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## Workplace Violence, University Staff Job Performance, and Mediation

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### ABSTRACT

Quite expansive works have been undertaken to gauge incessant spate of violence at workplace particularly as it relates to general job performance; not much have been done in the case of non-academic staff of Nigerian Universities. Furthermore, while work-related violence has been thought to associate with burnout and negative job behavior, there have been growing concerns among organizations to be preoccupied with economic gains rather than the long-term human impacts of their decisions. The purpose of the study is to explore how workplace violence (WKPLV) through occupational stress (OCPST) affects staff performance (STAFP) of non-academic employees of federal universities in Nigeria. The population of the study totaled 13873, comprises 8045 (senior) and 5828 (junior) non-academic staff of federal universities. Research approach involved Quasi-Experimental Design and sample size of 389 randomly determined; Multiple Regression and Structural Equation Modeling deployed as analytical tools; Reliability was affirmed at: WKPLV (0.975); STAFP (0.987); and OCPST (0.985). The regression result, juxtaposed by sample response showed evident of significant but negative relationship between WKPLV and STAFP. There are strong statistical underpinnings that occupational stress mediates the effects of WKPLV on performance.. We propose that management of universities in act proactively by bracing up plans to investigate factors that precipitate violence at work and checkmating them so as to minimize their stress-induced effects on performance. Research implications, study originality and research limitations are discussed.

**Key Words:** *Workplace violence, Occupation stress, Non-academic staff, Performance, Universities.*

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## **1. Introduction**

In the ever-changing and progressive knowledge world, university institutions have been widely recognized as the bedrock to advancing knowledge in a rising and technologically-driven economy (Ganaie, Jabeen, and Ali, 2019; Nair and Munusami, 2020). As is often the case, universities are created to foster economic growth, providing quality education and facilitate pace of infrastructural and technological progress development (Valero and Reenen, 2019; Agasisti and Bertolotti, 2020; Laal, 2011; Dei and Watt, 2020).

In the recent times, workplace violence (WKPLV) has remained one of the most daunting challenges universities are engulfed in the world over. No wonder, 21<sup>st</sup> century organizations are increasingly being urged to place high premium on performance and pressures have been mounted on organizations to sustain violence-free organisational climate to bolster staff confidence and performance.

Be that as it may, organizations cannot discountenance the value of a safe working environment in driving performance and managing occupational-induced stress (Talas, Kocaoz and Akguc, 2011; Torshizi and Ahmadi, 2011). Workplace violence have been the cause of unhealthy workplace experiences that triggers job strain, depression, fear, anxiety, and ostracism (Shields and Wilkins, 2009; Heponiemi, Kouvonen, Virtanen, Vanska and Elovainio, 2014). Stress at workplace has been traced majorly to violence suffered at work ranging from physical, psychological, or both (Seyle, 1974; Homewood, 2015; Yeboah-Kordee, Amponsah-Taiwah, Adu and Ashie, 2018).

### **1.1 Literature Gap**

Research evidences have buttressed that prevalence of violence at workplace have adversely undermined employees' capacity to perform thus eroding their self-confidence (Schat and Frone, 2011; Mankowski, Galvez, Perrin, Hanson and Glass, 2013). On the other hand, several studies have examined occupational stress in different contexts including the educational sector. However studies that assessed impacts of WKPLV on non-academic staff of universities particularly in Sub-Sahara Africa, are still embryonic or scanty (Agbaje, Arua, Umeifekwem, Umoke, Igbokwe, Iwuagwu, Iweama, Ozoemena, and Obande-Ogbuinya, 2021; Lin, Wu, Yuan, and Zhang, 2015; Gilespe, Walsh, Winefield, Dua & Stough, 2001; Meng and Wang, 2018). With the epic dimension of WKPLV and attendant negative effects, it has become self-evident that factors that trigger violence at workplace be investigated.

### **1.2 Contribution to theory**

The study contributes to theory on WKPLV, OCPST and performance. The authors develop a robust model that links integrated constructs of WKPLV to measures of performance, through the mediating intervention of job stress. The study supposedly the first in Sub-Sahara Africa has exemplified how consolidated model of WKPLV, OCPST, and STAPF can be adapted to the occupational needs of non-academic (junior and senior) staff of federal universities. Further, mixed statistics of multiple regressions, correlation, and structural equation

modeling adapted in the study provide strong methodological and analytical bases for data analysis, research findings and conclusion.

