

## PRODUCTION DEVIANT BEHAVIOUR AND ECONOMIC GROWTH IN NIGER DELTA REGION OF NIGERIA

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### ABSTRACT

*This work examined the influence of production deviance behaviours on Interventionist Agencies performance in Niger Delta Region of Nigeria. The objective of the study was to examine the extent to which production deviant behavior influences economic growth. The study adopted the cross-sectional explanatory survey research design. Census sample techniques was employed to drawn the population after validation by the supervisors, 268 copies of structured questionnaires were administered while 247 were retrieved. The reliability of the instrument was ascertained using Cronbach alpha. Mean and standard deviation were used for the univariate analysis while spearman rank order correlation was used for the bivariate analysis and multivariate analysis, while the partial correlation techniques was used to test the moderating role of stakeholders' interest. The results showed that property deviance influences measures of interventionist agencies performance such as economic growth, environment issues and social justice. The study concluded that a drastic and intentional reduction in the production deviant behaviours by all stakeholders would enhance the performance of these agencies. Consequently, the study recommended among other things that there should be an effective measure to check corruption in these interventionist agencies in order to enhance their performance.*

**Keynotes: Production Deviant, economic growth, environmental issues**

### INTRODUCTION

Organizations, be it private or public are usually judged by the level of their performance as against the aim and objectives of their formation. Interventionist agencies as the name implies are organization or agencies specifically formed with some policies and practice that directly or indirectly influence the economy of the political affairs of a particular activity or areas. The way and manner these agencies actualized their objectives have become a major issue of debate in recent times.

The phenomenon of organizational deviant behaviour as it affects organizational performance has financial, social economical and psychological consequences and a very high percentage of corporate failure (Bolin & Heatherly, 2001; Holinger, et al. 1992) opined. Furthermore, according to Flasherty and Moss (2007), more than 200 billion dollars are lost by multinational organizations every year to organizational deviant behaviour. With this alarming statistics, organizational deviant behaviour is quiet clearly a deadly virus eating up many organizations, and the phenomenon has to be better understood. This problem cuts across countries and organizations and the Interventionist Agencies in the Niger Delta region of Nigeria are not exempted.

Various interventionist agencies in Niger Delta region of Nigeria as recorded by several authors had engaged in one form of deviant behaviours or the other. According to Isidiho (2015) corruption has emerged as one of the major problems challenging the performance of various Interventionist Agencies in the region.

Poverty in the Niger Delta region has also been observed as another factor challenging the correct assessment of the performance of these Interventionist Agencies. Poverty in the Niger Delta region has persisted over the years because of the governmental and stakeholders' approach in tackling it. Because there has not been a well-articulated poverty alleviation programme that carried the communities along in its planning and complementation and even when there is better designed programmes, the people of region are subjected to accepting sub-standard projects and

programmes which ordinarily thought not be so, consequently, Paki and Ebienfa (2011) opined that, there is a correlation between poverty and the level of development in Niger Delta region.

Militancy and leadership structure within the Niger Delta have being a challenging factor for these Interventionist Agencies in the region. The level of violence, kidnapping, hostage taking and other activities of the militants has delayed and, in some case, hampered the smooth operations of these agencies resulting to projects abandonment (Paki & Ebienfa, 2011)

Monitoring and evaluation of projects and programmes in the Niger Delta Region has also been observed as another major challenge to the performance of these Interventionist Agencies. In a study conducted by some researchers regarding the performance of Regional Interventionist Agencies in Niger Delta, it was reported that the communities were not involved in the design, implementation, monitoring and evaluations of projects and programmes, secondly, the monitoring and evaluations mechanisms of the various Interventionist Agencies are below standard and that have also affected their expected performances (Isidiho & Sabran, 2015; Hassan, 2013).

