

Workplace Deviant Behaviours and SMEs Sustainability: Does Emotional Intelligence Matter?

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Abstract

Sustaining SMEs is a pathway to economic growth and development. However, SMEs in contemporary times are facing several challenges such as negative individual characteristics of owner/managers, low patronage, and maintenance of a coordinated workforce. This cross sectional study examines the effect of workplace deviant behaviour sub variables on SMEs sustainability components among 365 owner/managers, supervisors, and employees of SMEs in the liquefied petroleum gas sub sector in Lagos State. Stratified proportionate sampling was utilized to select the respondents. Findings revealed that workplace deviant behaviour sub-variables had a positive and significant effect on SMEs sustainability (Adj. $R^2 = .310$, $F(1, 369) = 166.967$, $p < 0.05$). Emotional intelligence had no significant moderating effect on the interaction between workplace deviant behaviour sub variables and SMEs sustainability components ($R^2\Delta = 0.000$, $F(1, 367) = 140.616$, $p > 0.05$). The study concluded that workplace deviant behaviour sub-variables such as abusive supervision, workplace ostracism, workplace bullying, whistle blowing, and workplace incivility affected SMEs sustainability. The study recommended that SMEs owner/managers should modify the behaviour of their employees by inculcating motivational initiatives and organizational justice in managing the businesses. Also, owner/managers should create social networking opportunities for employees through social support, effective communication among stakeholders, and exemplary leadership.

Keywords: *Abusive supervision, Liquefied petroleum gas, Social capital, SMEs sustainability, Work engagement, Workplace deviant behaviour, Workplace ostracism*

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Background to the Study

Although studies have reported a link between positive (constructive) workplace deviant behaviour and business sustainability (Chirasha & Mahapa, 2012; Galperin, 2003; Narayanan & Murphy, 2017; Vadera, Pratt, & Mishra, 2013; Yıldız & Alpan, 2014), other studies have suggested a negative relationship on workplace issues such as customer relationship, work engagement, social networking, accountability, and productivity (Arthur-Aidoo, Aigbavboa, & Thwala, 2016; Michel, Newness, & Duniewicz, 2015; Onyishi, Ugwu, & Anike, 2011). Workplace deviant behaviour denotes a wilful individual that negates the dictate and culture of a workplace, as well as standard global practices, and could either be constructively or destructively inclined to business sustainability, depending on the mind-set of the individual. Also, elements of workplace deviant behaviour such as abusive supervision, ostracism, bullying, and incivility have been reported to have negative consequences for organisations (Appelbaum, Iaconi, & Matousek, 2007; Balogun & Komolafe, 2016; Goodboy, Martin, & Bolkan, 2017; Kim, Kim, & Yun, 2015; Muafi, 2011; Porath & Pearson, 2010). Conversely, studies are still sparse on how individual interpersonal factor such as emotional intelligence can moderate on the interaction between workplace deviant behaviour elements and SMEs sustainability components.

Emotional intelligence is a multifaceted interpersonal feature that connects emotion and cognition with the objective of cultivating and refining human relations (Mayer & Salovey, 1997), and has been noted to improve workplace behaviour and business sustainability. Individuals with high emotional intelligence may exhibit less destructive workplace deviant behaviour largely due to their ability to regulate, control, and manage negative emotional interactions (Balogun, 2017). This study investigated the moderating effect of emotional intelligence in the interface between workplace deviant behaviour elements and SMEs sustainability such as social capital, work engagement, job demands-resources, accountability, and productivity in the Liquefied Petroleum Gas (LPG) sub sector in Lagos State, Nigeria.

SMEs in the Nigerian LPG sub Sector

The Nigerian LPG sub sector is a potential ten billion dollar industry with capacity of creating formal and informal employment (Ejoh & Okafor, 2018). However, extensive research has revealed a very low per-capita usage of LPG otherwise known as cooking gas in Nigeria, compared with neighbouring countries such as Ghana and Cameroon (World Bank/ Energy Sector Management Assistance Programme, 2007). Also, stakeholders in the industry have lamented that Nigeria still ranked lowest in sub-Saharan Africa in per capita usage of LPG (Obi, 2015). Various reasons have been adduced for the low usage of LPG in Nigeria such as insufficient public awareness on safety and high cost of LPG cylinders (Obi, 2015); inconsistent government policies on value added tax and duty (Kalejaye, 2013; Ogbuanu, 2016), chronic logistics challenges in cooking gas supply (Alike, 2017), lack of marketing resources to market products (Asikhia, 2010) and inadequate qualified and experience human capital among others. Furthermore, the intermittent phenomenon of gas filling plant explosions and resultant avoidable deaths in recent years in Nigeria might be adduced, not only to the non-adherence to operational rules and standards in the industry but also to the

negative workplace behaviour of employees and owner/managers (Asu, 2018; Ugwuanyi, 2013).

