

# Workplace Deviant Behaviour and Performance of Tertiary Institutions in Edo State, Nigeria

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**Abstract:** This study examined the extent to which workplace deviant behaviour relates to performance in tertiary institutions in Edo State. The objective of this study is to examine the extent of relationship that exists between workplace deviant behaviour and performance in tertiary institutions in Edo State. A total number of 386 copies of structured questionnaire were administered to the respondents domicile in the selected tertiary institutions under study using purposive sampling technique and 300 copies of questionnaire were retrieved from the respondents. This study was guided by one research question and one hypothesis, and the descriptive research design was adopted. The data used was primary data collected through a structured questionnaire. The data collected was prepared using descriptive statistics and the hypothesis was tested using spearman Ranking Correlation with the aid of SPSS version 21. The findings revealed that political deviance has a negative but significant relationship with job satisfaction. The researcher recommends that organizational leaders should ensure that negative political deviant behaviours are reduced to the barest minimum for better performance because political deviance hampers efficient performance, and need to be discouraged in order to ensure job satisfaction in tertiary institutions because negative political deviant behaviours has an inverse relationship with performance.

**Key Words:** Workplace, deviant behavior, performance and tertiary institutions.

## I. INTRODUCTION

### 1.1 Background of the Study

It is common knowledge that organizations in the current economy face many obstacles in their bid to achieve competitive advantage. What may not be well-known is the threat to the success of the organization, posed by the behavior and attitude of the very people who make up the organization. Workplace deviant behavior is a common problem in today's organizations (Olabimitan & Alausa, 2014; Norsilan, Omar & Ahmad, 2014). Hussain (2015) has observed that organizations bring together different employees, who aspire for a common goal, as they work in a group. This group work provides a platform for interaction and display of a variety of behavior. According to Hussain (2015), "sometimes the impact of these behaviors leaves positive effect on others' wellbeing and sometimes they do harm in a manner that lives employees to become surrounded by negativity and other harmful consequences". Employee workplace deviant behavior has been described differently as anti-social behavior, counter-productive behavior, workplace aggression, organizational incivility and workplace

misbehavior (Appelbaum, Iaconi & Matousek, 2007; Fagbohunge, Akinbode & Ayodeji, 2012; Norsilan et al., 2014). Whatever name it is called, "if the behavior is not mentioned in the formal job definition, it is beyond the existing role expectations and it violates organizational norms, then such behavior is regarded as deviant" (Yildiz, Alpkan, Sezen & Yildiz, 2015). Two types of deviant behaviors are identified: positive deviance (in which employees honourably violate organizational norms, by going beyond their job requirements to add value to their organizations) and negative deviance (in which employees commit acts that undesirably affect their organisations and/or co-employees) (Appelbaum et al., 2007). It is therefore necessary to state here that this study is only concerned with the negative dimension of deviant behavior in workplace. The Researcher's interest in the negative deviant behavior is as a result of its perceived undesirable consequences for organizations as well as employees. Robinson and Bennett (1995) identified various negative deviant behaviors which they vary along two dimensions: organizational deviance versus interpersonal deviance, and minor versus serious deviance. Organizational deviance covers a range of negative behaviors targeted at the organization itself; interpersonal deviance is about negative behaviors that are directed at co-employees. For the sake of this study, it is the interpersonal dimension that is the researcher's focus, since it relates to individual employees. On the other hand, the minor versus serious dimension of deviance relates to the gravity or intensity of the effect of the behavior, whether targeted at co-employees or the organization itself.

Consequently, it is a major concern of institutional authorities to effectively manage the behavior of employees. Apparently, organizations wish to have employees who carry out their tasks, duties and responsibilities without bringing harm to the workplace (Hussain, 2015). It follows then, that negative deviant behavior could be an important problem for organizations. Hence, understanding this set of behaviours, especially with respect to the causal effect of emotional labour organizations and researchers. It was observed that because deviant workplace behavior is global phenomenon, appreciable research efforts have been dedicated to it (Muafi, 2011). However, much of the effort at studying deviant workplace behavior have been for the developed countries of the world (AI-Fayyad, 2015). While negative deviance is a global problem that cuts across all forms of human organizations, the public service is particularly known for a

number of workplace misbehaviors, thus, drawing attentions of managers and researcher (Fagbohunbe *et al.*, 2012).

All these acts of arbitrariness and dictatorship have put various Staff Unions of tertiary institutions on collusion with their various managements or administrators in terms of workplace deviant behaviour. Against this backdrop, the researcher sought to examine the relationship between workplace deviant behaviour and performance in selected tertiary institutions in Edo State.

### 1.2 Statement of Problem

Workplace deviant behaviour has been a problem to Nigeria organizations, tertiary institutions and private organizations especially towards their social development. It has been a dominant factor in the history of Nigerian labour relations. It has been observed that some of the causes of workplace deviant behaviour in tertiary institutions are less concerned about meeting targets, nonchalant attitude in the discharge of their duties. While deviance is generally a challenge, the construct becomes more serious and more worrisome when it occurs in tertiary institutions. This is because tertiary institutions are seen as the agency responsible for human capital development where future leaders and academics/researchers are produced in both character and learning. It follows therefore; that students/researchers are actually given adequate mentoring, which is seen as a responsibility of the academic profession, and which, in turn, protects the public trust reposed in the academic staff/practitioners.

Tertiary institutions workers (teaching and non-teaching staff) are often expected to go out of their way in making the concern of students a priority. However, this expectation appear to be unrealistic, as it is currently observed that there is growing unwholesome behaviors-theft of educational supplies/materials, sexual abuse, acting rudely, gossip, buck-passing, loafing, among others – among tertiary institutions workers in public institutions (Longan, 2016).

Previous studies have identified and discussed a number of factors as antecedents of workplace deviant behaviors; such factors include individual factors like personality make-up (Guay, Choi, Oh, Mitchell, Mount & Shin, 2016), organisational factors like injustice in the organisation (Baig & Ullah, 2017), and work-related factors like abusive supervision (Ahmad & Omar, 2013). There has been a great setback in the turnover of some organisations which is as a result of strong negative perceptions of the employees. As a result of this perceived problems, this study therefore seeks to examine the relationship between workplace deviance and performance of selected tertiary institutions in Edo State.

### 1.3 Objective of the Study

The general objective of this study is to identify the extent of relationship that exists between Workplace Deviant Behaviour and Performance in Tertiary Institutions in Edo State. Specifically, the study seeks to:

1. Ascertain the relationship that exists between political deviance and employee job satisfaction in tertiary institutions in Edo state.

### 1.4 Research Question

This study seeks to provide specific answer to the follow research question:

1. To what extent does political deviance relate to employee job satisfaction in tertiary institutions in Edo state?

### 1.5 Research Hypothesis

H<sub>1</sub>: There is significant positive relationship between Political deviance and job satisfaction in tertiary institutions in Edo State.

H<sub>0</sub>: There is no significant positive relationship between Political deviance and employee job satisfaction in tertiary institutions in Edo State.

### 1.6 Significance of the Study

The study will be beneficial to employees of tertiary institutions, policy makers, general public and researchers/academics as follows: With regards to the employees, it will help them to embrace proper/positive attitude to work; to policy makers like Governing Councils, Vice Chancellors, Rectors, Provosts and others on the impact that it will help them to use the findings of this study to improve their establishment as a guide to making relevant decisions; and to researchers/academics, it will give room for further research on the subject matter and other areas not covered.

