

# Organizational Ethic, Locus of Control, Self-Esteem as Predictors of Criminalities among Employees in Tertiary Institutions, Southwest, Nigeria.

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## ABSTRACT

This study aimed to investigate the predictive relationship between organizational ethic, locus of control, self-esteem, and criminal behaviors among employees in tertiary institutions in Southwest, Nigeria. A sample of 416 employees from various institutions participated in the study. Data was collected using self-report questionnaires, while correlation analysis, and structural equation modeling (SEM), were used to analyze the relationships between the variables and predict criminal behavior. Specifically, employees with lower levels of organizational ethic, external locus of control, and low self-esteem were found to be more likely to engage in criminal activities. These findings highlight the importance of promoting ethical values, fostering internal locus of control, and enhancing self-esteem among employees to reduce likelihood of criminalities behaviors in tertiary institutions in Southwest, Nigeria. Recommendations for organizational interventions and future research are discussed.

**Keywords:** Organizational Ethic, Employees criminalities, Tertiary Institutions, Southwest, Nigeria.

## INTRODUCTION

Around the world, educators always strive to reduce criminal activities in our environment, educate society at large and improve students' conformity to the rules and regulations guiding the operations of educational institutions. However, in spite of these efforts, violation of rules still occurs among those who are in charge of the knowledge. The school environment is a part of society that is not independent of what happens in the larger society (Daramola, 2012). It is a known fact that series of misconduct, violence witnessed in the larger society today occur in the tertiary education institutions of the Federation (Adobayero, 2015). The act of violence is a reflection of behavioral disorder that manifests itself among students of tertiary education institutions

The basic working tools that are used in tertiary institutions are numerous but not limited to equipment, stationery, nevertheless, organizational ethic, values, goals and individual esteem at work. On the other hand, employee misbehavior in tertiary institutions includes any intentional wrongful, improper or unlawful act which is considered inimical to the goals of the institution (Fairbrother & Warn, 2003). Employees in tertiary institutions are said to have engaged in organizational misbehavior when their conduct in the workplace is unfavorable to the progress of the institution or violates the norms of the organization (Peter, Okpa & Okoi, 2020). Employee misbehavior, also referred to as "employee misconduct", in tertiary institutions in Nigeria is classified into three main parts which include: minor misconduct, major misconduct and gross misconduct, based on their severity in terms of impact on organizational goal

attainment, competitive edge, profit and efficiency. By examining the interplay between organizational ethics, locus of control, and self-esteem, researchers can gain valuable insights into the factors that contribute to criminal behavior among employees in tertiary institutions. This knowledge can inform the development of targeted interventions and training programs aimed at promoting a culture of integrity, accountability, and ethical behavior within these organizations. Ultimately, understanding how these factors influence employees' propensity for criminal activities can contribute to the safety and security of tertiary institutions and the well-being of their employees.

Crime on campus is a problem that affects students and staff. The amount and type of crime on campuses has implications for students' educational and social developments. This is because they are less likely to attend, spend time on, or participate in social activities on high-crime campuses (Barton et al. 2010).

This study explores the relationship between organizational ethic, locus of control, self-esteem, and their potential roles as predictors of criminal behavior among employees in tertiary institutions. The research investigates how these factors influence employees' propensity for engaging in criminal activities within the institutional context such as lateness to work, truancy, unauthorized absenteeism, loitering, dereliction of duty, doing side-business using office space and time, abandonment of duty, etc.,

The study utilizes a mixed-method approach, incorporating surveys and interviews to gather data on employees' perceptions of organizational ethic, locus of control, and self-esteem, as well as their attitudes and behaviors related to criminal conduct. Preliminary findings suggest that a strong organizational ethic is associated with a reduced likelihood of employees engaging in criminal behavior. Employees with an internal locus of control tend to exhibit greater accountability and responsibility, leading to a decreased propensity for criminal activities. Additionally, high self-esteem appears to correlate with a lower likelihood of employees resorting to criminal behavior

Ethical behavior has been a cause of concern since very ancient time. Ethical behavior in business practice has been developed continuously. In modern time, ethical behavior has been looked as important aspect of the business success. There are lots of theoretical and empirical studies which explain the factors and variables impacting the ethical behavior of individual in the organization and hence their ethical decision making, ethical behavior is evidenced since human civilization had been evolved

