

# DEVIANCT BEHAVIOR OF EMPLOYEES AND JOB PERFORMANCE - EVIDENCE FROM SELECTED AGRICULTURAL RESEARCH INSTITUTES IN NIGERIA

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## Abstract

This study determined the effects of workplace deviance on employees' job performance in selected Research Institutes in Oyo State, Nigeria. A multistage random sampling technique was used to sample two hundred and fifty five (255) respondents. Data were collected through a structured questionnaire and were analyzed using descriptive and inferential statistical tools. Results revealed that mean age of respondents was 36.9 years and that majority (53.7%) of the respondents were male. The hierarchical regression analyses results indicated that overall job performance was significantly related to political deviance ( $b_1 = -2.015, p < 0.05$ ), personal deviance ( $b_1 = -2.531, p < 0.05$ ) and production deviance ( $b_1 = 1.734, p < 0.05$ ) This study concluded that despite various forms of workplace deviance identified in the study area, employees still perform better in their respective job assigned to them but not up to the maximum level expected. Finally, the study recommended that measure should be put in place to tame this act in order to achieve organizational goals. It was however recommended that conducive work environment be put in place to reduce work deviant behaviors. So also, training and workshops for the employees, both local and international level that can enhance their performance should also be put in place to reduce work place deviance.

Keywords: workplace, deviance, employee, job performance, Agricultural Institute

## INTRODUCTION

Organizations today are competing for space, image and survival especially in this ever dynamic world. It is on this premise that, organization are looking for committed and loyal employee who can perform and help to build the image of the

organization (Uddin *et al.*, 2013; Kart *et al.*, 2018; Adeogun *et al.*, 2019; Abiona *et al.*, 2020). The image of any organization is a reflection of employee's commitment attitude and loyalty towards work (Aksu, 2016; Ng, 2017; Zheng *et al.*, 2017). Managers in any organization are interested in achieving their

targeted goals by reducing any form of workplace deviance as this may be a very disruptive and costly problem in terms of both physical and financial life of the employees (Ogunyemi, 2006; Sun and Wang, 2017; Friedman *et al.*, 2018). Several studies confirmed that deviant behavior had brought huge negative impact on employees' productivity which leads to deterioration of employee's performance (Spector *et al.*, 2006; Peng *et al.*, 2011; Zheng *et al.*, 2017). Workplace deviance had drawn the interest of many researchers and policy makers in most organization in recent years (Abiona *et al.*, 2014; Katou, 2015; Sharma *et al.*, 2016). Deviance can simply be put as a violation of the norm, values, rules and regulations of an organization. According to Robbin and Judge (2007), workplace deviance is a habit exhibited consciously or unconsciously in unethical and unruly behaviours by employees in the course of work. Also, Aremu (2003); Kline (2011); Abdullah and Marican (2017) defined workplace deviance as a voluntary behaviour that violates institutionalized norms and threatens the well-being of employees and organization itself. Ng (2017) established that, some employees who work in government agencies have the potential of carrying out this destructive behavior if not tamed. In most organization it has been established that workplace deviance is more prevalent among supporting staff because of their duties is less demanding (Griffin *et al.*, quoted in Mazni and Rosiah, 2011; Jiang *et al.*, 2017). Several behaviour is considered deviant when employees are non-conforming to an organisation's policies, core values, culture and such behaviour impede the vision, welfare and organisational standards (Bennett and Robinson, 2003; Robbins and Judge, 2007; Kottawtta, 2007; Schilzand *et al.*, 2016; Jiang *et al.*, 2017). More so, there are two types of workplace deviance and the two serve different purposes such as constructive deviance is a form of positive deviance by which employees engage in innovative behaviours that can bring about creativity (Mazni and Roziah, 2011 and Mekporand Dorthy-Baah, 2017). The second type is destructive deviance which occur when employee intentionally wants to cause harm to the organization and the co-worker such as taking unauthorized work breaks, insulting audience, hitting or yelling at others, gossiping, undermining fellow employees and destroying organizational property. It could be said that, these aforementioned forms of workplace deviance affect not just the organization but the entire workforce at large in terms of their performance and satisfaction with the organization. Furthermore, for employee to perform to the extent of achieving organizational goals, workplace deviance attitude must be attached with penalty that will help to reduce any form of organizational deviance to tolerable level. The study addressed specifically the effects of workplace deviance on employees' job performance in selected

Agricultural Research Institute in Oyo State, Nigeria. The specific objectives of the study were to:

1. Identifying various forms of workplace deviance.
2. Determine employee's job performance.
3. Identify the challenges faced by the employees in the study area.