### **1.3 Research objectives**

Study seeks to:

1. *Explore if staff performance can be affected by sexual harassment at workplace.*
2. *Gauge the effect of physical work abuse on the performance of non-academic staff of university.*
3. *Determine the effect of victimization on job performance of non-academic staff of federal university*
4. *Investigate the extent of association existing between bullying at workplace and staff performance.*
5. *Find out if occupational stress mediates the effect of workplace violence on staff performance.*

### **1.4 Research Hypotheses**

*Research hypotheses are framed in their null formation as follows:*

1. *There is no significant statistical relationship between sexual harassment and performance.*
2. *Physical work abuse does not have significant statistical effect on performance.*
3. *There is no significant association between victimization and staff performance.*
4. *Bullying does not significantly correlate with staff job performance at workplace.*
5. *Occupational stress does not mediate relationship between workplace violence and performance.*

## **2. Literature Review**

### **2.1 Workplace violence**

Violence relates to actions such as physical attack, threat, verbal abuse, homicide, bullying and sexual harassment (Ali & Ali, 2014). World Health Organization (WHO, 2015) has conceptualized WKPLV as any intentional use of power, threatened or actual, against another person or against a group in work-related circumstances that results or have the high degree of likelihood of resulting in injury, death, psychological harm, mal-development, or deprivation. In the work environment that festers violence by victimization, the victim feel threatened and suffers deprivation and alienation which may be counterproductive to his/her well-being (Land, Michalos, and Sirgy, 2011; Webb and Wills Herrera, 2012; Aquino and Thau, 2009; Ruhs, Greve, and Kappes, 2017). The effects of workplace bullying on staff could be absurdly lethal and traumatizing. McNeely, Mordukhovich, Tideman, Gale and Coull, (2018); Belayachi, Berrechid, Amlaiky, Zekraoui, and Abouqal (2010); Khoshknab, Oskouie, Ghazanfari, Najafi, Tmmizi, & Afshani (2015) have identified facets of workplace bullying as including subtle, physical, verbal or mental.

It has become obvious that violence is inevitable in a workplace and has been of utmost concern among scholars, researchers and institutions. In reality, the propensity at which violence occur at work is still being underestimated much as it is even challenging getting records that document workplace violence in Nigeria. However, statistics from WHO, ILO, EU; US, and other advanced nations have shown that the issue is snowballing into monumental proportion globally (Shi, Zhang, Zhou, Yang, Sun & Hao, 2017; Maharaj, Lees & Lal, 2019). Perspectives concur that workers who are subjected to intense job pressure are susceptible to mental disorder and respond with anxiety, aggressiveness, and isolation (Nikoli & Vinji, 2020; Laguna and Mielniczuk (2017).

## **2.2 Occupational Stress**

Nnuro (2012) has explained direct and indirect effects of occupational stress on performance positing that direct effects relate to those suffered from the task load of a staff despite the psychological consequences attached; the indirect effects reflecting the psychological concerns that arise from workloads. From institutional standpoint, (Armour, Caffarella, Funrman and Wergin, 1987; Boyd and Wylie, 1994; Kitila, 2018), have contended that stress can significantly affect staff productivity, can lead to feelings of detachment, high turnover/absenteeism, poor professional development, low job satisfaction and low job commitment among academic staff.

## **2.3 Staff Performance**

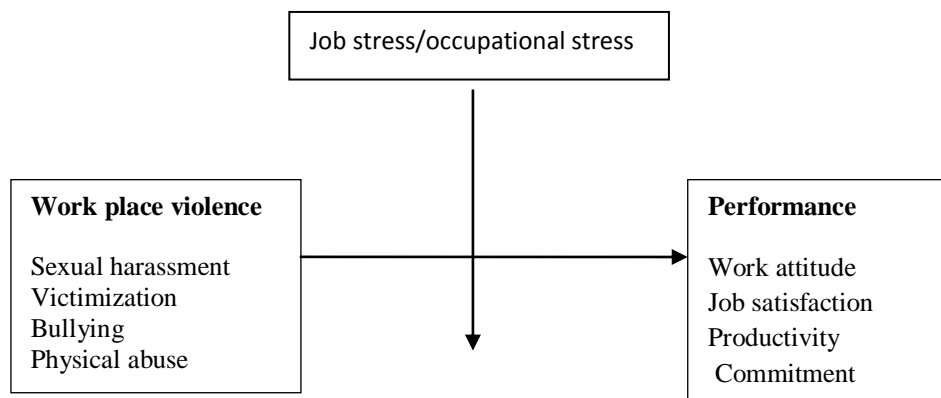
Several factors predict staff's performance at work and violence and occupational stress seem to rank top among the list (Rasool, Wang, Zhang, and Samma, 2020). Pradhan & Jena (2017) grouped performance into task outcomes, adaptive performance and contextual performance. A staff's capability to adjust and provide necessary support to his/her job profile in a dynamic work situation is referred to as 'adaptive performance (Hesketh & Neal, 1999). Scholars have identified several approaches to performance and highlighted their strategic constructs including work behavior, teamwork, and work role empowerment (Kennedy, Lassk & Burns, 2001); organizational support; initiatives (Borman, Buck, Hanson, Motowidlo, Stark and Drasgow (2001); opportunity for reward, observed effort, satisfaction (McCook, 2002); contextual and job performance; proactive work behavior, problem-solving, idea implementation (Parker, Williams & Turner, 2006); disciplined effort, work outcomes (Schepers, 2011); level of creativity, training efforts, handling work-related stress (Audrey and Patrice, 2012); task and contextual work behavior (Koopmans, Bernaards, Hildebrandt, Buuren, Van der Beek and De Vet, 2014).

