

## Perceived Organizational Support and Employee Workplace Deviance of Fast-Food Restaurants in Port Harcourt, Rivers State

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**Abstract:** This study critically looked at perceived organizational support and employee workplace deviance of fast-food restaurants in Port Harcourt, Rivers State. The cross-sectional research design was adopted in studying the fast-food restaurants in Port Harcourt Rivers State. The population of the study was 134 employees selected from the 10 fast food restaurants Port Harcourt, Rivers State. Data was collected through the questionnaire administered personally to the respondents. Data collected were analysed using spearman rank order correlation. The result of the study revealed that the dimensions of perceived organizational support is positively and significantly related to the measures of workplace deviance. The study concludes that where there is perceived organizational support, there is bound to be low level of workplace deviance both on a personal level and on organizational level. The study therefore recommended among other things that management of fast-food restaurants should create avenues where employees are allowed to play a role on policies that directly affects them, doing so will improve the level of organizational commitment thereby reducing the level of workplace deviance.

**Key words:** Organizational Support, Workplace Deviance, Employee Wellbeing, Employee Consideration, Interpersonal Deviance, Organizational Deviance.

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### Introduction

Workplace deviance in organizations has become a serious issue that has generated several discourse amongst researchers and managers. This is so because the cost of workplace deviance on the performance of the organization and effectiveness cannot be ignored (Chen, Fah & Jin, 2016). Workplace deviations including personal violence, stealing, and withdrawing behavior are expensive issues for organizational effectiveness and performance (Appelbaum, Iaconi, & Matousek, 2007). In Pakistani public companies, 82 percent of employees routinely arrive late for work, 90 percent take extended lunch breaks, and 66 percent leave the workplace early, according to Bashir, Nasir, Qayyum, and Bashir

(2012). Workplace deviance include actions like these and a wide range of others. Enhancing organizational life, ensuring success continuity and improving employee's performance levels are research topics that have been getting importance day by day. In this context, not only positive behavioral variables in the working place should be examined, but also negative behavioral variables in order to carry today's organizations into the future on the basis of efficiency and productivity. Workplace deviance behaviors are defined as behaviors that threaten organizations and employees by intentionally breaking the positive rules in organizations. These negative behaviors can be insults, discrimination, lies, and rudeness, leaving work without permission, making work slow, and not taking care of the workplace (Zorlu & Bastemur, 2014).

Workplace deviance as a planned, purposeful, and hateful attempt to disrupt an organization by causing problems in the workplace. Workplace deviance can be interpersonal or organizational deviance, respectively. Interpersonal deviance is that which attempts to harm relationships through activities like lying, gossiping, and apportioning blame, while organizational deviance relates to lateness or theft of equipment (Utkarsh, Ravindra & Anata, 2019). Deviant conduct is divided into two categories by Robinson and Bennett (1995): interpersonal versus organizational and minor versus serious. The idea of workplace deviance has become widely accepted among organizational and management experts due to its detrimental repercussions (Lucas & Friedrich, 2005) (Ferris et al., 2009). According to Henle et al. (2005), such aberrant behaviors cause enormous financial losses for economies throughout the world. According to Appelbaum et al. (2007), similar tactics have been reported to be used by three out of every four employees. Furthermore, workplace disobedience has led to poor performance among workers and the company itself, sabotaging Pakistani firms in the same way (Nasir & Bashir, 2012). This is because, employees are expected to play the role of strategic asset for organizations and the behaviors of these workers are assumed to affect overall performance of organization. Keeping in view this fact, researchers and organizations are primarily focusing on the relationship between organization and its employees (Nasir & Bashir, 2012; Sumathi, Kamalanabhan, & Thenmozhi, 2015).

Deviant behaviors, or behaviors initiated by employees which contravene organizational norms, such as theft, staying home from work without cause, and taking unauthorized or extended breaks, can have a profound impact on employees and organizations (Bennett & Robinson, 2003). The subject of deviance behaviors is very important for organizations and it has relative effects on the variables of efficiency, quality, productivity, organizational success, job satisfaction, and loyalty. Workplace deviance behaviors, which have a negative effect on motivation, morale, welfare and the perception of employees, have been researched more recently (Lian, Ferris & Brown, 2012). Studies have shown that various forms of support in the workplace can have a positive impact on outcomes such as employee retention, organizational commitment, and job performance (Rhoades & Eisenberger, 2002; Baran, Shanock, & Miller, 2012; Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002) Perceived organizational support refers to how employees view the steps made by organizations for their growth and improvement (Sumathi, Kamalanabhan, & Thenmozhi, 2015).

Perceived organizational support is defined as given importance employees' expectations, to be supported and to be wanted their goodness by organization managers (Eisenberger, Huntington, Hutchison & Sowa, 1986). Organizations, who support their employees, encourage emotions and thoughts of employees to be valued, to be supported in their happiness and sadness, and to be paid for their efforts. Organizational support not only affects the roles of employees in the workplace, but also work life. The organization's performance is influenced by its faith in the ability of its personnel as well as its subsidiarity, flexibility, and initiative. Employees' behaviors that contribute to the company are increased when there is widespread organizational support. Because they feel that the organization's efforts benefit them personally, employees are devoted and diligent. The beginning of social interaction with employees occurs when firms begin to help and invest in their workers (Kaplan & Ogut, 2012).

Employees who perceive organizational support generally believe that their employers regard their efforts and are concerned about their welfare (Krishhan & Mary, 2012; Rhoades & Eisenberger, 2002; Settoon, Bennett & Liden, 1996). Organizational Support Theory (Eisenberger, Huntington, Hutchison, & Sowa, 1986) is the source of perceived organizational support. According to the social exchange theory, it describes how employers and workers interact and how employees see support depending on how they represent the company. According to the notion, employees perceive the company as having human-like qualities and interpret any positive or unfavorable treatment as a sign that the company thinks favorably or negatively of them personally.

