

## Effect of Business Ethics on Work Place Deviant Behavior in the Food and Beverages Company in Kaduna Metropolis

<sup>1</sup>Hadiza S. Abubakar, <sup>2</sup>Ahmed B. Abdul-Qadir & <sup>3</sup>Hafsah Yahaya Yauri

<sup>1</sup>Department of Business Administration, Kaduna State University, Nigeria

<sup>2</sup>Department of Business Administration, Federal University Gusau, Nigeria

<sup>3</sup>Department of Business Administration, Kaduna Polytechnic,

Corresponding Author email: [hafsatyahya@kadunapolytech.edu.ng](mailto:hafsatyahya@kadunapolytech.edu.ng)

---

### Abstract

*This study examines the effect of business ethics on workplace deviant behavior in the food and beverages company in Kaduna metropolis. The source for data collection was primary. The study adopted the survey research design. The sample size of the study was 297 computed using Krejcie and Morgan (1970) sample size formula. The method for data analysis was multiple regression. The findings of the study show that the impact of discipline on workplace deviant behavior of Food and Beverages Companies is negative and statistically significant effect on WDB. This can be confirmed by a coefficient value of -0.55 which is statistically significant at 1%. This implies that for every 1% decrease in DCP the WDB of Food and Beverage Companies will Increase by 0.55. The study concludes that discipline is found to have significant negative effect on Workplace Deviant Behaviour. The study recommends that firms, management and organizations should pay greater attention to significant variables such as the effect of discipline and trust in determining their optimal ethical issues in management by maintaining a minimal work place deviant behavior.*

**Keywords:** Discipline, Ethics, Workplace, Deviant Behaviour

---

### Introduction

Employees' behaviour and attitudes towards work are essential for any organization to achieve its vision and objectives. These have further scale-up the importance of the area to managers and researchers, increased competitiveness and enhanced organisational efficient performance, and organisational images. Western researchers have highlighted the issue of workplace deviant behaviour with respect to property deviant which are more higher in the public sector compare to private sector (Alias, Rosdi, & Khan, 2017). In Asia, an analysis of the Industrial Law reports in Malaysia from the year 2000 to 2009 has simulated the presence of deviant attitudes among the employees of Malaysian public and private sectors (Hwa & Amin, 2016).

Business ethics provides a direction towards focusing on the purpose behind such challenges and the means in which they can be dealt with by the management. Furthermore, efficient business ethics attract investors due to high ethical values of

the organization, consistent business ethical behavior helps in building a good reputation for the organization and competitive advantage. Business ethics face ethical lapses, unintentional misconduct, and complacency from employees when they observe serious misconduct (Khan, 2014).

The scandals and unethical conduct that have occurred in different companies in Nigeria such as Cadbury, Nestle and Nasco have brought to the understanding that some people deliberately break the law or engage in inappropriate behavior (Adenubi, 2000). Business ethics provides the understanding on organizational values and compliance of the system, in order to prevent people from engaging in unethical conduct. It requires training and constant vigilance and as such the food processing industry in Nigeria is not void of such approaches. Almost all industries in Nigeria have their business ethics and these in most cases are provided to employees to ensure smooth running and efficiency in business operations.

Most of the workplace deviant behaviour exhibited in beverages companies in Nigeria has not been given adequate attention in the literature. Hence, the study intent to make significant contributions in investigating the impact of business ethics on workplace deviant behaviour with respect to property deviant in the food processing industry in Kaduna metropolis, Nigeria. Hence, this study further investigate the relationship between organizational trust (OT), organizational justice (OJ) and organizational discipline (OD) on property deviant (PD) of food and beverages industry in Nigeria. The main objective of this study is to examine the effect of business ethics on workplace deviant behavior in the food and beverages company in Kaduna metropolis.

## **Conceptual Framework**

### **Concept of Ethics**

Shaw (2014) defines ethics as principles or values that guide behavior, within the organizational settings, these values are embodied in virtues such as honesty, compassion and loyalty (Velasquez 2006). Because ethics deal with distinctions between right and wrong (Ferrell, Fraedrich & Ferrel 2014), they are found on morality, which includes moral judgment, standards and rules of conduct (Parboteeah & Cullen 2013). Moral Judgments may relate to decisions on fair, honest and competent pricing of products, while standards emphasize providing the appropriate service and product offerings of the expected quality and required quantity at the appropriate places and times.

