

Work Deviant Behaviour and Team Cooperation in Selected Manufacturing Companies in Enugu State, Nigeria

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ABSTRACT

This study determined the effect of work deviant behaviour on team cooperation of manufacturing companies in Enugu, Nigeria. Specifically, the study sought to: ascertain the effect of workplace aggression and non-compliant to organization policy on team cooperation of manufacturing companies in Enugu, Nigeria. Survey research design was adopted. A sample of one hundred and eighty respondents was purposively selected for the study. Data were generated from the questionnaires administered to the respondents. The hypothesis was tested with regression analysis. Based on this, the study revealed that workplace aggression and non-compliant to organization policy have a significant effect on team cooperation of manufacturing companies in Enugu, Nigeria. Based on the outcome of this study, it was recommended that corporate managers should focus on the effective management of attitudinal and behavioural outcome so as to foster conducive work environment and position the organization's image to the public.

KEYWORDS: Workplace aggression, Non-compliant to organization policy, and Team cooperation

INTRODUCTION

Workers are the force that drives a company forward; it has great influence to the success and failure of every association. Hand performance refers to how the members of an association fulfill the duties of their part, completes the needed task and behaves in the association. Hand performance includes invention, accomplishment of task and platoon cooperation. Innovation entails introducing commodity new to a terrain which can be productive or can bring about development, it's an essential part of hand performance which can be measured through effectiveness and effectiveness. Task accomplished entails performing of employee's duties, roles and responsibilities as at when required and timely, it brings about increase In productivity and satisfaction of Customer. It can be measured by quality and quantity of work.

Team cooperation can be seen as when workers on the same department or design work together for the benefit or the collaborative interest of achieving organizational pretensions. Team cooperation is

always profitable because it improves the overall hand performance and associations productivity. it was also observed that there are multitudinous job behaviour that is unhealthy for a ultramodern association similar as non-compliance to organizational programs and detention in task accomplishment due to using work time for particular pleasure similar as tattling and absent of staff at plant during work hours which leads to low performance of the hand in carrying out their duties and liabilities.

The aggressive behaviours cannot be excluded among organizational members as one staff in 10 staff is likely to be aggressive which implies that there's high tendency of conflict circumstance in the association. Aggression in the plant exists and is associated with negative goods for individualities and associations. It is predictable and can be averted. It's considered an object of study by the scientific community and associations (OIT; EU- OSHA, 2014). It's a major issue for everyone working but lacking statistical data. The adverse goods of violence (and aggression)

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at work for individualities and associations are multitudinous, varied and are related to the nature of violence and aggression (Dionisi, Barling & Dupré, 2012; Hershcovis & Barling, 2010).

One major trait of counter culturist plant behaviour in the manufacturing company is the dysfunctional workplace behaviour which comprises of draining associates and guests, violating canons of conduct, and demarcation of behaviour (Omar, Randa & Aya 2018). Of course, dysfunctional work behaviour has tendency of reducing invention at workplace as when workers gets ill

Amongst all the unhealthy workplace behavior, non-compliance to organizational policies and work instructions seems to directly affect the quality and timely accomplishment of task. It was also observed that staff avoid task and do not comply with organizational rules. Example was the report of accident at workplace which is due to failure of staff to work with safety instructions by management. It is against this background that it becomes imperatives to undertake this study in order to ascertain the effect of work deviant behaviour and team cooperation of selected manufacturing companies in Enugu, Nigeria. Specifically, the study sought to:

1. Ascertain the effect of non-compliant to organization policy on team cooperation of manufacturing companies in Enugu, Nigeria.
2. Determine the extent workplace aggression affect team cooperation of manufacturing companies in Enugu, Nigeria.

Conceptual Review

Work Deviant Behaviour

Workers in company comprise people who come together from different socio-artistic backgrounds with different beliefs, stations, values and expressions of different behaviour. Therefore, these behaviours have different consequences on the individualities working in the association and on the association itself (Windsperger, 2009). Immaculately, plant behaviours must coincide with the morals of associations and workers must naturally embrace the culture and value of similar association. In this contemporary world, the reverse is the case; some workers tend to disregard company's culture and practices, and aren't willing to conform to their company's rules. This is getting a serious issue in mortal resource operation (Osibanjo, Falola, Akinbode & Adeniji, 2015).

