



## Disobedience among Nigerian Army Personnel as a Function of Job Satisfaction, Organizational Citizenship Behaviour, Inequity Sensitivity and Mutiny Proneness

Haruna Success  
Shyngle K. Balogun\*

### ABSTRACT

*Disobedience is not an act that is tolerated in military organisations, it is not what should be discussed in military circle, but military organisations like any other organisation is not immune to human frailties that pervades all other organisations, and so could be affected as well with variables associated with disobedience in other organisations. This study, using randomly selected 422 men and officers of randomly selected two divisions of Nigerian Army, investigated the predictive influence of Job satisfaction, organisational citizenship behaviour and inequity sensitivity, with mutiny proneness on disobedience tendency among military men and officers of Nigerian Army. It was observed that Job satisfaction alone do not predict tendency towards disobedience but did so in conjunction with other variables of interest. Mutiny proneness, acted as a mediating variable, increasing the tendency to act in disobedience. OCB and inequity also contributed singularly and in interaction with others to predict tendency to act disobediently among the men and officers of the army. It was therefore concluded that the authorities in charge should take these findings into consideration in administering the military in order to reduce the tendency of disobedience among the military men and officers to avert disorder and breakdown of laws and order in the organisation.*

**Keywords:** *Obedience, Job satisfaction, Organisational citizenship behaviour, inequity sensitivity, mutiny proneness, Military organisations.*

### Author's History

Received: 22nd April, 2023

Revised: 21<sup>st</sup> May, 2023

Accepted: 27<sup>th</sup> May, 2023

### Authors' Affiliation

Department of Psychology,  
University of Ibadan, Ibadan,  
Nigeria.

\*Corresponding Author:

[shyngle61@yahoo.com](mailto:shyngle61@yahoo.com)

+2348033322424

## INTRODUCTION

Military duty appears to run counter to our basic survival instinct. Military service can be extremely dangerous, requiring the individual soldier to face challenges that he would probably never face as a civilian, such as obeying orders that require him to act aggressively, and constantly having to choose between a morally bad option of harming others and a worse option of being harmed by enemy soldiers, paramilitary fighters, or hostile civilians. In the military, the option of disregarding such instructions frequently results in severe punishments.

Disobedience is the purposeful failure to perform what an authority directs or what the rule or law requires. Because the military is a professional organization, adhering to its many regulations and obligations is mandatory. Disobedience exists everywhere there is an established authority; for example, children ignore their parents' commands, employees disobey their bosses, and so on. Disobedience is defined as the refusal to obey; failure to follow rules or directions; insubordination, and so on (Webster's New World College Dictionary, 4th Edition). Disobedience to authority is difficult to define, but it is better understood if you first understand what obedience is. According to Milgram (1974), a person influenced by obedience to authority is one who defines himself in a social setting in such a way that he is accessible to control by a person of higher rank. In this state, the individual no longer sees himself as responsible for his own acts, but rather as a tool for carrying out the wishes of others. This is what we may call a pure concept of obedience to authority; it indicates that a people would obey whatever was commanded to them, regardless of the repercussions or intrinsic value of the desired activities. In at least some cases, an individual will focus their attention on the issue of obeying the directions of someone they regard to be in authority and, more significantly, will judge the success of their activities based on how successfully those orders were followed (Tsang, 2002).

Prior research on disobedience has failed to explain when and how officers become prone to defy orders, instead focused on identifying generic motivations such as inadequate leadership, dubious battlefield aims, and cultural biases (Mantle, 2006; Orbach, 2017). For example, Huntington (1957:74–75) highlights important scenarios in which individual officers may be justified in disregarding orders. Even if we accept Huntington's scenarios as predictors, his theory provides few methods for objectively identifying important junctures or forecasting how soldiers will act. Other research focuses on how the internal structures and modalities of oversight of military organizations promote discipline (Richards, 2018). For example, Feaver (2005) contends that military agents work when they are supervised by civilians and shirk when they are not, emphasizing that preference alignment between military agents and civilian principals reduces the likelihood of shirking. Based on these observations, the present study believed that certain dispositional and contextual factors should be considered in understanding why disobedience may occur among military men.

Job Satisfaction can influence an individual's disposition of obeying or disobeying a superior's command or order; job satisfaction is considered to be one of the most important variables in an employee's life in any organization. Job satisfaction is so vital, according to Tella, Ayeni, and Popoola (2007), that its absence typically leads to apathy and a lack of organizational commitment. Job dissatisfaction is also seen as a factor that pushes people to leave their current job and seek employment elsewhere. When compared to individuals who are dissatisfied with their jobs, those who are more satisfied are less likely to consider leaving. According to Lazo (2008), an organization's service-profit chain "framework" establishes crucial links between employee happiness, growth, and profitability. Professional satisfaction has been defined by Cetin (2011) as the degree to which employees enjoy what they do, while Glisson and Durick (1988) defined it as a pleasant emotional state that an individual achieves after evaluating his or her own job experiences.

Organizational Citizenship Behaviour was another variable examined in this study (OCB). This construct was studied to see if it could predict disobedience. Many researchers have recently become interested in the concept of organizational citizenship behavior. Organ (1988) defines the term as "behavior that indicates individual's behaviors that are not directly or openly recognized by the official incentive system, but nevertheless contribute to the successful and efficient operation of organizations." It consists of individuals' voluntary efforts and extra-role behaviors that go above and beyond the norms set by them in their working environment. To begin, OCBs are thought of as discretionary behaviors that are not part of the work

description and are undertaken by the employee as a consequence of personal choice, such as assisting an injured soldier to survive during a distress, conflict, or enemy attack. Second, OCBs go above and above what is required by the job description, such as assisting a coworker with administrative tasks while he is on another project. Finally, OCBs add to the overall performance of an organization.

Organizational citizenship behavior is discretionary behavior that goes beyond work requirements and is not recognized by the formal reward system. Behavioral patterns that fulfill the criteria of organizational citizenship behavior include voluntary aid to coworkers, courtesy and civility, and devotion to the organization (Smith et al. 1983). Citizenship in Organizations Other members of the group are often inspired to commit to the organization as a result of their behavior, which benefits the organization. Due to a military organization's pyramidal rank structure, there are fewer open posts at higher levels, resulting in intense competition that negatively effects organizational citizenship behavior, lowering individual and total commitment to the organization. Long-serving military personnel who have reached a career plateau feel anxious, according to Lee (2012), because their perceived employability based on their military experience is low.

Inequity Sensitivity is another variable of interest in this study; the Researcher investigated to see if it will predict disobedience in this study. Research on individual differences suggests that a number of demographic and psychological variables affect how individuals compare themselves to others, as well as how they react to inequitable treatment. Equity research has examined the impact of perceived equity/inequity on a number of organizational outcome variables, including quantity and/or quality of work (Goodman & Friedman, 1968; Valenzi & Andrews, 1971).

Within the workplace, the concept of equality is important in understanding how individuals perceive and react to injustice. Within this setting, equity theory (Adams, 1963, 1965) proposes that individuals aim to have a similar ratio of inputs to outcomes as others. In other words, people want what they get (e.g., salary, rewards) to correctly reflect what they put in (e.g., work, performance), and are both intolerant of under-reward (the end is less than the input) and over-reward (the outcome is larger than the input) (the outcome is greater than the input). Adams (1965) refers to this intended equilibrium as the "standard of equity." Fagbohunge (1999) also discovered that inequity elements including compensation, employment prospects, and job position had a substantial impact on work behaviors like job participation, organizational commitment, and organizational alienation. In his opinion, when an employee's payment and compensation are not consistent with the input, the individual may have less job participation, therefore withdrawing from job duty to preserve a balance with the cash received.