Ethics in business refers to standards of right or wrong behavior when dealing with the company's various stakeholders including customers, employees and vendors. Ethics can be referred to as an unwritten codes or principles and values that govern decisions and actions within a company. In the business world, the organization's culture sets standards for determining the difference between good and bad decision making and behaviour. In the most basic terms, a definition for business ethics narrows down to knowing the difference between right and wrong and choosing to do what is right. The phrase 'business ethics' can be used to describe the actions of individuals within an organization, as well as the organization as a whole, (Marcoux, 2003).

According to Victor and Maurice (2012) discipline is the use of penalties to make people obey orders and live up to the game and that when people break the rules, they are brought to see the error for improving performance by applying some form of punishment. It is also a punitive actions or measures taken by an organization to correct workers. Siagian (2005) also defined discipline as a form of employee training that aims to improve and establish the knowledge, attitude and behavior of employees. Therefore, discipline is a punishment enforced by management to employees for wrong doing in an organization to ensure proper respect or obedience.

Tschannen-Moran and Hoy (2000) defined trust as one party's willingness to be vulnerable to another party based on the confidence that latter party is benevolent, reliable, competent, honest and open. Also, trust is the key component of successful working relationships between leaders and followers (individuals more general) that enables cooperation helps to manage differences, encourages information sharing and increases openness and mutual acceptance (Den hatong, 2003). Welch, Hinnantand and Moon (2005) see trust in public institutions as a means to which personnel honour are relate to administrative rules, standards, laws and regulations relating to provision of services and information so as to enhance proper code of conduct.

### **Concept of Workplace Deviance Behavior**

Workplace deviance behavior or counterproductive work behaviour (CWB) has been conceptualized as that behaviours that are unproductive, damaging to organizational goals and harmful to the organization by directly affecting its functioning or property, or by hurting employees in a way that will reduce their effectiveness (Mann, 2012; Klotz & Buckley, 2013). Generally, CWB connotes behaviours that are harmful and directly affects organizational functioning or

property by impacting on employees in a way that reduces their effectiveness (Roy, 2012). Other researchers have labeled CWB as antisocial organizational behaviour, organizational misbehavior, organizational deviance, employee withdrawal, dishonesty, dysfunctional behavior, counterproductive behaviour (Everton, 2007).

Spreitzer and Sonenshien (2004) identified positive deviant workplace as non-compliance with dysfunctional directives and criticizing incompetent superiors. These dimensions of positive deviant workplace behavior are expected to benefit the organization (Appelbaum and Matousek, 2007). Positive deviant behavior must be praiseworthy and must focus on actions with honorable intentions, irrespective of the outcomes. This positive deviant workplace behavior can be classified as a pro-social type of behavior: organizational citizenship behaviors, whistle blowing, corporate social responsibility and creativity/innovation. Apart from the contributions of positive deviant workplace behavior, this research however, focuses on the negative deviant workplace behavior. This is because the negative deviant workplace behavior aspect may be very disadvantageous to organization and further reducing individual performance.

### **Empirical Reviews of Related Literature**

Sule-Dan (2015) conducted a study on ethics which investigate the role of discipline on organization effectiveness in the public sector with a specific reference to Nigerian Custom Service. The study source of data collection was primary data with the use of questionnaire. The sample population of the study was 136. The study used frequency, percentage and chi-square for testing the hypothesis. The study found that organizational discipline has a positive significant impact on organization effectiveness in Nigerian Custom Service (NCS). The study's limitation is based on the fact that it adopted a lesser technical tool of analysis.

Mulyanto (2015) examined the influence of discipline, working environment, culture of organization and competence on workers performance through motivation, job satisfaction in Regional Development Planning Board Indonesia. The researcher used primary data and questionnaire were distributed, a sample population of 34 employees was used for this study, the study used analysis instrument such as validity test, reliability, linear regression analysis, t-test, f-test coefficient determination to analyze the influence of several independent variables on one dependent variable. The findings show that the use of discipline, working environment, culture of organization and competence variables are not effective.

The study focused more on working condition as a major factor in ethic instead of the morality of employee activities.

