

TIME-BASED INTERFERENCE AND WORKPLACE DEVIANT BEHAVIOUR IN DEPOSIT MONEY BANKS IN SOUTH-SOUTH, NIGERIA

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ABSTRACT

This study focused on investigating workplace deviant behaviour, and the related role of time-based interference as a predictor in the manifestations of production deviance and property deviance within the context of deposit money banks in South-south Nigeria. The study adopted the quantitative method, with the deductive approach to the investigation of the relationship between the variables. The total population for this research was 681 workers in 19 deposit money banks in South-south Nigeria. Initial sample size based on Taro Yamane was 251 workers from the target banks, however due to errors and retrieval setbacks, the study utilized the structured questionnaire in generating data from 234 workers from the deposit money banks in South-south Nigeria. For this research, the Cronbach alpha reliability test tool was adopted and will be premised on a 0.70 threshold, which served as the base for good or substantial reliability outcomes. The Spearman's rank order coefficient was utilized in the test for the bivariate hypotheses on the relationship between time-based interference and the measures of workplace deviant behavior. The findings of the study showed that time-based interference significantly impacts on workplace deviant behavior and that way, contributes to outcomes of production deviance, and property deviance in deposit money banks in South-south Nigeria. As such, it was the conclusion of this research that the management of the deposit money banks in South-south Nigeria focus on advancing work features and structures that focus on enabling conducive work conditions and environment that support role flexibility and thus enriches workers' creativity and facilitates their improved operations in the organization; thus enhancing their ability to effectively adjust and apply its human resources in highly turbulent or changing work environments or context .

Keywords: Time-based interference, workplace deviant behavior, production deviance and property deviance

INTRODUCTION

Service organizations are such that rely significantly on positive relations between the organization and its customers (Zakay, 2014; Okonkwo, 2012). For this reason, the behaviour and attitude of the worker is considered crucial in customer relationships and even co-worker relations, especially within organizations such as deposit money banks. Ibemere (2022) noted that one of the areas Nigerian banks, compete extensively in, is in the quality of their staff, and the extent to which such advance interpersonal qualities and attributes that reinforce and reputation and values of the bank itself. Ibemere (2022) noted that behaviour and the disposition to favourable significant others, is a fundamental concern to the banking system as it demonstrates the organizations commitment and value for others. This is because, when it comes to banking, manifestations of work behaviour and how such impact on relationships are important, and serve as one of the key basis for the definition and perception of service quality.

Workplace deviant behaviour describes those actions or activities, engaged by the worker, which can be considered as destructive, and capable of disrupting the flow of work at the organization (Zakay, 2014). The problem of deviance is such that impacts on the operations of the organization, increasing negative outcomes such as cost, conflict between organizational members, distrust and also organizational waste. Zheng, Qin, Liu and Liao (2019) reported that workplace deviance behaviour plagues organizations across the world; creating functional gaps and strives within the workplace. Marasi *et al* (2018) characterized such behaviour as gossips, character assassination, bullying of co-workers, aggressive behaviour, poor use of organizations equipment and facilities etc.

There is a growing concern about the time pressures experienced by workers particularly by working parents (Shapiro, 1997). In the academic community, however, surprisingly few scholars have explicitly examined the effects of work time that is, the number of hours than an employee works during a typical

week on work-family conflict. According to Major, Klein and Ehrhart (2012), time based inference is the situation when time is divided between work-family areas and there is not sufficient time for both of work-family responsibilities. The time-based interference which arises when the time demands of one role of work or family make it difficult or almost impossible to take part fully in another role of work or family (Suifan, Abdallah, & Diab, 2016). Time-based conflict occurs when time devoted to one role makes it difficult to participate in another role (Noor, 2004). In other words, the demands of work and family compete for a finite amount of an individual's time. The most widely cited definition of work family conflicts states that it is “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect (Steiber, 2009). That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role” (Greenhaus & Beutell, 1985).

