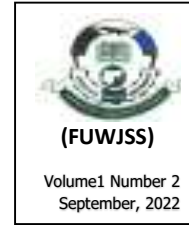


**DETERMINANTS OF DEVIANT BEHAVIOUR
AMONG EMPLOYEES OF SMALL SCALE
ENTERPRISES IN LAFIA METROPOLIS,
NASARAWA STATE, NIGERIA**



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Abstract

This study explores factors influencing deviant behaviour among employees of small scale enterprises in Lafia Metropolis. The study investigates the most common forms of deviant behaviour; identifying socio-economic, socio-psychological, socio-cultural factors influencing deviant behaviour among employees of small scale enterprises in Lafia Metropolis. The study employed the survey research design with a triangulation of quantitative and qualitative research components. The sample for the study consists of 396 respondents who were selected through simple random and purposive sampling methods. Quantitative data were analyzed through frequency tables and chi-square; while qualitative data were analyzed through manual content analysis and ethnographic summaries. Findings revealed that lack of respect for other workers, disrespect for customers and increase in the price of items for personal gains are types of deviant behaviour committed by employees of small scale enterprises in Lafia metropolis. The study recommends that employers of employees of small scale enterprises in Lafia metropolis must ensure that their workers are paid salaries without unnecessary delay and the managers of small-scale enterprises should ensure that work environment is not characterized by harshness.

Keywords: Deviant behaviour, small scale, enterprise, employees, employers

Introduction

In recent times, the study of the behaviour of individuals as they undertake legitimate socio-economic activities in small scale

enterprises (SSEs) has become inevitable. This is because of how rapid our socio-economic activities are changing due to globalization, industrialization and technological development (Smith, 2017). While differences and manifestation of diverse behaviour exist among skilled and semi-skilled workers, the recent upsurge in unethical and deviant behaviour among employees of different small scale enterprises has become issue of global concern. At the global level, it is estimated that between 22% and 75% of employees with diverse skills engaged in behaviour considered to be a deviation from the rules and regulations of the work organization (Okoli, Edwin & Attama, 2019; Agwu, 2018; Rashmi & Manuj, 2018; Nnedinma, David, Keith & Boniface, 2014; Leblebici, 2012). For instance, it was estimated that \$300 billion total loss annually due to employees' absenteeism, theft and other deviant behaviour in United States (Muffuh, 2018). Similarly Agba (2018) reported that economy lost 16.6 billion in 2012 due to deviant behaviour among employees. This trend is common among developing nations where incidence of deviant behaviour among employees is high (Amit, 2015). In a related observation, Michael and Chinwokwu (2020) pointed out that the rate of deviant behaviour among young people is alarming with disastrous consequences on socio-economic development.

Deviation from organizational norms is common in SSEs (Micah, Okafor, Idowu & Orija, 2017). Small Scale Enterprises contribute meaningfully to the socioeconomic development of any country (Patoari, 2020). Although these enterprises are small in size, scope of operation and required low capital base, simple technology, low managerial skill, little or no training and poor access to vital information (Obi, 2017; Micah, Okafor, Idowu & Orija, 2017), their contributions to the economy are enormous. All over the globe, the unprecedented increase in SSEs in many resource limited countries is a clear indication of the acceptability and the belief that these enterprises has the potentials of addressing some socio-economic challenges. In doing so, SSEs in developed economies has remained one of the major employers of labour. This may not have been achieved in developing countries, but SSEs has continued to play a significant role in economic transformation, especially in the area of job creation. Micah et al (2017) opined that government cannot singlehandedly address the problem of unemployment that is steering at her, thus SSEs has become inevitable companion of government in

job creation. The impact of SSEs as relates to job creation is seen in the area of agriculture, production, transportation, services, consumption, distribution, clothing and sales of different products (Obi, 2017). Small Scale Enterprises employ people with diverse background and characteristics including deviant behaviour. Deviant behaviour is any behaviour that is acknowledged as violating expected norms of any establishment (Aborisade, 2016). It is a behaviour that departs greatly from social expectations. Deviant behaviour constitute characteristics that violate significantly from societal or institutional norms which a greater number of people abhorred (Desta, 2019; Nicholas & Kennedy, 2018; Okene, 2016; Kavita, 2012)

In developing countries of Asia, institutions lost estimated \$20 to \$40 billion per year due to deviant behaviour among employees (Agarwa, 2016). Adeleye (2017) maintained that deviant behaviour among employees has inevitably affected the growth and expansion of some organization in developing nations of Asia. The situation in Africa is more pathetic as poor working conditions compel employees to constantly engage in deviant behaviour (Desta, 2019). Smith (2017) revealed that many small scale enterprises has witnessed meltdown arising from the activities of employees who engage in behaviour considered to be against the norms of such organization. Muffuh (2018) saw similar trend in Somalia when some of the existing small scale enterprises where significantly affected by deviant behaviour orchestrated by employees. In developing countries, including Nigeria employees of small scale firms are known to have engaged in different deviant behaviour which affect the performance of such firm (Muffuh, 2018). Inyang (2018) acknowledged the upsurge in deviant behaviour among employees in Nigeria. Theft, sabotage, aggression, absenteeism, coming to work late and putting little effort into work are some of the deviant behaviour often engaged in by employees in small scale enterprises. In Lafia, a number of small scale enterprises and people working in the informal economy are growing rapidly (Muffuh, 2018). The employees of these enterprises with little or no skills are constantly involved in diverse deviant behaviour which has enormous implications on individuals and the enterprises (Obi, 2017). Diverse socio-economic, psychological and other related factors account for the involvement of employees of small scale enterprises in deviant behaviour.