The study makes contribution to both academic and practical value, which were identified by Agbonifoh and Yomere (1999) as important. With regards to academic value, the study provided documented understanding of the kind of destructive deviant behavior exhibited in tertiary institutions. It is among the few studies, so far, in Nigeria to determine the causal relationship between workplace deviant behavior and performance of tertiary institutions. Therefore, researchers would find this study both relevant for understanding a range of workplace misbehavior as well as good standpoint for further research.

Practically, the value of this study is that researchers and practitioners in the field of human resource management are provided with information relating to deviant workplace behavior in organizations generally, and in tertiary institutions, rather than depend on perception. On the other hand, it provides government, management of tertiary institutions and other policy-makers the necessary information for the formulation of tailor-made policies for the management of all kinds of negative deviant behaviors arising from employees' emotion management in tertiary institutions.

### 1.7 Scope of the Study

This research focuses on workplace deviant behaviour and organizational performance. Three (3) tertiary institutions were selected from the existing fourteen (14) tertiary institutions in the State. As stated earlier, there are two types of workplace deviance: positive deviant behaviour and negative deviant behaviour. This study focused only on the negative deviant behaviour in the three (3) tertiary institutions and the employees who work there.

Senatorial District wise, this study was restricted to the University of Benin, Benin City in Edo South; Ambrose Alli University in Edo Central and; Auchi Polytechnic, Auchi in Edo North, and this study relied on all the employees of the above mentioned institutions. Nevertheless, our justification for choosing tertiary institutions is that most studies done in Edo State and in Nigeria have focused more attention on employees of business organizations to the best of our knowledge.

### 1.8 Limitations of the Study

This study will be subjected to some limitations as highlighted below:

1. The fact that some of the respondents could be perceived to respond to the questionnaire with some elements of being sensitive by responding to questions subjectively. That is, by giving answers to what they perceived the researcher want or have in mind.
2. Since the research will be focusing on one tertiary institution from each of the three Senatorial Districts of Edo State out of the entire fourteen (14) tertiary institutions, this may not be a likely generalization of the issues being discussed here. However, the use of highly probabilistic sampling method will be used to reduce bias.
3. The refusal of the respondents to fill the questionnaire very well will be based on the perceived situation.

## II. REVIEW OF RELATED LITERATURE

### 2.1 Conceptual Review

#### 2.1.1 Phenomenon of Deviance

Deviance is found everywhere people live, yet there seems to be consensus about what constitutes deviance from society to society (Igbinovia, Okonofua, Omoyibo & Osunde 2003). What some people regard as deviant, others regard as normal; what some people praise, others condemn. Behavior is deemed deviant when the customs and polices, or internal regulations of an organization are violated by an individual or a group of individuals, which may jeopardize the well-being of the organization (Robinson & Bennett, 1995). Deviance is a sociological phenomenon which relates to all forms of behaviours that go against the norms of the society. It ranges from simple unethical behaviour to serious criminality in the

workplace in particular and society in general (Igbinovia *et al.*, 2003).

#### 2.1.2 Approaches to the Study of Deviance

No doubt the study of deviance is mainly a concern for the sociologists, who have provided four different perspectives to the study of the phenomenon. These perspectives are statistical definition, absolutist or violation of values definition, reactivist definition, and normative definition. These perspectives, as put forward by Igbinovia *et al.* (2003), are consider as follows:

*Statistical perspective:* This is the most common way of theorizing deviance. The perspective simply sees deviance as variation from the *average*. By this, deviance is behaviour that is infrequent. This approach holds that whatever it is that most people do is correct, therefore, the minority who do not do those things are deviant. Thus, individuals who have never stolen anything, those who do not withdraw efforts in workplace, and those who do not abuse co-workers might be seen as deviant, if majority do otherwise.

*Absolutist Perspective:* Here, social rules are viewed as absolute, clear, unambiguous and obvious to all people in all situations. This perspective assumes that the basic rules of a society are obvious to all its members and that everyone is in agreement to what constitutes deviance, because the standards of behaviour are laid out well in advance. Everyone is believed to possess the ability not only to appreciate society's rules and expectations, but also to conform to these rules and expectations. Therefore, the violation of socially held values is considered deviance (Igbinovia *et al.*, 2003).

*Reactivist Perspective:* This perspective looks at deviance as behaviour or conditions considered as deviant by others. For the reactivist, behaviour is deviant only when society reacts to it through labeling of a person as deviant by the society or its agents (Igbinovia *et al.*, 2003). The main thrust of this perspective is its focus on the social aspects of deviance, the interaction between the deviant and society and, the consequences of that interaction. We observed that for this perspective to provide explanation for deviance, the act must have been noticed and reacted to by the society or its agents. We note that it ignores deviant behaviour or acts not noticed and to which no reaction is elicited. The question raised by this perspective is: On what basis do people react to behaviour; since deviance is determined by the reaction of others, how do people know what behaviour to react against or label as deviant?

*Normative Perspective:* This perspective claims that deviance is a violation of a norm (shared values regulating the standard of human behaviour). Igbinovia *et al.* (2003) observed two common conceptions of norms:

- (1) As evaluation of conduct, norms recognize that certain conduct ought to or ought not to occur either in specific situations or at any time or place;

(2) Norms as expected or predictable conduct. One interesting thing of this perspective is that it provides answers to the questions raised by the reactive view of deviance. To be certain, we submit that it is the system of shared norms that certain types of behavior and actors do not conform to what is desired.

Having considered the various perspectives for studying deviance, it is important to note that the researcher adopt the normative perspective in this study. This is because the perspective aggregates the main point of the three previous perspectives and also provides answers to the seeming shortfalls noted above. Therefore, on the basis of the normative perspective, we now present the meaning of deviance in workplace.

### 2.1.3 Workplace Deviance

Generally, in relation to workplace behaviour, deviance is a concept relating to a number of human conducts which are inconsistent with the rules, regulations and expected behaviour of persons within the organisation (Peterson, 2002). Workplace deviance may also be seen as the deliberate or intentional desire to cause harm to an organisation (Omar, Halim, Zainah & Farhadi, 2011), or when employees do not conform to policies, values and culture of the organisation, which impede its standards, welfare and vision (Bennett & Robinson, 2003).

Warren (2003) conceptualized the construct more neutrally and simply as a departure from norms. However, it was Robinson and Bennett (1995) who provided a profound definition of workplace deviance to mean “voluntary behaviour that violates significant organizational norms, and in so doing, threatens the well-being of an organisation, its members, or both”. This conceptualization was based on investigations of Robinson and Bennett (1995), and Bennett and Robinson (2000), who have been widely cited in further research by other scientists (Peterson, 2002; Appelbaum *et al.*, 2007). Therefore, this study adopts the construct of deviant workplace behaviour as defined by Robinson and Bennett (1995). From these definitions, particular emphasis is given to organizational norms as prescribed by formal and informal organisational policies, procedures and rules. This is so because for any behavior to be termed deviant, it must be defined in terms of set of standards by a social group (Robinson & Bennett, 1995). Citing Kaplan (1975), Robinson and Bennett (1995) also noted that employee deviance is voluntary, in that employees either lack the motivation to conform to normative expectations of the social context or become motivated to violate those expectations. From the foregoing, workplace deviance is such behavior not in tandem with organizational norms and which is done voluntarily against the organisation, its members or both. However, this understanding must be seen to be different from work ethics. While deviance is concerned with the violation of organisational norms, ethics focuses on behavior that is either right or wrong, judging from the standpoint of justice, law, or

other social guidelines, which determine the morality of behavior (Peterson, 2002). Whereas, a particular behavior can both be described as unethical and deviant Robinson and Bennett (1995) observed that the two attributes are not necessarily linked in the study of workplace deviance, and that what is regarded as employee deviance does not include minor infractions of social norms that do not usually become harmful to the organisations.