Work deviant behaviour refers to the behaviour of the workers that can harm an association or its members (Spector & Fox, 2002; Walsh, 2014). It happens when the workers overlook or defy the boundary of their authorities for performing their workload. Work

deviant is similar as sabotage, theft, importunity, inconsideration, and work-decelerating habit not only regard for losses of the association but also they do shatter the image (Robinson & Bennett, 1995).

Non-Compliant Behaviour

Noncompliant behaviour can manifest itself in different mores, similar as skipping conditioning, performing fresh conditioning, or performing conditioning without proper authorization. These acts can do for colorful reasons. Brander, Hinkelmann, Hu, Martin, Riss, Thönssen, and Witschel, (2011) conclude that gaps between process specifications and practical conditions are ineluctable and noncompliant behaviour occurs to ground this gap. Resistance can have positive as well as negative goods on associations, as honored in literature (Alter 2015; Regev, Bider & Wegmann, 2007; Reichert and Weber 2012). Because the interests and pretensions of stakeholders involved in a process frequently differ, a single act of resistance might be salutary to some and mischievous to others (Alter 2015). This follows from the fact that acts of resistance generally affect different performance confines. For illustration, noncompliant behaviour can contemporaneously have a positive result on the quality of a handed service, but a negative effect on the service time. These dickers between goods on different performance confines play an important part in the causes and impact of resistance. Workers calculate implicit benefits of resistance by importing the positive and negative goods (Röder, Wiesche & Schermann, 2014a). When workers aren't knowledgeable about the full goods of their conduct, this can stymie their capability to determine whether an act of resistance is salutary or not. Melão and Pidd (2003) fete that process actors work under environmental constraints. The social commerce fosters debates and collaboration and, therefore, diversions from intended structures need to be anticipated. While resistance can do for a broad variety of reasons, an important distinction should be made between intended and unintended acts of resistance.

Melão and Pidd (2000) reported that the social commerce fosters debates and collaboration and, therefore, diversions from intended structures need to be anticipated. While resistance can do for a broad variety of reasons, an important distinction should be made between intended and unintended acts of resistance. Intended resistance, frequently in the form of workarounds, receives considerable attention in literature (Alter 2014; Lalley & Malloch 2010; Röder, Wiesche & Schermann, 2014a). The proposition of workarounds proposed by (Alter 2014) describes how a variety of factors lead to the consideration and

development of workarounds. Typical pretensions of workarounds include prostrating shy IT functionality or other obstacles and precluding unborn mishaps. There are also vicious workarounds in the form of lying, cheating, and stealing for particular benefit. Unintended acts of resistance admit vastly lower attention in being literature. This unintended behaviour occurs in the form of miscalculations and frequently due to a lack of knowledge about procedures (Alter 2015).

Workplace Aggression

Although the terms “aggression at work” and “violence at work” are frequently used interchangeably, they're different (Barling, Dupré & Kelloway, 2009). Schat and Kelloway (2005) suggest that physical violence at work is a distinct form of aggression in the workplace, comprising behaviours in order to physically assault the other. All violent behaviours are aggressive but not all aggressive behaviours are violent (Barling, et al, 2009). Hitting, grabbing or sticking (or the trouble thereof), further physical, i.e. behaviours that involve some form of physical contact (Dionisi, Barling & Dupré, 2012) concern physical violence at work; while being verbally disrespected, being treated with discourteousness, whose emphasis is more cerebral in nature concern cerebral aggression at work. Therefore, within this further general construct that's aggression in the plant (Schat & Frone, 2011).