This study also examined the mediating role of mutiny proneness as it predicts the criterion variable (Disobedience). Mutiny occurs when soldiers revolt against their leadership for goals other than political power. These are not coups, which by definition involve the overthrow of a head of state. Mutinies are generally initiated by rank-and-file soldiers and exemplify deep tensions within the military hierarchy. It is open rebellion against constituted authority, especially by sea men or soldiers against their officers (freedictionary.com). Generally, mutinies are viewed by military and non-specialists as sparked primarily by "basic and immediate" material issues such as pay, living conditions, and food. They are regularly interpreted as straightforward, instantaneous reactions, often caused by the stress of war conditions (Geoffrey, 2001).

The negative effects of disobedience in the military extend far beyond battlefield effectiveness. Disobedience in military at war implicates higher level processes such as grand strategy, foreign policy decision-making, adoption of new technologies, civilian targeting, and the application of torture, state building and civil military relations (Hundman, 2017). Due to the fact that disobedience affects the military in various forms, there is no doubt that the army should reduce disobedience and increase obedience among her personnel. Any disorganization in the ranks might constitute a personal danger to group members; obedience to a centralized command offers one of the few vehicles for physical survival. It is the purpose of such strict military discipline to submerge any trace of ego to organizational needs (Milgram, 1974). Disobedience does not happen in a vacuum, rather certain personal, organisational and situational variables/factors influence/determine whether there would or not be disobedience. Such include but not

limited to, Job Satisfaction, OCB, Inequity Sensitivity, and Mutiny Proneness to Disobedience itself and so on.

Several research conducted on the military have documented that military personnel often are perceived to have low Job Satisfaction (Alpass, Long, Chamberlain & Macdonald, 1997; Sanchez, Bray, Vincus & Bann, 2004) and experienced high occupational stress (Pflanz & Sonneks, 2002) compare to their civilian counterparts yet, no study has been able to look at the influence it has on disobedience among military personnel. What does Job satisfaction do to employees? Is it a morale booster? Is it motivational in making employees to be more committed at all cost? Etc. Given the structure of the military, it then becomes necessary to look at this variable as a probable cause of disobedience

OCB deals with the actions and behaviours that are not required by workers. They are not critical to the job, but benefit the team and encourage even greater organizational functioning and efficiency. Although OCBs have been researched in a variety of functions and fields such as health care, human resources, and marketing (Lievens & Anseel, 2004), there has been little research on OCBs and the transition of military personnel to civilian positions of employment. OCB has been studied in relation to some other variables to determine its relative influence on disobedience. OCB inspires other members of the organization to be committed to the organization, could OCB influence obedience in the military? Few studies have examined OCB and disobedience. However, this study examined the relative relationship of OCB with disobedience among military personnel.

The researcher investigated to find out if perceived Inequity Sensitivity can lead to disobedience among army personnel. Adams (1963, 1965) posits that individuals aspire to have their ratio of inputs and outcomes to be similar to that of relevant comparison others. In other words, people want what they get (e.g., pay, rewards) to accurately reflect what they put in (e.g., effort, performance), and are both intolerant of under-reward (the outcome is smaller than the input) or over-reward (the outcome is greater than the input).

There were unsubstantiated complaints among the rank and file of the Nigerian Army personnel that superior officers do not give them their entitlements especially when they engage in war or peace keeping missions. It could be seen or perceived as a case of “Monkey dey work baboon dey chop” in Nigerian parlance. This is what perceived injustice is referred to, and it has such a high tendency to ignite disobedience among the rank and file of the army personnel. Could this then be responsible for the reported cases of disobedience and mutiny in Nigerian Army? This need to be investigated; hence, it’s being included as a factor to be studied as predictor of disobedience. It is equally possible that disobedience cannot happen only in the presence of these variables, but rather with the possibility of personal dispositions mediating how and when disobedience would occur. One of such personal dispositions is the proneness to disobedience in itself, hence the need to investigate this as a mediator in the present study.

There is a growing consensus among mutiny scholars that we must look beyond “the mundane material grievances that have become cliché” in order to discover the less tangible motivation (Hathaway 2001). Mutinying soldiers usually draw on values concerning what they believe is unfair treatment and/or irresponsible behaviour by superiors within the military context. If proneness to mutiny is high, will it lead to the disobedience of order among army personnel?

Despite the many studies carried out on disobedience in the military in other countries, however, no study has looked into the influence of the predicting variables of Job Satisfaction, Organizational Citizenship Behaviour, and Inequity Sensitivity and the mediating variable of Mutiny Proneness on Disobedience in general and in Nigeria particularly.

### **Disobedience in the Military**

Prior studies of disobedience do not adequately explain when and how officers become likely to disobey orders, focusing instead on identifying general motivations, such as poor leadership, questionable battlefield objectives, and cultural tendencies (Mantle, 2006; Orbach, 2017; Osiel, 1999). Huntington (1957: 74–75), for instance, identifies key situations in which individual officers might be justified in disobeying orders. Even if we take Huntington’s scenarios as predictors, though, his work offers few ways to empirically identify critical junctures or to forecast how soldiers will decide to act.

Other scholarship focuses on how military organizations' internal structures and modes of oversight influence discipline (Richards, 2018). For instance, Feaver (2005: 56) argues that military agents work when monitored by civilians and shirk when unsupervised, emphasizing that preference alignment between military agents and civilian principals make shirking less likely.<sup>1</sup> By empirically focusing on well-trained, loyal career officers' disobedience, our relational approach theorizes hard cases where principals' and agents' preferences are largely aligned and disagreement is an aberration. Moreover, by focusing on officers' responses to specific orders in particular contexts, we showcase how the dynamic nature of conflict produces evolving and often unpredictable agent preferences. This perspective is only possible given our ability to leverage extensive primary-source documents to build fine-grained reconstructions of each case.

## **METHODOLOGY**

### **Design**

This study was a cross-sectional survey that adopted an ex-post facto research design. The rationale for choosing this research method is premised on the fact that the study focuses on a specific population with different socio-demographic characteristics within a specific period of time and did not engage in manipulation of any of the variables.

### **Setting**

The study was carried out in the Nigerian Army; only two divisions were considered because the Nigerian Army Ethical Committee agreed to grant access to only two divisions of their operation because of confidentiality in military operational architecture and military service internal and external control. After the information from the military on the limit of accessible divisions, the two divisions were then selected randomly by simple balloting, and they were Lagos State (81<sup>st</sup> Division) and Sokoto (8<sup>th</sup> Division). The headquarter 81 Division Nigerian Army located in Lagos, was formed during the colonial era. The Division which replaced the Lagos Garrison Command (LGC) came into being in 2000. It is charged with the responsibility of securing its Area of Responsibility (AOR) covering Lagos and Ogun States of Nigeria, which are the economic nerve centres of the country and also ensuring that the borders located in its AOR are secured. The Division is a mechanised infantry with affiliated combat support and combat service support units. The 8<sup>th</sup> Division of the Nigerian Army has its headquarters in Sokoto, Sokoto State. It formally started operation in the year 2017. It was established to secure Sokoto, Kebbi and Katsina States in the North Western Zone of the country and to secure its borders to avoid spread of the Boko Haram insurgency to those parts of the country. The establishment of this division secures its AOR. (Source: [www.army.mil.ng](http://www.army.mil.ng). (The Nigerian Army official website, 2018)

### **Population**

The population of the study was the Nigerian Army Personnel both in the 8<sup>th</sup> Division Sokoto and 81<sup>st</sup> Division Lagos. The study participant was based on the fulfilment of the following inclusion criteria.

