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PSYCHOLOGICAL OWNERSHIP AND WORKPLACE DEVIANT BEHAVIOURS IN DARAJU INDUSTRIES LIMITED, LAGOS, NIGERIA

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ABSTRACT

Nowadays, for workplaces to become world-class establishment capable of competing globally, they must not only hire outstanding talents, but also have employees who are psychologically linked to their works and the organizations so as to reduce workplace deviant behaviors. The research looked into how psychological ownership impacted on workplace deviant behavior in Daraju Industries Limited, Lagos, Nigeria. The population of the study was 247, while the sample size stood at 153 as this was arrived at with the use of Taro Yamane's sample size determination formula. Descriptive and inferential statistical tools were utilized for the study. Inferential along descriptive statistics were employed for the data analysis. The descriptive tools included frequency tables and percentages, while the employed inferential statistics for the test of the study's hypotheses were Multiple Regression and Pearsion Product Movement Correlation Co-efficient(PPMCC). Result therefore ascertained a significant impact of self - efficacy on the production deviance; and also a significant link between self - identity and personal aggression in Daraju Industries. It was then concluded that there was a significant influence of psychological ownership on the workplace deviant bahaviour in the organization. The study, hence recommended provision of good atmosphere by the management of the workplace for employees so as for them to see their workplace as their home.

Keywords: Creative behavior, psychological ownership, self – efficacy, sense of belonging and workplace's deviant behaviour.

Introduction

The workplace is a location where a wide variety of varied behaviors occur, each of which has a different effect on the individuals who make up the organization and the workplace as a whole. Despite the fact that employers frequently expect their staff to manage a range of obligations and task at work, this expectation is frequently not satisfied. Although employees occasionally engage in unorthodox and inconsistent things that they are not supposed to engage in at work. These behaviors are often suitable for the norm of principles, languages, and claims that make the organization to function at a high level. However, the consequences of employees breaking organizational norms are severe as they have an impact on every business's aspect, which comprise procedures for decision-making, costs, reputation as well as employees' morale (Galperin & Burke, 2006). Therefore, it has been maintained that these types of misconduct share some fundamental characteristics that can be used to set them apart from the group misconducts (Robinson & Bennett, 1997).

In recent decades, researchers have become increasingly interested in the issue relating to deviant behavior at work, given that the rate at which studies have addressed problems such as theft, vandalism, fraud, spreading malicious rumors, lying, violent behavior and sexual harassment in the workplace has increased speedily. As a result, there exist many different points of view premised on dissimilar readings, clarifications, and renditions of deviant behavior as a term. This can have a variety of causes, but it almost always has negative outcomes for both the organization and individuals (Sanda. & Marta, 2021). However, as a result of industrialization and increasing technological innovation, understanding employees' behavior at work is now essential in the current economic climate. Deviant workplace behavior by employees is a serious issue that threatens the success of the organization and has grown to be a significant issue that impacts most enterprises, while understanding these abnormal behaviors has therefore become a crucial area of study and an emerging phenomenon (Yildiz, et al. 2015).

Deviant behavior is considered as intentional behaviors carried out by employees which are contradictory to the organization's principles and standards, posing a threat to the organization's survival and success (Robinson & Bennett, 1995). In other words, this refers to actions taken by members of staff that do not align with the general aim of the workplace. According to Hamilton, Ogbuigwe, and Gabriel (2017), it includes rumormongering, gossip, theft, vandalism, fraud, sabotage, aggressiveness, and sexual harassment. Griffin and Lopez (2005) also found that while some positions may have a larger risk of aberrant conduct than others, most employees in businesses have a predisposition to engage in activity that can harm the organization's performance.

Employees' psychological ownership of the place of work appears to be critical. As a result, an alienated employee considers the allocated job as an instrument meant for simply meeting requirements and doing everything to avoid responsibilities. This is because most of the time, employees do not care to participate in the organization's success and are not personally involved in the work; thus, it was observed that the goal is simply to get financial remuneration from the organization. Employees however feel alienated when they are not given enough freedom to choose their tasks and are not given enough opportunities to participate in decision-making (Gray et al., 2020).

