

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Workplace Ostracism and Performance of Logistics Companies in South West Nigeria

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Abstract:

The broad objective is to ascertain the extent of relationship between Workplace Ostracism and Employee Performance of Logistics Companies in South West, Nigeria. The specific objective is to ascertain the extent of relationship between Workplace Deviant Behavior and Employee Engagement. The study was anchored Perceived Organizational Support Theory by Eisenberger, Huntington, Hutchins and Sowa (1986). Sixty Haulage Logistics companies was selected from Lagos, Oyo and Ogun, the Population of the Study is 4,560, sample size of 380 and Pearson Moment Correlations Co-efficient was used to analyze the data. It was revealed through the findings that there is a significant positive relationship between Workplace Deviant Behavior and Employee Engagement since $Cal.r.087 > Crit.r.691$). The study concludes that Workplace Ostracism has a significant positive relationship with Employee Performance and the study recommends that Policies/ procedure should be provided to curb unprofessional behavior, thus increase employee performance.

Keywords: Workplace Ostracism, Performance and workplace Deviant Behavior

1. Introduction

No man is an island, human beings are social animals by nature which must interact and co-exist with each other. The social relationship among employees of an organization is substantial as they spend maximum productive time in the office. Healthy relationships among staff member would boost energy and efficiency, while a toxic relationship could breed inefficiency and ineffectiveness on the job, thereby reducing employee performance. This unhealthy relationship could lead to the exclusion of certain individuals from the organizational process. This exclusion is referred to as ostracism in the workplace (Asif, Shakir, Nouma & Sarfaraz, 2019). Williams (2007), defined ostracism as being ignored or excluded by individuals or groups, being treated as invisible or denying one's existence, rejection and exclusion which are interrelated. Workplace ostracism is a type of interpersonal maltreatment that has been found to bring negative consequences on employees' attitudes toward work, such as lower job satisfaction, higher turnover intention, and reduced personal well-being, emotional exhaustion and psychological distress (Wu, Yim, Kwan, and Zhang, 2012). Yang (2012) opined that ostracism has a detrimental effect on social and mental function of the individual and threatens the sense of belonging that is a fundamental need. It is largely acknowledged that ostracism can harm physical and mental wellbeing, damage employees' job satisfaction and commitment to work, hinder organizational well-being, and diminish performance (Cigdem, Goksel, & Birsan, 2017).

According to Afsheen (2015) ostracism is a menacing source of bringing discomfort and dissatisfaction in an individual's life. Ostracism with its painful experience affects employee's self-esteem and belongingness in his working environment and social setup. Workplace ostracism also implies that employees cannot turn to other members to gather relevant knowledge during the execution of their job tasks, so their ability to meet pre-set performance standards is thwarted even further (Seibert, Kraimer, & Liden, 2001). Ostracism gives a sense of social rejection and exclusion to employees that can possibly hinder their capability to boost organizational advantages (Jahanzeb & Fatima, 2017). Workplace ostracism entails avoiding eye contact, intended isolation, neglect, or ignoring the ostracized person (Wu, 2010). Highly performed employees are more creative and they show more commitment in achieving the goals of organization (Keijzers, 2010).

Ostracism in the workplace has been observed to have an undesirable effect on employees in particular and organization in general. That is, the act of ostracism such as job burnout, workplace deviant behavior, job stress and workplace bullying may affect employee performance and could make them withdraw from doing their jobs. The workplace deviant behaviour dimension of ostracism is the focal point of this study. Workplace deviant behavior is a

deliberate behavior by employee which impends the well-being of an organization. Sudha and Sowdamini (2020) explicates that theft, sabotage, spreading rumors, abusive supervision, favoritism, endangering the employee's life, vandalism, sexual harassment, gossiping, such behaviors lead to productivity toll to the organization and emotional toll to their employees in order not to perform efficiently. Maltreatment of employees in an organization could have detrimental effect on employee turnover, leading to workplace theft, absenteeism, property destructions, waste of time and resources, employee tends to react when they are not treated rightly, which affects performance. The effect of ostracism on employee performance gives credence to a study of Logistics Company in Nigeria as observations by the researchers reveal that employees of logistic firms change jobs from time to time. Unprofessional behaviors such as gossiping, ostracizing, ignoring or eliminating an employee and mistreatment has always taken place in different organization which has hampers a lot of resources owned by the organization such as employee turnover, cost of training and cost of materials. Logistic companies in South-West, Nigeria are not left out with such practices in their organization, some employees of these logistic companies engage in workplace ostracism behavior knowingly or unknowingly, particularly when the companies have diverse people, different languages and different believes. Workplace deviant behavior is a deliberate behavior by employee which impends the well-being of an organization. Sudha and Sowdamini (2020) explicates that theft, sabotage, spreading rumors, abusive supervision, favoritism, endangering the employee's life, vandalism, sexual harassment, gossiping, such behaviors lead to productivity toll to the organization and emotional toll to their employees in order not to perform efficiently. Maltreatment of employees in an organization could have detrimental effect on employee turnover, leading to workplace theft, absenteeism, property destructions, waste of time and resources, employee tends to react when they are not treated rightly, which affects performance

