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Armstrong, M. & Robbins, S. P. (2009). *Strategic human resource management: A guide to action*. (3rd ed.). United State: Kogan Page Limited

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DEVIANT WORKPLACE BEHAVIOR IN NIGERIA: A CONCEPTUAL AND EMPIRICAL ANALYSIS

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Abstract

This is a content analysis paper regarding studies on the concept and antecedents of Deviant Workplace Behaviours (DWB) in Nigeria. DWBs are employee voluntary behaviours in the workplace that transgress organisational norms and negatively affect goals and effectiveness of an organisation, its members, or both. Studies about these behaviours remain critical in every organisations across the globe. This paper aims at reviewing the extant literature in the area of DWBs for the purpose of identifying various antecedents of the DWBs in Nigerian organisations. The paper adopted the use of extant literature in form of textbook, journals and publications materials found in different databases (such as Emerald, Proquest, EBSCOhost, Sage, Google Scholar etc) in the Internet. Extant literature reveals that most of the DWBs studies were conducted in the US and other Western countries. Literature also revealed that majority of DWB studies in Nigeria were conducted in southern-region, only few studies found in northern zones. This paper may serve as a stimulus to social and management researchers to engage in studies that can uncover factors that would likely be significant antecedents of DWB in the Nigerian context, as established in the developed economies like US. It is also provided contemporaneous and useful insight to management professionals and practitioners about the concept, dimensions and antecedents of DWB. The paper hereby recommends that findings about Nigerian DWB studies and indeed all studies should be published in journals and other outlets that are university's internet based since the world now operating in a globalized information technology era.

Keywords: Deviant Workplace Behavior; Demographic, Dispositional, Job Attitude, Job/Organizational Characteristics; Western Nations; Nigeria.

1.0 Introduction

The workplace is an avenue where a variety of different behaviors are exhibited by its employees, each with a different consequence to the individuals within the organization as well as the entire organization. These behaviors usually plunge within the purview of the organizational norms. Organizational norms is a group of expected behaviors, languages, principles and postulations that allow the workplace to perform at a suitable pace and when work behavior goes outside the accepted norms of the organization, then the behavior becomes a problem and may have far-reaching effects on all levels of the organization including productivity and financial costs (Coccia, 1998). Deviant Workplace Behavior (DWB) plays an important role in determining overall organizational performance (Bennett & Robinson, 2000). There are two components of

overall job performance; formal tasks (task behaviors) and informal tasks (discretionary behaviors) (Rotundo & Sackett, 2002). DWB is one of the forms of discretionary behaviors most commonly found in the literature. It consists of voluntary acts that break major organizational norms and threaten the welfare of the organization and/or its members or of both, at risk (Dunlop & Lee, 2004) for instance, DWB include withholding effort, stealing, acting rudely to coworkers, lying, spreading rumors, absenteeism and outright violence (DePaulo & DePaulo, 2009; Appelbaum, Deguire & Lay, 2015)

DWB is a pervasive and expensive problem for organizations (Bennett & Robinson, 2000). In the U.S. organizations for instance, research indicated that 75% of employees steal from their employer at least once (McGurn, 1988). It has also been estimated that 33% to 75% of all U.S. employees have engaged in deviant work behaviors such as theft, fraud, vandalism, sabotage, and voluntary absenteeism, which poses a serious economic threat and huge financial cost to organizations (Harper, 1990; Borman & Motowidlo, 1993; Robinson & Bennett, 1995; Yun, Cox, Sims & Salam, 2017). Regardless of the type, deviant workplace behavior has accounted for a tremendous financial cost and even permanent damage to a workplace environment (Appelbaum, *et al*, 2015). Bensimon (2004) reported that the annual costs of workplace deviance were estimated to reach as high as \$4.2 billion for workplace violence alone, \$40 to \$120 billion for theft (Buss, 1993; Camara & Schneider, 2014), and \$6 to \$200 billion for a wide range of delinquent organizational behavior (Murphy, 2003).

