

Mediating Effect of Ethical Leadership on the Relationship between Personality Factors, Group Norms and Counterproductive Work Behaviour among Employees In Nigerian Universities: A Pilot Study Report

¹Sani Ibrahim Amin, ²Dr. Abdul Syukor Shamsuddin,
³Dr. Mohd Shahril bin Ahmad Razimi

¹PhD Candidate, School of Business Management, Universiti Utara Malaysia

²Senior Lecturer, School of Business Management, Universiti Utara Malaysia

³Senior Lecturer, School of Business Management, Universiti Utara Malaysia

Corresponding Author: Sani Ibrahim Amin

Abstract: Counterproductive work behaviour is a behaviour that jeopardizes the objectives and interest of the organization. It is always under the scanner of ethical leadership and certain organizational moral doctrines. In the light of the foregoing, this study investigates the mediating effect of ethical leadership on the relationship between personality factors, group norms and counterproductive work behaviour among employees in Nigerian universities. Methodologically, 80 academic and non-academic staffs were selected to participate in pilot study. Adapted instrument: Counterproductive Work Behaviour Questionnaire (CWBQ), Personality Inventory Questionnaire (PIQ), Group Norm Questionnaire (GNQ) and Ethical Leadership Questionnaire (ELQ) were adapted from previous studies. Statistical Package for Social Sciences (SPSS) and Partial Least Square (PLS-SEM) software were used to assess the psychometric properties of the adapted instrument with a view to determining their suitability for the main study. Results indicate that the individual items of all the constructs loaded between .710-980 (exceeding the benchmark of 0.4). Average Variance Explained (AVE) of the constructs loaded between .611-.72 (exceeding the minimum of 0.5), while composite reliability of the constructs loaded between .81-.95 (acceptable for good composite reliability). In addition, the study achieved good discriminant validity for all the constructs because the square root of the AVE was more than the correlations among latent constructs, indicating adequate discriminant validity. This study concludes that since instrument used were properly assessed and found to be good for pilot study, then it is suggested that they can be used to conduct the main study.

Keyword: Ethical Leadership, Counterproductive Work Behaviour, Group Norms, Personality factors, Nigerian Universities, Pilot Study.

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I. Introduction

Counterproductive work behaviour is synonymous with dysfunctional behaviour and deviant behaviour. It is a type of behaviour that is intentional and detrimental to the organization and its members, including such behaviours as sexual harassment, alcohol, theft, smoking, and refusing to follow superior's instruction (Kura, 2014; Kura, Shamsudin & Chauhan, 2013a; Mama & Morin, 2009; Shamsudin, 2006). The reported case of these behaviours among employees is increasing. Recently, on December 20, 2017, UK's secretary of state Damian Green voluntarily resigned his appointment due to pornography movies and pictures that were found on office computer (Journal Times, 2017). In Russia, former economics minister was found guilty of corruption and subsequently sentenced to 8 years imprisonment (Federal News Road, 2017). In China, a case of sexual harassment was reported in one of the kindergarten's schools in Beijing, China (Denver post, 2017).

In Nigerian context, Centre for Law Enforcement in Education's (2012) reported an increase in demand for corruption among government officials. They submit that demand for bribery among officials increased from 20% in 2011 to 24% in 2012. In Nigerian institutions, counterproductive work behaviour is common among some employees working in universities, colleges of education, polytechnics, monotechnics, and other affiliated institutions. Those employees indulge in behaviours which includes abscondment from duty, insubordinations, overstay in annual leave, presentation of fake results, and extortion of money from students. Other indecent behaviours are sexual harassment, lateness to duty, quarrelling, illegal sale of students' registration scratch

cards, and alteration of students' results (Jimoh, 2012; Kura, 2014; Rotimi, 2013; Olufowobi, Chidozie, Adetayo, Adepegba&Okpi, 2012). According to the study conducted by Rotimi (2013), it was reported that 14 members of university staff were caught harassing female students. Similarly, Makinde (2013) reported that six lecturers of Ekiti State University were suspended for offences that are related to result alterations and academic plagiarism.