Still, other writers (Graves, Sarkis & Zhu, 2013; Iis, Yunus, Adam and Sofyan, 2018) have identified eight staff performance indicators including but not limited to: Quantity of work, Quality of work, Creativeness, Cooperation, Dependability, Initiatives, Job knowledge, and Personal qualities, In this study, we adopt measures of job-related performance coined by the authors namely: work attitude, job satisfaction, commitment and productivity.

## 2.4 Workplace violence and performance

Research has underscored that sexual harassment results in lower job satisfaction, high absenteeism, and loss of productive workforce (Choo, & Seow Ping, 2021; Molstad, Weinhardt, & Jones, 2021). Makoni and Mutanana (2016) investigated several effective stress management approaches by personnel at Rock Chemicals Fillers (Private) Limited, a Zimbabwean manufacturing firm. The study targets the 35 sampled employees of the firm selected through convenience sampling technique. Agreement was reached among the participants that counseling, bodily exercise, and sports are stress-coping aids in the professional sense.

Using the Nursing Sector of DHQ Hospital in Okara as the research focus, Muhammad, Nazir, Riaz, Murtaza, Khan, and Firdous (2016) investigated the influence of job stress on employee job satisfaction. Findings revealed positive association between job stress and employee job satisfaction, as evidenced from the high number of affirmative responses. Xhevdet (2015) investigated the influence of stress on teachers' productivity. Study found stress as a serious potential risk factor for people. In the current study we build around (Edward, 2017; Chen, 2011) framework of workplace violence of four constructs: sexual harassment, victimization, physical abuse, and bullying and performance measures of work attitude, job satisfaction, productivity, and commitment.



**Fig. 1 Conceptual Model of workplace violence, occupational stress and performance**  
(Constructed Dec, 2021)

The above model illustrates the linkages among the variables of interest in this study. The study is poised to investigate the mediating effect of occupational stress in the relationship between workplace violence and performance. Existing literature on workplace practices have not fully digested how job stress can midwife relationship between workplace violence and job performance of university non-academic staff. Hence the appropriate hypothesis is:

### 3. Methodology

This study employed the survey type of quasi-experimental research design. The choice of the design was influenced by the need to describe and interpret existing conditions for workplace violence, and occupational stress and how they influence the performance of universities' non-academic staff just as the researchers have not intended to control or manipulate the variables collected during the study. The population of the study is 13873 in the breakdown of: 8045 and 5828 senior and junior non-academic staff respectively. A sample size of 389 was derived from total population with the aid of Taro Yamane's formula. Structured around 5-point Likert scale, study deployed use of questionnaire as an aid in data collection and analysis. Responses were in the scale/order of Strongly Agree – 5point, Agree - 4point, Neutral – 3point, Disagree – 2point, Strongly Disagree 1point (see table 1). Three reliability indexes (see appendix 11): 0.975; 0.987; and 0.985 were generated for section WKPLV, STAFP and OCPST respectively with each found to affirm feasibility of the study (see appendix). Data generated are converted to descriptive statistics to facilitate analysis and as a prelude to findings, discussions and conclusion.

