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Behavior-based Interference and Workplace Deviant Behavior in Deposit Money Banks in South-South, Nigeria

By

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ABSTRACT: This study focused on investigating workplace deviant behavior, and the related role of behavior-based interference as a predictor in the manifestations of production deviance and property deviance within the context of deposit money banks in South-south Nigeria the study, in line with the adopted methodology – the quantitative method, also adopts a deductive approach to the investigation of the relationship between the variables. The total population for this research was 681 workers in 19 deposit money banks in South-south Nigeria. Initial sample size based on Taro Yamane was 251 workers from the target banks, however due to errors and retrieval setbacks, the study utilized the structured questionnaire in generating data from 234 workers from the deposit money banks in South-south Nigeria. For this research, the Cronbach alpha reliability test tool was adopted and will be premised on a 0.70 threshold, which served as the base for good or substantial reliability outcomes. The Spearman's rank order coefficient was utilized in the test for the bivariate hypotheses on the relationship between time-based interference and the measures of workplace deviant behavior. The findings of the study showed that behavior-based interference significantly impacts on workplace deviant behavior and that way, contributes to outcomes of production deviance, and property deviance in deposit money banks in South-south Nigeria. As such, it was the conclusion of this research that the management of the deposit money banks in South-south Nigeria focus on training and development activities and actions that enhance the level of functionality and performance in the organization, that way, advancing the wellbeing of the worker as well as that of the organization, and ensuring such unity and communality are effectively channeled toward the achievement of the overall objectives and goals of the organization.

KEYWORDS: Behavior-based interference, Workplace Deviant Behavior, Production Deviance and Personal aggression deviance

INTRODUCTION

When it comes to workplace relationships and well-being, a great deal rests or is premised on the behavior and disposition of the worker. This is why norms and behavioral standards are expressed to not only ensure that outputs are met at the required level and quality, and also that the workplace is conducive and harmonious enough for all members to thrive and contribute meaningfully to the organization (Marasi, Bennett & Budden, 2018; Neves & Champion, 2015). Deviance in terms of behavior at the workplace, thus poses a major challenge for organizations that depend substantially on the collaboration and correspondence between organizational parties and units for its success and progress (Neves & Champion, 2015). Marasi et al (2018) stated that manifestations of deviance within the workforce, is

capable of demoralizing the organizations workforce and leading to disjointed outcomes and a lack of consistency in organizational outcomes. Workplace deviance behavior describes those actions or activities, engaged by the worker, which can be considered as destructive, and capable of disrupting the flow of work at the organization (Zakay, 2014). The problem of deviance is such that impacts on the operations of the organization, increasing negative outcomes such as cost, conflict between organizational members, distrust and also organizational waste. Zheng, Qin, Liu and Liao (2019) reported that workplace deviance behavior plagues organizations across the world; creating functional gaps and strives within the workplace. Marasi *et al* (2018) characterized such behavior as gossips, character assassination, bullying of co-

workers, aggressive behavior, poor use of organizations equipment and facilities etc. These are other forms of deviance stall organizational development and also create division between organizational members and teams. Adekola (2010) life interference in work responsibilities often increases the emotional burdens of the worker, amplifying stress levels and also placing the workers under undue pressure. Such mix and interference between work and life, contributes to conditions that may be considered as unhealthy, and with significant implications for the social well-being of the worker. Workplace deviance has also been described as a voluntary activity that breaches major corporate norms and Employee deviance has been found to be the cause of about 30% of failure in many organizations and a subject of concern between researchers of human resource management and organizational behavior as it contributes to psychological, sociological and economic implications in the organization (Appelbaum, Iaconi, & Matousek, 2007; Bennett & Robinson, 2000; Giacalone & Greenberg, 1997). The main reason for increased research in this topic is due to the financial impact of deviance behaviors on organizations (Henle, 2005). One could argue that while previous research addressing issues of workplace deviant behavior have often traced such problems to organizational or managerial level decisions and actions, scarce attention has been paid to the workers own effectiveness at managing their varied roles and conflicting demands from work and personal life; and the implications of such on their behavior and attitude toward significant others.

