International Journal of Advances in Engineering and Management (IJAEM)
Volume 4, Issue 8 Aug. 2022, pp: 1073-1082 www.ijaem.net ISSN: 2395-5252

Restoration Deviant and Organizational Performance of Oil and Gas Companies in Rivers State Nigeria

Obibhunun, Lucky, Ph.D
Department of Management, Faculty of Management Sciences, Rivers State University, Port Harcourt, Nigeria

Submitted: 10-08-2022 Revised: 20-08-2022 Accepted: 22-08-2022

ABSTRACT
Managing people from different cultural background is increasingly very complex in a complex workplace like oil servicing companies.it is this reason this paper examines the relationship between restoration deviant behavior and organizational performance in the oil and gas sector.
The study adopted a cross sectional design, structured questionnaire and personal interview. Validity and reliability (0.842 and above) tests were assured. Responses were obtained from Managers of selected Oil and Gas companies in Rivers State. The study population is 157, and sample size of 113. Purposive, simple random, systematic and stratified sampling techniques were variously employed to select the respondents. After data cleaning, 93 copies of questionnaire were found fit for use in the analysis. 3 hypotheses were posited and tested. Descriptive and inferential statistics were employed, and Pearson Product Moment Correlation technique was used, at 0.01 level of significance, with the aid of SPSS Our findings revealed that there is a negative relationship between the entire dimension restoration deviant and the measures organizational performance in the Nigerian oil and gas industry. The study specifically revealed that there is a negative association between restoration deviant behavior and organizational performance.
Key Words: Restoration Deviance, Organizational Performance, Productivity, Growth, survival

I. INTRODUCTION

Managing people from different cultural background is increasingly very complex in a complex workplace like oil servicing companies. As demand and market increase globally, Labor forces grow invisible, organizations spend millions of dollars in employees' training and development, offices are computer-generated, organizations are looking for the best way to motivate and reward employees equitably, despite these great effort from the organization to make employees better, they are still breaking organizational rules and regulations and acting deviant. Workplace deviant refers to voluntary behavior of an employee that disrupts organizational principles, standard, norms, and processes. These kinds of behaviours create disharmony in the organization and among the staff. This phenomenon has become such a destructive virus that eats up many organizations in the oil servicing companies in Nigeria.

It is also surprising that despite the number of incentives program and increasing pay packages just to satisfy employees and to make sure there is norestoration deviant behavior or negative attitude among the employee in the organization. It is hard to believe that some employees still act deviant bystealing from the organization, destroying properties, checking out of the organization operationally, emotionally even sometime physically.

Many scholars talk about rewarding employees with good pay, this because they believed that money will motivate employees to perform very well but in the oil and gas sector which is the researcher's focus; pay their employees very well to motivate individual to perform optimally. They are of the opinion that pay risewill increase individual satisfaction which will in turn make the employees morecommitted and motivated to give all to the organization. No matter the pay rise some are still short of motivation rather

International Journal of Advances in Engineering and Management (IJAEM)
Volume 4, Issue 8 Aug. 2022, pp: 1073-1082 www.ijaem.net ISSN: 2395-5252

the still indulge deviate behavior. An employee might have a good pay and still feel dissatisfy.

When the employees feel theyhave not been properly rewarded there will be problem of equity which will result into breaking organizational rules and regulations to restore the imbalance perceived in the process of income distribution and this is known as deviant restoration. When employees want to balance the injustice perceived in the organization. Sometime, the organization may be rewarding the employees what due them, but if the process is not transparent, there may be trouble in the organization. Many practitioners and managers have been looking for the solution. It is based on this the researcher seek to investigate the relationship between Restoration deviant behavior and organizational performance of oil servicing companies in Rivers State.

Objective of the Study

The objective of this study is to empirically examine the relationship between Restoration deviant and Organizational performance of oil and gas companies in Rivers State. Why the specific objective is to investigate the relationship between restoration deviance and organizational productivity, organizational growth, and survival in oil companies in Port Harcourt.

Research Questions

The following research questions guided the researcher in the process of carrying out the research.