Studies have posited that a workplace deviant behaviour element such as abusive supervision, workplace bullying, workplace ostracism and workplace incivility in SMEs is commonly instigated by distinct factor from the owner/managers of such SMEs (Muafi, 2015). To add as a way of reinforcement, Asikhia and Jansen Van Rensburg (2015) noted that different scholars have pointed out personal characteristics and competencies of owner/managers of SMEs as one of the drivers of performance. Likewise, preceding literature has adduced SMEs failure to workplace deviant behaviour of both employers and employees (Han, KakSabadse, & Kakabadse, 2010). A deficiency of such attributes or resources at the workplace could result in display of actions that range from the laudable to the morally despicable. Hence, morally despicable behaviours of owner/managers and employees such as workplace deviant behaviour may impede the growth of SMEs in the Nigerian LPG sector.

Bodankin and Tzine (2009) noted that the effect of workplace deviant behaviour on SMEs have economical, sociological, and psychological connotations. Osibanjo, Falola, Akinbode, and Adeniji, (2015) and Asu (2018) observed the disturbing increase in the rate of destructive workplace behaviours in Nigerian workplaces and argued that these behaviour undermines SMEs sustainability. Sheriff and Anandamma (2015) suggested future research should experimentally examine workplace deviant behaviour in the service sector. In addition, Appelbaum, Semerjian, and Mohan (2012) reported that about one million and seven hundred thousand Americans and 11 percent of the British workforce come in contact with destructive workplace deviant behaviour, which cost the American economy an estimated US\$200 billion annually. Granted that several studies have investigated the prevalence of workplace deviant behaviour in Nigeria workplaces (Balogun, Oluyemi, & Afolabi, 2018; Fagbohunge, Akinbode, & Ayodeji, 2012; Onyishi, Ugwu, & Anike, 2011), research is still limited on the effect of workplace deviant behaviour elements on SMEs sustainability components in the LPG sub sector in Lagos State.

Workplace deviant behaviour sub variables and SMEs sustainability components

Piskin, Ersoy-Kart, Savci, and Guldu (2014) research reported significant negative correlations between workplace deviant behaviour and employee social cohesion. Priesemuth, Schminke, Ambrose, and Folger (2014) found that abusive supervision climate adversely affect social and task-related group. Kim, Kim, and Yun (2015) reported that workplace deviant behaviour sub variable such as abusive supervision is a barrier to individual knowledge sharing and abused employees hardly engage in social networking. Yang (2012) found that workplace ostracism has harmfully effects on social and mental functions of individuals, whereas Yang and Treadway (2016) study observed negative experience for targets such as exclusion by social groups. Goodboy, Martin, and Bolkan (2017) found that workplace bullying was predicted to decrease employee social engagement indirectly, due to the denial of autonomy, belongingness, and self actualisation. Tan and Ong (2011) provided empirical evidence to show that many employees are excluded from social networking as a result of their whistle blowing activities. Scott, Restubog, and Zagenczyk (2013) found that

employees who exhibit workplace incivility are not include in social networking and as a result are victims of workplace exclusion.

Qin, Huang, Johnson, Hu, and Ju (2017) reported a positive linkage between abusive supervisory behaviour and work engagement. Workplace ostracism is found to be adversely connected with diverse organisational and individual consequences such as employees' engagement, job satisfaction, and affective commitment (Balliet & Ferris, 2013; Ferris, Brown, Berry, & Lian, 2008; Leung, Wu, Chen, & Young, 2011). Further, scholars have hinted that workplace bullying is significantly related to work engagement (Rai & Agarwal, 2017). Also, a significant negative link has been established between work engagement and workplace incivility (Hosseinpour-Dalengan, Atashzadeh-Shoorideh, Hosseini, & Mohtashami, 2017).

