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Individual Differences in Interpersonal Deviance and the Mediating Role of Organizational Culture

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Abstract Purpose. This study aims to evaluate individual differences in interpersonal deviance and how organizational culture can mediate these differences among federal civil servants in Nigeria.

Design/Methodology/Approach. The study adopted a cross-sectional design and Purposive sampling technique in selecting civil servants from south-western Nigeria, who are the participants in this study.

Findings. The results of a multiple regression analysis revealed that individual differences collectively predicted interpersonal deviance, while a locus of control also had independent influence on interpersonal deviance. Gender was not a significant factor in interpersonal deviance and organizational culture fully mediated the influence of age on interpersonal deviance.

Research limitations/Implications. The study focused on interpersonal deviance within federal civil service in south-western Nigeria, its indicators, how organizational culture can mediate these indicators, and how management can prevent this behaviour in the federal civil service.

Originality/Value. This study will contribute significantly to the country's ongoing efforts, which are aimed at preventing deviant behaviour in federal civil service and making civil service more responsible in its duty of faithfully carrying government programmes.

Paper type. Issues paper.

Keywords: locus of control, age, educational qualification, tenure, organizational culture and interpersonal deviance.

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1. Introduction

An organization goes through rigorous processes of recruitment and training to function at optimum levels and have the best chance at success; whether or not this goal will be achieved depends on employees and employee's deviant behaviour. The role of civil service in the success of a government's organization is critical. Civil service functions as the engine room, the unseen hand behind government's activities, and the vital organ of a government that is essential to the sustainable socio-economic development of any nation (Anazodo, Okoye & Chukwuemeka, 2012). Acknowledging this fact has brought to the forefront a need to focus attention on factors that can impede the optimum performances within civil service and the lack of success in implementing laudable programmes of government which may result from this hindrance. One such factor that has been identified in literature is deviant behaviour in workplace (Fagboungbe, Akinbode, & Ayodeji, 2012).

Deviant behaviour in the workplace refers to the voluntary actions of organization members that violate significant organizational rules, and in doing so, threaten the well-being of the organization and/or its members (Robinson and Bennett, 1995). According to Onyeonoru (2002), it is when an employee's behaviour intends to promote personal aspirations - that differ from those of the organization - using organizational means or instrumentality, with serious consequences for the organization.

Because of the critical role of civil service to the success or failure of any government and its programmes, behaviourists focused on global organizations are becoming more interested in identifying the factors that sustain deviant behaviour in the workplace, especially in civil service; the consequences for organizations in developing economies like Nigeria are enormous (Onuoha & Ezeribe, 2011), as such behaviour can be disruptive and negatively affect the organization's prosperity (Lasisi, Okuneye & Shodiya, 2014). Studies in the past have contributed immensely in promoting sustainable and equitable economic growth, as is evident in East Asia, where civil service has been judged to play a pivotal role in fostering rapid economic development (Anazodo et al, 2012).

Deviant behaviour in the workplace has been investigated under various names, such as counterproductive behaviour, unethical behaviour, antisocial workplace behavior, organizational delinquency, and workplace deviance, to name only a few (Penney & Spector, 2005). Robinson and Bennett (1995) grouped the behaviour along two dimensions: Organizational, where the organization is harmed; and Interpersonal, where a fellow employee is the target. Each of these operates differently,

yet both are counterproductive and destructive to the effectiveness of the organization.

Interpersonal deviance can occur in the form of political deviance or personal aggression. Political deviance involves workplace interaction that puts other individuals at personal or political disadvantages. Behaviours of this type include workplace incivility, showing favoritism, gossiping about co-workers, blaming co-workers or competing non-beneficially (Robinson and Bennett, 1995). Employees who are targets of such behaviour are less satisfied with their jobs, more likely to resign, and depressed or anxious.

