



# **Linkages between Workplace Aggression and Organizational Environment: A Study of Non-academic Staff in the University of Ibadan, Nigeria**

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## **Authors' contributions**

*This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.*

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## **ABSTRACT**

Aggression is an emotional behaviour that causes feelings of hostility. It can be internally or externally triggered; displaying violence action that is hostile to the subjects. The problem of aggression is that sometimes, it can be in action without externally provoked. and has the capacity

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of disrupting interpersonal relationships and work productivity. Thus, the study was carried out to develop and validate Workplace Aggression Scale for assessing Linkages Between Workplace Aggression and Organizational Environment: A Study of Non Academic Staff University of Ibadan, Nigeria. Three research objectives, 4 questions with 2 hypotheses were used. The population of the study includes all the staff of Education. Sample size was 30(15males and 15females) respondents. Design was Correlation Survey Descriptive Design and Stratified Purposive Sampling. Workplace Aggression Assessment Scale (WAAS) is a new construct scale that was developed by the researcher for determining aggression at workplace. It is in its first time self scale for assessing the aggression on the workplace. The scale with five points from 1-5 tested both work environment and personality factors using 20- items scale. 1 indicates (Always) and 5 indicate (Never). The 20 items measured Internal Consistence of the factors and obtained Cornbach Alpha PE (.748) and EN (.799) summed as (.774). It was discovered that WAAS contents can be used for other related factors like stress and anxiety at work. The data was analyzed using SPSS. The findings of the research revealed that Personality and Environment ( $X = 1.8$ ,  $SD = 0.33$ ); T-value ( $t\text{-test} = 17.03$ ,  $t\text{-crit} = 1.73$ ,  $p = .000 < 0.05$ ); S.M.E.(3.20); Variance (107.9); Skewness (0.519); SK.S.E (0.689); Kutosis (-0.149) and K.S.E (1.339) were all accepted as perceived determinants factors for workplace aggression on Linkages Between Workplace Aggression and Organizational Environment: A Study of Non Academic Staff in the, University of Ibadan, Nigeria. Based on the findings, the study recommended that counseling services should be highly considered in every institution of human beings if the issues of workplace aggression must be addressed.

*Keywords: Development; validation; aggression; work and workplace; workplace aggression.*

## 1. INTRODUCTION

The rate to which people engage in both physical and verbal disheartening behaviours at workplace even kill is alarming these days. According to Martin [1], abnormal behaviour is a behaviour that is socially disturbing to others, subjectively distressing or psychologically handicapping. Disruptive behaviours like abusive language, swearing to do something bad, shouting on, gossiping, yelling or physical violence are features of aggression. Aggression displacements are on the increase especially in the public places. Comportment and discipline are no more in vogue. Mental well being is under challenges by some factors beyond explanation. A mentally healthily person emphasized by Onyemerekeya N. [2] shows both emotionally stability and maturity of character and a large capacity for frustration tolerance which gives the strength to withstand the strain and stress inherent in living in his society without undue physical or psychological disequilibrium. Such a person has sense of balance which makes him be in harmony with self and others as well as with the world. That is having emotional intelligence. Emotional intelligence asserted by Salami SO, Taiwo AK. and Ige A. [3] is the capacity to be aware of, control and express one's emotions and to handle interpersonal relationship judiciously and empathetically. Supporting, Mayer, Salovey and Caruso, (2004) cited by Salami, S.O., Taiwo, A.K. and Ige, A. [3] explained that, emotional intelligence is ability to

acknowledge, understand and regulate one's own and other people's emotions, distinguish among them and use this information to guide one's thoughts and actions. This indicates that anyone who engages in aggression is expressing abnormal behaviour and is mentally unhealthy. This view collaborates with World Health Organization who sees mental health as a mental state of a person by which he is able to make social and personal adjustment in various circles of life. A clinical psychiatrist in addition asserted that, "Mental health is all about the welfare of the mind. Mental illnesses affect the mind, and consequently influence the behaviour of the subject. Aggression is a mental ill health, disturbing to oneself and to others.

It is a form of anger. It comes up when one feels unsatisfied, then, tends to cause pains on those he feels make him unsatisfied. Aggression is an emotion that is directed towards others that also harms self. For there is no one who has ever derided from positive emotion, that is not negatively affected on/with the action. Social psychologists, described aggression as any behaviour or act aimed at harming a person, animal or damaging physical property. It is very pertinent to identify and address factors that influence the frequencies of aggression among workers in an organization.

Non- academic staff is the people who are employed to work as administrative staff under administrative fold in an institutional environment.