Ostracism is virtually practiced in every organization/business such as university institutions financial institution, small scale businesses and the society at large since is a social phenomenon. Logistic companies in Nigeria are not cut out from these behavioral attitudes in the organization. Ostracism practice such as intimidation, being ignored, marginalization, deprive of social support, workload, lack of recognition, employee sabotaging another and mistreatment of co-worker are the elements of ostracism practiced in the workplace (Williams, 2001). It was observed in the logistic companies that ostracism behavior is practiced among employees, such as mistreatment of co-worker, ignoring fellow employee, gossiping, lack of social support for some employee due to grape vain or jealousy, not being invited for meetings by so doing isolating an employee, act of favoring an employee against another may be granting permission or excuses. All these ostracism behaviors could lead to the display of workplace deviant behaviour by employees which could by extension impact employee engagement and the overall performance level of the organization.

The broad objective of the study is to determine the relationship that exists between Workplace Ostracism and Employee Performance of Logistic Companies in South West, Nigeria. Specifically, this study seeks to identify the extent of relationship between Workplace Deviant Behavior and Employee Engagement of Logistics Companies in South West, Nigeria.

1.1. Research Question

What is the relationship between workplace deviant behaviour and employee engagement?

1.2. Research Hypothesis

In order to solve the problem and achieve the objective of this study, the following hypothesis was formulated by the researcher

- Ho: Workplace Deviant Behavior has no significant relationship with Employee Engagement of Logistics Company in South West, Nigeria

2. Review of Related Literature

2.1. Workplace Ostracism

Chronically excluded or rejected individuals suffer from learned helplessness, isolation and depression and may retreat from opportunities for reclusion. They may experience failure in any attempt to fulfil their inclusionary needs (Ren, Hales, & Williams, 2017). Wessel Mann and Williams (2013) pointed that chronically ostracized individuals' resort to behaviours focused on fulfilling power and provocation needs and therefore develop hostile cognitions, which can lead to aggressive behavior. Workplace ostracism occurs when an individual or group ignores actions that involve other organizational members when this would otherwise have been socially appropriate (Lane, 2017).

Gkorezis and Bellou, (2016), asserts that workplace ostracism can lead to self-fulfilling prophecies in peer interactions, when employees believe their colleagues do not take them seriously and exclude them from important conversations, they might retaliate by not freely sharing their own knowledge bases. Workplace ostracism may also undermine employees' motivation to meet job requirements. Workplace ostracism reduces the social interaction between colleagues, which affects employees' psychological and mental health, because when employees share their feelings and emotions, they feel mentally and psychologically relaxed (Heaphy, & Dutton, 2008)

Yang and Treadway (2016), states that employee who are ostracized have more chances to incline towards counterproductive behaviors. If they feel excluded from important organizational knowledge, employees would likely feel frustration or even anger (Leary, Twenge, & Quinlivan, 2006), which threatens their happiness with their job and career situation in general (Ferris, Brown, Berry, & Lian, 2008). Workplace ostracism is a kind of behavior that can have a detrimental effect on organizations and their members which has to be curbed in every organization so as to achieve the set goals and objective of the organization.

2.2. Workplace Deviant Behavior

In the workplace many people come together and express different behaviors, these behaviors have different consequences to the individuals working in the organization and to the whole organization. Workplace deviant behaviors are voluntary behaviors that violate significant organizational norms and in so doing threatens the wellbeing of an organization, such as intimidation, sexual harassment, open hostility among others, unproductive behaviors like time wastage, late coming, sneaking out early and so forth, abuse of office property and company politics like gossiping about a co-worker among others (Bennett and Robinson, 2000 cited in Arwot, 2019). Zehra and Afifa (2020) asserts that social interactions at workplace provide the employees with a sense of belongingness and association that is essential for workplace. When an employee is denied such social interactions, he/she can turn to possible negative reactions.