Lambert *et al.* (2010) noted that time-based interference can be frustrating to the worker, as most often they are cheated out of their personal time or family responsibilities due to the pressure from their workplace. The lack of demarcation between time for work and family, allows for overlaps that impinge on the work-life balance of the worker. Time-based conflict occurs when time devoted to one role makes it difficult to participate in another role (Greenhaus & Beutell, 1985). In other words, the demands of work and family compete for a finite amount of an individual's time. Thus conflict surfaces if these roles cannot be fulfilled due to time constraints which could affect the behavior of the employee, the social life of the employee and bring about organizational deviant behavior (Loerch, Russell & Rush, 2019; Karaffa, Opnshaw, Koch, Clark, Harr & Stewart, 2015).

As an empirical study, this investigation provides an assessment of the association between time-based interference and workplace deviant behavior in deposit money banks of south-south, Nigeria.

Conceptual Framework

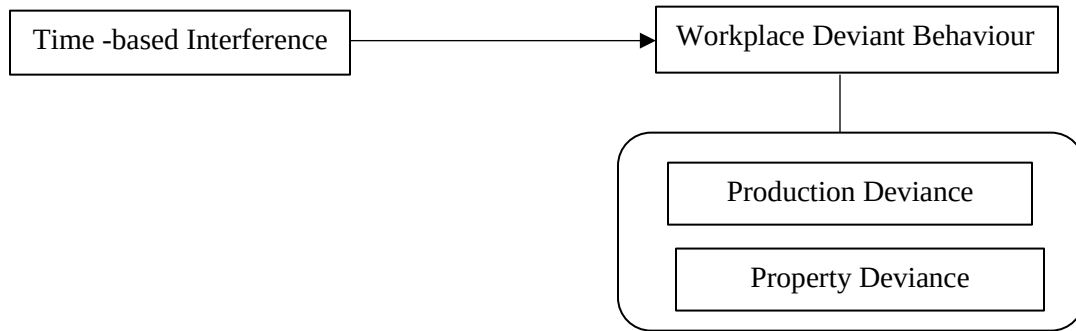


Figure 1: Time-based interference and workplace deviant behavior

Source: Desk Research (2023).

In order to adequately appraise and evaluate our research study, the following appropriate questions are worth giving attention;

- i. What is the relationship between time-based interference and production deviance in deposit money banks of south-south, Nigeria?
- ii. What is the relationship between time-based interference and property deviance in deposit money banks of south-south, Nigeria?

LITERATURE REVIEW

Theoretical Framework

A theoretical foundation is a formal, peer-reviewed theoretical model (or models) that can be used to explain the issue that is driving a researcher's research. Swanson (2007) describes a theoretical foundation as the design or construct that can support or buttress a thesis of a study being investigated. A theoretical foundation is a formal, peer-reviewed theoretical model (or models) that can be used to explain the issue that is driving a researcher's research. This section of the study outlines an underpinning theory used in explaining the concepts in this study.

Border and Boundary Theory

Boundary theory emphasizes on the ways that workers create, preserve and alter boundaries so that they may simplify and classify the world that they experience (Ashforth, Kreiner, & Fugate, 2000). The boundary theory has its origins in the sociological work Nippert-Eng (1996) wherein he describes how people seek to find and assign meaning to work and home and ease the transition between the two. Boundary theory posits that there are psychological, physical and/or behavioural boundaries existing between the work and non-work aspects of individual's life which outline the two domains as being different and distinct from each other (Allen, Cho, & Meier, 2014). Basing her premises on the boundary theory, Clark (2000) launched her idea of work/life border theory which posits that the individuals manage and negotiate the work and non-work domains in a way so that a balance may be attained between them. This idea is based on the assumption that 'work' and 'non-work' are two separate domains but that they affect each other. The border theory views this relationship between the domains on a continuum which ranges from segmentation to integration, such that on the pole of segmentation the two domains are mutually exclusive and on the pole of integration the two may be conceived as identical (Voydanoff, 2005). The dialectic of segmentation and integration is further analyzed by determining the permeability and flexibility of the boundaries between the two domains.

