
PERCEIVED ORGANISATIONAL SUPPORT AND WORKPLACE DEVIANT BEHAVIOURS IN SELECTED GOVERNMENT-OWNED ESTABLISHMENTS IN RIVERS STATE

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Abstract

The study explored the relationship between perceived organisational support (POS) and workplace deviant behaviours in government owned firms in Rivers State using technology as a moderating variable. POS is operationalised by the positive relationships with supervisors, co-workers, and working environment. POS has a crucial role in moulding the behaviour of employees. Organisational efficiency and employee well-being can be adversely affected by workplace deviance behaviours such as personal aggressiveness, political deviance, production deviance, and others. This study used a cross-sectional research methodology to investigate the connection between point-of-sale systems and workplace misconduct, as well as the moderating role of technology in this relationship. The results show that high POS significantly reduces workplace deviant behaviours and poor support increases deviance. Besides, technology boosts the excellent benefits of POS by assisting communication, promoting accountability and improving the working environment. Conversely, poor technical infrastructure is an obstacle to POS, which promotes workplace misbehaviour. "The report recommends strengthening the support structures in organisations, improving working conditions, using technology to engage employees and creating ethical training programmes." These measures can assist build a more supportive work environment and decrease workplace deviance and boost the entire efficiency of government owned firms.

Keywords: Perceived organizational support, workplace deviant behaviors, political deviance, production deviance, property deviance, personal aggression, technology.

Introduction

I. CONTEXT OF THE PROBLEM

Organisational Deviant Behaviours (OBD) is a significant topic in organisational behaviour due to its ramifications to organisational health, employee wellness and public image . The peculiarity of the public sector and the problems of organisations as encountered in Rivers State in Nigeria, warrant the consideration of the characteristics of organisational deviant behaviours (Ekpe & Ndubuisi, 2024). Organisational deviant behaviour is defined as a voluntary act of the workers that violate the rules of organisational culture and create a danger to the well-being of the group and/or its affiliated individuals (Adesanya & Obafemi, 2023). Organisational deviant behaviours are classified into two types, i.e., organisational deviances (deviant behaviour towards the organisation) and interpersonal deviances (deviant behaviour towards other organisational members).

Nwibere (2020) classified workplace deviance into four. First is Production Deviance which are behaviours that are aimed against production efficiency or effectiveness such as absenteeism, taking numerous breaks and sluggish working. Second is Property Deviance which are activities that include abuse or unlawful use of organisational resources such as sabotage, theft or misuse of assets. Third is Political Deviance which are habits that include actions that put individuals at a disadvantage in the work setting including favouritism, gossiping and hearsay. Finally, there is Interpersonal Aggression which are adversarial actions toward other employees such as harassment, verbal abuse and physical assault. Deviant behaviours in the workplace have far-reaching impacts since they impair the performance, morale, reputation and productivity of the business (Ogunlana, Okor & Ibeka, 2022).

In Rivers State, nepotism amongst employees in the public sector causes conflict amongst staff and affects production and teamwork (Eze, Akpan & Obong, 2023). In another research, Amadi and Wodi (2021) reveal that apart from causing setbacks within the organization, these deviant acts cause loss of confidence amongst the citizenry in their government. An increase in incidences of bullying in the public sector in Rivers State was also reported. Okoro and Ibeka (2023) recommend the need for efficient mechanisms of reporting in order to avoid the problem associated with misconduct. Ekpe and Ndubuisi (2024) claim that such sabotage is caused by failure to address issues in the workplace. Researchers Adegbite and Olayemi (2023) look at how a transformative leader might lessen the impact of workplace deviance and reveal that such leadership styles help to reduce workplace deviance because they create a value-based culture of accountability and participation. Obalade and Mtembu (2023) investigate the impact of perception of organizational justice on workplace deviance in public universities and reveal that procedural justice helps to discourage interpersonal and organizational deviance.

An employee's sense of belonging and the degree to which they think their employer cares about them are both components of their perceived organisational support (POS). This is based on organisational support theory which states that organisations are more likely to assist their workers as a result of organisational backing (such as increased engagement, productivity, and contentment in one's work) (Eisenberger et al., 1986). Research suggests that raising POS might be a beneficial technique to reduce the workplace aberrant behaviours.

Organisational support reduces the chances of employees developing deviant behaviours against the company and its members. This is due to the fact that strong POS leads in employees' sentiments of loyalty and obligation, which encourage employees' conduct to conform to the organisational goals and standards (Rhoades & Eisenberger, 2002).

Employees that perceived a high degree of supervisor support showed less deviant behaviour (Harris et al., 2009). Moreover, the application of HRM techniques such as offering chances to the workers, rewarding the employees' accomplishments and balancing work and life can be effective in boosting the level of POS and reducing deviant behaviour. According to Eisenberger & Stinglhamber (2011), HRM practices are capable of sending signals to employees that their organisations appreciate their performances and well-being. Caesens et al. (2021) revealed positive relationships between POS and organisational involvement. Negative associations were reported between POS and employee burnout. Note that Zhang et al. (2022) investigated the moderating role of traditional Chinese cultural values in the link between POS and organisational commitment. Moreover, researches have been carried out to focus on the technology dimension of POS. Given the current popularity of telecommuting, some researchers have examined the impact of virtual communication and virtual support on POS. According to a study by Wang et al. (2023), virtual assistant systems such as virtual recognition systems boost POS.