#### 3.1 Model Specification

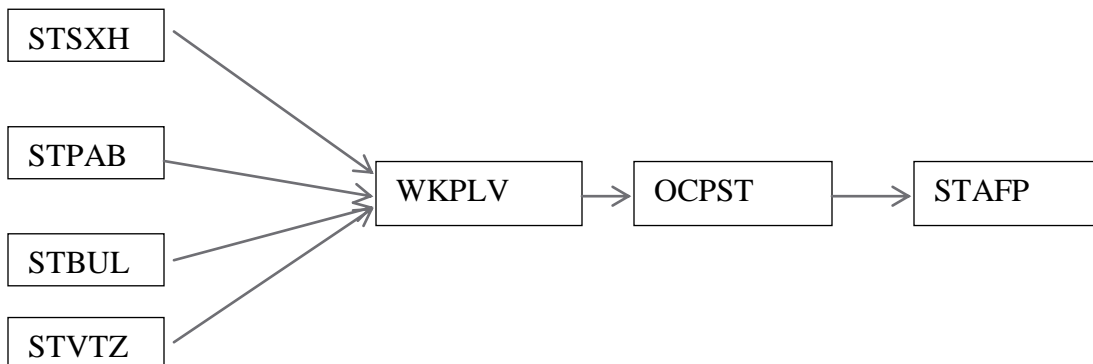
Staff performance = f (Workplace violence)

WKPLV = (STSXH, STPAB, STBUL, STVTZ)

**Model 1:** STAFP =  $\alpha + \beta_1$ STSXH +  $\beta_2$ STPAB +  $\beta_3$ STBUL +  $\beta_4$ STVTZ + u...equation (1)

We propose model 2 using structural equation modeling (SEM):

**Model 2:**



**Fig. 2 Structural Equation Model (SEM) for test of mediation**

Where:

WKPLV = Workplace Violence

STAFP = Staff Performance

STSXH = Staff Sexual harassment

STBUL = Staff Bullying

STVTZ = Staff Victimization

OCPST = Occupational Stress

$\beta_1 - \beta_4$  = Regression terms

$\alpha$  = constant

u = Error term.

#### 4. Presentation and results

##### 4.1 Data presentation

Table 4.1.1 Sexual harassment

S/N	Questionnaire Items	U (1)		SD (2)		D (3)		A (4)		SA (5)	
		Nos	%	Nos	%	Nos	%	Nos	%	Nos	%
	<b>In my institution, the followings are prevailing forms of sexual harassment with negative consequences</b>	.		.		.		.		.	
1	Touching, grabbing without one consent	-	-	29	9.7	39	13	144	48	88	29.3
2	Making comments with sexual meaning	26	8.7	48	16	41	13.6	39	13	146	48.7
3	Making other physical contact with you without your consent	10	3.3	27	9	19	6.3	155	51.7	89	29.7
4	Displaying nude and offensive materials for one to see it	20	6.7	20	6.7	49	16.3	117	39	94	31.3
5	Questioning you about your sex life	10	3.3	27	9	18	6	156	52	89	29.7
6	This act would make one loss self-confidence and self esteem	-	-	29	9.7	39	13	88	29.3	144	48
7	It would make one less productive and unable to concentrates	26	8.7	39	13	39	13	50	16.7	146	48.7



8	The person would feel stressed, anxious or depressed	-	-	9	3	29	9.7	174	58	88	29.3
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Source: Analysis of Field Survey, 2021

**Table 4.1.2 Physical abuse**

S/N	Questionnaire Items	U (1)		SD (2)		D (3)		A (4)		SA (5)	
		No	%	No	%	No	%	No	%	No	%
	<b>The under-listed acts are forms of physical abuse with negative consequences to staff performance</b>										
9	Slapping	10	3.3	27	9	19	6.3	155	51.7	89	29.7
10	Pinching	-	-	9	3	29	9.7	174	58	88	29.3
11	Hair pulling	39	13	29	9.7	-	-	144	48	88	29.3
12	Punching	10	3.3	27	9	19	6.3	155	51.7	89	29.7
13	Throwing of objects	18	16			41	13.6	95	31.7	146	48.7
14	Kicking	-	-	28	9.3	40	13.4	88	29.3	144	48
15	Suffocating	-	-	28	9.3	40	13.4	88	29.3	144	48
16	Biting	25	8.3	49	16.3	41	13.6	39	13	146	48.7

Source: Analysis of Field Survey, 2021

**Table 4.1. 3 Victimization**

S/N	Questionnaire Items	U (1)		SD (2)		D (3)		A (4)		SA (5)	
		Nos	%	Nos	%	Nos	%	Nos	%	Nos	%
	<b>My institution.....</b>	.		.		.		.		.	
17	The action of singling someone out for cruel or unjust treatment is	10	3.3	27	9	18	6	156	52	89	29.7



	victimization with negative consequences to job										
18	A person one's victimized would not feel safe in that environment	-	-	9	3	29	9.7	174	58	88	29.3
19	Heavy alcohol and drugs use are risk factor for victimization with negative consequences to job:	-	-	29	9.7	39	13	88	29.3	144	48
20	Less educated people are easy to be victimized	26	8.7	39	13	39	13	50	16.7	146	48.7
21	It often causes trauma and depending on the trauma that a person has already experience in their lifetime.	10	3.3	27	9	19	6.3	155	51.7	89	29.7

