

Influence of Job Dissatisfaction and Low Organizational Support on Fraudulent Intent among Bank Workers

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ABSTRACT---- *This study investigated the influence of job dissatisfaction and low organizational support on fraudulent intent among bank workers. The ex-post facto design was used for this study and three standardized questionnaires namely Organizational Support Scale, Minnesota Satisfaction Questionnaire and Fraudulent Intent Scale were used to collect data. 170 bank workers randomly selected from four banks namely Guaranty Trust Bank, Keystone Bank, First City Monument Bank and Access Bank in Nigeria participated in the study. Three hypotheses were tested using t-test for independent groups and 2x2 Analysis of Variance (ANOVA). Results revealed that high job dissatisfaction has no significant influence on fraudulent intent; but workers with low organizational support experienced more fraudulent intent than those with high organizational support. Findings also showed a joint influence of job dissatisfaction and low organizational support on fraudulent intent. Also, interactive influence was found among the two independent variables on fraudulent intent.*

Keywords--- Job dissatisfaction, Organizational support, Fraudulent intent, Bank Workers, Low organizational support.

1. INTRODUCTION

With the frightening fever of fraud that swept through the banking sector and its impact on the overall economy, attention has been paid to the possible predictors of the intention to commit fraud by bank workers. Efforts in the past by the Central Bank of Nigeria (CBN) in form of increased paid-up capital for banks were focused at absorbing the shockwave sent by any imaginable magnitude of fraud. But the question is, how far has these measures gone to prevent fraud prevalence? Banks may no longer fold up as a result of fraud due to the CBN measures, but what about other effects fraud has on the general health of the organization and economy such as loss of customers and decline of business? It is not enough to institute structure that will stabilize banks after frauds have been committed, therefore, quick detection of what might result into fraud intent is necessary for prevention.

The costs of frauds are enormous. Fraud is the biggest cause of bank failure all over the world. Fraudsters are highly educated, intelligent, and sophisticated. However, their endowed skills for which they were recruited as bank workers are being used negatively. Fraudulent practice is a deceptive behavior that has negative impact on the stability of an organization, but quite rewarding to the individuals that perpetrate it. The outcome of any fraud attempt depends on whether it was successful or not. As a deceptive behavior, if detected, the perpetrators are punished within the provisions of the organizational rules; but if not detected, those who attempt the fraud might be motivated to try it again, at a bigger level.

Bank fraud is a criminal offence of knowingly executing, or attempting to execute, a scheme or artifice to defraud a financial institution by means of fraudulent pretenses. The realization that workers might attempt fraud may have necessitated the managers of banks to include fraudulent behavior into the list of punishable behaviors in the organizational rules of law. Since their work activities centre on money transactions, bank workers appear to have a high proneness to fraudulent activities. The nature of fraudulent activities in banks may appear a bit peculiar to the industry because of their nature of operation. The types of fraud being perpetrated include sales fraud (which happens when there is an absence of credit control, giving rise to collusion between a customer and an involving worker), failure to raise dispatch documentation, realizing false credit note or reduction in customer's debt, illegal access to cash receipts leading to teeming and lading, submission of false invoicing and representation of supporting false document, cheque payment fraud, cash payment fraud, stock fraud, and fixed assets frauds.

Fraud could be a group or individual affair. When a group of people agrees to perpetrate fraud, there are different casual factors for involvement. Other people are co-opted to remove envisaged obstacles and such co-optees also benefit from the eventual outcome. It would appear that if it were possible for the initiator and master-minder to successfully execute

fraud without hindrance from others, the individual might go ahead and do it alone. It thus would become an individual affair.

