

## **ORGANIZATIONAL FACTORS AND EMPLOYEE BEHAVIORS WITHIN THE PUBLIC SECTOR**

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### **ABSTRACT**

This paper examines the relationships among organizational factors (organizational culture, commitment, and support) and employee behaviors (organizational citizenship behavior and workplace deviant behavior) within Nigeria's public sector. The current researchers drew the study's sample from 6 public service ministries within Oyo and Lagos States of Nigeria. Also, this paper assumes a quantitative research approach. The current researchers randomly circulated the questionnaires, and out of 300 questionnaires, 287 were useful for analysis. Hence, the analysis was completed using the SPSS version 26. The current findings denote that encouraging positive organizational culture, commitment, and support can be related to citizenship behaviors and deviant behaviors. The present results further indicate that demographics (age, work experience, gender, religion, marital status, and educational qualification) show statistical correlations with the level of organizational citizenship behavior and workplace deviant behavior. Therefore, the government should encourage constructive organizational culture, adequate organizational commitment, and support that promotes organizational citizenship behaviors and discourage workplace deviant behaviors.

**Keywords:** Culture, obligation, behaviors, motivation, support, organization, Nigeria.

### **INTRODUCTION**

Whether any organization would succeed or not is mostly dependent upon its employees. However, employees' behavior and performance are, in turn, mostly dependent upon the organizational and employee support they are getting and the environment they are in (Srivastava & Madan, 2016). If an organization encourages the environment of sharing and giving, fosters harmony and cooperation, recognizes and appreciates the individuals' contribution, such organization is strengthening organization citizenship behavior (OCB) (Srivastava & Madan, 2016). Kalam (2016) stated that the concept of organizational citizenship behavior was created by the management theorist Chester Barnard (1968, who first published in 1938). He posited that the organizations' energy hinges on the individuals' readiness to contribute to the support system. In recent times, the importance of OCB has attracted much attention in academic research (Cottrill *et al.*, 2014; Koning & Van Cleef, 2015). Also, in reality, several employees face an unhealthy working situation that comprises terrible working conditions (Jurik & Cavender, 2016) where deviant behaviors have been broadly present and stimulated (Cheang & Appelbaum, 2015). Workplace deviant behaviors (WDBs) represent different kinds of employee behavior that impair the organization's genuine benefits, jeopardizing its members (Sackett *et al.*, 2006). As a consequence, workplace deviant behaviors can have several effects on many job-related and non-job-related outcomes (Hossain *et al.*, 2012), resulting in increased organizational costs and harmful influences on the broader organizational setting. Kalemci *et al.* (2019) opined that workplace deviant

behavior had gained attention from organizational behavior researchers with its negative tangible, social, and psychological consequences for both organizations and employees.

Furthermore, organizational culture (OC) has always been the special attention of managers and researchers as one of the organizational effect mechanisms. It has indeed attracted substantial attention as a means for organizations' long-term effectiveness, survival, and improvement in a rapidly changing modern society (Cameron & Quinn, 2011). Balay and Ipek (2010) opined that OC is the set of common principles, values, philosophies, behaviors, attitudes, and norms. Research has also specified culture as a predictor of employees' commitment (Mycek, 2000) and behaviors (Mohanty & Rath, 2012). Also, organizational commitment (OCM) is the relative level of identifying oneself with an organization, participating, and getting involved in such an organization. However, this magnitude of identification is measured by the individual's defining identity, loyalty to the organization, and job participation/involvement (Javanmard, 2015). Therefore, the human resources managers and researchers have been seeking methods for improving organizational commitment to improving work organizations as a whole (Khaleh & Naji, 2016). In today's competitive and changing environment, committed employees express a high level of job satisfaction, which are both the most significant factors behind the success of every work organization (Khaleh & Naji, 2016). Besides, perceived organizational support (POS) is the "*employees' beliefs concerning the extent to which the organization values their contribution and cares about their well-being*" (Eisenberger *et al.*, 1986, p. 501). Thus, the employees' opinions that their welfare is appreciated and that their efforts are valued encompass two meanings. The first meaning is that the organization identifies and appreciates their efforts, while the second meaning is about the employee's perception that their welfare is vital to the organization (Ahmed & Nawaz, 2015). Besides, perceived organizational support has stirred up huge interests amongst scholars in management and psychology, as they have described the concept as the amount of value an organization places in its employees' inputs (Fuller *et al.*, 2003; Allen *et al.*, 2008).