Dalal (2005), opined that employee who perform deviant behaviors are retaliating against dissatisfying conditions and unjust workplaces by engaging in behavior that harms the organization and other employees. Deviant workplace behaviors are voluntary behaviors that violate significant organizational norms and in so doing threatens the wellbeing of an organization, its members or both.

Robinson and Bennett 1995 cited in Noermijati, Ema and Ridolof (2020) classified two types of deviant behavior. First, organizational deviance, which leads to deviations from the target organization such as theft, sabotage, being late at work, leaving early, or trying to resign from work. Second, interpersonal deviance leads to deviant actions affecting colleagues, supervisors, or subordinates, such as slacking off, malignancy, and physical aggression. Both of these deviant behaviors are destructive with unpleasant repercussions.

2.3. Performance

Mirela-Oana and Monica-Violeta (2007), described performance as an achievement of organizational objectives regardless of the nature and variety. Performance shows the capacity of individual to make progress, performance doesn't exist for itself. The content of the performance is dependent on strategic objectives, performance is not absolutely independent of its objectives, and performance evaluation is dependent on setting goals, what is performing in a given situation, characterized by certain objectives, maybe in another situation characterized by other objectives. Performance of an organization is reliant upon the performance of employees and environment of the association. Highly performed employees are more creative and they show more commitment in achieving the goals of the organization (Keijzers, 2010). Bashaer, Sanjay and Sherine (2016), opined that the performance of any organization depends in large part on the level of skill its leaders possess when it comes to implementing strategies, employees, who are the key part of the organization and form the team that works toward achieving the organization's goals.

Every organization wishes to develop continuously, and it is important to note that organizational performance is correlated with the individual performance of the members of the team working at the organization level (Eleonora, 2020). With increase in competition, organizations have recognized the vital role of employees' job performance because as the performance of the employee increase, it will affect organizations performance. (Gaafar&Tagreed, 2016).

2.4. Employee Engagement

Employee engagement is a relationship between employee and organization, the strength of the relationship determines the success of the organization, because engaged employees have a strong emotional feeling about their organization, they contribute high-performance work, time, and efforts for organization success (Quirke, 2008) Employee engagement is the rational, emotional, and motivational state that leads employees to higher levels of performance. Employee engagement is 'an individual employee's cognitive, emotional, and behavioral state directed toward desired organizational outcomes' (Shuck &Wollard, 2010)

Shalini (2016) opined that employee engagement is also a reason for good health and satisfaction for employee because an organization consider the employment decisions and also share the organization major problems and success with employees then employee feel that they are valued by organization, it results in positive feelings to employee as well as it is beneficial for organization because happy and healthy employees are more productive as compared unhappy and unhealthy employees (Mauno, Kinnunen, &Ruokolainen, 2007) The feeling aspect leads employees to feel that themselves and their work are part of the organization, and it involves emotional attachment. The doing aspect means that employees will make efforts for the success of organizational goals, including how to maintain internal relationships with colleagues and externally with customers (Cook, 2008).

2.5. Theoretical Framework

This study is anchored on Perceived Organizational Support theory (POS) theory. Perceived Organizational Support Theory was propounded by Eisenberger, Huntington, Hutchinson, & Sowa, (1986) defined Perceived organizational support (POS) as an employee's perception that the organization values his or her contribution and cares about the employee's well-being.

Erdogan and Enders (2007) opined that perceived organizational support refers to the degree to which an individual believes that the organization cares about him/her, values his/her input and provides him/her with help and support'. Perceived organizational support theory is directly linked with three categories of favorable treatment received by employees, such as, organizational rewards and favorable job conditions, positive job settings, fairness and supervisor support, in return favorable outcomes are achieved such as job satisfaction and organizational commitment. All these relations support organizational support theory (Rhoades and Eisenberger, 2002).

