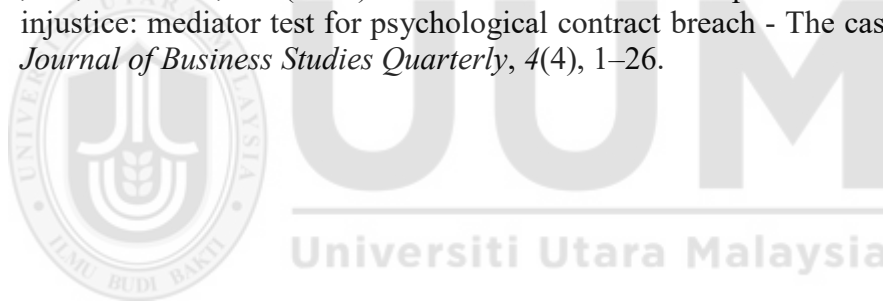
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Appendix A

Research Questionnaire



Universiti Utara Malaysia
Sintok, 06010
Kedah, DarulAman
Malaysia
Phone +604928400
Fax:+6049283053

Dear Sir/Madam/Mr/Mrs/Ms

Academic research questionnaire

I am a doctoral candidate at the University mentioned earlier; currently working on my PhD thesis title **“MEDIATING INFLUENCE OF MORAL IDENTITY ON PSYCHOLOGICAL CONTRACT FULFILLMENT, SELF-ESTEEM, MACHIAVELLIANISM AND COUNTERPRODUCTIVE WORK BEHAVIOURS”**

You are not being subjected to test. There is no right or wrong answer to any question. We believe that success of this survey is highly dependent on your answers to all the issues.

Thank in advance for taking your valuable time to fill in this questionnaire. Please be assured that your responses will only be used for academic purpose. Hence, your identity will never be known throughout any part of the research process.

Thank you very much in anticipation of your responses.

Yours Sincerely,

Hadizat Garba Isah
Research Student
School of Business Management (SBM)
College of Business (COB)
Universiti Utara Malaysia (UUM)
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Supervisor
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Universiti Utara Malaysia
06010, Sintok, Kedah, Malaysia
Phone: +60124893646
E-mail: husna@uum.edu.my

Section A: Demographic information

Please read and tick as appropriate in the provided boxes your exact assessment of the following demographic information

GENDER	
Male	1
Female	2
AGE	
21-30	1
31-40	2
41-50	3
51-60	4
61 and above	5
RELIGION	
Islam	1
Christianity	2
Other (please specify).....	3
ETHNICITY	
Hausa/Fulani	1
Yoruba	2
Igbo	3
Others (please specify).....	4
JOB POSITION	
Manager I	1
Manager II	2
Senior Manager	3
Others (please specify).....	4
PRESENT JOB TENURE	
Less than one year	1
1 – 5 years	2
6 -10 years	3
11 – 15 years	4
16years to Above	5
HIGHEST QUALIFICATION	
Doctorate Degree	1
Master's Degree	2
First Degree	3
Diploma/OND	4
Secondary and Below	5

Section B: Psychological Contract fulfillment

The following question will help us understand how you perceived your psychological contract. Please indicate as honestly and as objectively the extent of your fulfilment to the organisation. Use the scale provided below to show the level of satisfaction.

1	2	3	4	5
Not at all	Slightly	Somehow	Moderately	To a great extent

PCF01	To what extent has the organisation promised to provide benefit, pay, advancement, work itself, resource support and a good employment relationship?	1	2	3	4	5
PCF02	Overall, how well does your employer fulfil its commitments to you	1	2	3	4	5
PCF03	In general, how well does your employer live up to its promises to you?	1	2	3	4	5
PCF04	To what extent have you promised to provide loyalty, trust and commitment?	1	2	3	4	5
PCF05	Overall, how well have you fulfilled your commitments to the organisation?	1	2	3	4	5
PCF06	Overall, how well have you fulfilled your promises to the organisation?	1	2	3	4	5

Section C: Survey items related to Self- Esteem

Below is a list of statements dealing with your general feelings about yourself. Please use the scale below to indicate your level of agreement to the declarations.