Previous study by Babantunde (2016) revealed that employees resort to deviant behaviour due to their inability to cope with the work rigor and economic requirement of the job in the formal sector. Smith's (2017) work in this direction revealed identified socio-economic factors as determinants of deviant behaviour and how deviant behaviour can be managed among students of tertiary education on Ogun state. This was also conducted in the formal sector. None of these previous studies has specifically examined the socio-economic factor that promote or influence deviant behaviour among employees of medium scale in Lafia metropolis, Nasarawa state. Research report by Amit (2015) pointed out that some socio-psychological factors were capable of influencing deviant behaviour in the organizational setting. Similarly, Khuda (2019) asserted that psychological factors were considered as cogent and capable factors among employees of the ministry of education in Kaduna state. Uchemda (2016) study was clearly apt in maintaining that deviant behaviour among teachers in secondary school was triggered by socio-psychological factors. None of these previous studies identified and discussed the specific socio-psychological factors that influence deviant behaviours as it concerns the informal sector. Socio-cultural factors have been acknowledged as a major determinant of deviant behaviour across the globe (Patoari, 2018). Smith (2017) pointed out that ethnic background, religious affiliation and belief systems are some of the factors that influence deviant behaviour among youths in Lilu community in Ihiala, Anambra state. Adeyemo, Ohaeri and Ogodo (2016) study in this direction revealed that socio-cultural factors like belief, weak cultural norms, Voodoo and ancestral role were inevitable factors that promote deviant behaviours in the formal sector (Obi, 2017). It has not been ascertain if these factors can also influence deviant behaviour in the informal sector such as small scale enterprises. Lafia in recent times has witnessed unprecedented upsurge in deviant behaviour reportedly committed by employees of small scale enterprises. Employers and owners of enterprises are worried about the alarming rate of deviant behaviour which has affected their businesses. Although, diverse scholars have acknowledged the prevailing situation of deviant behaviour, efforts by employers in Lafia to uncover the determinants of deviant behaviour among employees has not yielded the much expected result. It is also not clear what factors actually influence deviant behaviour among

small scale employees in Lafia Metropolis. The study therefor seeks to identify the most common forms of deviant behaviour among employees in small scale enterprises in Lafia Metropolis; determine the socio-economic factors that influence deviant behaviour among employees of small scale enterprise in Lafia Metropolis; and to describe socio-cultural and socio-psychological factors affecting deviant behaviours among employees of small scale enterprises in Lafia metropolis.

History of Small Scale Enterprises Development in Nigeria

The small scale enterprise is key to the economic development of any country. These enterprises constitute larger chunk of registered organizations in Nigeria and have been operating in the Nigeria economic space for many years before colonialism (Ayozie & Asolo, 1999). Some of them developed from cottage industries to small enterprises (Ayozie & Asolo, 1999). Before independence, the Nigerian business environment was dominated by the Colonial and other European Multinational companies. These companies were primarily engaged in importing into Nigeria finished goods from their parent companies abroad (Obitayo, 2001). These companies have enormous business experience with strong capital base and government provided incentives for small scale enterprise operating then to be strong and viable (Shokan, 2000).

The post-colonial era, brought about an outstanding breakthrough in small scale business. Then attempts were made by the Federal Government of Nigeria to ensure Nigerians take active part in running their economy. The era led to the 1970-74 National Development Plan, which created a platform for the Federal Government to pay more attention to the advancement of small scale industries. The attention was particularly given to the small scale enterprises in the rural area due to its roles as a training platform for entrepreneurship (Ayozie, Oboreh, Umakoro & Ayozie, 2013).

Similarly, between 1977-1989 government policy on small scale enterprise focused on technological development. The tiers of government then, embarked on corrective measures to channel efforts towards the maximum exploitation of natural resources and discourage capital intensive mode of production, due to surplus resources (Easiem, 2001). In this regards, the industrial Policy tried to focus its attention mainly on local resources utilization via various

forms of incentives worked out by government with sole aim of revitalizing the industrial sector. In 1990 – and beyond, the Federal and State government have both contributed to the growth of small scale industries in Nigeria especially in the rural areas (Shokan, 2000). In recent times, various fiscal and non-fiscal incentives have been established for investors and entrepreneurs in the small scale sectors of the economy. These incentives has contributed greatly to the expansion of small scale enterprise in Nigeria.