While many studies have looked at how POS systems affect employee misconduct in other contexts, this one is particularly rich in research on the topic of the workplace, there is a void in this realm of knowledge in respect of government-owned firms in Rivers State, Nigeria. Previous research have mostly investigated this in private companies or in governmental organisations in different regions of the world. There is a paucity of research on how POS impact aberrant actions here. The many cultures, procedures and difficulties that are often exclusive to public sector firms may be relevant to the interaction between POS and employee habits. For example, public companies are typically distinguished by bureaucratic processes, job security and public duty which may influence the perceptions of organisational support and employees' tendencies to participate in deviant activities. Olowookere, Adejuwon and Odukoya (2016) in their study stressed the necessity for localised research as they highlighted the fact that the qualities of organisations in public institutions in Nigeria can affect the association between POS and employee behaviours.

Rivers State has its own socio-economic and cultural aspects which might affect organisational processes. Therefore, to develop effective intervention measures for reducing employee deviant behaviours, it is necessary to have a deeper knowledge of POS in government-owned enterprises in this state. Such a research gap would be of use to policy makers and managers who are interested in building supportive work environments and reducing deviant behaviours in the public sector. Hence, the research questions, hypotheses and a conceptual framework were established to cover these gaps;

- i. To examine the relationship between favorable relationship with supervisor and workplace deviant behaviours in government-owned establishments in Rivers State?
- ii. To determine the relationship between favorable relationship with co-workers and workplace deviant behaviours in government-owned establishments in Rivers State?

iii. To investigate the relationship between favorable working conditions and workplace deviant behaviours in government-owned establishments in Rivers State?

iv. To examine the moderating influence of technology on the relationship between perceived organizational support and workplace deviant behaviours in government-owned establishments in Rivers State?

H01: There is no significant relationship of favorable relationship with supervisor and political deviance in government-owned establishments in Rivers State.

H02: There is no significant relationship of favorable relationship with supervisor and production deviance in government-owned establishments in Rivers State.

H03: There is no significant relationship of favorable relationship with supervisor and property deviance in government-owned establishments in Rivers State.

H04: There is no significant relationship of favorable relationship with supervisor and personal aggression in government-owned establishments in Rivers State.

H05: There is no significant relationship of favorable relationship with co-workers and political deviance in government-owned establishments in Rivers State.

H06: There is no significant relationship of favorable relationship with co-workers and production deviance in government-owned establishments in Rivers State.

H07: There is no significant relationship of favorable relationship with co-workers and property deviance in government-owned establishments in Rivers State.

H08: There is no significant relationship of favorable relationship with co-workers and personal aggression in government-owned establishments in Rivers State.

H09: There is no significant relationship of favorable relationship with co-workers and political deviance in government-owned establishments in Rivers State.

H010: There is no significant relationship of favorable relationship with co-workers and production deviance in government-owned establishments in Rivers State.

H011: There is no significant relationship of favorable relationship with co-workers and property deviance in government-owned establishments in Rivers State.

H012: There is no significant relationship of favorable relationship with co-workers and personal aggression in government-owned establishments in Rivers State.

H013: There is no significant moderating influence of technology on the relationship between perceived organizational support and workplace deviant behaviour in government-owned establishments in Rivers State.

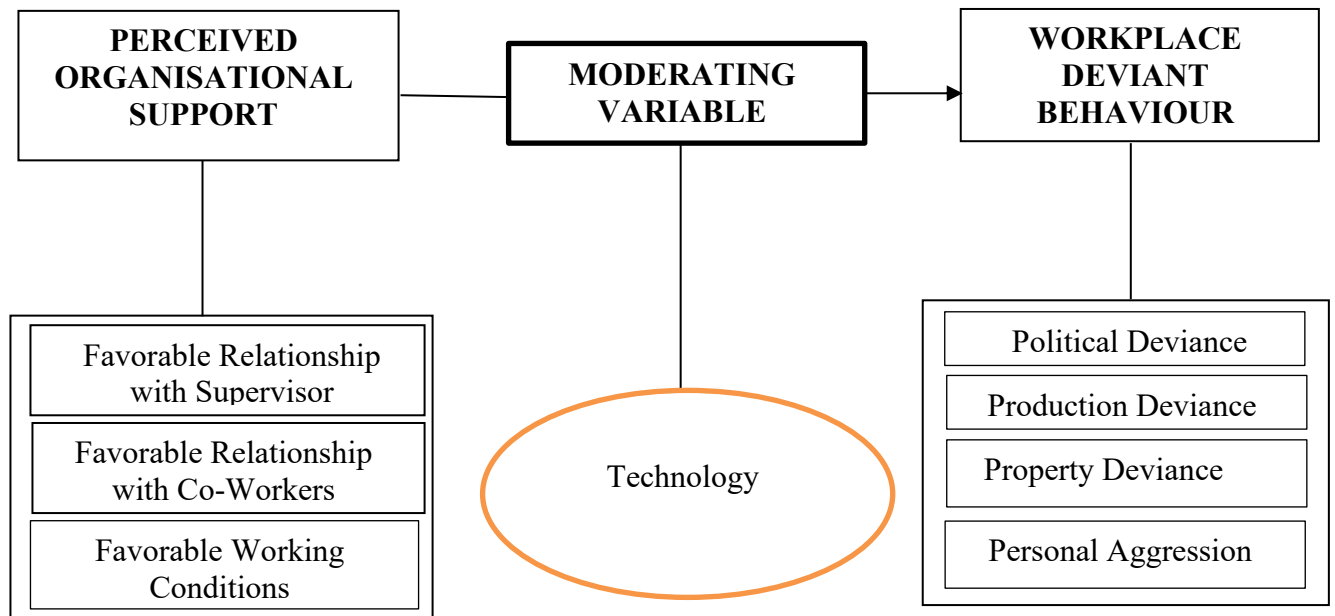


Fig. 1: Conceptual framework for the relationship between perceived organizational support and workplace deviant behavior.