This investigation provides an assessment of the association between time-based interference and workplace deviant behavior. Based on this position, the intent of this study is to contribute to the existing body of knowledge on the nature of the relationship between the variables through an in-depth discourse of theories and empirical assessment of the relationship between the variables. In order to adequately appraise and evaluate our research study, the following appropriate questions are worth giving attention;

- i. What is the relationship between behavior-based interference and personal aggression in deposit money banks of south-south, Nigeria
- ii. What is the relationship between behavior-based interference and property deviance in deposit

money banks of south-south, Nigeria

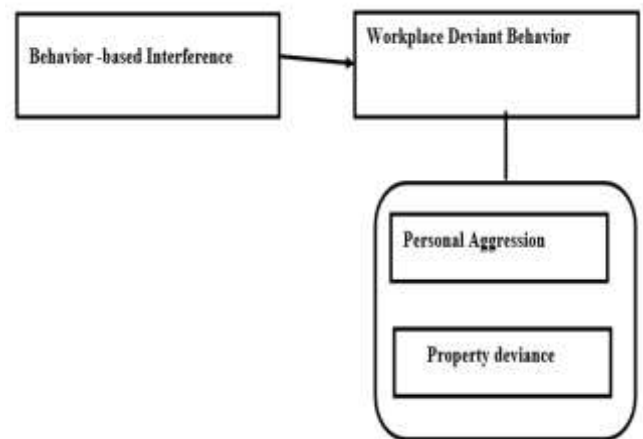


Fig.1 Conceptual Framework for the relationship between behavior-based interference and workplace deviant behavior. Source: Researcher’s Desk (2023).

LITERATURE REVIEW

Theoretical Foundation

A theoretical foundation is a formal, peer-reviewed theoretical model (or models) that can be used to explain the issue that is driving a researcher’s research. Swanson (2007) describes theoretical foundation as the design or construct that can support or buttress a thesis of a study being investigated. The study outlines cognitive dissonance theory as a baseline theory used in explaining the concepts in this study;

2.1.3 Cognitive Dissonance Theory

The theory of cognitive dissonance was first introduced by Leon Festinger in 1957 and developed rapidly as an approach to understanding common areas of human psychology, communication, and social influence (Festinger, 1957). Cognitive dissonance is the process by which people detect an inconsistency between cognitions, such as attitudes, beliefs, and behavior. When individuals become aware of an inconsistency between cognitions, they experience a state of psychological discomfort that motivates them to restore consistency (Hinojosa et al., 2016). Factors such as the importance of the cognitions and the magnitude of the discomfort play a role in determining how people restore consistency. Festinger described three primary ways people can reduce dissonance: change a cognition; add new cognitions; or change the importance of the inconsistent cognitions. Many early studies showed

that when people are unable to change their behavior, they will change their attitudes to be more in line with the inconsistent behavior. Cognitive dissonance theory postulates that an underlying psychological tension is created when an individual's behavior is inconsistent with his or her thoughts and beliefs (Hinojosa et al., 2016).

Behavior-based Interference

The behavior-based interference which occurs when behaviors that are expected in work or home domain are inappropriate or incompatible when demonstrated in another domain (Greenhaus & Boutell, 1985; Parasuraman & Greenhaus, 1997). This refers to the extent to which role-playing (such as that expressed at work) is extended into other areas or facets of the individuals' life. This can impact significantly on the workers' social life and on their relationship with members of their family; thus, causing emotional distress (Clark, 2000). The interference of work in the life of the worker can impact negatively on the communication between individuals and their family, especially when aggression and emotions experienced at the workplace are also transferred to the house or to family events (Graham *et al.*, 2021). Put another way, when behaviors that are expected or appropriate at home (e.g., expressiveness, emotional sensitivity) are inappropriate or dysfunctional when used at work, behavior-based home interference with work ensues (Parasuraman & Greenhaus, 1997). Equally, behavior-based work interference with home arises when behaviors appropriate at work (e.g., aggressiveness, competitiveness) are viewed as dysfunctional when used at home (Thompson & Beauvais, 2000). Behavior-based interference is thought to be most prevalent when individuals are unable to adjust their behavior to comply with the expectations of different roles hence resulting to a deviance in behavior at the workplace (Greenhaus & Beutell, 1985).