### **Inclusion Criteria:**

- Participant must be a Nigerian Army Personnel.
- Participant must be working in 8<sup>th</sup> Division (Sokoto) or 81<sup>st</sup> Division (Lagos) of the Nigerian Army.
- Participant must be willing to participate in the study

### **Participants**

Using Yemane (1967) sampling technique, a total of four hundred and forty (440) (out of the number given as 181,000), questionnaires were distributed for the study in the 8<sup>th</sup> Division, Headquarter Sokoto and 81<sup>st</sup> Division Headquarter Lagos of the Nigerian Army respectively. Convenient sampling techniques was then used because of the nature of their work that cannot allow them to leave their duty posts. Out of the total number of questionnaires distributed, four hundred and twenty two (422) were retrieved. The study participants comprised of 362 (85.8%) Male Army Personnel, and 60 (14.2%) Female Army Personnel; their age ranged between 22-67 years with a Mean Age of 38.02 years (SD=8.65). 347 (82.2%) of the Participants are Married, 56 (13.3%) are Singles, 5 (1.2%) are Divorced, 2 (0.5%) are Separated, 11 (2.6%) are Widowed

and 1 (0.2%) did not indicate their marital status. 5.5% are Warrant Officer, 12.3% are Lance Corporal, 17.3% are Capital, 3.1% are Master Warrant Officer, 10.9% are Staff Sergeant, 5.5% are Second Lieutenant, 1.2% are Colonel, 7.1% are Private, 15.6% are Lieutenant Colonel, 11.1% are Corporal, 5.2% are Major while 5.2% did not indicate their rank. 0.9% are Primary school living certificate, 1.7% are Junior Secondary School Certificate, 23.9% are Senior Secondary School Certificate, 9.5% are Technical College, 40.8% are graduates, 19.4% are Post graduates, 2.1% are National Certificate Examination (NCE), 0.2% are advanced diploma, while 1.4% did not indicate their Educational Qualification. The mean age is 38.02. The maximum age is 67. The mean years of service is 15 years while the maximum number of years in service is 34 years.

## **Instrument**

A structured self-administered questionnaire was used to collect relevant data in this study. The questionnaires consist of standardized scales with adequate psychometric properties. The questionnaire tapped demographic variables and other variables such as Disobedience, Job Satisfaction, Organizational Citizenship Behaviour, Inequity Sensitivity and Mutiny Proneness. They are as follows:

### **Demographics**

This section comprises of eight demographic items about the participants as follows; sex, religion, age, marital status, education, ethnicity, rank, and present job assignment.

### ***Obedient-Disobedient Tendency Scale***

Disobedience was measured with the Obedient-Disobedient Tendency Scale (ODTS). It was developed by Mehta and Hasnain (1984) and it was used to find out obedient and disobedient tendency in school students. The ODTS comprised 36 items with two alternative response categories i.e. Yes or No. For any response 'yes' the subject was given the score of one and zero for 'No' response on positive statements. The scoring on negative statements was in reverse order. The maximum possible score on the test is 36 and the minimum is zero. The split-half reliability (N=100) of the test was found to be 0.57. The test-retest temporal stability of the test was found to be 0.68. Higher scores indicate likelihood to disobey, while lower scores indicate unlikelihood to disobey. It was found reliable in this population with a Cronbach Alpha of 0.85.

### ***Job Satisfaction Survey***

Job satisfaction was measured with Job Satisfaction Survey (JSS). It was developed by Paul E. Spector in 1985. The Job Satisfaction Survey is a questionnaire used to evaluate nine dimensions of job satisfaction. This instrument is well established among the other job satisfaction scales. In order to take the test, the participants are asked to respond to 36 items for each of the nine sub-scales. For each item, there are choices between "Strongly disagree" to "strongly agree" - six choices in all, with which the participants must respond. This is a well-established instrument that has been investigated for reliability and validity. The nine sub-scales related moderately well between each other, internal consistency; a score of 0.60 for co-worker to 0.91 for the total scale. Overall, an average on 0.70 for internal consistency was obtained out of a sample of 3,067 participants. High score indicates high job satisfaction while low score indicates low job satisfaction. It was found reliable in this study with a Cronbach Alpha of 0.94.

### ***Organizational Citizenship Behaviour Checklist***

Organizational Citizenship Behaviour was measured in this study with the Organizational Citizenship Behaviour Checklist (OCB-C). The original Organizational Citizenship Behaviour Checklist (OCB-C) was a 42-item instrument designed to assess the frequency of organizational citizenship behaviour exhibited by employees. It has since been refined and shortened first to 36 items and then to the final 20 item scale (Fox, Spector, Goh, Bruursema & Kessler, 2012). The OCB-C was specifically designed to minimize overlap with scale of counterproductive work behaviour, a limitation noted in prior scales (Spector, Bauer, & Fox, 2010). Included were items that reflected acts directed toward the organization as well as people in the organization, such as co-workers. Some items asked about altruistic acts that helped co-workers with personal as opposed to workplace issues. Separate

subscale scores can be computed that reflect acts directed towards the organization that benefit the organization (OCBO) and acts directed toward co-workers that help with work-related issues (OCBP). It was standardized for the research and used to measure the citizenship behaviour of the participants. High score indicates high Organisational citizenship behaviour while low score of the participant on the scale indicates low Organisational Citizenship Behaviour. It was found reliable in this study with a Cronbach Alpha of 0.93.

### ***Equity Sensitivity Index***

Inequity sensitivity was measured in this study with the Equity Sensitivity Index (ESI). The ESI was originally developed by Huseman and his colleagues in 1985, and it remains to date the most widely adopted measure. The ESI contains five items, and it asks participants to allocate 10 points between two options that respectively represent the respondent's outcome and respondent's input in each item. In the original article, the ESI demonstrated Cronbach's alpha of 0.81. Across studies, reliability of the measure has ranged from .77 to .88 (Patrick & Jackson, 1991, as cited in Shore & Strauss, 2008). To validate the measure, King and Miles (1994) examined the discriminant and convergent validity of the ESI in five samples ( $N = 2,399$ ) by correlating ESI scores with theoretically related constructs such as exchange ideology and social desirability. Their results showed that ESI scores were positively correlated with the perceptions of pay justice, altruism, social desirability, job satisfaction organizational commitment, but negatively correlated with exchange ideology, locus of control, Machiavellianism and non-Protestant work ethic. It was standardized for the research and used to measure the sensitivity of the participants to inequity. High score of the participants on the scale implies low Inequity Sensitivity while low score implies high Inequity Sensitivity. It was found reliable in this study with a Cronbach Alpha of 0.942.

### ***Authoritarianism-Rebellion Scale***

Mutiny Proneness was measured in this study with the Authoritarianism-Rebellion Scale (ARS). It is a non-projective personality measure developed by Paul M. Kohn and published in 1972, to improve the measurement of political attitudes and to build on the progress made with California F. Scale. The Authoritarianism Rebellion Scale was designed not only to assess the right wing, authoritarian aspects of people's attitude but also the antiauthoritarian, rebellious aspect, more associated with left wing leanings. It proved adequately reliable and related predictably to the following: Conservatism, Ethnocentrism, Intolerance of Ambiguity, Dogmatism, and Membership in each of four political groups, and demographic information on political preference and religious attendance. The scale was standardized for this research and was used to measure the participants' proneness to mutiny. High score implies high Mutiny Proneness while low score implies low Mutiny proneness. It was found reliable in this study with a Cronbach Alpha of 0.641.

### **Pilot Study/ Scale Validation**

A pilot study was carried out to assess the workability of the procedure and to standardize all the instruments as well as to establish their psychometric properties. The pilot study was carried out in Lagos among the Army Personnel in the Ikeja Cantonment of the Nigerian Army, where fifty (50) Army Personnel were selected with the use of convenience sampling technique. The choice of the Ikeja cantonment was based on easy accessibility and availability as approved by the Nigerian Army.