## MATERIALS AND METHODS

The study was carried out in three selected agricultural research institutes in Oyo State, Southwest, and Nigeria. The research institutes were: Cocoa Research Institute of Nigeria, Forestry Research Institute (FRIN) Ibadan, Oyo State Nigeria and Ogun – Oshun River Basin Development Authority (OORBDA), Ogun State, Nigeria. The population of this study comprised of employees in the three selected Research Institutes. A multistage random sampling techniques was used to select the respondents from the study area. Out nine agricultural institute in Oyo state two (2) were randomly picked and out of two research institute in Ogun State one (1) was also picked resulting into 3 institutes. The research was carried out among 255 respondents. The data for the study were obtained using a structured questionnaire.

The questionnaire was structured into sections to generate information about personal characteristics such as age, sex, and income which serve as a control variables (Du *et al.*, 2016). Workplace deviance was measured with DWB scale developed by Tusi *et al.* (1997); Rahman *et al.* (2012) adapted by Abiona *et al.* (2018). It was a 24 items scale carefully selected from Robinson and Beenelt (1995) and Appelaum *et al.* (2007) and were also rated using 5 points Likert typed rating scale of: Strongly agree = 5, agree = 4, undecided = 3, disagree = 2 and strongly disagree = 1.

More so, employee's job performance was measured 9 items scale with Tsui *et al.* (1997) and further adapted by Abiona *et al.* (2018) using 5 points Likert typed rating scale of: Strongly agree = 5, agree = 4, undecided = 3, disagree = 2 and strongly disagree = 1. Descriptive and inferential statistics were used for data analysis. Descriptive statistics included frequencies, percentages, mean and standard deviation. Regression analysis was used to determine the effects workplace deviance on employee's job performance.

## RESULTS AND DISCUSSION

### Personal Characteristics of the Respondents

Age is an important factor to be considered in a profit driven organization. The mean age of the respondents in the study area was 36.9% years which means that respondents in the study area were young, energetic, full of life and active people who can perform well in their organization. The result agrees with the findings of FAO (1997); Abassi (2000); Isaac (2011); Abiona *et al.* (2020) who

I: Distribution of the respondents by their personal characteristics (n = 255)

Variables	Frequency	Percentage	Mean
Age group (years)			
< 30	65	25.5	36.9
31–35	49	19.2	
36–40	55	21.6	
40–45	46	18.0	
> 45	40	15.7	
Sex			
Male	137	53.7	46.3
Female	118	46.3	
Marital status			
Single	75	29.4	65.5
Married	165	65.5	
Separated	13	5.1	
Religion			
Islam	57	22.4	77.7
Christianity	197	77.7	
Academic qualification			
OND/NCE	52	20.4	59.6
HND/B.Sc.	152	59.6	
M.S.c/PhD	51	20.0	
Years of working experience			
< 5 years	94	36.9	8.05 years
6–10 years	112	43.9	
> 10 years	49	19.2	
Monthly income			
< 50,000	35	13.7	104,481.2
51,000–100,000	113	44.3	
> 100,000	107	42.0	

Source: Field Survey, 2018

reported that most agricultural employees in the South Western part of Nigeria were in the age range of 30–40 years. Also, results revealed that majority (53.7%) of the respondents were male while, 46.3% were female indicating that male staff were more than female staff in the study area. This results corresponds with the observation of Banmeke (2010); Nwokocha (2011); Julie (2013); that men are more employed than women in almost every organization in Nigeria. It is worthy to note that, more than half (77.7%) of the employees were Christians while, 22.4% were Muslims. This also shows that Christianity is the dominant religion in the South Western part of Nigeria (Ajayi, 2013). The study also revealed that, almost majority (65.5%) of

the respondents were married. The result is in line with the study of Banmeke and Oose (2012) who reported that there were more married people in research institutes in the Southwest Nigeria and this was as a result of influence of tradition that encourage matured people to get married in this part of the world. This was further confirmed by the report of Eze (2010) and Fapojuwo (2010); Banmeke and Oose (2012) who asserted that marriage confers some level of responsibility and commitment on the individual.

