

## **Ethnicity and Workplace Behaviour: An Empirical Examination of Counterproductive Work Behaviour among Employees in Niger State Polytechnic, Zungeru**

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### **ABSTRACT**

This study empirically examines the relationship between ethnicity and counterproductive work behaviour among employees at Niger State Polytechnic, Zungeru. Drawing on Social Identity Theory, the research investigates how ethnic affiliations, social categorization, and group dynamics influence workplace deviance in a multicultural institutional setting. The study adopted a quantitative research design utilizing a survey method. Data were collected using self-administered questionnaires from a stratified random sample of 370 academic and non-academic staff. Data analysis was performed using multiple regression analysis to test the impact of ethnicity variables including ethnic background, language diversity, group effectiveness and inter-tribal cohesion on employee counterproductive work behaviour. The results indicate a high positive correlation ( $r = 0.716$ ) between ethnicity variables and counterproductive work behaviour. However, the overall model generated an aggregate significance level of 0.512, leading to the acceptance of the null hypothesis that ethnicity does not have a significant relationship with counterproductive work behaviour at the  $p < 0.05$  threshold. While specific

variables such as ethnic background, group effectiveness, and inter-tribal cohesion were all significant. The study concludes that ethnicity does not serve as a primary driver of counterproductive work behaviour within the institution. Instead, strong ethnic identities may foster benefits such as cultural respect and cross-ethnic evaluation, which can mitigate deviance. The study recommends that management promote institutional cohesion and discourage the use of unofficial languages during task execution to maintain professional communication and minimize potential social divisions.

**Keywords:** Ethnicity; Counterproductive Work Behaviour (CWB); Adaptive Performance; Social Identity Theory; Workforce Diversity; Niger State Polytechnic.

## 1 INTRODUCTION

### *1.1 Background to the Study*

Workplace behaviour has remained a central concern in organizational and behavioural research because it directly influences productivity, organizational effectiveness, and the quality of interpersonal relationships within institutions. Organizations across the world increasingly operate within culturally diverse environments where employees come from different ethnic, cultural, and social backgrounds. While diversity can enhance creativity, innovation, and problem-solving, it may also generate tensions and behavioural challenges when not properly managed (Robbins & Judge, 2017). One form of negative behaviour that has attracted significant scholarly attention in recent decades is counterproductive work behaviour (CWB). Counterproductive work behaviour refers to voluntary actions by employees that violate organizational norms and threaten the well-being of the organization or its members (Spector & Fox, 2005). Such behaviours may manifest as absenteeism, sabotage, workplace aggression, theft, withholding effort, and other forms of deviance that undermine organizational goals.

Globally, scholars have emphasized that workplace behaviour is not only shaped by organizational structures and policies but also by social identities such as ethnicity, race, and culture. Ethnicity represents a form of social categorization that influences individuals' attitudes, perceptions, and interactions within the workplace. In multicultural workplaces, ethnic affiliations can therefore shape interpersonal relationships, perceptions of fairness, group cohesion, and levels of cooperation among employees. Studies conducted in Europe and North America have demonstrated that ethnic diversity can either foster organizational performance through diverse perspectives or trigger workplace conflict and deviant behaviours when employees perceive discrimination, favoritism, or exclusion (Brief et al., 2005; Robinson & Bennett, 1995).

In the African context, ethnicity remains a highly salient social factor that shapes many aspects of social, political, and organizational life. African societies are characterized by significant ethnic diversity, and this diversity often finds expression within workplaces where individuals from different ethnic groups interact daily. While diversity can enrich organizational life, the

presence of strong ethnic identities sometimes creates divisions that influence workplace attitudes and behavior (Daberechukwu & Kamarudin, 2023).

Furthermore, research across African institutions indicates that workplace deviance, including counterproductive work behaviour, is increasingly recognized as a significant challenge affecting organizational performance and public sector efficiency. Behaviours such as lateness, misuse of organizational resources, conflict among colleagues, and resistance to authority are frequently reported in public institutions across the continent (Olowookere, Adekeye, & Adegbami, 2016). These behaviours are often linked to broader contextual factors such as weak organizational control systems, perceived injustice, job dissatisfaction, and socio-cultural influences. Among these influences, ethnicity may subtly shape patterns of interaction, alliance formation, and workplace loyalty, thereby influencing behavioural outcomes.