### 2.1.4 Classification and Dimensions of Workplace Deviance

Generally, workplace deviant behaviours are classified into two, which are negative deviant behaviour (behaviour that contravene and violate organizational norms, policies, rules or procedures) and positive deviant behaviors, the types that honourably disobey the organizational norms and rules (Griffin & Lopez, 2005; Hussain, 2015). Irrespective of the classification, Hussain (2015) observed that if the behavior in the organisation is considered or noticed as negative deviance, it leads to tremendous loss to the organisation in one way or the other. These losses are financial, social, psychological or emotional in nature.

*Positive deviant behavior:* As noted above, deviant behaviours are not limited to those that bring harm to organisations. With respect to this aspect of deviance, Spreitzer and Sonenshein (2004) contended that “...traditional deviance is incomplete and could benefit from an expanded definition that more accurately captures the wider range of behaviors present within work organisations”. This type of argument sees workplace deviance as being narrowly conceptualized, when the focus is only on negative set of behaviors, thereby overlooking how organizational members partake in positive behaviours. There are behaviors from which organisations benefit, even though they are a clear departure from the norms. Appelbaum *et al.* (2007) referred to this type as pro-social behaviour, adding that these behaviours are qualified as deviant only if they diverge from organizational norms, they are done voluntarily and done with honourable intention.

We can compare positive deviance to several constructs that have some conceptual overlap with positive deviance. More specifically, we consider the key similarities between positive deviance and organizational citizenship behaviours (OCBs), whistle-blowing, corporate social responsibility (CSR), and creativity/innovation or intrapreneurship. Organizational citizenship behaviors can be seen as when employees regularly make extra effort to do more than required while performing their duties. These out-of-role behaviours have been seen by Ivancevich and Matteson (1999) as important because they are often cited by customers and clients when praising exemplary service. However, for the purpose and scope of this study, it is the interpersonal dimension of negative deviant behaviour that attention is given.

*Negative deviant behavior:* Understandably, much of the attention workplace deviance has been about behaviours that are undesirable in the organisation. Such deviant behavior as

withholding effort, absenteeism, withdrawal from work and such other behavior that leads to inequality in the organisation (Robinson & Bennett, 1995; Bazaraitė & Coubaneichvili, 2008; Hussain, 2015). It could be safely assumed that because negative deviant behavior can be detrimental to the well-being of organisations, there has been a growing organizational concern for the management of such behavior. Appelbaum *et al.* (2007) observed that “whether the negative deviance is explicit or subconscious, whether it involves sexual harassment, vandalism, rumour spreading, and corporate sabotage or otherwise, unauthorized organizational behaviour has negative consequences for the entity”. Therefore, this study is concerned only with negative deviant behaviour in the organisation.

Some of the negative deviant behaviours in the literature include, but are not limited to, employee delinquencies, like not obeying the manager’s instructions and intentionally slowing down the work cycle. Others are arriving late to work, committing petty theft as well as not treating co-employees with respect and/or acting rudely with co-employees (Galperin, 2002, cited in Appelbaum *et al.*, 2007; Bazaraitė & Coubanaichvili, 2008). However, Robinson and Bennett (1995) developed a multidimensional scaling technique to analyze the various negative workplace behaviours which they vary along two dimensions: (a) the minor/serious dimension and (b) the dimension that differentiates between behaviours that are harmful to the organization and those that harm the individuals. These dimensions are presented aptly in Figure 1.

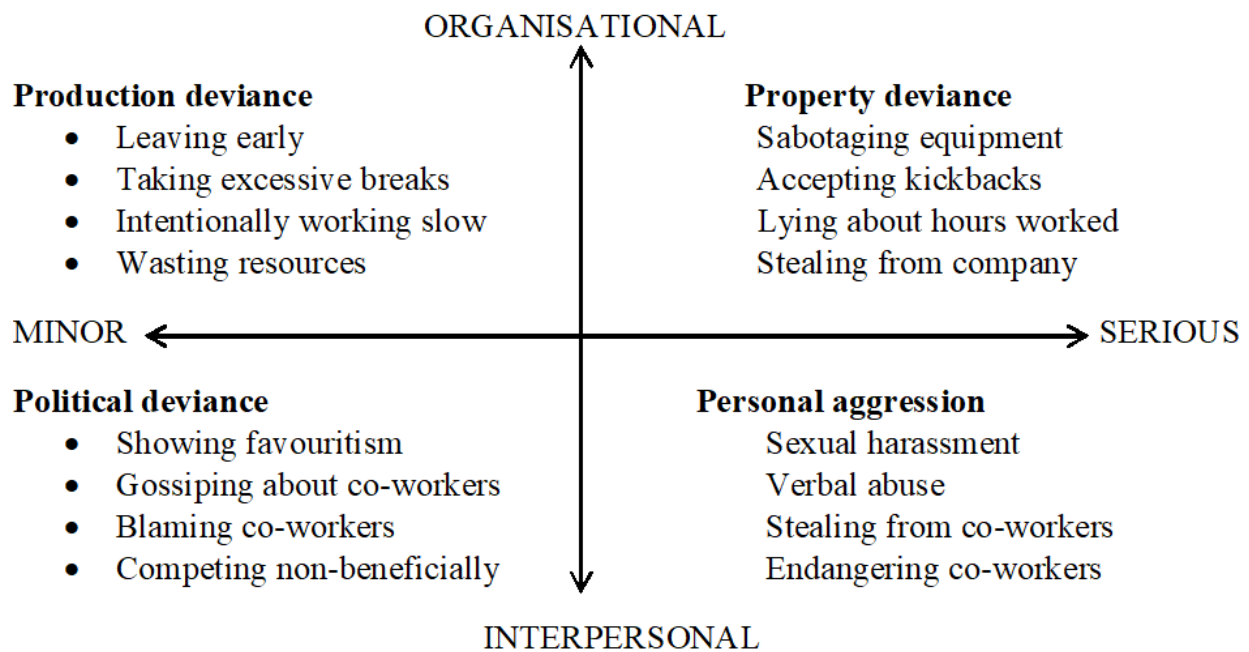


Figure 1: Typology of negative deviant workplace behavior

Source: Robinson, S. L. & Bennett, R. J. (1995). A typology of deviant workplace behaviour: A multidimensional scaling study. *Academy of Management Journal*, 565.