Personal aggression, on the other hand, involves behaving in an aggressive or hostile manner towards other individuals. Sexual harassment, verbal abuse, physical assaults, sabotaging the work of co-workers, stealing from co-workers and endangering the lives of co-workers are all forms of personal aggression (Robinson and Bennett, 1995; Everton, Jolton and Mastrangelo, (2007). Employees who have been victims of aggression from co-workers have more physical and emotional health problems and are less committed to their organizations; often they are depressed and have less job satisfaction than those who have not been victims of aggression (Everton et al, 2007). Although individuals are the first and most impacted victims of workplace aggression, the organization faces the costs of these actions as well. To the organization, the costs may be in terms of tarnished reputations and increased insurance premiums (Bronikowski, 2000; Coffman, 2003), lower productivity, lost work time, inferior quality, medical and legal expenses, and a damaged public image (Fleet and Griffin (2006). In addition, these behaviours have economical, sociological and psychological implications (Omar, Halim, Zainab, Farhadi, Nasir, & Khairudin, 2011). Employees who have been the target of deviance may experience more turnover, damaged self-esteem, increased fear and insecurity at work, and both psychological and physical pain (Ferris; Spence; Brown & Heller, 2012).

For instance, Americans alone experience over 1.7 million violent victimizations at work annually, while nearly 11% of British workers reported being bullied at work every six months; the organizational costs of such behaviour are staggering (Muafi, 2011). Another study found that 33-75% of all employees have engaged in some deviant action, and as many as 42% of women have been sexually harassed at work (Robinson & O'Leary-Kelly, 1998). About 25% have reported knowing about substance abuse by fellow workers, one in every fifteen employees has been threatened with violence at work and the annual costs to organizations have been estimated to be as high as $4.2 billion for workplace violence (Robinson & Greenberg, 1998).

In Nigeria, theft, fraud and sabotage among employees, as well as playing mean pranks, acting rudely, and arguing have been identified as some of the fastest growing deviances among Nigerian workgroups in recent years (Fagboungbe, Akinbode, & Ayodeji, 2012).

Unfortunately, interpersonal deviance remains prevalent in civil service, despite its negative impact on development (Aquino, Lewis, & Bradfield, 1999; Bennett & Robinson, 2000); hence, it continues to have serious consequences for development of the country as a whole, since civil service is responsible for the implementation of the government's laudable projects. Therefore, there is vast need for the government and for individuals to discourage and prevent interpersonal deviance within our walls.

These observations, and other negative implications of interpersonal deviance in government programmes, has led the past and present governments in Nigeria to invest billions of naira on anti-deviant behaviour agencies/institutions, such as the Code of Conduct Bureau (CCB) and its twin sister, the Code of Conduct Tribunal, set up by the federal government in 1990 to instill high level of morality in the conduct of government business and to ensure that the actions and behavior of public officers conform to the highest standard of morality and accountability. The National Strategy for Public Service Reform (NSPSR) strategy document provides a common vision and a long-term agenda - including an ethical and accountable workforce with a changed work culture - to guide the rebuilding and transformation of the Federal Public Service to a world-class standard for achieving Nigeria's Vision 20:20:20. (Adebisi, 2005; Owolabi, 2004). These agencies were in addition to a series of Civil Service Reform implemented by the government for a similar purpose. The central objective of all these initiatives, commissions and actions was to implement an ethical society in order to curb deviant behaviour in the civil service.

Despite all these government efforts, it had been observed that civil servants' involvement in interpersonal deviant behaviour continued unabated (Fagbohungbe, et al, 2012). As result of this observation, controlling the increasing prevalence of deviant behavior and the costs associated with it in civil service - and by extension, public service - has become crucial for the prosperity of public organizations and for the country at large. Even when deviants constitute a minority in organizations, the impact they have on productivity, performance, and staff morale can be colossal.

The importance of government policies and programmes, and the civil servants being the implementers of these policies and programmes, has

made studying the problem of interpersonal deviance in civil service more scientifically relevant now than ever before. For if the current level of interpersonal deviance in civil service should continue unabated, Nigeria and Nigerians will continue to be at disadvantage in global business practices, which demand high ethical behaviour through the process of fair governance and responsible civil service that thus provides effective and efficient service delivery.