### Workplace Deviance Behaviour Indicators in the Study Area

Various forms of workplace deviance were explored during the course of study. Major workplace deviances identified were: divulgence of confidential company information with an unauthorized person ( $\bar{x}$  = 3.24), falsification of receipt ( $\bar{x}$  = 3.32) and taken of organizational property without permission ( $\bar{x}$  = 3.06). The implication of this results is that, involvement of employees in any forms of deviant behavior will reduce performance flow. This results is supported by Robinson and Bennett (1995) who said that deviant behaviours, such as sabotage, theft, harassment, incivility, and work-slowness habit not only account for losses of the organization but also they do shatter organizational image. Also, refusal of boss instruction ( $\bar{x}$  = 2.90), this results is supported by Galperin (2002); Pituch and Steves (2016) who said that most of the employees disobeyed manager's advice or overlooked order.

More so, others deviant behaviour were laziness at work ( $\bar{x}$  = 2.89), use of illegal drug/consumed alcohol on the job ( $\bar{x}$  = 2.88), invasion of government property without permission ( $\bar{x}$  = 2.81), rudely manner of approach ( $\bar{x}$  = 2.79). Some of these major deviant behavior will affect some committed and loyal staff as it may affect overall productivity of the organization. This results is supported by Herscovis *et al.* (2007); Abiona (2015); Ng (2017) who were of the opinion that most employees are very aggressive at work and also indulging in various sharp practices.

In addition, most employees always play prank at work ( $\bar{x}$  = 2.71) which make other loss temper with colleagues ( $\bar{x}$  = 2.61). This results implies that leaking or releasing organizational information to unauthorized persons may cause conflict that may not be handled by the management of an institution and which deprive the attainment of organizational goals. It is worthy to note that, some of this vital document are meant for official use, if such information gets out it may create a bad image for the organization. Also, many employees had the habit of cheating the Government through falsification of receipts which has become major norm in most government owned institutions in developing countries. Fortification of management receipt may cause the organization extra cost and

II: *Distribution of various forms of workplace deviance behaviour*

Variables	MEAN	S.D
<b>Production Deviance</b>		
I put in little effort at work	2.89	1.42
I have left work early without permission from my boss	2.81	1.55
I intentionally work slower than I could have worked	2.78	1.45
I spend too much time fantasizing or day dreaming instead of working	2.58	1.36
I come in late to work without permission	2.50	1.41
I have left work for someone else to finish the job	2.50	1.52
I have worked on a personal matter instead of work for my employer	2.39	1.21
I have taken an additional or a longer break than is acceptable any at your workplace	2.27	1.45
I have dragged out work in order to get overtime pay	1.89	1.23
<b>Property Deviance</b>		
I have falsified receipt to get reimbursed for more money than you spent on business expenses	3.32	1.54
I litter my work environment	3.06	1.47
I have taken a property from work without permission	3.06	1.50
<b>Political Deviance</b>		
I discuss confidential company information with an unauthorized person	3.24	1.43
I always communicate in a lousy manner in my place of work	3.01	1.56
I hardly follow my boss's instruction	2.90	1.48
<b>Personal Aggression</b>		
I use an illegal drug or consumed alcohol on the job	2.88	1.53
I do embarrass people publicly at work	2.25	1.47
I do play mean pranks on people at work	2.71	1.33
I act rudely to people at work	2.79	2.38
I have made fun of someone at work	2.15	1.23
I have lost my temper at work	2.61	2.36
I have said something harmful to someone at work	2.46	1.43
I make an ethnic, religious, or racial remarks or jokes at work	2.41	1.34
I have cursed someone at work	2.81	1.43

Source: Field survey, 2018

this may affect other things within the organization. Other forms of deviance identified were too much fantasizing at work ( $\bar{x} = 2.58$ ) and most came late to work without permission.

### Level of Employees' Job Performance

Job performance is the relative contribution of individual to their organization that is it the output of an individual effort in relation to the pre-decided target (Kart *et al.*, 2018; Abiona *et al.*, 2019). Based on this premises, the contributions of the employees in term of job performance was examined. Major performance indicators identified were: training on the job improve the employees' competencies ( $\bar{x} = 4.11$ ). This results agreed with the assertion of Hair *et al.* (2014); Abiona *et al.* (2015); Soleimani *et al.*

(2017) who opined that most of the deviant behavior of the staff will reduce if they have undergone training programmes. Also, other performance indicators that reduce deviant behavior among the employees were: conducive working condition ( $\bar{x} = 4.08$ ), availability of instructions and resources for task at hand ( $\bar{x} = 4.05$ ). This study implies that, if the organizational climate is conducive, the rate at which employees will perform will be high. It could be said that, conducive environment can abate the workplace deviant behavior of employees and tends to enhance the performance of employees (Uddin *et al.*, 2013).