Conceptual Review

Time-Based Interference

There is a growing concern about the time pressures experienced by workers -- particularly by working parents (Shapiro, 1997). In the academic community, however, surprisingly few scholars have explicitly examined the effects of work time -- that is, the number of hours than an employee works during a typical week -- on work-family conflict. Further, existing studies offer somewhat conflicting findings (Parasuraman, Pruhit, Godshalk, & Beutell, 2016; Lambert, Hogan, & Altheimer, 2010). According to Greenhaus and Beutell (cited in Noor, 2004), there are three types of work-home interference. The first is time-based interference, which arises when the time demands of one role make it difficult or impossible to participate fully in another role (Parasuraman & Greenhaus, 1997). According to Major, Klein and Ehrhart

(2012), time based inference is the situation when time is divided between work-family areas and there is not sufficient time for both of work-family responsibilities. The time-based interference which arises when the time demands of one role of work or family make it difficult or almost impossible to take part fully in another role of work or family (Suifan, Abdallah, & Diab, 2016). Time-based conflict occurs when time devoted to one role makes it difficult to participate in another role (Noor, 2004). In other words, the demands of work and family compete for a finite amount of an individual's time.

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The Concept of Workplace Deviant Behaviour

Workplace deviant behaviour is a voluntary activity that can jeopardize the well-being of the organization, its members, or both (Jelinek and Ahearne, 2010). This definition captures several critical points. To begin, WDB actors are members of an organization or employees of an organization. This implies that WDB is performed by members of the organization, not by anyone from outside the company or organization, and not by terminated employees (Jelinek and Ahearne, 2006). Second, WDB is behavior that members of an

organization engage in freely. Thus, WDB is conducted by the employee's free will. Third, WDB jeopardizes organizational norms, procedures, and formal regulations. This is what distinguishes WDB from unethical conduct: WDB is concerned with behavior that violates organizational standards, whereas unethical behavior is concerned with right or wrong behavior as determined by the context of justice, law, or community-adopted behavioral principles (Brock Baskin et al., 2021; Robinson and O'Leary-Kelly, 1998). Fourth, because WDB is defined as an activity that poses a threat to the organization or its members, small violations are excluded.

Deviant behavior in the workplace is becoming a source of great concern throughout the world. Deviant workplace behavior phenomenon is increasingly becoming popular and this issue had attracted many researchers to study the phenomenon as it impacts on employees' productivity and well-being. According to (Appelbaum, Iaconi, & Matousek, 2007), the review of various scholars describes deviant behavior in the workplace. Goode (2015) describes deviance behaviors as misbehavior in the workplace that is categorized into aggressive behavior which consists of sexual harassment, intimidation, open hostility towards coworkers etc. unproductive behavior which constitutes of coming late at work, sneaking out of work during working hours, being involved with taking extended lunch etc. abuse of property and organizational politics which involves spreading out false rumors and gossip (Clinard & Meier, 2015).

Measures of Workplace Deviant Behaviour

Production Deviance

According to Ferguson, Carlson, Hunter and Whitten (2012), organizational deviance consisted of production deviance (minor behaviors which intentionally reducing organizational efficiency of work output such as wasting resources, aloof and intentionally work slower than usual). Guo (2012) refers to production deviance as a form of deviance that is counter-productive, and which offers no value to the organization. Behaviour of this nature runs contrary to the production goals of the organization, due to its expression of laxity and poor adherence to standards and regulations (Galperin cited in Fagbohunge,

Akinbode & Ayodeji, 2012). Production deviance therefore captures the workers' actions that fail, to meet up with the objective standards and targets of the organization, preferring one's own pace and quality over that emphasized in the organization (Fagbohunbe, Akinbode & Ayodeji, 2012). According to Saufi and Anuar (2018), the productivity of an organization is closely linked to the hard work of its members. The negative work behavior that happens in an organization will result in a decrease in productivity, and the long run will harm the organization (Pulich & Tourigny, 2004). The negative work behavior can destroy the future of an organization if not prevented.