Theoretical Consideration: The Anomie Theory

The anomie theory was developed by Robert K Merton. Merton maintained that under certain social conditions, societal norms and regulations lose their authority over individual behaviour and in that state the society become normless or anomic (Chigozie, 2015) However, Adenike (2011) modified it and used it to mean the discrepancy between goals (accepted norms) and means (social reality channel) of achieving them. According to Merton, the society that defines goals and prescribes the means through which such goals can be attained. He contended that where the goals are very high and the means of attaining them are extremely difficult people will tend to commit crime (social deviance) because they cannot just help it. Merton developed an adaptation scheme showing the various ways through which people react to social structure.

In his study on social structure and Anomie, Ume, Neelem and Muhammed (2018) argued that Merton sought to relate particular types of behaviour to the social position of the people engaging in the behaviour. That Merton saw crime as entrenched in the social system rather than as inherent to make up of humans. Smith (2017) points that social equilibrium exists when satisfactions amass to people who use the institutionalized means to reach the culturally approved goals. When there is a dysfunction between means and goals anomie or normlessness results. A dysfunction may result from the socially structured incapacity of people to use the approved means to reach cultural goals. Success for example may require a good education which is less available to the poor, and ‘good manners’ which is defined by the performances of those who hold wealth and power. Thus, these socially structured incapacities are experienced as low capabilities and can lead to relative deprivation that causes crime (Okene, 2016). Merton (1968) cited in Aborisade (2016) a balanced

society an equal emphasis is placed upon both cultural goals and institutionalized means, and members are satisfied with both. But in a society where great importance is attached to success and relatively less importance is given to the accepted ways of achieving success. As such there is a tendency to reject the 'rules of the game' and strive for success by any available means. The situation becomes like a game of cards in which winning becomes so important that the rules are abandoned by the players. When rules cease to be enforced in the society, it will breed a situation of normlessness or anomie. In a situation of anything goes, norms no longer direct behaviour and deviance is encouraged. However, individuals will respond to a situation of anomie in different ways. In particular, "their reaction will be shaped by their position in the social structure (Agba, 2018 Igbe, Okpa, & Aniah, 2017). Hence, Merton (1968) developed a paradigm of five modes of adaptation to the social structure. He looked at the ways that individuals who occupy different social position adapt to cultural goals and the institutionalized means to reach those goals. These are:

From the anomie theory, it is obvious that most employees engaged in deviant behaviour as a result of the disadvantaged relationship they have with the society. This implies that the difficult and severe restrictions put in place by the society in the society can cause individuals to become innovative and in turn take deviant behaviour as a means of survival.

Methodology

The study was conducted in Lafia. It is a town geographically located in the central part of Nigeria precisely in Nasarawa state and it is the state capital. Apart from being the state headquarters, the town was the former headquarters of the Lafia Division, which comprised the present Nasarawa Southern senatorial District made up the five local government areas named: Obi, Lafia, Doma, Keana, and Awe Local Governments. In addition, covers a geographical area of two thousand seven hundred and thirty seven square kilometres (2, 737 59km) with accurate population of Three Hundred and thirty Thousand, Seven Hundred and twelve persons (330,712), which is the most populated local government area in the state (NPC, 2006). The town has a road network that links the northern Nigeria with the southern part. The existence of railway line that passed through the

town and other established academic institutions namely: Federal University, State Polytechnic, State College of Agriculture added to the socio-economic as well as the geographical advantage of the town. The inhabitants of Lafia also engage in several other economic activities but agriculture remains the fundamental means of livelihood. As a developing state capital, Lafia has witnessed the proliferation of small scale enterprises. This may not be unconnected with the rapid influx of people from other states due to security crises and the low capital required to begin a small scale enterprises.

The study employed the descriptive survey research design. Survey design affords the researcher the opportunity to select respondents from the population. It is interested in some characteristics of the population, but relied on carefully selected sample from the population for intensive study of the characteristics of the population. The population of the study consists of the employees of small scale Enterprises in Lafia metropolis, Nasarawa state. In this study, the SSEs involved in education, services, supermarkets, eatery, drinking joints, pharmaceutical shops, bakery, spare part dealers and those involved in the sales of building materials. The population involved both male and female employees and the owners of the above enterprises or Managers. These groups are of interest to the researcher because they are aware of the types, nature and factors that trigger deviant behaviour. The sample size for this study was determined by employing Smith (2017) statistical method for infinite population. One hundred (100) small scale enterprises were purposively selected, but with considerations to those with at least ten (10) staff. From the selected SSEs, four (4) respondents each were selected purposively, making a total of four hundred (400) respondents. Again, the managers of each of these Enterprises were purposively identified and interviewed. There was a triangulation of instrument of data collection. The questionnaire was employed to generate quantitative data and in-depth interview was conducted with the managers and owners of the selected enterprises. After collecting the data, the pre-coded questionnaire were properly arranged and fed into the Statistical Package for the Social Sciences (SPSS). This enabled us highlight frequencies, percentages and cross tabulations. The qualitative data was analyzed through manual content analysis and ethnographic summaries. The combination of the two techniques

ensured that data is properly analyzed and the study have a more valid outcome.