Even though studies have established a significant link between individual factors and interpersonal deviance (Bennett and Robinson, 2003) and that the prevailing culture in an organization could determine if an employee will engage in deviant behaviour or not, not much has been done on Nigerian civil service and on how individual differences could predict interpersonal deviance, and then how organizational culture could mediate the differences in individuals among federal civil servant.

Researches have suggested a wide range of reasons why employees engage in interpersonal deviance, ranging from negative job cognition (Lee & Allen, 2002), job related stress, dissatisfaction, and hosts of demographic variables (Muafi, 2011). Others have argued that different variables may explain different types of deviant behaviour in the workplace (Everton, Jolton, and Mastrangelo, 2007; Parks and Mount, 2005). Likewise, studies have also suggested that perceived organizational culture could mediate the influence of these factors on interpersonal deviant behaviour (Fleet and Griffin, 2006).

Individual factors, such as personality characteristics and demographic variables, are the more likely reason for interpersonal forms of deviance (Robinson & Bennett, 1995). Due to differences in the personalities of employees, it is widely believed that some people are, by nature, prone to be deviant, while others are less likely to be (Robinson & Greenberg, 1998).

Research on the locus of control and deviant behavior in the workplace have been more consistent. The internal locus of control is positively correlated with the process of making ethical decisions while the external locus of control is negatively associated with the process of making ethical decisions, and studies have linked ethical decision-making with deviant behaviour (O'Fallon and Butterfield, 2005). Thus, externals are more likely to engage in deviant behaviour compared to internals. For instance, studies on violence in the general aggression literature, as well in the work domain, have investigated the role of attributes, stress, and threat; all these variables have been found to correlate with the locus of control (Martinko, Gundlach, and Douglas, 2002). The causal reasoning perspective of deviant behaviour in the workplace (Martinko, Gundlach,

and Douglas, 2002) proposes that the attributions an individual makes regarding the cause of workplace events creates emotions and behaviors that result in deviant behavior. In this relationship, individual differences either independently or synergistically affect cognitive process through attributions or perceptions, which leads to deviant behavior.

Likewise, Spector (1975) proposed the organizational frustration model, which states that the frustration of an individual results in emotional and behavioral reactions. The emotional response is anger and may result in increased psychological provocation. In response to this frustration, individuals engage in several actions, including an attempt to find alternatives that allow for the attainment of their goal and which may result in deviant behavior directed at co-workers. Later, it was found that the locus of control moderated this relationship in such a way that individuals with an external locus of control were more likely to respond to frustration in ways relative to individuals with an internal locus of control (Storms & Spector, 1987).

However, a study has shown that personality variables accounted for only a small portion of variance in individual factors that could predict deviant behaviour (Robinson & Greenberg, 1998). Males engage in aggressive behavior more than females do (Appelbaum and Shapiro, 2006) and there has been a long-established belief that females - including business persons and students - are more ethical than males, hence less likely to engage in deviance than men. While in some studies there are no differences found between women and men, whenever there are differences, women are found to be more ethical than men (O'Fallon & Butterfield, 2005). Studies have also revealed that women are more likely to hold higher values compared to men, resulting in a lower likelihood of engaging in deviant behavior (Appelbaum et al, 2005). Males have been found to engage more in aggressive behavior in the workplace compared to their female counterparts (Appelbaum et al, 2007), and in reviewing fourteen studies that examined gender, Ford and Richardson (1994) found that seven of those studies showed that females act more ethically than males, yet there were no difference between males and females in the seven other studies.

To explain these differences in gender, the relationship between the role of moral situations and deviant behaviour has been used several times. Empirical results show that men may make more ethical decisions in situations where the moral intensity was extreme. Thomas in 1986 had earlier carried out meta-analysis of fifty-six DIT (Defining Issue Test) studies, including over 6,000 men and women. He concluded that women score significantly higher than men at every age and education level (Rest's

Defining Issues Test (DIT) is an instrument often used when measuring moral development). Literature suggests that women score higher in ethical reasoning than men, and in a study on ethical training, positive effects of training were only observed in women (Ritter, 2006). Thus, it was expected that women would engage in workplace deviance less than their male counterparts.

