



DRIVERS OF WORKPLACE VIOLENCE AMONG BANK WORKERS IN ASABA, DELTA STATE

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Abstract

This paper examined the drivers of workplace violence in the Nigerian banking industry with specific focus on banks situated in Asaba Metropolis. The study specifically focused on staff Age, staff Gender, staff training on workplace violence, staff level of worries/ frustration, and nature of employment. Out of the 366 sampled questionnaire, only 360 respondents were considered. The binary regression model was adopted through the aid of Statistical Package of Social Sciences version 23. The socio-demographic background of the respondents covered age, gender, work setting, previous workplace violence training, level of worry due to the experience of workplace violence and nature of employment. The study affirmed that verbal violence is the most prevalent form of workplace violence in the study area. Again, the significant factors that predicted violence in the banking industry include age above 40 years, female gender, and high level of worry about workplace violence. Lastly, the nature of the employment was found as a major driver of workplace violence in the banking industry. As such, the study recommends that bank managements should provide sustainable training programs targeted at spotting high risk prone violence groups.

Keywords: Drivers, Workplace Violence, Nigerian Banking Industry

Introduction

One of the fundamental issues facing organizations in recent time is the issue of workplace violence. Undoubtedly, today's hyper-stressful work space, demands for fast-paced growth, personal/home issues, and lack of compassion for others are among the reasons for frequent occurrences of workplace violence (Lippel, 2018). Evidently, the high rate of employee turnover in recent time and also the increased employee dissatisfaction is traceable to the increasing rate of workplace violence.

The workplace environment is plagued with stress, discriminatory interpersonal interaction, and mistreatment that can cause severe damage to employee morale and ethics (Verdasca & Baillein, 2018). Further, these adverse emotional behaviors damage the aspects of organizational well-being, resulting in exhaustion, inefficacy, and employee's disengagement. However, workplace violence and its effects on employee's holistic well-being has been a major discourse both in management and medical fields. Moreover, firm's inability to solve the issue of employees' insecurity in the workplace resulting to employee's disengagement remains

other burning issues (Eromafuru&Ikpesu, 2022). On the other hand, a supportive work environment increases employees' engagements. Meanwhile, work-life balance, efficient training and development policies, employees' recognition and strong team spirits amongst employees are viewed over time as critical issues within the workplace. Furthermore, employees are most likely to perform better in an environment that is devoid of violence (psychologically meaningful and is safe). However, they tend to be less active in an environment that supports workplace violence. Hence, this study is timely as it will deal with grey issues which bother on the drivers of workplace violence in the Nigerian banking industry.

Comparably, studies on drivers of workplace violence are few as against studies on effect of workplace violence on organizational/employees' performance or engagement as the case may be. Considering the fact that employees cannot perform maximally in an environment that is not safe, considering the root causes of workplace violence and making policy recommendations that are targeted at addressing the issues which bothers on the drivers of workplace violence is therefore germane.

To address the above missing link in extant studies, this study centered on the drivers of workplace violence. Specifically, the study covered the following drivers of workplace violence: staff Age, staff Gender, staff training on workplace violence, staff level of worries/frustration, and nature of employment. To place this paper in testable form, the followings null hypotheses were postulated:

H0₁: Staff Age is not a major driver of violence in the Nigerian banking industry.

H0₁: Staff Gender is not a major driver of violence in the Nigerian banking industry.

H0₃: Staff training on workplace violence is not a major driver of violence in the Nigerian banking industry.

H0₄: Staff level of worries/frustration is not a major driver of violence in the Nigerian banking industry.

H0₅: Nature of employment is not a major driver of violence in the Nigerian banking industry.