Furthermore, studies found that personality plays an important role in the way people perceive the environment and how they react. The combination of certain environment conditions and certain personality traits increases the likelihood of behaviour. Personality factors are used to conceptualize personality factors as cluster of factors and the factors are organized within five dimensions. Similarly, studies on group norm were found to be associated with organizational behaviour. Even though the findings are mixed, this suggests for further studies (Elek, Miller-Day and Hecht, 2006; Kura, 2014; Kura, Shamsudin&Chauhan, 2013b). Moreover, researchers have recently begun to explore the possible influences of ethical leadership on counterproductive work behaviours. Both individual (e.g., personality traits) and situational (e.g., role modelling) predictors of ethical leadership have been proposed (Brown & Trevino, 2006) on counterproductive work behaviours but there is little published research testing these and other potential antecedents. One of the few empirical studies, Walumba and Schaubroeck (2009) explained that personality dimensions are related to ethical leadership.

In view of the foregoing, therefore this study investigates the mediating effect of ethical leadership on the relationship between personality factors, group norms and counterproductive work behaviour among employees in Nigerian Universities (Baron & Kenny, 1986). It is believed that the inclusion of ethical leadership in this study will help to influence the relationship between the independents (personality factors and group norm) and dependent (counterproductive work behaviour) variables.

II. Literature Review

Scholars are increasingly interested in measures that assess counterproductive work behaviours, in addition to inquire how certain personality traits may decrease the likelihood of exhibiting this behaviour because CBWs are injurious and descriptive to organization (Spector et al., 2010). Research to date has established various factors that influence employees to engage in counterproductive work behaviour (Kura, 2014; Kura, Shamsudin&Chauhan, 2013a, 2013b& 2013c). According to study conducted by Bashir et al., (2012), some personality factors have the potential to predict CWBs process. It affects the perceptions of people and appraisal of the environment, their emotional responses, their attributions for cause of events, and their ability to inhibit aggressive and counterproductive impulses. Lee, Ashton and Shin (2005) examined the influence personality factor (extraversion) on CWBs. They found that extraversion is concerned with employee's energy and expressiveness and that employee with high levels of extraversion are characterized by gregarious, positive emotions and warmth. Supporting this study, Torrente and Vazsonyi (2012) asserts that extraversion dimension of personality factor is related to forms of antisocial behaviours which includes drug abuse, theft, vandalism, lies and alcoholism among youth. Salgado (1997) studied the link between personality factor (conscientiousness) and CWBs in organization. The study used four samples of workers in jobs requiring teamwork. The outcome of the study indicates that employee with low level of conscientiousness influence composite counterproductive behaviours, which include organizational rule breaking, irresponsible behaviour, substance abuse, and property damage among other. The work of Liao, Joshi and Chuang (2004) confirmed that employee with high conscientiousness have tendency to minimize or avoid behaviours that may injure individuals or the organization as a whole. In another research conducted by Farhadi, Fatimah and Nasir (2012) on agreeableness as a dimension of personality factor, their study conclude that among five personality factors, agreeableness was found to be a valid negative predictor of behaviours that include smoking, theft and property damage. Research conducted among 212 civil servants in Malaysia confirmed negative relationship between perceived agreeableness and counterproductive work behaviours among employees (Farhadi et al., 2012). Importantly related to foregoing finding, three meta-analytic studies demonstrated that perceived agreeableness personality trait is negatively linked with deviant behaviours among employees in organization. It suggested that other factors (e.g., extraversion, openness and neuroticism) of personality should be studied to see their effect on counterproductive work behaviours among employees. Ejere (2010) examined the connection between meaningfulness of work and job stress on employee absenteeism. The study included 356 teachers drawn from public primary schools in Nigeria. He found that job stress and perceived meaningfulness of work were significant predictors of employee absenteeism. Fagbohunbe, Akinbode and Ayodeji's (2012a) study revealed that occurrence of behaviours at both controlled work environment and less controlled work was higher for men and women. Possible explanation for this difference could be likened to variation in personality characteristics such as aggression, extroversion and impulsivity.

On the relationship between perceived group norms and counterproductive work behaviour, a considerable number of studies (e.g., Barhight, Hubbard, Grasseti& Moscow, 2015; Rodkin&Gest, 2011) conclude that employees behave with actual group norms. According to Wiesner, Andrews and Barckley (2008), employees match group norms for both pro-social and destructive behaviours. The propensity to follow group

norms applies to any organization where a group exists. Barhight, Hubbard, Gasseti and Moscow (2015) found that when group members engage in behaviours such as alcohol, smoking and drug use, other members of the group are more likely to exhibit the same behaviours in organization. Even though research on group norm focused on behaviour that is problematic, a study of 5th and 6th level of workers suggest that people match group norms for personal reasons. Researchers adopted a multidimensional perspective of group norms to investigate the unique effect of each dimension on either generic or specific counterproductive work behaviours (Larimer et al., 2004). For example, Ravis and Sheeran (2003) conclude that the relative injunctive norms on immoral behaviour (i.e., side-talk) were found to be stronger than the effect of descriptive form of group norm. Similar finding was reported by Borsari and Carey (2003) that both descriptive and injunctive group norms exerted significant influence on smoking related behaviour, with injunctive norms having a stronger impact than descriptive norms among in organization.