Nigeria presents a particularly relevant context for examining the relationship between ethnicity and workplace behaviour due to its complex ethnic composition. Nigeria is widely recognized as one of the most ethnically diverse countries in the world, with over 250 ethnic groups, each possessing distinct languages, cultural norms, and social identities (Mustapha, 2006). The major ethnic groups Hausa-Fulani, Yoruba, and Igbo coexist with numerous minority groups across the country. While this diversity contributes to the country's cultural richness, it has also historically influenced political dynamics, social relations, and organizational interactions. In many institutions, ethnic identity can shape recruitment patterns, interpersonal alliances, perceptions of fairness, and workplace relationships (Adeleye, Atewologun, & Mordi, 2014).

Higher educational institutions in Nigeria, including universities, polytechnics, and colleges of education, represent microcosms of the country's broader ethnic diversity. Employees within these institutions often come from various ethnic backgrounds and regions, creating multicultural work environments. While these institutions are expected to foster professionalism and intellectual collaboration, underlying ethnic identities may sometimes influence interpersonal relationships, group dynamics, and workplace conduct.

Niger State Polytechnic, Zungeru, like many public tertiary institutions in Nigeria, employs individuals from different ethnic and cultural backgrounds. While diversity within the institution has the potential to enrich intellectual engagement and collaboration, it may also create subtle social divisions that influence workplace attitudes and behaviour. Instances of workplace deviance such as absenteeism, conflict among staff members, resistance to institutional policies, and lack of cooperation may sometimes reflect deeper social and identity-related dynamics. Understanding whether and how ethnic affiliations shape such behaviours is therefore essential for promoting effective organizational management. Given the growing recognition of counterproductive work behaviour as a major challenge in organizational management therefore, this study seeks to examine the relationship between ethnicity and workplace behaviour, with particular focus on counterproductive work behaviour among employees of Niger State Polytechnic, Zungeru.

### ***1.2 Statement of the Problem***

Counterproductive work behaviour has become an increasing concern for organizations because of its negative implications for productivity, employee relations, and institutional effectiveness. Such behaviours, which include absenteeism, workplace conflict, sabotage, withdrawal, and other forms of deviance, undermine organizational objectives and weaken workplace cohesion. In many organizations, especially within the public sector, the persistence of counterproductive behaviours has raised questions regarding the underlying factors that contribute to such actions among employees (Spector et al; 2006).

Despite the increasing recognition of diversity as a key feature of modern workplaces, many institutions have not sufficiently examined how ethnic differences influence employee behaviour. Existing research in organizational behaviour has largely focused on factors such as leadership style, job stress, organizational justice, and motivation as determinants of counterproductive work behaviour. Although these factors are important, they do not fully capture the socio-cultural dynamics that may influence workplace behaviour in ethnically diverse environments such as Nigeria (Ngalo et al; 2023).

At Niger State Polytechnic, Zungeru, employees are drawn from various ethnic backgrounds, reflecting the multicultural nature of the Nigerian workforce. While this diversity has the potential to enhance creativity and collaboration, it may also generate interpersonal challenges that influence workplace behaviour. Incidents of workplace deviance, lack of cooperation among staff, conflicts, and other forms of counterproductive behaviour may partly reflect deeper identity-related dynamics within the institution.

The absence of empirical evidence on how ethnicity influences counterproductive work behaviour within the institution creates a gap in organizational knowledge and limits the ability of management to develop appropriate diversity management strategies. Without a clear understanding of the role ethnic identity may play in shaping employee behaviour, efforts to promote organizational harmony, accountability, and productivity may remain inadequate. It is against this background that this study seeks to empirically examine the relationship between ethnicity and counterproductive work behaviour among employees in Niger State Polytechnic, Zungeru.

## **2 LITERATURE REVIEW**

### ***2.1 Ethnicity***

Ethnicity could be seen as an assembly of individuals who share common cultural traditions and customary practices and also provide their members with a self-conscious identity as a nation (Kim, Bhawe, & Glomb, 2013). Ethnic diversity implies diversity in language, religions, races and cultures. There has been an increase in multicultural workforce in the organization for utilizing greater participation and synergy to improve and increase both employee satisfaction and business performance.

However, if at least the majority of team members are ethnically diverse, then more ethnic diversity has a positive impact on performance. Following the raise of diversity in recent times, there has been a raise in work groups with the intention of making increased participation to enhance employee and organizational performance as a whole. However, in as much as the nature of the composition of employees is speedily getting more and more varied in terms of ethnicity, age, gender, education, etc., similar attention has been growing with respect to the effect of these diversities in academic institutions (Darwin & Palanisamy, 2015).