Nevertheless, according to Robinson and Bennett (1995), the lists in the figure above are, by no means, exhaustive. They are to provide a set of the most typical behaviours for each category for the purpose of illustration only. More so, the two dimensions (minor vs. serious and interpersonal vs. organisational) encapsulated in the framework above respectively describe the severity of the deviant behaviour and the target of the deviant behaviour. When these two dimensions are combined, we have four different types of deviance as production deviance, property deviance, political deviance, and personal aggression. It is noteworthy that these dimensions have been validated by others (eg Al-Fayyad, 2015). Each of the types of negative workplace deviance,

represented in the four quadrants above is briefly discussed here.

**Production Deviance:** This refers to behavior which “violate the formally prescribed norms delineating the minimal quality and quantity of work to be accomplished” (Rogojan, 2009). Behaviours that fall under production deviance include employees’ absenteeism, being late to work, leaving early, taking excessive breaks, withholding effort, wasting resources and using drugs and/or alcohol in the workplace. Effort is said to be withheld when an individual employee gives less than full effort on a job-related task (Rogojan, 2009).

**Property Deviance:** Property deviance covers behaviors targeted at the organization, and they are relatively more

harmful (Hussian, 2015). It refers to employee destroying or misusing the property of an organisation. It might be a sabotage of equipment, stealing organizational property and so on. These acts obviously bring direct costs to the organization, since work cannot continue until damaged equipments are replaced (Norsilanet *al.* 2014).

*Political deviance:* Political deviance has been defined by Robinson and Bennett (1995) as a minor interpersonal deviant behaviour involving social interaction, which puts others at a political or personal disadvantage. They also observed that workplace incivility, favouritism, excessive gossiping about co-employees, and competing non-beneficially are forms of political deviance. As noted by Rogoan (2009), those who are targets of this type of behaviour are less satisfied with their jobs; they are more likely to be depressed and are subsequently more likely to resign.

*Personal Aggression:* Personal aggression is behaving in an aggressive or hostile manner towards other individuals. Sexual harassment, rape, verbal abuse, physical assaults, sabotaging the work of co-employees, stealing from co-workers, destroying property of co-workers, and endangering co-workers are forms of personal aggression. Rogoan (2009) noted that employees, who have been the target of aggression by co-workers, have more physical and emotional health problems and are less committed to their organizations. Perpetrators alike might be ostracized.

#### 2.1.5 Organizational Performance

The term performance cannot be put into a tight framework of definition. It is indistinct phenomenon and it can be interpreted and measured in different ways. Different users from their own point of views can evaluate from various angles of performance. A financial analyst will judge performance from profitability and growth point of view. An economic planner and welfare economist will be concerned with the equal distribution of gains and wealth besides efficient utilization of resources. From the national viewpoint, the various indicators of performance can be employment generation, security of lives and properties, research and development, health education and economic development etc. And from the academic institution point of view, the various indicators of performance are not limited to quality of output (graduated students), advancement in research and development, human capital development, improved subvention for infrastructural development etc.

Similarly, organizational performance is a contextual concept associated with the phenomenon being studied since the perception of these outcomes is contextual; the measures used to represent performance are selected based upon the circumstances of the organisation(s) being observed (Hofer, 2001). Organizations have an important role in our daily lives and therefore, successful organizations represent a key ingredient for developing nations. Continuous performance is the focus of any organization because only through performance organizations are able to grow and progress.

As cited by Gavrea, Ilies and Stegorean (2011), Georgopoulos and Tannenbaum (1957) defined organizational performance as the extent to which organizations are viewed as a social system put in place to fulfill their objectives. Performance evaluation during this time was focused on work, people and organizational structure.

Lebans and Euske (2006) provide a set of definitions to illustrate the concept of organizational performance as thus: Performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results (Lebans & Euske 2006 after Kaplan & Norton, 1993); Performance is dynamic, requiring judgment and interpretation; Performance may be illustrated by using a causal model that describes how current actions may affect future results; Performance may be understood differently depending on the person involved in the assessment of the organizational performance (e.g. performance can be understood differently from a person within the organization compared to one from outside); To define the concept of performance is necessary to know its elements characteristic to each area of responsibility; To report an organization's performance level, it is necessary to be able to quantify the results.

In general, the concept of organizational performance is based upon the idea that an organization is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose (Jenson & Meckling, 2001). Performance could be referred to a recognized accomplishment. Thus, "performance" refers to either the 'ends' (results) or the 'means' (actions) that produce the ends. Ends performance like profit is necessarily historic in nature because it occurs before being reported (Barraco, 2001).

#### 2.1.6 Employee Job Satisfaction as a Measurement of Performance

The importance of linking workplace Deviant Behavior with performance is rooted in the idea that such organizational activity is goal directed; therefore an evaluation and feedback mechanism is required to establish performance level achieved.

There are often conflicting statements made by human resource professionals and managers in organizations that "happy employees are productive employees", in other words unhappy employees are not productive employees". In recent times, employees' well-being, their level of satisfaction and engagement has been found to directly impact on organizational performance and ultimately organizational success. This is an obvious statement, although, high employee satisfaction levels can also reduce workplace deviant behaviour and employee turnover. It is not surprising that dissatisfied employees tend to perform below their capabilities, which can also result to high employee turnover and such ex-employees are not likely to recommend such organizations as a good employer. More so, a satisfied

employee tends to contribute more in terms of organizational productivity and maintaining a commitment to customer satisfaction. Employee satisfaction surveys give employees 'a voice' and also allow the pinpointing of problematic areas, leading to the raising of job satisfaction levels, developing and reviewing of employee management, and optimizing corporate communications.

Moreover, job satisfaction is that happiness an individual has for his/ her job. It is the key ingredient that leads to recognition, training, and the achievement of other goals that lead to a feeling of fulfillment. Also, job satisfaction is an employee's sense of achievement and success on the work itself and it is generally perceived to be directly linked to productivity as well as to personal well-being.

Locke and Lathan (1990) as cited in Adeyinka, Ayeni and Popoola (2007) gave a comprehensive definition of employee job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Employee job satisfaction is also a result of employee's perception of how well their job provides those things that are viewed as important. Similarly, Luthan (1998) opines that there are three important dimensions to employee job satisfaction:

- a. Employee job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred.
- b. Employee job satisfaction is often determined by how well outcome meet or exceeds expectations. For instance, if organization participants feel that they are working harder than others in the department but are receiving fewer rewards, they will probably have a negative attitude towards the work, the boss and/or co-workers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job.
- c. Employee job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These, to Luthan, are: the work itself, pay, promotion opportunities, supervision and co-workers.

Olorunsola (2012), citing Rose (2001), sees job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. She further asserted that intrinsic sources of satisfaction depends on individual characteristics of the person, such as ability to use initiative, relations with supervisor, or the work that the person actually performs. Although, all these are symbolic or qualitative facts of the job while extrinsic sources of satisfaction are situational and depends on environment such as pay, promotion or job security; these are financial and other materials. Organisations with more satisfied employees are more effective than those with less satisfied employees (Robbins, 2003).

Wise and Ischirhart (2000) have extensively argued that deviant behaviour as a result of satisfaction outcome is

process oriented, therefore its performance measures should be process based. In view of his argument, we are inclined to the works of Bititci (2000) and, Ghalayini and Noble (2004) who works on performance measurement emphasized process system aside the traditional views which were finance and profit based. They believed that there are several organisational processes and activities which do not from the on-set relates with finance as means of quantification. Based on the foregoing, the measure of performance chosen for this study, considering the underlying theme - Workplace Deviant Behaviour, is Employee Job Satisfaction.