Source: Desk Research, 2025. Perceived organizational support dimensions were adapted from Agwa (2018), while the measures of workplace deviant behaviours were adapted from Robinson and Bennet (1995).

II. LITERATURE REVIEW

WORKPLACE DEVIANT BEHAVIOUR

Deviant conduct in the workplace was defined by Fagbohunge, Akinbode, and Ayodeji (2012) as actions taken by employees that are seen as going beyond what is expected of them in terms of work practices and policies, but also damaging to the business. They observe that these actions may be directed against the company or towards individual members of the business and can result in diminished productivity and a loss of confidence with stakeholders. Adekanmbi and Ukpere (2019) looked at the Nigerian banking sector to see whether there was a correlation between stress at work and antisocial conduct. Deviant conduct in the workplace is defined as actions that go against established policies and procedures and endanger the safety of employees and the company as a whole. They found that job stress was positively and substantially related to the occurrence of deviant behaviours among employees (Ifeanyichukwu et al., 2022). The study on organisational justice and workplace misbehaviour among Nigerian bank employees. Workplace deviant conduct is the voluntary action that breaches important organisational standards and in so doing harms the well-being of an organization, its members, or both. Findings indicated that perceived organisational support considerably mitigates the link between organisational justice and antisocial actions.

Kareem, Ojeleye and Sodamade (2023) found that job engagement mediates the association between organisational civility in the workplace and deviant behaviours of workers working in tertiary institutions within Zamfara State. In their study, they define workplace deviant behaviour as any behaviour that violates organisational standards and may be harmful not just to the firm but also to its workers. The findings suggest that if civility is encouraged in the workplace, employee engagement would rise and hence there will be less cases of deviant behaviours. Also, research conducted by Otuaga, Onokala and Ametepe (2023) in the Nigerian telecommunications industry looked at how workplace interpersonal antagonism affected deviant behaviours. They observed that honesty-humility reduced this connection indicating that individual variations in personality may play a role in the inclination to participate in deviant activities. Omisile and Oduaran (2018) evaluated the effect of perceived religiosity and job status on deviant workplace conduct of public sector employees. Any conduct that goes against the grain of what is considered appropriate behaviour in the workplace and poses a threat to both the company and its employees is considered deviant behaviour according to their standards. The research found that the higher the degree of faith, the less deviant conduct. It means that personal values matter when it comes to ethical behaviour at work.

Political Deviance

Lauderdale (2015) in “The Handbook of Deviance” defines political deviance as behaviours that are not entirely legitimate in the eyes of society. However, the goal of the actors occasionally means that the regular stigma attached to illicit action is not applied. This approach highlights the significance of social perception and the intentions of the actors in characterising political deviance. In “Justifiable Conduct” (2024), Goode defines political deviance as the conduct of, or those who have, political views that are significantly at variance with mainstream ideology and are thus denounced by society. He stresses that political deviance is not just associated with politicians’ corruption or wrongdoing, but also with any political ideas or actions that are considered immoral or unsuitable by specific audiences.

Further insight into the theory can be provided by Goode, in his analysis of “Political Deviance” (2024). Politics attempt to create specific moral values, and make them become part of the law. Political deviance takes many forms – from relatively trivial acts to those that are more serious. These include activities of questionable legality, obviously deviant behavior that is not seen as such, and criminal behavior.

Production Deviance

Production deviance is characterised by Pulich and Tourigny (2004) as behaviour that breaches officially established organisational rules governing both the quantity and quality of the job that must be done. Examples of such behaviour include: being late, taking long breaks, working slowly on purpose and squandering resources. These activities are taken against the organization and are aimed particularly at lowering the efficiency of work production. Spector et al (2006) further describe production deviance as when an employee intentionally does not accomplish a task that he or she is capable of doing. This purposeful

withholding of effort is seen as a major characteristic of unproductive work behaviour since it actively generates obstacles against organisational performance.

Workplace deviance was separated into two aspects, minor vs. serious and interpersonal vs. organisational, by Bennett and Robinson (2000). Here, "production deviance" is acting in a way that goes against the established norms for the quantity and quality of work expected from people in the organization. Examples include taking long pauses, arriving late and departing early, deliberately working slowly, and squandering resources. These measures are taken against the organization and are aimed primarily at lowering the efficiency of the work production.

Property Deviance

In addition to defining property deviance as the physical act of taking or damaging resources, Narayanan & Murphy (2017) point out that there are actions that constitute deviance without being overtly obvious. This implies that such acts could range from simple theft to embezzlement and have adverse effects on the organizational efficiency and integrity. Vo-Thanh et al. (2022) investigates the link between COVID-19-era hospitality workers' feelings of job insecurity and antisocial conduct. They explain that property deviance is the deliberate attempt by an individual to cause loss to an organization through damage and misuse of its assets and equipment. According to their findings, higher levels of job insecurity may result in property deviance.

The study carried out by Abdullah and Marican (2017) examines the correlation between personality characteristics and property deviance in the public administration sector. The two authors define property deviance as reverse actions, which include robbery, embezzlement, bribes, and corruption. Their study reveals that some personality characteristics, such as low conscientiousness and low agreeableness, have a considerable influence on property deviance. Yet another investigation of the effects of dishonesty on Rivers State deposit money banks, Nigeria, measures employee deviant behavior using dimensions like property deviance, personal deviance, and production deviance (Waseem, 2016; Narayanan & Murphy, 2017). Property deviance is an act aimed at damaging organizational assets or properties, which can be described as aggressiveness towards the management and organization as a whole.