Mensah, Delle and Nmai (2015) conducted a study on ethical climate as a predictor of counterproductive work behavior and turnover intention and also investigated the extent to which level of education mediates the relationship amongst ethical climate and counterproductive work behaviours. Predictive correlational research design was used in which data were gathered from 276 respondents from the Ghanaian service sector via reliable questionnaires. The hypotheses were tested with hierarchical multiple regression and standard regression tests. The study found that ethical climate did not significantly predict counterproductive work behaviours, but the relationship between ethical climate and counterproductive work behaviours was partially mediated by level of education. It was observed that ethical climate significantly and negatively predicted turnover intentions. The study concluded that there are significant implications for the creation of positive ethical climate in Ghanaian organizations. The study recommended that Future researchers should consider investigating the extent to which ethical leadership and organizational culture mediate or moderate the relationship between ethical climate and workplace behaviours in Ghanaian organizations.

Olalekan, Omotayo, Olubasayo and Adenike (2015) assessed workplace deviant behaviors and its implication on organizational performance in Nigeria. The study further examine the scope, causes, consequences and managerial strategic approach to various forms of attitudes and behaviors portrayed deliberately by employees at the workplace and why employees' engage in the unethical acts. The study extensively reviewed current literatures on existing body of empirically based studies of the construct. The findings of the study showed that workplace deviant behaviors had adverse effects on job performance; as such effort must be emphasized to prevent workplace deviance. The study conducted an extensive empirical review of previous scholars and focused more on performance.

Haruna, Joseph, Samson and Gabriel (2016) conducted a research on the causes and effects of sexual harassment on the performance of female employees in Kogi State, Nigeria. The study appraised the causes and effects of sexual harassment and the extent to which it affects employee productivity. Questionnaire was the instrument for data collection and data collected was analyzed using simple percentage, while hypothesis were tested with the aid of SPSS. Result showed that women at the lower level are mostly harassed and that affect their performance in the organization. However, the research focused on sexual harassment which is a

form of one of the four categories of workplace deviance, while the present study assessed the effects of business ethics on the four categories of workplace deviance behavior. The study focused on a single variable in workplace deviance to provide a decisive conclusion which will be insufficient.

Peikani and Shamshiri (2016) evaluated the relationship between organizational trust which has to do with ethics and employee productivity, mediating role, organizational citizenship behavior in Isfahan social security Iran. Qualitative approach was used; questionnaires were distributed among 234 employees which was the sample of the study. The total population of the study was 580, and regression analysis was used. The result showed that organizational trust on employee productivity with the mediating role of organizational citizenship behavior is positively significant. The study centered on only the social security organization of Isfahan in Iran, if organizations in other sectors were used, the result could be affected. The study was conducted outside Nigeria which provides a variation of location.

Anthony (2017) studied the effect of discipline management on employee performance in county education office of Turkana County in Kenya. The main objective of the study was to investigate the effect of disciplinary management on employee performance in Kenya. Primary data was used with the help of questionnaire using a sample of 171 employees. Also, quantitative and qualitative data were used and were analyzed using multiple linear regression model to determine the effects of discipline management on employee performance in an organization. The findings of the study revealed that disciplinary management led to promotion of employees. This study provides evidence from firm-specific about business ethics. The study used linear regression which is more of a one on one variable than multiple regression.

## **Theoretical Review**

### **Affective Events Theory (AET)**

Affective event theory was developed by Howard and Cropanzano (1996) to explain how emotions and moods influence job performance and job satisfaction. The theory propounds that the proximal causes of effective reactions are organizational events. This indicates that people often react emotionally to things that happen to them in work settings (Weis & Cropanzano, 1996). The theory explains the occurrences of positive and negative events during the workday that can affect an employee's emotions and job satisfaction. AET does not consider any

outside influences but how the work environment emotionally affects employees. The theory increases the understanding of association between employees and the way they react to things that happen to them at work. AET advocates that influence or attitude on the job is an essential element of job attitudes and an essential predictor of some job dealings (Weis, 2002).

Moods or emotions at workplace generally fall into positive (good) category and negative (bad) category. The positive moods are individual feelings that are favorable to the attainment of organizational goals, while the negative moods are those that are perceived to be detrimental to the achievement of organizational goals (Larsen & Dickson, 2004).