Tepper, Duffy, and Breauz-Soignet (2011) hinted that there may be circumstances when high, rather than low, performance may inspire the victimization of subordinates by supervisors. Chen and Li (2018) posited that workplace ostracism has a significant effect on job demands such as psychological detachment and emotional exhaustion and thus affects employees' unsafe behaviours. Van den Broeck, Baillien, and De Witte (2011) found that workplace bullying could be abridged by limiting the job demands and increasing job resources. Further, Tuckey, Chrisopoulos, and Dollard (2012) found that bullying has its origin in lack of job resources at the micro level, emphasizing the significance of scrutinising demand and resource variables exclusive to diverse organisational situations. Bakker (2015) argued that if job demands are consistently high and job resources are consistently low, highly motivated public servants may decide not to blow the whistle. Rhee, Hur, and Kim (2016) pointed out that co-worker incivility was negatively linked with job performance and that the link was fully mediated by job demand such as emotional exhaustion.

Mackey, Brees, McAllister, Zorn, Martinko, and Harvey (2016) found confirmation of an indirect connection among entitlement and co-worker bullying through insights of abusive supervision that is stronger for workers who report lower levels of felt accountability than workers who report higher levels of felt accountability. Breauz, Perrewé, Hall, Frink, and Hochwarter (2008) posited that high levels of perceived abuse interrelate with accountability such that job satisfaction declines and tension and exhaustion escalate due to the control-diminishing assets of abuse. Gkorezis, Panagiotou, and Theodorou (2016) found that significant effect between workplace ostracism and employee information exchange in terms of accountability. Hutchinson, Vickers, Jackson, and Wilkes (2005), Quine (1999), and Rayner & Cooper (1997) observed that workplace bullying results in not only psychological impairment but also negative financial consequences, and customer loyalty. Rachagan and Kuppusamy (2012) investigation of whistle blowing and corporate governance reported that it is vital to integrate proper whistle-blowing policies to enhance the effectiveness of internal control systems.

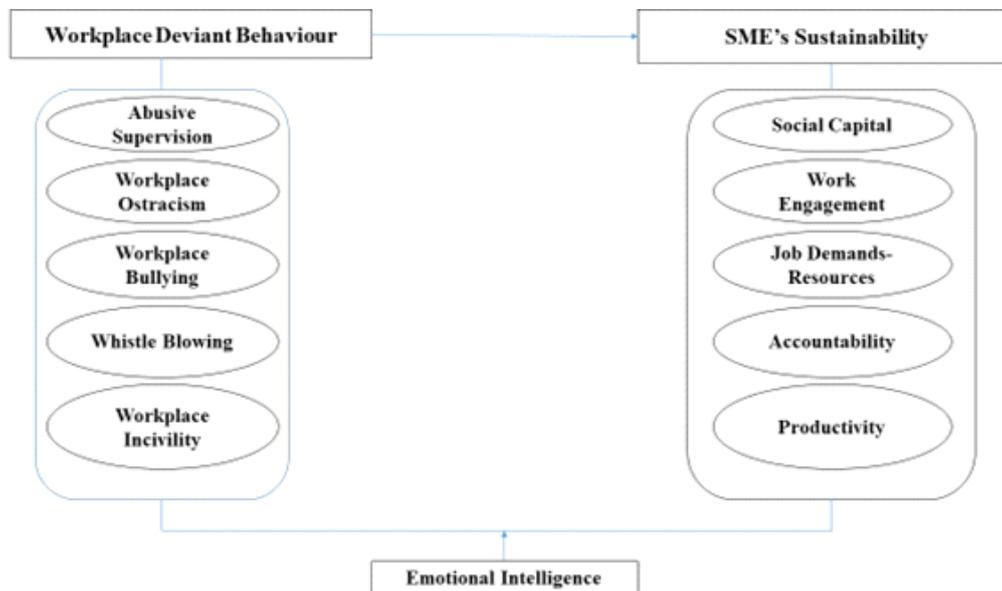
Studies have reported that perceptions of abusive supervision are related with a wide array of negative organisational outcomes such as, increasing work deviance (Wang & Jiang, 2014), declining social intelligence (Popp, 2017), declining pro social behaviour (Onyishi, 2012), and

social deviance (Mackey, Frieder, Perrew, Gallagher, & Brymer, 2015), which may affect productivity as well as SMEs sustainability. Zhang and Kwan (2015) study revealed that workplace ostracism influences organisational productivity and creativity through access to information, access to resources, and intrinsic motivation. Likewise, De Clercq, Haq, and Azeem (2019) posited that workplace ostracism negatively affects productivity. Rai and Agarwal (2018) reported that workplace bullying is negatively linked with innovative work behaviour and by extension affects productivity. Also, Samnani, Singh, and Ezzedeen (2013) study revealed that different attributions of workplace bullying may have distinctive effects on productivity. Erin, Ogundele, and Ogundele (2016) empirical findings revealed that whistleblowing implementation has a positive significant association on the productivity. Hutton and Gates (2008) observed that workplace incivility have great impact on employees' productivity. On this backdrop, this study hypothesizes that: *Workplace deviant behaviour sub variables does not significantly affect SMEs sustainability components in the LPG sub sector in Lagos State.*