Behavior-based conflict can exist when specific behaviors mandated by one role are incompatible with the behavioral norms of another role (Greenhaus & Beutall, 1985). For example, a line-level restaurant or hotel manager might be expected to demonstrate aggressive and logical behavior at work, but family members likely need emotion and affection (Carlson, Derr, & Wadsworth, 2003). Hence a manager who treats his or her family

members like employees will likely experience behavior-based conflict (Carlson *et al.*, 2003). Since hospitality management often entails overseeing a diverse set of employees (in terms of their demographics and backgrounds), switching mindsets between the work and home environment can sometimes be a challenge and result to a negative behavior at the workplace.

Workplace Deviant Behavior

In recent years, workplace deviance has received a great deal of interest by researchers and managers (Nasurdin, Hazlina, & Arwani-Razalli, 2014). Yildiz and Alpkın (2015) define workplace deviant behavior as a volunteer behavior from members of an organization which infringes organizational norms by doing that which would threaten the growth of the organization with its employees. Workplace deviance is defined as the occupational crime that ranges from minor acts such as taking long breaks, embarrassing peers and leaving early from work to more serious acts such as theft, sabotage etc. Thus undermines the organization's well-being, its employees, or both (Dora & Azim, 2019). Yildiz and Alpkın (2015) have given different names for deviant behavior like workplace deviance, counterproductive behavior (Belhassen, 2012), antisocial behavior (Giacalone & Greenberg 1997), and misbehavior (Farhadi, Fatimah, Nasir & Shahrazad, 2012). Behavior is seen deviating when organizations custom and policy are infringed by individuals who can endanger the growth of the organization with its employees. Deviant Behavior in the workplace exist at different organizational levels and this behavior includes; unpunctuality at the place of work, spending working time for personal reasons, using working facilities for personal matters and needs, using inappropriate and different standards and procedures in working, displaying unfair attitudes to colleagues (Eliyana, 2015; Alias, Mohd Rasdi, Ismail & Abu Samah, 2013).

Shantz, Alfes, Truss and Soane (2013) post that the workplace deviance means action desire to cause harm to the company maybe the action described as the deliberate, voluntary behavior that exceeds institutionalized expectations and thus compromises the organization's well-being. Workers often create expectations for their

organizations, when the expectations not met workers maybe make psychological contracts with their organization. This psychological contract 'breach' then poses potential problems, especially in the workplace. Workplace deviance can result from the belief of the employee that his or her organization has in some way mistreated him or her. Employees often turn to misbehaving (or acting out) as way of revenge for alleged wrongdoing with their company (Radzali, 2015).

Measures of Workplace Deviant Behavior

Personal Aggression

Stewart, Bing, Davison, Woehr and McIntyre (2009) refers personal aggression as the extent to which the individual expresses aggression and is at conflict consistently with significant others within the context of the organization. Personal aggression is often targeted at co-workers and can lead to bullying and oppression at the individual level, creating strifes and discontent within the workforce (Clark, 2000).

Benneth and Robinson (2000) described as frustrating especially since is deprives significant others of their sense of belongingness and safety within the organization (Clark, 2000). Workplace deviance can take the form of aggressive behavior. Common examples include sexual harassment, intimidation and showing open hostility toward co-workers. It therefore has a negative impact on the well-being of the worker (Fagbohunge, Akinbode & Ayodeji, 2012). Personal deviance is when an individual behaves in an aggressive or hostile manner towards others (Chirasha & Mahapa, 2012). Robinson and Bennett (1995) affirmed that most employees develop some forms of personal deviance such as; sexual harassment, rape, verbal abuse, physical assaults, sabotaging the work of co-workers, stealing from co-workers, destroying property of co-workers, and endangering co-workers are forms of personal aggression. Bennett, Marasi and Locklear (2018) suggest that organizations are faced with greater cost when individuals possess this type of behavior. The costs are incurred as a result from lower productivity, lost work time, inferior quality, medical and legal expenses, and a damaged public image. Van Fleet and Griffin (2006) posit that verbal aggression and obstruction usually take place covertly in the workplace. Hence, harming the victims- whether they are individuals or the organization- can be

carried out with little danger (Appelbaum *et al.* 2007).