Again, the issue of inadequate funding and the mismanagement of the available funds have been observed as a challenge facing the Interventionist Agencies in the Niger Delta which have over years resulted to inadequate performance and lots of abandoned projects. In a study by Baiyewu (2019), oil companies jointly owned the NDDC ₦72bn and \$73m, while the federal government alone owned ₦1.2tn. And the situations had greatly affected the performance of these agencies (Baiyewu, 2019) In another study by Jack-Akigbe (2013), examining the state and development in the Niger Delta region, with focus on Ministry of Niger Delta Affairs, it was found that a significant positive correlation exists between the state and development interventions in Niger delta region of Nigeria. While it is evident that these studies cited above showed some sort of correlations between Interventionist Agencies performance in the Niger Delta region, none of these studies was carried out on the three surviving regional interventionist agencies. Another issue of knowledge gap that necessitated this study is that, none of the studies reviewed how organizational deviant behaviour dimensions such as production deviance, property deviance, political deviance and personal aggression been moderated by stakeholders' interest with government policies and community dispositions as indicators influence organizational performance via the various measures of economic growth, environmental issues and social justice.

### **Research Hypothesis**

HO<sub>1</sub>: Production deviance does not have any significant influence on economic growth of Interventionist Agencies Performance in Niger Delta Region of Nigeria.

### **Production Deviance**

Production deviance are "behaviours" that violate the formally prescribed norms delineating the minimal quality and quantity of work or service to be accomplished". Being late to work, leaving early, taking excessive breaks, withholding effort, wasting resources, using drugs and alcohol in the workplace, and calling in sick when well (absenteeism) are forms of production deviance (Robbinson & Benneth, 1995). According to Robbinson and Benneth (1995) production deviance cost organization billions of dollars annually. Production deviance can simply be referred to the purposeful failure of an employee to perform job tasks effectively. Approximately 33-75% of workers have engaged in some form of deviance (Haper, 1990).

According to Camara and Schneider (1994), Murphy (1993), production deviance is a counterproductive work behaviours (CWB) which is widespread, difficult to uncover, and detrimental to organizations, costing billions of dollars annually. Work on CWB has been connected with a broad range of job stressors that induce a variety of negative emotions (Chen and Spector, 1992). Both aggression-based models and justice-based models suggest a role of negative emotions in response to perceived situations. Antecedent, vary depending on the dimension of CWB (Spector et al., 2005). Production deviance tends to be a function of upsetting emotions, such as anger, fatigue, gloomy,

and furious as well as interpersonal conflict. Some workplace aggression is directed toward inanimate organizational resources rather than people (Neuman & Aron, 1997).

Equipped with proper resources one can be well-positioned to effectively handle such stressors. Resources are anything that people personally value, then can be categorized as object, conditions, personal characteristics and energy (Halbeslebe et al., 2009).

Hobfoll (1989), offered a basic principle of resources that people strive to retain, protect, and build resources that the potential of losing or actual loss of such resources is threatening. He defined stress as the threat of a net loss of resources, or a lack of resources gain following the investment of resources. Resources are object, personal characteristics, conditions, or energies that are valued by the individuals or that serve as a means for attainment of them. Examples of resources include optimism, time, money, physical energy, and mental energy. Hobfoll noted that (a) when facing stress individuals tend to limit the spending of resources, and (b) in time where there are no stressors present, people engage in collecting a surplus of resources in order to prepare for stressful times and prevent future loss. In a study by Romary (2015), she suggests that supervisors provide resources-both emotional resources via person-focused interpersonal citizenship behaviour (ICB) and instrumental resources via negotiated idiosyncratic deals-that affect the psychological process yielding production deviance.