Kim, Lee, and Yim (2016) reported that individuals with a higher degree of emotional intelligence know how to control hostile feelings encountered in any social interaction and act fittingly and are, for that reason, unlikely to engage in deviant behaviour. Pradhan and Jena (2018) findings showed that subordinates who perceive their supervisors to be abusive have higher intention to quit. Further, the study revealed that the moderating effect of emotional intelligence when high than low, indicates stronger linkage between abusive supervision and intention to quit. Zhang and Shi (2017) results showed that when workers exhibit high levels of emotional intelligence, the negative interactions between social capital, positive affect, and workplace ostracism were reinforced.

Ashraf and Khan (2014) observed that whereas workplace bullying negatively influenced productivity, the detrimental effect was lower for those employees who are high on emotional intelligence and higher for those low on emotional intelligence. Afolabi (2017) reported that persons who are high on emotional intelligence are less impetuous, and habitually exercise endurance and exhibit work engagement. Hence, this study hypothesizes that: *Emotional Intelligence has no significant moderating effect on the interaction between workplace deviant behaviour and SMEs sustainability in the LPG sub sector in Lagos State.*

Conceptual Model



Method

The respondents consisted of 365 owner/managers, supervisors, and employees working in SMEs that are registered with the National Association of Liquefied Petroleum Gas Marketers (NALPGAM) in Lagos State, Nigeria as 2017. The sample comprised 225 males and 140 females. Their ages ranged from 18 to 60 years ($M = 3.32$; $SD = 1423$). The length of working experience ranged from 1 to 15 years with a mean of 1.39 years and standard deviation of .505 years.

Owner/managers, supervisors, and employees completed measures of abusive supervision, workplace ostracism, workplace bullying, whistle blowing, workplace incivility, social capital, work engagement, job demands-resources, accountability, productivity, and emotional intelligence. Also, the participants answers was organised on a six point Likert scale of very high, high, moderately high, moderately low, low and very low. Moreover, the researchers ensured that the respondents' right to privacy was guaranteed. All retrieved information was treated with utmost confidence. Ethical consideration and other issues that have to do with filling of the questionnaire was careful explained to the respondents. Demographic information of the respondents was reported inclusive of age, gender, marital status, academic qualification, and length of service. A self-designed questionnaire was generated after a review of relevant literature (Bennett & Robinson, 2000; Samuel, Ansu-Mensah, & Adjei, 2013; Sanches, Gouveia-Pereira, Maroco, Gomes, & Roncon, 2016). This was done by identifying the indices that has the ability to effortlessly measure each variable of the study.

Exploratory Factor Analysis method which appreciates the relations among the study variables through a clear understanding of the underlying constructs (Leech, Barrett, & Morgan, 2005) was employed. The essence of using exploratory factor analysis for this study is

to reveal the causal structure or underlying relationships of the diverse set of measured variables. The result of the pilot study indicated that the research instrument is reliable, since the Cronbach Alpha of the scale for all the variables was greater than 0.70. KMO and Bartlett test of sphericity was done, only questions with only KMO values (> 0.6) and Bartlett significance levels of 0.05 were considered.

Descriptive analysis was carried out with the aid of percentage distribution, mean and standard deviation arranged in tables while inferential analysis was carried out using multiple regression. Also, in order to reduce probable errors and help to ascertain the severity of any multi-collinearity concerns so that the model can be adjusted, several diagnostic tools such as variance inflation factor and tolerance value was utilised

Regression Model

$$SMESUS = \alpha_0 + \beta_1 WDB + \beta_2 EMI + \beta_3 WDB EMI + \mu_i \dots\dots\dots \text{ Eqn. 1}$$

Where:

β_0 =represent constant term; β_1 - β_3 = represent parameters to be estimated; μ_i = error item
Also, Y= SMEs Sustainability (SMESUS); X= Workplace Deviant Behaviour (WDB)

Restatement of Hypothesis 1

There is no significant moderating effect of workplace deviant behaviour sub variables on SMEs sustainability components.

