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Exploring the Effect of Perceived Human Resource Practices on Workplace Deviance Among Employees of Nigerian Universities

Grace Obalade¹, Aden-Paul Flotman²

Abstract: This study explores staff's perception of the fairness of human resources practices (HRPs), explores employees' justification for involvement in workplace deviance (WDB), and collect employees' suggestion on effective strategies to curb workplace deviance in public universities in Nigeria. Qualitative survey data using open-ended questionnaire collected from 572 academic and non-academic staff. It can be inferred from the content analysis of the qualitative data that HRPs-related factors including employee wellbeing, reward, staffing and supportive work environment; and monitoring can reduce WDBs. Secondly, issues closely linked to organisational justice, namely fair treatment and enforcement of labour laws are negatively related to WDBs. It was recommended that the state and university management must consider the creation of an HR framework that prioritises fairness, meets staff welfare needs, moves from local stereotypes and embraces international standard and best practices, ensures supportive work environment, and guarantees recruitment of competent personnel. In addition, there is a need to reinforce and implement labour law, incentivise diligent staff, and conduct routine monitoring.

Keywords: fairness; organizational justice; destructive behaviour; state-owned university; welfare

JEL Classification: D23, J24, J28, I23, M12, M54

¹ Postdoctoral Fellow, Ph.D., Department of Industrial and Organisational Psychology, College of Economic and Management Sciences, University of South Africa, Pretoria, South Africa, Corresponding author: obalago@unisa.ac.za.

² Professor, Ph.D., Department of Industrial and Organisational Psychology, College of Economic and Management Sciences, University of South Africa, Pretoria, South Africa, flotma@unisa.ac.za.



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1. Introduction

Human resource practices (HRPs) are strategies and activities designed to attract, retain and motivate employees. Employees form an important part of the organisation, as such it becomes important to ensure that every process of the employment is well managed to allow employers enjoy maximum benefits derivable from the employees. Sebastian, George and Aishwarya (2019) and Obalade (2022) describe the relationship that exist between the employer and the employee as a give and take relationship. It portrays a sense of commitment or indebtedness to one another (Agarwal & Bhargava, 2014).

When employees perceive unfairness in the workplace, they begin to feel dissatisfied, and in a bid to reciprocate this feeling, they involve in acts that are detrimental to the organisation (Obalade, Obalade & Mtembu, 2023). These acts are often referred to as workplace deviance behaviour (Onyeizugbe, Ndubisi-Okolo & Odia, 2021; Obalade & Mtembu, 2022; Shahzad, Hong, Muller, DeSisto & Rizvi, 2024), destructive behaviour (Malik & Lenka, 2023; Stefano, Scrima & Parry, 2020), workplace incivility (Arasli, Namin & Abubakar, 2018), counterproductive behaviour (Li, 2019; Jiao, Jia & Fan, 2025; Carpenter, Whitman & Amrhein, 2021; Shahid, Khan, Sheraz & Ahmad 2025), amongst others. Deviant acts can be damaging to the organisation and fellow workers. Deviant acts targeted at employees are referred to as interpersonal deviance, while those targeted at the organisation are referred to as organisational deviance (Bennett & Robinson, 2003).

The HRPs include, career development, recruitment and selection, performance appraisal, reward system, employment security. Several studies have found a significant effect of different HRPs on workplace deviance (Li, 2019; Malisetty, Narayanan & Rao, 2018; Obalade et al., 2023; Shahzad et al., 2025; Shahid et al., 2025) affirming the influence HRP exerts on employees' attitudes and behaviour. It is further argued in literature that the perception of fairness of HRPs differs between employers and employees (Obalade et al., 2023). Oftentimes employers perceive the HRPs implemented in their organisations to be fair, meanwhile this perception differs from the employees'. As a result, it is important to examine employees' perception of fairness of the HRPs implemented in the organisations. Employees can justify involvement in workplace deviance based on perceived unfairness of HRPs and treatment received in the workplace (Malik & Lenka, 2023; Shahzad et al., 2025; Shahid et al., 2025). However, not all employees will be involved in deviant acts even when they perceive unfair treatment. Hence this study examines employees'

perception of HRPs, and justification of deviant acts based on perceived unfair treatment.