Personal Aggression

Aggression is usually described as any conduct aimed against another individual with the intention of causing harm or injury. There are two basic forms of aggression; hostile and instrumental (OpenStax, 2020). Hostile aggression is motivated by feelings of anger and is intended at causing pain, while instrumental aggression is goal-oriented and may or may not involve the purpose to cause suffering. That is, the point is to get a point, not to inflict pain per se. An example may be a hitman. The "Handbook of Anger, Aggression, and Violence" (2023) describes the emotional, physical and social impacts of aggression. Aggression, the editors point out, can range from verbal tirades to physical violence, each with its own emotional and psychological causes. This perspective accounts for the complexity of aggression, its occurrence in many different settings, and its effects on people and society.

Aggression is defined by Ireland et al. (2018) in the 'Routledge International Handbook of Human Aggression.' as direct and indirect behaviours such as workplace bullying, gang violence and relationship aggression". They argue that people may act violently to achieve particular aims or to bargain in social relationships. Aggression is a rational decision, not only moral failing. Definitions and types of aggressiveness are covered in the research "Aggressive Behaviours among Pupils: Prevalence and Management in Ibadan North Local Government Area" (2020). As noted by the authors in other studies, aggression has been characterised as an emotion expressed by strong and harmful acts toward others. Aggression may be separated into physical and non-physical aggressiveness. Physical aggressiveness includes kicking or hitting. Non-physical aggression includes verbal abuse and relational hostility, which is when someone spreads rumours or excludes someone from a group. The authors discuss in their book, "The Psychology of Interpersonal Violence" (2014) the psychological theories of interpersonal violence and include observation, reinforcement, and tendency. They propose aggression may be a mixture of taught conduct and intrinsic trait influenced by environmental and social settings.

PERCEIVED ORGANISATIONAL SUPPORT

Supriadi et al. (2020) defines POS as members' viewpoint on the level of assistance the organization provides to its members and the readiness of the organization to assist them in times of need. The term also suggests the firm is ready to aid its employees when they need help. It also illustrates the mutuality of the employee-organization relationship. Employees experience POS when they believe their firm values their work and cares for their welfare (Sumarsi & Rizal, 2021). It was claimed that POS means awareness and concern about the employee's well-being. Nadeak et al. (2021) suggested three POS indicators that include fairness, organisational incentives and employment conditions and supervisor support. This means that views on organisational support are more reactive to fairness of treatment, supervisor aid and good employment conditions. This multidimensional approach indicates that several organisational components impact on POS and jointly impact on the attitudes of workers.

Singh et al. (2024) describes the term POS in professional organisations as the view of workers on how much are their contributions appreciated by the employer and how much is vital for him/her the well-being of employees. In this manner, the above-mentioned quotation illustrates the two dimensions of the respect for contribution of employees and care for their well-being. Research by Twumasi et al. (2020) shows that POS has an impact on the connection between organisational justice and emotional commitment. POS is the workers' perception of how much their employer values them and their well-being. Research on how POS could strengthen the effect of organisational justice on employees' dedication is ongoing. Raji and Ismail (2023) zeroed in on the moderating role of emotional intelligence in relation to point-of-sale (POS), job satisfaction, and intentions to leave.

Favorable Relationship with Supervisor

The basis of a healthy connection between a supervisor and his subordinates are respect, trust, transparency and mutual support. The presence of a favourable connection results in the

formation of a suitable work climate, promoting the motivation of employees. According to Mbabazi (2023), the connection between a supervisor and his subordinates impacts the latter's well-being, since effective communication skills, recognition, and support are essential in such partnerships. The connection quality impacts how pleased employees will be with their employment and how productive they will perform. Wyrwa and Kaźmierczyk (2020) in their research identified several characteristics such as justice, recognition and strong leadership that affect improvement of work satisfaction of employees. Similarly, Dhir and Dutta (2020) highlight that the social support from supervisors, particularly the emotional and informational assistance, is a major contributor to improving employees' performance. Supervisors' supporting behaviours refer to their behaviour toward workers. These include giving relevant information, delivering recognition and appreciation, and aiding staff with professional growth.

Favorable Relationship with Co-Workers

According to Birmingham et al. (2024), good workplace relations refer to relationships that entail trust and support. According to these authors, good workplace relationships are important for the welfare of employees and organizations. As such, good relationships ensure a productive working environment because they help individuals feel at home. The benefits of having positive relationships in workplaces are clear. For instance, according to Birmingham et al. (2024), positive relationships ensure that an individual feels less stressed at work, and also provides security and problem solving in the workplace. In order to foster social relationships, Birmingham et al. (2024) suggest that organizations allow employees to mingle.

Similar is the definition of Kimbrough (2023) who defines a healthy working relationship in terms of good communication, trust, respect, empathy, responsibility and support. Kimbrough (2023) goes ahead to add that such relationships are critical to the prosperity of the company and its workers. According to Kimbrough (2023), such positive work relationships lead to better communication, proper conflict resolution, higher employee engagement, job satisfaction, and productivity. It may be very difficult at times to maintain good relationships with our colleagues. In her article, Kimbrough (2023) states that good communication, respect and accountability are very important for the development of good work relationships. Concerning the subject matter under discussion in the field of tourism and hospitality, Zhang et al.'s (2023) research reveals how benevolent leadership positively impacts work engagement via psychological safety and workplace friendship. Zhang et al. (2023) emphasize that workplace friendships, which represent a kind of positive relationships, provide social support and enhance the sense of belongingness between colleagues that eventually improves job engagement.