According to Krishan and Mary (2012) as well as Eisenberger, Huntington, Hutchison, and Sowa (1986) and Settoon, Bennet, and Liden (1996), perceived organizational support refers to employees' perceptions of how well their employer meets their socio-emotional needs and how it handles increased work effort. Employee perceptions of organizational support are thought to be influenced by a number variables, including perceived fairness, organizational incentives and job conditions, and organizational job conditions (Baran, Shanock, & Miller, 2012). Employee perceptions of organizational support are also influenced by how they represent the business. According to research (Eisenberger et al., 1986; Shanock & Eisenberger, 2006), workers' views of organizational support will either rise or decrease depending on how they attribute humanlike features to the company. According to Levinson (1965), these human-like qualities are how an organization is represented through the actions of its agents, its policies, norms, and culture that maintain continuity and specify appropriate behaviors, as well as its use of power over employees (Rhoades & Eisenberger, 2002; Shanock & Eisenberger, 2006). A company's work environment or culture, for instance, helps employees comprehend the kind of conduct and language that are appropriate inside the organization. This knowledge presents the business in a way that encourages a sense of belonging among employees. Despite, the various research work on ways to reduce the level of employee workplace deviance, it is still rampant in many fast-food restaurants today and as such, has necessitated this study.

### **Statement of the Problem**

The problem of deviant behaviour in the workplace cannot be overemphasized. The manifestation of the problem of workplace defiance reflects in the overall performance of

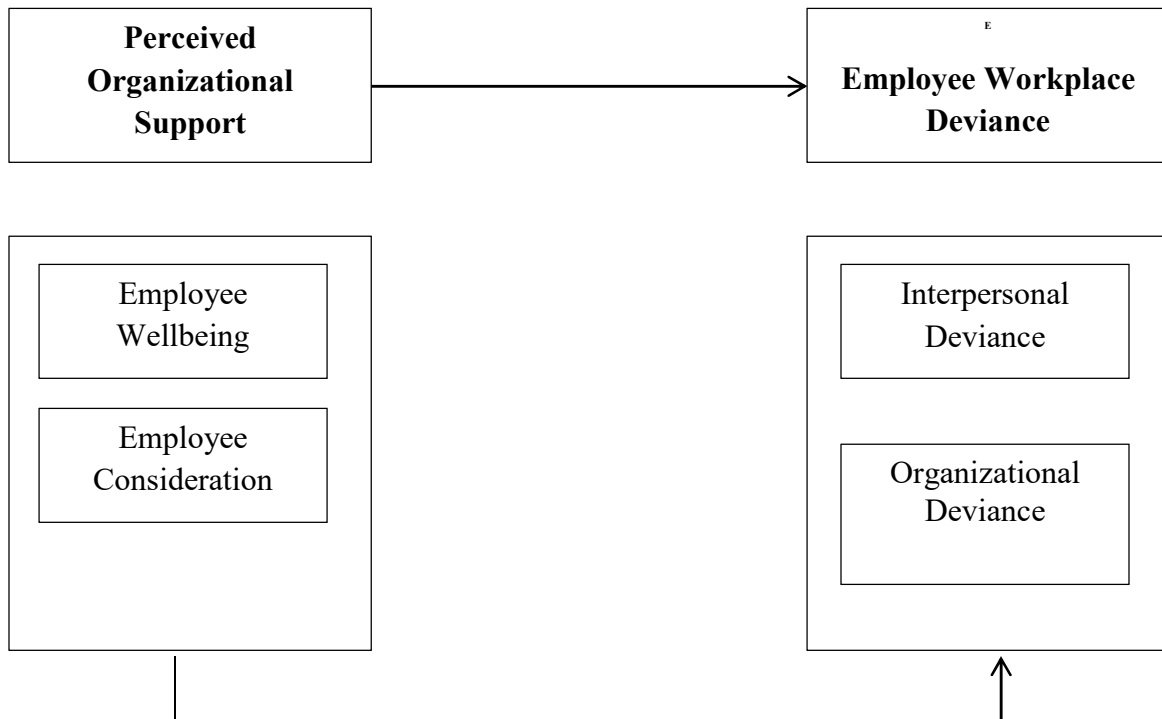
the organization at large. As such, organizations must show willingness to support employees in order to curb the menace of workplace deviance and improve the overall performance of the organization. Perceived organizational support is one of the ways in which organizations can improve the performance of employees and therefore improve the overall performance of the organization. Deviant workplace behavior is unquestionably a substantial problem for firms, according to studies on its frequency and social and economic implications (Bennet & Robinson, 2000; McGurn, 1988; Verton, 2000; Filipczak, 1993).

A number of prior studies provide empirical evidence in support of the association between perceived organizational support and a range of beneficial outcomes for both organization and its employees such as greater affective commitment and improved organizational performance (Armeli et al., 1998; Shore & Wayne, 1993), work attendance (Eisenberger et al., 1986), job involvement (Eisenberger et al., 1999; Eisenberger et al., 2001), job satisfaction (Eisenberger et al., 1997; George, 1989) and job performance (George & Brief, 1992), reduced degree of negative behaviors (Allen & Shanock, 2013). According to the social exchange theory, fair application of efficient organizational operations and policies might give workers the impression that their company cares about their welfare (Dejoy et al., 2010). Employees that perceive a high degree of organizational support in turn show stronger support for the company (Madden et al., 2014), as evidenced by improved job performance and a less retaliatory attitude (Eisenberger & Stinglhamber, 2011). A research on Malaysian healthcare employees at three government hospitals, according to Yogeswary (2009), discovered that there were several instances of workplace deviance. In the same vein, Awanis (2006) reported that there exist cases of deviant workplace behaviour among employees in government agencies situated in the northern side of Malaysia. In Nigeria, the issue of workplace deviance has gained considerable attention in recent years, particularly as it relates to cases involving cybercrime, financial misconduct and poor attitude to work (Chinedu, 2012; Azu, 2012).