Results/Findings

Socio-demographic characteristics of employee

Table 4.4.1 present the socio –demographic characteristics of respondent employees of small scale enterprise in various shapes in Lafia metropolis. More females (52.5% n=208) were employed in small scale enterprises than male (47.5%, n=188) counterparts. This statistic is true as most retail unlet and ships prefers to employ females than males. The age variation of respondents showed that majority (48.0% n=190) were between ages 15=24, while (11.19, n=44) were ages 30 and above. The implication to the study is that ages is a basic determinant of employability in most informal sector.

Table 4.1.1: Distribution of respondents by socio-demographic characteristic respondents

Characteristics	Frequency	%
Sex		
Male	188	47.5
Female	208	52.5
Age		
10-14	102	25.7
15-24	109	48.0
25-29	60	15.2
30+	44	11.1
Marital Status		
Single	357	90.2
Married	39	9.8
Religion		
Christianity	214	54.0
Islam	182	46.0
Education		
No or formal education	178	44.9
Primary	143	36.1
Secondary	62	15.7
Tertiary	13	46.0
Ethnicity		
Eggon	58	14.6
Koro	74	18.7
Hausa	24	6.1
Igbo	162	40.9

Alago	33	8.3
Tiv	45	11.4
Place of employment		
Eating/drinking points	142	35.9
Building materials	49	12.4
Provision/cusmatics	122	30.8
Clothing/fashion ships	83	20.9
Income		
₦5,000	88	22.2
₦ 5,000-10,000	274	19.2
₦=10,000	34	8.6

Source: Fieldwork, 2021

The managers of firms prefer younger people in their shop so as to control them with ease. The marital status of the participants in the study revealed that greater (90.2%) of the respondent were single and had no family of procreation. The employees of small scale enterprises are mostly single who do not require to be caught up in role conflict which characterize those who are employed and married. Of the respondents (54.0, n=214) were affiliated to Christianity. The implication is that taking up mental jobs and the nub to develop enterpreuring skills is common among those affiliated to Christianity. The educational level of the respondents revealed that majority (44.9%, n= 178) had no formal education, (n=143) had primary education this implies that formal education may not be basic requirement to be employed in some small scale enterprises. However, when educating qualification is considered, only low level of it is required. This also determine the remuneration as some small scale enterprises prefers those with no formal education or low level of education whose pay will be negligible. People of various ethnic nationalities are engaged in diverse small scale businesses in the study location but majority (40.9, n=162) are from Igbo extraction while (6.1% n=24) are of the Hausa ethnic extraction. On the place where of engagement, majority (35.9%, n=124) of the respondents are employed in different outlets where various food is sold and drinking point, those employed in cosmetic shops accounted for (30.8%, n=122), 20.9% and 12.4% were employed in clothing/fashion and building material shops respectively. The income level of respondents various among participants, less than 7% of the respondents earn between ₦5,000- ₦10,000. This is a demonstration of the nature of

our economy where the rate of inflation has affected the income of employees. This has a close bearing with the educational qualification of respondents where those with no formal or low education are often employed by managers of small scale enterprises in Lafia

4.2 Forms of deviant behaviour among employees of small scale enterprise

Table 4.2.1 Present some of the common forms of deviant behaviour.

S/No	Deviant Behaviour	Mean
1	Increase the price of items for personal gains	4.1
2	Disrespect for customers	4.0
3	Lack of respect for other workers	3.8
4	Staying away from work without excuse	3.7
5	Collecting money from customers and rejecting	3.6
6	Giving incomplete balance to customers	3.5
7	Abusing substance in their place of work	3.4
8	Utilizing products without permission	2.9
9	Converting office item to personal use	2.8
10	Sexual misconduct with fellow workers	2.7
11	Pfiring of items	2.6
12	Packing incomplete goods for customers	2.5

Source: Fieldwork, 2021

It was revealed that ($x = 4.1$) of the respondents believed that employees in provision shops, drinking/eating joint, boutique and medicine stores increase the price of goods for personal gains. Similarly ($x = 4.0$) are disrespectful to the customers ($x = 3.8$) disrespect other workers ($x = 3.7$) stay away from work without any or no serious reasons. Collecting money from customers and objecting ($x = 3.4$) using products without permission ($x = 2.8$) are some of the deviant behaviour engaged in by employees. Finally sexual misconduct ($x = 2.7$) pfiring of items ($x = 2.6$) and packaging incomplete goods for customers ($x = 2.5$) are common among the workers.

4.3 Socio-economic factors

Different socio-economic variables are responsible for the high rate of deviant behavior among employees of small scale enterprises in Lafia metropolis. The result is presented in table 4.3.1. The table established the relationship between socio-economic conditions of employees and deviant behavior among the employees of small scale outlets in Lafia

metropolis the prevalence of deviant behavior is never unconnected with the day in the payment of employees' salaries by employers.

Table 4.3.1: Socio-economic factors and deviant behavior.