Favorable Working Condition

Awo and Paul (2021) studied the effect of design of workplace on employees' performance. In their study, they found out that poor office designs, poor ventilation and poor arrangement of equipment in the office had adverse effect on the health and performance of employees. It was noted that a conducive environment that promotes employee welfare and safety is

critical. Job security, working hours and office environment are some factors which have a great impact on creating good work conditions for employees. Attah and Angioha (2019) examined the influence of these factors on the health and productivity of employees. Their study findings indicate that a positive work environment coupled with sufficient compensation and job security leads to enhanced employee well-being and productivity. The International Labour Organization (ILO) has developed a model of decent work in four key areas: jobs, workplace rights, social safety nets, and community engagement. This model emphasises the development of appropriate work environments for personal growth.

Making sure workers are healthy is another key component of a good workplace. The effect of predictable work settings on the well-being of employees at Nigerian broadcasting institutions was investigated by Ogunola (2021). Physical and psychological work environment influence the well-being of employees, so organisations need to pay attention to these variables in order to improve their performance and loyalty. The Government is very important in providing a good working environment. In Nigeria, the Federal Ministry of Labour and Employment has been actively involved in the efforts to standardise work environments for safety and productivity. That means calling upon people to respect health and safety regulations and working with the labour unions to achieve the standards that we want.

MODERATING VARIABLE: TECHNOLOGY

Technology is a complex term, interpreted differently by different fields of study. Improving human capacities and efficiency is the goal of technology, which is the actual application of scientific knowledge. Technology is defined by the Committee on Technology as "environments, practices, tools, and skills that increase human productivity and efficiency of energy use" (Thierer, 2024, citing Nightingale, 2014). Similarly, this definition is used by Britannica (2024): the use of scientific knowledge for the improvement of human existence or, alternatively, for the alteration and control of the human environment. All three concepts highlight technology's function in translating theoretical understanding into practical solutions to human issues and demands. When it comes to POS and work deviance, technology plays a pivotal role in the workplace. The POS is how an individual feels valued and supported by the organization in terms of contribution and wellbeing. Technology could enhance POS through effective communication, provision of venue for feedback, and provision of technology to help workers carry out their jobs effectively. For example, Al-Hawari et al. (2022) established that the perceived effectiveness of digitization positively affects POS since the feeling of being supported is achieved by accessing useful digital tools. However, on the contrary, failure to use the technology and poor use of technology can cause several negative consequences. Li et al. (2024) searched for a link between POS and the incidence of deviant behaviours in the workplace. From this research, it was found that the presence of low POS, probably due to the lack of technological support, causes more occurrences of workplace deviant behaviors. This clearly shows that employees' perceptions of a lack of support at their workplaces may trigger such behavior. It is also important to know how technology impacts workplace behaviors. For example, in the case of digital leadership, Li et al. (2024) proved that digital leadership could reduce the occurrence of

workplace deviant behaviors through work engagement. This means that leaders who make proper use of the technology to provide guidance and assistance to their workers create an environment wherein the workers feel engaged in what they do.

EMPIRICAL REVIEW

Alabi and Okunlola (2021) investigated the relationship between cyberloafing and point-of-sales system among IT professionals in Nigeria. According to their findings, staff members who had a positive perception of their organisations indulged in minimal cases of cyberloafing. Alabi and Okunlola (2021) stated that when workers are sure that their organisations support them, they are unlikely to indulge in cybersurfing. In case they are unsupported by their employers, the probability of cybersurfing will increase to alleviate their sorrows. Focusing on the relationship between point-of-sale systems and organisational deviance, Musa and Akinleye (2022) conducted research on Nigerian university professors. Their research shows that point-of-sale systems are negatively correlated with organisational deviance, such as absenteeism, disengagement from responsibilities, and underperformance in academic pursuits. Musa and Akinleye (2022) asserted that when university professors realise that the employer cares about their health and career growth, they will not indulge in deviant behaviours but good performance at work.

Also, Olatunji and Kanu (2021) examined the association between POS and deviant conduct at work in service delivery organisations in Nigeria. It was found that organisational commitment is an important aspect in the above described connection. The findings suggest that POS increased organisational commitment, which in turn reduced workplace misbehaviour. Improving the quality of life at work can go a long way toward reducing antisocial behaviour. The role of interpersonal trust as a moderator between POS and anti-social conduct in the job was also investigated by Ighodalo and Osagbuan (2023). When workers had a lot of faith in their company, the researchers discovered that POS was associated with more workplace misbehaviour. Companies must endeavour to build up trust which is a crucial component to avoid anti-social behaviour and gain optimal advantages from the use of POS. In their research, Akinmoladun & Oyeniyi (2022) researched the effect of the POS strategy on the psychological well-being of medical practitioners in Nigeria. It was shown that workers with organisational assistance had better psychological outcomes, increased job satisfaction and stress reduction. Such personnel would therefore be unlikely to show anti-social behaviour. "POS makes workers healthier, so there will be more prosocial behaviour and less anti-social behaviour at work," the researchers said.

POS and workplace aggressiveness have been studied in a sample of manufacturing industry workers from Iran by Zadeh, Rezaei and Aliakbari (2021). It was found that POS was negatively correlated with aggressive behaviors. In the case where workers felt supported by their organizations, they would not become aggressive when irritated. Earlier research on the subject shows that POS could contribute towards minimizing workplace aggression by fostering positive attitudes and organizational commitment among employees (see, for instance, Eisenberger et al., 2001). POS has also been used by Sharma and Singh (2020) to investigate workplace deviant behaviors in the IT sector of India. According to the findings, Peer and organisational deviance were inversely connected to POS. For example, employees,

who felt appreciated within an organization, tended not to commit theft, vandalism, or violate any rules. Such findings support the hypothesis that POS contributes towards decreasing deviant workplace behaviors by implying favorable intentions and retaliating opportunities. Similarly, Akhtar, Chen, and Ullah (2022) showed that the point-of-sale systems can help to mitigate deviant behavior among employees in banks in Pakistan by making the work more efficient without sabotage and production deviance. In spite of the injustices, it is observed that workers are less involved in any sort of deviant behavior if they have a positive image of their organizations. This also shows that POS can be a mediator between deviant behavior and perceived justice at the organizational level. Sadeghi, Sadeghi, and Ali (2023) focused on cyber deviance and the role of point-of-sale systems amid the coronavirus pandemic period. It was shown that POS can significantly help to mitigate cyberloafing among employees and employees who perceive themselves to be empowered in their organizations exhibit lower levels of cyberloafing.