## 2.2 Theoretical Review

In this section, we explore two theories, which are related to this study, and give explanations to workplace deviant behavior. The theories examined here include social disorganization theory and reactance theory.

*Social Disorganization Theory:* As noted by Igbinovia et al (2003), the theory of social disorganization evolved from the pronounced changes, which followed World War I and the Great Depression, together with the extensive immigration, urbanization and industrialization in the United States of America. It is said that the term was developed originally by W.I. Thomas and F. Znaniecki in 1918, alongside Cooley (Igbinovia et al., 2003), and meant the absence of integration, harmonious social relationships, group solidarity and homogeneity of customs. The theory argued that society is organized when people are presumed to have developed common agreement about fundamental values and norms, when there is a high degree of internal cohesion binding individuals and institutions in society, and where the cohesion consists largely of consensus about goals worth striving for. When this consensus concerning values and norms no longer applies, social disorganization results and such conditions are conducive for deviance. This theory may be used to explain the difficulty encountered by managers when leading newly merged or acquired firms.

*Reactance Theory:* Reactance theory suggests that individuals strive to maintain personal control, especially when the theory is used to investigate employee reactions to abusive supervision. According to this theory, individuals have behavioral freedom which they believe they can engage in. The freedom helps define an individual's self-identity and helps establish his or her sense of control over the environment (Ahmad & Omar, 2013). Events that threaten or lead to loss of behavioral freedom generate a motivational state (reactance) aimed at reinstating the freedom in question. The importance of the threatened or eliminated freedom and the degree of threat determine the degree of reactance, and the attractiveness of a forbidden behaviour and the motivational display that behavior increases when there is threat or elimination of freedom. On the basis of this theory, it can be safely said that employees who experience personal aggression usually feel that they have little or no control over

the environment, and to restore this personal control, they engage in deviant behaviour.

### 2.2.1 Theoretical Framework

This study is anchored on conflict theory.

*Conflict Theory:* This theory emanated from the works of Karl Marx (1818-1883), who believed that deviance arises from social and economic structure of the capitalist society. Marx explained that throughout history, capitalism creates a relationship between owners of means of production (the capitalist bourgeoisie) and the people who do the actual production (the proletariats). These two groups have incompatible economic interests. The bourgeoisie are the ruling class—they are wealthy, they control the means of economic production, and have inordinate influence over the society's political and economic institutions. The proletariats, on the other hand, are the ruled; the workers whose labour the bourgeoisie exploits. According to him, the proletariats produce goods that exceed wages in value.

This theory believes that deviance is a function of social demoralization (Igbino et al., 2003). Workers, demoralized by capitalist society are caught up in the process that leads to deviance or violence. Workers are seen as social outcasts, ignored by the structure of capitalist society and treated as animals. Abandoned to their fate, working people commit deviant acts because the only other option they have is slow death through starvation or quick death at the hands of the law. Conflict theorists often see deviance as a rational act. They believe that persons who steal and rob have been forced into these acts by social conditions brought about by the inequitable distribution of wealth (Simon & Eitzen, 1987 as cited in Igbino et al., 2003).

This theory is relevant to the study in the sense that workers who are socially demoralized by the unwanted attitude of the management in the workplace have higher tendency to exhibit workplace deviant behaviour because it is only a happy employee with job satisfaction that can be highly productive in the organisation.

### 2.3 Empirical Review

This section presents a review of previous empirical studies as it concerns workplace deviant behaviour and performance. The presentation is done chronologically.

Fox and Spector (1999) tested a model of work-frustration and aggression, with the help of structural equation modeling and zero order correlation techniques, on data of 185 subjects, working full time in eight corporations of Florida and Illinois. The study found a positive relationship between events that are frustrating employee's achievement of individual and organisational goals and aggression (both interpersonal and organisational aggression). This positive association between situational constraints experienced by employees and aggression has been found to be mediated by affective responses experienced by employees like job dissatisfaction

and frustration. In addition to this, individual attributes like personality (trait anger and anxiety), external locus of control and likelihood of punishment were found to be associated with aggression (workplace deviant behaviour). Results showed that anxiety trait is strongly linked to interpersonal deviant behaviour, and anger trait to the organisational deviant behaviour.

Peterson (2002) in a research predicted specific types of workplace deviant behaviours through certain types of ethical climates within the organisations. The study explored how ethical climate types are related to four classes of deviant behaviours, identified by Robinson and Bennett (1995). The results demonstrated that organization's ethical climate predicts the property and production deviance better than the political deviance and personal aggression, thus concluding that ethical climate of an organisation partially predicts the workplace deviant behaviours and being an organisational factor is related to the organisational deviance. Also, personal aggression is not associated with any particular type of ethical climate and might be better explained by characteristics of individual. The caring climate type and political deviance show strong relationship, thereby implying less engagement in deviance if management is caring. Similarly, there is correlation between property deviance and climates of rule and professionalism, and employees who protect self-interests are more likely to engage in production deviance.

Herschovis, Turner, Baling, Arnold, Dupre, Inness, ..., and Sivanathan (2007), in a meta-analysis of 57 empirical studies concerning workplace aggression, have revealed that both individual (trait anger, negative affectivity, and biological sex) and situational level factors (injustice, job dissatisfaction, interpersonal conflict, situational constraints, and poor leadership) predict interpersonal and organisational aggression separately. The interpersonal conflict, trait anger, situational constraints and job dissatisfaction were found strongest predictors of workplace aggression. The study suggested that trait anger and gender were significant predictors of aggression, with men being more aggressive than women. They also argued that individuals' causal reasoning about the environment and expected outcomes drive individual level workplace deviant behaviour. This integrative piece helps to understand why and how individual differences and situational variables are related to workplace deviant behaviour.

Reio and Ghosh (2009) explored the antecedents and outcomes of uncivil behaviour from instigator's point of view rather than from that of victim's point of view in order to help Human Resource Development professionals understand how to prevent such acts of incivility at workplace by making prospective instigators aware of the consequences of being uncivil. The article investigated the relationships among selected demographics, workplace adaptation, negative affectivity and incivility (as independent variables), and employee physical health and job satisfaction (as dependent variables) from the instigator's perspective. The results



showed that high negative affect and low adaptation to workplace predicted more uncivil behaviours, whereas high adaptation and positive affect among employees predicted less uncivil behaviours and favored the physical health and satisfaction of employees.

Sarwar, Awan, Alam and Anwar (2010) conducted a test to determine the difference in organisational, interpersonal behaviour among rural-urban and male-female primary school teachers in Pakistan. They used the survey research designed. Findings revealed that there were higher organisational deviations among primary school teachers as compared to interpersonal deviation. Again, male teachers showed greater degree of deviation than their female counterparts.

Muafi (2011) determined intent to quit, dissatisfaction, and company contempt as causes of deviant behaviours. On the other hand, decreased productivity, stress, lost work time and high turnover rate were identified as consequences of deviant behaviours, among workers in an Indonesian manufacturing firm.