The qualifications can range from an organizational cleaners and guards up to senior administrators. It is a career outside academia which can be found in schools, industries, non-profit organizations, entrepreneurship and government houses. These staff in school settings is not meant to handle a classroom activity; that is, they are non-teaching staff otherwise in educational settings. They are outside academia but are the staff that provides administrative support for academic staff teaching responsibilities to move smoothly. To work and at work, these staff as humans displaces attitudes (positive or negative) which is based on their uniqueness/individualities (personalities and experiences) or/and on what work and workplace exposes them to. Their moods always are likely to predict the outcomes of an organization.

### 1.1 Work

Work, an activity which most persons engage for gain is an important issue in the life of man, Ekwe and Amadi [4]. Cambridge dictionary defined work as an activity such as job which a person uses physical or mental efforts to do usually for money. That implies that work is job, career or occupation. Longman Dictionary in clarification of what work is opted, work is a job you are paid to do or an activity you do regularly to earn money. This proves that work is done for a reason of gaining something in return, putting in your energy and time to produce something to satisfy needs. In further stating, Ekwe and Amadi [4] expressed that, the need for work is for income, structure, identity, social contact and psychological needs satisfaction. That means working helps man to meet a need. Work in this context is talking about career. One's career is often one of the most important aspects of one's adulthood. Embarking on a career whether first timer or not is very stressful especially where economic and distance prove difficulty.

### 1.2 Aggression

Aggression has complex definitions. It is dependent of the individuality of the individuals' different ways of perception of behaviours. Aggression is defined as any action that is intended to hurt others Oparah, Ajileye and Eluchie [5]. Aggression definitely is to come when self demands and expectations are in conflict with work and environmental demands together with authority expectations. Aggression is one out of the behaviours that cause distress to the individual and undesirable consequences

for the society. Aggression is violence. Violence emanates from conflict. Conflict is as a result of relational incompatibilities. Relational conflict identified by Ajileye and Eluchie et al. [5], decreases performance, loyalty, satisfaction and commitment, and cause individuals to be irritable, negative and suspicious. Therefore, aggression is displaced when one is in conflict with self or with the other person. That means, any action that brings conflict is a determinant of aggression.

In criticism, if say that aggression means the behaviour and studies that intends to hurts others as many learning theorists or behaviourists may put it, what about the person that did the act? Sometimes, someone may wants to hurt others for a particular reason and end up hurting himself alone. Sometimes, the intension to hurt others may result hurting both the two, the intended to and the intending to. In this context, the researchers can say, all behaviors that hurt are not intentionally; it can be inwardly triggered. Hence, supporting, Advance English Dictionary opined, aggression as a violence action that is hostile and usually unprovoked. Collaborating, Personality is a dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognition, motivations and behaviours in various situations Peter, O.O., Peter, O.F. and Onyinye [6]. It means people can exhibit behaviour that hurts to self or others unconsciously. For instance, two people who unknowingly hit head to head. It hurts them though not intentionally, but as a result of the pains, they will surely elicit aggressive behaviours being in a disposition to behave aggressively, In aggression, there is hurtful behaviour and hurtful intention Something was removed here and taken up. Personality entails analysis of individual differences. It accounts for why and how people react uniquely and often creatively, to various environmental or situational demands [7]. That means aggression can come from inward and outward of a person that is eliciting it. In a workplace, poor communication, temperament, tribalism, favouritism, life style, values, relationships, competition, communication challenges, information channel, pressures, interest, organizational structure, leadership style and more can make workplace environment unbearable thereby triggering aggressions in all corners. In nutshell, Advance English Dictionary emphasized that aggression is a feeling of hostility that arouses thoughts of attack.

### 1.3 Workplace

A workplace can be termed a system or organization. According to Wikipedia, it is a location where someone works, for their employer or themselves, a place of employment. Workplace is all about the place of work, the environment where a person works or the environment under which he works. It connects every worker in the organization. Workplace, explained by Cambridge is a place or room where people perform their jobs. In this paper workplace is more than room people perform their jobs. Workplace here extends to the job surrounding environment and all the materials as well as the people working with the materials in the work environment. A fulfilling workplace environment is considered to be important to mental health well being. A good workplace is characterized with trust, fairness, autonomy, being heard, respect, productive atmosphere, relaxed place, open and honest communication, compassion, understanding, flexibility, cooperation, empowerment, support, and positive values humour. Researcher emphasized that a surrounding place of work may be nice, cool, beautiful, enticing, facilitating but if the environment under which a person works is disgusting, very threatening and irritating, it can breed what is called workplace aggression. This agrees with, [8] who opted that when experiencing destructive leadership, employees might retaliate towards their leaders, imitate their destructive behaviours or displace aggression toward other which may bring about more workplace aggression