Over the past ten years, there has been a significant rise in the quantity of study on workplace deviance, with the majority of this empirical work being centered on western environments (Nasurdin, Ahmad, & Razalli, 2014). Additionally, the majority of research (Abdul Rahim, Shabudin, & Mohd Nasurdin, 2012; Alias, Rasdi, Ismail, & Samah, 2013; Alias & Rasdi, 2015; Kozako, Safin, & Rahim, 2013) have focused on investigating the causes of workplace deviance in both private and public organizations. Numerous research investigations have repeatedly noted the occurrences of deviant behaviors including rudeness, harassment, drug misuse, impersonation, and ownership of a false identity.

Several research works have been conducted to study the influence of organizational factors on workplace deviance. For example organizational politics (Byrne, 2005; Chang, Rosen & Levy, 2009), job stress (Bowling & Eschleman, 2010), organizational justice (Cohen-Charash & Mueller, 2007; Ladebo, Awotunde, & AbdulSalaam-Saghir, 2008), organizational trust (Miner-Rubino & Reed, 2010) and organizational culture (Balthazard, Cooke & Potter, 2006) among others. In addition to this, there is scarcity literature highlighting the how perceived organizational behaviour has effectively dealt with the problem of workplace deviant behaviour, hence this study seeks to examine the perceived organizational behaviour and employee workplace deviance of fast-food restaurants in Port Harcourt, Rivers State.

### Conceptual Framework



### Objectives of the Study

The broad objective of this study is to examine the relationship between perceived organizational support and employee workplace deviance of Fast-Food Restaurants in Port Harcourt, Rivers State. Specifically, the objectives of the study include the following;

- to examine the relationship between employee wellbeing and interpersonal deviance of Fast-Food Restaurants in Port Harcourt, Rivers State.
- to examine the relationship between employee wellbeing and organizational deviance of Fast-Food Restaurants in Port Harcourt, Rivers State.
- to examine the relationship between employee consideration and interpersonal deviance of Fast-Food Restaurants in Port Harcourt, Rivers State.
- to examine the relationship between employee consideration and organizational deviance of Fast-Food Restaurants in Port Harcourt, Rivers State.

### Research Hypotheses

- there is no significant relationship between employee wellbeing and interpersonal deviance of Fast-Food Restaurants in Port Harcourt, Rivers State.
- there is no significant relationship between employee wellbeing and organizational deviance of Fast-Food Restaurants in Port Harcourt, Rivers State.
- there is no significant relationship between employee consideration and interpersonal deviance of Fast-Food Restaurants in Port Harcourt, Rivers State.



- iv. there is no significant relationship between employee consideration and organizational deviance of Fast-Food Restaurants in Port Harcourt, Rivers State.

## **Literature Review**

### **Theoretical Review: Organizational Support Theory**

The organizational support theory (Rhoades & Eisenberger, 2002; Shore & Shore, 1995) contends that workers develop a broad perception of how much their employer values their contributions and is concerned about their welfare. According to research by Allen, Shore, and Griffeth (2003) and Rhoades & Eisenberger (2002), better psychological well-being, a more favorable attitude toward the organization, and organizationally helpful behavior are all related to perceived organizational support (POS). According to Levinson's (1965) theory, employees personify the organization, seeing it as having dispositional traits such as good or bad intents toward them. This idea is supported by organizational support theory. Perceived organizational support (POS) is also valued as assurance that aid will be available from the organization when it is needed to carry out one's job effectively and to deal with stressful situations (George, Reed, Ballard, Colin, & Fielding, 1993). Relating the perceived organizational support theory to the relationship between perceived organizational support and workplace deviance, it may be argued that, when employees perceived that management shows concern, considers employees goals and values, and provide help, employees will reciprocate such positive perception with loyalty, commitment and performance. Thus, employees who believe that management care about their welfare and value their contributions are more unlikely to engage in workplace deviance, but likely to engage in workplace deviance if they perceive that management do not care about their welfare.

### **Perceived Organizational Support**

According to the organizational support theory (OST), perceived organizational support is the degree to which employees believe their organization (1) values their contribution and effort, (2) cares about their well-being and development, and (3) satisfies their socio-emotional needs. According to the theory, there is a positive reciprocity norm between an organization and its workers, according to which the latter will work more to please the former (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). For instance, recognizing each employee's contribution to the job at hand might boost that employee's self-esteem and satisfy his or her demands for respect and acceptance (Rhoades & Eisenberger, 2002). Individual employee will then treat it as the positive evaluation and recognition from the organization, thus increase their effort in future for the sake of organization growth (Shore & Shore, 1995).

Perceived organizational support (POS), according to Dawley, Houghton, and Bucklew (2010), is the degree to which employees believe that the company values their contributions and is concerned about their welfare. Two dimensions are included in this definition: (i) Performance-reward expectations provide an explanation for how workers

feel that their contributions are valued by the company. (ii) According to Rhoades and Eisenberger (2002), the requirement for meeting socio-emotional needs at work explains how employees may feel that their employer cares about their well-being. According to Shaffer, Harrison, Gilley and Luk (2001) perceived organizational support can be viewed as trust that makes employees to stay in their current position, and remain committed to their organization, in addition to the financial benefits employees receive from their organizations.

According to research (Eisenberger et al., 2001; Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Rhoades & Eisenberger, 2002), perceived organizational support is positively associated to employees' organizational commitment, job satisfaction, and job performance. According to studies by Cropanzano, Howes, Grandey, and Toth (1997), Jawahar, Stone, and Kisamore (2007), and Rhoades & Eisenberger (2002), higher levels of perceived organizational support among employees will reduce withdrawal behaviors and relieve psychological strains and stress among workers. Employees are more inclined and eager to participate in future tasks that require full effort when their performance is recognized. Unfortunately, a reciprocity standard has emerged, whereby employees refuse to put out their best effort when they do not receive any recognition or reward that is in line with their contributions to the duties (Panatik, Meng, Rahman & Rajab, 2015)

The idea of perceived organizational support has been used to describe and evaluate how a company treats its employees, specifically how much it values and supports them in carrying out their job responsibilities successfully. According to organizational support theory, employees are more likely to feel confident in improving their productivity when there is a high degree of perceived organizational support (Eisenberger et al., 2001). Employees have an inclination to describe detailed ideas about how much a business values their contributions and cares about their well-being, according to Eisenberger et al. (1986). Empirical evidence shows that perceptions of organizational support are positively correlated with job performance evaluation, job turnout, concern for coworkers, propensity to provide helpful suggestions for organizational improvement, and affective organizational commitment (Eisenberger et al., 1990; Shore & Wayne, 1993). Overall, it seems that employees who perceive their organization to be supporting them more are more devoted and perhaps more eager to take on additional roles or engage in organizational citizenship behaviors (Organ, 1988) than employees who do not feel valued and secure in their work.