In Nigeria, there have been consistent strike actions by employees in public institutions, due to perceived unfairness in the employment relationship between the government and the employees (Punch, 2025). There have been times when government have failed to listen to the cry of these employees by imposing no work no pay policy on the employees (Punch, 2025) which have often silenced their agitations. Hence examining if unfairness would be a justification for deviant acts will be appropriate in such institutions. Furthermore, the cost and impact of workplace deviance on organisations and society include financial loss, employee turnover, productivity reduction, emotional instability amongst others justify the need for this study. Scholars, management and government alike have begun to seek means of curbing these acts. For instance, Adeoti, Shamsudin and Mohammad (2020) argue that management must seek to enhance the work environment and institutional policies to check unwanted behaviour amongst Nigerian university staff. Due to the prevalence of these deviant acts in Nigeria's public institutions, this study seeks to explore employees' suggestions on how they believe organisations should curb these acts.

This study used open-ended questionnaire to explore employees' perception of the HRPs and workplace deviance. This approach enables a large number of respondents to express their opinions, beyond ticking their level of agreement to close-ended questions, which is the most common method adopted by studies on workplace deviance. The open-ended questionnaire used for this study aims to understand employees' perception of the fairness of HRPs, employees' justification for involvement in workplace deviance, and explore employees' suggestion on effective strategies to curb workplace deviance in public institutions in Nigeria.

2. Literature Review

2.1. Workplace Deviance

The term workplace deviance is exclusively reserved for acts that violate significant norms (Cohen, 1966), held by members and believed to have potential of threatening their well-being. According to Marcus and Schuler (2004), all acts of WDB violate the legitimate interests of an organisation by either harming its members and/or the organisation itself. Essentially, three principles are to be inferred in the Robinson

and Bennett (1995) definition of WDB (Bennett & Robinson, 2000). First, deviance is any bad conduct in the workplace that is capable of hindering the effective operation of the organisation. Secondly, such conducts are deliberate not inadvertent. Lastly, the conducts are damaging to the organisation.

The cost and effect of WBD range from financial loss, employee turnover, productivity reduction, emotional instability amongst others. Due to its high cost on the organization and relative impact on the society, management and government alike have begun to seek means of addressing the issue. Research examining workplace deviance have continued to grow with several studies examining different antecedents of workplace deviance. For instance, Chen, Fah and Jin (2016), De Clercq, Kundi, Sardar and Shagid (2021), Obalade and Arogundade (2018), Obalade and Akeke (2019), Obalade and Mtembu (2023), Ramadugu and Rastogi (2021), Yang, Zhao, Huang, Zhang and Zhang (2025) have examined antecedents of workplace deviance such as perceived organisational support, ethical climate, job characteristics, organisational justice, HRPs, Leader and Member exchange and personality. This study focuses on HRPs because it encompasses the life cycle of an employee in the organisation and importantly because of its affirmed link to workplace deviance.

2.2. Human Resource Management

It is difficult to come up with a specific definition of what HRM is, due to differing meanings and components necessary for a unifying definition of the concept (Blyton & Turnbull, 1992). In understanding the concept, HRM has been conceptualised into two approaches, which are the soft (Walton & Lawrence, 1985) and hard (Fombrun, Tichy & Devanna, 1984) approaches. The major distinction between these two is their emphasis, while soft approach emphasises human, the hard approach emphasises resources. The soft approach draws its definition from the theory of motivation of both the behavioural science of McGregor (1960) theory Y's perception of individual, Human relation school, which involves the use of employee's talents and Maslow's Hierarchy of needs (Legge, 1995). Walton (1985) noted that this approach has been conceptualized as the 'high commitment work system'. It is rooted in utmost trust whereby employees are self-motivated to be committed to the organisation without being controlled by sanctions or external pressures. Cregan et al. (2021) also noted that this approach emphasises the importance of employees in gaining competitive advantage, as a result HRM aims at

strategic interventions that could aid in developing these assets to be able to get them committed to the organisation. Truss et al. (1997) noted that the soft approach is comparable to the theory Y model. Theory Y posits that “man will exercise self-direction and self-control in the service of objectives to which he is committed” (McGregor, 1960, p. 326). This approach also suggests that employees will work with the aim of going beyond the wishes of the organisation to innovatively committing themselves to the organisation and adding value to it when they are trained and developed, trusted, permitted to work autonomously and have some control over the work they do (Cregan et al., 2021; Malik & Lenka, 2023; Guest, 1987; Purcell, 1993).