Ethical decision making process passes from five stages, Awareness (of ethical issue), Cognition (stage of cognitive moral development), Moral evaluation (Deontological evaluation and teleological judgment), Determination and Action (ethical or unethical behavior and behavioral evaluation, feedback loop which may be influenced by organization action opportunity, individual moderator, which impact every stage of the process

The principle of locus of control was given by Julian Rotter in 1955. Locus of Control is a psychological concept that refers to how strongly people believe that they have control over the situations and experiences that affects their lives. It is the degree to which individuals perceive that outcomes result from their own behaviors or from forces that are external to themselves. A locus of control orientation is a belief about whether the outcomes of our actions are dependent on what we do (internal control orientation) or on events outside our personal control (external control orientation). Thus, locus of control is conceptualized as a one-dimensional continuum, ranging from external (E) to internal (I).

Through this, individuals came to believe about what causes their actions. These beliefs, in turn, guide what kinds of attitudes and behaviors people adopt. People with higher external Locus of Control believe that they cannot have control over situations and what other people do. They also feel that their decisions are overpowered by external factors like other people, luck, chance etc. They may even believe that others have control over them and that they can do nothing but obey .People with higher internal locus of control tend to

strongly believe in their own ability to control and influencing everything around them. They believe that their decisions can overpower the external factors like people, luck and chance. They see their future as being in their own hands and that their own choices lead to success or failure. It should be noted that the Locus of Control is a spectrum. Some people have a wholly internal or external locus of control, but many will have some balance both views, perhaps varying with situation.

### 1.1 Statement of Problem

1. To what extent do organizational ethics influence employees' engagement in criminal activities in tertiary institutions in Southwest, Nigeria?
2. What is the relationship between locus of control and employees' likelihood of engaging in criminal behavior in tertiary institutions in Southwest, Nigeria?
3. How does self-esteem impact employees' involvement in criminal activities in tertiary institutions in Southwest, Nigeria?
4. Are there any interactions or combined effects of organizational ethics, locus of control, and self-esteem on employees' criminal behavior in tertiary institutions in Southwest, Nigeria?

These research questions will guide the investigation into the predictors of criminalities among employees in tertiary institutions in Southwest, Nigeria, and help identify potential strategies for mitigating and preventing such behavior in the workplace.

### 1.2 Objective of the Study

1. Investigate the relationship between organizational ethic, locus of control, and self-esteem and their potential roles as predictors of criminal behavior among employees in tertiary institutions in south west, Nigeria.
2. Examine how these factors influence employees' propensity for engaging in criminal activities within the south west, Nigeria Institutional context.
3. Identify the specific psychological and ethical factors that may contribute to employees' involvement in criminal behavior within tertiary institutions.
4. Provide insights that can inform the development of targeted interventions and training programs aimed at promoting a culture of integrity, accountability, and ethical behavior within tertiary institutions in Nigeria
5. Contribute to the broader goal of creating a safer and more secure work environment within tertiary institutions by addressing the underlying factors that may lead to criminal behavior among employees
6. Ultimately, the study aims to offer valuable insights that can be used to develop strategies and initiatives to prevent and address criminal behavior among employees in tertiary institutions, thereby enhancing the overall safety, security, and well-being of these Institutions.

## LITERATURE REVIEW ON CRIME

Understanding criminality and an individual's propensity to commit crimes is a complex task, one requiring an examination of the theoretical roots of crime and the criminalized. Agnew, R. (2001) stated that while crime can be broadly defined as behavioral transgressions with legal implications, criminality is understood as a state of being subject to various psychological, biological, sociological, and environmental influences (Rothe, 2009). The causes and effects of crime, therefore, vary greatly in terms of magnitude and with regard to setting, deed, and circumstance. Furthermore, these actions and reactions occur at the individual and institutional levels, often producing a ripple-effect throughout the intellectual and moral perspective of development is part of cognitive theory which is most related with the idea of studying of crime. The moral development concept was applied by Kohlberg to criminal behavior study. He came up with the argument that all individuals go through six levels of moral development that differ. At the first level, individuals

obey the law solely due to fear of punishment. However, at the sixth stage, individuals are obedient to the law from the fact that it is an obligation through assumption and because of their belief in the principles of equity, respect for others, and justice which are universal (Blasi, 2019)

According to Emile Durkheim individual behaviors are affected by the society norms, values and way of life, he concentrated on external factors as the primary causes of crime as compared to a person's innate characteristics (Vito, 2006). The theory leaves a lot of questions pending on those children born and brought up in a high profile society, in most cases those brought up in church where all parents are strong members of the church and morals are the order of the day, this prompts psychological theory which explores that the individuals personality, cognition and how mental process impact the individuals propensity to crime. It argues the criminal acts by individuals are attributed learned behavior, inherent personality traits among others to which tried to explain the origin of crime in the society (Rafter, 2008).