Table 1a: Model summary of effect of workplace deviant behaviour sub variables on SMEs Sustainability components

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.558 ^a	.312	.310	2.70145
a. Predictors: (Constant), WKI (workplace incivility), WHB (whistle blowing), WKO (workplace ostracism), WKB (workplace bullying), ABS (abusive supervision)				

Predictors: (Constant) Workplace deviant behaviour (WDB)--workplace Incivility, whistle blowing, workplace ostracism, workplace bullying, abusive supervision

Table 1a highlights the result of multiple regression analysis for the effect of workplace deviant behaviour (workplace incivility, whistle blowing, workplace bullying, workplace ostracism, and abusive supervision) on SMEs sustainability components (productivity, accountability, job demands-resources, work engagement, and social capital). The coefficient of multiple regression indicated the presence of a significant positive effect ($R = .558$) between the independent variables and the dependent variables. The adjusted coefficient of determination (R^2) of .310 indicates that a combination of workplace incivility, whistle blowing, workplace bullying, workplace ostracism, and abusive supervision described only 31% of the variation in SMEs sustainability components in the LPG sub sector in Lagos State.

Table 1b: Anova for workplace deviant behaviour sub variables and SMEs sustainability components

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1218.494	1	1218.494	166.967	.000 ^b
	Residual	2692.901	369	7.298		
	Total	3911.395	370			

a. Dependent Variable: SMESus- (productivity, accountability, job demands -resources, work engagement, and social capital)

b. Predictors: (Constant), WDB

Table 1b divulges that the F-value was 166.967 and a p-value of 0.00 indicating that the inclusive regression model was significant, thus amalgamation of the independent variables was significant in predicting SMEs sustainability component. In addition, this was buoyed by the residual mean square which illustrates that variation exists but the error is minimal. As well, the stated probability of (0.00) is less than the conventional probability of (0.05). Hence, workplace deviant behaviour sub variables have statistically significant effect on SMEs components.

Table 1c: Coefficients results showing the effect of workplace deviant behaviour sub variables on SMEs sustainability components.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	31.774	1.007		31.548	.000		
	WDB	-.781	.060	-.558	-12.922	.000	1.000	1.000

a. Dependent Variable: SMESus

Table 1c shows the model's coefficient values from the regression. The outcomes show that workplace deviant behaviour sub variables had a negative significant effect on SMEs sustainability. Further the results show that a unit increase in workplace deviant behaviour sub variables leads to -.781 unit decreases in SMEs sustainability components. Furthermore, the results showed that the coefficients of workplace deviant behaviour sub variables ($\beta = -.558$, $t = -12.922$, $P\text{-value} < 0.05$). Also, the level of correlation between the variables is conventional since the Variance Inflation Factor (VIF) of variable is less than 10. Moreover, tolerance value which specifies the total allowable error within an item is shown in this study to have a value that is more than 0.1. This indicates that the correlation is not a problem.

Thus, the regression equation becomes.....

$$\text{SMESus} = 31.774 - .781 \text{WDB} \text{-----Equ--1}$$

Where SMESus= SMEs Sustainability; WDB = Workplace Deviant Behaviour

As established by the regression equation and keeping all factors constant at zero, SMEs sustainability in the selected SMEs in the LPG sub sector was 31.774. Therefore, the regression results reveal that workplace deviant behaviour sub variables is positive and statistically significant. Based on the findings the null hypothesis one (H_{01}) which states workplace deviant behaviour sub-variables do not significantly affect SMEs sustainability is hereby rejected.

Restatement of Hypothesis 2

There is no significant moderating effect of emotional intelligence on the interaction between workplace deviant behaviour components and SMEs sustainability.