**Source: Analysis of Field Survey, 2021**

**Table 4.1.4 Bullying**

S/N	Questionnaire Items	U (1)		SD (2)		D (3)		A (4)		SA (5)	
		No	%	No	%	No	%	No	%	No	%
	The following set of repeated behaviors are considered as bullying and have negative consequences to job										
22	Keeping someone out of a group	-	-	9	3	29	9.7	174	58	88	29.3
23	Acting in an unpleasant way towards someone	-	-	29	9.7	39	13	144	48	88	29.3
24	Spreading rumors or lies	26	8.7	48	16	41	13.6	39	13	146	48.7
25	Giving nasty looks on	10	3.3	27	9	19	6.3	155	51.7	89	29.7

	someone										
26	Calling names, being rude and impolite	-	-	40	13.4	49	16.3	94	31.3	117	39

**Source: Analysis of Field Survey, 2021**

**Table 4.1.5 Measures of university staff performance**

S/ N	Questionnaire Items	U (1)		SD (2)		D (3)		A (4)		SA (5)	
		No	%	No	%	No	%	No	%	No	%
	<b>employee perspective</b>										
21	Positive attitudes of staff towards work improve productivity.	-	-	9	3	29	9.7	174	58	88	29.3
22	Stress has negative impact on staff performance.	-	-	29	9.7	39	13	144	48	88	29.3
23	Management recognition of staff effort motivates them in our institution.	-	-	9	3	29	9.7	174	58	88	29.3
24	When staffs are committed to work, the set goals of the institution are accomplished easily.			18	16	41	13.6	95	31.7	146	48.7
25	Working in a stressful environment result to dissatisfaction and staff turnover.	-	-	27	9	19	6.3	165	55	89	29.7

**Source: Analysis of Field Survey, 2021**

**Table 4.1.6 Occupational Stress**

S/ N	Questionnaire Items	U (1)		SD (2)		D (3)		A (4)		SA (5)	
		No	%	No	%	No	%	No	%	No	%
	<b>This section asked questions on</b>										

	<b>occupational stressor that affects performance.</b>										
26	Unhealthy office condition affect's staff performance	10	3.3	27	9	19	6.3	15	51.7	89	29.7
27	Ethnic discrimination affect's staff performance	-	-	9	3	29	9.7	17	58	88	29.3
28	Workplace disagreements affect staff performance	39	13	29	9.7	-	-	14	48	88	29.3
29	Office politics affect staff performance	10	3.3	27	9	19	6.3	15	51.7	89	29.7
30	Lack of social support affect staff performance	18	16			41	13.6	95	31.7	146	48.7

**Source: Analysis of Field Survey, 2021**

## Results

### 4.2 Descriptive statistics

Table 4.2.1 Descriptive characteristic using Stata version (13.0)

variable	mean	p50	max	min	N
ocpst	3.946667	4	5	1	300
stpab	3.826667	4	5	1	300
stbul	4.133333	4	5	1	300
stvtz	4.136667	4	5	1	300
stafp	4.15	4	5	1	300
stsxh	4.1	4	5	2	300

Above shows the descriptive properties of the data set used for the analysis; the constructs have a maxi value of 5 indicating that the respondents strongly agree at some point for all the questions asked, while the minimum of 1 for the constructs workplace violence and minimum of 2 for the constructs indicating staff performance. On the average the respondent chooses 4 (Disagree). See table 4.1.1, 4.1.2, 4.1.3, 4.1.4, 4.1.5, 4.1.6.

**Table 4.2.2 Normality Test**

Variable	Obs	Skewness/Kurtosis tests for Normality			joint	
		Pr (Skewness)	Pr (Kurtosis)	adj chi2 (2)	Prob>chi2	
ocpst	300	0.0000	0.0131	40.47	0.0000	
stpab	300	0.0000	0.0708	34.28	0.0000	
stbul	300	0.0000	0.0000	60.58	0.0000	
stvtz	300	0.0000	0.0000	59.96	0.0000	
stafp	300	0.0000	0.0000	57.40	0.0000	
stsxh	300	0.0000	0.2273	21.41	0.0000	

The result of Jacque Bera normality test shows that all the variables are normally distributed at 5% level of significance, implying that any recommendation made to a very large extent would represent the characteristic of the study population.

