



OPEN ACCESS

International Journal of Management & Entrepreneurship Research

P-ISSN: 2664-3588, E-ISSN: 2664-3596

Volume 6, Issue 3, P.No.491-501, March 2024

DOI: 10.51594/ijmer.v6i3.839

Fair East Publishers

Journal Homepage: www.fepbl.com/index.php/ijmer



ORGANIZATIONAL CAPITAL AND EMPLOYEES' COUNTERPRODUCTIVE WORK BEHAVIOUR IN THE NIGERIAN PUBLIC HEALTH SECTOR

OSAZEVBARU, Henry Osahon (Ph.D)¹, MACUALAY, Ogheneovo Joy²,
& SHALVONG, Abed Nanso³

^{1 2 3} Department of Business Administration, Faculty of Management Sciences,
Delta State University, Abraka, Delta State – Nigeria

Corresponding Author: OSAZEVBARU, Henry Osahon

Corresponding Author Email: henryosas@yahoo.com

Article Received: 01-01-24

Accepted: 10-02-24

Published: 06-03-24

Licensing Details: Author retains the right of this article. The article is distributed under the terms of the Creative Commons Attribution-Non Commercial 4.0 License (<http://www.creativecommons.org/licenses/by-nc/4.0/>), which permits non-commercial use, reproduction and distribution of the work without further permission provided the original work is attributed as specified on the Journal open access page.

ABSTRACT

This study was carried out with the view to assessing the impact of organizational capital on employees' counterproductive work behaviour among some public healthcare organizations in Nigeria using Bayelsa state as a reference point. The study used a sample of two hundred and forty-three (243) employees of the selected organizations and data obtained were analyzed using both descriptive and inferential statistical tools. Specifically, the regression results indicated an insignificant but positive influence of organization capital on employees' counterproductive work behaviour in public healthcare organizations. On the basis of the findings, it was recommended among others that organizations should regularly assess and monitor employee behaviour including counterproductive work behaviour via appropriate performance management systems and employee feedback mechanisms; this would allow organizations to identify early warning signs and take proactive measures to address any emerging issues.

Keywords: Human Capital, Intellectual Capital, Public Health, Stress Facilitation Theory, Structural Capital, Work Overload.

INTRODUCTION

Public health organizations play a vital role in protecting and addressing healthcare challenges. These organizations operate in a dynamic and demanding environment where efficient and effective delivery of services is paramount. To thrive in this context, they must harness their organization capital—the collective knowledge, skills, and capabilities possessed by individuals and embedded within the organization structure. Organization capital consists of intellectual capital, human capital, and structural capital, and is instrumental in driving innovation, knowledge sharing, and overall organization performance (Wang, 2016). However, despite the presence of organization capital, public health organizations often grapple with counterproductive work behaviour (CWB) among their employees (Ezeh, Etodike & Chukwura, 2018). This behaviour not only impedes individual productivity but also poses significant challenges to the attainment of organization goals and public health outcomes.

Counterproductive work behaviour (CWB) refers to actions by employees that hinder organization progress and, if left uncontrolled, can lead to a decline or obsolescence of the organization (Ansari, Maleki, Mazraeh & Arab-Khazaeli, 2013). It is employee's behaviour that goes against the legitimate interests of the organization, potentially causing harm to the organization itself, as well as its employees, clients, customers, or patients (Sackett, Berry, Wiemann & Laczó, 2006). Ansari et al (2013) have identified two significant implications and costs associated with CWB: financial costs (such as reduced productivity, legal issues, compensation, and damage to reputation) and social costs (such as mental and physical injuries, psychological disengagement, and job dissatisfaction).

In Nigeria, despite the prevalence and costs associated with counterproductive behaviours in organizations, there is limited information available. This scarcity of information can be attributed to the high unemployment rate in Nigeria, which has left employees voiceless and vulnerable to exploitation by organizations. With limited alternatives in the face of unemployment, employees often feel powerless, resulting to CWB as a means of expressing themselves (Etodike et al., 2018). Previous studies in Nigeria have explored the impacts of work overload and organization justice on employees within organizations. However, these studies have failed to establish a clear link between these factors and employees' behaviour. For instance, Ezeh and Etodike (2017) found that work overload and organization justice influenced employees' stress levels but did not determine whether these factors resulted in positive or negative employees' outcomes in their job performance.

