STUDY OF THE RELATIONSHIP BETWEEN WORKPLACE DEVIANCE AND EMPLOYEE TURNOVER INTENTION AMONG CIVIL SERVANTS IN OYO STATE

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ABSTRACT

The study investigated the relationship between workplace deviance and employee turnover intention among civil servants in Oyo state. The study adopted quantitative research design and gathered data from 340 civil servants. Data was gathered using standardised scales of measurements on workplace deviance and turnover intention. More of the respondents 178 (52.4%) were males. Findings revealed that turnover intention has significant relationship with workplace deviance ($r = .11$; $p < .05$). The direction of the relationship is positive, hence implies that the higher the workplace deviance, the higher the turnover intention of civil servants. It was also discovered that workplace deviance accounted for about 1% variance in turnover intention among civil servants [$R = .11$; $R^2 = .01$; $F (1, 338) = 3.99$; $p < .05$]. It was recommended that civil service commission should put in place series of checks and policies that discourages deviance between employees of the same cadre and between subordinates and supervisors.

Word-count: 155

1   Introduction

Job turnover intention is the probability that an individual will leave an organization, usually in a voluntary manner (Heritage, et al. (2016). Predicting turnover intentions in organizations has recently attracted the attention of researchers. Whereas Breaugh (2014), noted the significance of applicant's bio data, Heritage et al. (2016), advocated for the use of job embeddedness for reducing voluntary job turnover and turnover intentions among employees. Breaugh (2014), provided evidence on the use of job applicants' biodata and other information about applicants that could be used to predict voluntary turnover in organizations.

Results from a simple correlational analysis and logistic regression analysis demonstrated that first time applicants were more likely to quit their jobs than applicants who had previously applied for jobs (Breaugh, 2014). Likewise, applicants thatsubmitted their personal history information had lower rates of voluntary turnover than applicants that chose not to submit their personal history information (Breaugh, 2014). The researcher also found that voluntary job turnover rate was 33.3 % among applicants who were already employed, whereas applicants that were unemployed had a 66.7 % voluntary turnover rate (Breaugh, 2014).

Further, applicants chosen through employee referrals had a lower turnover rate than applicants that were not referred by employees. Breaugh noted that at the end of 240 days period that voluntary turnover rate for employee referrals was 31.8 %, whereas non- referrals turnover rate was 53.4%. However, the researcher did not find a correlation between commuting distance and voluntary turnover. The researcher recognized the relatively short distance of only seven miles travelled by participants as a limitation in the study and suggested future studies to examine commuting cost and time (Breaugh, 2014). Although this study involved civil servants, it provided a gap for studying the relationship between workplace deviance and turnover intention.

Further, turnover intention is an employee's willingness to leave a current workplace in a voluntary manner (Aponsah – Tawiah& Mensah, 2016; Tziner et al., 2015). Researchers have noted the significant financial losses in organizations when employees develop turnover intentions and then eventually quit their jobs (Mai, et al.,2016; Wong, &Lanchington, 2015). In

some companies, actual job turnover within four years has reached over 40 percent (Wong &Lashinger, 2015).

Recent studies have indicated that some companies are spending thousands of dollars in attracting, recruiting, selecting, and training new hires to deal with turnover issues (Lebert&Voorpostel, 2016). Whereas Mai et al., (2016) recognized increased accident rates and poor customer service in some organizations as some of the consequences of turnover intentions and turnover. Veldman et al. (2016) noted loss of knowledge and skills when employees voluntarily leave their jobs.

There are various correlates of turnover intention, however, this study focus on the relationship between workplace deviance and turnover intention among civil servants. Workplace deviance behavior is voluntary behavior of individual or group of individual that violates significant organizational norms and threatened the well being of the organization or its members by doing so. There are many others names used for workplace deviance like; counterproductive behavior, antisocial behavior, and workplace incivility (Robinson & Bennett, 2011). Another researcher explain workplace deviance in his book as "workplace deviance behavior (WDB) refers to an intentional acts executed by employees of the organization that violate norms of the organization and have capacity to maltreat the organization or members of the organization (Cooper &Klimosk, 2007). The tern of deviance are characterized in the context of employees who intentionally steal, come late on job, procrastinate, goof off, fail to provide proper services to their customers and clients, forget to provide detailed report to supervisors and otherwise destruct or downfall the goals for the organization.