Organizational leadership can help workplace aggression from taking place, or at least reduce its circumstance (Howard, Cogswell & Smith 2020). For illustration, ethical leadership has been set up to be effective in reducing plant aggression (Hauge Knardahl, Skogstad, Notelaers, Lau & Einarsen 2011; Walsh, Lee, Jensen, McGonagle, & Samnani, 2018). In sharp discrepancy, leaders themselves can also be perpetrators (Tepper, 2007). When passing destructive leadership, workers might avenge toward their leaders, imitate their destructive behaviour or displace aggression toward others, which may bring about more workplace aggression (Skogstad, Einarsen, Torsheim, Aasland, & Hetland., 2007). Therefore, leadership is explosively connected to plant aggression, both in a negative and positive manner.

Unfortunately, the extant literature lacks a comprehensive understanding of the association between leadership and plant aggression. Utmost once meta- logical reviews on leadership and plant aggression concentrated on a limited number of leadership types(e.g., ethical leadership and LMX; Mackey, McAllister, Ellen & Carson, 2021) and included only a small number of aggressive

actions(e.g., bullying, Mackey, Ellen, McAllister & Alexander 2020; acceptance, Howard et al., 2020). In addition, the number of samples included in these meta- analyses was fairly small $k = 8$ for the correlations of destructive leadership with bullying; for the associations between LMX and acceptance) (Mackey et al., 2020).

Also, in malignancy of the burgeoning exploration regarding the association between leadership and plant aggression, the literature is agonized by varying effect sizes and occasional disagreeing results. For case, former exploration suggests that transactional leadership is negatively affiliated to bullying (Dussault & Frenette, 2015), while other studies set up non-significant associations (Kaiser, 2017; Yağci & Uluöz, 2018). Clashing findings also live for the associations between laissez- faire leadership and workplace aggression, which is positive in utmost exploration (Hoel, Glasø, Hetland, Cooper & Einarsen, 2010), but negative in other studies (Kaiser, 2017). Thus, a further comprehensive meta- analysis by incorporating multiple types of leadership and colorful forms of workplace aggression is demanded. This allows us to understand the precise valence and magnitude of the correlations between different leadership types and workplace aggression, to test the relative significance of different leadership types associated with workplace aggression (i.e., relative weight analysis), and to conduct temperance analyses explaining the high diversity reported in former meta- analyses.

There are a number of platoon- position pointers of cooperation critical to platoon effectiveness. For case, Cannon- Bowers, Tannenbaum, Salas, and Volpe (2005) banded collaborative efficacy (that is collaborative sense of capability or perceived commission to control the platoon's function or terrain; (Mathieu, Gilson, & Ruddy, 2006;), trust (participated belief that all platoon members will contribute as needed by part and cover the platoon (Salas, Sims, & Burke, 2005), and platoon/ collaborative exposure(i.e., general preference for and belief in the significance of cooperation; (Colquitt, Wesson, & Zapata- Phelan, 2006) as platoon position stations important for successful cooperation. Research has empirically established connections between these collaborative mechanisms and asked platoon issues. Specifically, brigades whose members inclusively believe they're able of successfully attaining pretensions tend to (1) ply further trouble, (2) take further strategic pitfalls, (3) have better performance, and (4) be more satisfied (Lester, Meglino, & Korsgaard, 2002). Another aspect of cooperation, trust, has been set up to impact

the quantum of monitoring within a platoon and moderate the connections between (1) platoon training proficiency and performance, as well as (2) task and relationship conflict (Langfred, 2004). Trust also leads to citizenship actions, organizational commitment, job satisfaction, positive stations toward the association, and lesser situations of performance (Webber, 2008). Recent exploration on adaption (and the associated significance of literacy and nonstop development) has stressed the significance of other factors of cooperation in relation to platoon effectiveness, including cerebral safety participated feeling of safety within a platoon allowing for interpersonal threat taking (Edmondson, 2009) and platoon learning exposure (participated belief regarding the degree to which platoon pretensions are geared toward literacy (Bunderson & Sutcliffe, 2003).