- To what extent does restoration deviance influence organizational productivity of oil servicing companies in Rivers state Nigerian?
- To what extent does restoration deviance influence organizational survival of oil servicing companies in Rivers state Nigerian?
- To what extent does restoration deviance influence organizational growth of oil servicing companies in Rivers state Nigerian?

CONCEPTUAL FRAMEWORK

From the literature, the study examined the constructs investigated. The two main variables are restoration deviancebehavior and organizational performance, which are the predictors and criterion variables respectively. Adopting the conceptual frame work of (Obibhunun, L.&Ejo-Orusa, H. 2019).
Below is the frame work

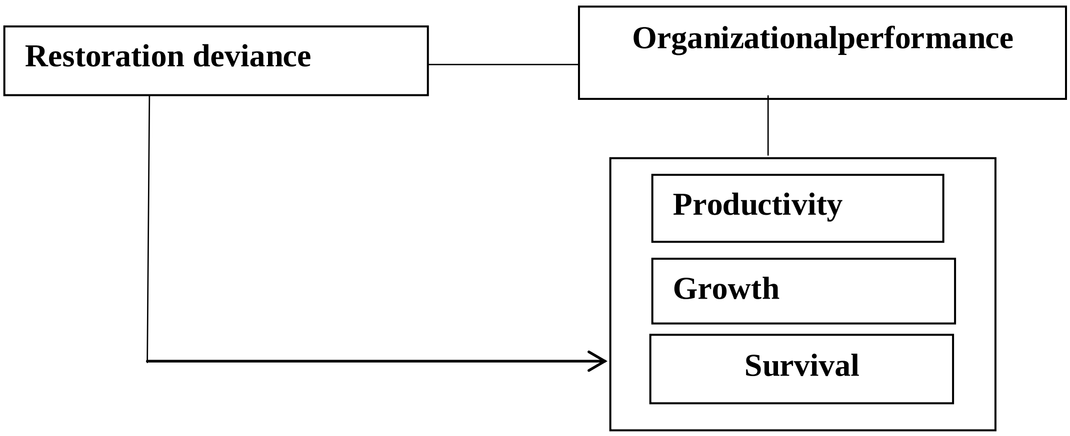


Fig.1.1: Conceptual framework of restoration deviant behavior and Organizational performance

Source: Desk Research, 2019

Research Hypotheses

Based on the objectives and research questions, the following hypotheses were treated in this study;

Ho_1: There is no significant relationship between restoration deviance organizational productivity in oil servicing companies in River State, Nigeria.

$Ho_{2:}$ There is no significant relationship between restoration deviance organizational growths in oil servicing companies in River State, Nigeria.

$Ho_{3:}$ There is no significant relationship between restoration deviance organizational survivals in oil servicing companies in River State, Nigeria.

International Journal of Advances in Engineering and Management (IJAEM)
Volume 4, Issue 8 Aug. 2022, pp: 1073-1082 www.ijaem.net ISSN: 2395-5252

II. LITERATURE REVIEW

Deviant behavior

For over a decade many researchershave directed their energy on deviant which describes a situation where individuals perceive an disproportion between the level of their contributions to the organization and what they get from the organization as rewards Robinson & Greenberg, 1999; Skarlicki&Folger, 1997).

Restoration deviance

Any time these employees perceived this injustice in the organization, what they do is to act deviant to get back at the organization and the same time restore equity this they do by stealingwhat from the organization. Restoration is employee option to get the reward they deserved but was not giving.Employee may be dully rewarded base on his input but if the process is wrong or if the process of reward is not transparent there will be trouble in the mind of the employee. (Folger,& Skarlicki.1997)

The normal feeling will be that they have been cheated by the organization due to the poor process. Therefore, distributive justice is not enough but the process of sharing the resources must be transparent and clear to the employee to take away the negative perception they have toward the organization. When employees perceive unfairness in what they received as income is lower than their contribution to the organization it bring a negative feeling to the employees and the next thing is to look for negative action that will have negative impact on the organization. The action is to restore equity. For Ambrose and muafiSabotage in workplace was adjudge to be responsible for restoring equity. (Ambrose et al, 2002; Muafi, 2011).