There are many scientists identified that workplace deviance in reaction cause to frustrating organizational stressors like; social, financial, and working condition in workplace (Spector & Fox, 2006). Workplace deviance is a well interesting and observed topic in these days in both academic and practical research. Researchers identified that workplace deviance is a very serious problem in both manufacturing and services firms because its consequences are very bad in term of financial and non-financial repute of the organizations (Giacalone&Jurkiewicz, 2005). As all definitions of workplace deviance behaviors mentioned above its is a behavior of organizational

employees who intentionally violate the border of the organization that lead to many losses for the business may in the form of satisfaction and dissatisfaction of the other employees, in this particular study workplace used as independent factor to indicate the job satisfaction of the employees.

According to different researchers different classifications of workplace deviance, some divide workplace deviance into positive and negative group, some divert it into minor vs. serious & personal vs. organizational and some classified it into severity and target dimension of workplace deviance (Lawrence & Robinson, 2007). There are four main dimensions of workplace deviance first time discussed by Robinson and Bennett in his paper published in 1995 and after thatmany researchers also cod these dimensions as it is and these dimensions have many elements with its occurrence on workplace. The dimensions includes; Political deviance, personal deviance, production deviance and property deviance (Lawrence & Robinson, 2007).

Previous studies have examined the link between workplace deviance and turnover intention. For instance, Majeed et al., (2018) examined the link between turnover intention and workplace deviance. The study adopted quantitative research method and data was gathered from 343 employees in selected private organisations. It was discovered that workplace deviance had significant and positive influence on turnover intention. Also, Mehar et al., (2018) examined the impact of workplace deviance behaviors on turnover intention of employees in Pakistan. The study adopted quantitative research method and gathered data from 110 employees. It was discovered that workplace deviance behavior had positive influence on turnover intention. In addition, Rizvi et al., (2017) reported that workplace deviance had significant and negative relationship with turnover intention among educators in Turkey.

Having provided the background to the study, rationale, and brief literature, the study is focused on examining the correlation between workplace deviance and turnover intention among civil servants in Oyo state. The main research question to answer is to examine whether there will be a positive relationship between workplace deviance and turnover intention among civil servants in Oyo state.

2   Method

Research Design

This study utilised a cross-sectional research design. Data was gathered once-off by means of self-report questionnaires. The quantitative methodological approach was used in the present study because it enabled the researcher to systematically explore large amounts of information gathered with the questionnaires. The independent variable is workplace deviance, while the dependent variable was turnover intention. The population of the study was government workers (Civil servants) in Ibadan, Oyo state.

Setting

The study was carried out in ministries of Oyo state Civil Service Secretariat, Oyo state, Ibadan. The Oyo state secretariat comprises of several Ministries, Departments and Agencies. The workers of Oyo State Civil Service is made up of people from different local government areas across Oyo state. The Oyo State Civil Service was formerly made up of twenty three (23) ministries, this ministries were merged to thirteen (13) during the second tenure of the Oyo state Governor Senator AbiolaAjimobi. The thirteen functional ministries are; Ministry of Information, Tourism and Culture, Ministry of Youths and Sports, Ministry of Works and Transports, Ministry of Justice, Ministry of Agriculture and Natural Resources, Ministry of Environment and Water Resources, Ministry of Lands and Housing, Ministry of Education and Technology, Ministry of Finance, Planning and Budgeting, Ministry of Health, Ministry of Women Affairs, Ministry of Commerce and Cooperative, Ministry of Establishment and Training.

Population

This study employed Slovin's formula to arrive at the sample size. The calculation is shown below:

$n = N / (1 + Ne^2)$

Where n = Number of samples,

N = Total population and

e = Error tolerance

Given that the total population size is 2,266 and the confidence interval is 95% and this makes the error tolerance 5%. The above formula is then plugged in and the result is as follows;

$$2,266 / (1 + 2,266 \times 0.005^2) = 339.985$$

Considering the fact that a fraction of a person cannot be sampled, the answer is therefore rounded up to a whole number which is 340, hence, the sample size of 340 for this study.

Sampling Technique

The study participants cut across all staff of the Oyo state Civil Service Secretariat. All cadres of staff (the junior, senior and director cadre) were included in the survey to ensure accuracy. Three hundred and forty (340) participants were sampled in the study.

Instrument

The instrument used for data gathering in this study is a structured questionnaire, which has 5 sections.

SECTION A: includes socio-demographic characteristics of respondents such as; age, gender academic qualification, Job level and years spent in the organization.