However, workplace aberrant behavior has financial, cultural, and psychological repercussions. For instance, it has been calculated that employees' theft costs the US economy \$50 billion annually. In Nigeria, efforts are currently being made to recover billions of Naira in funds that have been stolen by officials (Adewumi, 2021). Additionally, workers who have been the target of such aberrant behavior are more likely to leave their jobs, suffer from stress-related illnesses, and have low morale. They also struggle with low self-esteem, heightened anxiety and insecurity at work, as well as physical and mental pain. Therefore, to lessen these negative impacts on businesses and society as a whole, it is necessary to identify factors that contribute to such behavior (Adewumi, 2021). Despite the fact that many researchers have looked at a variety of putative antecedents of deviant behaviors, it appears that very few studies, particularly in this part of the world, have empirically studied the link between psychological ownership and workplace deviance. Thus prompting this study into focusing further on workplace deviant behavior and psychological ownership in the Nigerian manufacturing sector.

Statement of the Problem

In today's world of work, employees' indulgence in non-standard behaviors including scamming, stealing, stifling work, violent behavior, and sensuous agitation, as these have become a big worry. Concern has grown over the incidence of abnormal behaviors in the workplace. In addition, dissatisfaction and disloyalty have increased as a result of technological developments, organizational and industrial changes, a rise in job turnover, and a number of other unfavorable factors (Iyalla, Tamunomiebi & Nwaeke, 2019). This decreases the social and human ties that encourage inappropriate employees' behaviors. So, as evidenced by the frequency and consistency of media reports on incidents involving employees' dishonesty, poor work attitude, sabotage, social and moral problems, fraud, and workplace fights, among many other problems, the manufacturing industry is not an exception to the rule when it comes to employees' misbehaviors (Iyalla, Tamunomiebi & Nwaeke, 2019).

Deviant behavior is nevertheless an unrecognized risk, and the consequences of workplace deviance have financial, social, and psychological consequences for the workplace and its employees. As a result, it is a serious problem for today's businesses. Employees' misconduct is responsible for 30% of all corporate failures, and 43% of firms' experienced internal or external fraud between 2005 and 2007. So, estimating the costs of deviant behaviors to organizations is difficult, however, since it is not all aspects of these that are discovered, not all uncovered aspects are disclosed, and civil or criminal action is not always pursued in Nigeria (Egle & Oto, 2008).

Even with the government's attempts to curb deviant behaviors in Nigerian establishments, researches revealed that theft, fraud, sabotage, and other kinds of workplace deviant behaviors have remained among the country's fastest increasing workgroups in recent years. Currently, there are widespread reports of public office holders stealing billions of naira from government coffers in the country (Adewumi, 2021). As a result of the detrimental impact of workplace deviant behavior and the high rate of its occurrence in today's workplaces, it has become critical to understand these behaviors and the underlying causes. Despite the fact that extensive researches have already been undertaken in this area (Hussain, 2013; Brooks, 2012; Kanten & ErUlker, 2013; Robinson and Bennett, 2000), but the majority of the studies were conducted in other nations with various types of employees. As a result, the focus of this study was to investigate the impact of psychological ownership on the workplace deviant behavior in Daraju Industries Limited in Lagos, Nigeria. Meanwhile, understanding the origins of deviant behaviors could help to improve prevention methods and, thus, reducing the costs associated with workplace deviance as the need for this information is increasing due to the growing internationalization of the business' environments.

However, the specific objectives for the study were to:

- i. Analyse the impact of self - efficacy on the production deviance in Daraju Industries Limited; and
- ii. Establish the link between employees' self - identity and personal aggression in Daraju Industries Limited.