### 1.4 Statement of the Problem

Humans are social and work oriented beings, vulnerable at slight change in expectation. Inter and intra -personal conflict creates emotional stress (aggression) in human. Aligning with conflict theorists, educational level can be a tool for discrimination by using the mechanism of credentialism. This means that potential employers, senior chief etc can use education qualification to discriminate among minorities, working class people who are less educated. In addition, research discovered that when one is unable to stand regulations, delayed gratification, gossip, insult, conflict, stress and lots more, which leads to aggression at work. Choosing a career/job/work is a vital task but may not be easy to decide what type of job will be the best fit. Here in Nigeria, no counseling before choosing any job. This threatens the world of work and mental health well being of the

workers. Frank Parson, trait theory, discovered that a person is happy and successful only when his trait including his vocation is in congruence with the environmental demands. It implies that appropriate career choice correlates with ones comfortability at work which also influences his future work satisfaction.

Aggression at workplace cannot be absolutely rooted out due to man's conflictive nature. Workplace Aggression is a bed burg in an organization. It threatens work environment, resources and outcomes. Work stress, conflict, dissatisfaction, lack of motivation and appreciation as well as low productivity at work affect physical, emotional, cognitive and psychosocial well being of a worker and when such happens, aggression follows. Roodtherapy.org.career counseling, pointed out that most of the Americans spend a 3<sup>rd</sup> of their lives at work but a 2014 study showed that only 52.3% of Americans are being satisfied with their jobs. This means 47.7% Americans are unhappy at work maybe as a result of some behavioural issues in general. Workplace problems may be that, some workers are not happy in their workplace but cannot make a change. Some rate themselves as under qualified. Some come to work with domestic pain displacement. Some senior workers are parasite to the junior workers. Some managers are selfish and self centered concerning welfare. Some workers are anti progress, standing on and at the others' due Rights, Privileges or Promotion. Some are tribalistic or and religious extremists. Some lack good upbringing in terms of respect, dressing, talking, eating, thereby appear irritating to co-workers. Some are gossips, cheats, psychopaths, or sarcastic. Some are placed where they or with whom they do not like. Some are working for years without promotion or allowed to upgrade. Existence of poor communication and ineffective information dissemination as well as no progressive social welfare schemes in the organization. All these statements are some of the problems that can give birth to workplace aggression. Job stress may lead not only to sadness, anxiety or depression but also to aggression and suicide. Stress is the response to a perceived conflict between demand and a person's expectation, resources and capacities [9]. Hence, rightful choice of work enhances capacity for coping with work stress.

The purpose of this paper is to develop and validate aggression scale that will be used to

determine the effects of aggression in the workplaces for optimum amendment.

### 1.5 Objectives of the Study

The objectives of the study are to:

1. Assess the factors that determinant workplace aggression among Non Academic Staff of Education, University of Ibadan
2. Determine which of the factors promote workplace aggression at a higher rate among Non Academic Staff of Education, University of Ibadan
3. Determine the extent to which workplace aggression differ in gender among Non Academic Staff of Education, University of Ibadan

### 1.6 Research Questions

1. What are the perceived determinants factors of workplace aggression among Non Academic Staff of Education, University of Ibadan
2. Which of the determinants factors promote and sustain workplace aggression at a higher rate among Non Academic Staff of Education, University of Ibadan
3. To what extent is the workplace aggression level of male differs from their female counterparts among Non Academic Staff of Education, University of Ibadan
4. What is the reliability of the workplace aggression perceived determinants factors?

### 1.7 Hypotheses

1. There is no significant difference between gender aggressions at workplace among Non Academic Staff of Education, University of Ibadan.
2. Male and Female aggression level at workplace has no significant difference among Non Academic Staff of Education, University of Ibadan.