SECTION B: Turnover intention

The turnover intention measure was developed by Camman, Fichman, Jenkins, and Klesh (1979). It is a8-item scale asking about the intention to either remain on the job or quit the job. Respondents were asked to indicate how accurately each statement described them. An example of the item is 'I often think of leaving the organization'. Response options range from (1) "extremely disagree" to (5) "extremely agree". The internal consistency (Cronbach alpha) was 0.77, reported by the scale developers. This scale was found to have adequate internal consistency of $\alpha = .68$.

SECTION C: Workplace deviance

Workplace deviance will be measured using 15 items Work Deviant Behaviour Scale (WDB), developed by Robinson and Bennett's (2000). Employees indicate how often they engage in deviant behavior using a rating scale from 1 (never) to 7 (very often). The WDB scale comprised of two dimensions namely, interpersonal deviant behaviors-harmful to other individuals in the organization and organizational deviant behaviours harmful to the organization. Dalal (2005) in a meta-analysis, suggested that the two dimensions be pooled into an overall measure of WDB since the corrected correlation between the two dimensions is reasonably high ($\rho = 0.70$). Gill et al. (2011) also obtained a strong correlation between the two dimensions ($r = 0.85$). Hence, we summed the items and treated this scale as measuring a single WDB construct. Sample items are "Made fun of someone at work" and "Intentionally worked slower than you could have worked".

Procedure

The research sought the consent of participants in the various ministries before the questionnaires were administered. The process of questionnaire distribution and retrieval took a period of seven working days. Before accessing some of the ministries, the researcher had to speak with the secretary at the general office and a brief introduction was done explaining the purpose of the research. Simple random sampling technique was adopted to select eight (8) out of the thirteen (13) ministries that was included in this study. In most of the ministries, the researcher was asked to drop some of the questionnaires and the researcher was told to come back to retrieve them the following day. Some of the staff were very hostile, this is because they have not been paid their salaries in a long while and some other staff were helpful by encouraging their colleagues working with them to fill the questionnaires and return immediately.

However, distribution of questionnaires and data collection was more cumbersome in ministries like ministry of finance, planning and budgeting, and ministry of information, tourism, and culture.This is because of the nature of duties that the ministries carry out. The staffs were reluctant to participate in the research, the researcher had to explain to the participants the

purpose of the study and participants were reassured of their confidentiality. A lot of participants did not decline filling the questionnaires but retrieving the questionnaires was challenging. Some of the staff did not remember to fill the questionnaire until the researcher went back to retrieve as agreed while some had misplaced the questionnaires amidst the large number of papers they had to deal with. Some others returned the questionnaire without filling, while some of the participants could not be located at the point of retrieving the questionnaires. Clarifications were given on items that were difficult to comprehend. All the participants were thanked and were assured of their confidentiality of their responses.

Data Analysis

Data obtained was analysed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics such as frequency, mean, standard deviation, and variance was conducted to describe the subjects' information. Hypothesis was tested using Pearson r correlation and linear regression analysis.

4   RESULTS

This section presents results of gathered data on the influence of organisational politics and workplace deviance on turnover intention among government workers in Ibadan, Oyo state. Data was gathered from 340 civil servants in Oyo state.

Table 1: Socio-demographic information of respondents

SN	Variables	Response	Frequency	Percentage(%)
1	Gender	Male	178	53.4
		Female	162	47.6
2	Age	Less than 30 years	43	12.7
		30-39 years	98	28.8
		40-49 years	154	45.3
		50-59 years	20	5.9
		60 years above	25	7.4
3	Work experience	Less than 5 years	14	4.1
		5-9 years	43	12.7
		10-14 years	133	39.1
		15-19 years	100	29.4
		20-24 years	23	6.8
		25 years above	27	7.9
4	Educational qualification	Primary	24	7.1
		Secondary	55	16.2
		ND/NCE	78	22.9
		HND/Uni. Degree	154	45.3
		Postgraduate	29	8.5
		Total	**340**	**100**

Table 1 presents results on the socio-demographic distribution of respondents. It is shown that more of the respondents 178 (52.4%) were males. Age distribution shows that more of the respondents 154 (45.3%) were between 40 and 49 years old. According to work experience, more of the respondents 133 (39.1%) has between 10 and 14 years of work experience. Educational qualification distribution shows that more of the respondents 154 (45.3%) were HND/University degree holders, 78 (22.9%) has ND/NCE certificate, 55 (16.2%) were secondary school leaving certificate holders, 29 (8.5%) were postgraduate certificate holders, while the other 24 (7.1%) were primary school leaving certificate holders.