This approach also draws heavily on the work of American HRM academics (Fombrun et al., 1984) and the Michigan model (Truss et al., 1997). It views the human resource similarly with the other factor of production in that it is acquired for the purpose of bringing in profit into the organisation, therefore, places control firmly in the hands of management (Cregan et al., 2021; Ishak et al., 2011; Truss et al., 1997). There is tight control over employees’ activities and the aim for doing this is to gain competitive advantage for the organisation (Cregan et al., 2021; Guest, 1995). Furthermore, this approach places emphasis on how to use the human resource system to achieve organisational strategic objectives (Collings & Wood, 2009; Fombrun et al., 1984). It suggests that the HR practices and policies are responsive to the strategic goal of the corporation. Consequently, the role of the HR manager is majorly to make profit and manage the numbers of employees effectively such that the total number of employees matches with what is required in terms of the numbers and behaviour required for the attainment of the organisational objectives (Storey, 1989). Other issues relating to employee’s rights are seen as a distraction, rather focus should be on returns with the assumption that when return is maximised both the employer and employee interests are met (Collings, Wood & Szamosi, 2018). As a result, the hard approach leads to tension and conflict because features such as the self-direction, self-expression and trust as seen in the soft approach are low in the hard approach (Truss et al., 1997).

This approach is rooted in theory X, that postulates that people hate work and would make effort to avoid it. This led to the tight managerial control through the means of close direction. The approach views employees as passive objects whose values are based on the skill they possess and/or their attributes as the organisation may deem required (Legge, 1999; Storey, 1987; Ishak et al., 2011). The key activities of hard HRM, entail: selection, appraisal, rewards and development.

To find out which of these approaches is best or mostly used by organisations, Truss et al. (1997) compare these approaches in a study of eight organisations in the UK. It was discovered that all the organisations combined soft and hard approaches in practice. The finding has been supported Rahman et al. (2017) who also found that organisations combine the two approaches. Ishak et al. (2011) who compared soft and hard approaches in 21 Malaysian hotels and found that most organisations used the combination of the two but lean towards the hard approach than the other. This assertion had earlier been made by Legge (1995) who argued that although there is integration of these approaches in organisations, management tend more to the hard approach than they are to the soft approach.

2.3. Human Resource Practices and Workplace Deviance

A good HRM system will model, develop and stimulate the behaviours required to enhance organisational performance. This suggests that employee's attitude and behaviour is dependent on the extent to which organisations meet their expectations as negative behaviour and attitudes have been associated with unmet expectation (Irving & Montes, 2009; Wanous, Poland, Premack & Davis, 1992). When organisations meet staff's expectations, the latter is committed to the organisational goals and vice versa leading to negative behaviour and attitudes. For example, Alshuaibi et al. (2013) opine that when expectations of employees' career growth are not met, they tend to result in deviant behaviour. It may also tend to withdrawal from the organisation. Wong and Kuvaas (2018) also note that employees' empowerment expectation-experience gap leads to job dissatisfaction. When an employee is dissatisfied with the job there is tendency for such to involve in harmful acts (Alias, Rasdi & Khan, 2017). Several studies have examined HRPs and workplace deviance, for instance, Malisetty et al. (2018) conducted a survey among IT employees using closed ended questionnaire, and found that when employees negatively perceive the HRPs, such as unclear job description, weak internal career opportunity and poor employment security in their organisations, it increases organisational deviance, that is deviance targeted at the organisation. In the same vein, Obalade, Obalade and Mtembu (2023) using closed ended questionnaire also affirmed the negative relationship between HRPs and workplace deviance. Malik and Malik (2024) also examined how seven HR dimensions namely, professional investment, developmental appraisals, generous benefits, engagement practices, egalitarian practices, family-friendly practices and leadership development impact

destructive deviance. Data was collected using a closed ended questionnaire. Result revealed that poor perception of HRPs increases destructive deviant acts amongst employees. Wang et al. (2024) and Xie et al. carried out a systematic review of empirical literature on HRPs and workplace deviance and affirmed that employees' negative perception of HRPs promote workplace deviance in the organisation.