## 2. LITERATURE REVIEW

### 2.1 Conceptual Framework of Workplace Aggression

Aggression is an expression of destructive behaviour leading to destroying of workers'

relationships, workplace environment, and productivity. Workplace aggression is refers to as behaviour by which an individual(s) within or outside an organization that is intending physically or psychological to harm a worker or workers and occur in a work related context, Schat ACH and Kelloway [10] Workplace Aggression in J. Batling, Kelloway & Frone [11] 2005. Observations have shown that unpleasant experience resulting from intra and inter personal relationship at home could make a worker display aggression at workplace. Scott 1978 in one of the studies online noted that the sources of aggressive behaviour are a function of several factors including human nature and environment. Collaborating with Scott, Psychologists believed that aggression and conflict in individuals have root from biological and hormonal origins. When violence occurs, there is possibility that it is being manipulated by a combination of factors within and outside the individual's control. Hanyi M. and Mindy S, [12], described workplace aggression as an umbrella construct that describes behaviours from insiders or outsiders of an organization that harm or intend to harm individuals in the organization. Workplace aggression is as a result of neglects to vocational guidance. Vocational guidance is lacking in the world of work and this heightens the causes of workplace aggression. Every individual in a workplace was employed with his emotions, values, opinions, interests, abilities, feelings, and expectations and is entitled to express them. Some of these traits are expressed wrongly, rightly, positively, or negatively depending on the person's personality including surrounding environment. On this Onyemerekeya [13] revealed that, when a person is frustrated in seeking immediate gratification, he is likely to respond with aggression or violence against those he perceives as his aggressors. It is proving that, sometimes aggression expressed seek for immediate gratification of needs and thinking that one's values are more important than that of the others brings aggression at workplace (Online publication).

Workplace aggression is a vocational maladjustment. Vocational maladjustment emphasized by Onyemerekeya [14] is a state of disequilibrium in one's job environment, the inability of an individual to adapt to his work environment which may lead to ineffectiveness. An individual is socially adjusted to his work place if he is able to relate well with his colleagues. He may not necessarily be efficient

but may be able to keep his job until retirement age [4]. Workplace aggression can come up as to revenge, show sadness, to destroy, demonstrate tiredness, disapproval, dislikes and so forth. This makes it an abnormal behavior [1]. Abuses, threats or assault at workplace, lead to both physical and psychological harm making it a risk to health and safety. Understanding undesirable consequences of workplace aggression for individuals and organization according to online studies, it is important to understand why workplace aggression takes place as well as how to reduce it. Hershvois MS and Barling J. [15] revealed that, leadership aggression maintains a stronger association with the employee interpersonal deviance than co-worker and outsider aggression do. This suggests that office Heads should be kind in choosing words and actions for their subordinates because when experiencing destructive leadership, employees might retaliate towards their leaders, imitate their destructive behaviours or displace aggression toward other which may bring about more workplace aggression, Skogstad et al. [8].

Psychological well being by Ogo, Amali & James et al. [16] is intra and inter individual levels positive functioning that can include one's relatedness with others and self-referent attitudes that include one's sense of mastery and personal growth. Creating a positive work environment is critical to any organization for health, safety and profit reasons. Conducive workplace improves staff retention, high productivity; improves decision making, wittingly participation and respect for all. It lessens work stress, absenteeism, complaints, sick leave, rumour, gossip, and lazes- faire attitudes. Max Freedman updated Feb, 21, 2023 agitated for improved office's work environment when he stressed, "Your work environment impacts your mood drive, mental health and performance. If employees work in a dreary office setting with unfriendly workers, they likely won't have enough confidence or job satisfaction to speak up. Probably, no organization neither strives in soldier goes soldier comes nor in settling disputes or filing much leave letters. Rosati et al (1990) in Human Basic Needs Theory publication online assumed that all humans have basic needs which they seek to fulfill, denial and frustration of these needs by other groups or individuals could affect them immediately or later thereby leading to conflict. The conflict comes as aggressive behaviour; otherwise needs satisfied, creates fairness, builds security, improves

productivity, relationships and enhances growth in individuals and organization. Workplace these are lacking, creates more work aggression thus discomfort in the workplace.

## 2.2 Theoretical Framework

The summary of theoretical concepts on behaviour is that, every behaviour is either genetic or environmental, likewise aggression. Aggression is an inner feeling that is manifested outside violently, mildly or severely which can be inherited or learnt. Aggression is one of the emotional disturbances that need immediate control or else destruction occurs. At Workplace, aggression is not only triggered by work environment, but by individual's kind of traits. Personality ascertained by Philip, [17] is a way of thinking, feeling and behaving. He further opted that, personality includes behavioural characteristics, both inherent and acquired, that distinguishes a person from another and that can be observed in people's relation to the environment and to the social group. Human is a social and work oriented being, being affected by so many factors that hinder good relationship with self and others; performance of job or performance in its high productivity. This corroborates with Carl Rogers 1959) view that, man is good naturally, any badness in him is caused by his society and environment. That if given man environment free from obstacles such as hunger, wickedness, poverty, illiterate, ignorance, and superstition man, will be able to survive and solve his own problems. And Ellis Albert (1962) maintained that, man is rational in an irrational world. The words above explains that no matter how good a man is born to be, in so far as he finds himself in a conflicting world, must be aggressed particularly at workplace where he is under authorities and obligations. Alfred Bandura cited by Obasi [18]. opined thus, "All human behaviour develops from past social stimulus events which include the nature and the characteristics of the child's social model". Ugly past experiences can trigger aggression in a person. The above assumptions depict that man acts in two ways- right or wrong ways depending where he finds himself and what confronts him. Sigmund Freud in his man's view underscored thus:

- I. That man's personality development is formed by first five years of life. So his subsequent developments are built on the foundation earlier laid during this between age 0-3 stage of life.

- II. That the nature and quality of man's personality is basically determined by the kind of relationship between the parents and the child especially. That means, that a person is aggressive at work is an elaboration of his early childhood learnt behaviour.
- III. That man's presence action and behaviours are determined by his early childhood experiences. For instance, a child who sees his parents fighting each other can grow up doing same. Same goes to aggression because according to Behaviouralists, behaviour is a consequence of hereditary and environmental stimuli.

Bandura ((1977), Social Learning Theory holds that, behaviour is learnt by observing the behaviour of a model and the consequences of that behaviour to that model. In conjunction, [18] explained thus: when children observe a model, they learn not only how to perform the behaviour exhibited by the model but also what is likely to happen if they do same. It shows that behaviour is taken by the senses, processed by the brain and stored in the memory. Whenever the person finds himself in a permissive situation, he is likely to imitate that behaviour. For example, man will learn aggressive behaviour merely by observing the model and the consequences of the behaviour to the model. The person will reproduce the aggressive behaviour when he perceives that the situation is such that he will not be punished for exhibiting the behaviour or as a means of releasing his anger. The researcher linking it to Sigmund Freud's Fixation and Regression concepts asserts that, this learnt behaviour (aggression) continues to manifest from time to time by chance wherever unconsciously. Eric Berne theory (1950), contends that what causes behaviour disorder is a consequence of "a feeling of Not Ok. It depicts that aggression behaviour, can set in, in an employer's or employee's, action when he starts feeling that he is not okay with any of the services in the organization.

### 3. METHODOLOGY

**Design Research:** The research design of the study was a descriptive survey design to assess determinants of workplace aggression of the staff under study. The study had 3 objectives with 4 research questions as well as 2 hypotheses.

**Area of The Study:** The research was conducted in educational setting using University of Ibadan as a reference to the study. The study was carried out among staff in the Faculty of Education, University of Ibadan, Nigeria. University of Ibadan, Nigeria is located in Ibadan North of Ibadan Metropolis inside Oyo State in Western part of Nigeria.

**Population of the Study:** The population of the study constitutes all the Non Academic Staff (male and female) in organizational environment which is seen in the departments of: Social workers, Counselling and Human Development Studies, Science and Technology Education, Health Education, Early Childhood and Educational Foundations, Special Education, Arts and Social Science Education, Educational Management, Human Kinetic, Teacher Education and Adult education.

**Sample Procedure and Sample Size:** A representative sampling method was used for the study because of the largeness of the population of staff of all Institutions. A Stratified randomly technique was used for selecting 9 departments out of the 12 departments of Education. The sample size was 30 respondents (15 males and 15 females), purposively and randomly picked from each of the departments.

**Instrument for Data Collection:** A new 20-item structured Scale tagged "Workplace Aggression Assessment Scale, (WAAS)" was developed and administered by the researcher to all the sampled departments for data collection. The instrument was built on 5-points Likert rating scale of Never (1point), Rarely (2points), Sometimes (3points), Often (4points) and Always (5points). Out of the 35 distributed, only 31 were returned on which the researchers choose 30 to base the analysis on.

**Validation and Reliability of the Instrument:** Expert in scale development and validation from education faculty, University of Ibadan validated the instrument. The reliability of the instrument was 0.565.

**Data Analysis:** The collected data were analyzed using Statistical Packages for Social Sciences (SPSS). Frequencies, percentages, mean, and standard deviation was used to present the data. The average mean for making decision was 1.7. Any mean score rating 1.7 and above was regarded as

accepted while mean score of below 1.7 was unaccepted.

## 4. RESULTS

### 4.1 Research question 1

What are the perceived determinants factors of workplace aggression among non academic staff of education, university of Ibadan?