Similarly, numerous studies examine the dimensions of DWB have been conducted. Important individual and antecedents of deviant work behaviors include emotion (Levine, 2010), moral mandate and social influence (Fox & Spector, 1999); attributional style (Proudfoot, Corr, Guest & Dunn, 2009), negative affectivity (Watson, Clark & Carey, 1988); trait anger, attribution style, negative affectivity, attitudes toward revenge, self-control (Doughlas & Martinko, 2001); Five-Factor Model (FFM) of personality (Bodankin & Tziner, 2009; Milam, Spitzmueller & Penney, 2009; Salgado, 2002). Secondly, various studies relating organizational factors with DWB were conducted with different significant results. Specific organizational factors considered in the studies include work situation (Colbert, Mount, Harter, Witt & Barrick, 2004); work stressors (Bowling & Eschleman, 2010; Katyal, Jain & Dhanda 2011); environmental conditions (Fox & Spector, 1999; Miles, Borman, Spector & Fox, 2002); organizational justice (Zoghbi Manrique de Lara, 2006); job insecurity (Reisel, Probst, Chia, Maloles & König, 2011); ethical climates (Peterson, 2007); work-family conflict (Darrat, Amyx & Bennett, 2010); organizational support (Chullen, Dunford, Angermeier, Boss & Boss, 2010); leader mistreatment (Mayer, Thau, Workman, Dijke & De Cremer, 2011); and occupational pressure (Heeren & Shichor, 1993). However, literature revealed that only a few studies have investigated the antecedents or consequences of DWB in Nigeria for example, (Onakoya, 2007; Fagbohunge & Akinbode, 2012; Agboola & Salawu, 2013; Benjamin & Samson, 2014; Owolabi, 2015).

Research Objectives

The main objective of this study is to examine the conceptual and empirical analysis of DWB in Nigeria. To achieve this, the following specific objectives are raised in order to guide this study.

- To examine the antecedents of deviant work behaviors (DWBs) in Nigerian context.
- To investigate the reasons why employees engaging in deviant workplace behaviors (DWB).

2.0 Literature Review

2.1 Concepts and Dimensions of DWBs

DWB has been defined as voluntary behavior that violates significant organizational norms and, in so doing, threatens the well-being of the organization or its members, or both (Robinson & Bennett, 1995). It also refers to voluntary behavior in that employees either lack motivation to conform to, and/or become motivated to violate, normative expectations of the social context (Kaplan, 1975). Researchers have given these behaviors many different names, including workplace deviance (Bennett & Robinson, 2003). In essence, behavior is seen as deviant when an organization's customs, policies, or internal regulations are violated by an individual or a group that may jeopardize the well-being of the organization or its members (Robinson & Bennett, 1995). Deviant behaviors in workplace were described by different scholars using a wide variety of terms as antisocial behavior (Robinson & O'Leary-Kelly, 1998); organizational resistance (Lawrence & Robinson, 2017); employee misconduct (Kidder, 2015); workplace retaliation (Skarlicki & Folger, 1997); dysfunctional behavior (Choi, Dixon & Jung, 2014); dysfunctional behavior and organizational misbehavior (Vardi & Weitz 2013); and service dysfunction (Harris & Ogbonna, 2006). Henceforth, DWB defined as a voluntary behavior that violates significant organizational norms, and which threatens the well-being of an organization or its members (Bennett & Robinson, 2000). Voluntary behavior would mean that the employee is not motivated to conform and/or is motivated to act against accepted organizational norms. Bennett and Robinson (2000) defined organizational norms as expectations defined by basic moral standards, traditional community standards and formal and informal organizational policies and rules.

DWB is said to have been perpetrated by insiders (i.e. the employees) to intentionally harm or potentially cause harm to individuals within the organization or to the organization itself (i.e. the targets), thereby violating organizational or social norms. In addition, the harm can be aimed directly at the target or indirectly through a third party; it can be active (inflicting harm) or passive. Negative feelings such as anger and stress have been identified as antecedents of DWB (Fox & Spector, 2002) in western cultures. However, it is equally important to examine how individuals feel after they have engaged in DWB because feelings may prevent it from occurring or reoccurring. For instance, feelings such as shame and guilt may act as mechanisms for social control in most cultures (Hui & Triandis, 1986).

DWB has been the topic of several investigations and this concept may arguably be considered the most fully developed (Bennett & Robinson, 2000; Robinson & Bennett, 1995; Robinson & Greenberg, 1998). That is, researchers have empirically developed a comprehensive typology of deviant workplace behaviors and validated potential methods for measuring workplace deviance. An empirically derived typology of workplace deviance has been developed with the aid of a multidimensional scaling procedure. The results produced a two dimensional configuration of deviant workplace behaviors. According to Bennett and Robinson (2000) there are two types of workplace deviance, namely (1) severity (i.e. organizational deviance) which is non-personal and is directed at harming the organization as a whole. Severity dimension refers to the degree to which the DWB violates important organizational norms and therefore is perceived as more potentially harmful to the organization or its members. Thus, severity of DWB is subdivided into minor and major. Minor deviance includes behaviors such as social loafing and unjustified absenteeism, whereas major deviance involves physical aggression or theft; and (2) target (i.e. interpersonal deviance) which is interpersonal in nature and therefore harmful to only individuals. Behaviors within each of those types of deviance range from relatively minor acts to

more severe and serious acts. Target dimension refers to whether the deviance is directed at the organization or organizational members. Organization-directed DWB include, among others, vandalism, theft and sabotage. On other hand individual-directed include behaviors such as gossip, scape-goating and physical assault. Although a given act of deviance may harm both targets, organizational members will tend to direct their deviant actions at primarily an individual or an organizational target.