Literature Review

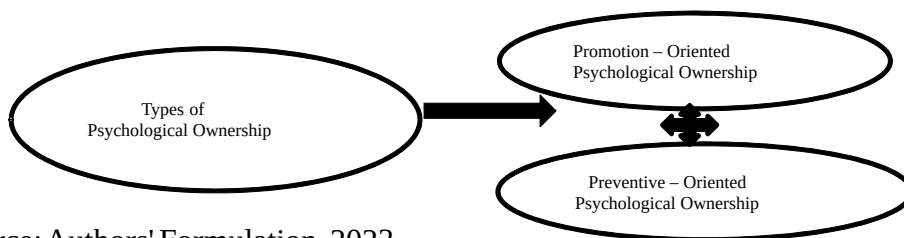
Concept of Psychological Ownership

According to Mattila and Ikavalko (2003), ownership is a far broader idea than a specific legal system and the status based on it. This is tied to the interactions among people and the things together with objects that encircles them. Pierce et al. (1991) proposed that formal ownership can, under certain circumstances, lead to psychological ownership and an integration of the employee-owner into the

ownership experience, and that each form (formal and psychological) has a unique role in the relationship between ownership and employees' attitude/behavior. The concept of psychological ownership is defined as a sense of possession over an item in which the item becomes an extension of the self, is closely linked to the person's identity, and has both emotive and cognitive components. A company, a career, or a project at work are just a few examples of the objects (targets) that might be the focus of psychological ownership. That is, a situation in which people believe they have legal ownership of something even though they do not in actual sense. According to Pierce et al. (2001), this sense of ownership might be either material or immaterial in character.

Pierce and Peck (2018) viewed psychological ownership as the examination of one's thoughts, time together with the ingenious impulses into the targeted possession. Similarly, with reference to Ahmet, Lutfihak and Meral (2021), psychological owners experience a sense of empowerment, which they correlate with creativity and inventiveness. As a result, it is possible to conclude that having a positive emotional attitude in an organization fosters intrinsic drive in people to put out inventive efforts.

Figure 1. Two Different Types of Psychological Ownership



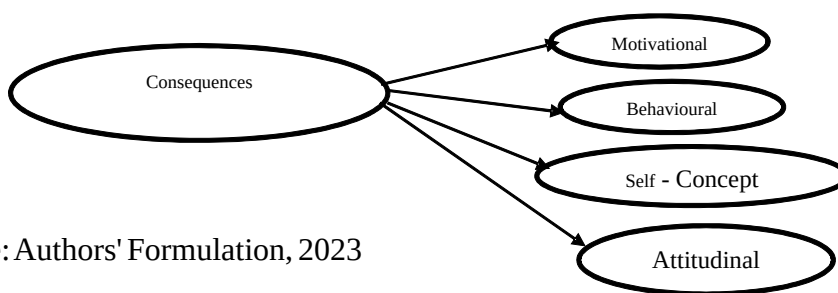
Source: Authors' Formulation, 2023

Avey et al. (2009) make a distinction between promotion-oriented and prevention-oriented psychological ownership. An individual's sense of possession over their psychological connection to the company as a whole is referred to as organizational-based psychological ownership. This state can be affected by a number of variables, including organizational goals and vision, norms and procedures, organizational culture and environment, organizational standing, and senior management attitudes, according to Mayhew et al. (2007). Employees' feelings of ownership toward their particular jobs are the focus of job-based psychological ownership (Mayhew et al., 2007).

According to Mayhew et al. (2007), psychological ownership means context-specific and reflects the person's current attitude toward the current organization and employment. The authors discovered that work-based psychological ownership is associated with job satisfaction, but organizational-

based psychological ownership is associated with emotional organizational commitment and job satisfaction. This research lends credence to psychological ownership as a unique entity with ties to organizational commitment and job satisfaction at work. Additionally, it was discovered that autonomy affected both psychological ownership and work attitudes in both direct and indirect ways. In contrast to the relationship between job-based psychological ownership and job satisfaction, Mayhew et al. (2007) found that organization-based psychological ownership partially mediates the relationship between autonomy and organizational commitment.

Figure 2. Consequences of Psychological Ownership



Source: Authors' Formulation, 2023

According to Pierce et al. (1991), psychological ownership has positive consequences irrespective of a member's financial ownership or legal standing as a non-owner or an owner. Pierce and his colleagues argue that psychological ownership is related to favorable behavioral and psychological outcomes, and that these correlations exist even for members who do not have equity ownership, motivational repercussions; behavioral consequences (organizational citizenship; personal sacrifice and personal assumption; extra role conduct); self-concept consequences (organizational based self-esteem); and attitudinal consequences are examples of these (commitment and job satisfaction).