Other performance indicators were: differences in performance of employee when tasked with the same objective ( $\bar{x} = 3.99$ ), usage of evaluation

## III: Distribution of the respondent's level of employees' job performance

Variables	Mean	S.D
Training on the Job helped me improve competence in my specialization	4.11	1.34
My working environment is conducive which makes me perform effectively	4.08	1.35
Explicit instructions and resources needed for a particular objective are given by management before execution	4.05	1.41
My performance is sometimes higher than my colleagues tasked with the same objective	3.99	1.54
Organizational management ensures there is a performance and evaluation process to evaluate workers competence	3.96	1.34
Presence of working tools influence my faithfulness to standard operating procedures	3.95	1.42
Sufficient time is given to me by the management to ensure the proper execution of an objective.	3.89	1.21
Privacy in my workplace influences my job effectiveness	3.56	1.47
The quality of my work is sometimes lower than it should have been	2.94	1.40

Source: Field survey, 2018

## IV: Level of employee's job performance

Level	Frequency	Percentage
High (23-45)	132	51.9
Low (9-22.5)	123	48.1

Source: Field survey, 2018

forms ( $\bar{x} = 3.96$ ), availability of working tools ( $\bar{x} = 3.95$ ), sufficient time attached to execution of job ( $\bar{x} = 3.89$ ), privacy in workplace influences job effectiveness ( $\bar{x} = 3.56$ ) which increase the quality of work ( $\bar{x} = 2.89$ ). This finding agrees with Wright and Geroy (2001) who opined that employee's competencies change through effective training programs, which improves the overall job performance of the employees. This is, if there is enough interaction with time, working facilities and conducive environment in an organization will not only boost but also will increase rate at which employee discharge their duties and obligation and nail deviant behavior to minimal degree (Sun and Wang, 2017; Turkey *et al.*, 2017). It is worthy to note that, employees had high or moderate level (51.9%) of job performance despite various forms of deviant behavior identified in the studied institutions. This results agree with the opinion of Green *et al.* (2013) who said that high performance will decrease deviant behavior at workplace and thereby increases their intention to contribute to organizational goals.

### Test of Relationship Between Workplace Deviance and Employees' Job Performance

The results of regression analysis of the relationship between workplace deviant behavior and employee's job performance is shown in Tab. V. The model produced a good fit for the data as evidence by statistical significance at ( $p < 0.01$ ) and the adjusted  $R^2$  of 0.338 which implies that the explanatory variables is 51.9% explained

in the dependent variable. Also, inclusion of job performance variables in the model as an explanatory variable is also justified by the statistical significance of rho ( $P < 0.05$ ). This implies that estimation of the model as regression would have yielded inefficient parameters.

Therefore, the results of the model of workplace deviance decreases the rate at which employees performed at work ( $P < 0.05$ ). This implies that employees that deviate the rule and regulations of an organization will definitely perform poor at work since most organization are looking for more committed, loyal and competent employee. This

## V: Workplace deviance indicators and employee's job performance

Variables	Coefficient	Standard Error	Tsat
(Constant)	7.479		2.110
Age	.260	.182	.775
Sex	1.065	-.009	-.149
Religion	1.239	-.121	-2.154**
Marital status	1.213	.004	.061
Academic qualification	.912	-.168	-2.601***
Years	.195	-.622	-5.429***
Monthly income	.000	-.014	-.165
Political deviance	.050	.085	1.682*
Property deviance	1.296	.295	2.968***
Production deviance	1.270	-.099	-1.709*
Personal deviance	1.476	.343	2.794***
$R^2 = 0.338$			
$R = 0.58$			
$F_{ratio} = 5.087$			

Source: Field survey, 2018

results is supported by Johns (2001) who asserted that any forms of deviance at workplace will lead to low productivity and poor job performance. Dunlop and Lee (2004); Appelbaum *et al.* (2007) Rahim and Cosby (2016); Olsen *et al.* (2017), to the fact that the employees' workplace incivility such as aggression, intentional slowing down of the work, keeping busy with non-scheduled task, passing idle time, gossiping with peers, and so forth, contributes to the bottleneck and ineffectiveness in the organizational performance which can result into a total damage of the organization. This results also affirmed the thought of Uddin *et al.* (2013); Rahim and Cosby (2016); Wu *et al.* (2017); Abiona *et al.* (2019); Blickle and Schütte (2017); Zheng *et al.* (2017) that is deviant behavior are beyond the acceptable norms of any organization which may bring huge negative impact on the productivity and deterioration of overall performance.