Figure 1.1: Dimensions of Work Deviance



Source: Adopted from Bennett and Robinson (2003)

The DWB dimensions of severity and target create four specific types of deviance consisting of: (1) political deviance and (2) production deviance (called minor DWB), (3) personal aggression and (4) property deviance (called major DWB). Political deviance is a behavior targeted at individuals which involves engagement in social interaction that puts other individuals at a personal or political disadvantage (Robinson & Bennett, 1995). Specifically, it includes behaviors such as gossip, rumor spreading, scape-goating or favoritism. Production deviance is a less severe behavior targeted at the organization, and includes things such as taking excessive breaks, calling in sick, intentionally working slowly, and generally violating norms regarding the minimal quality and quantity of work standards. Personal aggression is a more severe behavior targeted at individuals such as harassment, verbal attacks and threats to cause physical harm. Property deviance, like personal aggression, is another more severe behavior but is targeted at the organization, and includes things such as stealing, sabotage and vandalism.

3.0 Factors Contributing to Deviance Workplace Behavior

Factors contributing to DWB are grouped into five (5) main categories: individual/demographic factor, dispositional factor, job attitude, job characteristics and organizational characteristics (Boye & Jones, 1997; Vardi & Wiener, 1996; Vardi, 2001).

- i. **Demographic Factors:** Research has revealed the impact of a wide range of individual demographic factors such as education level, sex, age and occupation on the incidence of

DWB. Regarding the level of education, Sarwar, Awan, Alam and Anwar (2010) established that low level of education among primary school teachers accounted for higher organizational deviations as compared to interpersonal deviations. It has also been shown that education level is also positively related to creativity and citizenship behaviors and negatively related to deviant behaviors especially on-the-job substance use and absenteeism (Ng & Feldman, 2009). Age is a critical factor for deviant behaviors, for instance, younger employees and specifically males among them tend to be more inclined to engage in overt acts of DWB (Harris & Ogbonna 2002; Van Eerde & Peper, 2008; Khalid, Kassim, Ismail, Noor, Abdul Rahman & Zain, 2009). Moreover, younger employees that nursed a negative attitude towards management reported DWBs more frequently than others (Van Eerde & Peper, 2008). Their findings also indicated that students with lower academic achievements had significantly exhibited higher level of deviant behaviors. In a related study, Cortina, Magley, William and Langhout (2001) demonstrated that, in business organizations, women face greater frequency of uncivil acts than men. Workplace incivility involves acting without regard for others in the workplace or violating the workplace norms for respect. However, in service organizations with diverse workforce, personal factors such as nationality, limited experience in service work and personal circumstances of service employees were shown to have significant influence on service employees' DWBs (Browning, 2008).

- ii. **Dispositional Factors:** Personality trait refers to enduring patterns of a person's thought, emotion, and behavior that are not likely to change over time and explain person's behavior across different situations (Costa & McCrae, 1989; Funder, 2001). Personality is among important factors influencing DWB. Research revealed that DWB was stronger for employees who are low in conscientiousness or emotional stability (Bowling & Eschleman, 2015). Additionally, work stressors were more strongly related to DWB among workers who were low in conscientiousness, or high in negative affectivity (NA) than among workers who were high in conscientiousness or low in NA. In addition, personality traits of conscientiousness, emotional stability and agreeableness have been found to moderate the relationship between positive perceptions of the work situation and DWB. In a different study, Marcus and Wagner (2007) empirically established that self-control correlated less strongly with DWB and that low self-control remained the strongest correlate of DWB among the juvenile workforce.
- iii. **Job Attitudes:** The job attitudes that have been found to have significant relationship with DWB are job satisfaction, perceived organizational support, organizational justice and commitment. Job satisfaction is described as a pleasurable or positive emotional state resulting from the appraisal of a person's job or job experiences (Locke, 1976). Bennett and Robinson (2003) have reported that job dissatisfaction significantly relates to measures of workplace deviance. Similarly and more specifically, Hulin (1991) has demonstrated a significant relationship existing between job dissatisfaction and withdrawal behaviors. Perceived organizational support (POS) is one of the organizational factors that have been well researched into concerning its relationship with DWB. It is defined as employees' beliefs concerning the extent to which the organization values their contributions and cares about their well-being (Eisenberger, Huntington, Hutchison & Sowa, 1986). Interestingly, employees who experience weaker perceptions of POS but intrinsically motivated may more likely engage in deviant behaviors directed at the organization (Chullen, Dunford, Angermeier, Boss & Boss, 2010). Perceptions of POS are reported to be driven by