However, in this study, self – efficacy and self- identity were used as constructs / dimensions of psychological ownership in Daraju Industries Limited, Lagos, Nigeria. Pierce et al. (2001)'s description of psychological ownership concept as 'a state in which individuals feel as though the target of ownership (material or immaterial in nature) or piece of it is theirs" was considered appropriate for the situation of things in Daraju Industries Limited, Lagos.

Self-efficacy

Self- efficacy, according to Ormrod (2006), is the degree or quality of one's confidence in one's ability to carry out duties and realize goals. It is focused on making a specific determination of someone's aptitude and knowledge (Sternberg, 2001). According to Bandura (1997), self-efficacy refers to a person's belief in

his/her own ability to design and carry out tasks in order to achieve high performance. This is because having a high sense of one's own abilities is associated with many favorable social, physical, and psychological outcomes. Under another sense, this is the persons' assessment of their capacity to execute in a range of circumstances. This refers to the potential for an individual to exert control over his/her surroundings and to influence activities at work that will result in the desired outcomes, as this is a crucial element in fostering psychological ownership (Olckers, 2011).

Self-identity

Self - identity is referred to as getting to know oneself, being oneself to others, and preserving oneself. A unique cognitive association between a person and a thing (e.g. organization). People utilize ownership to define and communicate their self-identity to others. This process entails knowing oneself, communicating oneself to others, and upholding continuity in one's self (Olckers, 2011).

Concept of Workplace Deviant Behavior (WDB)

According to Idris (2016), deviation is widely expressed as any behavior that does not conform to the norms of a group of individuals or society as a whole. Deviant behavior is described as behavior that differs from established social norms (Hirschi 1995). People's involvement in criminal action, illegal practices, and immoral views are other terms for it. Simply said, any behavior that violates a social norm or standard is considered to be a deviant behavior. Any attitude that disobeys the laws, rules, and regulations that apply to a corporation is also referred to as deviant behavior (Bolu-steve & Esere, 2017). According to D'Silva, Bachok, and Zawawi (2020), workplace deviant behavior (WDB) is misbehavior at work that can be categorized as aggressive (intimidation, sexual harassment, or open hostility towards coworkers), unproductive (taking extended lunch or coffee breaks, sneaking out early, or showing up late for work), abuse of property, and organization politics (gossips or spreading of false rumours). It is an action by members of organizations that breaches central organizational and/or society norms and harms the organization or its employees. This is also defined as voluntary behavior that violates material and organizational norms and puts the survival of the organization in danger.

Therefore, a behavior must have the following three qualities in order to be classed as workplace deviance: i. the conduct must be voluntary, notwithstanding the evident consequences (not by chance or as a result of bad luck); ii. Even if the outcome is not always desirable, the activity must be potentially detrimental and predictable; and iii. The actions taken must be contrary to the organization's and others' legitimate interests (Adewumi, 2021). Even while the majority of

aberrations is deemed unwanted, some are viewed as advantageous. According to Galperin (2002), deviance can have both positive and negative effects. Violations of important organizational rules that, unlike destructive deviance, benefit the organization, its members, or both. Even though these activities are viewed as inappropriate at the managerial level, they help the workplace in achieving its objectives. The two main sub-categories of these behaviors are organizational constructive deviance and interpersonal constructive deviance.

Table 1. Categories of Workplace Deviant Behaviors

	Minor	Major
Organizational Deviance	Production Deviance - Intentionally working slow - Taking excessive breaks - Chatting with co-workers about non- work topics during working hours - Arriving late to work - Day dreaming while on the job - Cyber loafing	Production Deviance - Stealing from organization - Dragging out work to get overtime - Making photocopies at work for personal use without receiving permission. - Taking office supplies or equipment home without permission.
Interpersonal Deviance	Political Deviance - Making fun of co-workers - Acting rudely toward others - Blaming co-workers for mistakes made on the job - Disobeying supervisor's Instructions	Personal Aggression - Cursing at workers - Humiliating co-workers - Bullying or stalking coworkers - Saying hurtful things to coworkers - Assaulting with injury

Source: Modified from Brown (2008)

Classification of Workplace Deviant Behaviors and Hypotheses' Development

Workplace deviant behaviors could be distinctly categorized into organizational deviance and interpersonal deviance. The organizational deviance includes minor production deviance (such as working slowly in the organization; engaging in too much break; lateness to work; unnecessary chatting etc.); and major production deviance (such as stealing from the workplace; delay of work or under - performance; utilizing organizational resources for personal use) (Chirasha & Mahapa, 2012).