Furthermore, despite studies on personality factors, group norms and counterproductive work behaviour which showed a detached relationship among the variables, a substantial literature suggests that good ethical leadership in organization could be used to establish relationship among them (Trevino, 2003). Trevino, Weaver, Gibson and Toffler's (1999) study concluded that organization is highly connected with good ethical leadership because it has been shown to have some positive outcomes for organization itself. Ethical leadership is closely associated with increased commitment in employee, a decrease in unwholesome behaviours, and a greater level of values that parallel the organization's ethic program. They note that ethical leadership is a key factor if superiors want to motivate their followers into action because all kinds of leadership behaviour attain good credibility and legitimacy from leader's moral standing and integrity. Brown et al., (2005) found that ethical leadership is related to employee outcomes, such as willingness to report problems to superiors, employees' job satisfaction, organizational commitment, willingness to put in efforts on the job, and perceptions of organizational ethical climate and culture. In support of this, Walumbwa and Schaubroeck (2009) argue that ethical leadership tend to encourage employees and treat them with utmost respect. Such employees go beyond the call for duty. This view is congruent with social exchange theory, which postulates that leader-employee good relationship facilitates reciprocal helping behaviour in organization. Some authors (Blau, 1964; Siegel, Daly & Martin, 1997) agreed that ethical leadership is related with extra-role behaviour such as reporting problems to the superior, and later studies found that employees are more likely to accept the personal risk to job security associated by reporting issues if they believe in organization's ethics.

The foregoing review of literature shows that certain personality factors were used to study counterproductive behaviour. Thus, there is paucity of research on openness and neuroticism. Also, relationship between personality factors and counterproductive work behaviour, and between group norm and counterproductive work behaviour, needs variable that could buffer their relationships. Therefore it is believed that the inclusion of ethical leadership in this study will help to shape the employee behaviours that are inimical to the growth of the organization. Specifically, it will help to reduce counterproductive work behaviours among employees in Nigerian universities, especially in the north-west region of the country.

Meaning of Counterproductive Work behaviour

According to Sacket and De Vore (2001), counterproductive work behaviour refers to any behaviour deliberate on the part of an organizational member seen by the organization as inconsistent to its legitimate interest. Such behaviour includes physical aggression, sexual harassment, theft, lateness to work, drug use, sabotage, and acts with potential harm. These acts are voluntary because they go beyond performance task, and their occurrence, form, and intensity are under the discretion of organization member. Spector (2006) defined CWB to voluntary deviant acts that hurt or capable to hurt the members or its organization. The acts are often synonymous with dysfunctional, antisocial, retaliation and unethical behaviour termed as production and property deviance and organization delinquency. Shamsudin (2006) opined that CWB include dysfunctional behaviour and non-compliant behaviour among others. Even though scholars disagreed regarding the use and application of the terminology, however, their definitions are considered to have similar meaning to the concept. Robinson and Bennett (1997) see CWB in workplace as something that is intentional and detrimental to organization and its members, including such behaviour as refusing to follow superior officer's instruction, theft, sexual harassment and doing work incorrectly. It is a multifaceted disorder that is characterised by hostility to constituted authority, social insensitivity, impulsivity, alienation and lack of moral integrity. Griffin, O'Leary-Kelly and Collins (1998) observed that people feel powerless, frustrated, or unfairly dealt with and act accordingly. Similarly, a close associated term, dysfunctional behaviour, is described by Dalal (2005) as a motivated act by an employee or group of employees that has negative outcomes for an individual within the organization, a group of individuals within organization or organization itself. This definition points to the fact that dysfunctional behaviour is closely related to counterproductive work behaviour that is intentional and harmful to members and organization. It is also detrimental to organization and individual. At organization level, counterproductive work behaviour violates important norms in organization and harm organization in

ways that is relevant to their goals, employees, procedures, profitability and productivity (Aube, Rousseau, Mama & Morin, 2009; Spector et al., 2006). At individual level, counterproductive work behaviour is more likely to develop stress related challenges (O'Leary-Kelly, Griffin, & Glew, 1996), and likely to experience lack of confidence at work as well as physical and psychological pains (Vardi, Weitz & Setter, 2012).