Review of Empirical Studies

Sabrin, Athkia and Md. Nasim (2021) delved the relationship between job satisfaction and workplace behaviour actions and other important objects is the relationship between job satisfaction, stress, and job engagement with workplace behaviour actions and the relationship between stress and job engagement with job satisfaction. The study set up that stress is liable for lower satisfied workers which produce a high position of involvement in workplace behaviour. On the other hand, job engagement creates job satisfaction which reduces plant counter culturist actions. The quantitative approach is employed on 82 workers of private and public marketable banks. Grounded on PLS- SEM system abstract fabrics were constructed, descriptive analysis and retrogression analysis was used. Their study concluded that there's a strong unproductive relationship between job stresses, job engagement with job satisfaction which results in workplace behaviour. Obalade and Akeke (2020) determined the effect of job characteristics on workplace behaviour in Nigerian public and private universities. Despite the frequency of workplace behaviour in the tertiary institutions, there's dearth of empirical study on the effect of job characteristics on workplace behaviour in Nigeria. Primary data were collected from the academic and executive staff of the Ekiti State University (EKSU), AfeBabalola University Ado- Ekiti (ABUAD), the Federal University of Technology Akure (FUTA) and Elizade University, Ilara- mokin (EU) with the aid of questionnaires. Both the descriptive and deducible statistics were employed for the purpose of analyses. The results of the simple retrogressions show that Job characteristic factors have a negative effect on workplace behaviour in the named public and private universities. The results indicate that position of influence, applicability and feedback, part performed,

position enthralled, autonomy enjoyed has a reducing effect on workplace behaviour in the named university. D'Silva, Bachok, and Zawawi (2020) identify factors that affect workplace behaviour among youthful public sector workers. A review was conducted to gain the data. The findings revealed that a number of factors and these factors could be farther delved among unborn experimenters to understand and address the complications associated with plant counter culturist behaviour and to identify prophetic factors that could explain the miracle of workplace behaviour among youthful public sector workers. Omar, Randa and Aya (2018) explored the relationship between dysfunctional behaviour at the plant and workers' job performance in India. In order to study the issue of organizational dysfunction in Egypt, a unique association was taken as a case study, videlicet SEKEM. This exploration is qualitative exploration grounded on the approach of Action Research. Through this approach, a semi-structured interview was designed by the experimenters and used to collect data from the workers of SEKEM. As similar, it's recommended to take new approaches to effectively manage dysfunctional behaviour at the workplace. Satpathy, Patnaik, and Mohanty (2016) delved on dynamics of workplace behaviour. The methodology used was purely secondary sources. Through reviews, the colorful variables linked are a voluntary behaviour being due to job stress, workload, job autonomy, and dissatisfaction have negative effect on individual performance, work family conflict, organizational injustice, and vituperative behaviour. The study also set up that it may beget strong scuttlebutt, taking an inordinate break, tattling, physical assault and hanging. Wan (2015) that concentrated on workers in the client service division set up that there was significant relationship between work stress and workplace behaviour in the plant. The findings can lead to a new study that should examine different surrounds and different populations as well as other factors that may potentially constitute a source of hand devious behaviour in the plant. Laiba, Saba, Ambar and Yasir (2015) reviewed the impact responsibility conflict, job load, leadership support and workplace politics on job stress and its multiplier effect on deals intention in Pakistan. Multiple and correlation analyses of 205 questionnaire responses revealed that there's a significant direct correlation between responsibility conflict, job load, leadership support and plant politics and job stress and job stress relates directly with deals intention. Ibnu (2015) determined the relationship between workload, work stress, part conflict, emotional prostration, and plant on bank workers in Klang vale in Malaysia. Descriptive