However, stratified random sampling was adopted in the study carried out by Chirasha and Mahapa (2012) which was titled "causes and impact of deviant behavior in the workplace: The case of secretaries in the states' universities, Zimbabwe". This was with the sample size of 60 respondents. Results then

revealed different forms of deviance as being obvious in the studied universities, given that the two most frequent were property and production deviances. Some staff members were confirmed to be leaving the work so early and misappropriating the institutions' properties, utilizing office stationeries for personal use. They equally engaged in verbal abuse on one another. Thus the hypothesis one of this study was formulated as:

H0₁: self - efficacy has no impact on the production deviance in Daraju industries limited, Lagos.

On the other hand, interpersonal deviance comprises political deviance (such as making fun of co –workers; rudeness at work; non – compliance with the set standards at work; disobedience to the superiors in the workplace, etc.), and personal aggression (such as bullying; assaulting and causing injury on others at work) (Chirasha & Mahapa, 2012). According to Baron and Richardson (1994), aggression is referred to as a behavior that is meant to cause harm on another individual who does not want to be harmed. This can be physical aggression or non – physical aggression. Physical aggression is the type that consists of hurting others physically - for examples, kicking, hitting, stabbing, or shooting of people. While, non – physical aggression is an aggression that does not include physical harm. This comprises verbal aggression (screaming, yelling, name-calling, and swearing) and social or relational aggression, which is described as deliberately harming another individual's social interactions, for example gossiping about another individual, eliminating others from a particular friendship, or handing over of silent treatment to others (Crick & Grotpeter, 1995).

In Onogwu (2012)'s study exploring psychological ownership and organizational trust as predictors of organizational citizenship behavior amongst the staff of five selected Nigerian Banks in Nsukka, Enugu State, multiple regression analysis was adopted to analyze the gathered data. Findings then showed significant relationship between psychological ownership and organizational trust in the banks. Hence, the hypothesis two of this study was depicted as:

H0₂: there is no link between employees' self - identity and personal aggression in Daraju industries limited, Lagos.

Theoretical Framework

The only reviewed and adopted theory for this study was Social Exchange Theory (SET), as the rationale behind the adoption of the theory was based on its power to fully describe and illuminate on the motivational basis of workers' behavior.

Social Exchange Theory (SET)

Blau created Social Exchange Theory (SET) in 1986, and it is now one of the most extensively used conceptual frameworks in management and other subjects such as sociology. This theory views social existence as a sequence of interactions between two or more persons (Mitchell et al., 2012). The model is used by organizational researchers to define the motivational basis of employees' behavior and to explain the loyalty displayed by individuals towards their organization by engaging Social Exchange Theory (SET), which Blau developed in 1986, is currently one of the most often used conceptual frameworks in management and other fields like sociology. According to Mitchell et al. (2012), this theory sees social existence as a series of encounters between two or more people. In non-formally imposed behaviors (Organ, 1988; Narayanan, 2017). Individuals will feel obligated to compensate for their acts if they have benefited from an entity. Similar to this, in an organizational setting, employers are the ones who provide for the requirements of their employees, resulting in a reciprocal link amid them (Farasat & Ziaaddini, 2013). Here, mutuality, that builds on inter-reliance, is regarded as a defining property of SET, where outcomes or behaviors are a mix of effort from two partners (Molm, 1994).