Dimensions of Personality Factors

Personality factors model were proposed by J.M. Digman in 1990 and Goldman extended it to the highest level of organizations in 1993. These factors were discovered via a statistical procedure called factor analysis, which was used to examine how ratings of various personality traits are correlated in human beings. The original derivations depend heavily on American and European samples, and scholars are still investigating the extent to which the factors generalize across cultures. The five factors are agreeableness, conscientiousness, extraversion, openness and neuroticism.

(a) Agreeableness: Agreeableness refers to the tendency to be cooperative and compassionate rather than suspicious and antagonistic. It also means the ability to inhibit disagreeable tendencies (Havill et al., 1998). Bolton (2010) observed that people associated with high level of agreeableness trait are cooperative, compassionate, and friendly, those associated with low agreeableness have tendency to be more distant. Explaining more on agreeableness factor, Strang and Kuhnert (2009) agree people with agreeableness have a strong inclination to trust others and to be altruistic, and compliant and cooperative.

(b) Conscientiousness: Conscientiousness refers to self-discipline and aim for achievement above expectation. It consists of various characteristics associated with self-discipline and regulation (Ahadi & Robthbart, 1994). Lepine et al., (2004) are of the view that people with conscientiousness choose relational contracts which shows that conscientious people are concerned with having a long term relationship with the employer or organization (Raja et al., 2004), and also know their career direction and are very objective in pursuing their goals (Strang & Kuhnert, 2009). Lepine et al., (2004) concur that conscientious employee have tendency to be independent and will need no personal attention. They are aware of their weaknesses and competencies. They expect their organization to give in return their good output with adequate promotion and adequate training opportunities that are suitable for a valued employee.

(c) Extraversion: According to Bakker et al., (2002), extraversion is one of the personality factors that have to do with active, self-confident, dominant, and excitement. Strang and Kuhnert (2009) posit that individual with self-confident and active are less likely to experience anger in organization. They have high commitment and performers. They also have a sense of belonging for the organization and work and a high standard of self-expectation. Lepine et al., (2004) provide to confirm that people with extraversion trait are not averse to risk taking and further labour's expectation for the organizer to support their determined enablers towards the objectives.

(d) Openness: Openness includes personality traits like being imaginative and insightful and having a wide range of interests. Openness to experience revealed that individual is more imaginative and creative in experiencing new things due to the feeling of curiosity Bolton (2010, 2010). Employees with open traits are emotionally exhausted. They have tendency to appreciate colleagues and invite new experiences at work. Also, openness traits lead to developing good interpersonal relations and participating in decision making in organization. It helps to be adaptive, creative and accepting change and prefer an integrating conflict participative leadership and management style (Strang & Kuhnert, 2009).

(e) Neuroticism: Neuroticism relates to ones' emotional stability and degree of negative emotions. People with high neurotics have tendency to perform than minimally expected. They avoid events requiring long-term pledge or commitment, trust and social skills (O'Neill et al., 2011). More so, it is assume that people with neuroticism are likely to be adverse to job mobility because they would be changing job because of their high level of neuroticism in them.