Socio-economic factors	Deviant Behavior			X ²	df	p-value
	Yes	No	Total			
Delay in payment of salary						
Yes	146(77.7%)	42(22.3%)	188(100)	17.33	2	0.001
No	37(74.0%)	13(26.0%)	158(100)			
Don't know	121(76.6%)	37(23.4%)	158(100)			
Total	304(76.8%)	92(23.2)	396(100)			
Me agree salary						
Yes	197(80.1%)	49(19.9%)	246(100)	21.34	2	0.002
No	40(67.8)	19(32.2%)	59(100)			
Don't know	67(73.6%)	24(26.4)	91(100)			
Total	304(76.8%)	92(23.2)	396(100)			
Unfriendly attitude at work						
Yes	274(81.5%)	62(18.5%)	33(100)	26.92	2	0.004
No	30(61.2%)	19(38.8%)	49(100)			
Don't know	33(75.0%)	11(25.0%)	44(100)			
Total	304(76.8%)	92(23.2)	396(100)			
Improper supervision						
Yes	219(71.9%)	62(22.1%)	281(100)	22.12	2	0.000
No	43(72.9%)	16(27.1%)	59(100)			
Don't Know	42(75.0%)	14(25.0%)	56(100)			
Total	304(76.8%)	92(23.2)	396(100)			
Harsh treatment from boss						
Yes	238(86.5%)	45(15.8%)	275(100)	18.67	2	0.000
No	32(47.1%)	36(52.9%)	68(100)			
Don't know	34(64.2%)	19(35.8%)	53(100)			
Total	304(76.8%)	92(23.2)	396(100)			
Learning						
Yes	263(81.2%)	61(18.8%)	324(100)	28.91	2	0.000
No	21(78.9%)	7(25.0%)	28(100)			
Don't know	26(45.5%)	24(54.5%)	44(100)			
Total	304(76.8%)	92(23.2%)	396(100)			

Source: Fieldwork, 2021

Although many of the respondent who acknowledged that deviant behavior was associated with employees also maintained that delay in the payment of salaries was a motivation. The result was statistically significant at ($p < 0.05$). Beyond the day in salaries, me agree and unfriendly work environment were cogent factors that promote

deviant behavior among employees of small scale outlets in the study significant at $p < 0.05$. Similarly, improper supervision was a cause of deviant behavior. Accordingly, those who agree that deviant behavior was associated with employees also agreed that improper supervision (77.9% $n=77.9$), the result was significant at $p < 0.000$. Harsh treatment of employees of employees (86.5%, $n=238$) and learning behavior (81.2%, $n=263$) were important factors that promote deviant behavior among employees. The results were significant at $p < 0.000$.

Socio-cultural factor in deviant behavior

Above 64.4% of all categories of respondents with the perception that deviant behavior was common among workers in small scale outlets in the study location also see weak rules with in the work environment as a factor that determine the upsurge in deviant behavior. Accordingly, 83.6% of the respondents attested to it. Similarly, scale person preference (89.1%) and 88.5% promote deviant behavior. These group of respondents are vehement that those factor are germane to the prevalence in deviant behavior. All the result was significant at $p < 0.05$.

Table 4.4.1 socio-cultural factors

Socio-Cultural Factors		Deviant Behavior			
		Yes	No	Total	X ²
df	p-value				
Weak social norms					
	Yes	163(83.6%)	32(16.49)	195(100)	32.21
	No	58(64.4%)	32(35.6%)	90(100)	0.001
	Don't know	53(74.8%)	28(25.2%)	111(100)	
	Total	304(76.8%)	92(23.2%)	396(100)	
Sales Person preference					
	Yes	17(89.1)	21(109%)	192(100)	32.22
	No	24(51.1)	23(48.9%)	47(100)	0.001
	Don't know	109(68.8%)	48(30.2%)	159(100)	
	Total	304(76.8%)	92(23.2%)	396(100)	
Employers-employees relationship					

Yes	184(88.5%)	24(11.5%)	208(100)	14.22	2
No	78(66.7%)	39(33.3%)	117(100)	0.000	
Don't know	42(59.2%)	29(40.8%)	71(100)		
Total	304(76.8%)	92(23.2%)	396(100)		
Witchcraft Power					
Yes	45(80.4%)	11(19.6%)	56(100)	21.27	2
No	138(66.0%)	71(34.0%)	209(100)	0.062	
Don't know	121(92.4%)	10(7.6)	131(100)		
Total	304(76.8%)	92(23.2%)	39(100)		
Ethnic Background					
Yes	37(63.8%)	21(36.2%)	58(100)	12.22	2
No	198(26.4%)	61(23.6%)	259(100)	0.005	
Don't Know	69(77.5%)	20(22.5%)	89(100)		
Total	304(76.8%)	92(23.2%)	396(100)		

Though respondent to the fact that witchcraft was high (80.4%) the result establishing the relationship between witchcraft manipulation and deviant was not significant at $p < 0.05$. Finally, ethnic background has no close affiliation with deviant behavior. This their relationship between socio-cultural factor and deviant behavior was significant.