	1	2	3	4	5			
	Strongly disagreed	Disagreed	Neutral	Agreed	Strongly Agreed			
SE01	On the whole, I am satisfied with myself			1	2	3	4	5
SE02	I feel that I have some good qualities			1	2	3	4	5
SE03	I can do things, as well as most other people.			1	2	3	4	5
SE04	I feel that I am a person of worth, at least on an equal basis with others			1	2	3	4	5
SE05	I take a positive attitude toward myself			1	2	3	4	5
SE06	At times I feel I am no good at all			1	2	3	4	5
SE07	I feel I do not have much to be proud of			1	2	3	4	5
SE08	I certainly feel useless at times			1	2	3	4	5
SE09	I wish I could have more respect for myself			1	2	3	4	5
SE010	All in all, I am inclined to feel that I am a failure			1	2	3	4	5

Section D: Survey items related to Machiavellianism

Below is a list of statements dealing with how you manipulate others at work? Please use the scale below to indicate your level of agreement with the statements.

1	2	3	4	5
Strongly disagreed	Disagreed	Neutral	Agreed	Strongly Agreed

MACH1	The best way to handle people is to tell them what they want to hear.	1	2	3	4	5
MACH2	Anyone who completely trusts anyone else is asking for trouble.	1	2	3	4	5
MACH3	It is hard to get ahead without cutting corners here and there	1	2	3	4	5
MACH4	Honesty is the best policy in all cases.	1	2	3	4	5
MACH5	Never tell anyone the real reason you did something unless it is useful to do so.	1	2	3	4	5
MACH6	One should take action only when sure it is morally right	1	2	3	4	5
MACH7	It is wise to flatter important people	1	2	3	4	5
MACH8	All in all, it is better to be humble and honest than critical and dishonest	1	2	3	4	5
MACH9	It is possible to be good in all respects.	1	2	3	4	5
MACH10	Most people are good and kind	1	2	3	4	5
MACH11	There is no excuse for lying to someone else	1	2	3	4	5
MACH12	Most people forget more easily the death of their father than the loss of their property.	1	2	3	4	5
MACH13	Most people who get ahead in the world lead clean, moral lives.	1	2	3	4	5
MACH14	Generally speaking, people won't work hard unless they are forced to do so.	1	2	3	4	5

Section E: Survey items related to Moral Identity

Below is a list of statements dealing how view and define yourself as an individual about your environment (Caring, Compassionate, Fair, Friendly, Generous, Helpful, Hardworking, Honest, and Kind). Please use the scale below to indicate your level of agreement with the statements.

1	2	3	4	5
Strongly disagreed	Disagreed	Neutral	Agreed	Strongly Agreed

MI01	It would make me feel good to be a person who has these characteristics.	1	2	3	4	5
MI02	Being someone who has these characteristics is an important part of who I am	1	2	3	4	5
MI03	A big part of my emotional well-being is tied up in having these characteristics	1	2	3	4	5
MI04	I would be ashamed to be a person who has these characteristics	1	2	3	4	5
MI05	Having these characteristics is not important to me	1	2	3	4	5
MI06	Having these characteristics is an important part of my sense of self	1	2	3	4	5
MI07	I strongly desire to have these characteristics	1	2	3	4	5
MI08	I often buy products that communicate the fact that I have these characteristics	1	2	3	4	5
MI09	I often wear clothes that identify me as having these characteristics	1	2	3	4	5
MI10	The types of things I do in my spare time (e.g., hobbies) clearly identify me as having these characteristics	1	2	3	4	5

SECTION F: CWBs

The following question will help us understand your behaviour at work. Please indicate as honestly and as objectively the extent to which you have engaged in the following behaviour in your organisation. Use the scale provided below to show how often have you done each of the following things on your present job.

1	2	3	4	5
Never	Once or Twice	Once or twice/per month	Once or twice/per week	always

CWB1	Purposely wasted your employer's materials/supplies	1	2	3	4	5
CWB2	Complained about insignificant things at work	1	2	3	4	5
CWB3	Told people outside the job what a lousy place you work for	1	2	3	4	5
CWB4	Came to work late without permission	1	2	3	4	5
CWB5	Stayed home from work and said you were sick when you weren't	1	2	3	4	5
CWB6	Insulted someone about their job performance	1	2	3	4	5
CWB7	Made fun of someone's personal life	1	2	3	4	5
CWB8	Ignored someone at work	1	2	3	4	5
CWB9	Started an argument with someone at work	1	2	3	4	5
CWB10	Insulted or made fun of someone at work	1	2	3	4	5

Thank you for your participation.