## **1. LITERATURE REVIEW**

### ***Organizational culture, commitment, support, organizational citizenship behavior, and workplace deviant behaviors***

Previous empirical researches have indicated possible connections between OCB and organizational culture. In their research, Erkutlu (2011), Mohanty and Rath (2012) noted that organizational culture plays an influential part in enhancing organizational citizenship. Besides, the findings of Jeong *et al.* (2019) showed a positive correlation between OC and OCB. The investigation conducted by Mohanty and Rath (2012) emphasized a substantial positive correlation between OCB and OC. Mohanty and Rath (2012) established a high positive connection between organizational culture and OCB. The results of an investigation conducted by Ebrahimpour *et al.* (2011) suggested a strong positive relationship between organizational culture and OCB.

Lee and Kim (2010) showed that a positive connection exists between OCM and OCB. Khaleh & Naji, 2016 reported that organizational commitment has a positive and substantial link with organizational citizenship behavior. Besides, Kalam (2016) indicated a positive and significant correlation between OCB and OCM. The study of Poor Soltani *et al.* (2011) suggested that if teachers were in a higher level of OCM, their OCB could be higher, leading to an increase in the school's effectiveness and efficiency. Hence, they noted a positive and noteworthy link between OCM and OCB. The study performed by Ghorbani (2013) presented a positive and substantial correlation

between OCB and OCM among the staff. They further posited that the individual having a high level of organizational commitment abides with the organization, accepts its objectives, and exerts some energy to accomplish the organizational goals and such behaviors result in organizational citizenship behaviors. Besides, Koning and Van Kleef (2015) noted organizational commitment as one of the significant factors apart from leaders' support, perceived fairness, and job satisfaction, impacting and propel employees' readiness to exhibit organizational citizenship behaviors. Grego-Planer (2019) indicated a statistically significant positive connection between OCB and OCM in both public and private organizations.

In their study, Ali *et al.* (2018) suggested that a high POS level results in increased organizational citizenship behaviors. They further inferred that perceived organizational support is a vital predictor of OCBs. Moreover, some scholars have discovered that POS influenced OCB (Chiang & Hsieh, 2012; Cheung, 2013) and employees' job satisfaction (Ngo *et al.*, 2013). Studies have proposed that workers with elevated perceived organizational support levels are confident that their organization takes their well-being importantly. Hence, they contribute to the organization's progress with organizational citizenship behaviors (Eisenberger *et al.*, 2016). Besides, the literature review showed a range of findings on the influence of organizational support on OCBs. For example, Chan (2014) found a weak and negative connection between organizational support and OCBs; whereas, Miao and Kim (2010) suggested a substantial and positive impact of organizational support on OCBs and job satisfaction. Furthermore, Rageb *et al.* (2014) suggested that organizational support positively influences affective organizational commitment, regulating the connection between organizational support and OCB. Because of these inconsistencies, Ahmad and Omar (2015) suggested that more studies investigate possible reasons for these inconsistencies and bridge the empirical gap known in this area.

According to Bennett and Robinson (2000), workplace deviant behavior can be categorized into two, in line with its aims: behaviors targeting other individuals and the behaviors targeting the organization. The behaviors targeting other individuals comprise playing pranks on others, gossiping, and acting rudely, while those deviant behaviors targeting the organization comprise behaviors, for instance, sabotaging the organization's equipment, brand, and supplies; stealing from the organization, among others. Meanwhile, organizational culture is a crucial organizational factor, as it infers the "*values and vision of its leaders; experiences, beliefs, and rituals of its employees; the reward and incentive system; and organizational norms about performance and behavior*" (Van Fleet, 2006, p.702). An organization is meant to create behavioral expectations that guide the employees in behaving in line with its culture (Gregory *et al.*, 2009). An organization's culture develops over time, affecting those already in the organization and new. However, individuals differ in their inclination to engage in deviant behaviors, and organizational cultures also vary in disposition to cause deviant behavior. Hence, by relating the information that deviant behaviors are not allowed and engaging severe sanctions against them, organizations can inhibit deviant behaviors. Oladapo and Banks (2013) emphasized that work organizations should focus on a culture that provides a healthy and safe environment, promoting active participation, promoting overall health awareness, improving the working environment, and encouraging personal development.