Underlying the antecedents of counterproductive work behaviour such as production deviance are two theoretical processes - resources management and social exchange. Job demands and stressors can take a toll on employees and their emotions, when job demands are high, it is crucial to have proper resources management in order to remain effective on tasks. Resources management theorists refer to threatening events as stressors. These can lead to behavioural strains, which reflect that an individual performs as a result of experiencing stressors and often include attempts at coping (Krischer et al., 2010). Coping involves efforts to conserve emotional, cognitive, or physical resources rather by addressing the stressor or the concomitant negative emotion (Krischer et al., 2010). Coping is a reflection of the individual attempting to manage stressors and prevent, avoid or control individual distress.

Social exchange theorist's focus on justice processes as it relates to production deviance. Krischer, et al., (2010) suggest that because the source of perceived injustice is more powerful than the individual (i.e., supervisor, organization), employees typically have little control over these types of stressors. Employees may engage in production deviance in retaliation as a form of coping behaviour in response to injustice. When employees perceive that they are not receiving an appropriate proportion of outcomes (e.g., pay) to their inputs, they may readjust their efforts to reflect what are they receiving, thus "evening the score".

### **Economic Growth**

Economic growth is the rate of annual production of goods and services in a country or a geographical entity leading to a rise in income. Simply put, it is an increase in the amount of goods and services produced per head of the population over a period of time (Oxford Dictionary). Earlier, the progress or development of a country was measured only in terms of gross domestic product and subsequently per capital income became an important indicator (Ranis, 2004). As the basic objective of development of a nation is to improve the welfare of the people, every nation strives hard not only to increase her wealth and productive resources but also to ensure better standard of living of her citizens by providing them with adequate food, clothing, house, medical facilities, education etc (Thirlwall, 2003). However, the uses of statistical aggregate to measure income and growth have at times obscured the fact that the primary objective of development is to benefit people. Development must therefore, be more than just the expansion of income and wealth, its focus must be people (UNDP, 1990).

Human development has been described as an ultimate goal of the development process, while Economic Growth (EG) as an imperfect proxy for more general welfare and as a means towards enhancing Human Development (HD) (Ranis, 2004). Morris and Alpin (1982), Sen (1985)

propagated development as the process of enhancing people's capabilities and improving quality of life. More economic growth in per capital income may not necessarily lead to an improvement in human well-being, which is broadly conceived to include not only consumption of goods and services, but also the accessibility of people to the basic necessities required for leading a productive and socially meaningful life.

The concept of human development resulting from economic growth is not a new invention, the idea of social arrangement for "human good" dates back to the time of Aristotle. He argued that "wealth is evidently not the good we are seeking; for it is merely useful and for the sake of something else", further, Adam Smith advocated free enterprise and private initiative and showed his concern that economic development should enable person not to be ashamed to appear in public". Since their time, human being occupied the centre focus of the development and growth (Hag, 1995). The most basic capacities for human development are to live long and healthy lives, to be knowledgeable, to have access to resources needed for decent standard of living and to be able to participate in the life of the community (UNDP, 2001).

Economic literature, both theoretical and empirical, has provided evidence that education is significant to economic growth. Klenow and Redriguez- Claire (1997), Hall and Jone (1997), and Easterly and Levine (2001) built on the ideas of Adam Smith and others 18<sup>th</sup> century philosophers and economist who advocated that labour productivity helps create a surplus of wealth. They asserted that technological change is the primary source of growth and that difference in the rate of technological change are the principal causes of income disparity among countries. The endogenous growth theories mostly emphasize the role of human capital e.g Monkw, et al. (1992) and Lucas (1988), common recommendations from these models are for an economy to invest in its educational system; fight poverty, create more opportunities for labour market participation and economic growth, and facilitate socio-economic development. The logic is that if a national economy spends more on education, the country will experience long-term economic growth. Thus, investment in education would have a positive effect on both the individual human capital and the overall economy, it will fight poverty, reduce the number of children that go to school hungry, address government – sponsored job fears, training and open networking opportunities in the economy, and promote socio-economic growth (Wedgwood, 2004).