The growth of multi-cultural in organizations today comes as a result of the increase of different cultures in society and it thus spread through the ancestral, educational, and religious circles. Koontz, and Weihrich (2010) said the increase in performance of teams comes as a result of the diverse cultural composition of employees and this is seen as the benefit of embracing various ethnical perceptions for finding solutions to problems and enhancing the outcome of team members after they have learned ways in which they can make use of their dissimilarities for their advantage.

Higher institutions can experience negative consequences of having demographic diversities like race/ ethnicity, nationality, gender, and age. It is important to note that individuals from the minority groups are more likely to be less satisfied with their jobs, less committed to the organization, have problems with their identities and feel or experience discrimination. Nevertheless, as the minority group grows, most of the problems encountered tend to fade away. Ethnic based diversity indicates, we can say suggests heterogeneity or the quality or state of being heterogeneous the composition from dissimilar parts (for instance, Science seeks to reduce the multiplicity and heterogeneity of facts as they occur to these simple formulas of law), heterogeneity in (mother) religion, race, languages and cultures. Mohammed (2017) confidently trusts that the ethnic group supports organization for better performance and finding alternative choices for productive decision making. One of the most prominent direction and importance of individuals and team heterogeneity is ethnicity (Alesina & Ferrara, 2005). They believe individuals composed of parts of different kinds, having widely dissimilar elements or constituents in term of ethnic groups (social group that shares a common and distinctive culture, religion, language etc.) or characteristic of people specially group of individuals who share distinctive culture within institution and work environment for positive change towards goal attainment.

Ethnicity is self-identification of socio cultural identity as opposed to something that can be imposed on someone by just gazing at the individual and making judgment about who they are based in what they look like. From the aspect of the social identity theory, since ethnicity is a surface level characteristic of diversity, it can be quickly used to divide a group of people into ethnic backgrounds. People tend to frequently identify with their ethnic background as it gives them a sense of belonging and connects them to a group of closely related people. It is believed

that people tend to favour those who belong to their ethnic background more than others (Bursell & Jansson, 2018).

## **2.2 Counterproductive Work Behavior (CWB)**

Counterproductive work behaviour (CWB) refers to “intentional employee behaviour that is harmful to the legitimate interests of an organization (Gruys & Sackett, 2003; Marcus & Schuler, 2004; Fox, Spector & Miles, 2001). Examples of such behaviours include absenteeism (Henle, 2005), theft (Greenberg, 1997) and sexual harassment (Paetzold, 2004). Researchers have used different terms to denote these CWB behaviours such as misbehaviour (Ackroyd & Thomson, 1999), retaliation (Skarlicki & Folger, 1997), antisocial behaviour (Giacalone & Greenberg, 1997); deviance (Bennett & Robinson, 1995, 2000; Martinko, Gundlach & Douglas, 2002; Sackett & DeVore, 2001) and aggression (Baron & Neuman, 1998).

A review of past literature showed that regardless of the different terms that have been employed, these behaviours share some common characteristics namely: It reflects any form of behaviour that violates customary norms or values either dominant organizational norms, societal norms, or violates both norms, it indicates intentions that could be either voluntary or intentional that will or cause harm to the organization, its members or both; and it results in negative consequences to the organization, its members or even other people that have direct connection with the organization.

Counterproductive work behaviour can vary based on its target: organizational and individual (Fox, Spector & Miles, 2001; Robinson & Bennett, 1995). Organizational targets can be further categorized into property counterproductive work behaviour and production counterproductive work behaviour. Property counterproductive work behaviour refers to incidences where the employee violates the organizational norms by acquiring or damaging the organization's tangible assets. Production counterproductive work behaviour refers to employee behaviours that violate organizational norms with regard to the quality and quantity of work to be accomplished. Individual targets are categorized as political counterproductive work behavior and personal aggression. Political counterproductive work behavior refers to behavior that causes other individuals a political disadvantage. Personal aggression refers to acts of hostility toward other individuals. In summary, based on past research, this study conceptualized counterproductive work behaviour based on its target namely organizational counterproductive work behaviour and interpersonal counterproductive work behaviour.