Recent research by Ugwu and Okafor (2017) showed that organizational commitment negatively impacted deviant workplace behaviors. Also, Gill *et al.* (2011) examined the relationships between OCM and workplace deviant behaviors of employees and supervisors. They found a negative connection between organizational commitment

and deviant workplace behaviors. Additionally, Ariani's (2013) investigation showed a significant negative link between OCM and workplace deviant behavior. However, Promsri (2018) could not identify any link between organizational commitment and workplace deviant behaviors. This position is in tangent with Ariani's (2013) findings and Ugwu and Okafor's (2017), as both of these studies did not identify a significant correlation between OCM and workplace deviant behavior. On the other hand, Demir (2011) opined that organizational commitment has a weak and negative association with workplace deviant behavior.

Several studies have been carried out, and past researches have reinforced that perceived organizational support negatively relates to workplace deviant behavior among employees (Thau *et al.*, 2009; Ferris *et al.*, 2009). Moreover, Eder and Eisenberger (2008) found that a high POS level reduces workplace deviant behaviors in workplaces. Eder (2005) opined that employees high in perceived organizational support would view deviant behaviors as a violation of their positive reciprocal relationship with their organization. Thus, those with a high level of perceived organizational support would be more disposed to avoiding such behaviors than their low perceived organizational support counterparts. Also, Khan *et al.* (2015) indicated a moderate negative relationship between workplace deviant behavior and POS. Furthermore, Nair and Bhatnagar (2011) revealed that perceived organizational support negatively relates to workplace deviant behavior.

## **2. AIM**

Based on the importance of organizational culture, commitment, support, citizenship behavior, and workplace deviant behavior, the researchers have decided to survey how these important organizational factors and employee behaviors are related to Nigeria's public workers. Therefore, the current paper investigates the correlation between organizational factors (organizational culture, commitment, and support) and employee behaviors (organizational citizenship behavior and workplace deviant behavior) within Nigeria's public sector. Thus, the current investigation aims to develop a pragmatic model useful for effectively promoting citizenship behaviors and significantly reducing workplace deviant behaviors within the public sector.

## **3. HYPOTHESES**

To test more evidently the link between organizational culture, commitment, support, citizenship behavior, and workplace deviant behavior, the researchers have reached the following hypotheses:

***H<sub>1</sub>***: There is a significant correlation between organizational culture and organizational citizenship behaviors within Nigeria's public sector.

***H<sub>2</sub>***: There is a significant connection between organizational commitment and organizational citizenship behaviors within Nigeria's public sector.

***H<sub>3</sub>***: There is a significant correlation between perceived organizational support and organizational citizenship within Nigeria's public sector.

***H<sub>4</sub>***: There is a significant association between organizational culture and workplace deviant behavior within Nigeria's public sector.

***H<sub>5</sub>***: There is a significant connection between organizational commitment and workplace deviant behavior within Nigeria's public sector.

*H<sub>6</sub>*: There is a significant connection between perceived organizational support and workplace deviant behavior within Nigeria's public sector.

#### **4. METHODS**

The current paper adopted a quantitative research approach to examine the correlation between organizational factors and employee behaviors within the public sector. To test the association between the organizational factors (OCM, OC, and POS) and employee behaviors (OCB and WDB), the present researchers gathered data through a self-administered instrument, namely, a questionnaire, an official list of questions designed to collate participants' responses on a specific topic (Babbie & Mouton, 2010). This administering was conducted on a sample of 300 participants recruited from public-service parastatals of 3 south-west states (Oyo, Lagos, and Ogun) of Nigeria. One hundred (100) participants were selected from each state. When selecting participants for the study, the current researcher used a random sampling technique. The current researchers recruited participants through a simple random sampling technique. The present researchers also assured the bank employees' anonymity was well-maintained in the inquiry process as inclusive of the primary research. The current researchers retrieved a total number of 287 valid questionnaires, and these questionnaires were analyzed. In the present study, the instrument used by the researchers is a self-reported anonymous questionnaire. The questionnaire consisted of different segments.