Iqbal, Arif and Badar (2012) conducted a comparative study of workplace deviant behaviour of teaching staff of public and private universities of Punjab-Pakistan. The study confirmed that workplace deviance can be captured with two general factors: Interpersonal deviance and organisational deviance. The purpose of the study was to compare the workplace deviance exhibited by the teaching staff working in public and private universities. For this purpose they investigated workplace deviance by implementing a survey research. Two public and two private universities were selected and from these universities, one hundred and twenty lecturers (60 from public and 60 from private universities) were selected randomly. A standardized questionnaire copies were distributed among the teaching staff of the universities. The questionnaire composed of total 19 items divided in two scales, 7-items measured interpersonal deviance and 12-items measured organizational deviance. The data collected in terms of participant's ranking responses were analyzed by applying descriptive and inferential statistical techniques such as means and t-test. After careful data analysis, the researchers concluded that there is significant difference in workplace deviance between the teaching staff of public and private universities. The ratio of workplace deviance is greater in teaching staff working in public universities as compared to the teaching staff working in private universities.

Nasir and Bashir (2012) examined workplace deviance in public sector organisations of Pakistan. Their sole objective was to pin point the root cause for the workplace deviant behaviour in the government sector of Pakistan. They adopted the survey research design, interviewing one hundred (100) employees belonging to different Government organisations of Pakistan. Their study revealed that there are multiple factors responsible for the creation of workplace deviance, such as financial pressures, lower job satisfaction,

organisational injustice, organisation environment, and employee perception. Of these factors, the most important factors were organisational injustice and job satisfaction.

Alias, Rasdi, Ismail and Samah (2013) studied predictors of workplace deviant behaviour: human resource development agenda for Malaysian support personnel. The purpose was to develop a theoretical model of the determinants of workplace deviant behaviour among support personnel in Malaysian Public Service organisations. They found three potential groups of workplace deviant behaviour determinants among support personnel, which include individual-related factors, organisational-related factors, and work-related factors as contributing to deviance in the Malaysian Public Service.

Boekhorst (2015) examined human resource management (HRM) practices, work intensity, and workplace deviance while exploring core self-evaluations as playing a moderating role. Drawing on social exchange and conservation of resources theories, the author conducted two studies to examine the impact of perceived human resource management practices on workplace deviance. The first study hypothesizes that perceived maintenance and development HRM bundles have a negative indirect effect on deviance via work intensity. Using a two-wave research design, the results demonstrated that both HRM bundles were negatively related to deviance via work intensity. The post-hoc analyses revealed that both HRM bundles had an indirect negative effect on organisational deviance, but were not indirectly related to interpersonal deviance. The second study hypothesizes two moderated mediated models to understand some key moderating effects in the HRM practices and organisational deviance relationship. A three-way interaction between work intensity, core self-evaluations, and identity threat on organisational deviance was examined. The author hypothesized that this three-way interaction shapes the negative indirect effect of both perceived HRM bundles on organisational deviance via work intensity. Using a cross-sectional research design, the results revealed a significant three-way interaction between work intensity, core self-evaluations, and identity threat on organisational deviance. The results further revealed that this three-way interaction moderated the indirect effect of perceived development of HRM practices (but not perceived maintenance HRM practices) on organisational deviance through work intensity. Also highlighted are the moderating roles of core self-evaluations and identity threat in the work intensity and organisational deviance relationship. These results demonstrate that the negative relationship between work intensity and organisational deviance strengthens when high core self-evaluations employees experience low identity threat. That is, this three-way interaction supports much of the core self-evaluations literature that points to the positive implications associated with high core self-evaluations may not always be desirable. This research also reveals some of the boundary conditions, namely, core self-evaluations and identity threat, in the perceived HRM practices and organisational deviance relationship.

Faheem and Mahmud (2015) examined the effects of organisational justice on workplace deviance and job satisfaction of employees. Applying the equity theory at public sector hospitals, their study aimed to investigate the impact of organisational justice on nurses' deviance behaviour at workplace and job satisfaction. The study was conducted on 51 nurses from one of the popular public sector hospitals of Pakistan. These nurses belong to different departments of that hospital. To elicit the response from nurses, a questionnaire was used. Findings of the study revealed that organisational justice negatively influenced workplace deviance, while organisational justice positively correlated with job satisfaction. Their research highlights the valuable role of organisational justice in reduction of deviant behaviour and increases the level of satisfaction among nurses at workplace.

Harvey, Martinko and Borkowski (2016) conducted a study, titled justifying deviant behaviour: the role of attributions and moral emotions. They used two studies to investigate the impact of causal perceptions and the moral emotions of anger, shame, and guilt on the justification of deviant workplace behaviour. Study 1 tested a conceptual framework using a sample of undergraduate business students; Study 2 examined a population of practicing physicians. Result varied significantly between the two samples, suggesting that individual and contextual factors play an important role in shaping the perceptual and emotional processes by which individuals from reactions to undesirable affective workplace events.

Ugwu and Okafor (2017) studied organisation commitment, occupational stress, and core self-evaluation as predictors of workplace deviance in the Nigerian civil service. Using two hundred and eighty-four (284) adults drawn from the University of Nigeria, Nsukka Campus in a survey research, the authors found a significant negative relationship between organisational commitment and workplace deviance, and core self-evaluation to be negatively correlated to workplace deviance. The implication of their findings is that individuals with positive core self-evaluation are less likely to engage in deviant behaviour in the workplace, while those with negative core self-evaluation are more likely to engage in workplace deviance.

Ugwu, Enwereuzor, Fimber and Ugwu (2017) undertook a study on nurses' burnout and counter-productive work behaviour, using a Nigerian sample. Four hundred and one (401) nurses were drawn as sample from hospitals within South-East Nigeria. Their results showed emotional exhaustion, depersonalization, and personal accomplishment to positively predict counter-productive work behaviour. However, emotional intelligence, which they used as moderating variable, was found to significantly and negatively predict counter-productive work behaviour.

Howladar, Rahman and Uddin (2018) studied the moderating effect of Transformational Leadership (TL) on the relationship between Deviant Workplace Behavior (DWB) and Job

Performance (JP). Data were collected using a self-administered questionnaire from 288 (n=288) respondents using quota sampling approach. The analysis shows that employees' DWB negates JP and there is a moderating effect of TL behaviour on the relationships between DWB and JP. TL can moderate the behavior of deviant employees which, in turn, contributes to accelerating JP. The study brings forth implications both for academics and professionals. It encourages more researches from academics on it and robust application of these findings for professionals for the effective utilization of their talents. It also proposes that the punitive approach of dealing with deviant employees requires replacement with appropriate leadership styles.

Bashir, Abrar, Yousaf, Saqib and Shabbir (2019) investigated the relationship between organizational politics and deviance in unionized settings with the moderating role of resilience in unionized employees in higher power distance culture. A cross-sectional design was followed for data collection. The population of the study was low-ranked employees having union identity and working in the largest power distribution company of Pakistan. Stratified sampling was applied, and eight strata's were considered on the basis of geographical distribution, a total of 400 questionnaire items were distributed among the employees of eight circles, fifty (50) from each. Smart PLS.3.2.0 was used to analyze data through Structural Equation Modeling (SEM) under measurement and structural models. A cross-sectional design was followed for data collection. The study confirmed that employees tend to show interpersonal deviance when they experience organizational politics, but organizational politics does not promote organizational deviance. Under stress, the individual also shows a slightly higher level of interpersonal deviance as compared to organizational deviance.