Studies has also shown that employees with less tenure are more likely to commit deviance than those with higher tenure (Appelbaum and Shapiro, 2006; Gruys and Sackett, 2003). There are several reasons why temporary and new workers are more likely to engage in deviant acts. Most times, new employees have low status and rank in the organization's hierarchy, low wages, few opportunities for advancement, short tenure, and little chance to develop relationships, as well as being socially isolated and disposable (Greenberg & Barling, 1996). Once employees gain tenure and identify more with their organizations, however, they are less likely to engage in theft and other deviant acts (Robinson & Greenberg, 1998). Therefore, the longer an employee is a member of an organization, the more unlikely it is that he will act unethically and engage in deviance (Appelbaum, et al 2005).

Length of education has also been implied to be an individual variable that can influence interpersonal deviance. According to VanSandt, Sheppard and Zappe (2006), an important factor in the development of moral judgment is the length of formal education. An individual with a longer length of formal education is more aware of the social world and his place in it. With each level of education attained, an individual's moral awareness increases (Vansant et al, 2006). Thus, education correlates positively to ethical decision-making, as the more education an individual possesses, the less likely it is that he will act unethically and engage in deviant acts (Appelbaum et al, 2005). Nevertheless, with recent events in public and private organizations, it is undoubtedly the managers with more education who make unethical decisions and generally engage more in interpersonal deviance. This may be connected to the fact that these deviant behaviours are related to the offices being occupied by these individuals; if the less educated employees receive similar opportunity, the rate of deviance among them may be higher, since other forms of deviant acts are still higher among the less educated workers than the more educated ones.

Age is an important individual factor in indicating interpersonal deviance, too, as older employees seems to exhibit less aggression, tardiness, substance abuse, and voluntary absenteeism, and are more likely to be honest than younger employees (Appelbaum et al, 2007). Younger

members of the workforce are commonly linked to an epidemic of moral laxity, and more occurrences of theft have been found among younger employees (Greenberg and Barling, 1996); however, absenteeism related to be being sick is somewhat higher among older employees than younger ones (Ng & Feldman, 2008). Surprisingly, the research on age has shown mixed results concerning ethical decision-making and workplace deviance (Appelbaum et al, 2007).

While studies have shown that these individual differences may be responsible for interpersonal deviance, studies have also revealed that organizational culture can become a crucial factor on whether or not interpersonal deviance will be expressed by members of an organization (Fleet and Griffin (2006). Organizational culture is the source of the employees' shared insights on the organization's procedures, policies, and practices. Culture determines which actions are morally correct and acceptable to the organization. Through the culture of these organizations, employees have a clear idea of behaviours that are acceptable, and an idea of how to interact with their coworkers through formal and informal socialization. An employee's intent to engage in deviant behavior may be mitigated by an organization's culture, since specific ethical codes can discourage inappropriate behaviour (Kim, Lee, & Yim, 2016).

Literature on organizational culture postulates that culture in general can have a significant influence on the commitment that employees demonstrate and can significantly reduce deviance. According to Martins and Martins (2003), global research indicates that organizational cultures create high levels of commitment to the organization and performance on job. Norms and values imposed by organizations could hinder an individual from engaging in unethical and deviant acts. What is acceptable and what is not acceptable within an organization are all embedded in organizational culture, and therefore, the culture of an organization can be an influential factor have an impact on the whole organization. The culture of an organization can be seen in values and visions of its leaders, and the experiences, beliefs and rituals of its employees, the reward and incentive system, and organizational norms about performance and behaviour (Fleet and Griffin, 2006). Based on the literature that was reviewed above, the following hypotheses were formulated and tested in this study:

Hypotheses:
1. Locus of control, age, highest educational qualification and tenure will independently and collectively indicate interpersonal deviance.