Appendix B

A Letter from School



OTHMAN YEOP ABDULLAH
GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARULAMAN
MALAYSIA



Tel: 604-928 7101/7113/7130
Faks (Fax): 604-928 7180
Laman Web (Web): www.oyagsh.uum.edu.my

KEDAH AMAN MAKMUR • BERSAMA MEMACU TRANSFORMASI

UUM/OYAGSB/K-14
21 June 2015

The Group Managing Director
Nigerian National Petroleum Corporation (NNPC)
NNPC Towers Central Business District
Herbert Macaulay Way
PMB 190 Garki Abuja
Nigeria

Dear Sir/Madam,

LETTER FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that **Hadizat Garba Isah (Matric No: 95479)** is a bonafied student of Doctor of Philosophy (PhD), Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia. She is conducting a research entitled "**Psychological Contract Fulfillment, Self Esteem Machiavellianism and Counterproductive Work Behaviour : Moral Identity as a Moderator**" under the supervision of Assoc. Prof. Dr. Huma Bt Johari.

In this regard, I hope that you could kindly provide assistance and cooperation for her to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"SCHOLARSHIP, VIRTUE, SERVICE"

Yours faithfully,

ROZITA BINI RAMLI
Assistant Registrar
for Dean

Othman Yeop Abdullah Graduate School of Business

c.c - Supervisor

Student's File (95479)

Universiti Pengurusan Terkemuka
The Eminent Management University



Appendix C
A Letter from NNPC



NIGERIAN NATIONAL PETROLEUM CORPORATION
CENTRAL BUSINESS DISTRICT, HERBERT MACAULAY WAY, P.M.B 190, GARKI, ABUJA.

www.nnpogroup.com

Telephone: 09 - 46081000

Ref: HR/GMHR/038

Date: 11th September 2015

The Dean,
Othman Yeop Abdullah
Graduate School of Business
University of Utara
06010 UUM Sintok
Kedah Darul Aman
Malaysia

Dear Sir/Madam,

RE: LETTER FOR DATA COLLECTION AND RESEARCH WORK

Your letter with the above title dated 21st June 2015 refers.

This is to confirm that Hadiza Garba Isah, a research PhD student (*Matric No.* **95479**) of Othman Yeop Abdullah Graduate School of Business, administered questionnaires on staff of the above-named Corporation on the topic - **Psychological Contract Fulfilment, Self Esteem Machiavellianism and Counterproductive Work Behaviour: Moral Identity as a Moderator.**

Responses have been collated and forwarded to her for analysis.

Thank you.


B. M. ISAH,
GENERAL MANAGER,
HUMAN RESOURCES DEPARTMENT.

Appendix D

Missing value Output

Result Variables						
	Result Variable	N of Replaced Missing Values	Case Number of Non-Missing Values		N of Valid Cases	Creating Function
			First	Last		
1	PCF01_1	2	1	375	375	SMEAN(PCF01)
2	PCF02_1	1	1	375	375	SMEAN(PCF02)
3	PCF03_1	3	1	375	375	SMEAN(PCF03)
4	PCF04_1	0	1	375	375	SMEAN(PCF04)
5	PCF05_1	3	1	375	375	SMEAN(PCF05)
6	PCF06_1	1	1	375	375	SMEAN(PCF06)
7	SE01_1	3	1	375	375	SMEAN(SE01)
8	SE02_1	0	1	375	375	SMEAN(SE02)
9	SE03_1	0	1	375	375	SMEAN(SE03)
10	SE04_1	2	1	375	375	SMEAN(SE04)
11	SE05_1	0	1	375	375	SMEAN(SE05)
12	SE06_1	3	1	375	375	SMEAN(SE06)
13	SE07_1	1	1	375	375	SMEAN(SE07)
14	SE08_1	1	1	375	375	SMEAN(SE08)
15	SE09_1	1	1	375	375	SMEAN(SE09)
16	SE010_1	1	1	375	375	SMEAN(SE010)
17	MACH1_1	0	1	375	375	SMEAN(MACH1)
18	MACH2_1	0	1	375	375	SMEAN(MACH2)
19	MACH3_1	0	1	375	375	SMEAN(MACH3)
20	MACH4_1	0	1	375	375	SMEAN(MACH4)
21	MACH5_1	1	1	375	375	SMEAN(MACH5)
22	MACH6_1	0	1	375	375	SMEAN(MACH6)
23	MACH7_1	0	1	375	375	SMEAN(MACH7)
24	MACH8_1	0	1	375	375	SMEAN(MACH8)
25	MACH9_1	1	1	375	375	SMEAN(MACH9)
26	MACH10_1	0	1	375	375	SMEAN(MACH10)
27	MACH11_1	0	1	375	375	SMEAN(MACH11)
28	MACH12_1	2	1	375	375	SMEAN(MACH12)
29	MACH113_1	0	1	375	375	SMEAN(MACH113)
30	MACH14_1	0	1	375	375	SMEAN(MACH14)