Table 2: Zero-order correlation summary table showing results on the relationship among the variables of the study

SN	Variable	Mean	SD	1	2	3	4	5
1	Turnover intention	22.90	5.91	-				
2	Workplace deviance	64.40	20.27	.11*	-			
3	Age	34.80	9.33	.05	-.03	-		
4	Educational qualification	3.70	1.57	.12*	.02	.26**	-	
5	Years of work experience	8.67	7.38	.11*	-.08	.83**	.32**	-

** Significant at 0.01; * Significant at 0.05

From Table 2, it is shown that turnover intention has significant relationship with workplace deviance ($r = .11$; $p < .05$). The direction of the relationship is positive, hence implies that the higher the workplace deviance, the higher the turnover intention of civil servants. Also, it is shown that turnover intention had significant relationship with educational qualification ($r = .12$; $p < .05$) and years of working experience ($r = .11$; $p < .05$). The direction of the relationship is positive, hence implies that the higher the educational qualifications and work experience of civil servants, the higher the turnover intention. However, there exists no significant relationship between turnover intention and age of civil servants ($p > .05$).

It was hypothesised that workplace deviance will significantly predict turnover intention among civil servants in Ibadan, Oyo state. This was tested using linear regression analysis and the result is presented on Table 3;

Table 3: Linear regression analysis summary table showing results on the influence of workplace deviance on turnover intention

Predictor	β	t	P	R	R^2	F	p
Workplace deviance	.11	2.00	<.05	.11	.01	3.99	< .05

Table 3 presents results on the influence of workplace deviance on turnover intention among civil servants in Ibadan, Oyo state. It is shown that workplace deviance had significant influence

on turnover intention [R = .11; R^2 = .01; F (1, 338) = 3.99; p < .05]. Further, workplace deviance accounted for about 1% variance in turnover intention among civil servants. Direction of the beta value shows that the higher the workplace deviance (β = .11), the higher the turnover intention of civil servants in Ibadan, Oyo state. This confirms the stated hypothesis, hence was retained in this study.

5   DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

The study investigated the relationship between workplace deviance and turnover intention among civil servants in Ibadan, Oyo state. It was discovered that there exists significant and positive relationship between workplace deviance and turnover intention among civil servants in Ibadan, Oyo state. Also, it was found that workplace deviance had significant and positive influence on turnover intention of civil servants in Ibadan, Oyo state. Direction of the beta value shows that the higher the workplace deviance, the higher the turnover intention of civil servants in Ibadan, Oyo state. Similarly, Majeed et al., (2018) examined the link between turnover intention and workplace deviance. The study adopted quantitative research method and data was gathered from 343 employees in selected private organisations. It was discovered that workplace deviance had significant and positive influence on turnover intention. Also, Mehar et al., (2018) examined the impact of workplace deviance behaviors on turnover intention of employees in Pakistan. The study adopted quantitative research method and gathered data from 110 employees. It was discovered that workplace deviance behavior had positive influence on turnover intention. In addition, Rizvi et al., (2017) reported that workplace deviance had significant and negative relationship with turnover intention among educators in Turkey.Dhanpat et al., (2019) discovered that there exists a significant relationship between turnover intention and workplace deviance. Regression analysis also revealed that workplace deviance had a significant and positive influence on turnover intention.

Based on the findings therefore, the following recommendations were made based on the findings of the study;

It was discovered that workplace deviance contributed positively to turnover intention among civil servants in Ibadan, Oyo state. It is therefore recommended that civil service commission should put in place series of checks and policies that discourages deviance between employees of the same cadre and between subordinates and supervisors. For instance, proper channel of reporting should be made clear for every employee. More orientation on means of addressing conflicts without causing deviance within the civil service should also be implemented. This will help give employees the sense of belongingness and their right to be treated with dignity at their work. This will help reduce turnover intention among civil servants.

In addition, it is recommended that civil service commission should carry out periodic assessment on the turnover intention of civil servants. This will subsequently help civil service commission understand what factors are contributing to turnover among civil servants and subsequently help in addressing it.

Finally, this study recommends that more studies should be carried out on other factors that could contribute to turnover intention among civil servants. This will help make more practical recommendations to ensure that turnover intention is addressed within the civil service.

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