Job dissatisfaction can occur due to negative feelings about one's job in aspects such as discontent with career choice, communication problems, slow growth rate, harsh organization decision, poor evaluation method, low level of value, poor working conditions, irregular payment of salary, unhealthy organization environment, among others. Feelings of low self-esteem, unappreciated, inadequate, irritable, anger and frustration may lead to job dissatisfaction. Dissatisfaction with the job is a gateway to fraud in organizations. This is because a worker that is dissatisfied with some job and organization processes might want to indulge in fraud as a way of punishing the organization. Such a worker may persuade other workers whose assistance or involvement cannot be ignored, by appealing to the greed in them. However, beside job dissatisfaction, there are numbers of attitudinal and perceptual factors arising from the organization which influences worker's tendency to commit fraud. Herzberg (1964) pointed to what leads to job dissatisfaction in his two-factor theory namely the hygiene and the satisfier factors. Hygiene factor are set of job factors that can cause dissatisfaction if absent, and they include pay, working condition, job security, quality of supervision, company policy and administration, and interpersonal relations. The satisfier factor includes job content, sense of achievement, recognition, and personal growth. The feeling of dissatisfaction on these factors can trigger the intention to commit fraud. Dissatisfaction can also arise when the organization does not value the contributions of the workers or does not care about the well-being of the workers. This may in turn lead to intention to commit fraud.

Employees and their organizations had reciprocal obligations characterized by an implicit understanding within the job contract. Failure by the employer to fulfill the terms of the job contract would reduce employee's commitment to work. Several actions of the organization can communicate job dissatisfaction to employees. However, just like employees will reciprocate perceived fair exchange, they also reciprocate unfair exchange which may be termed retaliation. Perceptions of inequity leading to dissatisfaction can pass through many roots to influence fraud intents. Perception of inequity can lead to frustration or stress. Actions leading to perception of job dissatisfaction differ from one organization to another, and mode of reaction also reflects the unique character of the organization. Bank job appears to be risky among a gamut of job types because money is their product. Because bank workers have easier access to money in their workplace, fraud might be one of the most appealing ways of balancing the exchange relationship.

Organizational supports are the extent to which organizations values the contributions of their workers. Workers see the organization as living entity because it has responsibilities for the actions taken by its agents such as policy formulation and policy implementation. Skarlicki & Folger (1997) investigated the relationship between organizational justice and retaliation behavior as adverse reactions to perceived unfairness by disgruntled employees towards their employer and found a relationship between distributive justice and retaliation only when there is low organizational and procedural justice. Hollinger and Clark (1983) reported that when employees felt exploited by the organization, they are more likely to engage in act against the organization such as theft, as a mechanism to correct perception of injustice. Similarly, Greenberg and Scott (1996) reported that employee's theft was a reaction to under-payment inequity. Harris and Benson (1998) examined the hidden problem surrounding home thefts and found job dissatisfaction and negative attitudes towards patients as approving factors towards theft. Lim (1996) examined social support from two different sources. Findings from his study suggested that what support the right orders at the workplace could contribute significantly in buffering individual against job dissatisfaction.

Hypotheses

The following hypotheses were tested in this study.

1. Bank workers with high job dissatisfaction will significantly experience more fraudulent intents than those with low job dissatisfaction.
2. Bank workers with low organizational support will significantly experience more fraudulent intents than bank workers with high organizational support.
3. Job dissatisfaction and low organizational support will significantly have joint influence on fraudulent intent.

Setting

This study was conducted in some selected banks in Lagos State, Nigeria. The banks which were selected on strata are Guaranty Trust Bank (GTB), Keystone Bank, First City Monument Bank (FCMB) and Access Bank.

Participants

170 bank workers participated in the study. They were randomly selected from the four banks, comprising of 90 males and 80 females. Their age ranges between 29 and 45 years.

Design

This study adopted the ex-post facto design. The independent variables in study are job dissatisfaction and low

organizational support while the dependent variable is fraudulent intent.