2. The culture of an organization will mediate the influence of individual differences on interpersonal deviance.
3. Men will score significantly higher on interpersonal deviance than women.

2. Method

Design and Participants

The study adopted a cross-sectional design method. 957 federal civil servants from six federal secretariats in Southwestern Nigeria were selected using purposive sampling technique. The participants consisted of 568 males (59.4%) and 389 females (40.6%). 489 of the participants ages range between 41-60 (51.1%), 227 are within the age range of 36-40 (23.7%), and 241 are within 18-35 years (25.2%). 347 (36.3%) and 610 (67.7%) have been working with federal civil service for between 5-10 years and above 10 years, respectively. Their educational levels varied thus: 141 (14.7%) possess School Leaving Certificate, 279 (29.2%) possess Ordinary National Diploma/National Certificate of Education or its equivalents and 537 (56.1%) had Higher National Diploma/Bachelor's Degree or its equivalent and above.

Measures

Locus of control was measured with Spector's (1988) 16-item Work Locus of Control Scale, designed to assess control beliefs in the workplace. The scale is scored in such a way that externals receive high scores. Sample items include: *A job is what you make of it; On most jobs, people can pretty much accomplish whatever they set out to accomplish; Promotions are given to employees who perform well on the job; It takes a lot of luck to be an outstanding employee on most jobs; People who perform their jobs well generally get rewarded.* The scale's scoring format is a summated rating system with six response choices, ranging from Disagree very much = 1 to Agree very much = 6. Externals receive high scores while internals receive low scores on the scale. The author reported a cronbach alpha of .72 for the scale, whereas the researcher in this study obtained a cronbach alpha of .68.

Deviant behaviour in the workplace can be measured by a 27-item interpersonal deviance scale developed by the researcher. The researcher obtained coefficient internal reliabilities of .78 scales. The scale is composed of seven response choices, ranging from Never = 1 to Daily = 7. Those who score high on this scale are more likely to engage in

deviance behaviour directed toward co-workers than those who score low on the scale. Sample items include: *Hide files of those who have hurt you in workplace; Give into ethnic/tribal considerations when making decisions; Hoarding useful information from workers because of differences in religious beliefs; Creating unofficial factions in workplace; Intentionally lied against others; Openly embarrass co-workers at work.*

Organizational culture was measured with Deshpande, Farley, and Webster's (1993), organizational culture scale. The scale contains a total of sixteen questions, representing the sixteen possible descriptions of the culture in an organization, using a seven-point response format that ranges from Strongly disagree = 1 to Strongly agree = 7. The authors reported internal reliabilities of .82 and internal reliabilities of .79 was reported for the present study. Examples of items on the scale are: *My organization is a very formalized and structural place, established procedures generally govern what people do; My organization is very production oriented, a major concern is with getting the job done without much personal involvement; The head of my organization is generally considered to be a coordinator, an organizer or an administrator; The glue that holds my organization together is loyalty and tradition, commitment to this firm runs deep; My organization emphasizes human resources, high cohesion and morale in the firm are important; My organization emphasizes competitive actions and achievement, measurable goals are important.*

Statistics

Hypothesis 1 was tested using multiple regression analysis, hypothesis 2 was tested using *Structural Equation Modeling* (*SEM*) multiple regression analysis, while hypothesis 3 was also tested using t-test for independent group.

3. RESULTS

Table 1. Summary of Multiple Regression Analysis Showing the Influence of individual differences on interpersonal deviance.

Predictors	B	T	P	R	R^2	F	P
Locus of control	-0.161	-5.035***	< .001	0.18	0.03	7.919	<.001
Age	-0.052	-1.445	0.149				
Educational qualification	-0.038	-1.173	0.241				
Tenure	0.030	0.858	0.391				

*p<.05, **p<.01, ***p<.001

The result on the table showed that locus of control, age, educational qualification and tenure jointly predicted interpersonal deviance among federal government civil servants (R^2 = 0.03, F (4,995) = 7.92, p < .001). These variables accounted for 3% of the change observed in the self-report of interpersonal deviance among the federal civil servants. The result further showed that locus of control (β = -.16, t = -5.04, p<.01) was a significant, independent predictor of interpersonal deviance, while age (β = -.05, t = -1.45, p>.05), educational qualification (β = -.04, t = -1.17, p>.05), and tenure (β =.03, t = 0.86, p>.05) did not have significant independent influence on interpersonal deviance among the federal government's civil servants.