## **2.3 Adaptive Performance**

Adaptive performance is defined as the extent to which an individual adapts to changes in a work system or work roles (Kirton & Green, 2016). It includes, for example, solving problems creatively, dealing with uncertain or unpredictable work situations, learning new tasks, technologies, and procedures, and adapting to other individuals, cultures, or physical surroundings. Several scholars (Kim, Bhawe, & Glomb, 2013) have argued that adaptive performance should be distinguished as a separate dimension of employee performance. Kreitz, (2008) in their job-specific framework also regarded adaptive performance as a separate

dimension of individual work performance, in addition to task performance, contextual performance and counterproductive work behaviour.

Furthermore, numerous authors have referred to adaptive performance using different names. Matthijs, Kooij and Rousseau (2015) referred to it as role flexibility, and Ngao and Mwangi (2013) wrote about the proficiency of integrating new learning experiences when discussing adaptive performance. Further, resulting from an extensive literature review and factor analyses, Nwinami (2014) highlighted eight-dimensional taxonomy of adaptive performance: (i) handling emergencies or crisis situations; (ii) handling work stress; (iii) solving problems creatively; (iv) dealing with uncertain and unpredictable work situations; (v) learning work tasks, technologies and procedures; (vi) demonstrating interpersonal adaptability; (vii) demonstrating cultural adaptability; and (viii) demonstrating physically oriented adaptability. These dimensions of adaptive performance were shown to exist across many different types of jobs today.

#### ***2.4 Theoretical Framework***

The Social Identity Theory (SIT) was originally developed by Henri Tajfel and later expanded by John C. Turner in the late 1970s and 1980s. The theory explains how individuals derive part of their identity and self-concept from the social groups to which they belong. According to the theory, people naturally categorize themselves and others into different social groups such as ethnicity, religion, nationality, profession, and gender. These group affiliations create a sense of belonging and psychological attachment that influences attitudes, perceptions, and behaviour in social settings, including workplaces.

Social Identity Theory proposes three key processes: social categorization, social identification, and social comparison. Social categorization occurs when individuals classify themselves and others into groups based on shared characteristics such as ethnicity. Through social identification, individuals adopt the values, norms, and behavioural expectations associated with their group. Social comparison then occurs as individuals evaluate their group in relation to other groups, often leading to in-group favoritism and out-group bias.

In the context of Niger State Polytechnic, Zungeru, where employees are drawn from different ethnic backgrounds, Social Identity Theory offers a meaningful explanation for how ethnic identification may influence interpersonal relationships and workplace behaviour. By adopting this theoretical perspective, the study is better positioned to analyze how ethnic identity may contribute to patterns of counterproductive work behaviour among employees and how organizations can manage ethnic diversity to promote cooperation, harmony, and productivity.

#### ***2.5 Empirical Review***

Akinnusi et al; (2017) in their study on fostering effective workforce diversity management, found that workforce diversity has significant effect in employee's job performance. Moreover, the gender based diversity and ethnic based diversity was constant variables. The study used a quantitative research design with survey data collected from employees across selected organizations, examined the relationship between workforce diversity and employee performance. The study employed statistical techniques such as regression analysis to test the hypotheses. The findings revealed that workforce diversity has a significant effect on employees'

job performance, while gender-based and ethnic-based diversity were treated as control variables in the analysis.

The study by Mohammed (2017) examined the relationship between workforce diversity and employees job performance in education sector of Afghanistan. The study adopted a quantitative research design, utilizing a structured questionnaire to collect primary data from employees in selected educational institutions. A cross-sectional survey approach was employed, and the data were analyzed using statistical techniques such as correlation and regression analysis, with the aid of statistical software (e.g., SPSS). The findings indicated that dimensions of workforce diversity, including gender, age, and educational background, significantly influence employee performance. This suggests that individuals can enhance their capabilities when operating within a diversified work environment.

Deepu and Suresh (2019) conducted an empirical investigation into the role of workforce diversity in sustaining competitive advantage within organizational settings. The study adopted a quantitative research methodology, utilizing a descriptive survey design to systematically examine employees' perceptions of diversity and its strategic implications. The researchers employed a structured questionnaire as the primary data collection instrument. The questionnaire was designed using a Likert-scale format to measure variables such as workforce diversity, competitive advantage, and managerial competence in diversity management. Data analysis was conducted using statistical tools such as the Statistical Package for Social Sciences (SPSS). The findings revealed that workforce diversity significantly contributes to sustaining competitive advantage by fostering innovation, creativity, and broader problem-solving capabilities. However, the study also identified diversity as a managerial challenge, particularly in contexts where there is inadequate training and awareness among managers and supervisors. Consequently, the authors recommended that organizations should invest in diversity training and education programs to equip leaders with the necessary skills to manage heterogeneous teams effectively.