Employees seem to deliberately observe how they are treated in a company to determine whether the managers and executives there acknowledge and respect their contributions to the enterprise. Employees unconsciously wonder if the company operates in their best interests because of past behavior (Rhoades, Eisenberger, & Armeli, 2001). This is the main goal of POS. It is a notion that has been used to describe and evaluate how a company treats its employees and demonstrates how much it values and supports them in carrying out their job duties successfully. An essential factor in determining employees' loyalty to a business as well as their motivation is their perception of organizational support. According to Rhoades and Eisenberger (2002), an employee's opinion of his company's support for him in a variety of activities, normal labor, challenging events in his professional and personal

life, and how much the organization cares about his well-being, is what actually matters. According to Erdogan and Enders (2007), POS refers to how much a person feels that the organization loves him or her, cares about him or her, and helps and supports him or her. Employee perceptions of organizational support have an impact on how they view their jobs. It reveals the degree to which workers believe they are adequately compensated by the company and that it will create ideal working circumstances for them to succeed (Aube, Rousseau & Morin, 2007). Perceived organizational support has been discovered over the years to be positively related to good organizational outcomes that will enhance performance in the organization. According to studies by Eisenberger, Huntington, and Hutchison (1986), Eisenberger et al. (2001), Farh, Hackett, and Liang (2007), affective organizational commitment, extra-role behavior, and workplace safety (Eder & Eisenberger, 2008), perceptions of positive organizational support have been found to be positively related to employee attendance.

### **Concept of Workplace Deviance**

Workplace deviance is defined as a voluntary behavior engaged by employee that is contrary to the significant organizational norms and it is considered as a threat to the well-being of an organization and/or its members (Robinson & Bennett, 1995). Workplace deviant behaviors include using the company phone for personal calls, arriving late and leaving early, using the company car for personal travel, taking unneeded breaks, producing subpar work, pretending to be sick to get paid more than what was actually spent, and fabricating receipts to get reimbursed for more than was actually spent (Bechtoldt, Welk, Hartig & Zapf, 2007; Robinson & Bennett, 1995). Researchers have assigned different names to the term workplace deviance. For example, counterproductive behaviour (Mangione & Quinu, 1975), organizational misbehavior (Ackyrod & Thompson, 1999), workplace sabotage (Harris & Ogbonna, 2002), worker resistance, antisocial behavior, dysfunctional behaviour among others.

Deviant behaviors vary in nature, form, and extent. The classification of deviant workplace behaviors by Robinson and Bennett (1995), whose works have mostly been utilized to further theoretical growth in this subject, is based on the severity and goal, i.e., minor vs serious and interpersonal versus organizational. They further divide deviant workplace behaviors into four categories: production deviance, property deviance, political deviance, and personal aggressiveness, based on these two aspects. Production deviance refers to employee voluntary conduct that goes against key organizational standards about the volume and quality of work to be completed in the business, such as squandering corporate resources and taking too many breaks. Property deviance is the term used to describe employee behavior that intentionally breaches important organizational standards by taking possession of or harming the organization's tangible assets. Such conduct includes, for instance, stealing or harming an organization's property. Political deviance is defined as an employee's voluntarily acting in a way that disadvantages other employees politically. Examples of actions that fall under this category include partiality and workplace rumors. Personal aggressiveness refers to an employee's voluntary actions that include sexual harassment and hatred toward other employees.



In recent years, workplace deviance has received a great deal of interest by researchers and managers (Nasurdin et al., 2014). According to Robinson and Bennett (1995), workplace deviance is defined as voluntary activity that blatantly disregards important organizational standards and endangers the welfare of an organization, its members, or both. Sabotage, withdrawing behavior, stealing, misusing time and resources, and taking bribes are a few examples of workplace deviance (Bashir et al., 2012; Nasir & Bashir, 2012; Robinson & Bennett, 1995). Robinson and Bennett (1995) have identified two types of workplace deviance namely, interpersonal and organizational deviance. In their typology, they further categorized according to the severity of each behavior. Political deviance was a minor type of interpersonal deviance that involves behaviors that intentionally disadvantage other people like gossiping and incivility. Personal aggression was a major type of interpersonal deviance that involves physical and verbal actions directed toward other people such as harassment and abuse. Organizational deviance is the second form of workplace deviation. The two types of organizational deviation were property deviance (significant behaviors that harm the organization's assets and possessions, like sabotage and theft) and production deviance (minor behaviors that intentionally reduce organizational efficiency of work output).

In Nigeria, it has been realised over the years that deviant behaviour has constituted a serious threat to delivery of services in both public and private sector and this has led the past and present government in Nigeria to invest billions of naira on anti-deviant behaviour agencies and institutions, the central objective of these governmental actions were targeted at ensuring and putting in place an ethically decent society in order to curb deviant behaviour in public and private organisations (Olabimitan & Alausa, 2014). Despite the huge amount being spent by government on deviant behaviour, studies has shown that theft, fraud, sabotage, acting rudely and arguing, remained some of the fastest growing behaviours among the workgroups in the country in the recent years (Fagbohunge *et al.*, 2012). Deviant behaviour are all evident in our government agencies and private organisations, as evident in habitual lateness to work, loafing, buck-passing, bribery, corruption, embezzlement or misappropriation of public funds, misuse of government property, abuse of power and office among other unethical behaviour which have constituted serious threat to delivery of quality service in these organisations (Osezua, Ojogwu & Gberevbie, 2009).