On the other hand, some authors argued that employees' involvement in workplace deviance is not usually because of perceived unfairness of HRPs rather it is because the HRPs incentivizes high performance. Specifically, Ghosh (2020) using a closed-ended questionnaire conducted a survey among sales executives and found a direct relationship between motivation-enhancing HR practices and unethical pro-organizational behaviour (also known as deviant behaviour). Furthermore, their findings explained that the motivation-enhancing HRPS increases career ambitions and when employees career ambition increases it tend to make them engage in deviant acts in this study referred to as unethical pro-organizational behaviour.

3. Methodology

This study adopts the interpretivist approach which suggests that human cannot be viewed as objects as they create meanings, each participant have different perception and interpret their social environment differently (Hennik, Hutter & Bailey, 2020). It ensures the understanding of reality as opposed to imposing a particular framework on something. It focuses on understanding with greater depth how the subject being investigated is impacted and influenced by the context in which it is being studied (Knight, Chidlow & Minbaeva, 2022; Tsang, 2022). Qualitative survey data was collected using open-ended questionnaires which help to capture participants' meanings, experiences, and interpretations. The research instrument was reviewed by experts to ensure that questions align with the research objectives.

The study uses the employees of three selected public universities in South-West Nigeria as target population. The three universities namely, Federal University of Technology Akure (FUTA), Ekiti State University (EKSU) and University of Lagos (UNILAG) were purposively chosen for the study. To be included, each of the universities must have been in existence for 10 years. Secondly, each of the universities must have had at least a report of workplace deviance reported on the national newspaper (Punch, 2021). The total number of staff in FUTA, EKSU and UNILAG at the time of the study are 2000, 2055, and 3363 respectively. To have a representative proportion of the sample, due to the largeness of the sample, the Taro Model by Yamane (1967) was employed to calculate the sample size. This model produces 704 total sample consisting of 190, 197, 317 respondents respectively.

In other to ensure that ethical standards were followed, gate keepers' consent was obtained from the three institutions. Participants were also assured of anonymity, confidentiality and freedom of participation and withdrawal. The purpose of the study was also explained to the participants and consent obtained through the consent form signed by them. The research was submitted to a research committee and approval was gotten.

Out of the 704 questionnaires distributed, 572 were retrieved and after cleaning the data the useful number of relevant questions ranged from 326-365 and were further analysed using content analysis. The written responses obtained from the questionnaire were coded, themes and subthemes were generated, and conclusions were drawn vis-à-vis the research questions. A frequency analysis of the text was carried out to determine key recommendation and associated frequency. Responses that used different wording but conveyed the same meaning were combined, after which the most frequently occurring recommendations were grouped together thereafter. Furthermore, the coding process was carefully cross-checked before the final objective categories were established.

4. Analysis and Results

4.1. Results of the Qualitative Analysis

The study retrieved 572 completed questionnaires from the study participants. The number of participants who answered various open-ended questions varied from 326 to 365. From the viewpoint of qualitative data collection, the completed questions are adequate to support content analysis, especially when the response rate is compared to interviews where participants are usually limited. When analyzing the data, direct texts from the questionnaires are sometimes modified to address minor editorial corrections and syntax. These open-ended questions were designed to provoke answer from the participants regarding: (I) their feeling and perceptions about HRPs in their institutions; (II) how HRPs prioritise staff's welfare; (III) whether staff would rationalize WDB on the ground of unfair treatment; (IV) views of staff members on how the WDBs could be checked by government.