**Table 4.2.3 Correlations among the Variables**

	ocpst	stpab	stbul	stvtz	stafp	stsxh
ocpst	1.0000					
stpab	0.3340	1.0000				
stbul	0.4914	0.3955	1.0000			
stvtz	0.4390	0.2327	0.4297	1.0000		
stafp	0.4821	0.5100	0.5135	0.3933	1.0000	
stsxh	0.0024	0.0333	0.0613	0.0749	0.1289	1.0000

Correlation is significant at the 0.05 level (2-tailed)

The above result reveals that there is positive correlation analysis involving the dimensions of workplace violence and staff performance. Workplace violence positively correlates with staff performance.

**Table 4.2.4 Test for Heteroskedasticity**

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity	
Ho: Constant variance	
Variables: fitted values of stafp	
chi2 (1)	= 89.42
Prob > chi2	= 0.2520

The test for heteroskedasticity above shows that the variation between the dependent and independent variables are homoskedastic in that there is no heteroskedasticity problem (89.42(0.2520)). Hence, the regression results can be used to test the hypotheses so framed.

**Table 4.2.5 VIF Test**

Variable	VIF	1/VIF
stbul	1.54	0.651099
ocpst	1.48	0.675282
stvtz	1.35	0.743172
stpab	1.22	0.817143
stsxh	1.01	0.990705
Mean VIF	1.32	

In above table, the variance inflation factor (VIF) mean value is 1.32 which is less than the benchmark value of 10 stressing absence of multicollinearity.

### 4.3. Test of hypotheses

Table 4.3.1 Workplace Violence and staff performance

Source	SS	df	MS	Number of obs =	300
Model	70.6870466	4	17.6717617	F( 4, 295) =	51.33
Residual	101.562953	295	.344281198	Prob > F =	0.0000
Total	172.25	299	.576086957	R-squared =	0.4104
				Adj R-squared =	0.4024
				Root MSE =	.58675

stafp	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
stsxh	.0895465	.0414085	2.16	0.031	.008052 .1710411
stpab	.2584818	.0360995	7.16	0.000	.1874366 .329527
stbul	.2726958	.0489769	5.57	0.000	.1763075 .3690842
stvtz	.1543079	.0427176	3.61	0.000	.070238 .2383778
_cons	1.062854	.2602016	4.08	0.000	.5507677 1.574941

Dependent Variable: staff performance

Source: Computed using Stata version 13.0

#### **H0<sub>1</sub>: Sexual harassment has no significant relationship with staff performance.**

The regression output in above (table 4.3.1) reveals that Sexual harassment have a significant effect on staff performance at ( $\beta = 0.0895$ ,  $p = 0.031$ ) and p-value ( $P=0.000$ ) for Sexual harassment being less than 0.05, we reject the null hypothesis and accept the alternate implying that sexual harassment has significant relationship with staff performance.

#### **H0<sub>2</sub>: There is no significant relationship between Physical workplace abuse and staff performance.**

The regression coefficients for staff physical abuse ( $\beta = 0.2584$  and  $p = 0.0000 < .05$ ) in table 4.3.1 is an affirmation that Physical abuse dimension of workplace violence has a significant effect on staff performance.

**H0<sub>3</sub>: Bullying has no significant relationship with staff performance.**

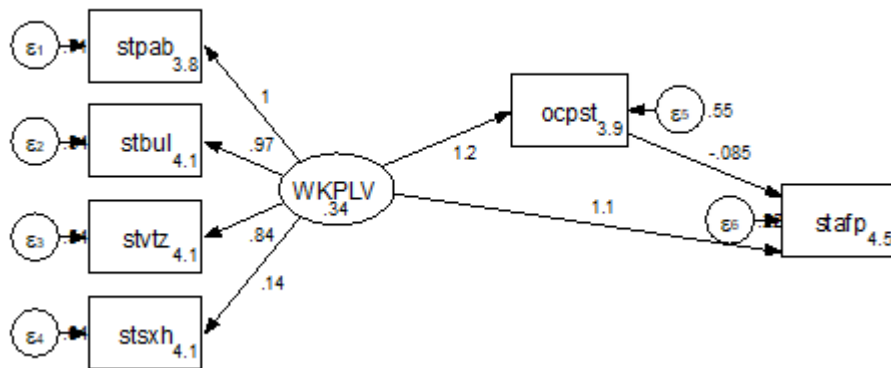
We can decipher from *table 4.3.1* above that bullying has significant relationship based on the positive regression coefficient for bullying ( $\beta = 0.2726$ ,  $p = 0.000$ ). We reject a no relationship scenario.