Employees in organisations comprise people who come together from different socio-cultural backgrounds with different beliefs, attitudes, values and expressions of different behaviour. Thus, these behaviours have different consequences on the individuals working in the organisation and on the organisation itself. Ideally, workplace behaviours must coincide with the norms of organisations and employees must naturally embrace the culture and value of such organisation. In this contemporary world, the reverse is the case; some employees tend to disregard organisational culture and practices, and are not willing to conform to their organisations' rules. Behaviour is deemed deviant when an organisation's customs, policies, or internal regulations are violated by an individual or a group that may jeopardise the wellbeing of the organisation or its citizens (Bennett and Robinson, 2003), as well as impede the welfare of the organisation (Spector, Fox, Penney, Bruursema, Goh, & Kessler, 2006).

### **Types of Deviant Behaviour in Workplace**

There are two sorts of deviation; deviation can be either constructive or detrimental, as stated by Chirasha & Mahapa (2012). Workplace deviation was divided into positive and negative categories by Appelbaum, Iaconi, and Matousek (2007). If workers actively engage in inventive and idealistic behavior that might improve and provide the organization the needed creativity, that behavior is considered to be constructive or positive (Appelbaum, et al., 2007). In order to increase an organization's competitive advantage, constructive deviance might also entail refusing to follow dysfunctional instructions and criticizing inept superiors (Mazni & Roziah 2011). Contrarily, destructive or negative behavior occurs when employees wilfully, purposefully, and intentionally harm an organization. Examples of such behavior include vandalism, theft, aggressive behavior, sexual harassment, sabotage, embezzlement, insubordination, withholding effort, taking unapproved work breaks, insulting others, hitting a coworker, and shouting at others. It has been determined that workplace deviance has a significant detrimental influence on performance and productivity (Dunlop & Lee, 2004, Gor 2007).

According to Muafi (2011), Robbins & Judge (2007), Appelbaum, Iaconi, & Matousek (2007), Lawrence and Robinson (2007), and others, there are four major categories of organizational workplace deviance. These dimensions are interpersonal versus organizational and minor versus serious. Employees may violate company policy on property by stealing directly, using coercion, exaggerating expenses, or exchanging official support for personal benefit. It could also entail giving away or selling company property to oneself at a loss to the company. This mindset, depending on the situation, clearly has detrimental impacts on an organization or the state. However, personal deviance entails hostile or combative behavior. This type of deviation may damage an organization's reputation and has severe negative effects on the persons it targets. Personal aggressiveness is the employment of a variety of intimidation techniques, including sexual harassment (of both sexes), verbal abuse, threats of bodily damage, and refusal of promotions.

Workplace deviance behaviors are bad habits that lead to employees purposefully breaking informal and organizational standards (Ferris, Brown, & Heller, 2009). Another definition is that it is characterized as actions or inactions by organizational members that harm coworkers, managers, or the organization as a whole (Vardi & Wiener, 1996). Employees' deliberate actions to limit normal business operations and organizational activities might be considered organizational deviant behaviors (Lawrence & Robinson, 2007). According to Robinson and Bennet (1995), workplace deviance behaviors are viewed as a danger to the organization's future and the members' desired favorable attitudes toward the organization. There are two categories of workplace deviance behaviors: those intended by an individual (WDBI) and those intended by an organization (WDBO). WDBI includes rudeness, physical assault, and harassment. According to Yen and Teng (2012), WDBO is absent from work without authorization, works slowly, steals, and has other issues. Employees' reactions to perceived dissatisfaction, inequity, lack of oversight, and threats in the workplace can lead to deviant conduct (Avci, Kucukusta & Tutuncu, 2007).

### **Link between Perceived Organizational Support and Workplace Deviance**

Employees tend to behave unethically when they see their coworkers acting unethically. However, in these situations, organizational assistance is a tool for avoiding workplace deviation. Staff members follow the organizational guidelines because it helps them feel productive (Rhoades & Eisenberger, 2002). Employees are encouraged to feel highly valued and fairly treated when they are given adequate training, reasonable pay (DeConinck & Johnson, 2009), financial assistance (Kraimer & Wayne, 2004), a demanding environment for creative ideas (Zhou & George, 2001), and plenty of opportunities for growth and development (Yew, 2011). Their organizational commitment eventually grows as a result (DeConinck & Johnson, 2009). Employees are compelled to repay the organization for its support by improving performance (Rhoades & Eisenberger, 2002), lowering their intentions to leave the company (Asgari et al., 2008), and exhibiting less workplace deviance (Pearce & Giacalone, 2003; Eisenberger & Stinglhamber, 2011; Allen & Shanock, 2013). Such initiatives foster a solid and positive employer-employee connection. On the other side, a lack of perceived organizational support encourages employees to participate in a variety of workplace deviances, such as employee turnover and absenteeism (Eisenberger et al., 2001; Allen et al., 2003), among others.

Perceived organizational support refers to individuals evidently believe that the organization has a general positive or negative orientation toward them that encompasses both recognition of their contributions and concern for their welfare (Eisenberger, Huntington, Hutchison, & Sowa, 1986). On the basis of social exchange theory, individuals would evaluate the cost and benefits associated with a transaction (Blau, 1964). Chinman and Wandersman (1999) suggested that the costs and benefits can be used to enhance participation in voluntary groups, and can be managed by organization leaders. Therefore, to ensure continuous participation of volunteers in voluntary work, their recognition and concerns for their welfare should not be neglected.

Studies have demonstrated positive relationships between perceived organizational support and organizational citizenship behaviors (Dalal, 2005; Gruys & Sackett, 2003), and have been usually interpreted to indicate that individuals' perception that the organization values their contribution and cares about their well-being might lead them to believe that organization will favorably to incline to them. Nair and Bhatnagar (2011) deduced that perceived organizational support will have a negative relationship with workplace deviance. And yet, Eisenberger, Armeli, Rexwinkel, Lynch and Rhoades (2001) found non-significant relationship when they investigated the relationship between felt obligation and withdrawal behavior (one type of deviant behavior) using employees of a large mail-processing facilities in US.