Also, the results revealed that religion is negatively significant ( $p < 0.05$ ) to employee's job performance. It implies that despite employee's belief in one religion or the other, involving in one form of deviant behavior reduces performance rate. It shows that as belief of the employees increases the rate at which employees perform at work decreases. This implies that better performance cannot be attached to religion of the respondents as observed in the descriptive statistic on personal profile that reveals that 77.7% of the respondents were Christian. This results is in line with the assertion of Abiona *et al.* (2018) who assert that employee's belief has nothing to do with the way and manners they perform at work. More so, the educational level of the respondents is statistically significant at ( $P < 0.01$ ) to their job performance, this results implies that being educated decrease employees deviant behavior and increase the rate at which employees perform at work especially those employees with higher educational certificate, therefore acquisition of higher certificate could reduce deviant behavior in profit driven organization. The years of experience of the respondents is positively statistical significant at ( $P < 0.01$ ). This results implies that as employees

grows with the culture, norms and values of an organization, it could be said that most of them would have gathered much experiences that could serve as checker to most workplace deviant behavior for better job performance (Hair *et al.*, 2014; Aksu, 2016; Adeogun *et al.*, 2019).

Furthermore, the twenty four items used to measure workplace deviance (WD) was further re-categories into four such as production and political deviance which was minor type and property and personal deviance which happen to be the major type of workplace deviance. Regression analysis shows that property deviance is positively significant at ( $p < 0.1$ ). This results implies that, various sharp practice that has become part of employees norm will affect other aspect of the job and reduce employee's job performance. Personal deviance is positively significant at ( $p < 0.0$ ), personal trait such as anger, bitterness uses of hard drug and grudges will reduce staff performance at work. It is worthy to note that, the whole world had gone political therefore, political deviance is significant at ( $p < 0.10$ ) to job performance in the studied organization. The implication of this results is that, most of the employee's engaged in politics and also use politic as cover-up to abscond from duties. This had been a treat to work and also discourage most committed employee in discharging their responsibility. This results corroborated the assertion of Porath and Pearson (2013); Souto (2015); Zheng *et al.* (2017) also said that workplace deviant behavior has a negative influence on job performance. More so, production deviance is positively significant at ( $p < 0.10$ ) to employee's job performance. This implies that employee whose roles is not well defined may involves in any form of workplace deviance such as organizational politics and lack of job description. This results is in line with the assertion of Robinson and Bennett (1995); Uddin *et al.* (2013); Islam (2014); Kenbock and Boehm, 2015; Darvishmotevali *et al.* (2017) who was of the opinion that, employees whose roles is not well defined will engage in gossiping, blaming coworker for their negligence and misfortunes.

## CONCLUSION

The present study showed that employee's job performance is highly related to property, production, political and personal deviant behavior. That is, most of the employees engaged in one form of workplace deviance behavior such as aggression, intentional slowing down of the work, keeping busy with non-scheduled task, passing idle time and gossiping with peers are affected job performance in the three locations used in this study. The study also concluded that most employees were found in the habit of taking government property without permission and this property deviance had jeopardize most of the activities in profit-driven organization. Also, it was found that most of the staff that were subjected to training were not engage in most of the identified workplace deviant practices. The significance of conducive environment as job performance enhancer had yielded a positive results in terms of managing most of the workplace deviant behavior in the study area. More so, this study also found that in order to increase employees' job performance, the management must put measure in place to tame workplace deviant behavior in the study area. Based on this, the following

recommendations were made as a preventive measures against workplace deviant behaviors and better employee's job performance for attainment of organizational goals. Prominent among these measures include: strong penalty for any form of deviant behavior (either minor or major in the study area), efforts should also be made by the management of the organization to organized short training that will give them better exposure to staff on how to manage organizational properties. Also, the management should create environment conducive for employees to discharge their duties and obligations. If all these recommendations are put in place, it is probable, that employees will have no option than to leave the deviant behavior and contribute to organization goals.

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