Socio-psychological factors

The attitude of employers towards the employees considered as a factor that triggers their involvement in deviant behaviour, more of the employees (78.2%, $n = 226$) were affirmative that the attitude of employers are responsible for the involvement of their staffs in deviant behaviour. The result ($\chi^2 = 1.421$, $df=2$, $p=0.002$) was statistically significant). The fear of not being paid by the employers was capable of promoting deviant behaviour among employees. Accordingly, (83.9%, $n=187$) of the respondents from shops attested to this. The result was found to be statistically significant as a result indicated that ($\chi^2=27.21$, $df= 2$, $p=0.000$) $p < 0.05$. It is expected that employees are socialized on the norms of the task that would be assigned them. Employees from different shops assumed that improper socialization of employees on the ethics of their task could promote deviant behaviour. Many of the employees (80.6%, $n=204$) confirmed that deviant behaviour could be caused by faulty socialization of staff by employers. The result was statistically significant ($\chi^2 = 16.12$, $df=2$, $p=0.000$). The use of substances and

their abuse has become common among people of different age category. It was demonstrated from this study that employees (79.5%, n=217) were favorably disposed to the fact that substance abuse make the workers engage in deviant behaviour.

Table 4.5.1: Socio-psychological

Socio-psychological factors	Deviant behavior			X ²	df	p-value
	Yes	No	Total			
Altitude of employer						
Yes	226(78.2%)	63(21.8%)	289(100)	19.31	2	0.002
No	41(68.3%)	19(31.7%)	60(100)			
Don't know	37(78.7%)	10(21.3%)	47(100)			
Total	304(76.8%)	92(23.2%)	396(100)			
Fear of not begin paid						
Yes	187(83.9%)	36(16.1%)	223(100)	27.21	2	0.000
No	45(78.9%)	12(21.1%)	57(100)			
Don't know	72(62.1%)	44(37.0%)	116(100)			
Total	304(76.8%)	92(23.2%)	39(100)			
Faulty on the job socialization						
Yes	207(80.6%)	46(23.6%)	259(1000)	16.1	2	0.000
No	26(72.2%)	10(27.8%)	36(100)			
Don't know	77(70.0%)	33(30.0%)	116(100)			
Total	304(76.8%)	92(23.2%)	396(100)			
Substance use						
Yes	217(79.5%)	56(20.5%)	273(100)	16.31	2	0.000
No	54(71.1%)	22(28.9%)	76(100)			
Don't know	33(70.2%)	14(29.8%)	47(100)			
Total	30(76.8%)	92(23.2%)	396(100)			
Aggressive work environment						
Yes	185(85.6%)	31(14.4%)	216(100)	21.6	2	0.000
No	112(80.6%)	27(19.4%)	139(100)			
Don't know	73(68.2%)	34(31.8%)	107(100)			
Total	304(76.8%)	92(23.2%)	396(100)			
Repeated harassment of workers						
Yes	124(81.0%)	29(18.9%)	153(100)	24.36	2	0.000
No	82(56.9%)	62(43.6%)	144(100)			
Don't know	98(74.8%)	33(25.2%)	131(100)			
Total	304(76.8%)	92(23.2%)	396(100)			

Source: Fieldwork 2021.

The result was significant as $p < 0.005$. Aggressive work environment was considered as important variable capable of promoting deviant behaviour among employees in small scale enterprises in Lafia. Accordingly, participants were all in agreement that aggressive work environment was responsible for the involvement of employees in deviant behaviour. The result ($\chi^2 = 21.62$, $df = 2$, $p = 0.000$) was statistically significant. Finally, participants from sale outlets insisted that harassment of workers by employers was capable of promoting the involvement of workers in deviant behaviour. The result was statistically significant ($\chi^2 = 24.36$, $df = 2$, $p = 0.000$).

Implication on socio-economic development

The owners or managers of small scale enterprises in the study area had different opinion on the effects of deviant behaviour among the sales persons. One of the interviewee posited that:

Some of us have been through hell in the hands of our sales persons. Some will be stealing the goods gradually, especially if you do not monitor them properly. This will affect the growth of the business. Many businesses has close up because of sales girls. It is because of their activities when I am not around that made me installed CCTV so I can know what happened in my absence (Male, cosmetic shop, 26/9/2021, Lafia)

The respondent agreed that deviant behaviour of sales persons has led to closure of some businesses by their owner. Another respondents posited that:

I have been lucky in the past five or six years. My workers have been fantastic. Some years ago, I had one boy that made me close one branch of my shop. He had a deal with a builder and was giving building materials to him. He will later go for the money for his personal use. I closed the shop and send all the workers a way (Manager, building material shop 26/9/2021, Lafia)

This respondent share similar view with the previous, but acknowledged he has been very lucky to recruit good workers. The closure of business, mean unemployment for the previous worker. Another respondent posited that:

If you are not careful employees will destroy the business you have suffer to build for years. If the business go down, the employees will leave. It is you, your family will suffer. Sometimes your children will drop out of school. I have been there before, so I am telling you from experience (Manager, provision shop, 28/9/2021)

The above respondent believed that business enterprise can be destroyed if left under the operation of workers. When businesses are destroyed, it will create poverty and may result in children dropping out of school. It was the position of this respondent that:

When you have a wrong sales girl, in fact she will chase away your customers gradually through are her bad behaviour. Some of them will steal, rude to customers, inflate the price of goods to their advantage. We see all these behaviour and more. You know what that mean to any business (Owner, pharmacy/provision shop,28/9/2021, Shabu)