Property Deviance

According to Robinson and Benett (1995), Property deviance can be described as those instances where employees acquire or damage the tangible property or assets of the work organization without authorization. Property deviance harms the organizations and is quite severe. Sabotaging equipment, accepting kickbacks, lying about hours worked, releasing confidential information, making intentional errors, misusing funds or expense accounts, theft and stealing from the company are forms of property deviance. Some of these acts are connected with direct costs for the organization since equipment has to be replaced (Robinson & Benett, 1995). Property deviance is problematic to the organization as it impacts directly on its resources and the use or application of such within the workplace. Property deviance is challenging for the organization especially when workers do not value or recognize the assets of the organization as theirs as well (Clark, 2000). More serious cases of deviant behavior harmful to an organization concern property deviance. Property deviance is where employees either damage or acquire tangible assets without authorization (Shamsudin, Chauhan & Kura, 2012). This type of deviance typically involves theft but may include sabotage, intentional errors in work, misusing expense accounts among other examples (Litzky, Eddleston, & Kidder, 2006).

Empirical Review

Time-based interference and workplace deviance behaviour

Time is a valuable and critical factor when it comes to work as well as personal obligations and responsibilities. This is as the apportioning of time allows for involvement in one particular activity or role to the neglect or postponement of others (Latack & Foster, 2015). In a study investigating work interference with home only, Carlson (1999) found that the higher the number of children who lives in an individual's household, the greater the individual's levels of time-based, strain-based, and behaviour-based work interference with home. Single parenthood is also associated with higher levels of non-directional work-home interference (Tausig & Fenwick, 2001).

Banu and Duraipandian (2014) argued that time-based interference can also be frustrating as the time spent on one activity cannot be recovered; thus, related strain linked time, can lead to various levels of disappointment and even deviance. Research (Kossek & Lee, 2017; Greenhaus & Powell, 2006) shows that time-based interference is one of the most common manifestations of work-life interference, with a good number of organizations today, increasingly demand more of the individual's time at the workplace. There is however, scarce research which has empirically linked time-based interference to workplace deviance; hence, this research hypothesizes as follows:

HO₁: There is no significant relationship between time-based interference and production deviance in deposit money banks in the South-South of Nigeria

HO₂: There is no significant relationship between time-based interference and property deviance in deposit money banks in the South-South of Nigeria

METHODOLOGY

The research design for this study takes the form of the cross-sectional survey. The study sourced for primary data for the purpose of answering and testing the hypotheses as well as inferring on the nature of the relationship between the variables. The study, in line with the adopted methodology – the quantitative method, also adopts a deductive approach to the investigation of the relationship between the variables. The total population for this research was 681 workers in 19 deposit money banks in South-south Nigeria. Initial sample size based on Taro Yamane was 251 workers from the target banks, however due to errors and retrieval setbacks, the study utilized the structured questionnaire in generating data from 234 workers from the deposit money banks in South-south Nigeria. For this research, the Cronbach alpha reliability test tool was adopted and will be premised on a 0.70 threshold, which served as the base for good or substantial reliability outcomes (Bryman & Bell, 2011)

DATA ANALYSIS AND RESULTS

Bivariate Data Analysis

In this section of the study, the result for the analysis on test for the hypothetical relationship between the time-based interference and the measures of workplace deviant behaviour is addressed. The Spearman's rank order correlation tool is adopted as the correlational tool in the assessment of the correlation between the variables. The choice of the Spearman is premised on its flexibility such as its suitability for assessing both categorical and non-categorical relationships (dimensions and measures) (Field, 2013; Sekaran & Bougie, 2016).

Decision rule: The test for the hypotheses is carried out at a 95% confidence interval implying a 0.05 level of significance. As such, a probability (p) value of coefficient $P < 0.05$ is adopted in assessing the extent to which relationships between the variables are significant. Hence, where $P < 0.05$ relationships are considered as significant and null hypothetical statements rejected, however, where $P > 0.05$, null hypothetical statements are considered as insignificant and hypothetical statements are accepted.