Wang and Liu (2021) further argue that psychiatric empowerment could regulate the relationship between POS and workplace antisocial conduct. Their research indicated that employees who had high levels of organisational psychological empowerment were less antisocial. The study concluded that employees were more willing to go the additional mile when the firm's goal and values mattered to them. Gupta and Kumar (2023) performed their own research to examine the moderating influence of organisational trust on the POS-deviance connection. The authors discovered that POS had a more negative influence on trust in the company to do with misbehaviour. These results show that employees' faith in their business strengthens the effect of POS, and that employees are less likely to act unethically when POS is present.

Gholamzadeh, Amiri and Aghaei (2020) showed that POS was positively related to ethical decision-making. They would feel more loyal to the company and feel more accountable to the organisation, and as a result behave ethically. The other literature on POS (Rhoades & Eisenberger, 2002) suggests that when workers believe their job is supportive, they would feel committed to the organisation which in turn would lead to ethical behaviour. This finding is in line with this notion. Ojo, Adebisi and Eze (2022) examined the link between POS systems and employee misconduct among Nigerian banks using data from these banks. The researchers found that workers with trust in their managers were less likely to steal from their company, absent from work or engage in any other form of deviant behaviour that is uncommon in terms of productivity. In addition, they were less likely to participate in unproductive behaviours and more likely to identify with the organization's aims. Moreover, it found that POS increases job satisfaction, which decreases employee deviant actions.

Additionally, Nwogugu and Olamide (2021) examined the impact of POS on employee misbehaviour in Nigeria's industrial sector. They discovered a relationship between the use of POS and deviances including sabotage and deliberately making errors at the workplace. The individuals who possessed positive feelings towards their superiors avoided engaging in such kind of behaviour since they appreciated their contributions. Therefore, we can assume that POS encourages positive behavior in the work environment as it rewards individuals who behave positively. Adeyemi and Bello (2023) carried out a study on whether there is a connection between point-of-sale and aggressive behavior at the workplace. The authors

conclude that POS greatly reduces violence in the work environment. Individuals who experienced high levels of support exhibited less aggressive behavior. Therefore, it is evident that workers supported to cope with stress in the job and satisfaction exhibit low aggressiveness.

III. METHODOLOGY

A survey is the collecting of information from an unbiased group or population to discover a phenomena (Ancker, Silver, Miller & Kaushal, 2013). The survey research design was employed for this study and a cross-sectional design was carefully utilised. A cross-sectional study design is a research methodology in which data are collected and gathered from different individuals or groups of persons at one moment in time, Setia (2016). The present study was cross-sectional. The population for this study is all workers of Government owned enterprises in Rivers State.

The government owned businesses in the State work in similar ways, hence the study concentrated on government owned hospitals and health centres in Rivers State with emphasis on Port Harcourt City Local Government Area. Considering this aspect, the study has incorporated the use of both purposive sampling and random sample procedures. The researcher deliberately chooses the individuals which he/she believes embody the needed features of the study objectives in purposive sampling approach (Setia, 2016). Fifteen health care facilities purposively selected. In each of the identified healthcare institutions, 15 employees were randomly selected for the study. This selection was two hundred and fifty-two responders from the healthcare facilities in PHALGA, Rivers State.

Table 1: Sample distribution of the healthcare establishments

S/N	NAME OF HOSPITAL	POPULATION	SAMPLE
1	Primary Health Centre, Abuloma	22	15
2	Primary Health Centre, Amadi Ama	32	15
3	Primary Health Centre, Ozuboko	29	15
4	Primary Health Centre, Ozuboko (old)	23	15
5	Primary Health Centre, Ozuboko (new)	21	15
6	Primary Health Centre, Azuabie	23	15
7	Primary Health Centre, Okuru –Ama	22	15
8	Primary Health Centre, Elekahia	28	15
9	Primary Health Centre, Bundu-Ama	23	15
10	Primary Health Centre, (Naval Medical Centre) Borikiri	24	15
11	Dental/Maxillo-Facial Hospital	20	15
12	Government House Clinic Old GRA Port Harcourt.	42	15
13	Rivers State University Teaching Hospital Harley Street, Port Harcourt.	731	15
14	Civil Servants Clinic Moscow Road, Ground floor, Podium Block, Rivers State Secretariat. Port Harcourt.	52	15
15	Military Hospital, 182 Port Harcourt -Aba Express, Port Harcourt.	108	15
		1200	45

Source: Field Data, 2025.

This study uses the questionnaire as the research tool. For the perceived organisational support there are five questions developed for each of the dimension, favourable relationship with supervisor (5), favourable relationship with co-workers (5), favourable working conditions (5). Workplace deviant behaviours measure also have each questions each, technological moderating role, personal aggressiveness (5), political deviance (5), production deviance (5), and property deviance (5). Forty items were developed and scaled using the Likert 5-scaling approach; they all pertain to the factors that were being investigated. A score of 1 indicates significant disagreement, 2 disagrees, 3 is unsure, 4 agrees, and 5 strongly agrees on a 5-point scale.

The Kendall Tau_b test was applied to the data. Given that the questionnaire was structured to display ordinal sort of questions, this analytical procedure was employed. The questions used ordinal form to evaluate the respondents' impressions.