##### *Section A: Demographic Questions*

This section is for the participants' demographic data (gender, age, religion, educational qualification, marital status, and work experience in years).

##### *Section B: Organizational Culture*

This study assessed organizational culture using the 24-item scale developed by Cameron and Quinn (2011), measuring OC. Examples of the scale items are "The organization is a very special place. It is like an extended family. People seem to share a lot of themselves" "The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing," "The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high", and "The organization emphasizes human development, high trust, openness, and participation persist."The questionnaire asked the participants to respond to each item using a 5 point Likert scale (1 = strongly disagree, 5 = strongly agree). The initial Cronbach's alpha of the 24-item scale was 0.80, but researchers realized a Cronbach's alpha coefficient of 0.86 for this scale's reliability in the current investigation.

##### *Section C: Organisational Commitment*

OCM was measured with an 18-item scale developed by Alan and Meyer (1990), having a Cronbach's alpha of 0.89. The scale consisted of three subscales, with first measuring affective commitment (six items, statement sample: "I would be very happy to spend the rest of my career in this organization"), second measuring continuance commitment (6 items, statement sample: "It would be very hard for me to leave my job at this organization right now even if I wanted to"), and the third measuring normative commitment (6 items, statement sample " I do not feel any obligation to remain with my organization"). It has a 5-point response scale (1 - strongly disagree, 5 - strong agree). The reliability of this scale, in this paper, is Cronbach's alpha coefficient 0.93.

##### *Section D: Perceived organizational support*

This 16-item POSscale was developed by Eisenberger *et al.* (1986), having a Cronbach's alpha of 0.95. The response format for the scale consisted of a 7-point Likert type from strongly disagree (0), moderately disagree (1), slightly disagree (2), neither agree nor disagree (3), slightly agree (4), moderately agree (5) to strongly agree (6). Examples of its items are "The organization values my contributions to its well-being," "Help is available from the organization when I have a problem," and "The organization tries to make my job as interesting as possible." The reliability of this scale, in this paper, is Cronbach's alpha coefficient 0.89.

*Section D: Organisational citizenship behaviors*

In measuring organizational citizenship behaviors in the present investigation, the investigators adopted the Podsakoff *et al.* (1990)'s 24-item measuring scale, which comprises a five-point Likert format, namely, strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4) and strongly agree (5). This measuring scale contains five subscales that purport to measure organizational citizenship behavior's five dimensions, namely, Conscientiousness, Altruism, Courtesy, Sportsmanship, and Civic virtue. The initial Cronbach's Alpha coefficient for the whole scale was 0.85. Besides, the originator arrived at 0.67 Cronbach's co-efficient regarding the five items for conscientiousness dimension, 0.71 for the five items for sportsmanship dimension, 0.67 for the four items concerning civic virtue dimension, 0.76 for the five items for courtesy dimension, and 0.71 for the five items measuring the altruism dimension. However, the Cronbach's alpha coefficient for this scale's reliability, in the present investigation, is 0.89.

*Section D: Workplace deviant behaviors*

In measuring deviant behaviors in this study, the current researcher adapted a 19-item scale developed by Bennett and Robinson (2000). The scale uses 12 items for organizational deviance and 7 items for interpersonal deviance. The scale has a five-point Likert format of Never (1), Seldom (2), Sometimes (3), Often (4), and Always (5). The developer derived a Cronbach's coefficient of 0.81 for the organizational deviant behavior items and 0.78 for the interpersonal deviant behavior items. After a reliability test, the 12-items that measured organizational deviance were reduced to 9 items with a Cronbach's alpha of 0.87, and the 7 items that measured interpersonal deviance were reduced to 2 items with a Cronbach's alpha of 0.61. Thus, 11 items were chosen for the final workplace deviant behaviors measuring scale.

However, to validate the measuring scales' efficiency, the current researcher adopted a pilot study to detect any possible hitches beforehand.