Mayanja, Ntayi, Munene, Wasswa and Kibirango (2019) investigated the relationship between positive deviance and entrepreneurial networking among small and medium enterprises (SMEs). Using a mixed method approach combined self-administered questionnaire and interview guide covering 228 SMEs in Uganda, the cross-sectional nature of the study revealed key nuances about SMEs. The research findings confirmed a significant positive relationship between positive deviance and entrepreneurial networking among SMEs in Uganda. The findings also revealed that: SME owner/ managers should create enabling environment for people with divergent views to interact with each other to innovate new practices, such as accessing resources from the networks; managers should initiate new policies for error management to allow employees room to learn from mistakes; managers should acquire new skills of leadership skills to manage and utilize the knowledge and skills of positive deviants.

Um-e-Laila, Salman and Mamoona (2019) examined the association of abusive supervision with workplace deviance like supervisory directed deviance, non-supervisory directed deviance, and emotional exhaustion and how power distance

moderates these relationships. Cross-sectional data was collected through self-administrated questionnaire from banking sectors in Lahore, Pakistan. To test the hypothesis, structural equation-modeling (SEM) technique was used; moreover, for moderation test hierarchical regression was applied. The finding suggests that abusive supervision is positively associated with supervisory directed deviance, non-supervisory directed deviance, and emotional exhaustion. In moderation test, the individual power distance influences the relationships between abusive supervision and supervisory directed deviance as well as emotional exhaustion. However, it has not affected the relationship among abusive supervision and non-supervisory directed deviance. The results shows that mostly mistreated employees involved in negative reactions and these reactions are not only contained deviating behaviour, it also influences them emotionally. And by addressing abusive supervision issues, the researchers recommended that policy makers should take benefit from the research by considering how abusive supervision can influence the employees' well-being in organizations while making organizational polices.

2.4 Summary of Related Literature

This research study examines workplace deviant behaviour and performance amongst selected tertiary institutions in Edo State. The study reviewed the meaning of workplace deviance and performance. Workplace deviance was explained or seen as the deliberate or intentional desire to cause harm to an organization. Performance is a set of financial and non-financial indicators which offer information on the degree of achievement of objective and results. The study was anchored on conflict theory by Karl Marx (1818-1883) which claims that society is in a state of perpetual conflict because of competition for limited resources and those with wealth and power try to hold on to it by any means possible, chiefly by suppressing the poor and powerless, which explained that deviance arises from social and economic structure of the capitalist society. However, related studies on workplace deviant behaviour and performance were reviewed but no study was on political deviance and job satisfaction done in tertiary institutions using Nigeria's data which is the gap this study seek to cover.

III. METHODOLOGY

3.1 Research Design

This study employed descriptive survey research design and a qualitative method of data collection to achieve its purpose to determine or estimate the extent to which the values for the factors are related. The survey research was useful in this study since it is probably the best method available to the researcher in collecting original data for describing a population too large to observe.

3.2 Population of the Study

The population of this study comprises fourteen (14) tertiary institutions as at the last quarter of the year 2019 in Edo State

with a total number of thirty-five thousand, four hundred and twenty-four(35,424) employees. A non-probability method in form of purposeful sampling technique was adapted to select three (3) out of fourteen (14) tertiary institutions with one from each of the three (3) senatorial districts. The selected three (3) tertiary institutions are: University of Benin (Edo South), Ambrose Alli University, Ekpoma (Edo Central) and, Auchi Polytechnic, Auchi (Edo North).

Therefore, the target population of this study consists of all the employees of the three (3) selected tertiary institutions which is eleven thousand, eight hundred and eight (11,808) employees.

The table below represents the selected tertiary institutions and their respective number of employees:

S/No	Institutions	Number of Employees
1.	University of Benin, Benin City	6,052
2.	Ambrose Alli University, Ekpoma	3,529
3.	Auchi Polytechnic, Auchi	2,227
	Total	11,808

Source: Researcher's field work, 2020.

3.2.1 Sample Size and Sampling Technique

Sample and Sampling Technique

Purposive sampling technique was used to select the number of tertiary institutions in Edo State used for this study because for easy availability of data, convenience, interest of the researcher and quick access to information for intensive study on the principles that they can be representative of the entire population used for the study. Taro Yamani's sample size determination technique and statistical function was used in selecting the sample size as thus:

$$n_i = \frac{N_i}{1 + N_i (e^2)}$$

Where  $N_i$  = Total Staff Population size of the institutions

$e$  = allowable error size which is same as  $\alpha$  (0.05)

Thus,

$$N = 11,808$$

$$e = 0.05$$

$$n = \frac{11,808}{1 + 11,808(0.05^2)}$$

$$n = 386.$$

Following the above formula, the minimum sample size of this study obtained is 386 employees at 5% level of significance. We administered 386 copies of questionnaire to the three (3) institutions as follows, that is, 129 for University

of Benin, Benin City, 129 for Ambrose Alli University, Ekpoma and 128 for Auchu Polytechnic, Auchu respectively.

3.3 Method of Data Collection

Based on the focus of this study, the method adopted for the collection of data is the primary method through the use of questionnaire because the researcher was interested in generating data directly mainly from the subjects without relying only on already existing data. The questionnaire was structured to elicit the relevant information from the sampled respondents.

The questionnaire was designed and well-structured with the five (5) point likert scale of: Strongly Agreed (5), Agreed (4), Undecided (3), Disagreed (2), and Strongly Disagreed (1).

The questionnaire consist of two parts, section A and B, where section A centered on the bio data of the respondents and B on the issue of interest.

3.4 Validity of Instrument

The questionnaire was submitted to experts in the field of research for critical assessment to its validity and we used face to face and content validity to validate the instrument used.

3.5 Reliability of Instrument

In the case of reliability of research instrument, we computed the Cronbach's alpha (Cronbach, 1951), which is a measure of reliability. More specifically, alpha is a lower bound for the true reliability of the survey. Mathematically, reliability is defined as the proportion of the variability in the responses to the survey that is the result of differences in the respondents.

Reliability

Political Deviance

Case Processing Summary			
		N	%
Cases	Valid	386	100.0
	Excluded <sup>a</sup>	0	.0
	Total	386	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.801	.804	5

Job Satisfaction

Case Processing Summary			
		N	%
Cases	Valid	386	100.0
	Excluded <sup>a</sup>	0	.0
	Total	386	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.803	.803	5

The values of the Cronbach's Alpha are 0.801 and 0.803 for workplace deviant behaviour and job performance respectively. With these, our study instruments passed the reliability test as the results are in conformity with the suggestions of Hair ( 2006) and Nunnally (1967) that the value of the reliability test above 0.70 are satisfactory.

3.6 Method of Data Analysis

This study utilizes both descriptive and inferential statistics. The median as a descriptive measure was used to measure the level of agreement to the statements in the questionnaire. The median value lies between the response length of 1 – 5, where 1=strongly disagreed, 2 = disagreed, 3=undecided, 4 agreed, 5 strongly agreed.

On the inferential side, the Spearman's Rank Correlation Technique (SRCT) was used in determining the strength and direction of the relationship between political deviant and job satisfaction.

The Spearman's rank formula is given as;

$$r_s = 1 - \frac{6 \sum d^2}{n(n^2-1)} \tag{1}$$

Where:

d = difference in ranks of X and Y

n = number of paired observations

Decision Rule: Accept H<sub>0</sub> if the calculated probability value (p-value) is greater than the critical p- value, otherwise reject H<sub>0</sub> in favour of H<sub>1</sub>.