According to proponents of the social exchange theory, employees would cooperate with management to achieve organizational objectives if they believe that the workplace cares more about their wants and welfare than it does about requirements or pressure from labor unions. Employees would assist the workplace to realize its objectives so as to retain the place of work as a source for their necessities since the organization provides a source to meet their requirements for identity, a sense of belonging, and self-esteem (Taleghani et al., 2009). This theory and the reciprocity standard hold that when individuals receive ill treatment from their organizations, they grow dissatisfied with those organizations and act out in a negative manner by deviating from the norm (Alias et al., 2012; Colquitt et al., 2006). So, this theory is a frequently utilized framework as a result of this simple principle (Cropanzano & Mitchell, 2005).

According to Eisenberger et al. (2004), the social exchange process is said to start when a boss or coworker treats a person favorably or unfavorably. Positive behaviors include things like offering organizational support, whereas negative behaviors include harsh management, rudeness, or bullying. People are expected to retaliate to these actions by engaging in either good or negative behaviors. Several research that identify the causes of workplace misbehavior have used the social exchange theory as a framework (Riggle et al., 2009).

Empirical Reviews

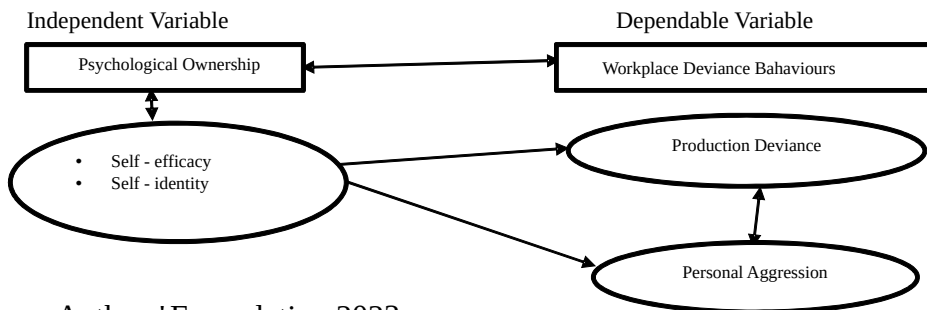
Cho and Moon (2021) investigated the effect of employees' psychological ownership on the constructive deviant behavior of 588 respondents. This was with the use of questionnaire in the form of 5 points likert scale. The findings of the study indicated positive relationship between psychological ownership (change-oriented self-efficacy) and constructive deviant behavior in the area of study.

Also, in the research undertaken by Deepti and Shalini (2020) entitled "combating deviant behavior for strengthening organizational commitment: role of emotional intelligence", convenient sampling technique was employed on 302 respondents of information technology industries across Delhi, India. Results of the study's analysis established negative effect of work deviant behavior on the organizational commitment of the studied institutions as it was pointed out that emotional intelligence wanes the negative impact of work deviant behavior on the organizational commitment.

However, out of all the reviewed previous researches on this subject matter, it could be ascertained that most of these studies were carried out outside Nigeria, while none was known to have been undertaken on Daraju Industries Limited, Lagos, Nigeria. Thus creating a gap needed to be filled by this study as further studies are necessitated.

Conceptual Framework

Figure3. Link between the Psychological Ownership and Workplace Deviance Behaviors



Source: Authors' Formulation, 2023

Methodology

Research Design

This study used a survey research design that enabled the use of questionnaires. This was to elicit data from the respondents (staff) of Daraju Industries Limited, Lagos. While descriptive research was considered and utilized to statistically obtain necessary information.

Population of the Study

The study included all employees of Daraju Industries Limited, Lagos, Nigeria, with varying degrees of experience, totalling Two Hundred and Forty Seven (247) individuals across all departments in the workplace, with the exception of divisional heads and directors. The figure was based on the supplied information in the course of the field work.

Sample Size

Nevertheless, the sample size for this study was determined using Taro Yamane's formula, totaling 153 (One Hundred and Fifty – three (153), where

$$n = \frac{N}{1 + N(e)^2}$$

As,

n equals the preferred sample size, N makes the size of the population, while e stands for the defined standard margin of error (5% or 0.05). However, 1(one) corresponds a theoretical constant, hence, the size of the sample was premeditated employing the aforementioned formula with n now 153.