While research on organizational capital and CWB exists in various industries and contexts, there is a noticeable research gap when it comes to the specific domain of public health organizations in Nigeria. Only few studies have assessed the link between organization capital and CWB in Nigerian public health sector. This has resulted to lack of comprehensive understanding of the dynamics at play. This research gap poses a significant challenge for public health institutions, as they struggle to optimize their organizational capital and effectively manage CWB. Without tailored insights and evidence-based strategies, these organizations may face persistent productivity issues and compromised service delivery, ultimately affecting the health outcomes of the Nigerian population. Based on these considerations, this study proposes that organization capital, such as intellectual, human, and structural capitals are likely to explain the occurrence of counterproductive work behaviour among employees in the Nigerian public healthcare space.

By exploring the interplay between intellectual, human, and structural capitals and their impact on CWB, this study seeks to generate valuable insights and practical recommendations for public healthcare organizations in Nigeria. In doing so, this study intends to illuminate: (i) the current state of organization capital in public healthcare organizations, (ii) the prevalent forms of CWB observed among employees in public healthcare organizations, (iii) influence of organization capital on CWB in public healthcare organizations, and (iv) how to mitigate CWB and optimize organization capital in public healthcare organizations. Against this backdrop the study hypothesizes that: organization capital does not significantly explain employees' counterproductive work behaviour in public healthcare organizations in Nigeria.

LITERATURE REVIEW

Organizational Capital

Organization capital is a crucial determinant of competitiveness and success for businesses in today's dynamic and complex environments. It encompasses the collective knowledge, skills, and capabilities embedded within an organization, which contribute to its overall performance and sustainability (Wang, 2016). In the context of Nigeria, a country with diverse and evolving business landscape, understanding and leveraging organization capital is of utmost importance. Organizational capital has several dimensions; the major ones being intellectual capital, human capital, and structural capital.

Intellectual capital represents the knowledge, expertise, and intellectual property within an organization. In Nigeria, organizations have a rich pool of intellectual capital stemming from factors such as research and development, technological advancements, patents, and copyrights (Orezi, 2018). However, challenges remain in fully harnessing this intellectual capital. Issues such as limited investment in research and development, inadequate intellectual property protection, and a lack of collaboration between academia and industry hinder the full potential of intellectual capital in Nigeria (Nwankwe & Ekwueme, 2021).

Human capital refers to the skills, competencies, and abilities of employees within an organization (Anyanwu, Adam, Obi & Yelwa, 2015). Nigeria possesses a significant human capital resource, with a large and diverse workforce. However, the effective utilization of human capital remains a challenge. Issues such as brain drain, inadequate access to quality education and training, and a mismatch between skills and job requirements affect the optimization of human capital in Nigeria (Anyanwu, Adam, Obi & Yelwa, 2015). Addressing these challenges requires investments in education, training, and talent development programs to enhance the skills and capabilities of the Nigerian workforce.

Structural capital comprises the infrastructure, systems, and processes that support organization operations and facilitate knowledge management. In Nigeria, structural capital is influenced by factors such as organization culture, information and communication technology (ICT) infrastructure, and supportive government policies (Nwankwe & Ekwueme, 2021). Challenges exist in terms of establishing robust knowledge-sharing mechanisms, fostering a culture of innovation, and leveraging ICT infrastructure to support effective knowledge management (Moon & Kym, 2006). Enhancing structural capital requires a focus on developing a knowledge-sharing culture, implementing efficient systems and processes, and leveraging technology to facilitate knowledge creation, storage, and dissemination (Nwankwe & Ekwueme, 2021).

Several contextual factors influence the development and utilization of organization capital in Nigeria. These factors include the regulatory environment, political stability, infrastructure development, and access to finance. Nigeria's regulatory environment plays a vital role in shaping organization capital by fostering conducive business climate, protecting intellectual property rights, and promoting investment in human capital (Orezi, 2018; Nwankwe & Ekwueme, 2021). Political stability and infrastructural development are critical enablers, providing the necessary stability and resources for organizations to develop and leverage their organization capital. Access to finance, including funding for research and development, skills development, and infrastructure, are pivotal in enabling organizations to invest in their organization capital (Tseng & Goo, 2005).