Instruments

Three structured and standardized questionnaires were used for data collection. They are:

- i. Organizational Support (OS) scale developed by Eisenberger, Huntington Hutchinson and Sowa (1986) measures the level at which the bank workers felt their organization support them. The 22-item scale has a response format of Strongly Disagree to Strongly Agree. The Nigerian norm or mean score of 124.4 is the basis for interpreting the scores of participants. Score higher than the norm indicates adequate aspects of organizational support, while score lower than the norm indicates inadequate organizational support. However, a Cronbach alpha of 0.84 and Cuttman split-half reliability co-efficient of 0.80 were reported for the scale.
- ii. Minnesota Satisfaction Questionnaire (MSQ) is a 20-item scale which measure job satisfaction level of workers. The scale was developed by Weiss, England, and Lofquist (1967). An alpha co-efficient of .89 was reported by Weiss, et. al (1967), and a standardized alpha of .50 by Wanous (1974) to show its reliability.
- iii. Fraudulent Intent Scale (FIS) was developed by the Bushaman (1974). The property for the Nigerian samples was also extrapolated from those provided by Mogaji (1997), for inventory equivalent in content to fraudulent intent scale. This was meant to measure the tendency of committing fraud. The Nigerian norm or mean score is 74.4 (Mogaji, 1997) which is the basis for interpreting the scores of participants. A Cronbach alpha of 0.72 and Cuttman split-half reliability coefficient of 0.07 were reported for the scale.

Procedure

Permissions were obtained from the selected banks and the selected participants before the distribution of the questionnaires. 200 copies of the questionnaires were distributed to 200 selected workers; 50 sets of the questionnaires were distributed in each of the four banks. Out of the distributed questionnaires, only 182 were retrieved from which 7 copies were inadequately and incorrectly filled and 5 copies were mishandled in such a way that the needed information could not be retrieved for data analysis.

Statistical analysis

The hypotheses were tested with the use of independent t-test and 2x2 Analysis of Variance (ANOVA).

2. RESULTS

The results of the data analyses are presented below.

Hypothesis 1: Bank workers with high job dissatisfaction will significantly experience more fraudulent intents than those with low job dissatisfaction.

Table 1: Independent t-test summary table showing the influence of job dissatisfaction on fraudulent intents of bank workers.

Variable	N	X	SD	SE	DF	T	P
High Dissatisfaction	103	61.71	12.00	1.18	168	-1.14	>0.05
Low Dissatisfaction	67	63.94	13.17	1.61			

t(168) = -1.14 p>0.05

From Table 1, result shows that job dissatisfaction has no significant influence on fraudulent intent. The mean fraudulent intent of low dissatisfied workers (63.94), is not significantly different from the mean fraudulent intent scores of high dissatisfied workers (61.71), therefore the hypothesis is rejected.

Hypothesis 2: Bank workers with low organizational support will significantly experience more fraudulent intents than bank workers with high organizational support.

Table 2: Independent t-test summary table showing organizational support on fraudulent intent of bank workers.

Variable	N	X	SD	SE	DF	T	P
High organizational support	76	58.97	11.95	1.38	168	-3.42	>0.01
Low organizational support	94	65.37	12.23	1.25			

t (168) = -3.42 p<0.01

Table 2 shows that low organizational support has significant influence on fraudulent intent of bank workers. Result revealed that participants that reported low organizational support show high mean (65.37) fraudulent intent compare to their counterpart with high organizational support (58.97). Therefore, the second hypothesis is confirmed.

Hypothesis 3: Job dissatisfaction and low organizational support will significantly have joint influence on fraudulent intent.

Table 3: 2x2 ANOVA summary table showing influence of job dissatisfaction and organizational support on fraudulent intent.

Variable	SS	DF	MS	F	P
Job dissatisfaction	1.27	1	1.27	.01	>0.05
Low organizational support	314.7	1	314.7	2.528	>0.05
Job dissatisfaction*Low organizational support	510.3	1	510.7	4.1	<0.05
Error	20168.23	162	124.49		
Total	26365.176	169			

From the result in Table 3, there is joint influence of job dissatisfaction and low organizational support on fraudulent intents of bank workers, and there is also interactive influence of job dissatisfaction and low organizational support on fraudulent intent of bank workers.

3. DISCUSSION

This study examined the influence of job dissatisfaction and low organizational support on the employee's intention to commit fraud. It is believed that once the employees are no longer satisfied with their work, depending on what led to the feeling of dissatisfaction, the employees are likely to engage in negative behaviour to reduce the level of frustration. The result of this study revealed that high job dissatisfaction has no significant influence on fraudulent intent. This may probably be due to individual differences and personality rather than any form of dissatisfaction. This is so because whether dissatisfied with the job or otherwise a person with self-discipline and high moral reasoning will not ordinarily indulge in criminal activities even if the situation at hand leaves room for such fraudulent acts.