The employees in workplace does not care what they received in the organization is big or small once the process is not transparent the organization need a lot of work to do to convinced the employees. The distribution of organizational resources must not be perceived to be unfair among the employee, the result from will be a negative feeling among them and this felling will result in deviant behavior. This argument by many researchers is supported by equity theory this is because employees will always compare what they receive as outcomes of their job such as pay, raises in allowance, and promotions to their contribution as inputs such as skill, training, education, and work effort to the organization (Henley, 2005).

Anytime employees feel that the level of his income is not the same with that of his contribution, it will make the employee disconnect himself from the organization. The employee need the organization and he will be ready to give his all to the organization so that his aspiration can be achieve through the organization likewise the organization need the employee to achieve her objectives and goals. Every organization depends on employee no matter how big the organization is, without the right mix of employee such organization will fail in achieve the set targets and goals.

Restoration of equity help the employees to balance the injustice against them by stealing from the organization in order to increase the levels of reward received to balance the injustice perceived or melted on him or her by the organization. When the individual is not happy with the organization, as a result of not getting what they deserved rewards but rather, their right was denied they act contrary to the rules and regulations of the organization. How employee sees the fairness in their organization is what we know as justice. Justice can either be just or unjust and this depends on employee’s perceptions in their organization. Every person working in the organization will be will and happy to be treated like a king in the organization. In a situation where by employees are not treated with respect, and fairness, it becomes organizational injustice which can create a negative attitude and behavior toward the organization.

Perceived injustice among employee in organization can lead to restoration deviant behavior in organization. Once employee is not fairly treated in the organization such employee develops some level of hatred against the offender, if the individual in the organization is responsible he or she will direct the anger against the individual also if it is the organization that is responsible such employee will also direct the anger against the organization. (Aquino, Tripp, & Bees, 2006; Okimoto& Wenzel, 2010).

It is no longer news that someResearchers have recognizedthe fact that retaliation may not be the best answers whenever there is an injustice from the organization or the managers this is because there is this saying that two wrong cannot make a right. Anytime there is perceived injustice in the organization, this group of scholars believed retaliation may not be the best wat to response.This means that there should be another way to response to any form of perceived injustice in organization. If anyone compromise within the organization, such action will send a wrong signal to other employees if nothing is done about it as form of approval that such action or deviant behavior is allow in the organization.

That is the reason a decisive action should be taking against deviant employees because decisive action against anyone in the organization will make everyone sit up and do their work with the right attitude within the organization, the moment the organization set motion in place to deal with any employee who misbehave it will sent a powerful signal concerning the organizational standard norms will be sent out to others. But if the same employees notice that co-employees or colleagues commit unacceptable act in the organization and nothing is done about such character or behavior or the employee going unpunished, the rest of the employees can take that as acceptable behavior in the organization they will feel disappointed because people breaking the organizational rules and regulation are allowed to escape punishment which will also motivate others to involved in such action or behavior so if the organization is serious with justice those breaking the organizational norms, standard, regulations, and rules should never be allowed to go scot free by the organization.(Aquino, Tripp, & Bees, 2006)

Therefore, organizations should never allow employee who is caught breaking organizational rules and regulations or committing an act that is detrimental to the organization should be punish or suspended without salary this kind of action will make individual in the organization clearly perceive the message that such behaviour will never be accepted or be condoned within the organization and punishment will be serious upon anyone with such act level of deviance will reduced if not totally eliminated (Henley, 2005).

Organizational performance

Performance is a multi-dimensional construct, the measurement of which varies weather the measurement objective is to assess performance outcome or behavior. Performance is something that the person leaves behind and exists apart from the purpose. Organizational performance ishow successfully an organized group of people who come together in a company with a particular purpose perform aprofitable task.Organizational performance can also be defined as the combination of individual hard work in organization and organizational support to achieve a particular goal. The continue existing of any organization depend on the performance of such organization. (Jensen & Mackling, 1976).