The respondents believed the deviant behaviour and gradually send customers away. If care is not taken, you would be out of business

Discussion of Findings

Deviant behavior has reportedly become part of small scale enterprises in Lafia metropolis. Employees of small scale enterprises are known to have deviated from the price of goods by increasing the price of commodities without the consent of their employers for their personal gains. This finding aligns with the observation of Aborisade (2016) that criminality has become common among employees of different commercial venture. The quest for material gains has remained the motivation for the involvement of sales persons in different financial crime. This finding further buttress the observation of Smith (2017) that the unilateral increase in the prices of goods under their custody has reportedly been reported by small business operators in developing countries. The persistent display of disrespect for senior colleagues and customers were also acknowledged among sales person in the study location. This revelation conformed to the assertion of Nicolas and Kennedy (2018) that conflict ushered in between customers and sales persons arising from a display of disrespect from sales persons. The source further uncovered that

beyond the customers employees could have conflict due to a display of disrespect from the younger worker.

Similarly, it was revealed that some employees could stay away from work without permission from employers. This high level of truancy as displayed by some employees has been acknowledged as one of the factors affecting small scale enterprise (Smith, 2017). Deliberate stay away from work by employees have serious implications on business operation in developing countries. Beyond the above some sales persons are in the attitude of collecting money from customers for goods or services rendered and rejecting later even when some will be unwilling to give balance to the customers. This finding is in line with Okoye (2014) that negative behavior such as unwillingness to give balance to customers and outright rejection after collecting money from customers for goods and services. Sales persons, especially in urban centers are characterized with negative behavior which is responsible for frequent change of workers in drinking joints (Okoye, 2014). The abuse of substance by the sales persons was acknowledged as one of the deviant behavior by the respondents. This finding is in conformity with the observation of Smith (2017) that substance abuse has become common among youths engaged in different socio-economic activities. The abuse of drugs and alcohol has become one of the major deviant behaviour among youths in developing countries. The utilization and conversion of office materials to personal belonging was prevalent among sales persons in all the shops identified. These finding corroborate the earliest submissions of Ajayi (2009) cited in Obi (2015) that the conversion of official resources to person resources is common among employees of different agencies in Nigeria. The corrupt practice of diverting resources from places of work to personal effect has contributed to the inefficient nature of diverse enterprises in Nigeria. In developing countries, employees for personal reasons do not adhere to the ethnics of the organization. This is made manifest in the pfering of items and deliberate diversion of institutional resources to private use, with the detrimental consequences on the institution. Agba and Ushie (2010) acknowledges the upsurge in the diversion of organizational resources to personal effect in social and commercial enterprises in Nigeria. On sexual abuse reportedly acknowledged as one of the deviant behaviours of sales persons in different retail outlets in Lafia. This finding confirmed the earlier observation of Aborisode

(2016) that sexual misbehaviours are witnessed in diverse organization in Nigeria. In some organization or sales outlet employees engaged in sexual relationship with other employees in the office, this misnomer has been acknowledge as a negative behaviour displayed by sales persons in different business outlet in Nigeria.

Different socio-economic factors are capable of promoting deviant behavior among employees. Delay in the payment of salary by their employers and meager salary are responsible for deviant behaviour among small scale employees. This finding align with the earliest observation of Aborisade (2016) that the economic depression occasioned by low income has resulted in many businesses not capable of paying workers. Those who pay, do so by cheating employees. These has resulted in the engagement of some employees in deviant behaviour. Similarly, it was established that unfriendly work environment coupled with improper supervision of employees by employers or management team was capable of encouraging deviant behaviour among employees. This finding is in consonance with the view of time, Ume, Neelam and Muhammad (2018) that deviant behaviours is triggered by unfriendly work environment. When employees find themselves in a work environment that is unfriendly due to management policies, the possibility of engaging in deviant behaviour becomes high. Aborisade (2016) has earlier observed that deviant behaviour flourish in work environment that is characterized by unfriendly policies which has serious implications on workers. In the work environment harsh and employers or management is responsible for the involvement of small-scale employees. This finding buttressed the earlier submissions of Smith (2017) that organizations with harsh policies inevitably promote deviant behaviour. When organizational policies are harsh and unfriendly to employees, they resort to deviant behaviours as a means to caution the effect of such policies that played out in the organization. The unprecedented increase in deviant behaviour among employees has a close affiliation with the unpalatable treatment of employees with employers. On the view that deviant behaviour among employees is as a result of learning process was high. This finding conform to the view of Aborisade (2016) that behaviour of all sorts are learned. This finding further align with the observation if Smith (2017) that deviant behaviour has been acknowledged by many

studies. Just as positive behaviour is learn so negative behaviour is learning including the skills of engaged in deviant behaviour.