Property Deviance

According to Litzky, Eddleston and Kidder (2006), Organizational deviance consists of property deviance (major behaviors that harm the organization's assets and possessions such as sabotage and theft). According to Robinson and Bennett (1995), Property deviance can be described as those instances where employees acquire or damage the tangible property or assets of the work organization without authorization. Property deviance harms the organizations and is quite severe. Sabotaging equipment, accepting kickbacks, lying about hours worked, releasing confidential information, making intentional errors, misusing funds or expense accounts, theft and stealing from the company are forms of property deviance. Some of these acts are connected with direct costs for the organization since equipment has to be replaced (Robinson & Bennett, 1995).

Furthermore, these can have an effect on productivity because work cannot be performed until the equipment is replaced. Everton, Jolton and Mastrangelo (2007) affirm that employees who misuse the property of the company commit deviant actions. Examples include workers who use company vehicles when personal errands are prohibited, who harm company equipment, or who deface work areas. Property abuse may also take the form of outright theft, such as taking home office supplies from workers or refusing to return items they borrowed from the company (Kidwell & Martin, 2004). This describes the extent to which individuals mishandle and poorly manage the assets or facilities of the organization. Often this involves their damaging of office equipment and other assets through their nonchalant disposition toward such, leading to further expenditure in replacement (Clark, 2000). Property deviance is challenging for the organization especially when workers do not value or recognize the assets of the organization as theirs as well (Clark, 2000). More serious cases of deviant behavior harmful to an organization concern property deviance.

Behavior-based Interference and Workplace Deviant Behavior

Banu and Duraipandian (2014) asserted that behavior, just as emotions and feelings, can be transferred across contexts and roles as well, and the

interference of one role behavioral expectations, can negatively impact on the outcome of another; staining relationships and performance outcomes. Banu and Duraipandian (2014) described behavior-based interference as distracting and capable of creating disjointed outcomes in work. The impact of such can be negative in terms efficiency and consistency and that way, lead to poor quality outcomes. This is because such behavior interference often requires a shift in focus from one interest to another, most often momentarily, but yet still enough to impact negatively on functions (Anderson et al., 2002; Burke & Greenglass, 1999; Eagle, Icenogle, Maes, & Miles, 1998; Gignac et al., 1996; Kirchmeyer & Cohen, 1999).

With regard to employees' behavior in the workplace, work-home interference has been found to exert primarily negative effects. Individuals with higher levels of home interference with work have reported putting forth less effort on the job (Wayne et al., 2004) and performing at a lower level than those un-afflicted by similar levels of interference (Frone et al., 1997b). Wallace (1999) in his study noted that employees with an unhappy or negative attitude are less likely to perform effectively or accept new challenges and responsibilities. Negative attitude behavior on other coworkers can result to deviant behavior to both the employee and the organization as it leads to decreased performance, increased stress levels, and a feeling of alienation form the job (steiber, 2009). Literature appears to be scant with regards to the impact of

behavior-based interference on workplace deviance; hence the hypotheses of the study are stated thus:

HO₁: There is no significant relationship between behavior-based interference and personal aggression in deposit money banks in the South-South of Nigeria

HO₂: There is no significant relationship between behavior-based interference and property deviance in deposit money banks in the South-South of Nigeria