Literature Review

Conceptual Clarification and Linkages

The term workplace violence is very difficult to conceptualize. This is because of its multifaceted nature. On a general note, the term workplace violence otherwise known as occupational violence is any act of verbal or physical abuse melted one at the workplace (Wressell, Rasmussen, & Driscoll, 2018). Specifically, verbal abuse can

take the form of either shouting at one or better still showing an act of disrespect. Meanwhile, physical abuse involves threatening, assaulting, harassing, blackmailing, or intimidating someone. It may also involve taking undue advantage of someone (Arnetz, Hamblin, Sudan, & Arnetz, 2018). When view from the perspective of sexual violence it involves taking on due advantage of the other party sexually,. Usually, female job seekers fall into this category than male job seekers. More so, contract staff tends to be more prone to sexual harassment than full time staff. This may come from of one of the management staff of an establishment (Lippel, 2018). From the viewpoint of discriminatory violence, it involves giving much attention to one person than the other person due to one's gender, ethnic affiliations, race, and even as a result of one's health conditions.

Wressell et al (2018) noted that, in the course of discharging their assigned duties most employees are prone to violence. This in turn has the capacity to reduce their performance. This is because it is very difficult for an employee to perform efficiently under stress. This in turn may lead to unforgivable mistakes, absenteeism, low job morale, and, in the extreme cases, such employee may decide to quit such job. Evidently, extant studies evidence that the major reason of workplace violence is stress, and that the main source of stress is harassment, mistreatment, or assault of a staff either by his/her boss, co-workers, customers, or suppliers. This in most times is traceable to gender cautiousness (Kulkarni, Mennicke, & Woods, 2018).

Theoretical Underpinning

Justice Theory (JUT).

John Rawal coined the term "justice theory" for the first time in 1971. The theory relates to circumstances of unfairness that occur at work. In the old-style notion of social agreement, the fairness of equality relates to the degree of nature. This theory specifically stress that workplace violence is a form of injustice especially on the female folk. Hence, the theory considers age, gender, and frustrations as major drivers of workplace violence (Rawal, 1971).

Frustration Aggression Theory (FAT)

This theory was proposed by Dollard, Miller, and Doob in 1939 (Dollard, Miller, & Doob, 1939). This theory gained impetus from the Freudian notion of stimulus-response interactions. The theory stressed that workplace violence is always due to frustration and that frustration always leads to some sort of workplace violence. As such, this

theory is viewed as internal driving set of actions to frustrate outside impulses from the environment.

Empirical Studies

Eromafuru and Ikpesu (2022) examined the effects of workplace violence on 389 public universities' staff performance in Nigeria. Both the multivariate analysis and the Structural Equation Modeling were deployed. The study laid claim that, workplace violence is detrimental to public universities' staff performance in Nigeria.

Dopelt, Davidovitch, Stupak, Ayun, ;Eltsufin, and Levy (2022) examined the incidence of the various forms of violence in the workplace amongst 486 health-care workers in Israeli's public government hospital. Questionnaires were used to present the data. The study reported that most respondents are aware of violence in the work place and that physical and verbal/psychological violence are the most prevalent forms of violence in the workplace.

Varghese, Jaison, Vijay, Khakha, DhandapaniGigini and Raveesh (2021) explored the most prevalence workplace violence among nurses in South-East Asian and Western Pacific Regions. The paper adopted the Meta-analysis approach. The study reported that verbal abuse, threatening behaviour, physical violence physical assault, bullying/mobbing, and sexual harassment are the most prevalent forms of violence in the workplace.

Chang, Yaru, Wang, Xiuxin and Fenglin (2021) studied the effects of the likelihood of future violence among 1898 nurses in China. The study considered the socio-demography of the respondents using the multivariate analysis. The study affirmed that females are more afraid of the likelihood of violence in the near future than males. Using the logistic approach, Shahjalal, Gow, Alam, Ahmed, Chakma, Mohsin, Hawlader and Mahumud (2021) amongst 1898 health care workers in Bangladesh. The study affirmed that marriage, where and the department where one works (public sector healthcare worker), shift were the major drivers of violence in the workplace.

ZewudeandHabtegiorgis (2021) examined whether female waitresses in Ethiopia are most exposed to workplace violence. The study interviewed 16 waitresses. The multivariate analysis was adopted. The study reported that female waitresses rarely experienced violence more from male customers.