From the table above, the result indicated that two factors (personal and environmental) determine workplace aggression. The table showed that item 10 ranked 1<sup>st</sup> with mean score of 2.8, item 11 ranked 2<sup>nd</sup> with mean score of 2.3, item 12 ranked 3<sup>rd</sup> with mean score of 2.2, item 15 ranked 5<sup>th</sup> with mean score of 2, and items 17 and 19 each ranked 6<sup>th</sup> with mean scores of 1.9 which implies that workplace aggression is due to workplace environment inadequacy and inability to fulfill its responsibilities to the staff. . Item 8 ranked 4<sup>th</sup> with mean score of 2.1, items 2 and 6 each ranked 6<sup>th</sup> with mean scores of 1.9, item 1 ranked 10<sup>th</sup> with mean score of 1.8 and item 3 ranked 11<sup>th</sup> with mean score of 1.7<sup>th</sup> with the indication that individual's personality, inability of one to control and comport his emotions can also contribute to workplace aggression. Since the total scores 1084 (99.9%) and the means (1.8) of the items are above the criteria score and mean of 50 (1.6), it indicated that the items are the major determinants factors of workplace aggression.

### 4.2 Research Question 2

Which of the perceived determinants factors promote and sustain at higher rate workplace aggression?

Ho<sub>1</sub>: Analysis of the difference between the perceived determinants factors of workplace aggression among Non Academic Staff of Education, University of Ibadan.

Table 2 indicates that, Environmental factors with a mean score of 56.8 is higher in level than Personality factors with a mean score of 51.0 on workplace aggression. The calculated value of 17.03 is greater than the table t-value of 1.73, and that the sig. level is less than the  $P < .05$ . Thus, the null hypothesis is rejected. Therefore, there is significant difference between the perceived determinant factors of workplace aggression among Non Academic Staff of Education, University of Ibadan.

### 4.3 Research question 3

To what extent is the workplace aggression level of male differs from their female counterparts among Non Academic Staff of Education, University of Ibadan?

Ho<sub>2</sub>: Male and Female aggression level at workplace has no significant difference among Non Academic Staff of Education, University of Ibadan.

The result in Table 3 indicates that male staff with a mean of 30.8 is higher in aggression display at workplace than the female staff with a mean of 25.8. More so, the calculated value of 19.95 is greater than the critical value of 2.05. Therefore hypothesis 2 was rejected.

### 4.4 Research Question 4

What is the reliability of workplace aggression?

Table 4 analysis shows reliability coefficient of workplace aggression with 0.748. The internal consistence excluded 2 items for not representing the domain of workplace aggression, giving the result of coefficient alpha thus, 0.799.

## 5. DISCUSSION

The first finding of the study identified that two factors: Personality factors which include: restlessness, poor relationships, lack of appreciation and negative feedback, poor communication channel, and apprehension and Environmental factors which include: poor remuneration, hostility to employees and junior workers, too much workloads, no recreational time, no salary increment and poor organizational structure have significant effects on determining workplace aggression. These negative factors convey uncondusive working environment for the staff. This is in line with chargespot.com (2022), who reported that, poorly designed, badly managed or poorly developed work environments can seriously affect employee's motivation In corroboration, Max Freedman, (2023) as well agitated for improved office's work environment [8]. The study in question two analysis revealed that, environmental factors (57%) have upper hand in workplace aggression than personality factors with (42%). This is in consistence with Max freedman (2023) who stressed that, if employees work in a dreary office setting with unfriendly workers; they likely won't have enough



confidence or job satisfaction to speak up. Because according to [4], the need for work is for income, structure, identity, social contact and psychological needs satisfaction. It implies that, when a place of work is violating and frustrating, work loses its aim. Employees need to feel comfortable and confidence in their surroundings, the workplace should be a pleasant place to be (chargespot.com, 2022). Obviously, a well designed interior, good lighting, quiet environment, adequate equipment, regular breaks, accessibility, adequate privacy, good communication and harassment prevention make employees work productively and happily, chargespot.com emphasized. The third findings revealed that male are more vulnerable to workplace aggression as to compare with the female counterparts who are more tolerance for workplace aggression. Gender differences in human aggression have been in existence, men are more aggressive than women in average [19]. To this [6] opined, Personality is a dynamic and organized set of characteristics possessed by a person that uniquely influences his or her

cognition, motivations and behaviours in various situations. Personality includes behavioural characteristics, both inherent and acquired, that distinguishes a person from another and that can be observed in people's relation to the environment and to the social group. This accounts for why and how people react uniquely and often creatively, to various environmental or situational demands [7]. In collaboration, [16] believed that psychological well being is intra and inter individual levels of positive functioning that can include one's relatedness with others and self-referent attitudes that include one's sense of mastery and personal growth. In addition, [16] environmental mastery, is the individual's ability to create environment suitable to personal psychic condition. This implies that female personality make-ups, in a workplace, make them to show more resilience than male. The last question asked, What is the reliability of the workplace aggression perceived determinants factors? The factors were tested using Cronbach alpha. The result is 0.799 which shows that the items are internally consistence.