From socio-cultural perspectives, it was established that weak social norms in the organization promote deviant behaviour among employees. This finding support the view of Tang (2016) that organization with weak rules and regulations are most likely to encounter problems in their daily operation. This is because weak norms encourage workers to engage in activities that are detrimental to the organization. Similarly, sales person preference was also considered as an important factor promoting deviant behaviour at the organizational setting. This finding is in line with the view of Okoye (2014) that discrimination and unnecessary preference for some staff over others could promote antisocial behaviour in an organization. When employees are treated in a discriminatory manner others who felt unfairly treated could result to deviant behaviour. The nature of employer and employee relationship has employer and employee relationship has the capability of fueling deviant behaviour. This revelation is in tandem with the view of Okoye (2014) that the nature of relationship that exist between employees and employers could probably influence deviant behaviour. When employer and employees relation becomes so strict or loose, it has the capability of encouraging deviant behaviour if not properly regulated. Muffah (2018) pointed out that relationship between employers and employees can either promote sanity or insanity in the organization.

The manipulation of employees via the use of witchcraft and voodoo powers could affect deviant behaviour in the organization. This finding aligned with the view of Charles (2015) that African believed in the existence of witchcraft and that it can be deployed to influence behaviour positively or negatively. Witchcraft and voodoo practice in Africa is real, it can be used for both benevolent and malevolent purpose. It is not uncommon for this power to be employed to influence behaviour towards criminality. On ethnic background, it was not considered an important factor influencing deviant behaviour among sales persons. This finding negate the view of Tang (2016) that deviant behaviour could be common among some ethnic nationalities than others. This finding however contradicted the earliest observation of Babatunde (2016) that deviant behaviour or other forms of criminality has to do with ethnic identity. People from different ethnic rationalities are reportedly engaged in deviant

behaviour. The finding revealed that altitude of employer towards employees can cause their involvement in deviant behaviour. This finding affirmed the observation of Okoye (2014) that organization with autocratic leadership style may compelled employees to resort to deviant behaviour in order cope with the excesses of their employers. Aggressive attitude towards workers has the capability promoting deviant behaviour at different organizational setting. Akikibofori and Akikibofori (2014) pointed out that aggressive altitude of employers has over bearing effect on deviant behaviour among employees. The study further revealed that workers often express fear that their salaries may not be paid by their employers. This single act is a catalyst for their involvement in deviant behaviour. This finding did not negate the view of Okoye (2014) employees begin to consider that their salaries may not be paid for different reasons, the probability of engaging in deviant behaviour becomes high. In developing countries with high rate of employment, employees are subjected to diverse forms of victimization from employers. One of such behaviour is the irregular payment of salaries. This action has a way of promoting deviant behaviour in the organization. Agba (2018) pointed out that when workers are denied certain basic allowances, they are likely to engage in different deviant behaviour. Job socialization is one important factor that help workers to be effective. The finding from this study revealed that faulty socialization was the brain behind deviant behaviour among employees. This finding confirmed the view of Inyang (2018) that improper socialization and lack of on-the-job socialization is capable of instilling negative behaviour on workers. Faulty socialization has significant effect on behaviour. This finding further contributed the observation Smith (2017) that socialization of workers into the norms of the organization is one of the techniques of ensuring job efficiency, but faulty socialization can create negative behaviour on workers. Substance abuse was found to be the reason for deviant behaviour reportedly engaged in by employees. This revelation aligned with the previous observation of Obi (2015) that the use of substance by employees has a way of influencing their behaviour. The negative behavioural pattern displayed by workers is partly attributed to substance use. Agba and Ushie (2010) was of the view that some deviant behaviour displayed by employees are under the influence of drug and other substance that are abused daily.

Beyond substance abuse aggressive work environment which often manifest in unwarranted harassment of employees by employers was responsible for the upsurge in deviant behaviour by employees. These findings did not in any way negate the perception of Achakanaki, and Kumbhar (2018) that work environment characterized by aggression either orchestrated by employers or employees can promote organizational deviance. Deviance in the work place is often promoted by the happenings in the work environment the overtly seen cause of such deviance is the aggressive work environment. This finding further aligned with the view of Agba (2018) that aggression could trigger deviance in the organization. Deviant behaviour has affect the growth of small scale enterprises. This finding did not contradict the position of Smith (2017) that some organization has been shut down due to the negative behaviour of some employees whose reason for working is to satisfy their selfish interest to the detriment of the organization. The finding also corroborated the view of Okoye (2014) that the consequences of workplace deviance is the truncation of domestic industries. The upsurge in deviant behaviour has a corresponding effect on the underdevelopment and growth of some enterprises in Nigeria.

Conclusion and Recommendations

Small scale enterprises are reportedly witnessing some challenges due to the upsurge in deviant behaviour by employees in Lafia metropolis. The quantitative and qualitative data clearly demonstrate the existence of deviant behaviour among employees of small scale enterprise in Lafia. Socio-economic, socio-cultural and socio-psychological factors are responsible for the unprecedented deviation by workers, the consequences on the enterprises are enormous. The deviation of all sought affect the small scale enterprises in Lafia metropolis. Therefore, employers must ensure that their workers' salaries are paid without unnecessary delay, managers of small scale enterprises should ensure that work environment is not characterized by harshness, the norms of the organization must be strictly adhered to and employees should be properly socialized into the norms of such enterprise and employers and employees' relationship must be properly regulated. This should involve friendly attitude between employers and employees

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