### **Social Strain Theory**

The social strain typology theory was propounded by Robert (1938). The theory propounds that social structure may influence individuals to commit crimes. Strain refers to the differences between culturally defined goals and the institutionalized means available to achieve these goals; these strains can insinuate social structures within the society that compels individuals to commit offence. Robert (1938) proposes a typology of deviance that is based on employee's motivation to comply to organizational cultural goals and workers believes on how to attain the goals. The theory also posit that there are four types of deviance; conformity, innovation, retreatism, ritualism and rebellion. Robert (1938) also explains that employees can turn to deviance in response to their perceived inequality, unfair treatment, conflict of interest, work related stress through work overload and poor remuneration among others which may result in employees sabotaging organizational property, stealing, late coming to work, working slowly deliberately and taking unnecessary breaks.

This study is underpinned by the Affective event theory, because the theory explains the occurrences of positive and negative events during the workday that can affect an employee's emotions and job satisfaction and it does not consider any outside influences, but how the work environment emotionally affects employees.

### **Methodology**

**The study adopted the use of survey research.** This means that questionnaires will be given out to elicit information from the population and sample of the study. The purpose of this tactics is to simplify from a representative sample to a whole population.

The population of the study will comprise of all the permanent staff of Honeywell Flour mills Nigeria, Northern Noodles and Nigeria Bottling Company as at 2<sup>nd</sup> April, 2019. **The total population is one thousand, three hundred and seventy-eight staff 1378 from the Human Resource Management. The Kerjcie and Morgan (1970) Sample size determination table is used to determine the sample of this study. The total population is 1378 as obtained from the HR department in food processing companies namely; Nigerian Bottling Company, Northern Noodles, Honeywell and flour mills in Kaduna metropolis. Sample size formula for arriving at a finite population is;**

$$S = \frac{x^2NP(1 - P)}{d^2(N - 1) + x^2P(1 - P)}$$

$$S = \frac{1.96^2 1378 \times 0.5(1-0.5)}{0.05^2(1378-1)+1.96^2 0.5(1-0.5)} = 297$$

**Where;**

**S = required sample size**

**X = z value (e.g. 1.96 for 95% confidence level)**

**N = population size**

**P = population proportion (expressed in decimal) (assumed to be 0.5) 50%**

**d = degree of accuracy (5%) expressed as a portion (0.05); it is margin of error.**

**Therefore, the sample size of the study is 297**

**The source of data for this study is the primary source. The method to be used for collecting data is the modified version of the Bennet and Robinson (2000). The use of 5-point scale Likert will be used for the collection of data from the respondents. The tool for analysis in this study is multiple regression, where by the regression is based on models on each dependent to be analyzed in relation to the singular independent variable.**

**The model is captured from the study of Olalekan, Omotayo, Olubusayo, and Adenike (2015) on workplace deviance behavior, but modified by the researcher as:**

$$\text{WDB} = f(\text{BUSET}) \dots\dots\dots 1$$

**The dependent variable production deviance is a function of the independent variable, which is business ethics.**

**In equation form is represented as follows:**

$$\text{WDB: } \alpha + \beta_1 \text{ JTC} + \beta_2 \text{ DCP} + \beta_3 \text{ TRS} + e_i \dots \dots \dots 2$$

Where:

**BUSET = Business ethics**

**WDB= Workplace deviance behavior**

**JTC= justice**

**DCP = discipline**

**TRS = trust**

**e= Standard Error of Estimate**

**$\alpha$ = Constant or Intercept**

**$\beta_1$ -  $\beta_3$ = Coefficient of independent Variable**

### **Discussion of the Study**

This section explains the analysis of the collected data from the use of descriptive statistics, correlation matrix and regression analysis to describe the nature, relationship and impact the independent variables have on the dependent variable.

### **Descriptive Statistics**

The descriptive statistics of the data collected for the study is presented and discussed in this section. Workplace deviant behaviour (WDB) has a minimum value of 1 and 5 as the maximum value, this indicates that 1 is the lowest value in the data set, while 5 is the highest value in the data set which signifies that there is no serious outlier issues in the data set. The average value of the WDB is 3.01 with standard deviation of 1.297, signifies that the data deviate from both side of the mean value by 1.297 approximately. This implies that there is a bit dispersion of the data from the mean, because of the value of standard deviation which is close to the mean. The kurtosis value of -1.113 also suggests that majority of the observations are lower than mean, as such the data meet the Gaussians distribution assumption. Similarly, the coefficient of Skewness -0.38 implies that the data is negatively skewed, and thus, the data did not meet the symmetrical distribution assumption.