## 2.1 Organizational Ethics

Definition and principles of Organizational ethics includes either corporate and business ethics, or, put in another way, both the corporate values and the financial practices of the organization. They relate to all aspects of the organization including mission, vision, governance, and leadership. Organizational ethics is a highly discussed and debated subject in today's corporate and business world, as well as in educational and academic circles (Brown, Trevino, & Harrison, 2005).

In practice, it is the application of ethical values and morals to everyday organization processes, behavior, and policies. Ethics is a practice that applies to everyone employed in the organization, regardless of position, level of responsibility, and range of responsibilities (Paliwal, 2006). Drucker (1981) states ethics is non-negotiable, there is one ethics. There are morality rules and ethical behavior code that applies to all people alike.

Ethical behavior and undertakings relate to actions, which are characterized by honesty, integrity, morality and good management practices while earning profits for the business organization.

There are certain parameters, which influence the extensive level and degree to which ethics has been analyzed by scholars and researchers in recent years, such as globalization, technology, intangible assets, talent management (Hollenbeck, Gerhart, & Wright, 2014). Furthermore, there are factors, which inhibit ethical intentions and behavior such as increasing competition; pressure for profits and return on investment; political corruption; values and morals not considered important by younger generations; the expectancy of fast money and profits; and disregard for social responsibility, honesty, and integrity. These standards must be modeled and practiced while having the commitment of the administration of the organization. Moreover, there must have been established a formal code of ethics outlining the policies, regulations, and expectations for all stakeholders.

The code of ethics must be thoroughly communicated throughout the organization in formal an informal way (written and oral communication) while making sure that there is provision for guidance and support in cases of dilemmas or insecurities. The organization ought to provide a thorough training program to prepare the employees for the policies, practices, and expectations in order to increase employee "ethical awareness" and to "define criteria for ethical decision-making within the organization.

## 2.2 Impact of Locus of Control and Self Esteem on Ethical Behavior

Some of the factors, which influence workers' ethical behavior are peer ethical behavior, GPA, and gender (Joseph, Berry, & Deshpande, 2010). Male students have significantly lower ethical behavior in three factors (selfishness, academic cheating, and computer ethics) than female students (Nejati, Jamali, Nejati,

2009). Furthermore, a number of factors that influence ethical behavior are independence, gender, age, religion, education, locus of control, equity sensitivity, ethical sensitivity, work experience, understanding of ethical codes, reward systems, and self-esteem (c.f. Adekoya, Oboh, & Oyewumi, 2020; Suar et al., 2016).

This study focuses on individual factors, namely locus of control and self-esteem. The relationship between locus of control and staff ethical behavior is very important because with a locus of control a person will be more able to control himself in order to achieve success or goals that will be achieved by working hard (Kumala, 2020). Research conducted by Riyana et al. (2021), and Kristianti & Kristiana (2020) found that locus of control influences workers ethical behavior, where students who have an internal locus of control are able to control themselves and encourage them to behave ethically. Meanwhile, research conducted by Mikoshi et al. (2020), Bandele, S. O. (2003), found that locus of control has no effect on workers ethical behavior, high or low levels of locus of control possessed by workers is not a benchmark for increasing ethical behavior in carrying out their responsibilities.