The test of reliability was done using the Statistical Package for Social Sciences (SPSS) software. Reliability tests carried out included item total correlational analysis, Cronbach Alpha reliability and Split-half reliability, all to ascertain internal consistency of the scales.

In the item total correlational analysis, items that loaded with a reliability coefficient of 0.3 and above were retained in the scale, while items that loaded with less than 0.3 reliability coefficients were removed.

### **Procedure**

Letter of introduction was obtained from the Department of Psychology University of Ibadan to the Nigerian Army. The letter was submitted to the Defence Headquarters Abuja and processed along with the research proposal and a letter of request to carry out a research on the Nigeria Army Personnel. The approval was

granted after due consideration to the confidentiality of the military system. In carrying out the research after the approval has been granted by the appropriate authorities, questionnaires were distributed to individual Nigerian Army Personnel that shows interest in the research. The Army Personnel were briefed and all the collection of data was done with the assistance of two research assistants who were recruited for the purpose of this research. Also, many Army officers volunteered and some were saddled with the responsibility by their superior officers to collect the questionnaires after it must have been filled. Four hundred and forty copies of questionnaires were distributed for the research of which only four hundred and twenty two were retrieved. This shows a response rate of 95.9%. The retrieved copies of questionnaire were subjected to statistical analysis.

## RESULTS

**Table 1: Stepwise regression analysis showing the joint and independent prediction of Job satisfaction, Organizational Citizenship Behaviour and Inequity Sensitivity on Disobedience among the Military**

Predictors	Model I		Model II		Model III	
	B	T	B	T	B	T
Job Satisfaction	-.090	-1.850	-.133	-2.669**	-.139	-2.824**
Organizational Citizenship			.164	3.279**	.097	1.857
Inequity Sensitivity					.190	3.750**
<i>R</i>	.090 <sup>a</sup>		.182 <sup>b</sup>		.254 <sup>c</sup>	
<i>R</i> <sup>2</sup>	.008		.033		.065	
$\Delta R^2$	.008		.025		.032	
<i>Df</i>	1,418		2,417		3,416	
<i>F</i>	3.424		7.129**		9.588**	
$\Delta F$	3.424		10.753**		14.061**	

**\*\*Statistical Value significant at the 0.01 level (2-tailed).**

**\*Statistical Value significant at the 0.05 level (2-tailed).**

Results from Model 1 of table 1 revealed that job satisfaction did not significantly predict disobedience among military personnel ( $R^2 = 0.008$ ,  $F(1, 418) = 3.424$ ,  $p > .05$ ). This infers that job satisfaction could only account for an insignificant 0.8% of the variance observed in the disobedience of military personnel.

In model 2, the organizational citizenship behaviour was introduced into the regression model with results showing an increase in the joint influence on disobedience. Thus, job satisfaction and organizational citizenship behaviour significantly jointly predicted disobedience among military personnel ( $R^2 = .033$ ,  $F(2, 417) = 7.129$ ,  $p < .01$ ). However, the introduction of organizational citizenship behaviour increased the percentage variance to 3.3%, indicating that organizational citizenship behaviour contributed a significant 2.5% of the variance observed in the disobedience of military personnel ( $F\Delta(1, 417) = 10.753$ ,  $p\Delta < .01$ ;  $R^2\Delta = .025$ ).

In model 3, inequity sensitivity was introduced into the regression model with results showing an increase in the joint influence on disobedience. Thus, job satisfaction, organizational citizenship behaviour and inequity sensitivity significantly jointly predicted disobedience among military personnel ( $R^2 = .065$ ,  $F(3, 416) = 9.588$ ,  $p < .01$ ). Hence, the introduction of inequity sensitivity increased the percentage variance to 6.5%, indicating that inequity sensitivity contributed a significant 3.2% to the variance in the disobedience of military personnel ( $F\Delta(1, 416) = 14.069$ ,  $p\Delta < .01$ ;  $R^2\Delta = .032$ ).

The result further revealed that only the independent contributions of job satisfaction ( $\beta = .139$ ,  $t = 2.824$ ,  $p < .01$ ) and inequity sensitivity ( $\beta = .190$ ,  $t = 3.750$ ,  $p < .01$ ) were significant in the model.

It was perceived that personality factor of proneness to mutiny could mediate the interaction between and among the variable on disobedience. The was analysed for and the result is presented in table 2 below and structural equation modelling as presented in table 4.5, 4.6, according to Baron and Kenny (1986) four step multiple regression mediation analysis.

**Table 2: Summary of Stepwise Multiple Regressions showing the mediating effects of Mutiny proneness in the relationship of Job satisfaction, Organizational Citizenship Behaviour, Inequity Sensitivity with Disobedience among the Military.**

	Variables	B	T	P	R <sup>2</sup>	R <sup>2</sup> Δ	F	FΔ	P	PΔ
<b>Path A</b> <Nigerian Army Personnel Disobedienc e	Job Satisfaction	0.059	1.19	>.05	.025	.025	4.646	4.646		<.01
	Organizational Citizenship	0.018	0.34	>.05						
	Inequity Sensitivity	-0.17	-3.28	<.01						
<b>Path B</b> <Nigerian Army Personnel Disobedienc e	Mutiny Proneness	0.098	2.008	<.05	.010	.010	4.031			
<b>Path C<sub>1</sub></b> <Nigerian Army Personnel Disobedienc e	Job Satisfaction	.139	2.824	<.01	.058	.058	9.588	9.588		<.01
	Organizational Citizenship	.097	1.857	>.05						
	Inequity Sensitivity	.190	3.750	<.05						
<b>Path C<sub>2</sub></b> <Nigerian Army Personnel Disobedienc e	Job Satisfaction	.146	2.983	<.01	.070	.070	8.853	6.280		<.01
	Organizational Citizenship	.099	1.910	>.05						
	Inequity Sensitivity	.170	3.327	<.01						
	Mutiny Proneness	.120	2.506	<.05						

As shown in table 2, job satisfaction, organizational citizenship behaviour and inequity sensitivity significantly jointly predicted mutiny proneness among military personnel. The independent contribution of inequity sensitivity on mutiny proneness ( $\beta = -.017$ ,  $t = -3.28$ ,  $p < .05$ ) was significant in Path A. Also, the independent contribution of mutiny proneness on disobedience ( $\beta = .098$ ,  $t = 2.008$ ,  $p < .05$ ) was significant in Path B. Further, in Path C<sub>1</sub>, the independent contribution of job satisfaction ( $\beta = .139$ ,  $t = 2.824$ ,  $p < .01$ ) and

inequity sensitivity ( $\beta = .190, t = 3.750, p < .05$ ) on disobedience were significant. However, in Path C<sub>2</sub>, the independent contribution of job satisfaction ( $\beta = .146, t = 2.983, p < .01$ ), inequity sensitivity ( $\beta = .170, t = 3.327, p < .01$ ) and mutiny proneness ( $\beta = -.120, t = -2.506, p < .05$ ) on disobedience were significant.

As shown in table 2, job satisfaction, organizational citizenship behaviour and inequity sensitivity significantly jointly predicted mutiny proneness among military personnel. The independent contribution of inequity sensitivity on mutiny proneness ( $\beta = -.017, t = -3.28, p < .05$ ) was significant in Path A. Also, the independent contribution of mutiny proneness on disobedience ( $\beta = .098, t = 2.008, p < .05$ ) was significant in Path B. Further, in Path C<sub>1</sub>, the independent contribution of job satisfaction ( $\beta = .139, t = 2.824, p < .01$ ) and inequity sensitivity ( $\beta = .190, t = 3.750, p < .05$ ) on disobedience were significant. However, in Path C<sub>2</sub>, the independent contribution of job satisfaction ( $\beta = .146, t = 2.983, p < .01$ ), inequity sensitivity ( $\beta = .170, t = 3.327, p < .01$ ) and mutiny proneness ( $\beta = -.120, t = -2.506, p < .05$ ) on disobedience were significant.