Discussing on the economic growth of the Niger Delta Region, Efebeh (2017) and Jeremiah (2019) in analyzing the report of a non-government organization (NGO) found out that life expectancy is 45 years in Niger Delta, ten years lower than the national average of 55 years. This is the natural result of crushing poverty and lack of health care facilities. In fact, poverty is still pervasive and unemployment in the region exceeds the national average (Ebeku, 2020). Furthermore, a study by Amnesty International in the region in 2005 further exposed the lack of development, economic backwardness among others negative issues that had bedevils the Niger Delta region, notwithstanding the existence of various interventionist agencies

### **Social Exchange Theory**

Blau (1986) introduced this concept and it is one of the most widely used conceptual perspectives in management and other fields like sociology. This theory treats social life as a series of relationships between two or more individuals (Mitchell et al., 2012). Organizational researchers use this theory to describe the motivational basis of employees' behavior (Etzioni, 1961) and to explain the loyalty expressed by individuals towards their organization by engaging in behaviors that are not formally enforced (Organ, 1988; Scholl, 1981). According to this theory, when individuals are benefited by an entity then they will feel obliged to compensate for their actions. Similarly, in organizational setting employers are the sources that meet employees' needs, resulting in a give-and-take relationship between them (Farasat & Ziaaddini, 2013). Here, reciprocity which is based on interdependence, where outcomes/behaviours are combination of effort from two parties, is considered a defining characteristic of set (Molm, 1994).

Social exchange theorists argue that when employees feel that their welfare and needs are given more attention by the organization, not because of requirements or pressure from work unions, the employees will work towards realizing organizational goals. As organization is a source to satisfy employees' needs of identity, sense of belonging and self-esteem, based on the reciprocity, employees would in turn help the organizations to achieve its goals to maintain the organization as a source for their needs. (Taleghani et al., 2009). This theory, along with the norm of reciprocity, (Goulder, 1960) posits that when individuals perceive unfavorable treatments from their organizations, they feel dissatisfied with their organizations and reciprocate with destructive deviance (Alias et al., 2012; Conquitt et al 2006). This straight forward idea has led to social exchange theory being a widely used conceptual framework (Cropanzano & Mitchell, 2005).

## METHODOLOGY

### Research Design

The work adopted the cross-sectional explanatory survey research design.

### Population of the Study

| Names of Agencies                       |       |  |       | Grade Level (GL) |       |       |       |
|-----------------------------------------|-------|--|-------|------------------|-------|-------|-------|
|                                         |       |  | GL 14 | GL 15            | GL 16 | GL 17 | Total |
| Niger Delta Basin Development Authority |       |  | 19    | 11               | 9     | 8     | 48    |
| Niger Delta Development Commission      |       |  |       |                  |       |       |       |
|                                         | Delta |  | 70    | 45               | 35    | 25    | 175   |
| Ministry of Niger Delta Affairs         |       |  | 15    | 10               | 10    | 10    | 45    |
| <b>Total</b>                            |       |  | 104   | 66               | 54    | 43    | 268   |

**Source: Fieldwork, 2020.**

### Sample/Sampling Techniques

Due to the nature of the variables of this study and considering the fact that the population of the study is not large, the researcher adopted the whole population as a census. Therefore, census sample techniques were used for this study.

### Instrumentation

For the purpose of the study, both primary and secondary sources of data collection were employed. For the primary source of data, a structured questionnaire was developed by the researcher.

### Method of Data Analysis

The presentation and analysis of data/results were done using statistical package for social science (SPSS) Version 22.0 the analysis of data was done in two sections: descriptive analysis (univariate analysis) and the test of hypothesis (bivariate analysis). The univariate analysis was done using mean and standard deviation while the bivariate analysis was done using Spearman rank Order Correlation.

## Results

### Production Deviance and Economic Growth of Interventionist Agencies Performance

From hypothesis 1: Production deviance does not have any significant influence on economic growth of interventionist agencies performance in Niger Delta Region of Nigeria.