IV. ANALYSIS AND DISCUSSIONS

In this part, the research hypotheses were tested and inferences were drawn. It was necessary to acquire the administered questionnaire in order to synthesise the replies obtained from the respondents. The inverse relationship is shown by a negative tau-b value, whereas a positive one indicates a direct correlation. When two variables are directly related, an increase in one will cause the other to rise as well, but in an inverse connection, the opposite is true. Between one and one and a half, the tau-b values fell. The correlation value, denoted by the Kendall tau-b, is a measure of the strength of a connection. Very weak correlation is represented by $\pm 0.00-0.19$, weak correlation by $\pm 0.20-0.39$, moderate correlation by $\pm 0.40-0.59$, strong correlation by $\pm 0.60-0.79$, and extremely high connection by $\pm 0.80-0.99$ [38]. When making a choice at a 5% significance level or 95% confidence interval, the probability value is utilised for each bivariate link. Rejecting the null hypothesis is indicated by a p-value less than 0.05, whereas accepting it is shown by a p-value greater than 0.05.

Table 2: Correlation matrix for favorable relationship with supervisor and the measures of workplace deviant behaviours

		Fav.Sup	Pol.Dev	Prod.Dev	Prop.Dev	Pers.Agg	
Kendall's tau_b	Fav.Sup	Correlation Coefficient	1.000	-.482**	-.535**	-.439**	-.455**
		Sig. (2-tailed)	.	.000	.000	.000	.000
		N	225	225	225	225	225
	Pol.Dev	Correlation Coefficient	-.482**	1.000	.801**	.907**	.667**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	225	225	225	225	225
	Prod.Dev	Correlation Coefficient	-.535**	.801**	1.000	.753**	.514**
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	225	225	225	225	225
	Prop.Dev	Correlation Coefficient	-.439**	.907**	.753**	1.000	.549**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	225	225	225	225	225
	Pers.Agg	Correlation Coefficient	-.455**	.667**	.514**	.549**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	225	225	225	225	225

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

Source: SPSS Output, 2025

Table 2, provides the statistical representation of the hypothesised correlations between the variables.

H01: H02: H03: H04: There is no significant relationship between favorable relationship with supervisor and workplace deviant behaviours (political deviance, production deviance, property deviance and personal aggression) in government-owned establishments in Rivers State.

In government-owned companies in River State, Table 2 presented the negative link between favourable relationship with supervisor and workplace deviant behaviours (political deviance (-0.482), production deviance (-0.535), property deviance (-0.439), and personal aggressiveness (-0.455)). The negative correlation indicates an inverse relationship between the variables, whereas 0.482, 0.535, 0.439 and 0.455 shows moderate relationships between favourable relationship with supervisor and workplace deviant behaviours in Rivers State government-owned businesses, including political deviance, production deviance, property deviance, and personal violence. We got a probability value of 0.000, which is lower than the significance level of 0.05. "There is no significant favourable relationship with supervisor and workplace deviant behaviours (political deviance, production deviance, property deviance and personal aggression) in government-owned establishments in Rivers State," the null hypothesis states. Consequently, this hypothesis is rejected. Rejecting the null hypothesis signifies accepting the alternative form in this two-tailed test. We accept the alternative hypotheses that state that "there is a significant relationship between favourable relationship with supervisor and workplace deviant behaviours (political deviance, production deviance, property deviance and personal aggression) in government-owned establishments in Rivers State" depending on this assumption.

Table 3: Correlation matrix for favorable relationship with co-workers and the measures of workplace deviant behaviours

		Fav.CoWok	Pol.Dev	Prod.Dev	Prop.Dev	Pers.Agg	
Kendall's tau_b	Fav.CoWok	Correlation Coefficient	1.000	-.485**	-.531**	-.441**	-.452**
		Sig. (2-tailed)	.	.000	.000	.000	.000
		N	225	225	225	225	225
	Pol.Dev	Correlation Coefficient	-.485**	1.000	.801**	.907**	.667**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	225	225	225	225	225
	Prod.Dev	Correlation Coefficient	-.531**	.801**	1.000	.753**	.514**
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	225	225	225	225	225
	Prop.Dev	Correlation Coefficient	-.441**	.907**	.753**	1.000	.549**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	225	225	225	225	225
	Pers.Agg	Correlation Coefficient	-.452**	.667**	.514**	.549**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	225	225	225	225	225

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

Source: SPSS Output, 2025

In Table 3, we can see the statistical depiction of the hypothesised relationships between the variables.

H05: H06: H07: H08: There is no significant relationship between favorable relationship with co-workers and workplace deviant behaviours (political deviance, production deviance, property deviance and personal aggression) in government-owned establishments in Rivers State.

Table 3 shows that there is link between favourable relationship with co-workers and workplace deviant behaviours (political deviance (-0.485), production deviance (-0.531), property deviance (-0.441) and personal aggressiveness (-0.452)) in government-owned companies in River State. The negative correlation implies inverse relationship between the variables whereas 0.485, 0.531, 0.441 and 0.452 indicate moderate relationship between favourable relationship with co-workers and workplace deviant behaviours violations in government-owned firms in Rivers State, including those involving aggression, politics, production, and property. With a value of 0.000, this probability value is lower than 0.05. Therefore, we are able to conclude that "there is no significant relationship favourable relationship with co-workers and workplace deviant behaviours (political deviance, production deviance, property deviance and personal aggression) in government-owned establishments in Rivers State" is false. The alternative variant can be accepted in the case that the null hypothesis is rejected because it is a two-tailed test. "There is a significant relationship between favourable relationship with co-workers and workplace deviant behaviours (political deviance, production deviance, property deviance and personal aggression) in government owned establishments in Rivers State," the alternative hypothesis states. On this basis, we accept the hypothesis.