Perceived organizational support reflects the quality of the employee-organization relationship by measuring the extent to which employees believe that their organizations value their contributions and care about their welfare (Eisenberger, Lloyd, Shoss, Restubog, & Zagenczyk, 2013). There have been series of studies conducted in the area of perceived organizational support and workplace deviance. Using 4 samples of employees and multiple

operationalization of the core constructs, for instance Colbert et al. (2004) found that positive perceptions of the work situation are negatively related to workplace deviance. Thus, the result of the analysis established that, when employees believed that their jobs and others in the organization supported their development efforts, they will be less likely to reciprocate by withholding effort. Additionally, it was established that, employees who have negative perceptions of their work situation are more likely to reciprocate by withholding effort or by engaging in more interpersonal deviance (Appiah, 2015).

In the same vein, Na-Ting and Chern (2012) suggest that, if individuals have the judgments of actively benefiting from illegal activities, POS could exert effects on restraining their intentions to engage in interpersonal workplace deviance. However, Na-Ting and Chern (2012) concluded that POS is more related to interpersonal deviance than organizational deviance. Thus, the result of the study advocates for more researches that can bring out the full understanding of the psychological mechanism by which POS is related to both interpersonal and organizational deviance (i.e. workplace deviance). Similarly, Biron (2010) found that, POS was not directly associated with organizational deviance. A study by Boateng (2014) to examine the influence of perception of organizational support of police officers' effectiveness in controlling crime, and secondly, to examine the effect of officers' demographic characteristics on their reported level of POS, it was indicated that there is a link between POS and effectiveness.

Rhoades and Eisenberger (2002) reviewed more than 70 studies concerning employees' general belief that their work organization values their contribution and cares about their well-being (perceived organizational support; POS). The meta-analysis indicated that three major categories of beneficial treatment received by employees (i.e. fairness, supervisor support, and organizational rewards and favourable job conditions) were associated with POS. The result of their analysis showed that POS in turn, was related to outcomes favourable to employees (e.g. job satisfaction, positive mood) and the organization (e.g. affective commitment, performance, and lessened withdrawal behaviour). Accordingly, the analysis tends to suggest that, when employees of organization have a positive POS, they will be more likely to engage in favourable behaviours towards both fellow employees and organization and hence, will in-turn, make them more unlikely to engage in workplace deviance.

The relationship between perceived organizational support and workplace deviant behavior among employees has been demonstrated and experimentally validated (Ferris, Brown, & Heller, 2009; Thau, Bennett, Mitchell, & Marrs, 2009). Employees who got a high degree of organizational support were less likely to participate in interpersonal deviance, according to research involving 122 clerical workers and 173 sales and customer service representatives (Colbert, Mount, Harter, Witt, & Barrick, 2004). Additionally, a study conducted in the United States with 187 workers from manufacturing facilities and 640 workers from an electronics and appliance retailer discovered that a high degree of perceived organizational support lowers workplace organizational deviance, particularly work group withdrawal and individual withdrawal (Eder & Eisenberger, 2008). The researchers suggested that higher level of perceived organizational support indicated the socioemotional needs of employees have been fulfilled, which resulted in higher satisfactions and prevent employees from engaging in destructive behaviours.

Ferris et al, (2009) conducted a study involving 237 employees from various occupations and found that perceived organizational support is positively correlated with organization-based self-esteem of employees. It was then lessen the chance of employees engaged in organizational deviance like work theft and taking excessive breaks (Ferris, et al., 2009). Researchers suggested that an employee who had received social support from the organization has higher self-esteem and percept himself as important, effectual, and worthwhile within organization. In Pakistan, a study showed limited organizational support has contributed to counterproductive behaviour among 508 employees of telecom and IT companies (Khan, Quratulain, & Crawshaw, 2013). This study demonstrated the emotional effects on workers, such as rage and despair, of procedural unfairness and discriminatory human resource practices. Then they started acting destructively, such as verbally threatening people, working slowly on purpose, and work theft. It was giving insight into how organizational assistance may stop potentially detrimental workplace behaviors (Panatik, Meng, Rahman & Rajab, 2015).

### **Empirical Review**

Previous studies have been carried out by researchers and scholars on perceived organizational support and workplace deviance. Akanni, Omisile and Oduaran (2018) conducted a study on workplace deviant behaviour among public sector employees in Nigeria. The aim of the study was to examine the relationship between religiosity and job status and workplace defiant behaviour, the study made use of 351 employees of local government service commission in Nigeria. Data was collected using a structured questionnaire and analysed using multiple regression. The result of the study revealed that religiosity negatively related to workplace deviant behaviour, the result also showed that no significant difference was found between junior and senior staff in their display of workplace deviant behaviour. The study also found that both job status and religiosity influenced respondent's workplace deviant behaviour.

Oguebe, Uzoh and Anyikwa (2014) carried out a study on workplace deviance in relation to occupational stress and emotional intelligence among secondary school teachers in Nigeria. The aim of the study was to study the influence of occupational stress and emotional intelligence on workplace deviance. The study made use of 198 teachers from Nigerian schools. The study adopted a correlational design and utilized the Pearson product moment correlation as the statistical tool for data analysis. The findings of the study showed a significant relationship between occupational stress and workplace deviance of secondary school teachers. The result also showed a significant correlation between emotional intelligence and workplace deviance.

Dar (2017) also studied the impact of distributive justice on deviance at workplace in the public sector organizations of Pakistan. The aim of the study was to examine the relationship between distributive justice and workplace deviance with the role of perceived organization support as a mediator. The descriptive method of data collected was used to collect data from 150 staffs from public sector organizations of Pakistan. The data collected were analysed



using correlation and linear regressions. The study's conclusions showed a negative and substantial link between workplace deviation and distributive fairness. The outcome further demonstrated a strong and positive link between distributive justice and perceived organizational support. The study also found a negative and substantial relationship between perceived organizational support and workplace deviation.

