

Full Length Research Paper

Corporate culture and deviant behaviour of oil and gas firms in Rivers State

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The study investigated the relationship between corporate culture and deviant behaviour of oil and gas firms' workers in Port Harcourt. The study adopted survey design. The population of the study as well as the sample was 210 administrative staff of oil and gas in Rivers State, Nigeria. Pearson Product Moment Correlation and Partial Correlation were the statistical tools used in testing the five hypotheses. The findings revealed that there exist relationship between corporate culture and deviant behaviour of oil and gas firms' workers and that with efficient and effective organisational structure, corporate culture will positively aid the deviant behaviour of oil and gas firms' workers in Port Harcourt. It was, therefore, recommended that management should help put in place efficient and effective organisational structure so as to improve performance of oil and gas firms' workers.

Key words: Deviant behavior, Corporate Culture, Organizational Structure, Interpersonal deviance, organizational deviance.

INTRODUCTION

Corporate culture can be seen from both positive and negative attitudes, norms, shared values, standard and beliefs among the members in an organisation. It must be noted that corporate culture must have a link towards the organisation's goals, strategies, structure, and relationship to their workforce, investors, external environment and customers. Most times, corporate culture is the distinguishing factor among competitors in the same industry. Again, corporate culture affects every aspect of the organisation, from how the external people perceive the brand to the workforce level of satisfaction. Robbins (1997:595) submitted that "there are seven primary characteristics that, in aggregate, capture the essence of an organisation's culture". They are innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability.

Culture as earlier said can be seen in the attitude of the members of the organisation which may be positive or

negative. Assuming, some of the attitudes as a result of culture is negative, if it is left unattended to, it might metamorphose into what is today described by experts as destructive deviance. These are attitude from a particular individual that are not acceptable by most people in such community or group and can be injurious either physically or otherwise. It must be noted that not all deviance attitude or behaviour are destructive, some are constructive and are needed in every society. For instance, constructive deviance can give the organisation innovativeness and creativity. Chirasha and Mahapa (2012) said that "there are two types of deviance which are constructive behaviours that can provide the organisation with the necessary creativity and destructive deviance where the employee intentionally wants to cause harm to the organisation". Essentially, this study will be looking at the destructive deviance.

Oil and gas firms in the good old days used to be the dream of most young people then to work mainly because of the working environment, working condition and job security. But recently, with economic downturn and security threat around and basically on the employees of oil and gas firms, the industry is now a

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shadow of itself as such they can be compared with most other private establishment in Nigeria in terms of working environment, job security and working condition. This is because an employee that close work today and go home is not sure he will still be an employee of that same firm tomorrow.

Job security is almost nil in oil and gas firms and not guaranteed as before. This is due to the fact that employees are usually placed on leave without pay, retrenched or lay off finally without any appropriate compensation. The most annoying thing about this is that their union that are supposed to be their mouthpiece has been turned to a toothless bulldog because it is either the management had dealt with most of the union executives or had be 'settled'. Perhaps, the employees still in that sector felt betrayed by both the union and the entire system had adopted destructive deviant behaviour toward the organisation using corporate culture as a stepping stone to achieve their secret mission in the organisation. Secret mission because no single person want to be seen with anything destructive not to even your employer.

Aim and Objectives of Study

The study aim was to know the interrelationship of the corporate culture and deviant behaviour in oil and gas firms within Rivers State. But, the study specific objectives are to:

1. Determine the relationship of people orientation to interpersonal deviance behaviour of oil and gas firms' staff in Rivers State.
2. Evaluate the relationship between people orientation and organisational deviance of oil and gas firms' staff in Rivers State.
3. Find out the relationship between control orientation and interpersonal deviance of oil and gas firms' staff in Rivers State.
4. Ascertain the relationship between control orientation and organisational deviance of oil and gas firms' staff in Rivers State.
5. Ascertain the moderating impact of organisational structure on corporate culture and deviant behaviour of oil and gas firms' staff in Rivers State.

Research Hypotheses

The hypotheses used to draw inference and conclusions on this study are as follows:

- H_{o1}**: There is no relationship between people orientation and interpersonal deviance of oil and gas firms' staff in Rivers State.
- H_{o2}**: There is no relationship between people orientation and organisational deviance of oil and gas firms' staff in Rivers State.

H_{o3}: There is no relationship between control orientation and interpersonal deviance of oil and gas firms' staff in Rivers State.

H_{o4}: There is no relationship between control orientation and organisational deviance of oil and gas firms' staff in Rivers State.