Table 2a: model summary of the moderating effect of emotional intelligence on the interaction between workplace deviant behaviour sub variables and SMEs sustainability components in the LPG sub sector in Lagos State

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R square change	F Change	df1	df2	Sig F Change
1	.558 ^a	.312	.310	2.70145	.312	166.967	1	369	.000
2	.731 ^b	.535	.532	2.22427	.223	176.311	1	368	.000
3	.731 ^c	.535	.531	2.22674	.000	.183	1	367	.669

a. Predictors: (Constant), WDB (Workplace deviant behaviour)
b. Predictors: (Constant), WDB ((Workplace deviant behaviour),EMI (Emotional intelligence)
c. Predictors: (Constant), WDB (Workplace deviant behaviour), EMI (Emotional intelligence), WDBEMI (Workplace deviant behaviour, Emotional intelligence)

Table 2a indicates the results outcomes of multiple regression analysis for the moderating effect of emotional intelligence on the interaction between workplace deviant behaviour components (workplace incivility, whistle blowing, workplace bullying, workplace ostracism and abusive supervision) and SMEs sustainability components (social capital, work engagement, job demands-resources, accountability and productivity). Also, Table 2a shows that emotional intelligence when moderating between workplace deviant behaviour sub variables and SMEs sustainability, produced a result that revealed the adjusted coefficient of determination (R^2) of .310 pointed out a combination of workplace incivility, whistle blowing, workplace bullying, workplace ostracism and abusive supervision described only 31% of the variation in SMEs sustainability in the LPG sub sector in Lagos State.

With the addition of emotional intelligence, the adjusted coefficient of determination (R^2) of .532 suggested that a combination of workplace incivility, whistle blowing, workplace bullying, workplace ostracism and abusive supervision and emotional intelligence described only 53.2% of the variation of emotional intelligence in the LPG sub sector in Lagos State. In the third model, the adjusted coefficient of determination (R^2) of .531 suggested that a combination of workplace incivility, whistle blowing, workplace bullying, workplace ostracism and abusive supervision, emotional intelligence and the interaction term, described only 53.1% of the variation of workplace deviant behaviour and emotional intelligence in the LPG sub sector in Lagos State.

Table 2b: Anovafor workplace deviant behaviour sub variables and SMEs sustainability components

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1218.494	1	1218.494	166.967	.000 ^b
	Residual	2692.901	369	7.298		
	Total	3911.395	370			
2	Regression	2090.767	2	1045.383	211.301	.000 ^c
	Residual	1820.628	368	4.947		
	Total	3911.395	370			
3	Regression	2091.673	3	697.224	140.616	.000 ^d
	Residual	1819.722	367	4.958		
	Total	3911.395	370			

a. Dependent Variable: SMESus
b. Predictors: (Constant), WDB
c. Predictors: (Constant), WDB, EMI
d. Predictors: (Constant), WDB, EMI, WDBEMI

Table 2b reveals the results of the ANOVA (inclusive model significance). The F-values for the predictors were 166.967, 211.301 and 140.616, and a p-value of 0.00 indicating that the general regression model was significant, thus combination of the independent variables was significant in predicting SMEs sustainability at each stage of introduction of emotional intelligence and the interaction term into the models. As well, the stated probability of (0.00) is less than the conventional probability of (0.05). Hence, the model fitness is confirmed.

Table 2c: Coefficients results showing the moderating effect of emotional intelligence on the interaction between workplace deviant behaviour sub variables on SMEs sustainability components

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	31.774	1.007		31.548	.000
	WDB	-.781	.060	-.558	-12.922	.000
2	(Constant)	18.928	1.274		14.855	.000
	WDB	-.438	.056	-.313	-7.810	.000
	EMI	1.902	.143	.532	13.278	.000
3	(Constant)	17.265	4.094		4.217	.000
	WDB	-.336	.244	-.240	-1.377	.169
	EMI	2.335	1.022	.653	2.284	.023
	WDBEMI	-.027	.063	-.110	-.427	.669

a. Dependent Variable: SMESus
b. Predictors in the Model: (Constant), WDB
c. Predictors in the Model: (Constant), WDB, EMI

Table 2c shows the model's coefficient values from the regression. The Table 2c reveals three model which explain the moderation effect of emotional intelligence on workplace deviant behaviours and SME sustainability. Model 1 revealed negative significant relationship between workplace deviant behaviour components and SME sustainability at ($p=0.000$, $\beta = -.781$, R^2 change= .312). In the second model, emotional intelligence was introduced, and the results reveal a significant relationship with $p=.000$ and R^2 change =.223 while EMI ($\beta = 1.902$) and WDB ($\beta=-.438$).