### Model Summary of the Relationship between Production Deviance and Economic Growth of Interventionist Agencies Performance.

| Model Summary |                    |          |                   |                            |                 |                   |     |     |               |
|---------------|--------------------|----------|-------------------|----------------------------|-----------------|-------------------|-----|-----|---------------|
| Model         | R                  | R Square | Adjusted R Square | Std. Error of the Estimate | R Square Change | Change Statistics |     |     | Sig. F Change |
|               |                    |          |                   |                            |                 | F Change          | df1 | df2 |               |
| 1             | -.769 <sup>a</sup> | .592     | .590              | 2.20337                    | .592            | 355.518           | 1   | 245 | .000          |

a. Predictors: (Constant), Production Deviant Behavior

**Source:** SPSS Output from Field Data (2020)

Table present a collection of correlational and regression outcome of the hypothetical nexus between production deviance and economic growth indicator for performance of interventionist agencies in Niger Delta. The result showed that production deviant behaviour as one of the dimensions of organizational deviant behaviour has a strong and negative correlation with performance as the  $R = -.769$  at a  $p < .000$ . Furthermore, the regression analysis which helps to ascertain the exact percentage of variation production deviance have on economic growth performance of interventionist agencies revealed  $R^2 = .592$ . This means that production deviant behaviour accounts for 59.2% change in economic growth performance. This simply indicate that increase in production deviant behaviour exhibited within the interventionist agencies will bring about a corresponding decrease in the economic growth performance of the interventionist agencies operating in Niger Delta. Therefore, with a p value lesser than the threshold of 0.05, this analysis stipulates that null hypothesis one ( $H_{01}$ ) which state that Production deviance does not have any significant influence on economic growth of Interventionist Agencies performance in Niger Delta Region of Nigeria was rejected. Rather, an alternate hypothesis ( $H_{A1}$ ) is upheld, stating that there is a significant relationship between production deviance and economic growth on interventionist agencies performance.

### CONCLUSIONS

When normal work behavior goes outside the norms of the organization, its consequences are far-reaching and affected all levels of the organization including its decision-making process, productivity and financial cost (Coccia, 1998). Therefore, with this understanding this study was embark upon to determine the level of impact of organizational deviant behavior on interventionist agencies performance in the Niger Delta Region of Nigeria, seeing that over decades after their establishment not much change have been experienced within the region. Although, typical to the existence of any organization several factors contribute to challenges in a twenty first century of ours of which deviant behaviours is paramount. It was on this note comprehensive reviews of related literature were explored in the previous chapters. These undoubtedly provided details required to gain critical insight on organizational deviant behavior as the following dimensions as production, property and political deviances as well as personal aggressions. Similarly, measures of interventionist agencies performance were identified as economic growth (human capital development and poor alleviation), environmental issues (quality service delivery and corporate social responsibility) and social justice (stakeholder engagement and community empowerment). Conclusively, the result of this research posited that a drastic and intentional reduction in different forms of organizational deviant behavior by all stakeholders will enhance the performance of these agencies. This study also concluded that stakeholder's active participation in the various activities and programmes of these agencies will boost their performance.

### RECOMMENDATION

Based on the conclusions, the following recommendations were made:

1. There should be an effective measure to check corruption in these interventionist agencies. One way to do this is the activation and effectiveness of the statutory – established monetary system, especially in the areas of project programmes implementation and appropriation.
2. Management of these interventionist agencies should by all means disassociate itself from unethical conducts like nepotism, favoritism and all other actions that promotes biases as well as inequality within the system. This is because actions of sort are typical examples of political deviance which significantly affect the performance of these interventionist agencies negatively.
3. Political interference in the activities of these interventionist agencies should be done with. A reformation procedure for the appointment of members of the board of these agencies will go a long way towards improving the performance of a drastic and intentional reduction in different forms of organizational deviant behavior by all stakeholders would enhance the performance of these agencies.

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