Table 2. Summary of t-test for independence group showing the difference between male and female on interpersonal deviance.

		N	Mean	S.D	T	Df	Sig.
InterpersonalDeviance	Male	513	36.36	22.13	.974	955	>.05
	Female	444	35.02	20.29			

The results on Table 2 revealed that gender has no significant statistical influence on interpersonal deviance (t-(955) = .974 ; p>.05). Though the results show that males obtained more interpersonal deviance scores (mean = 36.36) compared to their female counterpart (mean =35.02), the difference is not significant enough to conclude that significant statistical differences exist between the two groups. Therefore, this hypothesis is rejected.

Table 3

Hypothesis 3 was tested using structural equation modeling analysis consistent with Baron and Kenny's (1986) instruction for testing mediation hypothesis. Baron and Kenny (1986) proposed that 3 simple and 1 multiple regression analyses must be carried out on each of predictors that had significant influence on the dependent variables. For mediation to be significant, the following four conditions must hold simultaneously: I. The independent variable must significantly predict the mediator when used as a dependent variable; II. The mediator must significantly predict the dependent variable; III. The independent variable must significantly predict the dependent variable; IV. Both the independent variable and the mediator must jointly/significantly predict the dependent variable and the unique contribution of the mediator must be significant in the joint prediction (Lawal and Babalola, 2016). The result summary is presented in Table 3.

Table 3: Summary of the SEM multiple regression analysis based on Baron and Kenny (1986) four step multiple regression mediation analysis showing the mediating effect of organizational *culture on the relationship between* individual differences *and interpersonal deviance.*

	Coef.	St.Err	β	Z	Sig
Organizational culture<- (Path A)					
Age	2.11	0.65	0.10	3.24*	0.00
Tenure	-1.30	1.03	-0.04	-1.27	0.21
Educational Qualification	0.69	0.53	0.04	1.32	0.19
Work locus of control	-0.05	0.06	-0.02	-0.79	0.43
Interpersonal Deviance<- (Path					

B)

Organizational Culture	0.43	0.04	0.32	10.32***	0.00
Interpersonal Deviance<- (Path C)					
Age	-1.95	0.97	-0.07	-2.01*	0.05
Tenure	2.63	1.54	0.06	1.71	0.09
Educational Qualification	-0.73	0.79	-0.03	-0.93	0.35
Work locus of control	-0.23	0.09	-0.09	-2.64**	0.01
Total Direct Effect Interpersonal Deviance<- (Path Cⁱ)					
Organizational Culture	-0.30	0.05	-0.22	-6.42***	0.00
Age	-1.31	0.96	-0.05	-1.38	0.17
Tenure	2.24	1.50	0.05	1.49	0.14
Educational Qualification	-0.52	0.77	-0.02	-0.68	0.50
Work locus of control	-0.24	0.08	-0.09	-2.87**	0.00
Indirect effect (specific contribution of the mediation effect) Interpersonal Deviance<- (Path ⁱ)					
Organizational Culture	0.00	(no path)	0.00	0.00	0.00
Age	-0.64	0.22	-0.02	-2.89**	0.00
Tenure	0.39	0.32	0.01	1.24	0.21
Educational Qualification	-0.21	0.16	-0.01	-1.29	0.20
Work locus of control	0.01	0.02	0.01	0.79	0.43