Question 1: "How do you feel about the human resource practices of your institution"

The answers from the 365 participants who completed the question were analysed and classified into four key themes. Figure 1 shows that 15.5 percent of the participants are of the opinion that the HRPs in the designated universities is bad or below expectations. In the words of two of these respondents, respondent 317 and

370 respectively, asserted that, “The HRPS are not in place to address the workers’ needs, the management should look into this” and “The Human resource practices should be made for the benefit of the workers”.

Furthermore, only 1.9 percent indicated that the HRPs of the selected universities are excellent and very efficient. This shows that the number of extremely disgruntled responded far exceeded those who are extremely happy about the HRPs in their institutions. The percentage of the participants who alluded that the HRPs are good is 29 percent while the significant number of them (53%) holds the view that the HRPs in public university are average, but required substantial development. For example, certain participants opined that, “The Human resource practices are averagely good, but requires a significant improvement”, “The Human resource practices are good on average, but improvement can be made going forward”, “The Human resource practices need improvement”, “The Human resource practices need improvement and in particular must be made staff focused” and “The Human resource practices are not friendly enough”.

The insinuation is that a large number of the participants do not agree that HRPs strategies and activities in these universities are designed to attract, retain and motivate employees. The implication of this revelation is not good for the institutions of higher learning as quantitative analysis from studies (Malisetty et al., 2018; Malik & Malik, 2024; De Clercq, 2021) suggests that low perceptions on the HRPS will increase WDB.

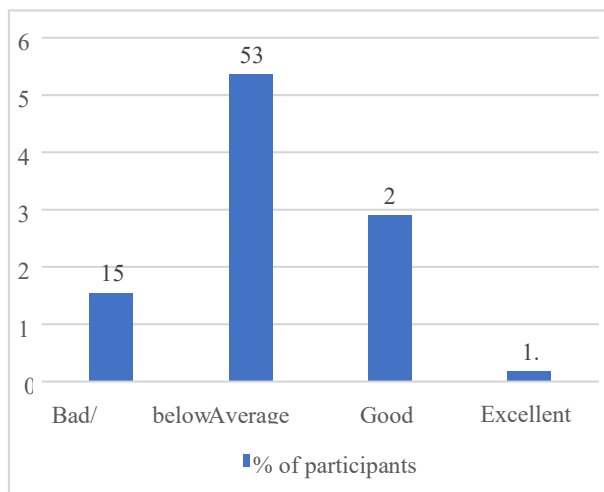


Figure 1. Employees feeling about the HRPs

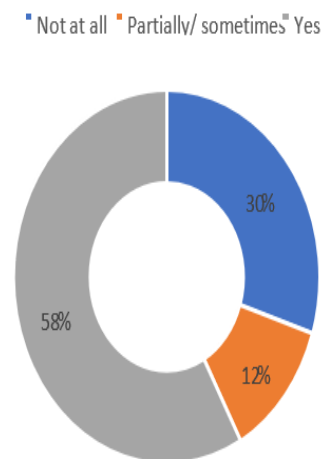


Figure 2. HRPs’ and welfare

Source: Field survey (2021)

Question 2: “Do these HRPs emphasise employee’s welfare?”

The answers from the 364 participants who completed the question were analysed and classified into three key themes. Figure 2 illustrates that 58 percent of the participants indicated that the HRPs prioritise their welfare. 30 percent suggests that the HRPs are not welfare-inclined while the rest (12%) partly agreed that HRPs support staff’s wellbeing. Although greater number of participants (58%) advises that their welfare is supported by the HRPs, the proportion of those that disagreed (42%) is concerning.

Question 3: Will you justify employee involvement in WDBs on the basis of unfair treatment?

The answers from the 332 participants who completed the question on whether staff would rationalise WDB on the ground of unfair treatment were analysed and classified into three key themes. The first subtheme in Figure 3 shows that 54 percent of respondents would not engage in WDB because of unfair treatment. The answers are mostly brief, some of the excerpts are: *“I don’t support destructive work behaviour”*, *“I would never be a part of bad practices”*, *“Two wrongs don’t make it right and what is bad is bad”*.