IV. DATA PRESENTATION AND ANALYSIS

4.1 Data Presentation

A total of Three Hundred and Eighty-Six (386) questionnaires were prepared and distributed accordingly to the target institutions. The aggregated responses and descriptive statistic (median) are presented in the table below.

Table 4.1: Aggregated responses and descriptive statistics

S/No.	Workplace Deviant Behaviour Dimension: Political Deviance	Strongly Agreed	Agreed	Undecided	Disagreed	Strongly Disagreed	Median
		5	4	3	2	1	
1.	Sometimes staff shows favouritism while relating with co-employees.	64	75	23	73	65	3
2.	Sometimes staff blames other persons or let others take the blame for their mistakes.	86	99	6	77	32	4
3.	Sometimes staff gossip about co-employees/supervisors.	65	92	44	68	30	4
4.	Sometimes employees talk with co-employees instead of working.	97	110	9	61	23	4
5.	Sometimes workers act rudely towards other colleagues at work.	85	92	25	68	30	4
	Organisational Performance Dimension:	Strongly Agreed	Agreed	Undecided	Disagreed	Strongly Disagreed	Median
	Employee Job Satisfaction	5	4	3	2	1	
6.	Sometimes employees are asked by their boss to work beyond job description.	85	96	12	72	35	4
7.	A proper employee recognition in terms of praise results in increased employees' productivity in an organization.	63	77	22	85	53	3
8.	Increase in employees' satisfaction actually brings about measurable increase in job satisfaction.	75	83	10	82	50	4
9.	The working conditions in use are tailored to meet employee needs in your organization.	74	92	25	65	44	4
10.	Increase in employee satisfaction reduces deviant behaviour amongst employees.	89	87	9	77	37	4

Source: Researcher's field work, 2020.

4.2 Data Analysis and Test of Hypothesis

Hypothesis Statement

H<sub>0</sub>: Political deviance has no significant relationship with job satisfaction in tertiary institutions in Edo State.

The variables are political deviance (POLDEV) and job satisfaction (JOBSAT) and these were used in the correlation analysis and its test of significance.

In other to test the hypothesis, we carried out a median transformation of the likert scale data. The median transformation was appropriate for transforming the data since it is non parametric in nature and this also holds for the basis for using the Spearman's Rank Correlation Technique.

		POLD EV	JOBSAT
Spearman's rho	POLD EV	Correlation Coefficient	1.000
		Sig. (2-tailed)	.000
		N	386
	JOBSAT	Correlation Coefficient	-.543**
		Sig. (2-tailed)	.000
		N	386

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The correlation coefficient of 0.543 implies that there is a moderate negative relationship between political deviance and job satisfaction. At both 1% and 5% the test showed that the negative relationships between the variables are statistically significant since the calculated p-value of 0.000 is lesser than the critical p-value of 0.05.

From the above we can infer that as there is a rise in political deviance, there is a decrease in job satisfaction.

4.3 Discussion of Findings

From the test of hypothesis carried out using the spearman's method on the transformed variables, we found out that there is a negative moderate relationship between workplace deviant and job satisfaction. This goes to mean that in a company where worker deviant behaviours are condoned, there is bound to be poor output or performance.

V. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

This study examines both conceptual, theoretical and empirical reviews and, the relationship that exists between Workplace Deviant Behaviour and Performance in Tertiary Institutions in Edo State, using a well-structured questionnaire

to elicit the relevant data from the sampled respondents. We adopted a 5-point likert scale and the data analysis was done using both the median transformation for transforming the data and the Spearman's Rank Correlation Technique.

From the above analysis, the descriptive statistics indicates that the mode of the responses obtained was found out that there is a negative moderate relationship between workplace deviant and job satisfaction. This goes to mean that in a company where worker deviant behaviours are condoned, there is bound to be poor output or performance.

### 5.2 Conclusion

The study examined the relationships between and Workplace Deviant Behaviour and Performance measured by job satisfaction. The absolute impact of the deviant behaviour in service organizations is brutally harmful since the employees are the direct producers of the service provided to their customers. For the practitioners, this study implies, firstly, that managers should check the bad or negative or unfriendly behavior of the employees to improve their performances. Secondly, negative attitude or nonproductive behaviour of the employees could be turned around in a positive way which will motivate employees for better outcomes.

### 5.3 Recommendations

Based on the findings of the survey, we therefore make the following recommendations:

1. Organizational leaders should ensure that negative political deviant behaviours are reduced to the barest minimum for better performance.
2. Personal aggression should be discouraged in order to ensure job satisfaction in tertiary institutions.

### 5.4 Contribution to Knowledge

The study contributes to knowledge by helping to domesticate contemporary practices of workplace deviant behaviour in Nigerian tertiary institutions in a manner that had rarely been done by adopting acceptable workplace deviant variables that were used in developed economies, modified some and subjected them to studies as they affected Nigerian tertiary institutions employees and at the same time came up with solutions as they affect employees in Nigeria.

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## APPENDIX 1: QUESTIONNAIRE

## NNAMDI AZIKIWE UNIVERSITY, AWKA

I, Odia Robert Ikhuenkehme, a PhD student of the department of Business Administration at the Nnamdi Azikiwe University, Awka, Nigeria is researching on the topic: **Workplace Deviant Behaviour and Performance in Tertiary Institutions in Edo State**. I humbly request your assistance in this research. Kindly, answer the questions below accurately as you can. Your answer will immensely assist in this research. All the data and answers provided will be treated with utmost confidentiality.

Kindly tick (✓) in the appropriate box that correspond with your views in each case.

## Personal Data

1. Gender: Male [ ], Female [ ].
2. Age: 18 – 25 yrs [ ], 26 – 40 yrs [ ], 41 – 60 yrs [ ], 61 and above [ ].
3. Academic Qualification: Primary [ ], Secondary [ ], Tertiary [ ], Postgraduate [ ].
4. Length of Service: 0 – 5 yrs [ ]; 6 – 10 yrs [ ]; 11 – 15 yrs [ ]; 16 – 20 yrs [ ]; 21 yrs and above [ ]

S/No.	Workplace Deviant Behaviour Dimension: Political Deviance	Strongly Agreed	Agreed	Undecided	Disagreed	Strongly Disagreed
		5	4	3	2	1
1.	Sometimes staff shows favouritism while relating with co-employees.					
2.	Sometimes staff blames other persons or let others take the blame for their mistakes.					
3.	Sometimes staff gossip about co-employees/supervisors.					
4.	Sometimes employees talk with co-employees instead of working.					
5.	Sometimes workers act rudely towards other colleagues at work.					
	Organisational Performance Dimension:	Strongly Agreed	Agreed	Undecided	Disagreed	Strongly Disagreed
	Employee Job Satisfaction	5	4	3	2	1
6.	Sometimes employees are asked by their boss to work beyond job description.					
7.	A proper employee recognition in terms of praise results in increased employees' productivity in an organization.					
8.	Increase in employees' satisfaction actually brings about measurable increase in job satisfaction.					
9.	The working conditions in use are tailored to meet employee needs in your organization.					
10.	Increase in employee satisfaction reduces deviant behaviour amongst employees.					

Source: Researcher's field work, 2020.