Discipline (DCP) has no elements of outliers' issues in the data set, because the minimum and maximum values in the data set are 1 and 5 respectively. On average, the DCP in the sample Food and Beverages Companies is 3.05 with standard deviation of 1.28. That is, the deviation from the mean is about 1.28 at best. The value of Skewness 0.011 implies that the data is positively skewed, and therefore does not conform to the symmetrical distribution requirement. Moreover, the value

of Kurtosis -1.065 also indicates that the DCP data meets the Gaussians distribution assumption.

Trust (TRS) is 2.93 with standard deviation of 1.297, implying that the deviation from the mean is 1.30 in the sample Food and Beverages Companies, with minimum and maximum values of 1 and 5 respectively, which did not indicate the sign of outlier issues and will not cause any problem to the inferential statistics. The skewness value 0.051 indicates that the data is positively skewed, that is, the data did not meet the symmetrical distribution requirement. Similarly, the kurtosis of 1.094 implies that the Gaussians distribution is met.

### **Correlation Results**

In this section, the result of the Pearson Correlation Coefficients of the variables of the study is presented. The correlation matrix is used to determine the degree of association between independent variables and the dependent variable. It is also used to identify whether there is a relationship between independent variables themselves, and to detect the possibility of Multicollinearity amongst the explanatory variables. This is necessary so that a broader picture than we could have got when regressed separately against performance would be obtained.

Discipline (DCP) has a strong negative relationship with workplace deviant behaviour (WDB) for the value of -0.579; Trust (TRS) has a weak negative relationship with workplace deviant behaviour (WDB) with the value of -0.284.

### **Regression Results**

In this section, the regression results of the models of the study are presented and interpreted. The hypotheses formulated for the study are also tested from the results as presented.

### **Impact of Discipline on Workplace Deviant Behaviour of Food and Beverages Companies**

The impact of DCP on WDB of Food and Beverages Companies is found to be significant and statically has a negative effect on WDB. This can be confirmed by a coefficient value -0.55, which is statistically significant at 1%. This implies that for every 1% decrease in DCP the WDB of Food and Beverage Companies will Increase by 0.55. In line with this, it provides evidence to fail to reject the null hypothesis; which states that DCP has no significant impact on WDBF of Food and Beverage Companies. The result is statistically significant at 99% confidence level.

The findings are in line with Kuye and Sulaimon (2011), Ndabahaliye (2013) and Rehman, Khalid and Khan (2012).

### **Impact of Trust on Workplace Deviant Behaviour of Food and Beverage Companies**

The impact of TRS on WDB of Food and Beverage Companies is found to be significant and statistically has a negative effect on WDB. This can be confirmed by coefficient value of -0.125 with a p-value of 0.024. This implies that for every 1% increase in TRS, the WDB of Food and Beverage Companies will increase by 0.125. This provides evidence of rejecting the null hypothesis, which states that TRS has no significant impact on WDB of Food and Beverage Companies. The findings are in line with Nwosu, Obidike and Okezie (2015) and Donatus (2011).

Cumulative result shows that the coefficient of determination ( $R^2$ ) has a value of 0.350. This indicates that the independent variables (DCP and TRS) were able to explain the variation in WDB of Food and Beverage Companies to the extent of 35% only, while the remaining 65% are explained by other factors not captured in the model. The adjusted  $R^2$  has a value 0.343 (34.3%). This implies that DCP and TRS cumulatively play a significant role in explaining WDB of the Food and Beverage Companies. Following the results obtained from those eligible to fill the questionnaire on the demographic characteristics of the respondents. The regression result reveals fitness of the model for having F-statistics of 55.741 and a p-value of 0.0000. The implication of this result is that the overall impact of the explanatory variables on the dependent variable is significant at 1% level, with 99% level of confidence. Lastly, the study concludes that the business ethics plays a significant role in explaining the workplace deviant behaviour of Food and Beverage Companies following the result gathered from respondents upon questionnaire returns.

### **Conclusion and Recommendations**

The choice of examine business ethics issues is one of the most important decisions of Food and Beverage Companies. The basic question is whether there exists an optimal ethical management that minimizes the issues of workplace deviant behavior of Food and Beverage Companies. The impact of TRS on WDB of Food and Beverage Companies is found to be significant and statistically has a negative effect on workplace deviant behaviour. This implies that for every 1% increase in TRS, the WDB of Food and Beverage Companies will decrease by -0.125. The impact of DCP on WDB of Food and Beverages Companies is found to be

significant and statically has a negative effect on WDB. This implies that for every 1% decrease in DCP the WDB of Food and Beverage Companies will Increase by -0.55.