analysis (mean, frequency, mode and standard deviation) and the conclusion analyses (Pearson correlation and multiple regression analysis) were used. The findings indicated a low position of workplace behaviour. The result of correlation analysis between the variables showed a significant relationship between workload, work stress, part conflict, part nebulousity and workplace behaviour. The result of multiple regression analysis indicated part conflict was the largest contributor to workplace behaviour. Ahmad (2014) concluded that the association should pay attention to the part conflict among the workers. This is because part conflict is an element that has the implicit to contribute to the enhancement of workplace behaviour in the association. In addition, work pressure, workload, and unclear job description also have significant relationship with workplace behaviour. Alias (2013) determined the predictors of workplace behaviour in which job satisfaction was delved as the middleman in the frame. The results showed there exists a significant relationship between hand comprehensions on organizational support with workplace behaviour. In addition; the result showed that job satisfaction completely mediates the relationship between perceived organizational support, and job autonomy on workplace behaviour. The perception of the worker is one of the sensitive factors to job satisfaction. When workers made an print that the association does not support their sweats, this will beget their job satisfaction to decline and they tend to parade it through workplace behaviour. Sahidur, Rana, and Shameema (2013) delved the relationship between workplace behaviour and job performance in Bangladesh. The study was anatomized using descriptive tools, correlation, and regression analyses. The findings revealed a high and negative relationship between the typology of counter culturist acts and job performance. Muafi (2011) delved the causes and outgrowth of counter culturist acts in Indonesia, using a sample of 101 field workers in Surabaya Industrial Estate Rungkut. It was revealed that lack of satisfaction, intent to quit and organizational disdain have a direct impact on

workplace behaviour; also lack of satisfaction has a direct impact on intent to quit and counter culturist acts have an inverse relationship with individual performance.

METHODOLOGY

The study used a survey research design. This research design was used because the researcher is interested in gathering information about the variables, and based on this purpose it used questionnaire which elicited data directly from the object of study.

The population of this study consists of eight manufacturing companies in Enugu, Nigeria. namely: Anammco, Innoson Group, Juhel Nigeria Limited, Nigerian Breweries Plc, Transit Support Services Limited TSS, B.O. MBA Industrial Food Chemicals Ltd, Dalex Paints and Hardis & Dromedas Limited. The research purposively selected one hundred and eighty (180) employee of these companies for easy accessibility and timely conclusion of the study.

The relevant data were collected through the use of five-point Likert scale questionnaire which include; Strongly Agreed, Agreed, Undecided, Disagreed, and Strongly Disagreed. The researcher also embarked on hand delivery and collection of copies of questionnaire to ensure that the questionnaire administered were collected.

The hypothesis was tested using Regression analysis on Statistical packages at 5% level of significance. It was used to establish the degree of relationship between all the stated dependent and independent variables.

Decision Rule

Accept the Alternate hypothesis (H_a) if $calP$ -value is less than 0.05 (P -value < 0.05); otherwise accept the Null hypothesis (H_o).

DATA ANALYSIS

One hundred and eighty questionnaires were distributed and one hundred and sixty one was completed and returned, this represents 76% response rate.

Table 1: The summary of the respondents

S/N	Statements	SA	A	Un	D	SD
1	There's effective communication among platoon members.	45	82	3	31	0
2	My platoon coordinates themselves towards set pretensions.	37	98	1	23	2
3	We help ourselves towards meeting organizational pretensions.	52	90	1	17	1
4	My platoon members know their places and works consequently.	39	89	0	31	2
5	We insure that crimes in the course of performing our tasks are corrected.	42	90	0	29	0
6	Some staff in the association avoid taking up liabilities.	59	70	2	30	0
7	Some staff disobeys the rules and regulations of this association.	48	96	0	16	1
8	There are staff that fail to perform their duties on diurnal base.	50	90	1	20	0
9	Some of my associates renew late working on diurnal base.	42	81	0	38	0

10	My associates are generally sanctioned for acting against the rules of this association.	45	79	0	37	0
11	There's staff with aggressive personalities.	50	75	2	34	0
12	There is staff who engages in fighting with associates.	51	93	0	17	0
13	Some staff reacts negatively to erring associates.	55	89	0	16	1
14	Conflict among staff of this association has affected work relationship.	43	80	1	35	2
15	I avoid staff with aggressive personality at plant.	40	81	2	38	0

Source: Field Survey, 2023

Test of Hypotheses

Hypothesis 1

Ho₁: Workplace aggression has no significant effect on team cooperation in manufacturing companies in Enugu, Nigeria.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 ^a	.989	.985	22.92664

a. Predictors: (Constant), WKA

In table 2, a regression analysis was conducted to test the workplace aggression and team cooperation. Adjusted R squared is coefficient of determination which provides the distinction in the dependent variable due to changes in the independent variable. From the findings in the table 2, the value of adjusted R squared shows a value of 0.99, showing that there was variation of 99% on team cooperation due to changes in workplace aggression. This implies that 99% changes in team cooperation could be accounted for by workplace aggression. 1% of the change was captured by the variable not included in the model.