Darwin and Palanisamy (2015) study on workforce diversity and employee performance showed that age, gender and ethnic diversity have no significant impact the performance of employees. The study adopted a quantitative research approach using a survey design to examine the relationship between workforce diversity and employee performance. Data were collected through structured questionnaires administered to employees in selected organizations in India. The study utilized statistical techniques, including descriptive and inferential analysis, to assess the impact of age, gender, and ethnic diversity on employee performance. The findings revealed that employees had a neutral perception about workforce diversity. The employees neither think highly of workforce diversity as a benefit to them nor criticize it as something to be avoided.

Weiliang, Mun, Fong, and Yuan (2011) investigated the relationship between workforce diversity and employee performance, with particular emphasis on gender and age diversity. The study adopted a quantitative research design, utilizing a cross-sectional survey method to collect

primary data from employees across selected organizations. The research was conducted in Malaysia, focusing on firms within the service and manufacturing sectors where diversity issues are more observable in managerial and operational roles. The sample size comprised approximately 150 – 250 employees, selected through a stratified random sampling technique to ensure representation across different gender categories, age groups, and job levels. Data collection was carried out using a structured questionnaire designed on a Likert-scale format, which measured perceptions of diversity and self-reported employee performance indicators.

### 3. METHODOLOGY

This study employed a quantitative approach, utilizing a survey research design. Data were collected through a self-administered questionnaire to examine the opinions, attitudes, and characteristics of the target respondents regarding the effects of ethnicity on workplace behavior at Niger State Polytechnic, Zungeru. The target population focused on both academic and non-academic staff of Niger State Polytechnic, Zungeru with no preference for level or cadre. As at the time of this research, the staff of Niger State Polytechnic, Zungeru and Bida campus is estimated to be one thousand, eight hundred and forty-two (1,842) according to the human resources department of the institution.

#### 3.1 Sample Size Determination

To obtain a statistically valid sample size, Taro Yamane (1967) provides a simplified formula for population sample size determination. The determination of sample size is at 5% level of significance below:

$$n = \frac{N}{1 + Ne^2}$$

Where

n = sampling size sought

N= population

$\alpha$  = Level of significance and

1 = constant

$$n = \frac{1,842}{1 + 1,842 (0.05)^2}$$

$$n = \frac{1,842}{1 + 1,842(0.0025)}$$

$$n = 1842/1+ 4.605$$

$$n = 1842/5.605$$

$$n = 328.64$$

$$\text{Approximately} = 329$$

### 3.2 Sampling Technique

In this study, the researcher adopts probability sampling using stratified random sampling. The choice of this technique is because, it allows every member or element in the population is given equal chance of been selected so that adequate information can be obtained. The stratified random sampling method provides the opportunity for the researcher to obtain a more representative sample from population stratum (academic and non-academic staff) and avoid undue proportion of one type of unit in the sample size (Dhivyadeepa, 2015).Bowley's proportional formula (Kumar, 2011; Teddlie&Yu, 2007)was applied. This is given as:

$$nh = \frac{nxNh}{N}$$

Where: nh= the proportion sought from each stratum (i.e. from both boxes); n= the sample size (already determined)

Nh= the number of item in each stratum in the population; N= the population size

#### The computations table

Population Strata	Population/Stratum	nh= $\frac{nxNh}{N}$	Proportion
Academic Staff	852	$\frac{852}{1842}$	0.46*329 = 151
Non-academic Staff	990	$\frac{990}{1842}$	0.54*329 = 178
Total number	1842		<b>329</b>

From the stratified random sampling technique table above, one hundred and fifty one copies of questionnaire representing 46.0% of the sample size was administered on academic staff, while one hundred and seventy eight copies of questionnaire, representing 54.0% was administered on non-academic staff of Niger state Polytechnic, Zungeru.

## 4 RESULTS AND DISCUSSION OF FINDINGS

H<sub>0</sub> There is no significant relationship between ethnicity and counterproductive work behavior performance.

To measure ethnicity, variables such as (ethnicity background, Different languages, group effectiveness and cohesion were the variables considered.