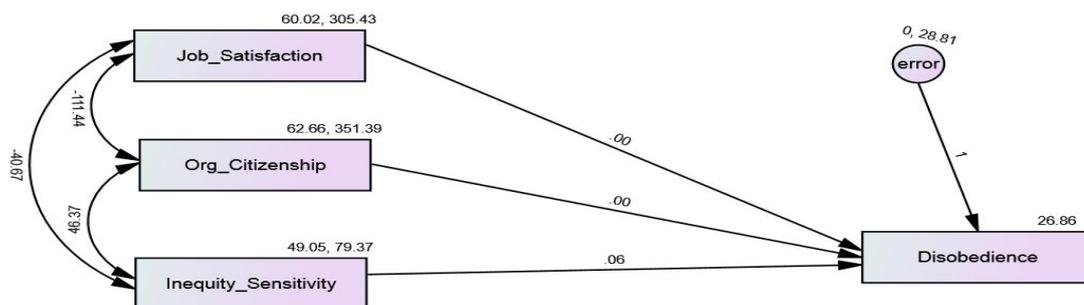
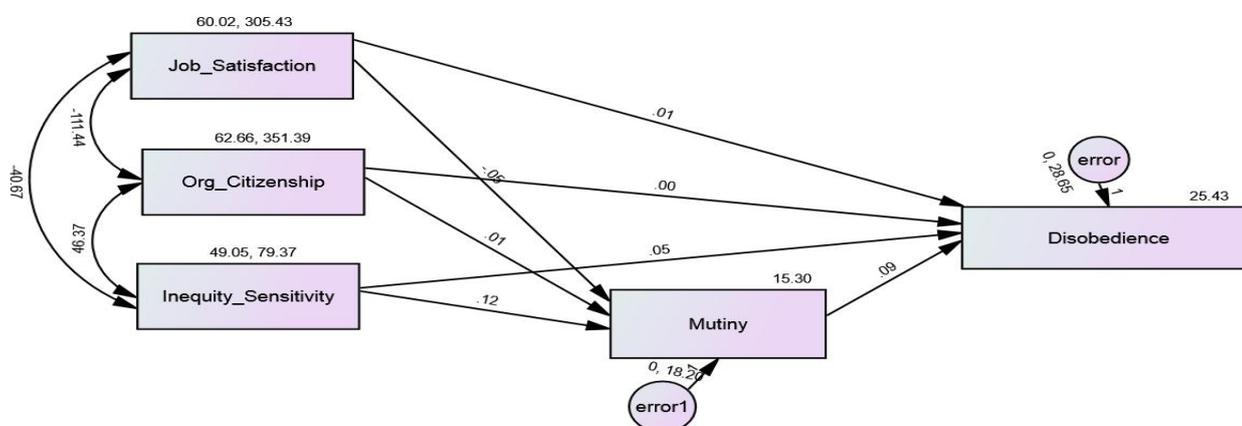


Figure 1: A constructed model in the absence of mediator latent construct. This model is constructed so that the direct effect of exogenous latent constructs (predictors – job satisfaction, organizational citizenship behaviour and inequity sensitivity) toward endogenous latent construct (criterion - disobedience) could be observed.



*Figure 2: A constructed model in the existence of a mediator latent construct. This model is constructed so that the direct and indirect effects of exogenous latent constructs (predictors – job satisfaction, organizational citizenship behaviour and inequity sensitivity) toward endogenous latent construct (criterion - disobedience) could be observed.*

## DISCUSSION

The military is a profession in which obedience is seen as a "cardinal virtue" (Walter, 1965) and is appropriately regarded as the armed services' backbone (Douglas, 2000). Because of the importance of this virtue, a good soldier is distinguished by his obedience and discipline. All military units operate on the principles of order and obedience. Obedience forms the foundation of a soldier's performance and behavior. The military is a hierarchical organization; compliance to superior officers' commands is necessary for the organization to function successfully. Obedience is what allows the military to work in an ordered and effective manner, which is obviously critical under difficult wartime situations. While an individual may challenge the concept of obedience in everyday life, this luxury is not always accessible in the military, where lofty goals and aims necessitate flawless internal functioning and hierarchical coordination. However, we can not remove the human beings in military personnel and so they are equally prone to be affected and influenced by the same situations as obtained in non-military organisations. This was why the variables considered in the present study were necessary.

Result showed that job satisfaction did not significantly predict disobedience among military personnel, accounting for an insignificant 0.8% of the variance observed in the disobedience of military personnel. This is at variance with the research of Hartfield & Sprenger (1984), they posited that as dissatisfaction increases, so disobedience increases, however, this study among military personnel indicates that satisfaction or dissatisfaction is not a strong predictor of disobedience. A possible explanation for this result is that the military is designed in such a way that most military men from the beginning of their service have accepted the tangibles of the job; hence, they may not perceive satisfaction or dissatisfaction on the job. This result also parallels the study of Samani et al. (2014) that posits that dissatisfied employees are more likely to have a greater negative behavioural reaction. In essence, employees who are highly dissatisfied at work are more likely to engage in counterproductive work behaviours to express their discontents but this does not seem to hold for the military. It's not that it's not there, but it's not a strong predictor of disobedience on its own.

Could the perspectives of Herzberg (1966) on the vivid contrast between satisfaction and dissatisfaction explain this interesting finding? Herzberg (1966) opines that job satisfaction and job dissatisfaction are not two ends of a continuum but are perceived differently by an employee. This is to say, a dissatisfied employee is not necessarily a satisfied employee and vice versa. From this view point, it could be explained that, that military personnel are satisfied with some aspects of their jobs does not mean they are not dissatisfied with some other aspects of their job. Few, as it may be, it could be a major reason for an increased tendency to disobey an order or instruction.

Organizational citizenship behaviour significantly predicted disobedience, accounting for a significant 2.5% of the variance observed in the disobedience of military personnel. The direction of relationship of organizational citizenship behaviour (OCB) with disobedience was observed to be positive across this study, which means that OCB predicts an increasing tendency for military personnel to disobey. This finding is also unique in comparison with what most researchers found among employees of other organizations that are non-military.

Most studies identified a positive relationship between obedience and OCB and a positive relationship between deviant citizenship behaviour (DCB) and disobedience (e.g. Chowdhury, 2014; Chernyak-Hai, & Tziner, 2012). In fact, some researches state that obedience is a form of OCB, and defined as respect for the order, governance, and processes contained within the organization (Van Dyne et al., 1994). Moideenkutty et al (2006) in a research built on the theory of social exchange, noted that employees are driven to display OCB in anticipation of organizational gains such as rewards, promotions, positive performance reviews, etc. Whereas in the military, certain behaviors such as organizational loyalty, organizational participation, protecting the organization, civic virtue and generalized compliance are sine qua non for continuous

membership, of which, derailment from such could lead to punishment or dismissal in certain cases. These behaviors are core OCBs but are compulsory in the military as against other work organizations. Hence, military personnel are found engaging in OCBs even without the perception of citizenship within the organization.

Could it also be that, according to Moideenkutty's et al (2006) social exchange opinion, the military organization sampled has failed in fulfilling her social contract with her officers and men, such that rewards, promotions, positive performance reviews, etc have not been consequential upon citizenship behaviors? Have citizenship behaviors been taken as norm that need not be rewarded or rewards for such behaviors did not reach the officers and men? These questions are rhetorical as the present data is not sufficient to answer these questions. Nonetheless, it is clear in this study that the relationship between OCB and disobedience among military personnel is somehow not aligned with our expectations as presented by previous studies done in other work organizations.