Perceived organizational support theory focuses on the care, support incentives, working conditions that an employee tends to get for working in that organization, so employees try to know what they tend to benefit from working

in that organization. Employees who perceive the organization as caring for their well-being, assumed to be more likely to reciprocate not only in engaging in various forms of pro-social behavior directed toward the organization, but also by developing a stronger sense of organizational commitment as to increase performance (Beheshtifar and Herat, 2013). The theory is relevant because POS represents support from the organization in the form of organizational justice, equitable rewards, positive work settings, and managerial relations. All these resources are favorable for the employees. That signal to employees that they are valued and respected members of the organization. When employees perceive this support, they are expected to attest access to essential job resources also it tends to reduce workplace ostracism behavior which will lead to job stress and hamper performance.

2.6. Empirical Review

Shalini (2016), conducted a study on work deviant behavior-employee engagement: an empirical investigation of the role of ethical leadership of Indian middle level managers. The paper studied the relationship between work deviant behavior and employee engagement as well as the moderating role of Ethical leadership on the relationship in non-western world. 200 middle level managers were surveyed to study work deviant-employee engagement relationship and the moderating role of ethical leadership on the stated relationship in private sector organizations of Delhi-NCR region Means, Standard Deviation and correlations analysis was used. Findings shows that work deviant behavior and ethical leadership was significantly related to employee engagement and ethical leadership moderated positively and significantly work deviant-employee engagement relationship.

Asif, Shakir, Nouma and Sarfaraz (2019), conducted a study on impact of workplace ostracism on stress and employee engagement, objective of the study is the impact of workplace ostracism on stress and employee engagement, quantitative research method was used in this research followed by non-probability convenient sampling with the sample size of 330 of employees working in the banking sectors located in Karachi Iran, the instruments for measuring continuous variable was regression, findings shows that there is a significant positive impact of ostracism on stress, on the other hand, it has been found that there is a negative impact of ostracism on employee engagement.

Daiheng and Mingyu (2019), carried out a study on are they isolating me? The influence of workplace ostracism on employees' turnover tendency. Objective of the study is organizational self-esteem has a mediating role in workplace ostracism and turnover tendency equipment manufacturing enterprise in China. Survey research method was used, 360 electronic questionnaires were distributed, person correlation coefficient was used to judge, the correlation between workplace ostracism and turnover tendency. Social identity theory was adopted. The empirical analysis shows that there is a positive correlation between workplace ostracism and turnover tendency; the negative correlation between workplace ostracism and organizational self-esteem; organizational self-esteem was negatively correlated with turnover tendency; organizational self-esteem fully mediated the relationship between workplace ostracism and turnover tendency; mental toughness plays a negative moderating role in workplace ostracism and organizational self-esteem. Implications of these findings are discussed.

Youngkeun (2020), conducted a study on the influence of workplace ostracism on employees' performance: moderating effect of perceived organizational support. Objective of the study the study developed and tested the relationship between workplace ostracism and job performance. It assumes that the direct link between workplace ostracism and supervisor-rated in-role performance/organizational citizenship behavior is moderated by perceived organizational support South Korean businesses. Survey method was utilized and multiple regression analyses with multisource data from 256 Korean employees and their supervisors. Findings there was a stronger negative relationship between workplace ostracism and supervisor-rated in-role performance/organizational citizenship behaviors for employees with low as opposed to those with high levels of perceived organizational support.

Zehra and Afifa (2020), examine ostracism, personality and workplace deviant behaviors in employees of private organization. The aim of the study was to find if ostracism predicts two dimensions of workplace deviance, namely organizational deviance and interpersonal deviance; and to check the moderating role of personality. A correlational research design was used to conduct the study. Sample consisted of 120 employees of private organization of Lahore selected through purposive sampling. Ten item personality inventory, interpersonal and organizational deviance scale were used to measure the study variables preliminary analysis showed that the current job position was negatively related to ostracism. Ostracism was significantly linked to workplace deviant behaviors. Agreeableness showed negative relation to ostracism. Emotional stability had significant negative relation with both ostracism and interpersonal deviance. Using interpersonal and organizational deviance as dependent variables, moderation through hierarchical regression was carried out. Agreeableness, emotional stability and openness to experience moderated the relationship of ostracism and interpersonal deviance. Emotional stability moderated the relationship of ostracism and organizational deviance.