**Table 1. Analysis of Perceived Determinants factors of Workplace Aggression among Non Academic Staff of Education, University of Ibadan**

Items	F	%	X	Rank	Decision
1 At work every action around me communicates negative feelings	56	5.16	1.8	10th	Agree
2 At work I feel bored and lonely	58	5.35	1.9	6th	Agree
3 I feel like not going to work some days	51	4.70	1.7	11th	Agree
4 I am too old to obey everything and everybody at workplace	40	3.69	1.3	19 <sup>th</sup>	Disagree
5 I feel unhappy responding to errands from my seniors	43	3.96	1.4	17th	Disagree
6 No one has ever praised me no matter how effort I put	58	5.35	1.9	6 <sup>th</sup>	Agree
7 I block out information about vocational training for it pays not	48	4.42	1.6	12th	Disagree
8 I am often restless at my duty post	63	5.81	2.1	4 <sup>rd</sup>	Agree
9 I always have health challenges during the working days	42	3.87	1.4	17th	Disagree
10 I borrow to sustain myself and people under my care	84	7.74	2.8	1st	Agree
11 The heads and seniors are hostile to workers	68	6.27	2.3	2nd	Agree
12 My request has never been granted, too much workloads	65	5.99	2.2	3rd	Agree
13 I come late to work and meetings because motivation and encouragement are dead	41	3.78	1.3	19 <sup>th</sup>	Disagree
14 I getting disrespect from my heads and colleagues	48	4.42	1.6	12th	Disagree
15 I am not allowed to exercise myself at work	59	5.44	2	5th	Agree
16 No positive feedback but insults I only get at work	49	4.52	1.6	12 <sup>th</sup>	Disagree
17 I often get frustrated, angry, and sad at month end	57	5.25	1.9	6 <sup>th</sup>	Agree
18 Too much dos and don'ts at my office keeps me restless	48	4.42	1.6	12 <sup>th</sup>	Disagree
19 I don't trust any information from anybody	58	5.35	1.9	6 <sup>th</sup>	Agree
20 My colleagues are horrible. They don't worth working with	48	4.42	1.6	12 <sup>th</sup>	Disagree
Total	1084	99.9	1.8		

Average mean = 1.8

**Table 2. Environmental factors with a mean score**

Variables	N	Df	X	SD	Std. E. M.	t-test	t-crit.	Sig.	Decision
Personality factors	9	18	51,0	8.2	2.74	17.03	1.73	.000	Sig
Environmental factors	11		56.8	12.1	3,67				

**Table 3. t-test analysis of gender aggression level at workplace among non academic staff of education, university of Ibadan**

Variables	N	X	SD	Std.E.M.	Df	t-test	Tcrit	Sig.	Decision
Male	15	30.8	6.9	1.55	28	19.95	2.05	.000	Rejected
Female	15	25.8	5.7	1.27					

**Table 4. Coefficient alpha of workplace aggression**

Variables	Stages	N	X	SD	C. Alpha
Workplace	Personality Factors	9	51.0	8.23	0.799
Aggression	Environment Factors	11	57.6	13.20	

### 5.1 Implications to Employers, Managers, Heads, and Ranked Seniors: A Call for Workplace Counselling Services

Transactional theory of Eric Berne (1950) maintained that, man is of both rational and irrational, therefore has the capacity to change for better. Therefore, it is vital to learn that in every work environment, there is a need for a Counseling Psychologist for psychosocial services to help workers to understand themselves and individuals' differences so as to understand their mental health condition and apply appropriate behavioural modification strategies for effective interpersonal relationships. Aggression comes when self demands and expectations are in conflict with work and environmental demands together with authority expectations. For this reason, Philip [17] believed aggression to be a way of thinking, feeling and behaving. Moreover studies have revealed that, an aggressive person may be aggressive as a result of reasons ranging from dissatisfaction, personal problems, physical discomfort, emotional disorders, and previous negative encounter with the other person or because of direct provocation. In other hand, Max Freedman Opted, "Human needs satisfied, creates fairness, builds security, improves productivity, relationships and enhances growth in individuals." For this reason, in every workplace, the sole roles of the superiors would be to put efforts not to underrate or overlook any staff rather appreciate every work well-done and have staff interest at heart. Man feels more valued, belonged, accepted, and motivated when given positive feedback on how he has contributed in/to the growth of the company. That means positive reinforcement make persons to contribute immensely where they are working.