numerous factors but are largely influenced by organizations' human resource management (HRM) policies and practices (Allen, Shore & Criffeth 2013). Organizational justice has consistently shown negative correlation with deviant work behaviors. Previous studies (such as Van Eerde & Peper, 2008; Everton, Jolton & Mastrangelo, 2007) have pointed out that whenever an employee feels inequality or unfairness, he/she will retaliate by engaging in one form of deviant behavior or another such as cyber-loafing (Ahmadi, Bagheri, Ebrahimi, Rokni & Kahreh, 2015); workplace absenteeism (Boer, Bakker, Syroit & Schaufeli, 2002); or work sabotage (Ambrose, Seabright & Schminke, 2002). Cyber loafing is defined as employee's use of the internet of the employer organization to conduct personal affairs like reading or sending personal emails, surfing news websites and weblogs, playing games and entertainment (Lim, 2002). It is generally believed that when an organization and its managers are perceived to be fair and supportive, employee deviant behavior will decrease (Everton, *et al*, 2007).

- iv. **Job Factors:** Job factors found to have significant relationship with DWB include work stress and job design. It is established that there is positive relationship between work stress and DWB (Omar, Halim, Zainab, Farhadi, Nasir & Khairudin, 2016). Particularly, in a work situation where individuals are experiencing high levels of stress, their capacity to regulate their actions and keep them consistent with personal convictions about right and wrong declines, thus leading to deviant behaviors (Penney & Spector, 2005). Job stress refers to the harmful physical and emotional responses that occur when the requirements of a particular job do not match the capabilities, resources or needs of a worker (Katyal, Jain & Dhanda, 2015). Work stressors include unclear requirement, role overload, big consequences for small failures, lack of personal control, lack of recognition, poor leadership and lack of rest or leisure (Scott, 2006). Challenge stressors had significant positive indirect effect on deviant work behaviors through anxiety (Rodell & Judge, 2009). On the other hand, hindrance stressors had a positive indirect effect on deviant behaviors through anxiety and anger. Cavanaugh, Boswell, Roehling, & Boudreau (2000) define challenge stressors as types of job demands that are viewed by employees as rewarding work experiences that create opportunity for personal growth, whereas hindrance stressors are job demands viewed as obstacles to personal growth valued goals.
- v. **Organizational Factors:** Organizational factors found to have relationship with deviant workplace behaviors include organizational structure, human resource (HR) systems, change, security control norms and leadership. Empirical evidence demonstrated that organizations with human resource (HR) systems characterized by greater use of internal labor markets and less team autonomy are associated with lower frequencies of interpersonal deviant behaviors than organizations that rely on external labor markets and self-managed teams (Arthur, 2011). HR systems refer to combinations of HR principles, policies, practices, and perceptions that can affect organizational performance (Arthur, 2011). Change is uncertain and may adversely affect people's positions, interests, worth and abilities, individuals generally do not support change unless compelling clear and positive reasons convince them. Importantly, change result in responses from those that might be affected by it, hence perceived negative positive change may generate resistance in form of deviant behaviors to truncate the process or prevent implementation (Agboola & Salawu, 2013). Common deviant behaviors manifested during change process include absenteeism, industrial action, sabotage, rumor mongering, gossip and physical violence.