Organization capital plays a vital role in shaping the performance and competitiveness of businesses in Nigeria. Enhancing intellectual, human and structural capital are crucial for organizations to thrive in Nigeria's dynamic business landscape (Orezi, 2018). Addressing challenges related to intellectual property protection, talent development, knowledge-sharing culture, and supportive infrastructure can significantly improve organization capital in Nigeria. By acknowledging the importance of organization capital and investing in its development and utilization, Nigerian organizations can drive innovation, improve productivity, and achieve sustainable growth in an increasingly competitive global marketplace.

Counterproductive Work Behaviour

Counterproductive work behaviour poses significant challenges to organizations worldwide, and Nigeria is no exception. CWB refers to actions or behaviours by employees that undermine their own productivity or the productivity of others within the organization (Ike, Ezeh & Etodike, 2017). It is crucial for organizations to understand the nature, causes, and consequences of CWB in the Nigerian context and to address them to foster a productive work environment. CWB encompasses voluntary behaviours where employees lack motivations to conform or become motivated to engage in behaviours that affect the organization (Yusof, Yunus & Adnan, 2019).

CWB can be categorized into two main types: behaviours targeted at the organization and behaviours targeted at individuals. Ike, Ezeh & Etodike (2017) showed a detailed classification comprising five (5) dimensions: abuse, production deviance, sabotage, theft, and withdrawal. Various factors contribute to the occurrence of CWB among workers. For example, corruption (Ezeh & Etodike, 2017) and exploitation of workers can lead to dissatisfaction, as their rewards may not adequately meet their needs, especially when considering anxiety and stress linked with retirement in old age, unless they receive proper support (Etodike et al., 2017). Organization factors such as perceived fairness and work overload can also trigger such detrimental behaviours.

Empirical Review

Chernyak-Hai and Tziner (2014) in their study utilized the Social Exchange Theory as a framework to investigate CWB. The aim was to contribute to the existing knowledge by examining the role of psychologically perceived organization distributive justice and climate in predicting CWB. Additionally, the study explored whether immediate job and exchange characteristics, namely employee occupational level and leader-member exchange, could provide further insights into these associations. Two separate studies were conducted in different organizations: (i) a governmental electricity company and (ii) a private company

specializing in electronic device commerce. The findings supported the hypotheses and revealed negative relationships between perceived organization distributive justice, overall and ethical climates, and CWB. Importantly, the study identified that the quality of perceived leader-member exchange and employee's occupational level moderated the relationship between perceived distributive justice and organization ethical climate, respectively, and CWB.

Shao, Zhang, and Zhang (2022) conducted a study that offers a comprehensive review and analysis of CWB, contributing to a deeper understanding of its causes and underlying mechanisms. It serves as a valuable resource for future research and introduces fresh perspectives and ideas. The study begins by examining the definition of CWB and delving into its mechanisms and effects. It then explores how different types of stressors in today's society can lead to CWB.

Three primary stressor categories were identified: organization constraints, interpersonal conflict, and organization injustice. Each category is defined and analyzed from various perspectives, with a particular focus on the psychological viewpoint, drawing upon Lazarus and Folkman's Psychological Stress and Coping Theory. Furthermore, the study highlights several potential mechanisms and interventions that could regulate these stressors, such as growth mindset, self-efficacy, mindfulness, and yoga. While these mechanisms have been proposed, further discussion and research are necessary to fully understand their efficacy in managing CWB.

Empirical studies utilizing quantitative and qualitative research methods would provide valuable insights into the relationship between organization capital and CWB in Nigeria. Such studies may employ surveys, interviews, case studies, or observation methods to gather data on organization capital components, CWBs, and the contextual factors influencing these phenomena. The findings of empirical studies may suggest strategies and interventions to enhance organization capital and mitigate CWB in Nigerian organizations. These recommendations could involve improving knowledge management processes, investing in employee development and training, fostering a positive organization culture, and implementing effective leadership practices.