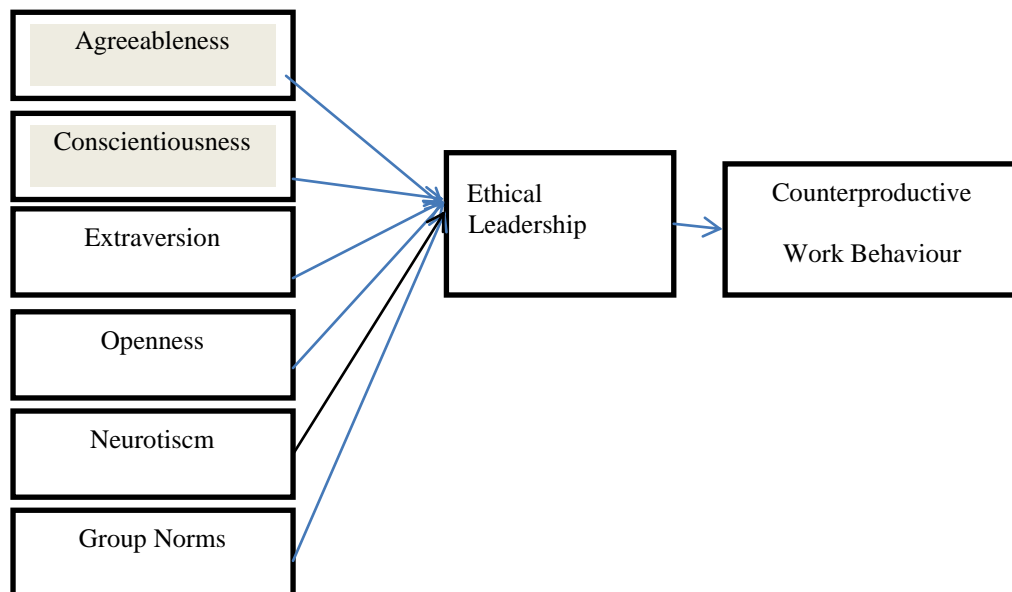
III. Concept of Group Norms

Group norm is defined as laid down rules and regulations that determine the unacceptable and acceptable behaviour in a group. It can also be defined as conventions, customs and habits that control the behaviour of individual or group employees (Park, 2004). This implies that norms perform survival and regulatory functions and for this reason alone, they help to cement strong influence on employee behaviour. Theoretical discussions and prior studies suggested that perceived group norm is a multidimensional variable that consists of two different dimensions. They are: descriptive and injunctive norms (Christensen et al., 2004; Ravis & Sheeran, 2003). Injunctive norms means the kind of behaviours that most employees or members of the group disapprove or approve while descriptive norms refer to the kind of behaviours that most members of the group do in a given situation irrespective of its suitability (Park, 2004).

Ethical Leadership Practices in Organization

Ethical leadership, when put into practice, allows the leader to be a moral manager. To be moral is a substantive basis of ethical leadership which means that employee can think of you as possessing certain traits (e.g., honest and trustworthy) (Trevino et al., 2006). To be a moral manager is all about drawing the attention to ethical values and norms in the organization and attempting to foster follower's moral behaviour by setting rules and expectation for good conduct use a system of rewards to ensure followers are accountable for ethical behaviour (Lasthuizen, 2008). Weaver et al., (2005) believe that an ethical leader sets practices for ethical behaviour and must insist for their strict adherence. It lends credence to reinforcement theory postulated by Skinner in 1953 which entails that people act simply because they expect certain consequences. According to Skinner's (1953) reinforcement theory, followers keep track of the people who get punished and the people who get rewarded in organization they work (Kanfer, 1990). Ethical leaders are unambiguous in their communication about values and ethics, their clear and frequent communication about values and ethics as well as relating it to ordinary business processes and being as open as possible about these processes is a key part of their work. They do not only receive focus on articulating values and ethics, but are able to receive relevant information as well (Lasthuizen, 2008; Trevino et al., 2006). Thus employees are stimulated by ethical management practices to report bad news, without being reprimanded (Weaver et al., 2005). Empirically, research found that ethical leadership is related to important followers' outcome, which includes employees' organizational commitment and willingness to put in extra effort on the job (Trevino et al., 2006). Lastly, ethical leadership is associated with important ethics and values related outcomes, it includes follower's perceptions of trust in fairness to their leaders (Fox et al., 2007).

Proposed Conceptual Framework of the Study



IV. Methodology

Population

Pilot study was carried out in order to determine the reliability as well as the validity of measures. This is deemed necessary because the original instruments adapted were not used in the present context and therefore it calls for a pilot study (Creswell, 2009). In line with Diamantopoulos and Siguaw's (2012) suggestion, 80 staff (academic and non-academic) in one of the universities situated in north-west region of Nigeria were used for this study.