Upon introduction of the interaction term, required to confirm the moderation effect on the relationship between workplace deviant behaviour components and SME sustainability components, an insignificant relationship was observed at $p> 0.05$. Also, it was observed that the R^2 change = .000 and F statistics, $F(3, 367) = 140.616$. The results reveal that given a unit increase in workplace deviant behaviours, it will lead to a -.336 decrease in SME sustainability. Also a unit increase in emotional intelligence, will lead to a 2.335 increase in SME sustainability. Furthermore, a unit increase in the interaction term, will lead to -.027 decrease in SME sustainability. Furthermore, the results informed that the coefficients are workplace deviant behaviour components ($\beta= -.781$, P-value > 0.05) is not statistically significant; emotional intelligence ($\beta = 2.335$, P-value < 0.05) is statistically significant while the interaction term (workplace deviant behaviour sub variables*emotional intelligence) provided results that were not statistically significant ($\beta =-.027$, p-value > 0.05).

Thus, the regression equation becomes.....

$$SMESus = 17.265 + 2.335EMI \text{ -----Equ (2)}$$

Where SMESus = SME Sustainability; WDB = Workplace Deviant Behaviour Sub Variables
EMI = Emotional Intelligence; WDB*EMI = the interaction term between workplace deviant behaviours and emotional intelligence.

As established by the regression equation and keeping all factors constant at zero, SMESus in the selected SMEs in the LPG sub sector was 17.265. Therefore, the regression results reveal that the moderation effect of emotional intelligence on the interaction between workplace deviant behaviour sub variables and SME sustainability is not statistically significant. Based on the findings the null hypothesis one (H_{02}) which states emotional intelligence has no moderating effect on the interactions between workplace deviant behaviour sub-variables and SME s sustainability is not rejected.

Discussion of Findings

The objectives of the study aimed at examining the effect of workplace deviant behaviour sub variables on SMEs sustainability components and the moderating role of emotional intelligence on the interaction in the LPG sub sector in Lagos State. Descriptive statistics of percentages, mean, and standard deviation were used to condense the study results. The results showed that workplace deviant behaviour sub variables (abusive supervision, workplace ostracism, workplace bullying, and whistle blowing and workplace incivility) had a statistically significant effect on SMEs sustainability components. The outcomes of this study is in tandem with the driving theory of this study- social exchange theory, which posits that

favourable policies and work environment elicit better workplace behaviours. As a way of reinforcement, Crossman (2018) postulated that human interactions are determined by the rewards or punishments that are anticipated from an exchange, which is appraised by means of a cost-benefit analysis model (whether intentionally or subconsciously).

The findings of this study is congruent with Kim, Kim, and Yun (2015) study on knowledge sharing, abusive supervision, and support, anchored on social exchange theory, and which revealed that abused employees do not share their knowledge, innovation, and creativity. Likewise, Kacmar, Whitman, and Harris (2013) study indicated that abused subordinates may intentionally withhold organisational citizenship behaviours to harm the abusive supervisor or co-workers – representing a deliberate retaliatory exchange. Thus, abusive supervision may affect social capital which entails creating social networks based on reciprocity, reliance, and collaboration to produce economic and cultural capital.

This study findings also collaborates Zhu, Lyu, Deng, and Ye (2017) study which demonstrated that workplace ostracism positively influences job tension which diminishes customer orientation, and subsequently declines employees' Proactive Customer Service Performance (PCSP). Workplace ostracism has been revealed to lessen psychological well-being and increase negative behavioural outcomes such as social disengagement, aggression and interpersonal conflict (Ferris *et al.*, 2008; O'Reilly & Robinson, 2009). In addition, Wu, Liu, Jun., Kwan, and Lee (2016) study found that workplace ostracism causes a decline in citizenship behaviour by undermining employees' identification and social networking abilities within the workplace.

The findings of this study supports the study of Bartlett and Bartlett (2011) reported that workplace bullying which is work related, personal, and physical/threatening, negatively affects employees interpersonal skills. Also, Trongmateerut and Sweeney (2013) study pointed to those subjective norms for whistle-blowing have a direct effect on whistle-blowing attitudes as well as direct and indirect effects on reporting intentions in any social community. Conclusively, Porath and Pearson (2010) in a survey demonstrated that encountering uncivil behaviour was linked to lower work quality and performance, as well as less effort, commitment, and time at work.