H_{o5}: There is no moderating impact of organisational structure on the relationship between corporate culture and deviant behaviour of oil and gas firms' staff in Rivers State.

LITERATURE REVIEW

Operational Framework

People Orientation and Interpersonal Deviance

Employee deviance is defined as "voluntary behavior that violates significant organization norms and in so doing threatens the well-beings of an organization, its members, or both" (Robinson and Bennett 1995:556). Bennett and Robinson (1995) identified two forms of workplace deviance: Interpersonal and organizational. Interpersonal deviance refers to behaviours that are directed toward members of the organization (e.g., verbally lashing out at co-workers), whereas organizational deviance describes non-interpersonal behavior that is directed toward the organization (e.g., stealing office equipment). Roux, Roberge, Brunet, Salloie and Courcy (2005) found that over a six-month period, 90% of employees had engaged in at least one type of interpersonal or organizational deviance. Because of the severe consequences of these deviant acts, it is important to examine the antecedents of workplace deviance.

With the present study we examined the psychological process which leads employees to engage in interpersonal deviance. Applying the conservation of resources theory (Hobfoll, 1989) and job-demands resources model (Bakker, Demerouti, De Boer, and Schaufeli, 2003; Demerouti, Bakker, Wachieiver, and Schaufeli, 2000 and 2001).

People Orientation and Organisational Deviance

Employee deviance costs organization billions of dollars annually (Bennett and Robinson, 2000) and may account for up to 20% of failed business (Coffin, 2003). Because of the negative impact of this "dark side of employee behavior, it is of great interest to researchers and practitioners alike. Theoretically, in addition to task performance and citizenship performance, workplace deviance has been recognized as one of the three components of overall job performance (Rotundo and Sockett, 2002). Practically, workplace deviance is not only expensive for the organization (Coffin, 2003) it is

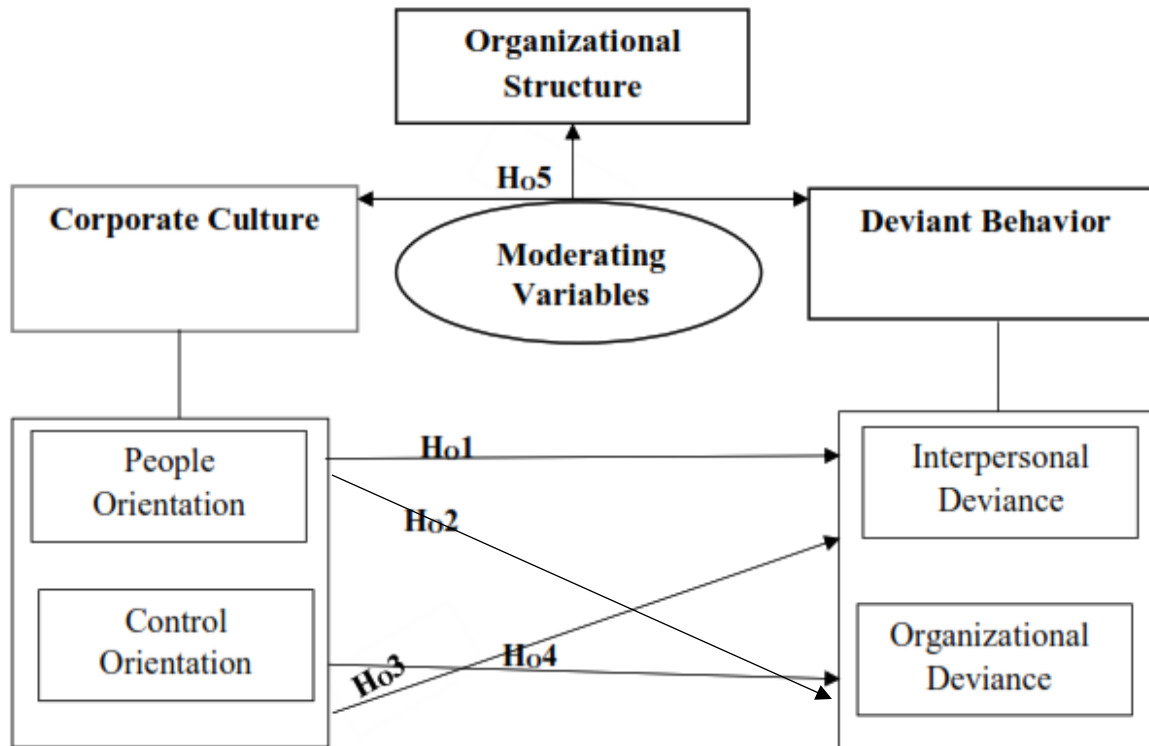


Figure. 1: Operational Framework Showing the Relationship between Corporate Culture and Deviant Behaviors.