Inequity sensitivity positively predicted disobedience in this study, accounting for a significant 3.2% of the variance in the disobedience of military personnel. The inference made would be that the more sensitive military personnel are to inequity, the higher the likelihood that they will disobey their superiors or the organization at large. This study is at euphony with Fagbounbe (1999), which concludes that inequity factors play a significant role in positive and negative work behaviours. It therefore seems like a general human nature to respond to a perceived inequity stimulus in the workplace. This response could come in adaptive manners such as lodging a complaint. However, the prevalent manner to which individuals respond to a perceived unfairness or inequity can be counterproductive, such as disobedience among the military personnel.

In another study, it was reported that disobedience may arise when employees perceive that they have been mistreated and as such want to retaliate against the organization (Onuoha & Ezeribe, 2011), or when they are deprived of some rights or benefits, and they perceive that the organisation fails to meet certain expectations of the society (Jawad, Tabassum, Raja & Abraiz, 2013). These all reinforce the result of this study that inequity sensitivity is an important factor in counterproductive behaviours such as disobedience. Perceptions of fairness at work can be formed in a variety of ways. Prominent theories of the etiology of inequity perceptions focuses largely on comparisons of one's own rewards to the rewards received by others (Adams, 1965) and to the rewards one might have potentially received (Folger, 1993), alignment between rewards and social expectations (Blau, 1964), adherence to multiple allocation norms including equity, equality, and need (1975; Leventhal, 1976), adherence to procedural rules and rules of interpersonal treatment (Bies & Moag, 1986), consistency with group values (Tyler, 1989), and affect-inducing workplace events (Rupp & Spencer, 2006), to name a few. Inequity sensitivity, being a personality trait varies from person to person, and is brought in to each situation by the individuals involved.

When job satisfaction and organizational citizenship behaviour were considered together, both accounted for 3.3% of the variance in disobedience among military personnel. In fact, the combination of the three variables, job satisfaction, organizational citizenship behaviour, and inequity sensitivity accounted for 6.5% of the observed variance in disobedience among military personnel. Hence, these three variables work together in some ways in determining the likelihood that military officers and men might engage in disobedience. With reference to these joint predictions, it is interesting to note that although the independent influence of job satisfaction on military disobedience was not significant, the presence of organizational citizenship behaviour and inequity sensitivity boosted the predictive strength of job satisfaction, such that both variables acted as suppressor variables. In order words, when military officers and men become sensitive to inequity and engage in citizenship behaviours, their perceptions of job dissatisfaction are brought to fore. It also means that, even though officers and men of the military might not be satisfied with their jobs, their dissatisfaction does not, on its own, motivate them to become disobedient to authority; but their feelings of dissatisfaction can motivate them towards disobedience when their sensitivity to inequity heightens and they have to increase their citizenship behaviours. Nonetheless, that increase in OCBs boost perceptions of job dissatisfaction is an interesting finding unique to the military.

The relationship between job satisfaction and mutiny proneness was however negative, meaning that when job satisfaction decreases, mutiny proneness increases, and vice versa. Hence, this result confirms that there is a 6.7% chance that a job dissatisfied military officer will be prone to mutiny. This percentage might seem negligible until interpreted in actual numbers. That is, in every hundred job dissatisfied military personnel, about seven of them are prone to engaging in mutiny; about seventy in every thousand, etc. If these statistics were to be applied across the military barracks, it would be clear that this 6.7% could pose a serious threat to the stability of the military organization. Besides, history has shown that mutiny is often initiated by a very small group of people which spread the cankerworm of their mutiny opinions to others around, until a population large enough for such mutiny movement is infected (Rose, 1982). Hence, this 6.7% of the military might be just the few that it takes to ensure other officers and men in their commands contract their mutiny opinions. This could turn out to be very deleterious.

Organizational citizenship behaviour was also found to have contributed a significant 0.9% of the variance observed in the mutiny proneness of military personnel. Research has revealed that OCB may have different effects on people. On the positive side, OCB is been said to be positively related to sustainable performance (Jiang, Zhao & Ni, 2017), and a great deal of research has posited and verified OCB as a sustainable contributor to organizational practices and outcomes, as well as benefiting the individuals who perform it (Podsako, Whiting, Podsako & Mishra, 2011). On the dark side however, some studies have suggested that OCB might have some unfortunate negative effects also (Koopman, Lanaj & Scott, 2016). This can be said to support the findings of this study as OCB is found to have a significantly positive relationship with mutiny proneness.

To some extent, a commitment to striving to maintain job tasks' everyday effectiveness, while continuing to assist and support others, can create excessive work stress that not only affects job satisfaction but also the quality of family relationships among other things (Organ, 2018). OCB consume individual resources and military personnel high on OCB are more likely to engage in extra-role duties and contribute more to the military organization. Some studies have found that employees who are thriving at work engage in more organizational citizenship behavior (OCB) (Zhang, Bal, Akhtar, Long, Zhang & Ma, 2019). Hence, enacting OCB may consume individual resources, make the actor feel drained (Troughakos et al. 2015), and create excessive work stress (Organ, 2018). Mutiny proneness might be a response of a drained and stressed out soldier to an organization that seem to assume his/her loyalty, commitment and efforts are a norm that need no reciprocity (Moideenkutty, et al 2006). The impact of OCB on military personnel thriving at work can affect not only military personnel career development but also organization sustainability.

This study also observed that inequity sensitivity contributed a significant 5.1% to the variance in the mutiny proneness of military personnel. Inequity perception exists for an individual when the individual's perceived ratio of outcomes to inputs is equivalent to a comparison other (Adams, 1965). If an individual's outcome to input ratio is less than or greater than that of a comparison other, then inequity exists. Inequity causes tension that motivates individuals to take action to restore equity. Individuals are characterized by a unique sensitivity to equity that determines their perceptions and reactions to inequity such that equity sensitives prefer their outcome input ratio to be equal (Huseman et al, 1985; King, Miles & Day, 1993).

This study also hypothesized that mutiny proneness will mediate the relationship of job satisfaction, organizational citizenship behaviour and inequity sensitivity with disobedience among the military. However, only the relationship of inequity sensitivity with disobedience was mediated significantly by mutiny proneness of military officers and men. It could then be inferred that a military officer/man is prone to mutiny does not reduce or increase the likelihood that perceptions of job dissatisfaction will result in disobedience or/and that his/her organizational citizenship behaviours can motivate disobedience. Nonetheless, mutiny proneness has been found to increase the chances that a military officer/man's heightened sensitivity to inequity would result in outright disobedience.

The mechanism or the process that enhances these relationships in the military might yet be unclear, but researches into disobedience in military and paramilitary organizations have identified that a perception of a failed procedural, distributive and interactional justice might preclude the likelihood of disobedience (e.g.

Byrne & Cropanzano 2001) and those with mutiny orientations and a history of connectivity with past mutinies are more vulnerable (Leventhal, 1980). Military officers and men's perception of an imbalance of the reward given for their effort and commitment to the military organization as well as their country has been shown to make them prone to mutiny. Inequity perception in military service is rather troubling because it violates a long-cherished norm of shared martial sacrifice. Indeed, shared service obligations are labeled as core responsibility of democratic citizenship. Risking and laying down one's life for the defense of the country is the greatest sacrifice the state can ask of its citizens. A perception that such a sacrifice is going unnoticed or not well appreciated by one's organization, the citizens or the country at large might sprout the thought of taking laws into one's hands; trying to be the judge and executioner of policies they wish were made by top leadership. Mutiny is however the height of incivility in military organizations, such should be avoided as much as possible; proneness to mutiny is a behavioral tendency that need be carefully managed by military organizations

Distributive justice emphasizes the perceived fairness of outcomes; procedural justice is the perceived fairness of the process used to determine outcomes (Leventhal, 1980; Thiabut & Walker, 1975) and interactional justice is the fairness of interpersonal treatment employees receive from their employers (Bies & Moag, 1986). Hence, the perception of injustice for a military officer that is prone to mutiny seems a reason good enough to disobey orders from a superior officer.