31	MI01_1	1	1	375	375	SMEAN(MI01)
32	MI02_1	0	1	375	375	SMEAN(MI02)
33	MI03_1	0	1	375	375	SMEAN(MI03)
34	MI04_1	0	1	375	375	SMEAN(MI04)
35	MI05_1	1	1	375	375	SMEAN(MI05)
36	MI06_1	2	1	375	375	SMEAN(MI06)
37	MI07_1	0	1	375	375	SMEAN(MI07)
38	MI08_1	0	1	375	375	SMEAN(MI08)
39	MI09_1	2	1	375	375	SMEAN(MI09)
40	MI10_1	0	1	375	375	SMEAN(MI10)
41	CWB1OG_1	0	1	375	375	SMEAN(CWB1OG)
42	CWB2OG_1	0	1	375	375	SMEAN(CWB2OG)
43	CWB3OG_1	0	1	375	375	SMEAN(CWB3OG)
44	CWB4OG_1	0	1	375	375	SMEAN(CWB4OG)
45	CWB5OG_1	0	1	375	375	SMEAN(CWB5OG)
46	CWB6IP_1	0	1	375	375	SMEAN(CWB6IP)
47	CWB7IP_1	0	1	375	375	SMEAN(CWB7IP)
48	CWB8IP_1	0	1	375	375	SMEAN(CWB8IP)
49	CWB9IP_1	0	1	375	375	SMEAN(CWB9IP)
50	CWB10IP_1	0	1	375	375	SMEAN(CWB10IP)

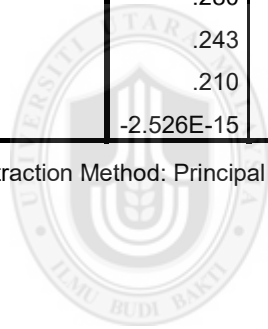
Appendix E
Common Method output

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.979	15.645	15.645	7.979	15.645	15.645
2	3.562	6.985	22.630	3.562	6.985	22.630
3	2.537	4.974	27.604	2.537	4.974	27.604
4	2.206	4.326	31.930	2.206	4.326	31.930
5	1.946	3.815	35.745	1.946	3.815	35.745
6	1.793	3.516	39.261	1.793	3.516	39.261
7	1.606	3.150	42.411	1.606	3.150	42.411
8	1.491	2.924	45.335	1.491	2.924	45.335
9	1.343	2.634	47.969	1.343	2.634	47.969
10	1.271	2.493	50.461	1.271	2.493	50.461
11	1.242	2.435	52.896	1.242	2.435	52.896
12	1.141	2.237	55.133	1.141	2.237	55.133
13	1.113	2.182	57.315	1.113	2.182	57.315
14	1.076	2.111	59.426	1.076	2.111	59.426
15	1.029	2.018	61.444	1.029	2.018	61.444
16	.935	1.834	63.278			
17	.895	1.755	65.033			
18	.878	1.722	66.755			
19	.867	1.700	68.455			
20	.830	1.627	70.082			
21	.811	1.590	71.671			
22	.798	1.565	73.236			
23	.753	1.477	74.713			
24	.727	1.425	76.139			
25	.702	1.376	77.515			
26	.687	1.348	78.863			
27	.670	1.313	80.176			
28	.662	1.298	81.474			
29	.637	1.249	82.723			
30	.622	1.220	83.943			
31	.613	1.202	85.145			

32	.587	1.151	86.296		
33	.558	1.093	87.390		
34	.545	1.068	88.458		
35	.498	.977	89.435		
36	.494	.968	90.403		
37	.468	.917	91.319		
38	.442	.866	92.186		
39	.433	.848	93.034		
40	.405	.794	93.828		
41	.395	.774	94.602		
42	.374	.734	95.335		
43	.357	.701	96.036		
44	.350	.687	96.723		
45	.333	.652	97.375		
46	.307	.601	97.976		
47	.299	.586	98.563		
48	.280	.549	99.112		
49	.243	.477	99.589		
50	.210	.411	100.000		
51	-2.526E-15	-4.952E-15	100.000		