*p<.05, **p<.01, ***p<.001

As shown in Table 3, 'Path A' showed a significant statistical effect of age (β = .10, z = 3.24, p<.001) on organizational culture, which was necessary for mediation analyses to proceed. When the independent variables were held constant, the effect of organizational culture on interpersonal deviance (β = .32, z = 10.32, p<.001) in "Path B" was also significant. The direct effect of age (β = -.07, z = -2.01, p<.05) was also associated with the mediator having direct effect on interpersonal deviance in "Path C," which was also statistically significant. In "Path C," the direct effect of age (β = -.05, z = -1.38, p>.05) was fully mediated by the introduction of organizational culture (β = -.22, z = -6.42, p<.01) on interpersonal deviance. The mediation effect of organizational culture was found to be indirectly responsible for the influence of age (β = -.02, z = -2.89, p<.01) on interpersonal deviance. The result of the sobel test demonstrated that organizational culture fully mediated the relationship between age and interpersonal deviance (z = 3.12, p<.001).

4. Discussion

The study examined the influence of individual differences (locus of control, age, educational qualification and tenure) on interpersonal deviance and the mediating role of organizational culture. This is necessary, given the fact that deviance can be disruptive to the function of an organization, and the victim of such behaviour may experience more turnover, damaged self-esteem, increased fear and insecurity at work, as well as psychological and physical pain (Ferris; Spence; Brown & Heller, 2012). Moreover, the costs of this behaviour to organizations include tarnished reputations and higher insurance premiums, among others (Bronikowski, 2000; Coffman, 2003).

Identifying the individual differences that indicate interpersonal deviance among federal civil servants and how culture could mediate these variables will go a long way in preventing interpersonal deviance in civil service, thereby reducing the vices associated with such behaviour. The study's outcome revealed that individual differences jointly predicted interpersonal deviance in terms of locus of control, age, educational qualification and tenure, thus confirming the results of an earlier study conducted by Muafi (2011), who found a significant increase in interpersonal deviance attributed to employees' individual variables in both the United States and Australia. These results have also been supported by Fagbohungbe et al (2012), whose study found a significant

relationship between demographic variables and interpersonal deviance among work groups in Nigerian. This implies that the differences in individuals' locus of control, age, tenure and educational qualification all interact together to influence interpersonal deviance.

Furthermore, the results revealed an independent influence of locus of control on interpersonal deviance, and this finding is being supported by Appelbaum et al (2007), who found a significant positive relationship between satisfaction, marginal position of employees, and internal locus of control, as well as that both satisfaction and marginal position are negatively correlated with deviant behaviour in the workplace. This finding may be connected with the fact that individuals who are have a high internal locus of control are more likely to attribute success or failure in life to personal efforts, and thus, are more likely to be in control of the situation around them. Unlike those with a high external locus of control, these employees may be more satisfied with the things around them, hence they engage less in interpersonal deviance.

Despite the fact that age has been an important predictor of interpersonal deviance in past studies (Ng & Feldman, 2008; Appelbaum et al, 2007), results from this study did not reveal an independent relationship directly between age and interpersonal deviance. Educational qualification, too, could not independently sway the prediction of interpersonal deviance, which is also contrary to earlier findings (Appelbaum and Shapiro, 2006; VanSandt, Sheppard and Zappe (2006). VanSandt et al (2006) had found a significant positive relationship between morality and deviant behaviour, and later, morality was found to correlate with length of education. Nor could tenure independently predict interpersonal deviance, thereby contradicting previous studies by Appelbaum, et al (2005) and Appelbaum, et al (2007) which identified tenure as a significant predictor of interpersonal deviance.

Age, tenure and educational qualification had no significant independent prediction on interpersonal deviance, contrary to previous findings. This may be related to recent occurrences within the country, the uncertainty of the future, unstable government policy, and perceived insecurity outside secular jobs, among other factors, regardless of age, tenure or educational qualification. Due to this uncertainty, employees that are young and old, highly educated and not, have short tenure and long may not bring about significant differences among civil servants; this may worsen if such an employee scores high on external locus of control, and therefore, sees more of a bleak future in and outside of the organization. Moreover, employees who are not even certain of life outside the organization - or if they disengage from the organization - may do things

both ethical and unethical to secure a future outside of the organization. Age, education and tenure may be irrelevant in whether or not employees will engage in deviant behaviour if these employees are in an uncertain situation and do not feel secure.