Source: Measures: McCardle (2007). Dimensions: O'Reilly, Chatman & Caldwell (1991); Jiang (2011).

also costly to employees' well-being (e.g., somatic health complaints; Duffy, Ganoter, and Pagon, 2002).

Control Orientation and Interpersonal Deviance

The need for belonging is among the most powerful sources of human motivation Baumeister and Leary (1995; Maslow (1943) and the desire for its fulfillment is perhaps why many employees often prefer to work in groups rather than alone (Alderfer, 1972). Why they operate with others (Kramer, 1993), and why they refrain from engaging in actions that harm their coworkers (Hollinger and Clark, 1982). The importance of belonging in peoples' line is also evidenced by the fact that when this need is thwarted (that is, the need for control) it can lead to depression, sadness and lowered self-esteem (Baumeister, Twenge and Ciarocco, 2002).

Control Orientation and Organisational Deviance

According to Cooper et al (2007), behaviour denotes the action of a person. It varies with circumstance and could be individual or group based. Thus, behaviour could be observed, repeated and measured. The actions of persons at workplace, good or bad, then constitute work behaviour in the workplace, employee engage either in

organizational or interpersonal deviance (Poasakoff, Ahearne, and Mackenzie, 1997).

Relationship between Corporate Culture, Deviant Behaviour and Organisational Structure

"Organizational culture serves as a control mechanism for employee behaviors. If the culture of the organization is characterized by competition (mercenary culture), then individuals may tend to behave in ways that are self-serving rather than in the best interest of the system. On the other hand, if the culture is characterized by collaboration (communal culture), then individuals will tend to behave in ways that serves the group as a whole. However, sometimes, there is a clash of cultures, especially when an individual or a group of individuals has a different set of values than the ones prevailing in the organization" (Nwugwo, 2001). In this kind of situation it is only simple organisational structure that can solve the problem as narrated by the author in the article.

The escalating rate of detrimental and harmful organizational behaviours during recent years has absorbed numerals researchers and theoreticians. Researchers' serious note of deviance as well as the considerable expenses that are consequently imposed on the organizations. The spectrum of the negative and

Table 1 Relationship between People Orientation and Interpersonal Deviance

		People Orientation	Interpersonal Deviance
People Orientation	Pearson Correlation (r)	1	.668**
	Sig. (2-tailed)		.000
	N	210	210
Interpersonal Deviance	Pearson Correlation(r)	.668**	1
	Sig. (2-tailed)	.000	
	N	219	210

** Correlation is significant at the 0.05 level (2-tailed)
Coefficient of Correlation (r²) = 0.45 Source: SPSS Output, (2018)

Table 2 Relationship between People Orientation and Organisational Deviance

		People Orientation	Organisational Deviance
People Orientation	Pearson Correlation(r)	1	.678**
	Sig. (2-tailed)		.000
	N	210	210
Organisational Deviance	Pearson Correlation(r)	.678**	1
	Sig. (2-tailed)	.000	
	N	210	210

** Correlation is significant at the 0.05 level (2-tailed).
Coefficient of Correlation (r²) = 0.46 Source: SPSS Output, (2018)

harmful behaviours has been referred to through terms like deceit, destructive work, lying, and vilification. Those behaviours that threaten the organization through violation of the rules are referred to as deviant workplace behaviours. Deviant workplace behaviour can be simply defined as a purposeful behaviour that violates norms of an organization and threaten the health of organization and its staff. This behaviour is purposeful, because the staff do not have any motive to adapt to the norm expectations or they might be motivated to breach those expectations (Maccardli, 2007). However, it cannot be said that any behaviour that breaches a norm is deviant. Mentoring and tutoring are two interpersonal relationship that are used in staff development. Radmand and Salmani (2009) study reveals that the presence of injustice in paying back for the service in law enforcement, and cultural weakness can be identified as the effective factor in staff's inclination towards behaviour.