**H0<sub>4</sub>: There is no significant relationship between Victimization and staff performance.**

Glancing through *table 4.3.1*, the regression result ( $\beta = 0.1543$  and  $p = 0.000 < 0.05$ ) for workplace victimization strengthen evidence that workplace victimization has significant effect on university staff performance.

As indicated in *table 4.3.1*, Adj. R-Squared of the models is 0.402 implying that 40% change in the dependent variable (staff performance) is brought about by the independent variable (Workplace violence - Physical abuse, bullying, sexual harassment, and victimization). Hence judging from the tone of the structured questionnaire, workplace violence dimensions will negatively affect the staff performance of Nigerian universities significantly.

**H0<sub>5</sub>: Occupational stress does not mediate the relationship between Workplace violence and staff performance.**



**Fig 3 SEM Diagram: Workplace violence, occupational stress and staff performance**

The above path analysis reveals occupational stress significantly mediating the effect of workplace violence on staff performance. The path (WKPLV– OCPST) puts the mediation impact of occupational stress at 12. In the absence of mediation, the strength of relationship falls to 1.1 (see path WKPLV – STAFP).

**5 Discussion**

The test result for model 1 shows that sexual harassment dimension of WKPLV has significant effect on STAFP ( $\beta = 0.1289$ ,  $p = 0.001 < 0.05$ ). Result aligns with the findings of Rokonzaman (Ali, Sadique, & Haque,2014) that found strong relationship between sexual

harassment and staff performance. Finding also agrees with (O'Leary-Kelly, 2009). Physical abuse is also found to significantly affect organizational performance given ( $\beta = 0.2059$  and  $p = 0.000 < 0.05$ ). We reject null hypothesis and accept alternate hypothesis that affirm significant positive relationship between workplace physical abuse and staff performance. Our finding harmonizes with the work of (Van-Fleet & Van-Fleet, 2010) that found significant negative effect of workplace physical abuse on performance and behavioral adjustment. Bullying dimension of work place violence has a significant effect on staff performance ( $\beta = 0.2056$ ,  $p = 0.000$ ) and the p-values (0.000) for workplace bullying being less than 0.05, we reject null hypothesis and accept the alternate that support significant relationship between WKPLV of bullying and university STAFP. Finding aligns with (McNeely, et al., 2018}. Implicit in their findings is the understanding that bullying has various repercussions on different aspects of victim's life that are directly related to their productivity and that the victims having being bullied, their physical, mental and emotional states are heavily affected, and they tend to not concentrate on and prioritize their work. Toeing the same line of thought, the regression result output in Table 6 shows that Victimization dimension of WKPLV has a significant effect on STAFP ( $\beta = 0.1502$ ,  $p = 0.023$ ); the p-value for victimization being less than 0.05. Studies by Mc-Garry and Walklate (2015) and Averdijk (2011) have produced similar results. The thrust of their findings is the consensus that victimization is an unpleasant experience and frequently considered as an impediment to subjective employees' well-being and that workplace victimization produces far-reaching effect on the victim, their family, the prevailing culture, and employee morale and performance. Further glance at table 6 shows that OCPST has significant effect on STAFP ( $\beta = 0.3504$ ,  $p = 0.00$ ). With the P-value (0.000) < 0.05, we accept the alternate hypothesis that OCPST has significant impact on STAFP. Findings by Yeboah et al., (2018) partially support the new finding. Finding is further strengthened by (Maharaj et al., 2019; Kitila, 2018; Laguna, et al., 2017; Molstad, Weinhardt, & Jones, 2021)).

## 6 Conclusion

Violence at workplace, irrespective of its variants, is often inimical to general well-being of staff, their sense of identity, self dignity and self-efficacy. The aim of the study is to examine the effect of WKPLV on performance of senior and junior non-academic staff in Nigerian universities. It evident from the findings and analysis of audience responses, that OCPST mediates relationships between WKPLV and STAFP. While stress cannot be totally avoided, a work haven devoid of unusual violence is crucial for enhancing performance and reducing stress that are occupationally related. WKPLV in the forms of sexual harassment, physical abuse, victimization and bullying, has multi-dimensional effects on the sufferers which may include depression, anxiety, fear, job strain, and job dissatisfaction. Bullying dimension of workplace violence has the highest significant adverse effects on staff performance just as results have foreclosed inverse relationship between occupational stress and job performance of non-academic staff.. Instructive that Management of Universities design and implement measures that regulate workplace violence to instill confidence in its staff.