**5. RESULTS**

**Table 1: Demographics Characteristics**

<i>Category</i>	<i>Frequency</i>	<i>Percent (%)</i>	<i>Mean (SD)</i>
<i>Gender</i>			
Male	142	49.5	78.75

				(8.901)
	Female	145	50.5	81.06 (10.434)
	<b>Total</b>	<b>287</b>	<b>100</b>	
<i>Age</i>	20-34	47	16.4	74.97 (10.111)
	35-49	111	38.7	82.27 (8.597)
	50 and Above	129	44.9	79.69 (9.933)
	<b>Total</b>	<b>287</b>	<b>100</b>	
<i>Marital Status</i>	Single	154	53.7	78.35 (9.781)
	Married	133	46.3	81.73 (9.446)
	Separated	-	-	
	Divorced	-	-	
	<b>Total</b>	<b>287</b>	<b>100</b>	
<i>Religion</i>	Christianity	161	56.1	78.65 (8.247)
	Islam	126	43.9	81.53 (11.229)
	Others	-	-	
	<b>Total</b>	<b>287</b>	<b>100</b>	
<i>Educational Qualification</i>	Other Professional Qualifications	115	40.1	83.50 (9.999)
	MSc/MBA	119	41.5	77.77 (9.594)
	HND/BSc	53	18.5	76.98 (6.918)
	<b>Total</b>	<b>287</b>	<b>100</b>	
<i>Work Experience</i>	1-5 years	46	16.0	74.80 (10.151)
	6-10 years	111	38.7	82.27 (8.597)
	11 years & Above	130	45.3	79.72 (9.898)
	<b>Total</b>	<b>287</b>	<b>100</b>	

Source: Author's fieldwork

Table 1 displays the respondents' demographics and the frequency and percentage of responses to the questionnaire.

#### Inferential Statistics (Hypothesis testing)

**Table 2:** Zero Order Correlations showing the relationship between the organizational factors (OC, OCM, and POS), employee behaviors (OCB and WDB), and demographics in Nigeria's public sector.

Variables	Gender	Age	Marital Status	Religion	Edu Qual.	Work Exp.	Org Com.	Org Cul.	WDB	OCB	POS	Mean	SD
Gender	1											1.51	.501

Age	-.176**	1										2.29	.730
Marital Status	-.031	-.038	1									1.46	.500
Religion	.019	.164*	-.090	1								1.44	.497
Educational Qualification	-.139*	.115	-.126*	-.227**	1							1.78	.735
Work Experience (in years)	-.161*	.987*	-.047	.175**	.119*	1						2.29	.728
Organizational Commitment	.159*	.110	.086	.121*	-.277*	.113	1					58.89	7.932
Organizational Culture	.162*	.041	.186*	.107	-.230*	.045	.884*	1				79.90	10.191
Workplace Deviant Behavior	-.158*	.123*	-.123*	-.053	.146*	.121*	-.743*	-.793*	1			29.46	6.624
Org Citizenship Behavior	.119*	.100	-.173*	.147*	-.277*	.103	.868*	.955*	-.788*	1		79.92	9.758
Perceived Org Support	-.184*	-.013	.017	-.026	.017	.009	.239*	.251*	-.210*	.270*	1	58.54	7.827

\*Correlation is significant at the 0.05 level (2-Tailed)

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

As earlier stated, the current paper investigates the correlation between organizational factors (organizational culture, commitment, and support) and employee behaviors (organizational citizenship behavior and workplace deviant behavior) within the public sector. Hence, this paper has carried out a Zero-Order correlation analysis, and the results are in Table 2 above.

From Table 2, the result matrix shows that organizational culture strongly and positively relates to organizational citizenship behavior within the public sector ( $r = 0.955$ ;  $p < .01$ ). The current results also indicate a strong and significant negative correlation between organizational culture and workplace deviant behavior within the public sector ( $r = -.793$ ;  $p < .01$ ).

Besides, the current results indicate that OCM has a strong and significant positive relationship with organizational citizenship behavior within the public sector ( $r = .868$ ;  $p < .01$ ). Furthermore, results reveal that organizational commitment has a strong and substantial negative correlation with an individual's workplace deviant behavior within the public sector ( $r = -.743$ ;  $p < .01$ ).

Furthermore, the present findings indicate POS has a substantial positive relationship with organizational citizenship behavior within the public sector ( $r = .270$ ;  $p < .01$ ). The resulting matrix also indicates that POS has a significant negative connection with workplace deviant behavior within the public sector ( $r = -.210$ ;  $p < .01$ ).