Security controls norms are overall measures of the perceived formal or informal means of deterring DWBs. Typical security controls include monitoring of people's behavior through physical controls systems (e.g., guards, cameras and policies), which are designed to make employees aware of the likelihood of getting caught and sanctioning or punishing of such behaviors (Murphy, 2003). Fine, Horowitz, Weigler and Basis (2014) found that integrity, employee engagement and security control norms have significant main effects on DWB, indicating that each may be an effective selection tool for reducing it. Integrity is concerned with individual behaving with high level of honesty, openness, and transparency. Specifically, the study has shown that DWB is consistently low when integrity is high, irrespective of the strengths of employee engagement and security control norms, but that it is increased by these situational variables when integrity is low. This implies that these situational antecedents should be assessed and managed to help organizations identify and minimize the risk of DWB, especially when integrity is low. It also implies that high integrity seems to be strong enough as a personal control to deter individuals from committing serious DWB. Conversely, when this important personal control (integrity) is low, situational variables will influence deviant behaviors. Employee engagement is an overall measure of job attitudes which taps affective commitment (e.g., pride, satisfaction), continuance commitment (e.g., intention to remain with the organization), and discretionary effort such as feeling inspired by the organization and willingness to go above and beyond formal requirements (Macey & Schneider, 2008).

3.1 Reasons for Deviant Workplace Behavior

Presence of counter norms and the reasons organizations often reward behavior that is counter to what is generally accepted as ethical; these are referred to as counter norms. For example, being open and honest is a quality that most would agree is desirable, however, organizations often find it desirable to be secretive and deceitful. Similarly, organizations tend to reward individuals who "pass the buck", instead of taking responsibility for their actions (Sims, 1992). A possible reason for these counter norms is referred to as the "bottom-line mentality". This mentality encourages financial success at the expense of other values. It promotes short-term solutions that are financially sound, despite the fact that they cause problems for others within the organization or the organization as a whole (Sims, 1992). The mentality encourages employees to view ethics as an obstacle to profit. Instead of relying on legitimate morals, individuals within organizations are concerned with whether they can manage to appear ethical.

A possible result of a counter norm within the DWB context would be the effect ratio. This occurs when less dramatic, but still deviant, behavior occurs covertly in the workplace. The aggressor generally seeks behaviors that are effective in harming the victim (whether the victim is the organization or another individual) while incurring as little danger to themselves as possible. This ratio is influenced by a few factors. First, the aggressor is often in repeated contact with the victim resulting in the reasonable expectation to run into the victim again and again over periods of time. Secondly, due to the surrounding workforce, there is a built-in audience of highly-interested observers who are likely to notice overt behaviors. This fact often serves to reduce aggression, especially when the audience is expected to disapprove of such behavior (Baron and Neuman, 1998). These factors also produce another frustrating factor for the victim: uncertainty. Potential aggressors tend to strongly prefer forms of aggression in work settings that allow them to disguise their identity and leave the victim wondering as to whether the action was intentional (Baron and Neuman, 1998). In 1998, Baron and Neuman studied the frequency of such covert actions versus the more overt actions such as physical violence. Their results were

consistent with the previously mentioned penchant for covert deviant actions (e.g. verbal aggression and obstruction).

Operational environment: Baucus and Near (1991) suggested that there are several conditions that increase the likelihood that illegal activity will occur. They postulated that larger firms, operating in a dynamic environment possessing unlimited resources are most likely to engage in illegal behavior. Furthermore, firms within certain industries that have a history of previous wrongdoing are also associated with increased occurrence of illegal behavior. Employees have a tendency or inclination to select certain activities illegal ones over other activities because of socialization or other organized processes. In a nutshell, the assumption that a firm's managers encourage to subscribe to a different set of ethical standards than the rest of society, or that individual profiling can predict certain types of behavior, must be avoided; instead, it must be recognized that organizations and industries can exert a powerful influence on their members, even those who initially have fairly strong ethical standards.

Group behaviors: Groups play a large role in influencing their members and their organizations. Aggressors have lasting effects on personal (e.g. emotional well-being and psychosomatic well-being) and organizational (affective commitment) outcomes due to the close proximity the aggressor may share with the victim (LeBlanc & Kelloway, 2002). They can influence those around them and be influenced by others as well. Individuals who do carry with them a high sense of ethics tended to report significantly lower satisfaction with other group members of a deviant workgroup, but were not found (to any significant extent) to prefer to leave the group setting due to their tendency towards lower levels of anti-social behavior (Robinson and O'Leary, 1998).

Organizational commitment: organizational commitment is a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization (Robbins and Langton, 2003) and has been identified as the primary measure of mental health (Warr, 1987). If employees felt there was an egoistic climate, they tended to believe that the organization encouraged them to act accordingly, with little regard for their fellow employees: an egoistic climate signals to workers that the organization is supporting and endorsing self-interested behaviours at the expense of other people (Benjamin & Samson, 2014).

4.0 Theoretical Framework

The theories reviewed for this study include causal reasoning theory and attributions theory.