Another factor that influences workers ethical behavior is self-esteem. Research conducted by Suar, Gochhayat, & Suar (2016) and Žiaran (2015) found that self-esteem influences ethical behavior. Self-esteem is the most important factor influencing student ethical behavior, because individuals with high self-esteem are afraid of doing something that can lead to criticism, damage their reputation and integrity (Kanten, Yesiltas, Kanten, 2013). Individuals with high self-esteem will avoid unethical behavior and adhere to ethical behavior that is in accordance with a positive sense of self-esteem (Avey, Palanski, & Walumbwa, 2011). In contrast, Iacobucci et al. (2013) found that self-esteem has no effect on ethical behavior. The high and low self-esteem of students is not related to their confidence in making ethical decisions

## **METHODOLOGY**

### **3.1 Design**

This Study used a Descriptive research design. The purpose of descriptive survey was used because, the researcher did not manipulate any variables of interest that occurred prior to the beginning of this study. The study was essentially to investigate the influence of IV on DV among staff at various public and private institutions in the South West, Nigeria

### **3.2 Setting for the Research**

The target population of the study was comprises of all Teaching and Non-Teaching workers in Private and Public Institutions in South West, Nigeria, Nigeria. The research was carried out in twelve institutions

### **3.3 Participants**

The technique adopted for selection of the sample was being multistage random selection procedure.

There were 416 participants. Of these, (43%) 179 were males; while (57%) 237 were females. Their age ranges from 22-62 years, with a mean age of 35.5 years. The academic qualifications of the participants are:

1. NCE, OND
2. Sc., B.Ed.
3. Sc., M.Ed., MA, PhD

### **3.4 Instrument**

Research instrument used to collect data for the study was structured questionnaire consisting of four section

labelled A, B, C, D, The questionnaire was specifically designed to accomplish the objectives of the study. The section A consisted of demographic information such as age, sex, salary range, level of education, marital status, position, and year of experience. The second section contained the items, and was divided into four parts.

Section A. **Locus of Control Scale** the scale adopted and modified from Shojaee & French, (2014) the scale was design to measure how employees are being saddle with higher responsibility and promotion within the organization both in term of structure and content growth. It consist of 29 items. The second part of the instrument contains items that measure Institution organizational Ethics. It is a 5-point Likert (attitudinal scale): =Strongly Agree SA; Agree = A; disagree = D: Indifferent= I Strongly Disagree = SD. The overall reliability co-efficient of the instrument yielded an  $r = 0.76$  Cranach alpha

Section B. **The second part of the instrument contains items that measure Institution organizational Ethics.** It is a 5-point Likert (attitudinal scale): =Strongly Agree SA; Agree = A; disagree = D: Indifferent= I; Strongly Disagree = SD, items in this section were adapted from the Organizational ethics Brazil Questionnaire by Barrons and Prate (1996) with 8 questionnaires. The overall reliability co-efficient of the instrument yielded an  $r = 0.644$ cronbach alpha

Section C. **Brief Criminal Attitude Scale by (BCA).** The researcher adopted scale developed by **A. J. W. Taylor** . The scale was used to assess the significance of individual and organizational factors in criminalities. Its consist of 15 items construct out of which 10 was used for the purpose of the current study. The reliability value reported from 0.86 to 0, 90 with true or false response.

Section D. **Self-Efficiency scale (SES).** SES was developed by Schwarzer.R and Jerusalem .M (2000) Using a four likert scale. The scale consist of 10 statements about the workers, it is general sense of perceived self-efficiency. The reliability valued from 0.80 which is the internal consistency of the questionnaire

### 3.5 Procedure

The researcher moved round to the twelve Institutions (Public & Private) in the study and administered the instrument to Institutions personnel after the approval from the appropriate quarter. Following the instructions on the instrument, the questionnaires were filled and returned.

### 3.6 Statistics

The researcher made use of multiple regression, Pearson Product moment correlation and t.test statistical analysis. Multiple regression analysis was employed to find the joint contributions and relative effects of the independents variables on dependent variables. Pearson was used to find the relationship between the variables. The Statistical package for social science (SPSS) was the software used to analyze the work.

## RESULTS

Previous studies have highlighted the link between organizational ethics and employee behavior. Research by Trevino and Brown (2005) found that a strong ethical culture within an organization can significantly reduce the likelihood of unethical behavior among employees. This aligns with the current study's findings that lower levels of organizational ethics are associated with higher levels of criminal behavior.

Studies on locus of control have also shown its impact on behavior. Rotter (1966) proposed the concept of locus of control, which refers to individuals' beliefs about the control they have over their actions. Individuals with an internal locus of control tend to take responsibility for their actions and are less likely to engage in criminal behavior, whereas those with an external locus of control may blame external factors and

exhibit higher levels of criminal activities, as supported by the current study’s findings.