Performance can only be determined when organizationalassets are combine for a purpose. Some of these assets are human asset, physical asset, and capital resources. The combination and the association of these different assets bring the craving result for the organization. The people providing these assets will expect some rewards or wages for the assets they have provided for the organization. These assets can only be made available only if the provider have the confidence or satisfaction that they will get something reasonable or worthy of appreciation in exchange for the asset they have offer to the organization. (Jensen & Mackling, 1976).

This different assets will help the organization to produce goods and services to the society, when this good and services meet the organizational goal and objectives, such organization will said to have perform. Organizations can only exist only if they can create value from the assets they get from the environment, if the value is below expectation from the people contributing these assets, they will stop providing them to the organization.

The implication of this to the organization is that there will be no assets to use which will also means that the organization cannot perform. In other word, the contributed assets by the shareholder must be less than the value expected from the organization. This means that the shareholder will received more than what they contribute to the organization by so doing they will continue to provide this asset or resources for the organizational performance.

The performance of the organization means different thing to different people, stakeholders and constituencies and each of them have different wants and needs from their contribution to the organization. So to them, the performance of the organization is based on the ability of the organization to satisfy the different needs of the stakeholder. Organization multiple constituencies must be satisfied for the organization to continue to get resources in from these stakeholders that exist side by side in the society or in the environment.

For profit organization, their major interest in their financial operation should be to make sure that the provider of the critical resources is satisfied and happy so that they will not withdraw their resources from the organization. It is after the provider of the critical resources are satisfied be attention can be paid to the shareholders because they are residual and claimants. In other words, before the shareholder get their reward maximally, every other stack holder who have contributed to the organization must be satisfy at least with the minimal requirement.(Stewart, 1991)

Accordingto Gheorghe and Hack (2007), managing organization performance means managing a business for the benefit of the shareholderrunning the entire business as one entity. The management of organizational performance takes place on a number of dimensions. It is a strategic approach that has a take account of the needs of multiple stakeholders and makes use of business performance management systems.

The overall method to managing organizational performance is based on processes of strategic performance management supported by the use of a business performance management system. In general, it is concerned with developing organizational capability that involves creating a high performance culture, human capital management and talent management. In particular, it makes use of various approaches to measuring and monitoring performance.

A strategic approach to managing organization performance means taking a broad and long term view of where the business is going and managing performance in ways that ensured that this strategic thrust is maintained. The objective is to provide a sense of direction in an often turbulent environment so that the business needs of the organization and the individual and collective needs of its employees can be met by the development and implementation of integrated system for managing and developing performance.

Armstrong and Ward (2005) summed up the strategic role of performance management very well when they wrote: There is also opportunity for performance management to help drive through organization change. Instead of being critical initiative, perhaps performance management to retain a strategic role to play. The challenge is for performance management to retain a strategic role rather than tending towards tactical activities, such as the process. Performance management can provide a new way of looking at performance and help to embed new behaviours and more focused on the achievement of new outputs.

Organizational performance management systems are strategic in the sense that they are aligned to the business strategy of the organization and support the achievement of its strategic goals. They focus on developing work systems and the working environment as well as developing individuals.

The performance of the organization means different thing to different people, stakeholders and constituencies and each of them have different wants and needsfrom their contribution to the organization. So to them, the performance of the organization is based on the ability of the organization to satisfy the different needs of the stakeholder. Organization multiple constituencies must be satisfied for the organization to continue to get resources in from these stakeholder that exist side by side in the society or in the environment.

Productivity

Productivity is expenditure of organizational resources to achieve a high level of performance in organization reaching the highest level of performance. The conversion of organizational resources to utility or to satisfy customers with employee's effort is call productivity. Nwachukwu (1988) defined productivity as the measure of how well resources are well utilized to accomplish a set of results. Everything about productivity is nothing but the ability to convert organizational sources to utility effectively and efficiently to the benefit of the organization, as well as being able to achieved organizational results in line with organizational ethic.

According to Jaja (2003) productivity improvement is seen to be a function of innovation, the shift of resources from old and declining employments to new and more productive ones. It is increased through the continuous improvement of resources. Productivity is not everything, but in the long run it is almost everything..

Growth

Growth is of the important performance dimension for new ventures, this is so because growth is a major indicator that the organizational products or services have been accepted in the market especially for new organization.(Cooper, et al 1993).