Moreover, further analysis reveals that both gender and religion have a substantial positive link with organizational citizenship behavior ( $r = .119$ ;  $p < .05$ ;  $r = .147$ ;  $p < .05$ ), while marital status and education qualification have a significant negative correlation with organizational citizenship behavior within the public sector ( $r = -.173$ ;  $p < .01$ ;  $r = -.277$ ;  $p < .01$ ) respectively. Besides, the current results indicate that age, educational qualification, and work



experience have a significant positive correlation with workplace deviant behavior ( $r=.123$ ;  $p<.05$ ;  $r= .146$ ;  $p<.05$ ;  $r= .121$ ;  $p<.05$ ) respectively, while gender and marital status have a significant negative correlation with workplace deviant behavior within the public sector ( $r= -.158$ ;  $p<.01$ ;  $r= -.123$ ;  $p<.05$ ) respectively.

## **6. DISCUSSION**

Organizational culture plays an influential role in enhancing organizational citizenship behavior (Mohanty & Rath, 2012). This position within the work organizations has been emphasized by literature (Yaseen & Liaquat, 2015). Besides, the findings of Jeong *et al.* (2019) showed a positive correlation between organizational culture and OCB. Furthermore, the previous study has emphasized a significant positive connection between OC and OCB (Mohanty & Rath, 2012), as much as Ebrahimpour *et al.*'s (2011) investigation, which posits a strong positive link between organizational culture and OCB. However, these positions have not been within Nigeria's context. Nonetheless, this study indicates a strong and significant positive correlation between OCB and OCM within Nigeria's public sector, which infers that an increase in public workers' organizational commitment within the public sector will increase their organizational citizenship behavior. The current results establish the significance of developing a positive organizational culture to attain optimal organizational citizenship behavior. Hence, this investigation supports previous literature regarding the correlation between OC and OCB within work organizations. This paper has confirmed the first hypothesis: there is a significant relationship between OC and OCBs within Nigeria's public sector.

Some earlier studies have found a positive and substantial link between OCB and OCM (Lee & Kim, 2010; Khaleh & Naji, 2016; Kalam, 2016; Grego-Planer, 2019). Besides, the study of Poor Soltani *et al.* (2011) noted that if teachers were in a higher level of organizational commitment, their OCB could be higher, leading to an increase in the school's effectiveness and efficiency. Hence, they opined a significant and positive relationship between OCM and OCB. Ghorbani (2013) also indicated a positive and noteworthy relationship between OCM and OCB among the staff. To investigate this position in Nigeria's context, the current researchers tested if an organizational commitment has a connection with organizational citizenship behavior within Nigeria's public sector. The current results show that OCM has a strong and substantial positive relationship with organizational citizenship behavior within the public sector, indicating that an increase in public workers' organizational commitment within the public sector will increase their organizational citizenship behavior. Therefore, this paper confirms previous literature on the association between OCM and OCB within work organizations and the second hypothesis: there is a significant connection between organizational commitment and OCB within Nigeria's public sector.

Furthermore, the results above revealed that POS has a significant positive relationship with the public sector's organizational citizenship behavior. This position confirms previous researches indicating a significant positive connection between POS and OCB within the work organizations (Chiang & Hsieh, 2012; Cheung, 2013; Eisenberger *et al.*, 2016; Ali *et al.*, 2018). The previous study also indicated that organizational support positively influences affective organizational commitment, regulating the connection between organizational support and OCB (Rageb *et al.*, 2014). However, this study could not confirm Chan's (2014) position, who found a weak and negative connection between POS and OCB. Therefore, the current results confirm that third hypothesis: there is a significant link between POS and organizational citizenship within Nigeria's public sector.

It is pertinent that an organization creates behavioral expectations that direct the employees in behaving in ways unswerving from its culture. Hence, literature has indicated the importance of OC in influencing workplace deviant behavior within the work organization (Gregory *et al.*, 2009; Oladapo & Banks, 2013). In this paper, correlation analysis indicates a strong and significant negative correlation between organizational culture and workplace deviant behavior within the public sector. This position implies that an increase in abiding by the behavioral expectations that guide employees in behaving in ways consistent with its culture lowers their disposition to engaging in workplace deviant behaviors within the public sector. Therefore, the current study confirms the literature mentioned above and the fourth hypothesis: there is a significant association between OC and workplace deviant behavior within Nigeria's public sector.