Based on the findings obtained from the results, the following recommendations were made: firms, management and organizations should pay greater attention to significant variables such as the effect of discipline and trust in determining their optimal ethical issues in management by maintaining a minimal work place deviant behavior. Food and Beverages companies should trust or show how they trust their employee in doing their job in the organization and trust them to work effectively and efficiently. This should be done true means of delegation of employees in carrying out task and which as a result will indicate the level of trust and confidence the organization have towards their employees. Companies should enforce disciplinary committee to checkmate employee attitudes and actions in the workplace in order to curb workplace deviant behavior. This should be done be thorough creating awareness programs that will educate employees about the penalty for such deviant behaviours.

## References

- Adenubi, O. (2000). A study of relationship between organizational justice and job satisfaction. *International Journal of Business and Management* 5(12).
- Alias, E., Rosdi, G., & Khan, T. (2017). Professional Codes of Ethics and Management Excellence. *Journal of Nigeria Institute of Management*, 40(5&6) 26-27.
- Anthony, Q. (2017). Ethics studied effect of discipline management on employee performance in county education office of Turkana County in Kenya, *International Journal of Productivity and Performance Management*, 61(2), 142 – 156.
- Appelbaum, C., & Matousek, S. (2007). *Stakeholder theory: The state of the art*. Cambridge university press. UK.
- Bennett, R., & Robinson, S. (2000). A typology of deviant workplace behaviors: A multi-dimensional scaling study. *Academy of Management Journal*, 38, 555-572.
- Den-Hatong, I.(2003). *Management Theory and Practice (5th ed.)* London: Martins. The Printers Ltd.
- Donatus, R. (2011). Discipline and organization effectiveness: A study of Nigerian customs service. *Review of Public Administration and Management* 4(8), 88-106.

- Everton, O. C. (2007). *Business ethics: Ethical decision making & cases*, 9th edn. Cengage Learning-Mason, New York.
- Ferrell, Y., Fraedrich, H., & Ferrel, L. (2014). Positive and negative deviant workplace behaviours: Causes, impacts and solutions. *Corporate Governance*, 7(5), 586-598.
- Haruna, A., Joseph, G., Samson, F., & Gabriel, S. (2016) conducted a research on the causes and effects of sexual harassment on the performance of female employees in Kogi State, Nigeria. *Journal of Management*, 33(3), 378-394.
- Howard, D., & Cropanzano, B. (1996). A Fiduciary Argument against Affective Event Theory. *Business Ethics Quarterly* 13(1): 1-24
- Hwa, N., & Amin, F. (2016). Sabotage in the workplace: The role of organizational injustice. *Organizational Behaviour & Human Decision Processes*, 89(1), 949-965.
- Kerjcie, and Morgan (1970).** Determining Sample Size for Research Activities. Cengage Learning-Mason, New York.
- Khan, T. (2014). Subordinates trust in the supervisor and its impact on organizational effectiveness. *Portuguese Journal of Management Studies*, vol xvi(1)13-28.
- Klotz, H., & Buckley, R. (2013). The influence of motivation and discipline work against employee work productivity in Indonesia. *Review of European studies* 7(12) 59-66.
- Kuye, N., & Sulaimon, R. (2011). Workplace deviance: Its definition, its manifestations, and its causes. *Research on Negotiations in Organizations*, 6, 3-27.
- Larsen, E., & Dickson, T. (2004). *Business ethics concept and cases*, 6th edn. Pearson, New York.
- Mann, Y. (2012). Business ethics, corporate social responsibility and corporate governance: a review and summary critique. *European Research Studies*, Volume VI, Issue (1-2).
- Marcoux, P. (2003). Employee empowerment and its importance for trust, innovation and organizational performance in U.S.A. *Business management and strategy*, 5(2).
- Mensah, K., Delle, H., & Nmai, F. (2015). Ethical climate as a predictor of counterproductive work behavior and turnover intention. *International Journal of Democratic and Development Studies* 2(2): 31-39.
- Mulyanto, G. (2015). Influence of discipline, working environment, culture of organization and competence on workers performance through motivation, job satisfaction in Regional Development Planning Board Indonesia., *Journal of Organizational Behavior (1986-1998)*, pp. 49-64.