Causal Reasoning Theory: The causal reasoning perspective by proposed by Martinko, Gundlach and Douglas (2002) posited that situational variables and individual differences affect cognitive processes (perceptions of disequilibria/attribution) which then lead to DWB as a means of re-establishing equity. This theory is cognitively driven and may work well to explain certain DWB of employees. Two common elements of these perspectives are that they describe: (1) how individuals evaluate the quality of their outcomes (e.g. perceived fairness, perceived justice, perceived success or failure); and (2) how beliefs about the causes of their outcomes (e.g. attributions) effect behavior and affect. The process of evaluating the quality of outcomes has been described in various ways and usually includes a comparative process that results in perceptions of disequilibria, injustice, or inequity of some type. In the case of this study, for example, an individual employee may engage in absenteeism as a way of lowering inputs or engage in receiving graft as a way of increasing outcomes for the purpose of re-establishing

equilibrium. In essence, the causal reasoning perspective implies that individuals consciously evaluate whether they are treated unfairly. If they deem themselves slighted they then determine who is at fault and engage in DWB against the target.

Attributions Theory: Attribution theory is based on Heider's (1958) premise that people have an innate need to understand and control their environments. Individuals function as 'naïve psychologists,' developing causal explanations for their own and other's behavior, based on a combination of external information, and internal beliefs and motives. These explanations influence expectations, emotions, and subsequent behavior. There are three important dimensions of attributions: locus of causality, controllability, and stability (Weiner, 1985). Locus of causality refers to whether the cause of an event is internal or external to a person. Controllability is whether or not a person has control over an internally-caused event. Some internal causes, such as lack of motivation, are seen as controllable, whereas others, such as lack of required skill to perform a task, are seen as uncontrollable. Stability is whether the cause is something permanent in a person or the environment, or whether it is a temporary condition. Lack of ability is likely seen as a permanent cause of poor performance, whereas being ill would be likely seen as something temporary. Rudolph, Roesch, Greitemeyer, and Weiner's (2004) opined that motivation theory suggests that attributions lead to emotions that lead to behavior. For interpersonal situations, anger mediates the relationship between controllable attributions and aggression (a form of DWB), whereas sympathy mediates the relationship between uncontrollability and helping will elicit an attributional process. If the need for help is seen as internal and controllable, it is likely that the reaction will be anger and antisocial behavior. For intrapersonal situations controllability with an internal locus of causality will lead an individual to experience guilt which may lead to greater efforts.

5.0 Deviant Workplace Behaviour in Nigeria

Literature review for this study has revealed that much has been contributed in the domains of discretionary behaviors of DWB yet, in Nigeria, only a few studies for instance (Onakoya, 2007; Fagbohunge & Akinbode, 2012; Agboola & Salawu, 2013; Benjamin & Samson, 2014; Owolabi, 2015) regarding DWBs were conducted in Nigerian context. Lack of reasonable numbers of DWB studies impliedly indicates the most of studies conducted in Nigeria are not published in eminent international journals that do not enjoy indexing/citation in the world reputable internet-based databases such as Emerald, Proquest, Ebscohost, Sage, Google Scholar and among others that the current study has used in sourcing relevant literature.

In one of the Nigerian DWB studies conducted in Nigeria by Onakoya (2007) among 204 employees of some public and private organizations in Lagos and Ogun states, Nigeria, has aimed at: (1) finding if core job dimensions and extroversion have positive effects on employee absenteeism; (2) If job dimensions and extroversion jointly or independently influence absenteeism. The study has employed the use of interview and questionnaire techniques were used for the data collection. The study found out that there was significant positive relationship between extroversion and absenteeism. It was also revealed that there was no relationship between the core job characteristics and absenteeism except for the dimension of skill variety where a significant positive relationship was found. Although the study has employed a mixed method approach, it has failed to cover substantial portions of the Nigerian nation. The study was

restricted to only 3 organizations around Lagos and Ota cities. Thus, the findings could not be generalized for all employees working in different Nigerian organizations.

Fagbohunge, Akinbode and Ayodeji (2012) conducted a study to examine the relationship between employee's organizational reactions and deviant behaviors in the workplace. A total of 696 workers from various public and private organizations in Lagos Metropolis, Nigeria were used as samples for the study. Co-relational design and multiple regression analysis were used in the analysis of the results. Results revealed that organizational reaction variables (supervision, company identification, kinds of work, amount of work, co-workers, physical work conditions and financial rewards) are significant predictors of different facets of DWBs among workers. Finally, mean deviant behaviors of males at both controlled, work environment and less controlled work environment was higher and significantly different from that of their female counterparts. Although large sample has been used, this study was only limited to Lagos, neglecting larger parts of Nigerian society.