Castrogiovanni (1991) argued growth is one of firm's capabilities to enter into new product market. Growth is a major component of organizational performance in a competitive market environment. The ability of the firm to fight for market share will determine on how successful the organization is, in addition, he believes that organization's capability to increase in terms of growth and maintain a large market share in hostile business environments, where the competition is very high from companies all over the world is generally-accepted performance indicator in the world of research.

Survival

Organizational survival can be defined as an organizational ability or state of continuing to live or exist in the face of competitors despite difficulty, challenges or dangers. An organization survives as long as it "acquires inputs from suppliers and provides output to a giver public (customers, clients etc). The organization fails when coalitions of resource providers cannot be induced to supply resources and the firm cannot repay resource providers for past support (Sheppard 1989). Survival as a measure of organizational performance indicates that if the organization remains in business over the period of time which is also the interest the organization has the likeliness that the organization will continue in business in the future. Drucker (1954) proposed that survival is the ultimate measure of long-term performance.

The survival of any organization depends on her ability to compete well in the face of other competitors. A competitor is a firm operating in the same industry or market firm (Kotler, 1997). A competitor can be seen as the organization or firm who produces the same kind of products and services and supply them to the same market and fight for the market share or operating in the same industry or market with another firm (Kotler, 1997). The activities of each of this (the industry or market) affect the performance of each other.

This subsequently affects the marketing strategies used by individual firms in an attempt to satisfy customers better than competitors. Firms need to study their competitors as well as their customers. This will facilitate the firm's ability to better understand competitor's reaction to its own marketing strategies. The degree of competition depends on the number of competitors in the competitive environment and the type of market they are operating- pure competition, oligopoly, monopolistic competition and monopoly Kotler (1997).

The competition in the market is such that there should be strategy to always survive. Competition is the rivalry between organizations jostling for the same set of consumers, selling the same kind of products and services with the aim of satisfying the customer, achieving revenue, profit, and market-share growth. Market competition motivates organizations and firm to increase quality products and services, customer satisfaction sales volume by utilizing the four components of the marketing strategy. Before any organization can be regarded as a performing organization, such organization must have the immune system to survive the hostile environment in which they are operating. (Kotler 1997).

In a perfect a perfect market there are three types of market competition. They are direct competitors – there are some organization that deal with the same line of products or services, these set of organization are known as direct competitor because they offer the same products and services aimed at the same market and customer base, with the same goal of profit and market-share growth. This means a firm direct competitor are targeting the same audience, selling the same products, in a similar distribution a perfect market. (Kotler 1997).

III. METHODS

Population and Sampling

The population of the study comprises eight hundred and two (802) from five companies namely Schlumberger Nigeria Limited is 209, Halliburton Nigeria Limited 170, Bakerhgues Nigeria Limited 181, Weather ford Nigeria Limited 126, Saipem Nigeria Limited 116. The total from the table above is 802. The sample frame is all the employees of these organizations. The Taro Yamane's (1967) formula was used to obtain a sample size of 266 participants while sampling was achieved using the simple random sampling method.

Research design

The research design for this study is the survey design. According to Nachmias and Nachmias (1976) cited in Baridam (2001:51) a research design is defined as a framework or plan

International Journal of Advances in Engineering and Management (IJAEM)
Volume 4, Issue 8 Aug. 2022, pp: 1073-1082 www.ijaem.net ISSN: 2395-5252

that is used as a guide in collecting and analyzing the data of a study. It is a model of proof that allows the researcher to draw inference concerning casual relations among the variable under investigation.

Measurement and Instrumentation

The survey instrument is the structured questionnaire with the scale for the predictor variable –interpersonal adapted from the work of Bennett and Robinson's (2000) while the scale for the criterion variable **Productivity** was measured using the items on Harper (1984) 12 items scale in which five was used, and we used five of the items. **Survival** was measured using the 14 items on Sheppard 1989), five of the items were used for this work.