## 7 Limitations for further studies

The present study addresses WKPLV and staff performance in the corridor of selected Nigerian Federal Universities. Future studies should expand both the geographical and contextual scope to accommodate wider audience such as financial, manufacturing and not-for-profit organizations. More so, as the present study discusses four dimensions of work place violence, future researchers should investigate other constructs not adequately covered such as mobbing, ostracism, and stalking. Across the countries comparative analysis of violence incidence situations in different contexts should also be on the pipeline.

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**APPENDIX****DETAILED COMPUTATION OF INSTRUMENT'S RELIABILITY (USING CRONBACH'S ALPHA METHOD OF RELIABILITY)****RELIABILITY**

/VARIABLES=SH1 SH2 SH3 SH4 SH5 SH6 SH7 SH8, PHA9 PHA10 PHA11 PHA12 PHA13 PHA14 PHA15 PHA16, BU17 BU18 BU19 BU20 BU21, V22 V23 V24 V25 V26

/SCALE('TYPES OF WPV(D) SCALE') ALL

/MODEL=ALPHA

/STATISTICS=DESCRIPTIVE SCALE

/SUMMARY=TOTAL.

**Scale: DIMENSIONS OF WPV SCALE****Case Processing Summary**

		N	%
Cases	Valid	50	100.0
	Excluded <sup>a</sup>	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.975	26

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Touching,grabbing without one consent.	46.16	228.423	.804	.974
Making comments with sexual meaning.	45.46	219.560	.926	.972
Making other physical contact with you.	45.76	230.553	.945	.972

Displaying nude and offensive materials for one to see it.	44.84	212.015	.917	.973
Questioning you about your sex life.	46.00	243.673	.815	.974
The person would feel stress, anxious or depressed.	46.12	238.271	.858	.973
The act would make one loss self-confidence and self-esteem.	46.20	244.286	.854	.974
It would make one less productive and unable to concentrate.	46.80	255.429	.393	.977
Slapping	45.46	237.233	.840	.973
Punching	46.20	233.143	.846	.973
Throwing of objects kicking	44.58	220.371	.926	.972
Bitting	44.80	221.796	.929	.972
Suffocating	44.10	235.561	.780	.974
The act of singling someone out for cruel or unjust treatment is victimization.	44.62	220.649	.947	.972
A person one's victimized would not feel safe in that environment.	45.44	224.333	.912	.972
Heavy alcohol and drug use are risk factor for victimization.	43.40	238.776	.728	.974
Less educated people are easy to be victimized.	43.76	230.268	.801	.974
It often causes trauma and depending on the trauma that a person has already experience in their life time.	43.92	237.749	.894	.973
Keeping someone out of a group.	44.23	214.016	.906	.972



**RELIABILITY**

/VARIABLES= JP1 JP2 JP3 JP4 JP5

/SCALE('JOB PERFORMANCE SCALE') ALL

/MODEL=ALPHA

/STATISTICS=DESCRIPTIVE SCALE

/SUMMARY=TOTAL.

**Scale: DIMENSIONS OF WPF SCALE****Case Processing Summary**

		N	%
Cases	Valid	50	100.0
	Excluded <sup>a</sup>	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.987	5

**RELIABILITY****Item- Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Positive attitudes of staff towards work improve productivity.	34.78	184.583	.834	.979
Stress does not have a negative impact on staff performance	35.02	186.714	.935	.977
Management recognition of staff's effort motivates them in our institution	35.02	192.020	.802	.979
When staff are committed to work, the set goals are	35.96	171.713	.915	.978

accomplished easily				
Working in a stressful environment results to dissatisfaction and turnover	34.92	185.340	.885	.978

/VARIABLES= OP1 OP2 OP3 OP4 OP5  
 /SCALE('OCCUPATIONAL STRESS SCALE') ALL  
 /MODEL=ALPHA  
 /STATISTICS=DESCRIPTIVE SCALE  
 /SUMMARY=TOTAL.

### Scale: OCCUPATIONAL STRESS SCALE

#### Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded <sup>a</sup>	0	.0
	Total	50	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.985	5

#### RELIABILITY

/VARIABLES=OS1 OS2 OS3 OS4 OS5  
 /SCALE('EXTENT OF OCCUPATIONAL STRESS SCALE') ALL  
 /MODEL=ALPHA  
 /STATISTICS=DESCRIPTIVE SCALE  
 /SUMMARY=TOTAL.

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Unhealthy office condition affects staff performance	62.98	414.428	.826	.985

Ethnic discrimination affect's staff performance	62.10	383.847	.952	.983
Workplace disagreement affect staff performance	62.94	416.302	.771	.985
Office politics affect staff performance	63.20	428.122	.605	.986
Lack of social support affect staff performance	62.10	383.520	.969	.983

DATASET ACTIVATE DataSet7.