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was sourced using structured questionnaire. The total population for this research was 681 workers in 19 deposit money banks in South-south Nigeria. Initial sample size based on Taro Yamane was 251 workers from the target banks, however due to errors and retrieval setbacks, the study utilized the structured questionnaire in generating data from 234 workers from the deposit money banks in South-south Nigeria. For this research, the Cronbach alpha reliability test tool was adopted and will be premised on a 0.70 threshold, which served as the base for good or substantial reliability outcomes (Bryman & Bell, 2011). The hypotheses were tested using Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

Table 1: Relationship between behavior-based interference and the measures of workplace deviant behavior

		Behavior	Aggression	Property
Behavior	Correlation Coefficient	1	.982**	.974**
	Sig. (2-tailed)		.000	.000
	N	234	234	234
Aggression	Correlation Coefficient	.982**	1	.992**
	Sig. (2-tailed)	.000		.000
	N	234	234	234
Property	Correlation Coefficient	.974**	.992**	1
	Sig. (2-tailed)	.000	.000	
	N	234	234	234

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

Source: Survey result, 2023

The result on the relationship between behavior-based interference and the measures of workplace

deviant behavior is illustrated on table 4.7 and stated as follows:

- i. The relationship between behavior-based interference and personal aggression has a

correlation coefficient of $\rho = 0.982$ at a $P = 0.000$. The null hypothesis is rejected based on the evidence of significant associations between the variables.

- ii. The relationship between behavior-based interference and property deviance has a correlation coefficient of $\rho = 0.974$ at a $P = 0.000$. The null hypothesis is rejected based on the evidence of significant associations between the variable

The evidence generated on the test between behavior-based interference and the measures of workplace deviant behavior, shows that behavior-based interference significantly and positively advances contributes toward workplace deviant behavior in the target firms of the study. This is as the evidence from the analysis indicates that behavior-based interference contributes significantly towards outcomes such as production deviance, personal aggression and property deviance. Based on the evidence all hypothetical statements with regards to the relationship between behavior-based interference and the measures of workplace deviant behavior are rejected.

DISCUSSION OF FINDINGS

The findings of this research identify behavior-based interference as significant in outcomes of workplace deviant behavior. This finding builds on the observation that individuals take on various roles throughout their lives. Many factors, including social structure, number of roles, educational level, and family structure, have an effect on this concept. For example, the concept of conflict, together with the difficulty of fitting into a precise definition, can be defined as lack of adaptation between two or more people and group on basis of aim-objective-desire or motives. Basically, there are mismatches, contrasts, and disagreement between people and groups. While individuals strive for putting across his/her own ideas and thoughts, he/she also tries to prevent the same thing done by other people (Thomas, 1992). In other words, it is the process that leads to the idea that another party's interests negatively affect his/her own interests. In this process, the perception emerges that parties prevent each other's objective. In other words, conflict is a concept related to perception (McShane & Von Glinow, 2016). Definitions express the minute when parties in a continuing relationship transform into conflict with change (Robbins & Judge, 2015).

One of the crucial factors in emergence of the concept of stress is individual-work fit. This adaptation, in general, is known as the adaptation among an individual's current personality characteristics, e.g., knowledge, skill, and talent, and requirements of the job he/she will do. In the event of providing individual-work adaptation in question, studies concluded that individuals are more satisfied with their jobs, deviation to organization showed an increase, their work performances increased, their tendency toward leaving a job decreased, and stress became a less experienced situation (Kristof-Brown, 1996).

CONCLUSION AND RECOMMENDATIONS

Based on the study findings, this study concludes that behavior-based interference significantly impacts on workplace deviant behavior resulting to outcomes such as personal aggression and property deviance. The application of effort toward enabling workers cope with the challenges of role change and its effect on their behavior, would allow for an improved level of consistency and focus in the employees' dealings with co-workers and customers, and their capacity to effectively manage themselves (attitude and emotions) in their social and functional contexts in ways that positively impact on their relationships and actions.

The study recommends that management of deposit money banks in South-south Nigeria, should also focus on training and development activities and actions that enhance the level of functionality and performance in the organization, that way, advancing the wellbeing of the worker as well as that of the organization, and ensuring such unity and communality are effectively channeled toward the achievement of the overall objectives and goals of the organization.

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