Table 1: Relationship between time-based interference and workplace deviant behaviour

		Time	Production	Property
Time	Correlation Coefficient	1	.976**	.981**
	Sig. (2-tailed)		.000	.000
	N	234	234	234
Production	Correlation Coefficient	.976**	1	.972**
	Sig. (2-tailed)	.000		.000
	N	234	234	234
Property	Correlation Coefficient	.981**	.972**	1
	Sig. (2-tailed)	.000	.000	
	N	234	234	234

**Correlation is significant at the 0.01 level (2-tailed)

Source: SPSS output, 2023

The result from the analysis reported in Table 1 on the relationship between time-based interference and the measures of workplace deviant behaviour are stated as follows:

- i. The relationship between time-based interference and production deviance has a correlation coefficient of $\rho = 0.976$ at a $P = 0.000$. The null hypothesis is rejected based on the evidence of significant associations between the variables.
- ii. The relationship between time-based interference and property deviance has a correlation coefficient of $\rho = 0.981$ at a $P = 0.000$. The null hypothesis is rejected based on the evidence of significant associations between the variable

The result from the test presents time-based interference as a significant predictor of the outcome of workplace deviant behaviour. This is as the evidence shows that time-based interference significantly impacts on the behaviour of the worker, thus contributing towards measures such as production deviance, and property deviance. Based on the evidence all hypothetical statements with regards to the relationship between time-based interference and the measures of workplace deviant behaviour are rejected.

DISCUSSION OF THE FINDINGS

The relationship between time-based interference and workplace deviant behaviour is revealed to be significant in this research. The findings affirm to the implications of time factors and the transfer of responsibilities across time windows, for the attitude and behavioural disposition of the worker. The finding agrees with the view of Green and Skinner (2005) that the inability of workers to effectively manage their time increases functional instability and creates dissonance for the worker. Pandey (2000) noted that time-based interference has the capacity to negatively influence the quality of work; given distractions resulting from other time-related obligations or responsibilities. This is because time-based interference affects the attentiveness of workers, and in most cases contributes to their inability to connect healthily with significant others and also meet up with established production standards and thresholds.

Time management can thus be considered as one of the effective measures in improvement of individual and organizational activities; necessary for enhancing employee work behaviour. One factor that can improve the efficiency of employee is reforming procedures and efficient use of available time in the organization (Pandey, 2000). In most cases workers are involved with time problem because they really do not know what to do in difficult and sensitive conditions. In this case, what is the key problem? Is it lack of time? It can be said that, considering available facilities, our main problem is not lack of time, but it is the way they use time. In some situations, managers work hard, but since they do not know how to finish the job in normal hours, they feel fatigue and soreness, and when their time is limited, they become anxious and jittery and thus finish the job in hurry. In such circumstances it is clear that the job quality would not be good. When it comes to improving the efficiency of employee, it means optimal use of abilities, talents and potentials of employee for personal development and improving the efficiency of the organization (Taheri, 2003). Since organization efficiency is dependent on the performance of the employee, assessing the causes of reduced performance and productivity outcomes is very important.

CONCLUSION AND RECOMMENDATION

The study concludes that time-based interference contributes toward conditions of production deviance, and property deviance through the conditions of stress and instability. The relationship between time-based interference and workplace deviant behavior is such that demonstrates the importance of a deliberate and conscious approach toward addressing issues connected or involving workplace roles and relationships and change events within and even outside the organization. When organizations condition work to be more flexible to address time-based interference, it is such that would enrich or increase workers ability to detach themselves from otherwise toxic or unfavorable experiences and relationships, enabling them look beyond negative situations and conditions in ways that enhance their capacity to cope with significant others in the workplace, thus enhancing their functionality and behaviour in the deposit money banks in the South-south geographical region of Nigeria

The study thus recommends that the management of deposit money banks in South-south Nigeria, adapt their human resource roles and functional designs to be flexible and enabling of employee support and empowerment – such that enriches workers’ creativity and facilitates their improved operations in the organization; thus enhancing their ability to effectively adjust and apply its human resources in highly turbulent or changing work environments or context

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