The next subtheme is 35 percent of the participants, who specified that they would explain away WDB if they are unfairly treated while the rest (11%) percent provided conditional response. Examples of responses in this category are: *“Not really but to some extent, WDB could be adduced to unfair treatment”*, and *“It depends on the circumstances”*. While most of the participants would explain away WDB on the ground of being unfairly treated, the proportion of the staff who do not mind doing so is concerning. The implication of this revelation is not good for the universities as quantitative analysis from studies (Malisetty et al., 2018; Malik & Malik, 2024; De Clercq, 2021) suggests that organisation injustice or perception of unfairness would escalate WDB.

■ Yes ■ Maybe/ Depends/ On condition ■ Not at all

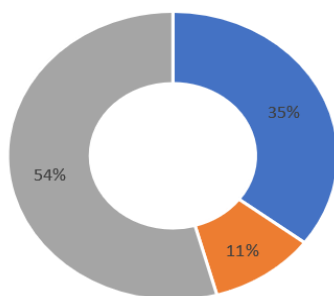


Figure 3. WDBs based on unfairness

- Need for equal treatment of staff
- Attend to employee basic needs for welfare
- Break from local stereotypes
- Create a conducive work environment
- Employ fairly to ensure only qualified get the posts
- Government to strengthen and enforce the labour law
- Employer to incentivise hard working employees
- Use of periodic monitoring teams

Figure 4. Suggestions for curbing WDB

Source: Field survey (2021)

Question 4: What would you advise the government to do in order to curb WDB in public institutions?

The answers from the 333 staff members who stated their views on how the WDBs could be checked by government were analysed and summarised in Figure 4. Most responses were highly disjointed and vague, but the ideas frequently stated were condensed to eight sub-themes. Firstly, workers' recommendations in Figure 4 showed that fair treatment of workers would lead to decline WDB in Nigerian public universities. For instance, some respondents stated that: *"Government and management must ensure fair treatment and provide a good welfare package"*, *"Government must make sure that there is transparency in the organisation"*, *"WDB can be ameliorated by ensuring just treatment"*, *"Fairness to all staff members is one of the ways to deal with WDB"*, and *"The authorities must be honest in their dealings with the employees"*.

The suggestions of the staff underscore the importance of fairness in the WDB discourse. This suggests that organisational justice can go a long way in checking WDB in the public university. Also, staffs propose that meeting staff need for welfarism can help government to address WDB problem. Hence, the lesser the welfare package, the more the inclination for WDB. For example, respondents 72 and 59 respectively stated: *"Support the welfare of the workforce"*, and *"Good welfare package"*.

Further, workers recommend that state and public university administrators move beyond local stereotypes and adopt globally recognized standards and best practices.

This proposal is instructive considering that universities are universal, most WDB associated with Nigerian public universities are rarely observed in the international university environments. Respondents 77 suggested that the Universities need to *“Break from the local stereotype”*.

In addition, respondents advise that creating a supportive work environment can be an effective cure for the WDB problem affecting the public universities. This includes comfortable office space, shared respect, care and compassion, meritocracy and honesty. For instance, selected participants indicated the need for: *“Provision of conducive environment”*, and *“Creation of better work environment”*. Moreover, openness in the staffing process, especially recruitment of competent personnel to fill available positions is recommended as one of the solutions to WDB. It means that fitness of the candidates must be taken seriously. Examples of the answers from the respondents required that universities must: *“Encourage employment that are based on ability”*, and *“Employ only qualified”*.

Some respondents also recognise the need for government to reinforce and implement labour law to address WDB. In this context, the law governing the relationship among the stakeholders, namely workers, employers, staff unions and state must be reinforced and applied. This implies that the right and the stakeholders must be protected and employment contract respected. Specifically, one of the answers is that: *“Government should strengthen the labour law and also enforce it”*.

Moreover, there is a call to incentivise diligence to remedy WDB. This may take the form of an appraisal system focused on rewards. It can be inferred that a staff member who is not recognised for hard work, could partake in WDB. In this context, some of the employees cited: *“More incentives”* and need to *“Help workers to get well paid”*.