- Ndabahaliye, D.(2013). Employees behaving badly: Dimensions, determinants and dilemmas in the study of workplace deviance. In D. M. Rousseau & C. Cooper (Eds.), New York: Wiley, *Trends in organizational behavior*, Vol. 5, p. 1-23.
- Nwosu, E., Obidike, D., & Okezie, B.(2015). Toward the construct definition of positive deviance. *American Behavioral Scientist*, 47(6), 828-47.
- Olalekan, A. J., Omotayo, O. A., Olubusayo, F. H., & Adenike, A. A. (2015). An assessment of workplace deviant in a growing economy. *Journal of Organizational Psychology*. 15 (1).
- Parboteeah, G., & Cullen, K.(2013). The impact of trust on cooperative membership retention, performance and satisfaction: an exploratory study. *International food and Agribusiness management review no. 5* 41-59.
- Peikani, J., & Shamshiri, M. M. (2016). The relationship between organizational trust which has to do with ethics and employee productivity mediating role organizational citizenship behavior in Isfahan social security Iran. *Universal journal of management* 3 (8) 318-328.
- Rehman, J., & Khalid, J., & Khan, T.(2012). The Challenge of Ethical Behaviour in Organizations. *Journal of Business Ethics*, 11 (7), 505 – 513.
- Robert, U. (1938). Towards improving staff discipline and performance, individual development project, Ascon unpublished.
- Roy, Q. (2012). Be nice and fair or else: understanding reasons for employees' deviant behaviors, *Journal of Management Development*, 26(2), 117-131.
- Shaw, M. (2014). Business Ethics, Corporate Philosophy and Regulatory Challenges in the Confectionary Industry: An Evaluation of the Bread Market in Nigeria. *European Journal of Business and Management*, Vol.5, No.31.
- Siagian, B. T. (2005). *Gaining and/or maintaining employee trust within service organizations*. Masters of degree thesis. University of Wisconsin-stout.
- Spreitzer, F., & Sonenshien, J. (2004). Stockholders and stakeholders: A new perspective on corporate governance. *California management review*. 25(3) 88-106.
- Sule-Dan, H. (2015). Role of discipline on organization effectiveness in the public sector with a specific reference to Nigerian Custom Service., *International Journal of Business and Management*, 7(5): 207-221.
- Tschannen-Moran, G., & Hoy, B. (2000). Misbehaviour, Its Dimensions, and Relationship to Commitment in Organizations, Rethinking Misbehaviour and Resistance in Organizations. *Advances in Industrial and Labour Relations*, 19: 237–257.

- Velasquez, U. (2006). Effects of discipline management on employee performance in an organization: the case of county education office of human resource department, Turkana County. *International Academic Journal of Human Resource and Business Administration* 2(3) 318-328.
- Victor, M., & Maurice, B. (2012). Negative reciprocity and the association between perceived organizational ethical values and organizational deviance. *Human Relations*, 63(6): 875-897
- Weis, H. (2002). Management ethics: placing ethics at the core of good management. *Business ethics quarterly*. 4(1), 142-143.
- Weis, H., & Cropanzano, B. (1996). *Business ethics*. Routledge, Oxon.
- Welch, E., Hinnantand, J., & Moon, G. (2005). Employee justice perceptions and co-worker relationships: *Leadership and organization development journal*.

## Appendix I

Table 4.1: Descriptive Statistics of the Variables

Variables	Min	Max	Mean	SD	Skewness	Kurtosis
WDB	1	5	3.01	1.297	-0.38	-1.113
DCP	1	5	3.05	1.280	0.011	-1.065
TRS	1	5	2.93	1.297	0.051	-1.094

Source: SPSS 2020 output

Table 4.2 Correlation Matrix of the Dependent and Independent Variables of the first model

Variables	WDB	DCP	TRS
WDB	1		
DCP	-0.579	1	
TRS	-0.284	0.295	1

Source: SPSS 2020 output

Table 4.3 Summary of Regression Result

Variable	Co-efficient	t-statistics	p-value
Co-efficient	0.971	5.100	0.000
DCP	-0.550	11.164	0.000
TRS	-0.125	2.269	0.024
R <sup>2</sup>	0.350		
Adjusted R <sup>2</sup>	0.343		
F-stat	55.741		
F-sig			0.000
Durbin Watson	1.854		

Source: SPSS 2020 output