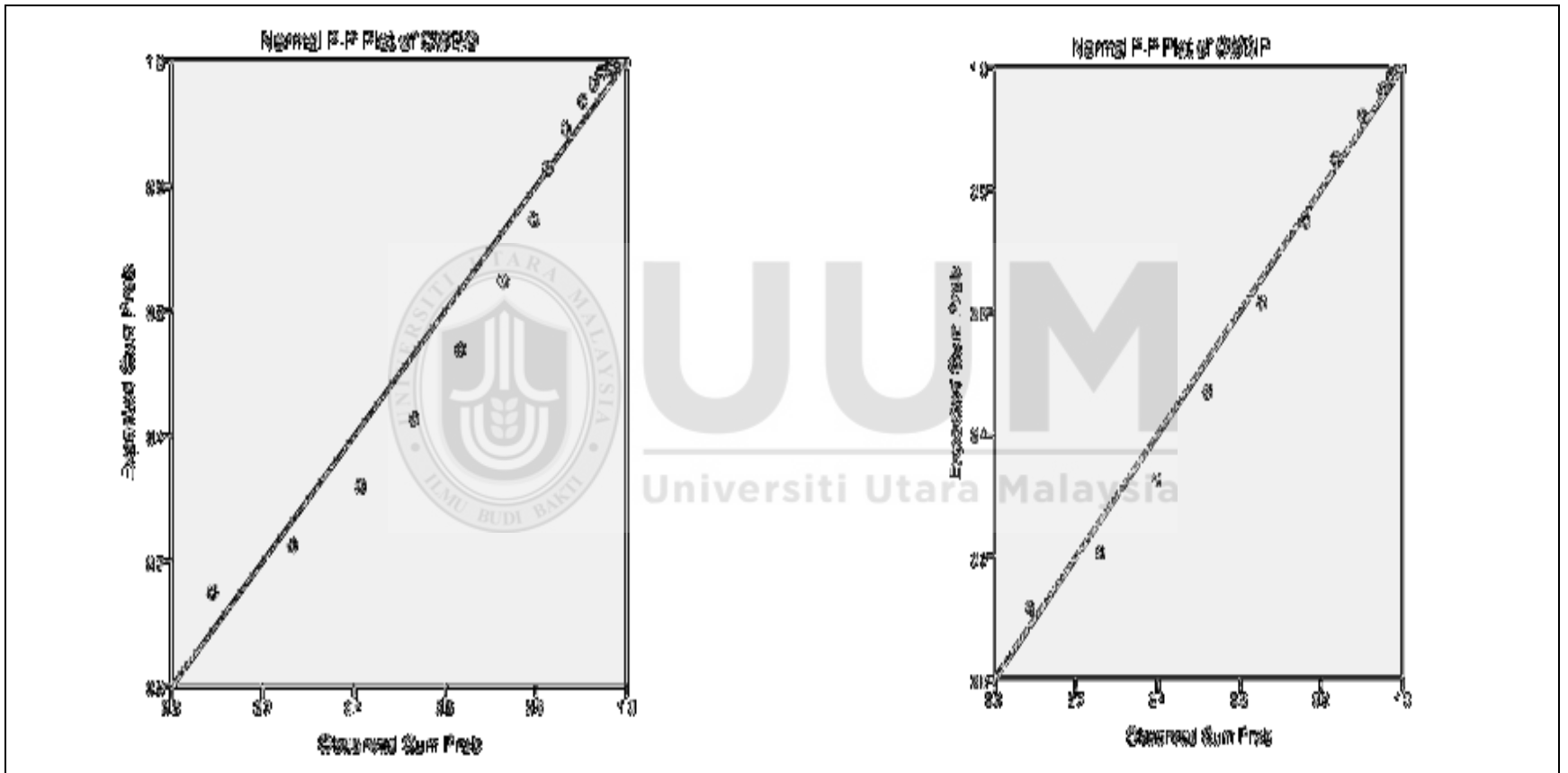
Extraction Method: Principal Component Analysis.



UUM
Universiti Utara Malaysia

Appendix F

PP Plot



Normal curves