Lastly, the use of a periodic monitoring team is suggested as one means through which WDB can be addressed in the public university. The implication is that staff are inclined to WDB in the absence of routine monitoring. Responses from the participants indicated that: *“The government should at intervals send monitoring teams and make investigations with recommendations on how to curb workplace deviance”*, *“Government should introduce clock in card”*, and *“The supervisor should be sent by government to monitor staff & workplace for proper & good environment to work”*.

5. Discussion of Findings

The first finding from the analysis of most employees' responses, suggest that the public universities' HRPs are not good enough, given the inadequate emphasis on employee's welfare. This finding is consistent with other quantitative studies such as, Balogun, Oluyemi and Afolabi (2018); Chinyere and Chukwuma (2017). In addition, workers advocate the need to reinforce and implement labour law, incentivize diligent staff, recruit competent personnel, provide supportive work environment and conduct routine monitoring in order to reduce WDB. These recommendations are related to HRPs. This suggest there is high propensity for an upsurge in WDB if the HRPs are not reinforced Nigerian public universities. The workers mentioned the need for fair treatment of workers as a solution WDB. Reasonably large proportion of the staff would justify WDB because of unfair treatment. This outcome shows that organisational justice is crucial in reducing WDB in selected universities. This finding is consistent with studies in the private and public sectors such as Gull, Qamar, Khan and Tanvir (2020) who found that positive perception of OJ would encourage employees of Pakistan banking sector to deviate from disruptive behaviour and Hany, Hassan and Badran (2020) who found negative relation between the two concepts among staff nurses. The finding is also compatible with the conclusion of Rafiee, Hoveida and Rajaeipoor (2015) in Tehran Universities and Baharom, Sharfuddin and Iqbal (2017) in Pakistan public enterprises and Kasemsap (2017) in Thailand.

Similar quantitative studies (Obalade, Obalade & Mtembu, 2023; Obalade & Mtembu, 2022; De Clercq et al., 2021) suggests that perceived fairness of the distribution of the outcome received, fairness of procedures and processes used in deciding an outcome; respect and dignity received from superiors and how honestly and promptly employees are informed on matters affecting them, are wholly and jointly required to instill non-destructive behaviour among employees of public university in the South-West region of Nigeria. This finding aligns with the social exchange theory, equity theory and norm of reciprocity.

Wu and Wang (2008) used equity theory to justify employees' engagement in deviant behaviour as a way to restore inequity by reducing their input, when it is perceived that the ratio of their output (rewards) to input is imbalanced, termed unfair treatment. In the same vein, Tuzun and Kalemci (2018) argue that employees tend to reduce the negativity in the ratio of their input-outcome ratio, by embarking on WDB to reduce the unfairness. Based on the qualitative analysis, a large proportion

of the workers explain away WDB on the basis of unfairness.

6. Conclusion

Qualitative survey data using open-ended questionnaire was collected from 572 academic and non-academic staff on HRPs-WDB linkages and how to address them. It can be inferred from the content analysis of the qualitative data that HRPs-related factors including employee wellbeing, reward, staffing and supportive work environment; and monitoring can reduce WDBs. Secondly, issues closely linked to organisational justice, namely fair treatment and enforcement of labour laws are negatively related to WDBs. It was recommended that the state and university management must consider the creation of an HR framework that prioritises fairness, meets staff welfare needs, moves from local stereotypes and embraces international standard and best practices, ensures supportive work environment, and guarantees recruitment of competent personnel. In addition, there is a need to reinforce and implement labour law, incentivise diligent staff, and conduct routine monitoring.

While the usage of open-ended research instrument to gather non-quantitative facts generated large responses, it comes with its own limitation in terms of short answers. The limitation implies that the combination of focus groups or in-depth interviews open-ended instrument might yield a more detailed data and examination that would support claims and conclusion on the phenomena understudy. Nevertheless, the data collected rightfully qualifies the content analysis. Future study may consider combining the use of open-ended question with in-depth interview to collect qualitative data. However, review of studies revealed that because of the sensitive nature of workplace deviance, researchers have often preferred using survey as it is not an act that employees would want to report their engagement in (Obalade, 2022) and filling in questionnaires give them the anonymity and confidentiality. Future researcher may consider comparing the subject between publicly and privately owned institutions or academic and professional and administrative support staff in Nigeria.

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