1. This implies that organization should be carefully planned and designed along side with human resources needs.

2. The Employers, Administrators and Employees should be exposed to organizational behaviour strategic planning skills in order to have sense of mastery in managing environmental factors and activities, including managing everyday affairs and creating situations to benefit personal needs at work environment to help reduce aggression at work place. For so being, at workplace, there should be Counselling psychologist to instill these skills in the workers.
3. He may not necessarily be efficient but may be able to keep his job until retirement age [4]. It implies that, avenues be created for dialogue for workers to express their feelings
4. The superiors should avoid ridiculing efforts rather provide positive reinforcement.
5. Superiors should show love to workers via praises and chances for educational and skills enhancement.

### 6. CONCLUSION

The study was conducted to assess the determinants of Workplace Aggression. Hence, it was identified that:

1. When a person is "frustrated in seeking immediate gratification, he is likely to respond with aggression or violence against those he perceives as his aggressors"
2. The Causes of workplace aggression can arise from a number of different reasons but most of the causes are boiled down to various forms of organizational system, structure, activities and personal conflicts.
3. Workplace aggression can take place between anybody in the organization be it coworkers, superiors, subordinates or organizational visitors.

4. Individual personality and work environment have significant relationships with workplace aggression.
  5. The result revealed that both personality and environmental factors showed negative influence on the respondents on study.
  6. Results also showed that the 20-items are acceptable at 1084 frequencies, 991.8 mean, male's workplace aggression is significantly difference from the female's workplace aggression with .000.
  7. Furthermore, environmental factors scored higher on contributing to workplace aggression than personality factors with .000.
  8. Since the total scores 1084 (99.9%), the total mean (1.8), the Cronbach alpha (.77), t-test (17.03) and the significant level (.000) at  $P < 0.05$  of the 20-items are above the criteria score (50) and mean (1.6), it indicated that the items are acceptable as the major determinants factors of workplace aggression.
  9. Finally, it can be conclude that environmental and personal experiences have strong positive significant effects on workplace aggression. Therefore,
  10. For workplace to be void of aggression, no need of an employee should be repressed; rather be better satisfied differently than denial.
1. There should be in all organizations "a periodic training organized for all cadres of employees on good interpersonal relationships, communication skills and emotional intelligence in order to enhance their effectiveness and facilitate the attainment of organizational goals [20-25]".
  2. That the employers should acquire good democratic organizational leadership style to reduce or prevent aggression from occurring in the workplace
  3. That both the government and private sectors should be maintaining positive work environment by paying the workers good payment with periodic motivation to boost 'workers morale, retention and productivity'
  4. That every workplace/organization should build comfortable offices with good furniture, effective working implements, power supply, means of transport and allow free break time with snacks to reduces workplace stress and aggression
  5. That the superiors of every workplace/organization should disclose effective open organizational chart that will be built on respect, privacy, collaboration, participation and dignity
  6. That the leaders should be trained on effective communication and listening skills to help bridge the gap between/with staff on vertically and horizontally structure and improve interpersonal relationships.
  7. That there should be hosting of welfare events, conferences, workshops, to upgrade levels, knowledge, skills and positions among staff in a workplace
  8. That every workplace/organization should employ Counseling Psychologies so that they can assist the organization in training of the staff on self building, intra and inter personal interactions and generally on psychosocial issues
  9. That individual or individuals who have personal or/and family conflicts should consider seeing Counselling Psychologies to prevent negative effects on self and others.

## 7. RECCOMENDATIONS

A positive environment can keep employees present, motivated and happy about their jobs. If you work to improve your workplace environment, stay consistence with the practices you are implementing, your employees will likely notice the difference and appreciate the changes and so will you (Max Freedman, 2023). Basic Human Needs Theory states, deprivation of individuals of their various basic human needs like protection, participation, privacy, freedom, affection, sustenance, understanding and creativity give conflict. Probably, in the workplace, if these needs or any of them is deprived of an employee, aggression is bound to set in. Thus, Relational conflict by [5], emphasized aggression decreases performance, loyalty, satisfaction and commitment, as well as cause individuals to be irritable, negative and suspicious. In the light of the findings, the researcher recommended:

## COMPETING INTERESTS

Authors have declared that no competing interests exist.

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