Reliability

The Cronbach alpha reliability was adopted in estimating the internal reliability of the instruments. The results are presented in table 1. Below

Table 1: Test of Reliability

Construct	No of items	Alpha(α)
Interpersonal deviance	5	0.783
Productivity	5	0.817
Growth	5	0.710
Survival	5	0.818

Source: Research Data 2019, and SPSS Window Output, Version 20.0.

IV. RESULT

From the alpha results shown in the table 4.1 above, the instrument is seen to be a reliable one and generally related to the subject examined in this study. The data collection instrument was tested for reliability using Cronbach's Alpha and the study is within the acceptance range of 0.70 and above, using the SPSS software package. The dimensions and measures of the constructs have alpha values above the Nunnally threshold of 0.7 therefore considered reliable.

Administration and Retrieval of Questionnaire

A total number of 266 copies of questionnaire were distributed to the respondents. A total of 240 copies of questionnaire were retrieved out of 266 copies. Also, 30 copies from the retrieved segment were not useful. The copies found useful were 210. The 210 copies were considered as valid and suitable as a result of checking them for any error. The administration and retrieval of copies of the questionnaire in table 2 below:

Table 2: Questionnaire Administration and Retrieval

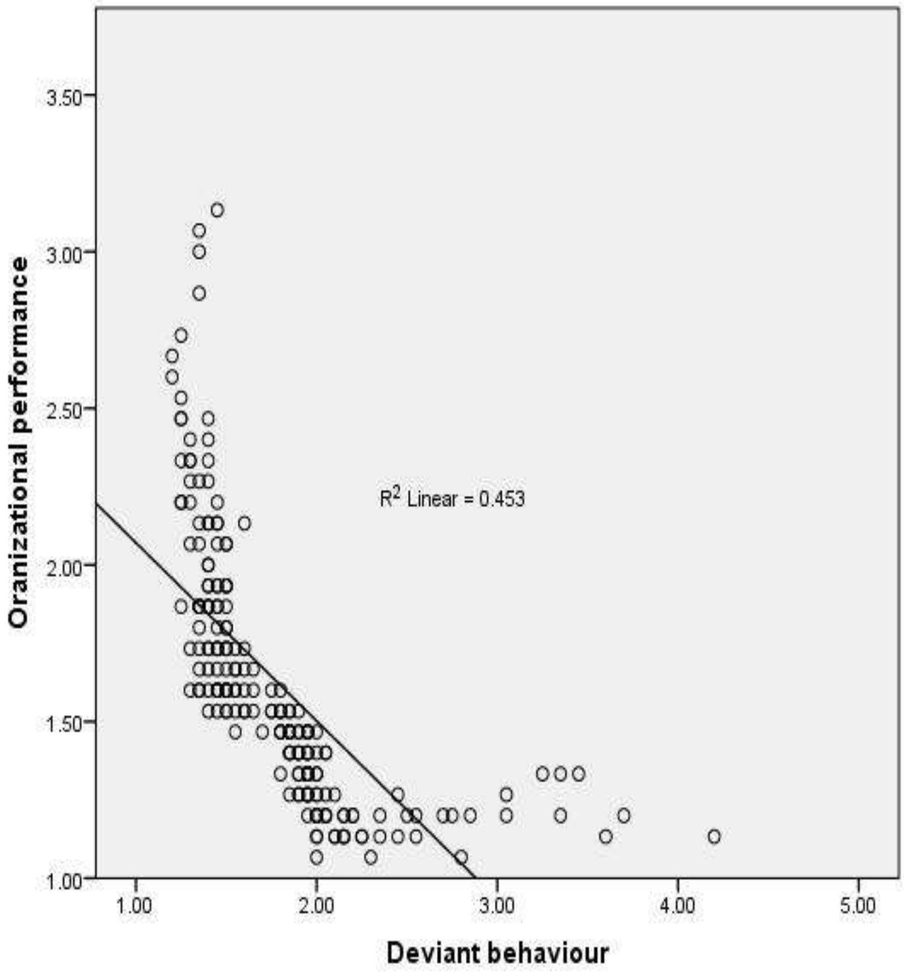
No	Companies	Copies distributed	Copies Retrieved	Copies not Retrieved	Copies not Useful	Copies useful/ Response Rate
1.	Schlumberger	73	67	6	6	61(83.56%)
2.	Baker Hughes	60	56	4	7	49(81.67%)
3.	Halliburton	50	49	3	6	41(82.00%)
4.	Weatherford	45	40	5	7	33 (82.50%)
5.	Saipem	38	30	8	4	26(68.42%)
	Total	266	240	26	30	210 (78.95%)

Source: Survey Data, 2019

Statistical Test of Hypotheses and their Interpretations

Neuman,& Baron (1998) posits that, partial correlation aims at establishing the degree of association between two variables after the influence of the third has been controlled.