In a different qualitative study using case study, Agboola and Salawu (2013) tried to find how to manage deviant behaviors and resistance to change among employees of three different organizations in Ile-Ife, Nigeria. Specifically, the study employed the use of case study method and description for data collection and analysis respectively. The studies have identified proper education, effective communication, facilitation, motivation, negotiation, manipulation, co-optation and coercion as possible methods for managing DWB regarding to employee resistance to change. In addition, the use of these change techniques depends on the type of organization, nature of resistance and stage of intervention. This study is limited to the use of case study, and therefore could not be valid for generalization. To make the findings generalizable, there is need for expanding the sample beyond the case organizations and employment of a different technique (i.e. quantitative) to increase validity and reliability of the results.

Another Nigerian DWB study conducted by Benjamin and Samson (2014) aims at examining the effect of perceived inequality and perceived job insecurity on fraudulent intent of bank employees in Nigeria. A total number of 170 sample participants from five branches of commercial banks in Ado-Ekiti, Ekiti state, Nigeria have participated in the study. Results from the study have demonstrated that perceived inequality and perceived job insecurity have had considerable significant effects on employee fraudulent intent. The study has adopted two statistical methods including analyses of variance (ANOVA) and a t-test. Similar to the above observation, the findings of this study could not be generalized for the whole of Nigeria because it has drawn its sample from only one state (Ado-Ekiti, Ekiti state) out of thirty six existing states in the Nigerian federation. The study should have expanded the study sample to include respondents from at least six states that cut across the four geo-political zones in Nigeria.

Furthermore, Owolabi (2015) conducted a DWB study that aimed at investigating the effect of organizational justice and organizational environment on turn-over intention of health workers in Ekiti State, Nigeria. A total of two hundred respondents were used for the study. It comprises one hundred and two females and ninety-eight males. ANOVA, t-test, and correlation analysis were used in the analysis of results. Results demonstrated that only organizational justice has a significant effect on employees' turnover. Interestingly, the findings also revealed no difference among males and females regarding justice perception, organizational environment and turn-over

intention but there was a significant difference in justice perception and turn-over intention among the various categories of health workers. Like the previous studies, this study may not be generalized for the whole Nigeria for the fact that it was conducted in only one of the states of the Nigerian federation.

Ekwoaba, Anyim, and Odetunde (2017) study aimed at evaluate the relationship between SERVICOM policy, service delivery and workplace deviance in the Nigerian Airspace Management Agency (NAMA) using survey research method. The study findings found out that that there was a significant relationship between SERVICOM policy, service delivery and workplace deviance. Thus, the study was also carried out within the ambit of NAMA which could not be generalize in the different Nigerian organisations.

6.0 Country's Cultural Differences and Similarities

This section presents the cultural differences and similarities between two countries, Nigeria and US, the analysis of both countries referring to Hofstede (2005). Hofstede's (2005) studies show the existence of national and regional cultural groupings that affect the behavior of societies and organizations. He proves that these cultural groupings are very persistent across time. Hofstede (2005) makes the difference between the term culture and country culture. He mentions that culture itself can regroup different countries within it, and country culture deals with the culture of a precise nation. As a consequence, the term country culture is used as we make the comparison between two countries. The differences and similarities according to Hofstede's (2005) five dimensions include, Power Distance (PDI), Individualism and Collectivism (IDV), Masculinity and Femininity (MAS), Uncertainty avoidance (UAI), Long and short term orientation (LTO).

- (a) Power distance (PDI): according to Hofstede (2005), power distance can be defined as the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally. In the country cultures with large PDI the hierarchy in organizations reflects existential inequality between higher and lower levels; it can observe the centralized system in the majority of companies. There is also more supervisory of personal, subordinates expect to be told what to do. Managers rely on superiors and on formal rules, and the top management is perceived as autocratic or paternalistic. The difference between employees and managers is also seen through the wide salary range between the top and bottom of organizations, in societies with large PDI, white-collar jobs are valued more than blue-collar jobs, and privileges and status symbols are normal and popular (Hofstede, 2005). In the country cultures with small PDI the hierarchy in organizations means an inequality of roles, established for convenience; it can observe the decentralized system in the majority of companies concerned.
- (b) Individualism and Collectivism (IDV) *Individualism* pertains to societies in which the ties between individuals are loose: everyone is expected to look after himself or herself and his or her immediate family. *Collectivism* as its opposite pertains to societies in which people from birth onward are integrated into strong, cohesive in-groups, which throughout people's lifetimes continue to protect them in exchange for unquestioning loyalty.
- (c) Masculinity and Femininity (MAS) a society is called *masculine* when emotional gender roles are clearly distinct: men are supposed to be assertive, tough, and focused on material success, whereas women are supposed to be more modest, tender, and concerned with the quality of life. A society is called *feminine* when emotional gender roles overlap: both men and women are supposed to be modest, tender, and concerned with the quality of life