The association between perceived organizational support, ethical atmosphere, and workplace deviation in Ghana was examined by Appiah (2015). The study's goal was to investigate the moderating role of ethical atmosphere in the association between workplace deviation and perceived organizational support. 177 individuals who were chosen from institutions in Accra, Ghana, provided data for the study using the cross-sectional survey technique. Pearson correlation and hierarchical multiple regression were used to analyze the data. The study's findings revealed a substantial inverse association between workplace deviation and perceived organizational support. The findings also revealed a statistically significant inverse link between caring climate and workplace deviation, as well as a statistically significant positive association between instrumental climate and deviance.

Panatik, Meng, Rahman, and Rajab (2015) conducted a study on the role of perceived organizational support and emotional intelligence towards workplace deviance among teachers in Malaysia. The aim of the study was to investigate the relationship between perceived organizational support and emotional intelligence towards workplace deviant behaviour among secondary school teachers. The study adopted the cross sectional design to get a total of 359 respondents selected from nine secondary schools. The data analysis was carried out using correlation and simple regression. The findings of the study revealed that both perceived organizational support and emotional intelligence have a weak negative but significant relationship with workplace deviant behaviour. The result also showed that perceived organizational support and emotional intelligence both have a significant impact on workplace deviance.

Ikon and Nwoye (2019) carried out a study on perceived organizational support and employee performance in South East Nigeria. The aim of the study was to determine the type of relationship that exists between perceived organizational support and employee performance in selected commercial banks in South East Nigeria. The study adopted the correlation research design and a sample of 308 bank employees were used for the study. Pearson's product moment correlation coefficient was used for the analysis. The findings of the study revealed that management support significantly and positively affect employee performance. The study also found that perceived organizational support had a significant and positive relationship with employee performance in the selected commercial banks.

Chen, Fah, and Jin (2016) conducted a study on perceived organizational support and workplace deviance in voluntary sector in Malaysia. The aim of the study was to examine the correlation between perceived organizational support and workplace deviance and to extend the workplace deviance construct into voluntary sector in Malaysia. The study administered questionnaire to 346 volunteers involved in emergency relief services in Malaysia. The result of the study revealed that perceived organizational support has significant and negative effect on workplace deviance.

Igbe, Okpa, and Aniah (2017) carried out a similar study on working conditions and deviant behaviour of employees in the University of Calabar, Nigeria. The aim of the study was to study the relationship between working conditions and deviant behaviour of employees in University of Calabar, Nigeria. The study adopted the survey research design and data was collected using questionnaire from 361 respondents purposively selected from 12 departments in the university. The data collected was analysed using linear regression and Pearson product moment correlation. The findings of the study revealed that there is a significant relationship between non-payment of allowance, poor workers safety and deviant behaviour among employees in the institution.

### **Methodology**

This study used the cross-sectional survey design. The non- experimental design was used because the variables under study are not under the control of the researcher. The population of the study comprise the employees of fast-food restaurants in Port Harcourt, Rivers State. However, for easy accessibility, a population of 134 employees was used for this study was drawn from 10 selected fast food firms. The simple random sampling was used in selecting the respondents from the entire population. The data for this study was drawn from the primary source which was gotten mainly through a structured questionnaire, and was personally administered to respondent. The reliability of the instrument was ascertained by serving test at two different times to the same individuals and the determining the correlation of the two set of scores (test-retest reliability). Only items that give an alpha value of 0.7 and above after the cronbach alpha test was used. The Spearman Rank Order Correlation Co-efficient statistical analysis was employed in analyzing the hypothesis in order to ascertain the relationship between the variables through the use of Statistical Package for Social Sciences (SPSS) version 21.

### **Results and Discussion**

The study focused of the desire to examine the existent relationship between perceived organizational support and workplace deviance. In order to determine the existent relationship between study variables, the study deployed the Spearman Rank Order Correlation test.

The decision rule is:

$p < 0.05$  significant level = reject the null hypotheses

$p > 0.05$  significant level = and accept the null hypotheses where.

All hypotheses were tested in the null form.

**Table 1: Employee Wellbeing and Measures of Workplace Deviance**

Correlations			Employee Wellbeing	Interpersonal Deviance	Organizational deviance
Spearman's rho	Employee Wellbeing	Correlation Coefficient	1.000	.408	.251
		Sig. (2-tailed)	.	.000	.000
		N	134	134	134
	Interpersonal Deviance	Correlation Coefficient	.408	1.000	.401
		Sig. (2-tailed)	.000	.	.000
		N	134	134	134
	Organizational Deviance	Correlation Coefficient	.251	.401	1.000
		Sig. (2-tailed)	.000	.000	.
		N	134	134	134

Source: Researcher's Field Survey (2023) - SPSS version 21 output extracts

**Ho<sub>1</sub>: There is no significant relationship between employee wellbeing and interpersonal deviance of employees of fast-food restaurants.**

The result of the analysis in table 1 shows a significant level  $p < 0.05$  ( $0.000 < 0.05$ ),  $\rho = 0.408$  between Employee Wellbeing and interpersonal deviance. This means that there is a significant relationship between employee wellbeing and interpersonal deviance. The null hypothesis is rejected, and we restate that *there is a significant relationship between Employee Wellbeing and Interpersonal Deviance*.

**Ho<sub>2</sub>: There is no significant relationship between employee wellbeing and organizational deviance of employees of fast-food restaurants.**

The result of the analysis in table 1 shows a significant level  $p < 0.05$  ( $0.000 < 0.05$ ),  $\rho = 0.251$  between employee wellbeing and organizational deviance. This means that there is a significant relationship between employee wellbeing and interpersonal deviance. The null hypothesis is rejected, and we restate that *there is a significant relationship between employee wellbeing and interpersonal deviance*.