International Journal of Advances in Engineering and Management (IJAEM)
Volume 4, Issue 8 Aug. 2022, pp: 1073-1082 www.ijaem.net ISSN: 2395-5252



Scatter gram showing the relationship between deviantbehavior and organizational performance
Source: Research Data 2017, and SPSS Window Output, Version 20.0(Appendix I)

From the diagram above, it is clear that the line is sloping downward from left to right with an R^2 linear value of 0.453. This implies a negative linear relationship between restoration deviant behavior and organizational performance. The direction of the line is not best fit on organization form of relationship. This is because deviant behavior causes the organization to have poor growth, low market, idle time, slack, stagnancy, lack the ability to survive in the face of competition, poor government policy and low productivity generally.

Table 4.19: Test Results of restoration deviance and organizational performance

Statistics	HO_{10}	HO_{11}	HO_{12}
	RD (OP)	RD (OP)	RD (OP)
Pearson correlation	-.639**	-.585**	-.331**
Sig(2-tailed)	.000	.000	.000
N	210	210	210

**correlation significant at 0.01level (2-tailed)
Source: Research Data 2017, and SPSS Window Output, Version 20.0(Appendix)

International Journal of Advances in Engineering and Management (IJAEM)
Volume 4, Issue 8 Aug. 2022, pp: 1073-1082 www.ijaem.net ISSN: 2395-5252

Table 4.19 shows the inferential test results of the relationships between restoration deviance as a dimension of deviant behaviour and the measures of organizational performance which includes productivity, growth and survival. These also expressed in the research hypotheses Fo_{10}, Ho_{11} and Ho_{12}.

In the case of Ho_{10}, the rho -0.639 @ p0.000 < 0.01 shows that a strong negative and significant relationship exists between restoration deviance and productivity. This means that the null hypothesis is rejected and alternate hypothesis is accepted, this signifies that there is a significant relationship between restoration deviance and organizational productivity.

In the case of Ho_{11} which examined the relationship between restoration deviance and growth, it shows a moderate negative and significant relationship. This is indicated with the rho =-0.585 @ p0.000 0.01. The null hypothesis is rejected and alternative hypothesis accepted; this signifies that there is a significant relationship between restoration deviance and organizational growth. For $H0_{12}$, the rho -0.331 @ p0.000 <0.01 show strong negative and significant relationship between restoration deviance as a dimension of deviant behaviour and survival as a measure of organizational performance. The null hypothesis is rejected and alternate hypothesis accepted; this signifies that there is a significant relationship between restoration deviance and organizational survival. The inferential results are indicative of the nature of the relationship, thus:

1. Restoration as a dimension of deviant behaviour has a negative and significant relationship with productivity as a measure of organizational performance.
2. Restoration deviance as a dimension of deviant behaviour has a strong negative and significant relationship with growth as a measure of organizational performance. The level of growth by any organization depends on the employees' performance.
3. Restoration deviance as a dimension of dimension of deviant behavior has a strong negative and significant relationship with organizational survival as a measure of organizational performance.

V. CONCLUSION

It is very obvious that deviant behavior is based on preserved injustice melted at them in their organization. When employee feel that what they deserved in the organization is not be giving, they will do every possible to restore equity in their own way in a manner that the organization will be at the losing end. In many cases most restoration deviant in organization is due justice, equality, equity and fairness, employees may not be giving equal opportunity to grow in the organization. So when the justice system of any organization is poor or the organization is not consistent and transparent and there is no will to render to everyone in the organization what is due to them they will act to restore equity.Restoration of equity help the employees to balance the injustice against them by stealing from the organization in order to increase the levels of reward received to balance the injustice perceived or melted on him or her by the organization. When the individual is not happy with the organization, as a result of not getting what they deserved, there is every possibility they will cause some pains to the organization

Recommendation

This recommendation is based on the finding of this study.