The study did not find any significant differences in men and women on interpersonal deviance. Though men are scoring higher on mean scores, the differences are not significant enough to make such a conclusion and this finding is partially supported by O'Fallon and Butterfield (2005), who reviewed several studies on gender differences in workplace deviance, and found that in some of the reviewed studies, there were no differences between men and women; whenever there are differences, however, women were more ethical than men. An earlier study by Ford and Richard (1994) reviewed fourteen studies, seven out of which revealed that females do act more ethical than males. Gender affirmation policy and gender sensitivity in workplace might have been responsible for the not very clear-cut commission of interpersonal behaviour between men and women.

Finally, when individual differences were regressed on organizational culture, the effect of age was the only statistically significant variable, which was necessary for further mediation analyses to proceed. When all these variables were held constant, the effect of organizational culture on interpersonal deviance was also significant, which was also necessary for further mediation analysis to proceed. The direct effects of age and locus of control were significantly associated with the mediators, among others, directly affecting interpersonal deviance in "Path C," and were statistically significant, though the effect of locus of control was not significant when regressed on the mediator, and hence, did not qualify for further analysis. Further analysis revealed the direct effect of age was mediated by the introduction of organizational culture on interpersonal deviance. Decomposing the mediation effect, organizational culture was found to be indirectly responsible for the influence of age and also reduced the influence of other variables on interpersonal deviance.

These results are supported by Fleet and Griffin (2006), who found organizational culture to be a crucial factor in whether or not deviant behaviour in the workplace will be expressed by members of the organization, and by Kim, Lee, and Yim (2016), whose study revealed that an employee's intent to engage in deviance may be mitigated by the organizational culture, as specific ethical codes can discourage inappropriate behavior. Although only the effect of age was fully mediated in the study, a close observation of the particular contribution of an

organization's culture revealed that such a contribution reduces the statistical value of the individual variables on interpersonal deviance.

5. Conclusion and Recommendation

The study revealed that all the individual variables examined collectively predicted interpersonal deviance among the federal civil servants in this study and that organizational culture fully mediated the influence of age on interpersonal deviance.

Regular training on need to take charge of one's own destiny should be implemented in such a way that employees will begin to see themselves as being responsible for their own personal growth and development within and outside the ministries, instead of seeing their destiny as something predetermined by forces that exist outside of themselves. Employees should be trained in such a way that they begin to see what happens to them as being decided by their own actions and inactions, thereby able to control their actions internally. This will go a long way in reducing the current rate of deviant behavior in government ministries.

Although education, tenure and age do not independently influence employees' engagement in interpersonal deviance, all of these variables jointly predicted interpersonal deviance, meaning that they had at least a little influence, even if it was not statistically significant in this study. Nonetheless, it should be seen how these variables could be controlled in order to remove or minimize their influence on interpersonal deviance in federal civil service. Employees can engage in on-site training and such training can target employees with lower levels of education in particular. Regularly workshops should also be organized for young employees on how to avoid interpersonal deviance. Mentoring could be introduced as part of these core activities aimed at reducing deviance in ministries, wherein young employees can be attached to older ones, who will guide them. This will go a long way in reducing deviant behaviour among the younger employees and become part of the culture in these ministries in the near future.

Consistent anti-deviant culture should be made visible in all federal ministries and there should be a socialization process in place that would allow all new members to become acquainted with this culture.

The scope of this study is limited to federal civil servants in Southwestern Nigeria only, which suggests that some of the findings may be limited to the extent to which such a conclusion can be drawn. Moreover, a single study like this cannot examine all the important issues that could address the menace of interpersonal deviance in government ministries; other

variables such as situational factors and other dimensions of deviant behaviour in the workplace, and organizational deviance should be explored. However, these shortcomings did not in any way affect the objectivity of this study.

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