Table 4: Correlation matrix for favorable working conditions and the measures of workplace deviant behaviours

			Fav.Wok.Cod	Pol.Dev	Prod.Dev	Prop.Dev	Pers.Agg
Kendall's tau_b	Fav.Wok.Cod	Correlation Coefficient	1.000	-.499**	-.540**	-.458**	-.441**
		Sig. (2-tailed)	.	.000	.000	.000	.000
		N	225	225	225	225	225
	Pol.Dev	Correlation Coefficient	-.499**	1.000	.801**	.907**	.667**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	225	225	225	225	225
	Prod.Dev	Correlation Coefficient	-.540**	.801**	1.000	.753**	.514**
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	225	225	225	225	225
	Prop.Dev	Correlation Coefficient	-.458**	.907**	.753**	1.000	.549**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	225	225	225	225	225
	Pers.Agg	Correlation Coefficient	-.441**	.667**	.514**	.549**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.
		N	225	225	225	225	225

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

Source: SPSS Output, 2025

The statistical depiction of the hypothesised relationships between the variables is shown in Table 4.

H₀₉: H₀₁₀: H₀₁₁: H₀₁₂: There is no significant relationship between favorable working conditions and workplace deviant behaviours (political deviance, production deviance, property deviance and personal aggression) in government-owned establishments in Rivers State.

Table 4 showed that there was negative link between favourable working situation and workplace deviant behaviours (political deviance (-0.499), production deviance (-0.540), property deviance (-0.458) and personal aggressiveness (-0.441)) in government owned companies in River State. Negative correlation indicates an inverse relationship between variables while 0.499, 0.540, 0.458 and 0.441 indicates moderate correlation between favourable working conditions and workplace deviant behaviours among government-owned businesses in Rivers State, including political deviance, production deviance, property deviance, and personal violence. That "there is no significant relationship favourable working conditions and workplace deviant behaviours (political deviance, production deviance, property deviance and personal aggression) in government owned establishments in Rivers State" is rejected because the probability value was 0.000, which is less than 0.05. Rejecting the null hypothesis signifies accepting the alternative form; this test is bidirectional. According to the assumption, "there is a significant relationship between favourable working conditions and workplace deviant behaviours (political deviance, production deviance, property deviance and personal aggression) in government owned establishments in Rivers State." An alternate hypothesis is also accepted.

Table 5: Regression table for the moderating role of technology on perceived organizational support and workplace deviant behaviours

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	6.979	.332		21.032	.000
	P.Org.Sup	-.983	.231	-.901	-4.264	.000
	Interaction	.156	.037	.900	4.243	.000
	Technology	-.884	.250	-.811	-3.536	.001

a. Dependent Variable: Work.Dev.Beh.

Source: SPSS Output, 2025

Table 5 provides a statistical depiction of the hypothesised correlations between the variables.

H₀₁₃: There is no significant influence of technology on the relationship between perceived organizational support and workplace deviant behaviours in government-owned establishments in Rivers State.

Table 5 shows that the regression result for the impact of technology on the correlation between perceived organisational support and workplace deviant behaviours was the exact opposite of what was expected., which means that when there is technological support system for the workforce, deviant behaviours will be reduced. Also, the probability value was 0.000

for the interaction effect which demonstrates that technology significantly influences the association between perceived organisational support and workplace deviant behaviours in government owned enterprises in Rivers State.

The results of hypotheses 1-13 are consistent with the study findings of Nwogugu and Olamide (2021); Ojo, Adebisi, and Eze (2022); Musa and Akinleye (2022) and Olatunji and Kanu (2021). Based on the observed link, this study further holds that when businesses support their workforce, as evidenced by supervisors, co-workers and the working environment around the company, the demonstrated workplace deviance is substantially decreased and appropriately handled. Finally, technical support in a company will be effectively organised and recognised and the amount of workplace deviance will be decreased.

V. CONCLUSION AND RECOMMENDATIONS

Deviant behaviour in the workplace was examined in relation to Perceived Organisational Support (POS) in government enterprises in Rivers State., moderated by technology. The results showed that through supportive interaction with supervisors, colleagues, and work environment, POS helps reduce aggressive, politically incorrect, productionally incorrect, and property deviant behaviour in the workplace. There will be less workplace deviance from an employee who feels well supported by his business.

It was also found out that technology played a critical role in moderating the positive impacts of POS on workplace deviance, where the effective application of technology strengthened the positive impacts while absence of technology weakened POS' positive impacts, thereby contributing to deviant behavior.

Following the study's results and conclusions, the following suggestions were put forth;

- i. The government organizations should improve their organizational support systems by creating positive employee-supervisor relationship, treatment of the employees fairly, and creation of a supportive work culture.
- ii. Take measures such as implementation of social support programs at the workplace in order to promote team spirit and collaboration amongst co-workers.
- iii. The management should make sure that their employees work in favorable environments having sufficient resources, proper distribution of workload, and safety issues are considered. Employee feedback should help in achieving this objective before any negative consequence takes place.
- iv. Adoption of communication technology can help in building better relationships between management and employees.
- v. The use of monitoring technologies would facilitate keeping a check on the performance of employees and preventing any deviance related to production processes.
- vi. Conduct training sessions for the employees regarding ethical practices in order to improve positive workplace practices and control deviant acts in workplaces.
- vii. Ensure strict policies against any form of deviance in the work environment and at the same time take fair action when necessary to address deviant acts.
- viii. The supervisors need to adopt transformational styles of leadership for improving employee relations and addressing workplace deviance.

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