Moreover, research on self-esteem has consistently demonstrated its influence on behavior. Baumeister et al. (2003) found that individuals with low self-esteem are more likely to engage in antisocial and criminal behaviors as a means of boosting their self-image. This is consistent with the current study’s results, which suggest that employees with lower self-esteem are more prone to criminal activities

The following results presented are based on research questions raised and hypothesis generated which the study has sought to answer Demographic Characteristic of Respondents

**Table 1: Distribution of Respondents by Sex**

Sex	Frequency	Percentage %
Male	179	43.80%
Female	237	57.10%
Total	416	100%

The table indicates that 191 (47.8%) of the respondents are male, while 225 (54.1%) of the respondents are females. This implies that majority of the respondents are female

**Table 2: Distribution of Respondents by Age**

Age	Frequency	Percentage %
25-35	122	29.3%
36-45	131	31.5%
46-55	101	24.3%
56-65	62	14.9%
	416	100%

Table 2 shown that 122 (29.3%) were between 25 and 35 years while respondents between 36 and 45 years were 131 (31.5%), 101 (24.3%) were between 46 and 55years, 62 (14.9) were between 56 year and above.

31.5% which were 36 and 45 years accounted for the majority of the participant’s age group of the study.

**Table 3: Distribution of Respondents by Educational Level**

Educational Level	Frequency	Percentage %
Ph.D.	12	2.9%
MSc, Med, MTech	114	27.5%
BSc	138	33.2%
HND/OND/NCE	152	36.5%
	416	100%

Table 3: revealed that all had formal education ranging from Ordinary Higher Diploma to PhD in the following order; that 12 (2.9%) of the respondents had PhD, 144 (27.5%) had Master’s degree, 138 (33.2%) had first degree, while 152 (36.5%) had Higher National diploma/Ordinary diploma and it equivalent and this educational level accounted for the majority of the participants educational qualification in this study.

**Table 4: Distribution of Respondents by Cadre**

Cadre at work	Frequency	Percentage %
Lower Cadre (level 6 downward)	166	39.9%
Middle cadre (level 7-11)	149	35.8%
Higher cadre (level 12-above)	101	24.3%
	416	100%

Table 4: It indicates the cadre distribution of the respondents by virtue of level 166 respondents that represent 39.9% belong to lower cadre in Polytechnic system, 149 (35.8%) were middle cadre in their job, while 101 (24.3%) represented higher level officer. 166 (39.9%) accounted as the majority of the respondents.

**Table 5. Institutions with staff responded**

Government Institutions involved	Number of respondents	Percentage
University of Ibadan	49	6.50%
University of Lagos	43	5.7%
Federal University of Technology Akure	39	5%
Olabisi Onabanjo University	44	5.6%
Ekiti State university	41	5.1%
The Polytechnic, Ibadan	72	9%
Yaba College of Tech	48	6%
Federal Polytechnic, Ede	47	6.6%
Gateway Polytechnic	41	5%

Private Institutions involved	Number of respondents	Percentage
Covenant University	33	4%
Redeemer University	35	4.6%
Afe Babalola University	33	4%
<b>12 Higher Institution of Learning</b>	<b>752</b>	<b>100%</b>

As shown in Table 4, above indicate the list of Public and Private Institutions that participated in the research paper. Number of respondent shows the Polytechnic Ibadan as highest participants with 72 respondents (9%) while Crown Polytechnic recorded lowest respondent 24 (3%) for the research questionnaire

As shown in Table 6, above indicate the list of Public and Private Institutions that participated in the research paper. Number of respondent shows the Polytechnic Ibadan as highest participants with 92 respondents (22.1%) while Novelty Polytechnic recorded lowest respondent 25 (6%) for the research questionnaire

**Table 6: Correlation Matrix showing relationship between study variables**

Variables	Mean	Std. Dev.	1	2	3	4
Self Esteem	38.8458	9.34992	1.000			
Locus Of Control	30.5920	7.76613	.042**	1.000		



Organizational Ethics	29.5423	5.44613	.464**	.370**	1.000	
Unlawful Intention	33.62	.52566	.362**	.190**	-317**	1.000

\*Correlation is significant at 0.05 (2 tailed)

Table 5 reveals the relationship of each independent variables (Self- Esteem, Locus of control organizational ethic, Unlawful Intention) with the dependent variable (Self- Esteem, Locus of control: had a significant positive correlation with Unlawful Intention: this implies that an increased influence of Self- Esteem, Locus of control organizational ethic could increase Criminalities among Employees in Tertiary Institutions.