RESEARCH METHODOLOGY

The research design for this study was survey research design and there was no any need for sampling as the population of the study is within reasonable figure that can be easily covered. Administrative staff of eight (8) oil and gas firms in Port Harcourt, Rivers State totaling 210 administrative staff formed the population and the sample. The sources of data for this study were primary and secondary sources. The primary data was those facts obtained from the respondents with the use of

questionnaire. Pearson Product Moment Analysis and Partial Correlation were used in testing the study hypotheses.

RESULTS AND DISCUSSION

Hypotheses Testing

Hypothesis One (H₀₁) Testing

H₀₁: There is no relationship between people orientation and interpersonal deviance in oil and gas firms workers Rivers State.

Table 1 – People Orientation and Interpersonal Deviance: The result of the data analysis shows low relationship. The r = 0.668, showing positive low correlation between the variables. The findings reveal medium relationship between the variables. Hence, the null hypothesis is hereby rejected and the alternate hypothesis accepted.

Hypothesis Two (H₀₂) Testing

H₀₂: There is no relationship between people orientation and organisational deviance in oil and gas firms workers in Rivers State.

Table 2 – People Orientation and Organisational Deviance: The result of the data analysis shows a high relationship level. The r = 0.678, showing positive medium correlation between the variables. The findings

Table 3 Relationship between Control Orientation and Interpersonal Deviance

		Control Orientation	Interpersonal Deviance
Control Orientation	Pearson Correlation(r)	1	.505**
	Sig. (2-tailed)		.000
	N	210	210
Interpersonal Deviance	Pearson Correlation(r)	.505**	1
	Sig. (2-tailed)	.000	
	N	210	210

** . Correlation is significant at the 0.05 level (2-tailed).
Coefficient of Correlation (r^2) = 0.26 Source: SPSS Output, (2018)

Table 4. Relationship between Control Orientation and Organisational Deviance

		Control Orientation	Organisational Deviance
Control Orientation	Pearson Correlation(r)	1	.185
	Sig. (2-tailed)		.006
	N	210	210
Organisational Deviance	Pearson Correlation(r)	.185	1
	Sig. (2-tailed)	.006	
	N	210	210

** . Correlation is significant at the 0.05 level (2-tailed)
Coefficient of Correlation (r^2) = 0.03 Source: SPSS Output, (2018)

Table 5: Moderating Effect of organisational structure on the Relationship between Corporate Culture and Deviant Behaviour of Oil and Gas Firms Workers.

Control Variables		Corporate Culture	Deviant Behaviour	Organisational Structure
Corporate Culture	Correlation	1.000	.736	.739
	Significance (2-tailed)	.	.000	.000
	Df	0	210	210
Deviant Behaviour	Correlation	.736	1.000	.889
	Significance (2-tailed)	.000	.	.000
	Df	210	0	210
Organisational Structure	Correlation	.790	.889	1.000
	Significance (2-tailed)	.000	.000	.
	Df	210	210	0
Corporate Culture	Correlation	1.000	.876	
	Significance (2-tailed)	.	.000	
	Df	0	210	
Deviant Behaviour	Correlation	.876	1.000	
	Significance (2-tailed)	.000	.	
	Df	210	0	

a. Cells contain zero-order (Partial correlations); coefficient of correlation $r^2 = 0.54$ and 0.77

SPSS output, Version 20 – Survey Data, 2018

reveal a medium relationship between the variables. Hence, the null hypothesis is hereby rejected and the alternate hypothesis accepted.

Hypothesis Three (H₀₃) Testing

H₀₃: There is no relationship between control orientation and interpersonal deviance in oil and gas firms workers in Rivers State. Table 3 – Control Orientation and Interpersonal Deviance: The result of the data analysis

shows low relationship. The $r = 0.505$, showing a positive low correlation between the variables. The finding reveals low relationship between the variables. Hence, the null hypothesis is hereby rejected and the alternate hypothesis accepted.

Hypothesis Four (H₀₄) Testing

H₀₄: There is no relationship between control orientation and organisational deviance in oil and gas firms workers

in Rivers State.

Table 4 – Control Orientation and Organisational Deviance: The result of the data analysis shows no correlation. The $r = 0.03$, showing no correlation between the variables. The finding shows no relationship between the variables. Hence, the alternative hypothesis is hereby rejected and null hypothesis accepted.

Hypothesis Five (H₀₅) Testing

H₀₅: There is no moderating effect of organisational structure on corporate culture and deviant behaviour of oil and firms workers in Rivers State.