So, the size of the study's sample was 153, that is, a total of 153 copies of questionnaire were given out to the respondents, while out of these copies, only 122 copies were recovered and used, being 80 % rate of response.

Used Instrument for Data Collection

The study used a well-designed questionnaire that was self-created as the tool for gathering the necessary data. This was divided into two parts (Part A and Part B). The part A of the questionnaire was appended "Respondents' Personal Data" focusing on the respondents' demographic information, including their age, marital status, sex, level of education, and other details. Then, the part B was subdivided and named Division One and Division Two. Division one incorporated questions aimed at eliciting information on employees' self – efficacy and production deviance. The division two, asked questions targeted at gathering information about the employees' identification and personal aggression. Also, the study used a four-point Likert scale approach to gather the required data.

Reliability and the Validity of the Used Instrument

In order to assure the instrument's reliability, and to establish the face and construct validity, the study hired the services of a human resource management specialist who was an expert in questionnaire design. Each item that was poorly

phrased was reversely-scored before the analysis of the data so as to ensure validity. As a result, vague items were found, some were subsequently simplified, and the test-retest reliability method was used to determine the instrument's composition within a two-week period, accommodating a correlation coefficient of 82 in the process and method of data collection. The respondents were provided copies of the questionnaire, and all responses with the exception of those where the respondents requested more time were returned right away.

Data Analysis' Method

Both descriptive and inferential statistics were employed in the study. The descriptive statistics were frequency tables with simple percentages, and the inferential statistics included multiple regression and Pearson, Product Moment Correlation Coefficient (PPMCC). The simple percentages and tables were designed to explain the demographic information of the participants, whereas multiple regression was used to test the hypothesis one, then PPMCC was adopted to test the hypothesis two through the SPSS's application (version 22).

Results and Discussion

Tables 2– 4 reflected the findings of the study's analysis, which revealed that 122 out of 153 copies of the questionnaire administered on participants were correctly completed and returned, representing 80 percent response rate. As a result, the analysis was based on 122 questionnaires.

Table 2: Socio-Demographic Characteristics of the Participants

Participant Characteristics	n	%
Gender		
Male	85	69.7
Female	37	30.3
Total	122	100.0
Age Range		
21-30yrs	30	24.6
31-40yrs	60	49.2
41-50yrs	32	26.2
Total	122	100.0
Marital Status		
Single	100	82.0
Married	22	18.0
Total	122	100.0
Educational Qualification		
SSCE/GCE/NABTEB	10	8.2
ND/A 'Level/NCE	45	36.9
B.Sc./HND	67	54.9
Total	122	100.0
Years of Service		
0-5 years	30	24.6
6-10 years	85	69.7
11years and above	7	5.7
Total	122	100.0

Source: Field Survey, 2023

Results in Table 2 showed that 69.7 percent of the participants were male, while 30.3 percent were female, thus indicating that males were the majority in Daraju Industries Limited, Lagos. It was also shown that 24.6 percent were of age 21-30 years, 49.2 percent were of age 31-40 years, while 26.2 percent were of age 41-50 years. This implied that the organization had an agile workforce (employees within age 31 – 40 years).

Table 2 also, presented marital status's distribution of the respondents illustrating that 82.0 percent were single, while 18.0 percent were married. This suggested that most of the employees in Daraju industries limited, Lagos were still singles, which means that most of the workers were expected to always perform their assigned tasks with little or no domestic challenges. In relation to the educational qualification distribution, 8.2 percent of the participants had SSCE/GCE/NABTEB, 36.9 percent had ND/A 'Level/NCE, while 54.9 percent had B.Sc./HND. Meaning that most of the employees in the organization were well educated enough to understand the subject matter of the study and responded objectively to questions contained in the distributed study's questionnaire. The table 2 equally showed distribution of participants according to the years of service, revealing that 24.6 percent had been in the service for between 0-5 years, 69.7 percent for between 6-10 years, while 5.7 percent of the participants had been in the service for 11 years and above. It could therefore be inferred that Daraju Industries limited, Lagos had a number of well experienced workforces who could help to move the organization forward.

Testing of the Study's Hypotheses

H0₁: self - efficacy has no impact on the production deviance in Daraju Industries Limited, Lagos.