- (d) Avoidance of uncertainty (UAI) According to Hofstede (2005) *Uncertainty avoidance* can be defined as the extent to which the members of a culture feel threatened by ambiguous or unknown situations (Hofstede, 2005). The author mentions that this feeling is, among other things, expressed through nervous stress and in a need for predictability: a need for written and unwritten rules". Societies with strong uncertainty avoidance (UAI) observe fewer changes of employer and longer service in their organizations. There is an emotional need for rules, even if these will not work; a need to be busy and an inner urge to work hard. There is also a need for precision and formalization, and for these types of organizations time is money. Top managers are concerned with daily operations and entrepreneurs are constrained by existing rules. There are more self-employed people in strong UAI societies. Workers in these country cultures are not very good at invention, but better at implementation. They believe in experts and technical solutions and focus on decision content rather than in decision process (Hofstede, 2005).
- (e) Long and short term orientation (LTO) *long-term orientation* stands for the fostering of virtues oriented toward future rewards - in particular, perseverance and thrift. Its opposite pole, *short-term orientation*, stands for the fostering of virtues related to the past and present in particular, respect for tradition, preservation of "face", and fulfilling social obligations". In the societies with long-term orientation main work values include learning, honesty, adaptiveness, accountability and self-discipline. The focus is on market position and leisure time is not important. These organizations pay attention to long term profits and owner-managers and workers share the same aspirations. In these societies wide social and economic differences are not desirable (Hofstede, 2005).

The study contributes to the existing literature on the issue of organizational frustration and change, until recently, most studies regarding the adverse effects of stressful work environments had congregated towards issues such as: employee's sexual harassment, absenteeism (Jenkins, 1976); job satisfaction (Depue and Monroe, 1986); turnover (Hendrix et al., 1985); and performance (Chen and Spector, 1992). Chen and Spector (1992) argued that organizational frustration occurs for three separate reasons. First, stress and frustration are semantically similar. Second, the environmental definition of organizational frustration fits the definition of some work stressors. Third, work stressors were found to be positively significantly related to feelings of frustration as these frustrating events may cause the stressors through such events as interference with an employee reaching his or her goal and/or preventing proper maintenance within organizational settings.

7.0 Conclusion and Recommendations

DWB is a critical factor in the life and activities of any organization because of its influence on the overall organizational performance and goal attainment. Due to the expenses involved, it is clear that DWB are of great concern to organizations. This problem must be developed, measured and solved by organizations if they are to survive. More organizations need to step forward and take action by fostering strong, positive ethical cultures, so that when their employees are confronted with an ethical dilemma, they know how to deal with it. Employees need to feel that they are supported in their actions by management and the entire organization. Moreover, this positive cultural environment should be maintained so it will not subside to more aggressive and DWB that have been so detrimental to organizations in the past. Research in the domain of DWB becomes more particularly relevant and necessary in the Nigerian context where studies are still grossly limited. This paper was an attempt at creating more awareness about the need for more

studies on deviant behaviors in Nigeria specifically in the northern region. This paper, therefore, attracts social and management researchers to engage in studies that can uncover different factors that may likely be significant antecedents of DWB in the Nigerian context, as qualitatively and quantitatively established in the developed economies like the USA. Specifically, this study revealed that only a few DWB studies has been conducted in Nigeria south-west, other zones were lacking. Therefore, studies about the DWB in other parts of Nigeria need to be encouraged. Generally, the lack of many Nigerian DWB studies in the literature could be as a result of one or more of the following reasons; the study findings have not been published at all; the study findings have been published only in local journals that could not be accessed via internet search; or the study findings have been published in journals that do not enjoy any citation or indexing from world renown or eminent database. It is strongly recommended, considering the fact that the world is now operating in a globalized information technology era, that findings about Nigerian DWB studies, and indeed all studies should be published in journals and other outlets that are University' internet based.

Further studies require more definitive and qualitative measurements as well as objective observation in order to learn more about these behaviors. The more DWBs are understood, the easier it will be for organizations to manage and solve their issues and move towards the healthy and ethical issues they should have.

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