In status quo, where destructive workplace deviant behaviour is exhibited, Hussain, Sia, and Mishra (2014) study conveyed a negative nexus between workplace deviant behaviour and some antecedents such as abusive supervision, ethical climate, social networking, and organisational justice on overall productivity and performance of organisations. To collaborate this and align it with findings of this study, an empirical study by Maufi (2011) analysis with multiple regression revealed among others that workplace deviant behaviour has a negative effect on employee performance. Further, Osibanjo, Falola, Akinbode, and Adeniji (2015) conceptual review, noted that deviant behaviour negativity affects employees which has adverse psychological and business related consequences. In line with this assertion, Waseem (2016) reported that workplace deviant behaviour such as abusive supervision, and workplace bullying have significant negative effects on business sustainability. Similarly, related sundry

studies have shown that issues such as deficiency in social networking, absenteeism, high turnover, stress, job commitment, organisational sabotage and abusive supervision are strongly and positively associated with workplace deviant behaviour (Oh, Lee, Ashton, & de Vries, 2011; Walsh, 2014).

The results also showed that emotional intelligence was not statistically significant in its moderating role between workplace deviant behaviour sub variables (abusive supervision, workplace ostracism, workplace bullying, and whistle blowing and workplace incivility) and SMEs sustainability components. The findings of this study are in tandem with that of Siu (2009) study which found a negative linkage between emotional intelligence and workplace deviant behaviour. More so, other scholars have found negative and insignificant association between emotional intelligence and performance (Gilani, Waheed, Saleem, & Shoukat, 2015; Olatoye, Akintunde, Yakasai, 2010; Pillay, Viviers, & Mayer, 2013; Wisker, & Poulis, 2015). Accordingly, this may suggest that owner/managers, employers and employees in the LPG sub sector in Lagos State could make do with tacit knowledge only, as it also entails having an ability to make inference from any situation and circumstance. To buttress this, Jafri, Dem, and Choden (2016) moderated regression analysis revealed that employee's proactive personality and organisational climate both affected the association between emotional intelligence and employee creativity.

In contradiction with this study, Makkar and Basu (2017) investigation on the association between emotional intelligence and workplace behaviour in both the public and private sector banks implied a positive a significant relationship. To reinforce this, Turnipseed and Vandewaa (2012) hierarchical multiple regressions pointed out a positive link between organisational citizenship behaviour and emotional intelligence. In the same vein, other researches have revealed that emotions precipitates externally through utterances and behaviours and hence are noted as defining factors for conduct (Andrade, 2015; Dhani, Sehrawat, & Sharma, 2016 ; Kim, Lee, & Yim, 2016). Likewise, positive emotions such as being calm, being attentive and ignoring distractions at the workplace is capable of aiding individuals accomplish constructive outcomes such as self-actualisation, job enrichment and social capital.

The study contributed to empirics by establishing a relationship between workplace deviant behaviour and SMEs' sustainability in the LPG sub sector in Lagos State. Previous research have focused the effect of workplace deviant behaviour on job performance (Rahman, Karan, & Ferdousy, 2013); staff development. (Rafiee, Hoveida, & Rajaeipoor, 2015); personality type and cognitive distortion level (Piskin, Ersoy-Kart, Savci, & Guldu, 2014). Conceptually, this study provided another definition that viewed it as a wilful behaviour of an individual that negates the dictates and culture of a workplace, as well as standard global practices, and could either be constructively or destructively inclined to business sustainability. The study supported the social exchange theory by highlighting the immense benefit a social exchange in which owner/managers could apply constructive behaviours during social exchange to ensure innovativeness and creativity of the employees. The study therefore recommends that owner/managers should ensure intermittent application of motivational initiatives such as appreciating great work inputs, setting small measurable goals, and applauding work inputs.

Limitation and Future Research

The study used self-reports as the respondents were urged to react to questions like if they have been subjected to abuse, ostracism, bullying and uncivil acts at the workplace or they have participated in such acts. Self reports can be subjugated to several misrepresentations, including features of biases. Thus, an individual research level was applied (Matthiesen, Aasen, Holst, Wie, & Einarsen, 2003). The outcome of the study could be valid to the level that the participants replied the questions in a truthful manner and in agreement with their inner, subjective understanding. Therefore, items were crafted for easy understanding using the indices of the variables after an extensive perusal of related literature.

As a cross-sectional study which is observational in design and mostly appropriate for assessing the prevalence of a behaviour in a population, well-founded inferences about the directions of causality implied cannot be drawn. Thus, interactions among variables must be inferred with caution. Factual causal inferences can only be drawn using longitudinal data. This is particularly essential for a construct like workplace deviant behaviour that varies depending on various factors such as personality traits of the personnel and working conditions that could change over time. Therefore, future studies should utilise longitudinal data, which allows for the study of the disparities between perceptions of the work environment and different citizenship behaviours, and for more generalisation.

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