Moreover, as earlier mentioned, Gill *et al.* (2011) sustain that a negative connection exists between organizational commitment and deviant workplace behaviors. Likewise, as earlier stated, Ariani (2013) showed a substantial negative relationship between organizational commitment and workplace deviant behavior. Besides, literature earlier highlighted noted that OCM is negatively related to workplace deviant behavior (Demir, 2011). The present investigation supports these findings by indicating a strong and substantial negative correlation between organizational commitment and workplace deviant behavior, a position that infers that an increase in public workers' organizational commitment in Nigeria lowers their disposition to engaging in workplace deviant behaviors. However, the current results could not support the assertion of Promsri (2018), who could not identify any relationship between OCM and workplace deviant behaviors, as well as that of Ariani (2013), and Ugwu and Okafor (2017), who did not identify a significant correlation between organizational commitment and workplace deviant behavior. Therefore, this paper confirms the fifth hypothesis: there is a significant connection between OCM and workplace deviant behavior within Nigeria's public sector.

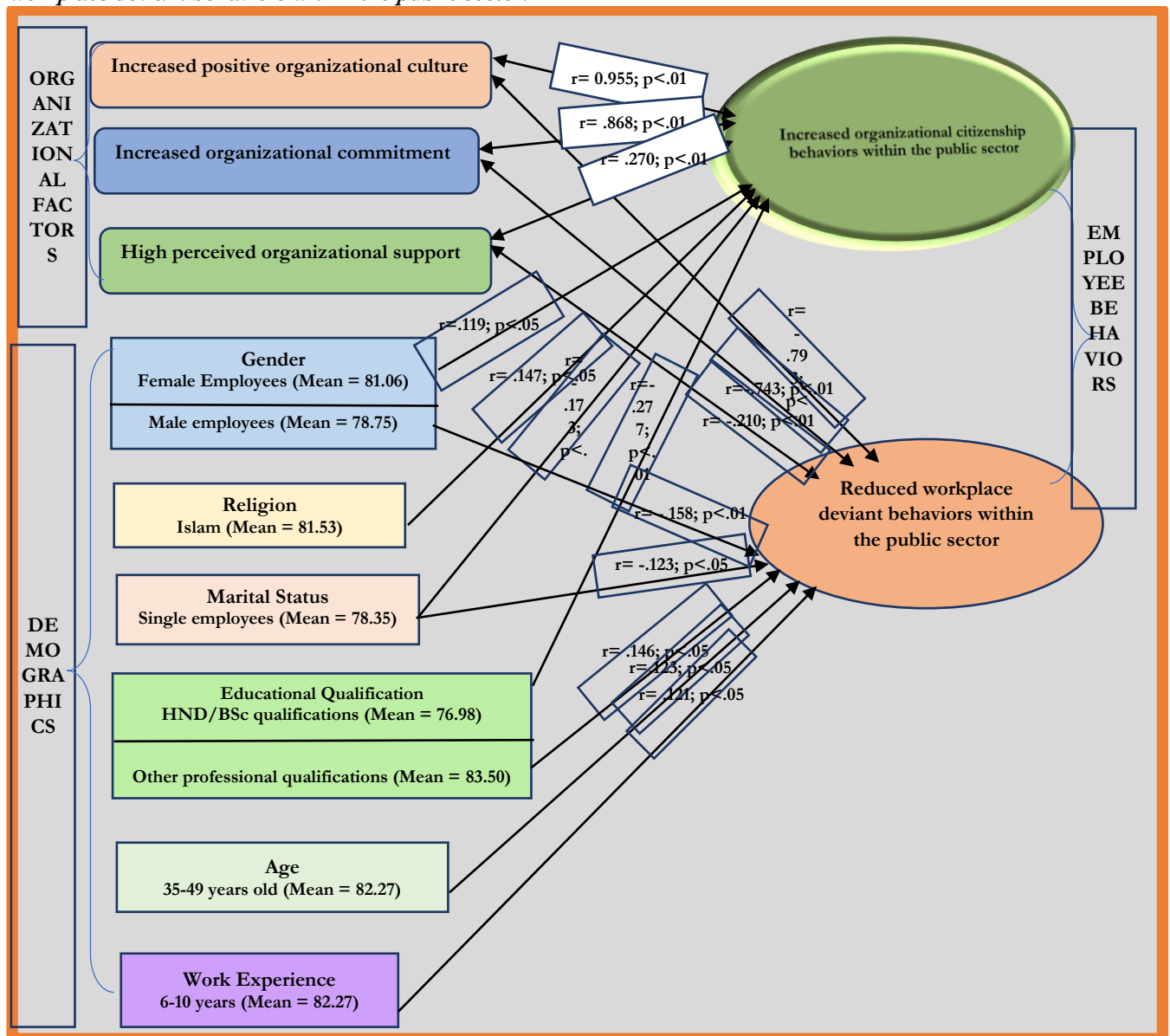
Literature has reinforced that perceived organizational support negatively relates to workplace deviant behavior among employees (Eder & Eisenberger, 2008; Thau *et al.*, 2009; Ferris *et al.*, 2009; Nair & Bhatnagar, 2011). Besides, Eder (2005) opined that employees high in perceived organizational support would view deviant behaviors as a violation of their positive reciprocal relationship with their organization; and would be more disposed to avoiding such behaviors than their low perceived organizational support counterparts. Moreover, Khan *et al.* (2015) posited a moderate negative relationship between WDB and perceived organizational support. This paper shows that POS has a significant negative connection with workplace deviant behavior within the public sector and supports the scholars mentioned above's claim. This position infers that the more public workers perceive support from their organizations, the less they are inclined to engage in deviant behaviors within the work organization. Therefore, this study confirms the sixth hypothesis: there is a significant relationship between POS and workplace deviant behavior within Nigeria's public sector.