Partial correlation output in Table 5 indicates that there is a high positive partial correlation between corporate culture and deviant behaviour while controlling for organisational structure which is statistically significant ($r(210) = 0.876$, $n = 210$, $p = 0.000$) $r^2 = 0.77$; the zero-order correlation examined the effect of organisational structure on the relationship between corporate culture and deviant behaviour, on the other hand, when organisational structure was not controlled, the result reported statistically medium positive correlation between the variables ($r(210) = 0.736$, $n = 210$, $p = 0.000$) $r^2 = 0.54$ implying that organisational structure moderates the relationship between the variables; thus we reject the null hypothesis (H₀₅) to state that organisational structure moderates the relationship between corporate culture and deviant behaviour within oil and gas firms workers in Rivers State (H₁₅).

DISCUSSION OF FINDING

People Orientation and Interpersonal Deviance

The analysis of people orientation and interpersonal deviance (Hypothesis One) shows low relationship with $r^2 = (45\%)$, which indicates that for an element of people orientation, there is 45 percent increase in the level of interpersonal deviance of oil and gas firms workers. This implies a moderate medium relationship between people orientation and interpersonal. This means that people orientation accounted for 45 percent of oil and gas firm workers interpersonal deviance. This finding is in agreement with that of Roux, Roberge, Brunet, Salloie and Courcy (2005) that found that over a six-month period, 90% of employees had engaged in at least one type of interpersonal or organizational deviance.

People Orientation and Organisational Deviance

The result of people orientation and organisational deviance (Hypothesis Two) analysis shows that there exist a noteworthy (medium) relationship between people

orientation and organisational deviance. This is evidence, given that $r^2 = 46\%$. The analysis revealed that 46% total variation in people orientation accounted for organisational deviance of oil and firms workers. These signify that for every increase in the level of people orientation, there is a corresponding 46% increase in the level of organisational deviance of oil and gas firm's workers in Rivers State. This means that there is medium relationship between people orientation and organisational deviance of oil and gas firms workers. This finding concur with that of Bennett and Robinson (2000) that employee deviance costs organisation billions of dollars annually.

Control Orientation and Interpersonal Deviance

Based on the result of the analysis of control orientation and interpersonal deviance (Hypothesis Three), there is an evidence of a low relationship between control orientation and interpersonal deviance. The coefficient of determination ($r^2 = 26\%$) reveals that control orientation can contribute up to 26% to the interpersonal deviance in the workplace. This findings is in agreement with that of Baumeister, Twenge and Ciarocco (2002) that the importance of belonging in peoples' line is also evidenced by the fact that when this need is thwarted (that is, the need for control) it can lead to depression, sadness and lowered self-esteem.

Control Orientation and Organizational Deviance

The result of control orientation and organisational deviance (Hypothesis Four) analysis shows that there is a positive relationship between control orientation and organizational deviance. The coefficient of determination will be 3% which implies that almost a nil relationship exist between the variables, that is, there exist positive low relationship because the influence of control orientation can account for 3% organisational deviance of oil and gas firms' workers. This finding is in support of Poasakoff, Ahearne, and Mackenzie (1997) that the actions of persons at workplace, good or bad, then constitute work behaviour in the workplace, employee engage either in organizational or interpersonal deviance.

Moderating Influence of Organisational Structure on the Relationship between Corporate Culture and Deviant Behaviour

Based on the multivariate analysis of Hypothesis Five, the result reveals that organisational structure influence the relationship between corporate culture and deviant behaviour by 77% correlation of coefficient. This further implies that an efficient and effective organisational structure will help improve and accounted for a reduction by 77% of deviant behaviour in the organisation. This study align with the assertion of Radmand and Salmani

(2009) study that reveals that the presence of injustice in paying back for the service in law enforcement, and cultural weakness can be identified as the effective factor in staff's inclination towards behaviour.

CONCLUSION

With almost all the null hypotheses rejected, it can be concluded that there exist relationship between corporate culture and deviant behaviour in Port Harcourt, Rivers State. Furthermore, the moderating impact of organisational structure on corporate culture and deviant behaviour suggested that the oil and gas firms' workplace is an impetus to and accounted for tremendous positive deviant behaviour.

RECOMMENDATIONS

Recommendations based on the study findings:

1. The people orientation pursued by the organisation must be dynamic, relevant and in tune with the aspirations of the oil and gas firms' workers for the purpose of decreasing the level of interpersonal and organisational deviance.
2. The management of oil and gas firms should stop seeing their workers with deviating behaviour as antagonist and/or indolent but help promote effective and efficient organisational structure that can promote positive defiant behaviours from them.

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