- The organization should ensure that there is equity their organization.
- The management should ensure that employees get what due them in the organization
- The organization should make sure that the process of reward is transparent

REFERENCES

[1]. Ambrose, M., Seabright, M., &Schminke, M. (2002). Sabotage in the workplace: The role of organizational injustice :Organizational Behavior and Human Decision Processes, 89, 947–965.

[2]. Aquino, K, Tripp, T. M., &Bies, R. J. (2006). Power, procedural justice, and types of offense as predictors of revenge, forgiveness in organizations. Journal of Applied Psychology, 91: 653.

[3]. Armstrong, K. & Ward, A. (2005) what makes for effective performance management? The work foundation, London

[4]. Baridam, D.M. (2001) Research Methods in Administrative Science (3rd ed.) Port Harcourt: Sherbrooke Associates.

[5]. Bennett, R. J., & Robinson, S. L. (2000).Development of a measure of workplace deviance. Journal of Applied Psychology, 85: 349-360.

[6]. Castrogiovanni, G (1991). Work, creativity, inventions and society.Man and Work, 16, 46-54.
[7]. Cooper A. A., Chen Y. J., Lindorfer M. A., & Stevens (1993). Protein splicing of the yeast TFP1 intervening protein sequence: A model for self-excision. EMBO J 12(6):2575-83
[8]. Drucker, P. (1994). Innovation and entrepreneurship: Practice and principles. Jordan Hill, Oxford: Butterworth Heinemann.
[9]. Gheorghe, C.& Hack, J. (2007) unified performance management: how one company can time its many processes, Business performance Management. November, PP 17-19
[10]. Harper, J. (1984).Measuring business performance. Brookfield, England: Gower.
[11]. Henle. C. A. (2005). Predicting workplace deviance from the interaction between organizational justice and personality.Journal of Managerial Issues, 17: 247-263.
[12]. Jaja, S.A. (2003) Praxis of work behavior. Lagos, Nigeria: Pinnacle publisher.
[13]. Jensen & Mackling, (1976). Psychological Contracts and Counterproductive Work Behaviors: Employee Responses to Transactional and Relational Breach. Journal of business and Psychology , 555-568.
[14]. Kotler (1997).Marketing Management: Analysis, Planning, Implementation, and Control (9^{th} ed.). New Jersey: Prentice Hall International.
[15]. Muafi, J. (2011). Causes and consequence deviant workplace behaviour.International Journal of Innovation, Management and Technology, 2(2), 123-126.
[16]. Nachmias, D. &Nachmias, C. (1976) Research Methods in the Social Sciences United Kingdom: Edwards Arnold.
[17]. Nwachukwu C.C. (1988). Management Theory and practice.Anambra. Nigeria: African Pep Publisher Limited.
[18]. Obibhunun, L. and Ejo-Orusa, H. (2019).Interpersonal deviant behaviour and organizational performance of oil servicing companies in Port Harcourt, Nigeria. International Journal of Asian Economic Light (JAEL), 7: 43-50
[19]. Okimoto, T. G., Wenzel, M. and Feather, N.T. (2009). Beyond retribution: Conceptualizing restorative justice and exploring its determinants. Social Justice Research, 22, 156-180.
[20]. Robinson, S. L., & Greenberg, J. (1998). Employees behaving badly: Dimensions, determinants and dilemmas in the study of workplace deviance. Journal of Organizational Behavior (Trends in Organizational Behavior), 5: 1-30.
[21]. Sheppeard, W. (1989). Organizational justice: The search for fairness in the workplace. New York: Lexington Books.
[22]. Skarlicki, D. P. & Folger, R. (1997). Retaliation in the workplace: The roles of distributive, procedural, and interactional justice. Journal of Applied Psychology, 82: 434-443.
[23]. Steward, V and Steward A (1991) – Managing the poor performer, Gower, Aldershot.