Table 3: Summary of Regression Analyses on the Impact of Production Deviance in Daraju Industries Limited, Lagos (N=122).

Variable	B	SEB	β	T	P
Constant)	1.953	.304		6.422	.000
Self – efficacy	.930	.008	.995	112.880	.000
R ²		.995			
R ²		.991			
Adj. R ²		.991			
F		12741.845*			

*p < .05. Dependent Variable: Production Deviance

Source: Authors' Computation, 2023

Table 3 showed the effect of employees' self - efficacy on the production deviance in Daraju Industries Limited. It was displayed that effect of self - efficacy on the production deviance yielded coefficient of a multiple correlation (R) and square (R²) of .995 and .991 respectively. These values were statistically significant at 0.05 probability level. In other words, self - efficacy could account for 99.1 percent of the observed variance in the production deviance. The stated null hypothesis was rejected. This implied that self - efficacy had a significant impact on the production deviance in Daraju Industries Limited. This finding corroborated the observation of Cho and Moon (2021)'s study which indicated positive relationship between psychological ownership (change-oriented self-efficacy) and constructive deviant behavior in the study area.

H0₂: there is no link between employees' self - identity and personal aggression in Daraju industries limited, Lagos.

Table 4. Relationship between Employees' Self - Identity and Personal Aggression

Variables	Mean	SD	1	2	3
1 Internal	3.53	1.35	-		
2 External	3.30	1.46		-	
3 Personal Aggression	3.37	1.31	.997*	.987*	-

*p<.05, N=122, employees' self - identity (Internal & External)

Source: Authors' Computation, 2023

Result in Table 4 presented the relationship between employees' self - identity and personal aggression. It was reflected that there was a confirmed and significant correlation between internal employees' self - identity and personal aggression (r = .997, p<.05), and between external employee's self - identity and personal aggression (r = .987, p<.05). This result therefore indicated that there was a significant link between self - identity and personal aggression in the study area. This outcome was opposed to the findings of Deepti and Shalini (2020)'s study which established negative influence of work deviant behavior on the organizational commitment of the studied institutions.

Summary of Findings

The results of the study pointed out that employees of the organization were more involved in deviance behaviors at work mostly when perceiving no punishment for their deeds and were not giving required enablement by the organization.

Conclusion and Recommendations

Conclusion

Following the discoveries of this study, it could be asserted that workplace deviance behavior was a critical challenge to the organization, as this did not only undermine employees' effectiveness in the workplace, but it had also impacted adversely on the organization's work performance, thus necessitating the bridging role of psychological ownership in facilitating employees' productive behaviors in the establishment. Nonetheless, it could therefore be concluded that psychological ownership had significant impact on the workplace deviant behaviors in Daraju Industries Limited, Lagos.

Recommendations

- i. Daraju Industries' management should endeavour to create the environment needed for workers to feel like their workplace is their home, since employees often put up favourable attitudes when they feel like having stakes at work. In this sense, managers should create an environment in the workplace where psychological owners may do well and apply their positive perceptions of fitting in and sticking around to the pursuit of positive and productive behaviors.
- ii. The organization's management should always ensure that training sessions on handling emotions at work are provided, and other personality traits should be scheduled frequently to foster awareness and a thorough understanding of how to combat the influence of unproductive behaviors.
- iii. The discovery of the study showed that workers in the organization were more engrossed in deviant behavior at work, when realizing that no penalty followed their actions and they were not given required empowerment by the organization. The management team should strive to be a role model for identifying the origins and bases of these behaviors so as to overcome deviant behavior in the workplace. Required discipline should also be meted out on employees who engage in counterproductive behaviors as this will encourage others to engage in more good behavior rather than negative activities.
- iv. Handling personnel, especially those who lack social skills and have volatile personalities, communication skills are required. This is because productive interaction skills assist leaders in developing strong relationships with subordinates, which leads to an effective organization. As a result, Daraju Industries Limited should increase upward

communication so that employees may feel included, thus boosting their self-work and self-esteem, while decreasing the prevalence of workplace misbehavior.

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