**Table 4.0: Coefficients <sup>a</sup>**

		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	2.517	.361		1.973	.051
	Different languages	.099	.054	.099	1.819	.070
	Ethnic background	.209	.029	.216	2.303	.032
	Group effectiveness	.281	.057	.277	2.427	.035
	Cohesion of diff. tribes	.207	.055	.207	2.958	.031

R = .716<sup>a</sup>  
R Square = .512  
Adjusted R Square = .511  
Durbin-Watson = .148  
F ratio = 2.416  
Sig. = .059

- Predictors: (Constant), Different languages, Ethnic background, Group effectiveness, Cohesion of different tribes
- Dependent Variable: Employee counterproductive work behaviour performance

**Source: SPSS Printout, 2026**

#### ***4.1 Interpretation and Decision***

The findings from the table above shows that, the co-efficient of the correlation(r) is given as 0.716. This figure indicates that there is a high positive relationship between ethnicity and employee counterproductive work behaviour performance. This also indicates that any movement or increment in the ethnicity variables also brings about movement in the same direction in employee counterproductive work behaviour performance. The r-square which measures the coefficient of determination gave a result of 0.512. This which indicates that identified ethnicity proxies (Different languages, Ethnic background, Group effectiveness, and Cohesion of different tribes) explains about 51.2% of the variance while the remaining 48.8% is explained by some other variables.

The standardized coefficient of each of the variables ( $\beta = .099, .209, .281$  and  $.207$  with p-value of  $.070, .032, .035$  and  $.031$  for Different languages, Ethnic background, Group effectiveness, and Cohesion of different tribes respectively). This implies that different languages has positive relationship but not statically significant to employee counterproductive work behaviour performance, ethnical background is statistically significant to employee counterproductive work behaviour performance, group effectiveness is statistically significant to employee counterproductive work behaviour performance and cohesion of different tribes is statistically significant to employee counterproductive work behaviour performance. With this, the overall coefficient significant of 0.051 is greater than the p-value of 0.05. It is important that management should pay close attention to different languages variables if the objective of reducing employee counterproductive work behaviour performance is to be achieved.

The F statistics which shows the group significance of the variables shows that all the explanatory variables are jointly statistically significant in explaining the change in the employee counterproductive work behaviour performance give the calculated F sat of 2.416 which is greater than the tabulated value of 2.46. Also, since the p value is less than 0.05, the alternative hypothesis is rejected while null hypothesis which says there is no significant relationship between ethnicity and employee counterproductive work behaviour performance is accepted. This finding is against the result of the work of Akinnusi, Sonubi and Oyewunmi (2017) which discovered that there is strong relationship between ethnic based diversity and employee performance.

#### **4.2 Discussion of Results**

This study examines the impact of Ethnicity on Workplace Behaviour: An Empirical Examination of Counterproductive Work Behaviour among Employees in Niger State Polytechnic, Zungeru. The result of findings shows that there is no significant relationship between ethnicity and employee counterproductive work behaviour performance. Though, variables measured such as ethnic background, group effectiveness and cohesion of different tribes were statistically significant to employee counterproductive work behaviour performance, except for different languages which shows positive relationship with counter performance but not statistically significant. This finding is against the result of the work of Akinnusi, Sonubi and Oyewunmi (2017) which discovered that there is strong relationship between ethnic based diversity and employee performance. This implies that ethnicity has no significant effect on employee counterproductive work behaviour performance as there are a lot of benefits accrued to different ethnical background among workforce such as respect for cultural boundaries, cross ethical evaluation and fair considerations which are capable of increasing performance rather than counterproductive.

### **5. CONCLUSION AND RECOMMENDATION**

This study concluded that ethnicity has no positive and significant relationship with employee counterproductive work behaviour performance. That is, ethnic background of the employees, speaking of different languages at workplace, group effectiveness in task achievement, and cohesion of different tribes in accomplishing a task tends to affect and reduce employee counterproductive work behaviour performance.

Draw from the above, this study recommends that tertiary institutions specifically Niger State Polytechnic, Zungeru should continuously encourage their staff (academic and non-academic staff) to embrace and appreciate ethnic background of the co-employees, group effectiveness in task achievement, and cohesion of different tribes in accomplishing a task. Furthermore, management should promote effective communication and discourage speaking of different languages at workplace during official hours or during task execution.

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