Theoretical Framework

This study was hinged on stress facilitation and social exchange theories. Jones (2009) advocated stress facilitation theory showing a connection between negative organization environment and negative employees' behaviour, specifically CWBs such as theft, tardiness, and cyber-loafing. According to this theory, when individuals with dishonest tendencies experience heightened job stress, their distress amplifies their inclination to engage in theft (Jones, 2009). Extensive research has consistently shown that employees who hold favorable attitudes toward theft are probable to engage in stealing at work compared to those with intolerant and punitive attitudes towards theft (Joe-Akunne, Ogbeide & Etodike, 2018).

Furthermore, employees experiencing distress are more prone to engaging in counterproductive behaviour on the job compared to their less stressed counterparts. Building upon the stress facilitation theory, it can be argued that employees with favorable attitudes towards theft, coupled with significant stress, are probable to steal cash and properties from their employers than both non-distressed employees with similar attitudes towards theft and both distressed and non-distressed employees with intolerant and punitive attitudes towards theft (Jones, 2009). This theory finds support in the Nigerian context, where the nation itself, through corruption,

often rewards individuals who embezzle funds from their employers or the government, particularly civil or public servants who divert national income and deposit them in foreign banks, even receiving national honors from the federal government (Anyanwu, Adam, Obi & Yelwa, 2015). It is plausible that this influence has permeated private sector organizations as well.

Social exchange theory advocates that individuals participate in relationships and interactions with the anticipation of receiving mutual benefits and rewards (Jahan & Kim, 2020). When applied to the concept of organization capital and CWB, this theory suggests that employees who perceive higher levels of organization capital are more inclined to display positive work behaviours, whereas those who perceive lower levels may exhibit CWB (Jahan & Kim, 2020). Previous research conducted by Nnaebue, Etodike, Nwangwu and Ibenyenwa (2020) demonstrated a negative correlation between organization capital and CWB. The finding indicates that employees who perceive a greater degree of organization capital are less likely to engage in behaviours that hinder productivity and effectiveness in the workplace.

METHODOLOGY

This study employed a quantitative research design to investigate the relationship between organization capital and employees' counterproductive work behaviour in Nigerian public healthcare organizations. The research utilized a cross-sectional survey approach and targets employees working in these organizations. Stratified random sampling ensured representation across various levels and departments. The sample was drawn from Bayelsa state public healthcare organizations and sample size was determined based on statistical considerations and resource availability. Data was collected via a structured questionnaire, designed to capture variables related to organization capital (intellectual, social and structural) and employee counterproductive work behaviours.

A pilot test was conducted to validate the questionnaire. The survey was administered through online and in-person methods, ensuring confidentiality and anonymity. Organization capital dimensions was identified using established frameworks, and validated scales or indicators was used to measure intellectual capital, social capital, structural capital and CWB. To accommodate organizational heterogeneity, control variable that measures strategies for dealing with CWB was introduced. Descriptive statistics summarized the data while correlation and regression analyses reported the relationship between organizational capital and CWB. The model of the study is given as:

$$CWB = f(ORGCAP, STRAT) \quad 1$$

$$CWB = \delta_0 + \delta_1 ORGCAP + \delta_2 STRAT \quad 2$$

Where: CWB is counterproductive behaviour; ORGCAP is organizational capital; STRAT is strategies for dealing with CWB

RESULTS AND DISCUSSION

The research findings are presented and examined in this section. The study looked at how organizational capital affects employees' CWB in the public healthcare establishments in Bayelsa state. However, out of the 290 copies of questionnaire administered to respondents, only 243 were accurately filled. This means that 83.8% of the distributed questionnaire was returned while 16.2% were lost. The percentage returned is sufficient for analysis as it is greater than 70% suggested by Osazevaru and Akaliduwa (2023). Therefore, the study presents the data and discussed the findings on the basis of the 243 valid questionnaire.

Table 1
Socio-Demographic Variables of Respondents

		Frequency	Percentage (%)
Sex	Male	162	66.67%
	Female	81	33.33%
	Total	243	100%
Level	Junior Staff	96	39.51%
	Middle Staff	137	56.38%
	Senior Staff	10	4.12%
	Total	243	100%
Education	O' Level	72	29.63%
	HND/B.Sc.	115	47.33%
	MBA/M.Sc.	41	16.87%
	PhD/Other Professional Qualifications	15	6.17%
	Total	243	100%

Source: Authors' Field Survey (2023).