Talha and Khan (2020) explore what leads to ostracism and its consequences evidence from the departmental stores of Sweden and Pakistan. The study examines the factors that cause ostracism and explores the contextual environmental factors that influence or stop the effects of ostracism in the working environment. Moreover, the study argues on the personal outcomes factors which can be the result of stressful working culture and additional workload. The study also explores how different working environment, such as employment opportunity and power distance have a role to play in this scenario. Person Correlation was used, Pilot Study and Reliability Cronbach Alpha were carried out. To test the study, the data was collected from the employees and supervisors of the departmental stores in Pakistan and Sweden. The number of respondents for the data was 480 (in total after data screening). As the study had multi structural model, therefore the data was testes with Confirmatory factor analysis and Structural Equation Modelling to measure the effect of different variables on the respondents. The study reveals that the factors reveal the significant effect on the employees of service industries and it results in having negative effects on psychological and health factors of an employee. It also

reveals that when these issues are not resolved, employees often intend to leave the organization voluntarily not to be ostracized. Furthermore, the study also discovered insignificant results within the context of employment opportunity due to the spread of the Corona Virus Pandemic (COVID-19). The employees could not be certain about the employment opportunity in the service industry.

None of the empirically reviewed examined workplace ostracism as it relates to employee performance of logistic companies in South-West, Nigeria. This is the gap in knowledge that this study seeks to fill.

3. Methodology

3.1. Research Design

The study adopted survey research design method. Survey research design is used to quantitatively describe specific aspects of a given population. It was used because it aids the collection of data from the sampled respondents without influencing the results.

3.2. Population of the Study

Base on the area of study the logistic companies can be found in South West Nigeria, which are predominantly located at Lagos State, Oyo State and Ogun State. Having been represented of Haulage Logistic Companies in South West Nigeria. The below are the total population of the selected logistic companies in afore mention state (Lagos, Oyo and Ogun) was 4,560, which the sample size will be drawn using Krejcie and Morgan (1970) Formula.

3.3. Sample Size and Sampling Technique

Simple random sampling technique was adopted together in the selection process. To ensure adequate coverage, Stratified Sampling Technique was utilized, the states in the south west that was used are (Lagos, Oyo and Ogun) will be considered. The sample size of study 380 was determined using Krejcie and Morgan (1970) Formula. Primary sources of data were adopted and questionnaires were structured.

3.4. Description of Data Collection Instrument

Questionnaire was designed on a 5-point Likert scale, Strongly Agree (5), Agree (4), Disagree (3) and Strongly Disagree (2) Undecided (1), so as to elicit relevant information from the respondents, consisting of independent and dependent variables capturing 40 questions, for each variable was measured with (5) items each and Eight specific variables to be measured.

	Name of Logistics Company	Population	No Distributed	No Collected / Analyzed
1	BOWA GATES GLOBAL LIMITED	100	8	8
2	SWISSDARL FREIGHT AND LOGISTICS	80	7	6
3	AAROCO GLOBAL TRANS AND LOGISTICS SERVICES	60	5	5
4	NONNY GLOBAL	70	6	5
5	TEAM FREIGHT LIMITED	50	4	4
6	RIT JOSE FREIGHT AGENCIES NIGERIA LTD	70	6	5
7	HOME LAND CARGO SERVICES LTD	70	6	6
8	ALOV AIR SEA LIMITED	80	7	7
9	SAIMA NIGERIA	60	5	4
10	KINGS LOGISTICS	60	5	4
11	EMRY FREIGHT NIGERIA LTD	100	8	7
12	OREGUN FREIGHT HANDLING LTD	100	8	7
13	CHUKABEN AGENCIES NIGERIA LTD	80	7	5
14	DISTINCT CUSHY FREIGHT	100	8	7
15	COLLOSSIANS INTERNATIONAL	80	7	6
16	CHIBYKE GLOBAL	60	5	4
17	VALUEHANDLER INTERNATIONAL LTD	50	4	4
18	REDOX CORP SHIPPING AND LOGISTICS LTD	100	8	7
19	CONFIDENCE CARGO LT	50	4	4
20	DELAR FREIGHTS AND LOGISTICS	60	5	4
21	PROFESSIONAL SHIPPING LOGISTICS	70	6	5
22	FLO CARGO	100	8	8
23	OPTIDAR NIGERIA LTD	120	10	9
24	BRANDVIEW LIMITED	60	5	4
25	AFRILINK EXPRESS SERVICES	80	7	6
26	KNIGHTSBRIDGE LOGISTICS	90	8	7