Measurement and Instrumentation

Section A encompasses the demographic information of the respondents such as gender, age, cadre, rank, work experience and highest educational qualification. Section B is categorized into four sections. Section one consists of the items used to measure counterproductive work behaviour. Section two consists of items used to measure five dimensions of personality factors. Section 3 consists of items used to measure group norms while section four consists of items used to measure ethical leadership. Furthermore, all items contained in measuring counterproductive work behaviour were adapted from Bennett and Robinson's (2000) workplace deviance scale. However, the researcher decided to remove some items from Bennett and Robinson's scale as they deem to be irrelevant to university staffs' job in Nigerian context. In the same vein, all items used to

measure personality factors were adapted from Costa and McCrae (1992), while the items used to measure group norms were adapted from Hansen and Graham (1991). Measurement items for ethical leadership were taken from Yukl, Mahsud, Hassan, and Prussia (2013). Moreover, the questionnaire is designed by using a four Likert scale. This study considered the Likert scale format because it is the most appropriate which has been found to ensure the reliability measures as claimed by (Chang, 1994), and it also limits biasness that could lead to infection or contamination of the results (Paulhus, 1991). Desphande (1996) has confirmed that the essence of four likert scale is that it decreases the respondent's tendency to respond in a certain way. Such scale has been used by many authors in their various studies (Kura, 2014; McCabe et al., 2006; Ferris et al., 2009).

Content Validity of Instrument

According to Klassen et al., (2008) and Orodho (2003), validity refers to a measure of how well a test measures what it supposed to measure. It is the accuracy or otherwise the meaningfulness of inferences which are based on research. In the light of the foregoing, therefore, the content validity of the adapted instrument was achieved by the use of non-statistical approaches. Firstly, the content of the instrument was validated by the supervisors. Secondly, the instrument was sent to experts in the field of the study. There observations were noted and effected in the instrument (Creswell, 2009).

Data Collection and Analysis Procedure

In this pilot study, 80 questionnaires were administered to the staff (academic and non-academic) of one of the universities located in Northwest Region of Nigeria. The data collection was achieved with the help of two research assistants. Statistical Package for Social Sciences (SPSS) and PLS-SEM software were employed to ascertain the individual item reliability, composite reliability, average variance explained (AVE) and discriminant validity of the variables for the study.

V. Preliminary Results

At the onset of the study, purpose of this study was to assess the psychometric properties of the adapted questionnaires that were used for the study with a view to use them for the main study. After the collection and coding of the data, Statistical Package for Social Sciences (SPSS) was employed to screen the data with a view to detect the missing values (Pallant, 2010). Then Partial Least Square (PLS-SEM) software was used to examine the psychometric properties of the constructs (Hair et al., 2014). Specifically, this study examined the individual item reliability, average variance explained (AVE) and composite reliability of the constructs (agreeableness, consciousness, counterproductive work behaviour, ethical leadership, group norm, extraversion, neuroticism and openness).

Assessment of Individual Item Reliability of the Constructs

According to Duarte and Raposo (2010) and Hair et al. (2014), individual item reliability can be assessed by examining the outer loadings of each construct's measure. To achieve that, the individual items of the study was assessed by examining the outer loadings of the construct's measure. In line with laid down rule of thumb for retaining items with loadings between .40 and .70 (Hair et al., 2014), thus the items in this study had loadings between .710 and .980 (see Table below).

Table 1: Item Loadings

Variable	Code	Loading
Counterproductive Work Behaviour	CW11	.891
	CW12	.834
	CW13	.710
	CW14	.878
	CW15	.837
	CW18	.856
	CW20	.797
	CW21	.850
	CW22	.881
	CW23	.730
	CW4	.716
	CW6	.765
	CW9	.861
	CW1	.790
	CW5	.751
	CW8	.862
CW3	.824	
CW16	.741	
CW2	.839	

Ethical Leadership	EL11	.868
	EL10	.821
	EL1	.716
	EL7	.812
	EL13	.752
	EL12	.766
	EL2	.717
	EL3	.871
	EL4	.728
	EL5	.896
	EL6	.727
	EL8	.758
	EL9	.719
Group Norm	GN1	.857
	GN2	.736
	GN3	.810
	GN4	.744
	GN6	.891
Agreeableness	PA4	.972
	PA7	.779
	PA6	.822
	PA5	.877
	PA3	.719
	PA2	.881
Conscientiousness	PC1	.781
	PC2	.918
	PC3	.745
	PC4	.922
	PC5	.866
	PC6	.717
Extraversion	PE6	.935
	PE8	.814
	PE1	.783
	PE2	.801
	PE3	.911
Neuroticism	PN3	.811
	PN5	.771
	PN2	.922
	PN1	.849
	PN4	.928
Openness	PO7	.816
	PO8	.847
	PO1	.766
	PO4	.725
	PO2	.980
	PO3	.720
	PO6	.965