**Table 2: Employee Consideration and measure of workplace defiance**  
**Correlations**

			Employee Consideration	Interpersonal Deviance	Organizational deviance
Spearman's rho	Employee Consideration	Correlation Coefficient	1.000	.311	.289
		Sig. (2-tailed)	.	.002	.009
		N	134	134	134
	Interpersonal Deviance	Correlation Coefficient	.311	1.000	.401
		Sig. (2-tailed)	.002	.	.000
		N	134	134	134
	Organizational Deviance	Correlation Coefficient	.289	.401	1.000
		Sig. (2-tailed)	.009	.000	.
		N	134	134	134

Source: Researcher's Field Survey (2023) - SPSS version 21 output extracts

**Ho<sub>3</sub>: There is no significant relationship between employee consideration and interpersonal deviance of employees of fast-food restaurants.**

The result of the analysis in table 2 shows a significant level  $p < 0.05$  ( $0.002 < 0.05$ ),  $\rho = 0.311$  between employee consideration and interpersonal deviance. This means that there is a significant relationship between employee consideration and interpersonal deviance. The null hypothesis is rejected, and we restate that *there is a significant relationship between employee consideration and interpersonal deviance*.

**Ho<sub>4</sub>: There is no significant relationship between employee consideration and organizational deviance of employees of fast-food restaurants.**

The result of the analysis in table 2 shows a significant level  $p < 0.05$  ( $0.009 < 0.05$ ),  $\rho = 0.289$  between employee consideration and organizational deviance. This means that there is a significant relationship between employee consideration and organizational deviance. The null hypothesis is rejected, and we restate that *there is a significant relationship between employee consideration and organizational deviance*.

## Discussion of Findings

### Employee Wellbeing and Interpersonal Deviance

The bivariate hypotheses between employee wellbeing and interpersonal deviance reveal a noteworthy relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ( $p = 0.000 < 0.05$ ) which implies that employee wellbeing has a significant relationship with interpersonal deviance. Thus the null

hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient ( $r$ ) is 0.408. This thus reveals that there is a significant relationship between employee wellbeing and interpersonal deviance. Thus, a look into employee wellbeing will reduce the level of interpersonal deviance. Thus the first objective of the study which sought to examine if employee wellbeing relates with interpersonal deviance was achieved. This finding agrees with the study of Panatik, Meng, Rahman and Rajab (2015), who asserted that procedural injustice and unfair human resources policies results to emotional consequence of employee such as anger, sadness and other negative behavioural attitude in the workplace.

### **Employee Wellbeing and Organizational Deviance**

The bivariate hypotheses between employee wellbeing and organizational deviance reveal a noteworthy relationship between the two variables. The spearman correlation coefficient reveal that the p-value of 0.000 was less than 0.05 ( $p=0.000<0.05$ ) which implies that employee wellbeing has a significant relationship with organizational deviance. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient ( $r$ ) is 0.251. This thus reveals that there is a significant relationship between employee wellbeing and organizational deviance. Thus, the more the organization cares for the wellbeing of the employees the less the level of deviance in the organization. Thus the second objective of the study which sought to examine if employee wellbeing relates with organizational deviance was achieved. This finding corroborates the study of Akanni, Omisile and Oduaran (2018) who stated that there is a relatively significant relationship between the wellbeing of employees and job status and organizational defiant behaviour.

### **Employee Consideration and Interpersonal Deviance**

The analysis of hypothesis three showed a significant relationship between employee consideration and interpersonal deviance. This relationship existing base on the fact that the p-value was lower can the level of significance ( $p=0.002 < 0.05$ ). Thus, the null hypothesis was rejected and the alternate hypotheses accepted. Furthermore, the spearman correlation coefficient revealed that employee consideration correlates with interpersonal deviance at .311. This shows that there is a moderate positive relationship between employee consideration and interpersonal deviance. Thus enhancing employee consideration will subsequently lower the level of interpersonal deviance in the organization. This finding is in agreement with that Dar (2017) who is of the opinion that there is a negative but significant relationship between workplace deviance and perceived organizational support.

### **Employee Consideration and Organizational Deviance**

The analysis of hypothesis four reveals a significant relationship between employee consideration and organizational deviance. The spearman correlation coefficient reveal that the p-value of 0.009 was less than 0.05 ( $p=0.009<0.05$ ) which implies that employee consideration has a significant relationship with organizational deviance. Thus the null hypothesis was rejected and the alternate hypothesis was accepted. The result of the correlation coefficient ( $r$ ) is 0.289. This thus reveals that there is a significant relationship between employee consideration and organizational deviance. Thus, a boost in the level of



employee consideration help reduce organizational deviance. This finding agrees with the works of Appiah (2015) whose study showed a significant negative relationship between perceived organizational support and workplace deviance. The result of the study also revealed a significant negative relationship between caring climate and workplace deviance, and a significant positive relationship between instrumental climate and workplace deviance.

### **Conclusion**

The danger of workplace deviance cannot be downplayed, it affects not just the individuals in the organization but the organization as a whole and if not properly managed may hinder the realization of organizational objectives. Therefore, it is important for managers of organization to ensure that the level of organizational deviance is put under control and at a lower level in order to promote healthy work environment with less interpersonal and organizational deviance as this will help the organization as a whole in the realization of its objectives. As pointed out in this study, one of the ways is perceived organizational support from the employees. The level of deviant behaviour will reduce if the employees perceive that they enjoy the organizational support that considers their wellbeing as well as put them in mind in the formulation of policies as regards the environment where they work. In line with the findings of the study, there is a significant relationship between perceived organizational support and workplace deviance as shown in the result of the hypothesis tested. Conclusively, a vested effort by management of fast-food restaurants to ensure that employees perceive their actions as being supportive will help curtain the level of workplace deviance.

### **Recommendations**

1. The management of fast-food restaurants should ensure that clear information relating to the employees and other stakeholders are promptly provided, as such will enhance reduce their level of workplace deviance.
2. The management of fast-food restaurants should create the means whereby lecturers are allowed to play an active role when making decisions that directly affect them.
3. The management of fast-food restaurants should consider the welfare and wellbeing of their employees in formulation of policies to make them feel part of the system.
4. The management of fast-food restaurants should create an environment that supports the development of the staffs in order to ensure growth and development as this will boost their moral and give their best at work.

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