	Name of Logistics Company	Population	No Distributed	No Collected / Analyzed
27	EMIROC CARGO LTD	100	8	7
28	EAGLE EYES SHIPPING LTD	100	8	7
29	FREIGHT LINER LOGISTICSSERVICES	50	4	4
30	OPTIDAR NIGERIA LIMITED	60	5	5
31	CARGOLAND MARITIME SERVICES	80	7	6
32	DONEM CARGO WORLD CLASS SHIPPING SERVICE	60	5	5
33	BRIGHT EMINENT INTERNATIONAL	50	4	4
34	ELVYTEX GLOBAL LINKS	50	4	4
35	HUMBLE GLOBAL LOGISTICS LTD	50	4	3
36	VALROXX LOGISTICS	40	3	3
37	MERCY EXPRESS FREIGHT LTD	80	7	6
38	KEN RELOCATION COMPANY	70	6	5
39	R2W GLOBAL SERVICES LTD	60	5	5
40	CARGO ZEAL TECHNOLOGY LTD	70	6	6
41	LECHWE MARITIME & LOGISTICS	90	8	8
42	SKB LOGISTICS NIGERIA	40	3	3
43	BATOLAB NIGERIA LIMITED	50	4	4
44	FEMINIS LOGISTICS LIMITED	60	5	4
45	DATOL EXPRESS COURIER SERVICE	40	3	3
46	GIMMS LINK GLOBAL LOGISTICS	80	7	6
47	MAIL IMPEX GLOBAL RES. NIG. LTD	50	4	4
48	JAHLIVE SADAKKA NIGERIA LTD	50	4	4
49	TRUTH KEY NIGERIA LTD	50	4	4
50	TRUCKWAYS	120	10	10
51	SAGAMU GLOBAL WINGERS LTD	100	8	7
52	BHN LOGISTICS	150	13	13
53	MUSHILAB NIGERIA LTD	80	7	6
54	TEEJAY PETROLEUM CO. LTD	70	6	5
55	DEOMAT NIGERIA LTD	150	13	13
56	EWEKORO WORKS CEMENT STAFF COOP.	250	21	21
57	SWIFT CHARIOT TANSIT SERVICES	60	5	5
58	TIDE EXPRESS LINK	50	4	4
59	K-BROWN LOGISTIC &MERCHADISE	50	4	4
60	GIRTEKA LOGISTIC	50	4	4
	Total	4,560	380	350

Table 1: Questionnaire Allocation and Retrieval Instrument

Source Field Survey, Haulage and Logistics Magazine, 2021 and Bowley's Allocation Formula Application

Table 1 shows the allocation and retrieval of instrument from the respondent using Bowley's proportional population allocation formula (1926); which was adopted to distribute numbers of instrument for each logistic company's base on the populations. 380 questionnaires were distributed to all the 60 logistics companies, 350 questionnaires were collected and analyzed for the study.

3.5. Reliability of the Instrument

Reliability measures the consistency level of the research instrument and was carried out using Test-Retest formula could be use, questionnaire representing 20% of the population were distributed, collected, coded and analyzed. The result obtained was 0.79 which is greater than the bench mark of .50. The instrument was therefore adjudged to be reliable. The result is given in the table below: Reliability of the instrument was established using test-retest reliability test.

3.6. Method of Data Analysis

Pearson's Product Moment Correlation Coefficient will be used in analyzing the data which is to explore the relationship between Workplace Ostracism and Performance of Logistics Companies in South West, Nigeria. The level of significance used will be 5% and the confidence interval 95%. The correlation coefficient will be carried out with the aid of SPSS Statistical Software Package Version 10.

4. Data Presentation and Analysis

4.1. Analysis of Items Table Questions

This section deals with presentation of data collected and analysis. Inferential Statistics, Involving Pearson Product Moment Correlation method was used in the analysis.

Workplace Deviant Behavior and Employee Engagement of Logistics Companies in South West, Nigeria

S/N	Workplace Deviant Behavior	Mean	Std. Deviation
1.	Have been falsely accused for what I know nothing off	4.4000	.80115
2.	Have been sabotage by my boss, employer and co-worker	4.1429	1.26995
3.	Have been insulted / embarrassed by my employer, boss and co-worker	4.7514	.56996
4.	I withhold information beneficial to my company, boss and co-worker due to mistreatment	3.9429	1.16153
5.	Have been disregard in favor of one's own gain	4.2857	.95969
Employee Engagement			
1.	Am mostly appreciated when I achieve a task for my company.	2.4857	.93855
2.	Toxic environment affects me.	4.8000	.40057
3.	Not being in charge has effect on me in decision making sometimes.	4.7143	.45240
4.	Not being recognized affect my level of involvement in the work environment.	4.7143	.45240
5.	Sometimes I feel reluctant in carrying out my task because of the treatment I receive.	4.3429	1.04190