### **Conclusion**

We often think of the army as an institution whose members are required to blindly obey all orders they receive. It is true that the entire concept of military organization is dependent on instant, unquestioning obedience to the orders of those in authority. On the battlefield, the effectiveness of military interventions often depends on quick actions on the part of soldiers. The same can be said with regard to the lives of every member of a unit which also depend on instantaneous compliance with orders, even if those orders may later appear, upon quiet reflection, to have been unnecessarily harsh. Allowing soldiers, the right to evaluate the value or the necessity of the orders they have received seems to be out of place, which is why insubordination is typically punished within the military.

This study aimed to enrich the understanding of disobedience in the military by providing practical and deeper understanding of some of the subtle and stable influences of the behaviour. It proceeded with an examination of current and past research, community definitions and attitudes, as well as beliefs that have emerged about disobedience, in order to gain a comprehensive overview of one of the populations most associated with disobedience and where disobedience can cause a "sorry" situation. This study made it clear that the satisfaction of military officers and men with their jobs might not on its own make them want to disobey, but when such dissatisfaction is combined with perceptions of inequity in from the military organization and/or its leadership, the dissatisfaction of military men and officers can motivate disobedience. Hence, perception of organizational justice might be an important factor to reducing the likelihood of disobedience in military organizations.

That organizational citizenship behavior does encourage disobedience and mutiny rather than discourage it among military personnel is another important finding of this study. Patriots are willing to fight, among others, because they are attached to their country, its ideology, its people, the landscape and its historical heritage (Bar-Tal 1993). As such, they are expected to make the ultimate sacrifice of paying with their lives as a proof of this patriotism. There must however be a mechanism that makes patriotic actions motivate disobedience, probably the likelihood that their patriotic/citizenship behaviors are not well rewarded and appreciated by their organizations. This might have something to do with the finding that sensitivity to inequity increases disobedient tendencies among military officers also. Hence, perceptions of inequity in the weight of military officers' patriotism and commitments to the reward given by their organization could explain the tendency towards disobedience observed in this present study. The necessity of inculcating in every recruit the need for obedience does not mean that everyone involved in the chain of command always blindly perform every task they are told to do. If this were the case, then soldiers could be forced to commit all types of immoral actions, such as killing civilians and

prisoners of war (POWs) or participating in crimes against humanity. Nonetheless, disobedience, either on moral basis or not is still highly frowned at by military organizations.

### Recommendations

It is therefore recommended that The Nigerian Army should improve upon their fairness and equity stands so as to allow military personnel to be less susceptible to disobedience. They should make practical steps towards correcting such inequities that could be inherent in their organizational system, such as relates to selection, placement and promotions, among other reward systems.

- A psychologically based recruitment and selection system should be implemented such that candidates whose personality trait indicates they are prone to mutiny are either not recruited into the military service due to high propensity to disobedience or recruited but provided with utmost supervision to curb disobedience.
- The government through relevant ministries and departments and other non-governmental organisations concerned, should conduct periodic counselling for the military personnel, enlightening them on the inimical and disparaging effect of disobedience in the military.
- Patriotism, loyalty and other citizenship behaviours need to be out rightly celebrated and rewarded in the Nigerian Army as an effort towards restoring an inverse relationship of OCBs with disobedience among military personnel.

### REFERENCES

- Aaron, B., & Schofer, E. (2003), Towards A Structural Understanding of Coup Risk. *Journal of Conflict Resolution*. 47, 594-629
- Adams, J. S. (1963). Towards an Understanding of Inequity. *Journal of Abnormal and Social Psychology*, 67, 422-436.
- Adams, J. S. (1965). *Inequality in Social Relations*. Advances in Experimental Social Psychology. New York: Academic Press.
- Alpass, F., Long, N., Chamberlain, K. & Macdonald, C. (1997). Job Satisfaction Differences Between Military and Ex-Military Personnel: The Role of Demographic and Organizational Variables. *Military Psychology*, 9(3), 227-249.
- Bar-Tal, D. (1993). Patriotism as Fundamental Beliefs of Group Members, *Politics and the Individual*, 3(2), 45-62.
- Bies, R. J., & Moag, J. S. (1986). Interactional Justice: Communication Criteria of Fairness. In R.J. Lewicki, B.H. Sheppard, & M.H. Bazerman (Eds.), *Research On Negotiation In Organizations*, 1, i43-55.
- Blau, P. M. (1964). *Exchange and Power in Social Life*. New York: Wiley
- Byrne, Z. S., & Cropanzano, R. (2001). *The History of Organizational Justice: The Founders Speak*. In: Cropanzano, R., Ed., *Justice in the Workplace: From Theory ito practice*, 2, Lawrence Erlbaum Associates, Inc., Mahwah.
- Cetin, F. i(2011). *Orgutsel Vatandashk Davranislarinn Aciklanmasunda Orgutsel Baglilik*, Is Tatmini Kisikve Orgut Kultrunun Rolu, Ankara Universitesi Sosyal Bilmler Enstitusu, Doktora Tezi, Ankara.
- Chernyak-Hai, L., & Tziner, A. (2012). Organizational Citizenship Behaviours: Socio-Psychological Antecedents and Consequences. *Revenue Internationale de Psychologieso-Ciale*, 25(3/4), 53-92.
- Fagbohunge, O. B. (1999). *Perceived Inequity and Self Variables as Predictors of Work Behaviour among Underemployed Employees*. Unpublished PhD Thesis Submitted to the Department of Psychology, University of Ibadan.

- Feaver, P. (2005). *Armed Servants: Agency, Oversight and Civil-Military Relations*. Cambridge, MA: Harvard University Press.
- Folger, R. (1993). Reactions to Mistreatment At Work. In K. Murnighan (Ed.). *Social Psychology in Organization: Advances in Theory and Research*. Englewood Cliffs, NJ: Prentice-Hall.
- Fox, S., Spector, P. E., Goh, A., Bruursema, K., & Kessler, S. R. (2012). The Deviant Citizen: Measuring Potential Positive Relations between Counterproductive work Behaviour and Organizational Citizenship Behaviour. *Journal of Occupational Psychology*, 85(1), 199-220.
- Geoffrey, P. (2001). 'Forward' in Jane Hathaway (ed.), *Rebellion, Repression, Reinvention, Mutiny in Comparative Perspective*, Praeger Publishers, Westport, CT.
- Glisson, C., & Durick, M. (1998). Predictors of Job Satisfaction and Organizational Commitment in human Service Organizations. *Administrative Science Quarterly*, 33(1), 61-81.
- Goodman, P. S., & Friedman, A. (1968). An Examination of the Effect of Wages Inequity In The Hourly Condition. *Organizational Behaviour and Human Performance*, 3(1), 81-90.
- Hatfield, E., Sprecher, S. (1984). Equity Theory and Recipient Reactions to Aid. In J. D. Fisher, A. Nadler, & B.M. Depaulo (Eds.). *New Directions in Helping*. New York: Academic Press.
- Hathaway, J. (2001). *Introduction, in: Jane Hathaway (ed), Rebellion, Repression, Reinvention: Mutiny in Comparative Perspective*. Westport, CT: Praeger Publishers.
- Herzberg, F. (1966). *Work and the Nature of Man*. Cleveland. World Publishing Company.
- Hundman, E. (2017). *Military Disobedience in China: The Social Roots of Insubordination in the Sino French War*, U. S Foreign Policy and International Security Fellow. Dartmouth College.
- Huntington, S. P. (1957). *The Soldier and The State: The Theory and Politics of Civil-Military Relations*. New York: Belknap Press.
- Huseman, R. C., Hartsfield, J. D., & Miles, E. W. (1985). Test for Individual Perceptions of Job Equity. Some Preliminary Findings. *Perceptual and Motor Skills*, 61, 1055-1064.
- Jawad, M., Tabassum, T. M., Raja, S. & Abraiz, A. (2013). Study On Workplace Behaviour: Role of Person-Organization Fit, Person-Job Fit and Empowerment, Evidence From Pakistan. *Journal of Business and Management Sciences*, 1(4), 47-54
- King, W. C., & Miles, E. W. (1994). The Measurement of Equity Sensitivity. *Journal of Occupational and Organizational Psychology*, 67, 133-142.
- King, W. C., Miles, E. W., Day, D. (1993). A Test and Refinement of The Equity Sensitivity
- Kohn, P. (1972). The Authoritarianism-Rebellion Scale: A Balanced F-Scale with Left-Wing Reversals. *Sociometry*, 35(1), 176-189.
- Koopman, J., Lanaj, K., & Scott, B. (2016). Integrating The Bright and Dark Sides of OCB: A Daily Investigation of The Benefits and Costs of Helping Others. *Academy of Management Journal*, 59, 414-435.
- Lazo, A. Y. (2008). *Role Ambiguity: Impact on Job Satisfaction of Call Centre Agents*. Michigan Capella University.