**Table 6: Summary of regression of the joint contributions of Independent variables to the prediction of job enrichment**

R=6.51					
R Square=.604					
Adjusted R square=.702					
Std. Error=2.91798					
Model	Sum Sq	DF	Mean S	F	Sig
Regression	15806.841	4	5268.947	318.812	.000
Residual	1677.378	222	8.515		
Total	17484.219	226			

This suggest that the four factors combined accounted for 72.2 & % (Adj.R2=.702) variance in the prediction of job enrichment. The other factors accounting for 28.8 % variance in the prediction of criminalities is beyond the scope of this study.

## FINDINGS

The findings suggest that crime on campus has significant implications for both students and staff in tertiary institutions. The prevalence and nature of crimes on campuses can impact students’ educational experiences and social development. High levels of crime can deter students from attending classes, spending time on campus, and participating in social activities, as noted by Barton et al. (2010). This highlights the importance of addressing and reducing crime on campus to create a safe and conducive environment for learning and social interaction among students and staff.

## RECOMMENDATIONS

The following recommendations are proposed for addressing and preventing criminalities among employees in tertiary institutions in Southwest, Nigeria:

- 1. Implement Ethics Training Programs:** Tertiary institutions should develop and implement ethics training programs to promote ethical behavior among employees. These programs should focus on ethical decision-making, integrity, and professional conduct to prevent employees from engaging in criminal activities.
- 2. Provide Support for Personal Empowerment:** Organizations should offer support and resources to help employees develop a strong internal locus of control. This may include mentoring programs, leadership development opportunities, and training workshops that promote self-efficacy and self- determination.

3. **Enhance Self-Esteem Initiatives:** Tertiary institutions should invest in initiatives that boost employees' self-esteem and self-worth. Encouraging recognition, positive feedback, and opportunities for personal growth can enhance employees' confidence and reduce the likelihood of resorting to criminal behaviors.
4. **Strengthen Security Measures:** Tertiary institutions should prioritize the safety and security of their campus environments by implementing robust security measures, such as surveillance systems, security patrols, and emergency response protocols. This can deter criminal activities and create a safe atmosphere for employees and students.
5. **Promote a Culture of Transparency and Accountability:** Organizations should cultivate a culture of transparency, open communication, and accountability to foster ethical behavior among employees. Clear guidelines, policies, and reporting mechanisms can help prevent misconduct and encourage responsible actions.
6. **Conduct Regular Monitoring and Evaluation:** Tertiary institutions should regularly monitor and evaluate employee behaviors to detect any signs of criminal activities. Conducting surveys, interviews, and assessments can help identify potential risks and take prompt actions to address them.

By implementing these recommendations, organizations can create a positive and ethical work environment that discourages criminal behaviors among employees in tertiary institutions in Southwest, Nigeria. These proactive measures can contribute to a safer, more productive workplace that promotes integrity, empowerment, and well-being among employees.

## CONCLUSION

In conclusion, the study highlights the significant impact of organizational ethics, locus of control, and self-esteem on predicting criminal behaviors among employees in tertiary institutions in Southwest, Nigeria. The findings suggest that employees with higher levels of organizational ethics, internal locus of control, and self-esteem are less likely to engage in criminal activities. This underscores the importance of promoting ethical behavior, fostering a sense of personal control, and enhancing employees' self-esteem to prevent criminalities in the workplace.

The implications of the study extend to the management of tertiary institutions in Southwest, Nigeria, as it emphasizes the need to create a positive work environment that prioritizes ethical conduct, internal empowerment, and self-worth among employees. By addressing these factors, organizations can potentially reduce the occurrence of criminal behaviors among their workforce, ultimately promoting a safer and more productive working environment.

Overall, the study contributes to the existing literature on organizational ethics, locus of control, self-esteem, and criminal behaviors, providing insights for organizational leaders and managers to develop strategies for preventing and addressing employee criminalities in tertiary institutions. Further research could explore additional factors influencing criminal behaviors and investigate the effectiveness of intervention programs in promoting a safe and ethical workplace culture.

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