Table 1 shows that 66.67% (162) of the respondents were males, while 33.33% (81) of the respondents were females. This implies that, there were more male respondents than females in this study. This is so because male respondents were more willing to answer the research questionnaires than the female respondents. Also, 56.38% (137) of the respondents were middle staff, 39.51% (96) of the respondents were junior staff while, 4.12% (10) of the respondents were senior staff. This indicates that, the middle staff was more in this study. The reason for this is that, middle staff population within healthcare establishment in Bayelsa state is higher than other staff levels. In addition, 47.33% (115) of the respondents were HND/B.Sc. holders, 29.63% (72) O level result holders, 16.87% (41) MBA/M.Sc. holders, while 6.17% (15) of the respondents were Ph.D and other professional qualifications holders.

Table 2
Summary of Descriptive Statistics

STATS	ORGCAP	CPWB	STRAT
Mean	3.63	2.55	2.65
Median	3.6	2.5	2.6
Min	1.6	1.5	1.4
Max	5	4.5	4.6
Standard Deviation	0.63	0.52	0.55
Kurtosis	2.81	3.32	3.26
Skewness	-0.25	0.73	0.45
Observation	243	243	243

Source: Authors' Computation (2023).

Based on Table 2, the mean organizational capital score is approximately 3.63, indicating a moderate level of organization capital in public healthcare organizations. The median score is 3.6, which is close to the mean and suggests that the distribution of organizational capital scores is relatively symmetrical. The minimum score is 1.6, indicating that there are organizations with relatively low levels of organizational capital. The maximum score is 5, suggesting that there are organizations with relatively high levels of organizational capital. The standard deviation of 0.63 indicates that the organizational capital scores vary moderately around the mean. The kurtosis value of 2.81 indicates that the distribution of organizational capital scores has a moderate level of peakedness compared to normal distribution. Skewness value of -0.25 suggests a slight negative skewness, indicating a slightly longer left tail in the distribution.

The mean CWB score is approximately 2.55, indicating a moderate level of such behaviour in the public healthcare organizations in the selected geographical area. The median score is 2.5, which is close to the mean and suggests that the distribution of CWB scores is relatively symmetrical. The minimum score is 1.5, indicating that there are employees with relatively low levels of CWB. The maximum score is 4.5, suggesting that there are employees with relatively high levels of CWB. The standard deviation of 0.52 indicates that the CWB scores vary moderately around the mean. The kurtosis value of 3.26 indicates that the distribution of CWB scores has a higher level of peakedness compared to a normal distribution. The skewness value of 0.73 suggests a positive skewness, indicating a slightly longer right tail in the distribution. The mean strategy score is approximately 2.65, indicating a moderate level of strategic practices in the public healthcare organizations. The median score is 2.6, which is close to the mean and suggests that the distribution of strategy scores is relatively symmetrical. The minimum score is 1.4, indicating that there are organizations with relatively low levels of strategic practices. The maximum score is 4.6, suggesting that there are organizations with relatively high levels of strategic practices. The standard deviation of 0.55 indicates that the strategy scores vary moderately around the mean. The kurtosis value of 3.26 indicates that the distribution of strategy scores has a higher level of peakedness compared to a normal distribution. The skewness value of 0.45 suggests a positive skewness, indicating a slightly longer right tail in the distribution.

Table 3
Result of Correlation Analysis

Variable	CPWB	ORGCAP	STRAT
CPWB	1.0000		
ORGCAP	0.0733	1.0000	
STRAT	-0.0330	-0.0925	1.0000

Source: Authors' Computation (2023).

Table 3 presents the correlation results for the entire variable set. As indicated, the correlation coefficient between the dependent variable (CWB) and strategies (STRAT), recorded negative correlation coefficients of -0.0330 while organization capital (ORGCAP) recorded positive correlation coefficients of 0.0733. Additionally, it could be observed also that the correlation coefficient between pairs of independent variables either indicate negative or positive relationship.