- Lee, J. (2012). Influence of Professional Soldiers' Protean Career Attitude upon Subjective Career Success and Organizational Effectiveness: Based on the Mediating Effect of Organization Devotion. PhD Dissertation. Chungang University.
- Levanthal, G. S. (1976). Fairness In Social Relationships. In J.W. Thibaut, J.T. Spence, & R.C. Carson (Eds.), *Contemporary Topics in Social Psychology*, Morris Town, NJ: General Learning Press.
- Levanthal, G. S. (1980). What Should Be Done With Equity Theory? In K.J.Gergen, M.S. Greenberg, & R.H. Willis (Eds.), *Social Exchange: Advances in Theory and Research* (pp. i27-55). New York: Plenum Press.
- Lievens, F., & Anseel, F. (2004). Confirmatory Factor Analysis and Invariance of an Organizational Citizenship Behaviour Measure Across Samples in a Dutch – Speaking context. *Journal of Occupational and Organizational Psychology*, 77, 299-306.
- Mantle, C.L. (2006). Loyal, Mutineers: An Examination of The Connection Between Leadership and Disobedience in The Canadian Army Since 1885.In: Mantle, CL (ed.) *The Unwilling and The Reluctant: Theoretical Perspectives on Disobedience In The Military*. Kingston, Ontario: Canadian Defence Academy Press.
- Mehta, C. S., & Hasnain, N. (1984). *Obedient-Disobedient Tendency Scale (ODTS)*. National Psychological Corporation.
- Milgram, S. (1974). *Obedience to Authority: An Experimental View*, Harper & Row, New York.
- Moideenkutty, U., Blau, G., & Kumar, R. (2006).Comparing Correlates of Organizational Citizenship Versus In-Role Behaviour of Sales Representatives In India. *International Journal of Commerce and Management*, 16(1), 15-28.
- Onuoha, J. I., & Ezeribe, S. N. (2011). Managerial Attitudes and Workplace Deviance: A Psycho-Sociological Perspective. *ABSU Journal of Arts, Management, Education, Law and Social Sciences*, 1(1), 149-161.
- Orbach, D. (2017), *Curse on This Country: The Rebellious Army of Imperial Japan*. Ithaca, NY: Cornell University Press.
- Organ, D. W. (2018). Organizational Citizenship Behaviour: Recent Trends *Organizational Behaviour*, 5, 295-306.
- Patrick, S. L., & Jackson, J. J (1991). Further Examination of The Equity Sensitivity Construct. *Perceptual and Motor Skills*, 73, 1091-1106
- Pflanz, S. & Sonneks, S. (2002). Work Stress in the Military: Prevalence, Causes and Relationship to Emotional Health. *Military Medicine*, 167, 877-882.
- Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Mishra, P. (2011). Effects of Organizational Citizenship Behaviours On Selection Decisions In Employment Interviews. *Journal iof Applied Psychology*, 96(2), 310-326.
- Richard, J. (2018), Troop Retention In Civil Wars: Desertion, Denunciation and Military Organizations In The Democratic Republic of Congo. *Journal of Global Security Studies*, 3(1): 38-55
- Rose, E. (1982). The Anatomy of Mutiny. *Armed Forces and Society*. 8(4). 561-574

- Rupp, D. E., & Spenser, S. (2006). When Customers Lash Out: The Effects of Customer Interactional Injustice on Emotional Labour and The Mediating Role of Discrete Emotions. *Journal of Applied Psychology*, 91(4), 971-978.
- Samani, S. A., Rasid, S. Z., & Bt-Sofian, S. (2014). Individual Control Over the Physical Work Environment to Effect Creativity. *Industrial Engineering & Management Systems*, 14, i94-103.
- Sanchez, R. P., Bray, R. M., Vincus, A. A., & Bann, C. M. (2004). Predictor of Job Satisfaction among Active Duty and Reserve/Guard Personnel in the U.S Military. *Military Psychology*, 16(1), 19-35.
- Shore, T. H., & Strauss, J. (2008). Measurement of Equity Sensitivity: A Comparison of the Equity Sensitivity Instrument and Equity Preference Questionnaire. *Psychological Reports*, 102, 64-78.
- Smith, A., Organ, D. & Near, P. (1983). Organizational Citizenship Behaviour: Its Nature and Antecedents. *Journal of Applied Psychology*. 68(4), 653-663
- Spector, P. E., Bauer, J. A., & Fox (2010). Measurement Artefacts in the Assessment of Counterproductive Work Behaviour and Organizational Citizenship Behaviour: Do we know what we think we know? *Journal Of Applied Psychology*, 95(4): 781-790.
- Tella, A., Ayeni, C. O., & Popoola, S. (2007). Work Motivation, Job Satisfaction, and Organizational Commitment of Library Personnel in Academic and Research Libraries in Oyo State Nigeria. *Library Philosophy and Practice*.
- Thibaut, J. W., & Walker, L. (1975). *Procedural Justice: A Psychological Analysis*. L. Erlbaum Associates, Hillsdale.
- Trougakos, J. P., Beal, D. J., Cheng, B. H., Hideg, I., & Zweig, D. (2015). Too Drained To Help: A Resource Depletion Perceptive On Daily Interpersonal Citizenship Behaviours. *Journal of Applied Psychology*, 100, 227-236
- Tsang, A. (2002). Strategic Dimensions of Maintenance Management. *Journal of Quality in Maintenance Engineering*, 8, 7-39
- Tyler, T. R. (1989). The Psychology of Procedural Justice: A Test of The Group Value Model. *Journal of Personality and Social Psychology*, 57(5), i830-838.
- Valenzi, E. R. & Andrews, I. R. (1971). Effect of Hourly Overpay And Underpay Inequity When Tested With A New Induction Procedure. *Journal of Applied Psychology*. 55, 22-27.
- Van Dyne, L., Graham, J. W., & Dienesch, R. M. (1994). Organizational Citizenship Behaviour: Construct Redefinition, Measurement, and Validation. *Academic Management J.* 37, 765-802
- Zhang, J., Bal, P. M., Akhtar, M. N., Long, L., Zhang, Y., & Ma, Z., (2019). High Performance Work System and Employee Performance: The Mediating Roles of Social Exchange and Thriving and The Moderating Effect of Employee Proactive Personality. *Asia Pacific Journal of Human Resources*. 57, 369-395