This finding contradicts that of Harris and Benson (1998) in their research on problem surrounding home thefts. An individual who is dissatisfied with certain organization processes might want to punish the organization through theft. This might trigger off the search for loophole in the organization, even to create one when search is not fruitful, this individual who is really eager to punish the organization may persuade others whose assistance or involvement cannot be ignored, by appealing to the inherent human greed in them. Thus, their involvement becomes a matter of opportunity. As it appears that dissatisfaction with the job is an important antecedent to fraud in the organization. This however was not confirmed in this study. It is possible that the participants used in this research do not have such opportunities for fraud presented to them or they are naturally or genetically not predisposed to fraudulent acts. Both staff with higher job dissatisfaction and those with lower job dissatisfaction used in this study are equally exposed to the same kind of job policy, hours on the job and face the same job risks. This might be another reason why the stated hypothesis that staff with higher job dissatisfaction will experience more fraudulent act than staff with lower job dissatisfaction was not confirmed.

Furthermore, findings of this study revealed that low organizational support has significant influence on fraudulent intent. Organizational support has most often been found to develop global belief concerning the extent to which the organization values the contribution of their staff and come about their well-being. As such if an organization does not have a favourable orientation towards her employees, such employees might engage in fraudulent activities. When an employee is sure that his/her job is falling out of the line or unsure of his/her continued membership in the organization, the restraining factors from doing something that will be harmful to the organization might be lower and the need to make provision for the period of loss will prevail. This study collaborates that of Hollinger & Clark (1983) who reported that when employee feel exploited by the organization they are more likely to engage in act against the organization such as theft as a mechanism to correct perception of injustice. Banks staffs with low organizational support feel unloved and cheated in most cases. It is expected for any organization to support their staffs. This therefore, would reduce or eliminate fraudulent intent. The probability for a staff with low organizational support to commit fraud is very high.

Job dissatisfaction and low organizational support have symbolic relationship. The two independent variables have significant influence on fraudulent intent. The perception of low organizational support could lead to dissatisfaction.

Organizational support could lead to dissatisfaction in a situation whereby the organization does not value the contribution and does not care about the well-being of the workers which may in turn lead to intention to commit fraud as an outcome variable. Interpretation arising from the social exchange theory concerning the relationship between an employee and his/her efforts and loyalty to the organization would maintain that a worker trades his/her employing organization for such socio-economic benefit such as esteem approval, and caring, included the suggestion that their contract will not terminate arbitrarily. Like all exchange relationship if any part of the exchange expectations whether implicit or explicit is withdrawn, the losing party would feel short, damaged and dissatisfied with the relationship. Bank job appears to be of the most risky among a gamut of job types. This is due mainly to the imperfect transaction process in addition to the fact that money is their product. For these reasons management of banks might introduce some strict behaviour control measure which may accompany shift penalties that will readily include summary of dismissal. The non-challant attitude and ineptitude of management can also communicate job insecurity to employee and probably evoke a feeling of dissatisfaction with a job. Employees might view these feelings and the actions evoked as not in line with their implicit expectation. It might be as a result of the realization that source of income might be lost. Because bank workers have easier access to money in their workplace, fraud might be one of the most appealing ways of balancing the exchange relationship.

4. CONCLUSION

In view of the findings of this study, the following conclusions are made:

That high job dissatisfaction has no significant influence on fraudulent intent among bank workers. Also, bank workers with low organizational support experience more of fraudulent intent than those with high organizational support. Likewise, job dissatisfaction and low organizational support jointly predicts fraudulent intent, and that interactive influence exists among the two independent variables on fraudulent intent.

5. RECOMMENDATION

In view of the findings of this study, it is recommended that bank workers should be motivated, encouraged, and adequately supported by their organizations.

6. REFERENCES

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