Wang, Dan, Chenhui, Lu & Zhou (2021) examined the most prevalence forms of workplace violence amongst 1,388 health workers in eight county hospitals in four counties of Zhejiang Province. The study indicated that physical violence is the most prevalence forms of workplace violence.

Verdasca and Baillein (2018) analyzed the incidence rate of workplace bullying in the Portuguese banking sector. The study was patterned the questionnaire session. The study showed that bullying is a self-labeling method.

Çelik, Oktay, and Çebi (2017) studied the effects of workplace violence on the psychological well-being of Turkish workers. The study was patterned into an interview session. The most common form of verbal violence and mobbing (bullying) were mostly common among females than males.

Rajbhandari, Subedi and Kaphle (2016) assessed the extent, perpetrators, and incidence of workplace violence in 14 selected health institutions, Baglung district. The study adopted the cross-sectional study of 123 health workers. The study reported that physical, verbal, and sexual harassment were the most prevalent form of workplace.

Research Methodology

This study adopted a survey research design. The researcher is only interested in the drivers of workplace violence amongst bank staff in Asaba metropolis. The essence of this research design is informed on the ground that it gives each sampling units equal chance of being chosen. For purposes of convenience, 61 copies of questionnaire were distributed to six banks in Asaba. These sampled banks include First Bank Nigeria Plc, Zenith Bank Nigeria Plc, Access Bank Nigeria Plc., United Bank for Africa Plc., Wema Bank Nigeria Plc., and Fidelity Bank Nigeria Plc. This culminated to 366 copies of questionnaire distributed to managers and subordinates. However, six copies of questionnaire were not returned back.

Prior to distribution of the questionnaire, some research academicians were consulted on the formation of appropriate questions. The scale used in this study was a 5 point-Likert scale of 5-strongly agree, 4-agree, 3-strongly disagree, 2-disagree and 1-undecided. Unlike the 4- Likert scale, the 5- Likert scale gives the respondents the opportunity to express their perception about a subject matter.

The binary regression model included those socio-demographic and work-related variables with p value of <0.05. These included age, gender, work setting, previous workplace violence training, level of worry due to the experience of workplace violence and nature of employment. The justification for using this regression model is based on the fact that, it can take only two values say 0 and 1. More so, the binary regression model makes use of predictor variables which may either be categorical or continuous to predict the outcome to predict the outcome of the predicted variable

being the regressand. Consequent upon the foregoing assertion, this model is suitable for the study.

Results and Discussions

Table 1: Respondents' Socio-Demographic Profile

S/N	Parameters	Metrics	Frequency (n=360)	Percentage (100%)
1	Gender	Male	148	41.11
		Female	212	58.89
2	Age bracket	21-30 Years	93	25.83
		31-40 Years	187	51.94
		> 40 Years	80	22.22
3	Marital Status	Single	98	27.22
		Married	250	69.44
		Others	12	3.33
4	Educational Qualification	Post-graduate	51	14.17
		BSc./HND	178	49.44
		OND	125	34.72
		Others	6	1.67
55	Bank Experience	0-4 Years	45	12.50
		5-10 years	121	33.61
		11 years and Above	194	53.89

Source: SPSS Output of Author's Field Survey, 2022.

Table 1 above indicates that 212 representing 58.89% are females while 148 respondents representing 41.11% are males. This gives credence to the fact that majority of the respondents are males. In terms of age bracket of respondents, the result shows that 93 respondents representing 25.83% were within the age group of 21 – 30 years, while 187 respondents representing 51.94% were within the age group of 31 – 40 years and 80 of the respondents representing 22.22% were above the age of over 40 years. This means that young people between the age group of 31-40 years are more in the company.

The result laid claim that, 27.22% (n=98) of the respondents are single; 69.44% (n=250) of the respondents are married. Meanwhile, 3.33% (n=12) are

Respondents' Socio-Demographic Profile

Table 1 below show the demographic profile of respondents:

widows/widowers, separated/divorced and those cohabiting. This means that majority of the respondents are married.