In carrying out a zero-order correlation analysis in this paper, the result matrix further indicated the relationship between employees' demographics and behaviors (OCB and workplace deviant behavior) within the public sector. These results reveal that both gender and religion have a significant positive association with OCB, while marital status and education qualification negatively correlate with organizational citizenship behavior within the public sector, respectively. These positions indicate those female employees (Mean = 81.06), employees who practice Islam (Mean = 81.53), single employees (Mean = 78.35), and employees with HND/BSc qualifications (Mean = 76.98) are

more disposed to engage in OCBs than their counterparts within the public sector. The current results indicate that age, educational qualification, and work experience have a significant positive relationship with workplace deviant behavior, respectively, while gender and marital status negatively correlate with workplace deviant behavior within the public sector. These results infer that employees who are 35-49 years old (Mean = 82.27), those who have other professional qualifications (Mean = 83.50), employees with work experience of 6-10 years (Mean = 82.27), male employees (Mean = 78.75), and single employees (Mean = 78.35) are more susceptible to engaging in workplace deviant behaviors than their colleagues within the public sector. Therefore, this paper has shown the relevance of employees' demographics in determining their work organization behaviors.

The results in table 2 have responded to all the hypotheses of this paper. Moreover, these results have also met this paper's aim: to develop an empirical model that could effectually promote citizenship behaviors and significantly reduce workplace deviant behaviors within the public sector, reflected in figure 1.

**Figure 1: Practical model of effectively promoting organizational citizenship behaviors and reducing workplace deviant behaviors within the public sector.**



## **7. CONCLUSION**

This paper was dedicated to developing an empirical model that could effectually increase organizational citizenship behaviors and significantly reduce workplace deviant behaviors within the public sector. This investigation shows significant relationships among organizational factors (organizational culture, commitment, and support) and employee behaviors (OCB and WDB) within the public sector. Therefore, this paper concludes that the organizational culture, commitment, and support within the public sector have significant connections with how public servants engage in or disengage from citizenship behaviors and deviant behaviors. Furthermore, this paper reveals that gender, religion, marital status, educational qualification, age, and work experience have also displayed statistical relationships with the level of organizational citizenship behavior and workplace deviant behavior.

Joint influences of these different organizational variables cannot be ignored. Hence, the Oyo and Lagos States government should ensure organization-related variables such as positive organizational culture, sufficient organizational commitment, and support. Moreover, additional individual-based variables, such as their demographics, are also required to be considered as prospective causes and drivers of citizenship behaviors and workplace deviance.

However, the present paper's findings produced valued new knowledge concerning the connections existing among organizational factors (organizational culture, commitment, and support), employee behaviors (organizational citizenship behavior and workplace deviant behavior), and employees' demographics within the public sector.

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