A further cursory look at the results in Table 3 indicates that the independent variables did not show signals of the existence of multicollinearity. This is evident in the Pearson correlation (Pearson R) between pairs of independent variable that was found to have ranged from -0.0330 to 0.0733. The lowest Pearson R of -0.0330 was found between strategies (STRAT) and CWB whereas, the highest Pearson R of 0.0733 was found between organization capital (ORGCAP) and counterproductive work behaviour (CWB). Since no pair of independent variables had Pearson R close to or about 0.80 and above, we thus argue that the independent variables used in this study do not have issues of multicollinearity (Osazevbaru, 2019).

Table 4
Variance Inflator Factor Results

Variable	ORGCAP	STRAT	Mean VIF
VIF	1.01	1.01	1.01
1/VIF	0.9915	0.9915	

Source: Authors' Computation (2023).

From Table 4, the range of VIF for the independent variables did not exceed the standardized VIF level ($1.01 < 10.00$). Overall, the mean VIF obtained is 1.01 which suggests the absence of multicollinearity among the independent variables. This result further confirms the fitness of the specified models of this study.

Table 5

Result for Breusch-Pagan/Cook Weisberg Test

Breusch Pagan Cooke/Weisberg Test for Heteroskedasticity	chi2(1) = 0.91; Prob>chi2 = 0.3405
---	------------------------------------

Source: Authors' Computation (2023).

According to Table 5, the chi2(1) of the fitted values for the variables is 0.91, and the probability value (p-value) is 0.3405 which is greater than the 5% level of significance. This result provides more evidence that the data set does not have heteroskedasticity issues.

Table 6
Results of Regression Model for test of Hypothesis

Variables	Coefficient	Std. Error	t-stat	Prob- value
Const	2.4004	0.2672	8.98	0.000
ORG CAP	0.0586	0.0535	1.10	0.274
STRAT	-0.0253	0.0617	-0.41	0.683
F(2, 240) (p-value)			0.73 (0.4817)	
R-Squared			0.0061	
No. of obs: 243				

Source: Authors' Computation (2023).

As can be seen in Table 6, the outcome of the OLS regression shows that ORGCAP has a positive coefficient of 0.0586. This implies that the dependent variable, CWB, is positively influenced by the independent variable (ORGCAP). All things considered, ORGCAP achieved a t-stat of 1.10 with probability value of 0.274. Given that this probability value is greater than 0.05 level of significance, it suggests that ORGCAP has insignificant effect on CWB of public healthcare establishment in Bayelsa state.

Also, from Table 6, we found that STRAT has negative and insignificant influence on the CWB. This is because the probability of the t-value (0.683) is greater than 0.05. The standard error of the estimate gives an indication of the level of accuracy and dependability of the given model. This shows a high degree of accuracy in the model's estimates as represented by the low standard error value. The R-square value that was achieved is 0.0061 suggesting that ORGCAP and STRAT are responsible for around 0.61% of the changes in CWB of public healthcare organizations. On the basis of this statistical evidence, the hypothetical proposition of this study is sustained. Accordingly, though organizational capital has positive impact on employees' counterproductive work behaviour, this impact is however not significant.

CONCLUSION AND RECOMMENDATIONS

Based on the findings of the study, it can be concluded that there is an insignificant effect of organizational capital on employees' counterproductive work behaviour in public healthcare organizations in Nigeria. The analysis did not establish a statistically significant relationship between organizational capital and CWB among employees. This result suggests that factors other than organizational capital may play a more influential role in determining employees' CWB in the context of public healthcare organizations in Nigeria. These findings highlight the need for further exploration and understanding of the specific factors that contribute to CWB in public healthcare organizations. Future research could focus on investigating the influence of other variables and their interactions with organizational capital to better understand the complex dynamics affecting employees' behaviour.

Based on the study's results, some recommendations can be made: (i) strengthening organization culture: Public healthcare organisations should focus on fostering a positive and supportive organization culture that promotes ethical behaviour, employees' engagement, and a sense of purpose. This could include initiatives to improve communication, teamwork, and employee involvement in decision-making processes. A strong and positive organization culture can help mitigate CWB. (ii) Implement targeted interventions: Based on the specific challenges faced by public healthcare organizations in Nigeria, targeted interventions can be developed to address and mitigate CWB. These interventions may include training programs, performance management systems, and policies that explicitly address and discourage CWB.