With respect to educational qualifications of respondents, 14.17% (n=51) of the respondents have postgraduates qualifications, 49.44% (n=178) of the respondents are BSc/HND holders, 34.72% (n=125) of the respondents are OND holders, and 1.67% (n=6) fall under other qualifications not captured. This reaffirmed that majority of the respondents are graduates.

Furthermore, most respondents have 11 years and above cognate bank experiences. Again, about 45 (12.50%) respondents have 0-4 Years cognate bank experiences while 121 (33.61%) respondents have 5-10 years cognate bank experiences..

Employees' Knowledge of Workplace Violence

Table 2: Most Prevalence Form of Violence

Knowledge of Violence	Frequency (F)	Percentage (%)
Good	131	36.39
Fair	112	31.11
Poor	68	18.89
Very Poor	49	13.61
Total	360	100

Source: Field Survey (2022)

Table 2 reported that 46.39% (n=131) of our respondents have good knowledge on the forms of workforce place violence under investigation. Again, 31.11% (n=112) of our respondents have fair knowledge on the forms of workforce place violence under investigation. Meanwhile, 18.89% (n=68) of our respondents have fair knowledge on the forms of workforce place violence under investigation. However, 13.61% (n=49) of our respondents do not have knowledge on the forms of workforce place violence under investigation. On the overall, majority of the respondents are aware of the forms of workforce place violence under investigation. This justify that our respondents are not daft on the subject matter. For clarity sake, their responses are presented in figure 1 below:

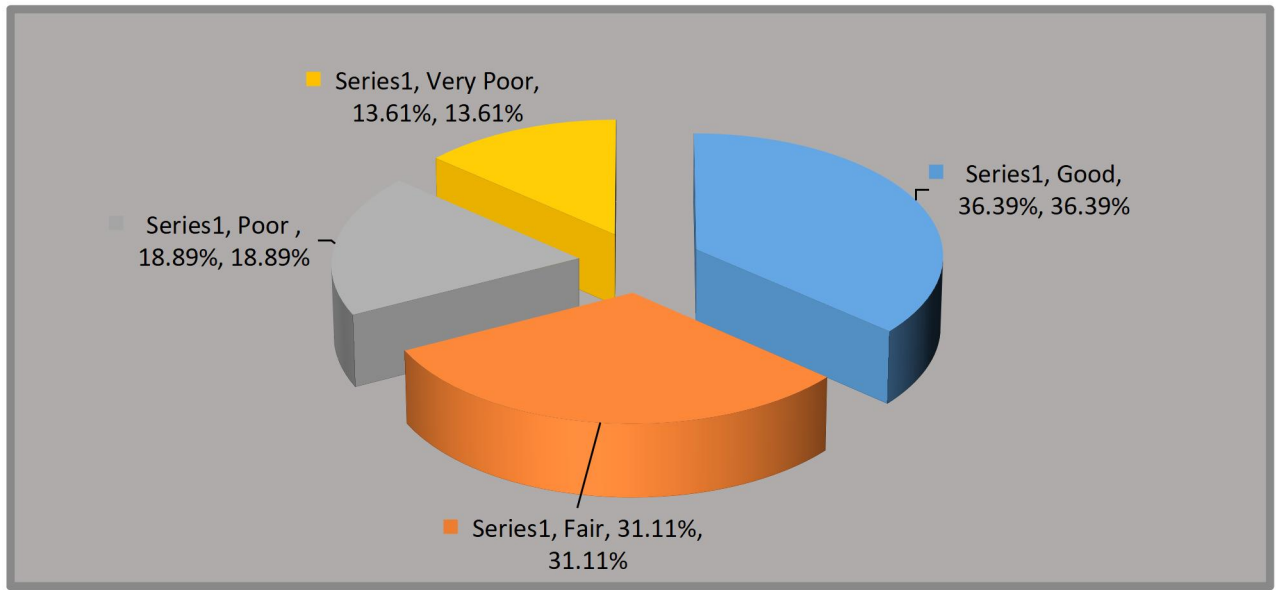


Figure 1: Employees' Knowledge on Workplace Violence
Source: Field Survey (2022)