Table 3; ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	139817.107	1	139817.107	265.999	.001 ^b
	Residual	1576.893	3	525.631		
	Total	141394.000	4			

a. Dependent Variable: TMC

b. Predictors: (Constant), WKA

Table 4; Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-10.910	14.705		-.742	.512
	WKA	1.068	.065	.994	16.309	.001

a. Dependent Variable: TMC

Table 3 reveals that the p-value is 0.001 shows that the hypothesis is statistically significant at level of significance (5%); hence p-value of the test statistic is less than alpha value (0.001 < 0.05).

In table 4, the regressed result shows that an evaluation of the workplace aggression of the explanatory variable shows positive statistically significant, hence coefficient value = 0,996 and t-statistics is =16.309, showing that workplace aggression is positively statistically significant on team cooperation at 5% level of significance.

Decision:

Since p-value of the test statistic is less or equal to alpha, we therefore, reject null hypotheses and uphold alternative hypothesis which state that workplace aggression has significant effect on team cooperation of manufacturing companies in Enugu, Nigeria.

Hypothesis 2

Ho₂: Non-compliant behaviour has no significant effect on team cooperation in manufacturing companies in Enugu, Nigeria

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.999 ^a	.998	.997	9.26413

a. Predictors: (Constant), NAP

In table 5, a regression analysis was conducted to test the non-compliant to organizations policy and team cooperation. Adjusted R squared is coefficient of determination which provides the distinction in the dependent variable due to changes in the independent variable. From the findings in the table 5, the value of adjusted R squared shows a value of 0.997, showing that there was variation of 99.7% on team cooperation due to changes in non-compliant to organizations policy. This implies that all changes in task accomplishment could be accounted for by non-compliant to organizations policy.

Table 6: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	130562.527	1	130562.527	1521.279	.000 ^b
	Residual	257.473	3	85.824		
	Total	130820.000	4			

a. Dependent Variable: TMC

b. Predictors: (Constant), NAP

Table 7: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.958	5.939		-.835	.465
	NAP	1.031	.026	.999	39.004	.000

a. Dependent Variable: TMC

Table 6 reveals that the p-value is 0.000 shows that the hypothesis is statistically significant at level of significance (5%); hence p-value of the test statistic is less than alpha value ($0.000 < 0.05$).

In table 7, the regressed result shows that an evaluation of the non-compliant to organizations policy of the explanatory variable shows positive statistically significant, hence coefficient value = 0,999 and t-statistics is =39.004, showing that non-compliant to organizations policy is positively statistically significant on team cooperation at 5% level of significance.

Decision:

Since p-value of the test statistic is less or equal to alpha, we therefore, reject null hypotheses and uphold alternative hypothesis which state that non-compliant to organizations policy has significant effect on team cooperation of manufacturing companies in Enugu, Nigeria.

CONCLUSION

This study investigated the effect of work deviant behaviour on team cooperation of manufacturing companies in Enugu, Nigeria. Survey research design was adopted; the data were generated from the questionnaires administered to the respondents. The hypotheses were tested with regression analysis and revealed that workplace aggression and non-compliant to organizations policy have a positive and significant effect on team cooperation of manufacturing companies in Enugu, Nigeria. This imply that whenever workers get upset at work place, the organization operational effectiveness can be jeopardize or affected, meaning that aggression can easily and expressively affect the effectiveness of the workers toward achieving the company's goal. This is in agreement with Sabrin, Athkia and Md. Nasim (2021) who concluded that there is a strong causal relationship between job stress, job engagement with job satisfaction which results in workplace deviant behavior. Based on the outcome of this study, it was recommended that management should encourage the employer-employee relationships through fostering of

conducive work environment and building a work climate of trust which invariably will translate to a positive image of the company in the minds of the public and firm stakeholders.

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