Assessment of Composite Reliability

Bijttebier et al., (2000) defined internal consistency reliability as the extent to which all items on a particular sub-scale measure the same concept. Two indices, cronbach's alpha coefficient and composite reliability used to be the most common estimators of the internal consistency reliability of an instrument in research (e.g. Peterson & Kim, 2013). Composite reliability coefficient was used to ascertain the internal consistency reliability of measure adapted for this study. There are two reasons for the use of composite reliability coefficient. First, the composite reliability gives a much less biased estimate of reliability than the use of cronbach's alpha simply because the later assumes all items usually contributes equally to its construct without taking the actual contribution of individual loadings (Gotz, Liehr-gobbers, & Krafft, 2010). The table below shows the loadings of the items, as well as the composite reliability of the constructs. Second, another reason for using composite reliability is that cronabh's alpha may under or overestimate the scale reliability. Composite reliability takes into account that all indicators have different loadings, which can be easily interpreted in the same way as crobach's alpha (Hair et al., 2014). Nonetheless, the interpretation of internal consistency reliability by using composite reliability is based on the rule of thumb suggested by Bagozi and Yi (1998), who suggest that composite reliability should be loaded at minimum of .70 or more. As displayed in the Table below, the composite reliability coefficients of the latent constructs ranged from .797 and .951, which is in line with the minimum acceptable level of .70.

Table 2: Composite Reliability

Latent Variables	Composite Reliability
Agreeableness	.95
Consciousness	.87
Counterproductive Work Behaviour	.96
Ethical Leadership	.82
Group Norm	.91
Extraversion	.86
Neuroticism	.81
Openness	.89

Average Variance Explained

Hair et al., (2006) defined convergent validity as to extent to which items truly represent the intended construct, and truly correlated with other measures of the same latent construct. Convergent validity is usually assessed by examining the average variance explained (AVE) of each latent construct (Fornell & Larcker, 1981). To get adequate convergent validity, it is recommended that the AVE of each latent construct should stand at .50 or more (Chin, 1998). In line with the recommendation of Chin (1998), the AVE of this study exhibited high loadings (>.50) on their respective constructs, indicating adequate convergent validity.

Table 3: Average Variance Explained (AVE)

Latent Variables	Average Variance Explained
Agreeableness	.72
Consciousness	.68
Counterproductive Work Behaviour	.73
Ethical Leadership	.61
Group Norm	.73
Extraversion	.67
Neuroticism	.62
Openness	.64

Assessment of Discriminant Validity

Duarte and Roposo (2010) defined discriminant validity as extent to which a construct is different from other constructs. In this study, discriminant validity was calculated by using AVE. This was possible by comparing the correlations among the latent constructs with square roots of the AVE (Fornell & Larcker, 1981). In addition, discriminant validity was determined by following Chin’s (1998) criterion, by comparing the indicator loadings with other reflective indicators in the cross loadings. Fornell and Larcker (1981) recommend the use of AVE which has a score of .50 or more. Thus, to achieve good adequate discriminant validity, it is suggested that the square root of the AVE should be more than the correlations among the latent constructs (Fornell & Larcker, 1981). The table below indicates adequate dicriminant validity as suggested by Fornell and Larcker (1981).

Latent Variables	1	2	3	4	5	6	7
Agreeableness	.85						
Consciousness	.87	.89					

Table 4: Discriminant Validity

Counterproductive Work Behaviour		-.16	-.26	.84				
Group Norm		-.50	-.32	.86				
Ethical Leadership		.70	.73	-.22	.74			
Extraversion		.26	.26	-.06	.24	.81		
Neuroticism		-.40	-.41	.07	.10	.28	.71	
Openness		-.32	-.42	-.09	-.42	-.10	-.46	.87

VI. Conclusion

In view of the assessment of the psychometric properties of variables in the adapted questionnaires, it can be said that variables such as agreeableness, consciousness, counterproductive work behaviour, group norm, ethical leadership, extraversion, neuroticism, and openness have been found to be reliable. Specifically, this study was able to achieve sufficient individual item reliability (more than minimum benchmark of .4), composite reliability (achieved .8 and above), average variance explained (achieved more than acceptable level of .7), and adequate discriminant validity (achieved the acceptable level), thus indicating that the six variables are good. Therefore, the purpose of the study has been achieved. Lastly, it means that the adapted questionnaire can be further used to investigate the main study on the mediating effect of ethical leadership on the relationship between personality factors, group norms and counterproductive work behaviour among employees in universities in north-west Nigeria.

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