4.3 Most Prevalent Forms of Violence

Table 3: Prevalence of Workplace Violence

Forms of Violence	Frequency (F)	Percentage (%)
Physical Violence	75	20.83
Verbal Abuse	108	30.00
Physiological Violence	98	27.22
Sexual harassment	79	21.94
Total	380	100

Source: Field Survey (2022)

Table 3 reported that 20.83% (n=75) of the respondents are of the strong opinion that physical violence is the most prevalent form of violence in the banking industry. Again, 30% (n=108) of our respondents argued firmly that verbal abuse is the most prevalent form of workplace violence in the banking industry. Meanwhile, 27.22% (n=98) of our respondents argued firmly that psychological violence is the most prevalent form of violence in the banking industry. Lastly, 21.94% (n=79) of our respondents argued firmly that sexual harassment is the most prevalent form of violence in the banking industry. For clarity sake and ease of comprehension, we presented each of the responses in pie chart in figure 4.2 below:

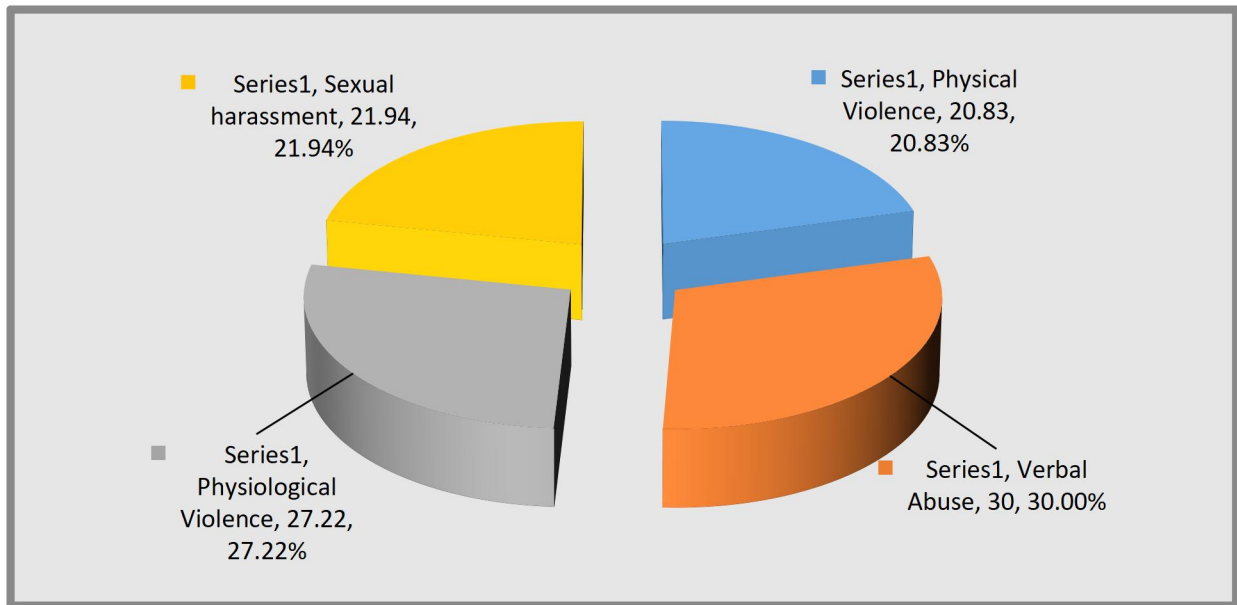


Figure 2: Forms of Workplace Violence
Source: Field Survey (2022)

4.3. Presentation of Results

Table 4 below gives a clear description of the drivers of workplace violence. The binary regression model included those socio-demographic and work-related variables with p value of <0.05. These included staff Age, staff Gender, staff training on workplace violence, staff level of worries/ frustration, and nature of employment.