Table 2: Descriptive Statistics of Question Items of Objective
Source: Field Survey (2021), Computation: SPSS Ver. 2023

4.2. Correlation Result for Objective

		Work Place Deviance Behaviour3	Employee Engagement3
Work Place Deviance Behaviour3	Pearson Correlation	1	.691**
	Sig. (2-tailed)		.000
	N	350	350
Employee Engagement3	Pearson Correlation	.691**	1
	Sig. (2-tailed)	.000	
	N	350	350

Table 3: Shows the Descriptive Statistics for Research Question
**. Correlation Is Significant at the 0.01 Level (2-Tailed)

Table 3 Shows the correlation coefficient for workplace deviant behavior and employee engagement in Logistics Company in South West, Nigeria. Result shows that there is a positive relationship between the variables with a correlation coefficient of .691.

N	cal.R	df	Level of Significance	Remark
350	.691	348	.087	Significant

Table 4: Test for Hypothesis for Workplace Deviant Behavior and Employee Engagement
Source: Field Survey (2021)

Table 4 shows the test for hypothesis two result, the critical r at .05 level of significance and at 348 degree of freedom is .087 and the calculated r is .691. The calculated r .691 is greater than the critical r .087 (Cal.r..691 > Crit.r.087). The research hypothesis is therefore acceptable, which implies that there is a significant relationship between Workplace Deviant Behavior and Employee Engagement of Logistics Companies in South West, Nigeria

4.3. Testing for Significance

The test for significance is expressed in probability level of significant at 0.05.

$$T_c = \frac{\sqrt{N-2}}{\sqrt{1-R^2}}$$

$$\frac{350-2}{1-0.691^2} = \frac{\sqrt{348}}{\sqrt{1-0.4775}} = \frac{348}{0.5225} = \sqrt{666.03} = 25.81$$

The calculated T-value was 25.81 indicates that the critical value .087 at 348 degree of freedom is less than the T-value. This proves that there is a positive significant relationship between Workplace Deviant Behavior and Employee Engagement of Logistics Companies in South West, Nigeria.

5. Discussion of Findings

The tested hypothesis shows a positive significant relationship between workplace deviant behavior and employee engagement (Cal.r.691 > Crit.r.087). The result indicates that workplace deviant behavior has a high relationship with employee engagement, hypothesis and level of significance were tested and it came out positive. These shows that when employees are treated rightly there will be no tendency of leaving the organization but they will be more engaged on the job. Therefore, these findings support the studied conducted by Shalini (2016), on work deviant behavior and employee engagement: an empirical investigation of the role of ethical leadership of Indian middle level managers. The paper studied the relationship between work deviant behavior and employee engagement as well as the moderating role of Ethical leadership on the relationship in non-western world. It shows that work deviant behavior and ethical leadership was significantly related to employee engagement and ethical leadership moderated positively and significantly work deviant-employee engagement relationship, employers should treat their employees ethically so as to increase employee engagement.

Zehra and Afifa (2020), examined ostracism, personality and workplace deviant behaviors in employees of private organization. The aim of the study was to find if ostracism predicts two dimensions of workplace deviance, namely organizational deviance and interpersonal deviance; and to check the moderating role of personality. Agreeableness, emotional stability and openness to experience moderated the relationship of ostracism and interpersonal deviance. Emotional stability moderated the relationship of ostracism and organizational deviance which will lead to employee engagement. These results confirms that workplace deviant behavior relates with employee engagement.

6. Conclusion

The study concludes that there is significant positive relationship between workplace deviant behavior and employee engagement. Workplace ostracism should not be practices in any company, although humans are different in nature, character and behavior but policies/ ethics should be put in place to control such behaviors when it arises so as to attract and retain employees as well as increase good service delivery on the job, employee satisfaction and productivity, that will generally help the organizations have a competitive advantage over their competitors.

7. Recommendations

Thus, the study recommends that Logistics Companies in South West, Nigeria should make Policies/ procedure to curb workplace deviant behavior, this will surely lead to improve employee performance. Therefore, companies should map out policies that will help control such behaviors.

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