References

- Ansari, M. E., Maleki, V., Mazraeh, S., & Arab-Khazaeli, H. (2013). Individual, Job, and Organization Predictors of Counterproductive Work Behaviour. *Journal of Basic and Applied Scientific Research* 3(4), 78-86.
- Anyanwu, S.O., Adam, J.A., Obi, B., & Yelwa, N. (2015). Human capital development and economic growth in Nigeria. *Journal of Economic and Sustainable Development*, 6(14), 16-26.
- Chernyak-Hai, L. & Tziner, A. (2014). Relationships between counterproductive work behaviour, perceived justice and climate, occupational status, and leader-member exchange. *Journal of Work and Organization Psychology*, 30, 1-12.
- Etodike, C.E., Ezeh, L.N., & Chukwura, E.N. (2017). Abusive supervision: A predictor of employee cynicism and counterproductive workplace behaviour among industrial workers. *Scholars Journal of Arts, Humanities and Social Sciences*, 5(9c), 1276-1283.
- Ezeh, L. N., & Etodike, C. E. (2017). Work overload and distributive injustice as predictors of occupational stress among Health workers. *International Journal in Management and Social Science*, 5(7), 537-547.
- Ike, P. R., Ezeh, L. N., & Etodike, C. E. (2017). Employee Participation in Decision Making: A correlate of Employee Citizenship Behaviour and Counterproductive Workplace Behaviour. *Journal of Academic Research in Business and Social Sciences*, 7(7), 934-948.
- Joe-Akunne, C. O., Ogbeide, D. E. O., & Etodike, C. E. (2018) Employee Involvement: A Predictive Study of Organization Climate Dimensions among Private Sector

- Employees. *Scholars Journal of Economics, Business and Management*, 5(12), 131-139.
- Moon, Y.J., & Kym, H.G. (2006). A model for the value of intellectual capital. *Canadian Journal of Administrative Sciences*, 23(3), 253-269.
- Nnaebue, C., Etodike, C. S., Nwangwu, N., & Ibenyenwa, M. C. (2020). Counterproductive work behaviour: The role of work overload and organization justice dimensions among employees in Nigeria private sector organizations. *International Journal of Academic Research in Business & Social Sciences*, 10, 1305-1315.
- Nwankwe, T., & Ekwueme, M. (2021). Human and structural capitals and growth strategies: Evidence from listed non-finance firm on the Nigerian Stock Exchange. *Journal of Contemporary Issues in Accounting*, 1(1), 116-127.
- Osazevbaru, H. O. (2019). Influence of subjective factors on strategic choices: Evidence from small and medium scale enterprises in Delta state. *Illorin Journal of Management Sciences*, 6(1), 28-39.
- Osazevbaru, H. O., & Akaliduwa, A. M. (2023). Leadership skills and performance of public sector institutions: The case of public universities in Delta state Nigeria. *International Research Journal of Economics and Management Studies*, 2(4), 315-322.
- Orezi, M. (2018). Intellectual capital performance of quoted banks on the Nigerian stock exchange market. *Journal of Intellectual Capital*, 8(2), 1-12.
- Sackett, P., Berry, C., Wiemann, S., & Laczó, R. (2006). Citizenship and Counterproductive Behaviour: Clarifying Relations Between the two Domains. *Human Performance*, 19(4), 441-64.
- Shao, J., Zhang, R., & Zhang, S. (2022). The mechanism and causes of counterproductive work behaviour: Organization constraints, interpersonal conflict and organization injustice. *Advances in Social Science, Education and Humanities Research*, 670, 825-831.
- Tseng, C-Y., & Goo, Y-JJ. (2005). Intellectual capital and corporate value in an emerging economy: empirical study of Taiwanese manufacturers. *R&D. Management*, 35(2), 187-201
- Wang, H. (2016). An introduction on the role of organization capital for the enterprise's endogenous growth. *Journal of Service Science and Management*, 9, 233-237.
- Yusof, R. M., Yunus, N. K. Y., & Adnan, A. A. Z. (2019). Examining Moderating Effect of Industrial Relations Climate on Workplace Spirituality and Counterproductive Work Behaviour. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 9(3), 353-363.