Table 4: Determinants of Workplace Violence

Determinants	B	AOR	Pvalue	95%CI
Staff Age				
21-30		Reference		
31-40	-0.450	0.638	0.124	0.360-1.132
>40	-0.872	0.418	0.019	0.202-0.864
Staff Gender				
Male		Reference		
Staff training on Workplace Violence				
No		Reference		
Yes	0.750	2.117	0.070	0.941-4.763
Staff Level of worry				
Not worried		Reference		
Neutral	0.894	2.445	0.018	1.166-5.128
Worried	2.452	11.615	<0.001	3.826-35.260
Nature of Employments				
No		Reference		
Yes	1.662	5.270	0.022	1.269-21.882
Omnibus Test of Model Coefficient (df) Cox & Snell	$\chi^2=80.757(13)$		p<0.001	
R ²	0.200			
Nagelkerke R ²	0.271			

B: β coefficient AOR: Adjusted odds ratio 95%CI: 95% Confidence Interval df: degree of freedom

Source: Author's Compilation (2022)

The result revealed that bankers aged above 40 are about 2 times less likely to experience violence compared with those between 21-30 years (AOR- 0.418, $p=0.019$, 95%CI=0.202-0.864) while female bankers are about two times more likely to experience workplace violence compared with male bankers (AOR- 1.654, $p=0.047$, 95%CI=1.007-2.716). Again, when compared with respondents who indicated they are not worried about experience of violence, those that indicated they are neutral are about 2 times more likely to experience workplace violence (AOR-2.445, $p=0.018$, 95%CI=1.166-5.128) while those that are worried are about twelve times more likely (AOR-11.615, $p<0.001$, 95%CI=3.826-35.260).

Discussion of Findings

Evidence from the survey clearly revealed that most bank staffs are aware of the various forms of violence in the workplace. This justifies that the studied bank staffs are not daft. This further revealed that our respondents were able to in clear terms differentiate between physical violence and other forms of workplace.

The study affirmed that other than physical violence and verbal abuse, other forms of violence captured include psychological violence (bullying/mobbing) and sexual harassment. In fact, verbal abuse is the most prevalent form of workplace violence in the studied area since most of the respondents attested to this. Meanwhile, Physiological Violence was ranked the second most prevalent form of workplace violence. Further, Sexual harassment was ranked the third most prevalent form of workplace violence. Meanwhile, the least of them is physical violence. The possible reason for this deviation may be attributed to differences in variables covered, period covered and area covered.

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Finally, the nature of the employment was found as

a major driver of workplace violence in the banking industry. Justifiably, contract staff tends to be more prone to workplace violence than full time staff (Lippel, 2018).

5.0. Conclusions and Recommendations

This study began with the eliciting information from the respondents if they are knowledgeable about workplace violence and then went on to examine on which of the forms of workplace violence. The study ended by examining the determinants of workplace violence both from the holistic and variable specific perspective. Sequel to this, the study concludes that our respondents are aware of the various forms of workplace violence. Again, verbal violence is the most prevalent form of workplace violence in the study area. Again, the significant factors that predicted violence in the banking industry include age above 40 years, female gender, high level of worry about workplace violence. Lastly, the nature of the employment was found as a major driver of workplace violence in the banking industry. As such, the study recommends that,

1. bankmanagements should provide sustainable training programs targeted at spotting high risk prone violence groups. This in turn will help to reduce the violence knowledge gaps which exist among bank workers.
2. policy makers need to be sensitized to the magnitude of the physical violence so that appropriate strategies can be formulated and implemented.
3. Those of noble standing should be placed at the helm of affairs since they will help reduce the occurrences of workplace violence especially for workers desiring to be fully staffed.

Contribution to Knowledge

The results of this study provided insights into the determinants of workplace violence among the bank workers in Asaba, Delta state in Nigeria. This information could be used to help develop strategies regarding determinants of workplace violence among the health workers in Nigeria.

This study is one of the few studies in Nigeria which investigated workplace violence among the different bankers.

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